RANGER

The Journal of the Association of National Park Rangers

Vol. XI, No. 3 Summer 1995

The Endangerment of Species

Letters

Editor's note: In January ANPR wrote to Director Kennedy regarding placing U.S. Park Police at the Statue of Liberty. The following letter, dated March 10, 1995, was sent to ANPR President Deanne Adams in reponse.

Thank you for your letter of Jan. 31, 1995, inquiring about recent decisions of the National Park Service to replace national park rangers with U.S. Park Police at the Statue of Liberty and Ellis Island, and proposals to furnish U.S. Park Police for each new system support office.

As you know, the transition to U.S. Park Police at the Statue of Liberty is under way. This action has my approval, as well as the approval of the Department of Interior. It is being taken to solve difficult ranger recruiting and retention problems that have long plagued the monument. Superintendent Belkov and Regional Director Rust put forth a convincing argument that in this urban enforcement situation, most of the protection problems at the Statue of Liberty could best be solved by replacing national park rangers with U.S. Park Police. The New York field office of the U.S. Park Police was readily available to immediately support this conversion.

We will not be substituting U.S. Park Police for national park rangers in system support offices. U.S. Park Police captains may continue to serve in regional offices or system support offices as determined appropriate by the local field director.

The staffing of the new system support offices will be fully discussed at the March 16 meeting of the National Leadership Council. Following that meeting, I will be able to provide instructions regarding the filling of vacant regional law enforcement specialist positions, formerly held by U.S. Park Police captains. Until then, no vacant regional law enforcement specialist positions may be filled.

There are many difficult decisions that must be made regarding downsizing of the NPS, however, I remain fully committed to the ideals and principles of the Ranger Careers Program.

Thank you and your organization for your continued support and dedication to the mission of the NPS.

Roger G. Kennedy
NPS Director

Editor:

It has been six months, and I can talk about it a little better now. I thank all of ANPR for your tribute to Deb at Rendezvous XVIII, and for Bill Halainen's reflections in *Ranger*. ANPR was one of the fun parts of Deb's life, from that first beer keg session to the point that she finally could not make it anymore. All of you added to the richness of her life, and she always came home from every event refreshed and happy.

I think that how a person dies is important. This wonderful lady let go in peace, in her sleep, surrounded by family and friends, and in the arms of her husband and her son.

Part of her has now become one with the sand, the surf and the marshes, around the small island that was to be our home. Since each of you and your several families were her extended family, I felt that you needed to know.

Thank you for being what you were to her, and God bless you all.

Ed Trout
Sevierville, Tenn.

Editor:

Thank you very much for your help and kindness. Sincerely and always a smile.

Francis Pierard
Belgium

The *Ranger* mailbag is always open

You are invited to send letters to the editor. ***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
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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

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Cover: All photos courtesy of U.S. Fish and Wildlife Service. Clockwise from upper left: Northern spotted owl, Palos Verdes blue, grizzly bear, brown pelican.

President's Message

The Association is entering another phase of examination of our essential functions.

The "Toward 1993" plan started our examination in the 1980s, while the Kennedy School report early this decade helped us focus our energies on "advocacy" and "community building." Now we need to refine what our role in those two areas will be and how we must change to achieve the new focus endorsed by our membership.

Our timing for examining our functions works well as the National Park Service moves into its new structure. We don't have to be forced into restructuring before examining our functions, but we can take advantage of the changes in regional alignments to review the purpose of our board of directors and of each member of the board.

For example, now the Western regional representative has more than 60 parks to try to communicate with, while the Mid-Atlantic representative has fewer than 30 and Alaska has fewer than 20. If communication with members is the primary function of a regional representative, our current structure does not allow that to occur effectively. With the growth in use of personal computers and access to on-line services, will the role of regional reps change?

At the spring board meeting we briefly reviewed several ideas for new board structures. Role and function statements for each current position will be completed by June and a working group will use those to prepare several alternatives for discussion at the next Rendezvous.

As we review our structure and discuss how we are to implement our new focus of "advocacy" and "community building," we need to also review our mission statement and bylaws, to see if they reflect the new vision of the membership.

Our mission statement in the bylaws and published in each issue of *Ranger* is a good one and has served us well by focusing on four specific areas:

"The Association of National Park Rangers shall be an organization

➤ to communicate for, about and with National 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."

"By bringing our mission statement and our goals and objectives into agreement, we further our ability to be a strong advocate for the System, the Service and the employee."

What if we changed the sequence of that wording and put "perpetuation of the National Park Service and the National Park System" at the beginning? What if our mission statement reflected our actions of the past few years and of our membership's embracing of "advocacy" as a major focus of our Association?

By bringing our mission statement and our goals and objectives into agreement, we further our ability to be a strong advocate for the System, the Service and the employee.

I would be eager to hear thoughts from any member.

Deanne L Adams

REWRITING THE ENDANGERED SPECIES ACT

Evaluating the Options

By Kathy Jope
Columbia/Cascades System Support Office

This year, Congress will begin looking at the reauthorization of the Endangered Species Act (ESA). Passed in 1973, and amended several times since, the purposes of the Act are "to provide a means whereby the ecosystems upon which endangered species and threatened species may be conserved" and to provide for the conservation of these species.

Should we conserve endangered species? Should we conserve all species, maintaining them at levels where they are not in imminent danger of extinction? How much effort is this worth? These questions and more are being debated as Congress moves toward reauthorization in some form.

We can expect to see a variety of approaches to endangered species legislation in the coming months. Each must be weighed on its likely effectiveness in its fundamental purpose: to conserve as many species as possible in perpetuity. To conserve species, the factors that lead to their decline must be reversed.

The major causes of extinction are: destruction of habitat; toxification of habitat by pollutants; over-harvest; and, displacement by, or hybridization with, introduced species.

For long-term survival of a species, two critical factors must be provided for: the extent of the species range, and its population size and genetic diversity. Where range is limited, there is greater risk of extinction due to a chance occurrence. When the size of a population is so small that there is inadequate genetic diversity, it can result in inbreeding and a genetic bottleneck that results in fatally reduced reproductive success.

Species Value

Species can have both ***instrumental*** and ***intrinsic*** value. Some recognized examples of instrumental value — where a species has a use to people — include:

Carl Koford/U.S. Fish and Wildlife Service

California Condor

Economic. Species that bring economic returns include species, such as some fish and tree species, that can be harvested for profit; species that yield profitable products, such as foods and drugs; and species that people are willing to pay to harvest or watch, such as game animals or whales.

Genetic. Because many of the crops and other species on which humanity relies are based on just a few strains of a relatively few species, they are in constant danger of devastation by pests and disease. The availability of wild varieties of related species makes possible the cross-breeding necessary to maintain genetic diversity. Genetic "banks" also preserve the option for future research on yet-unexamined species for ways in which they might be useful to people.

Ecological. Just as rivets, sheet metal and other components, when assembled and interlinked in a certain way, yield an airplane that flies, so also do species and natural processes interlink to create an ecological system that functions. The function of an ecosystem can rarely be attributed to any single species, but is a result of the interactions of a complex assemblage.

Educational. Species provide chances to learn about the world and ourselves. For example, research on the physiology of black bear hibernation provides information to understand human metabolism, diabetes and kidney function.

U.S. Fish and Wildlife Service

salt marsh harvest mouse

Aesthetic and spiritual. Other species with whom we share the earth help bring beauty to our existence, whether they are old-growth Douglas fir or tree frog, caribou or Labrador tea. Exploring the diversity of life around us provides an opportunity to awaken our sense of wonder. Contemplating it gives us the opportunity to connect with something greater than ourselves.

Representational. Some species have added value for what they represent to us. The bald eagle symbolizes our nation. The grizzly bear represents fearsome strength against which we can measure ourselves. The wolf is the essence of wildness.

Species also are of value to themselves, in and of themselves. Allowing other species to survive because of their intrinsic value is a matter of ethics, doing the right thing *because* it is the right thing, rather than because it is in our own self-interest. In doing so, we relinquish our view of ourselves as being at the center of the universe, and seek instead to be a member of a diverse community.

Evaluating Legislative Approaches

Congress may look at and discuss several different approaches and features in proposed legislation. Determining which species to conserve and how, looking at cost-benefit analysis, and considering species protection in relation to habitat conservation are just some considerations that will arise.

Conserving only certain select species, such as species with economic value or species with known functions will certainly be discussed. Species considered "redundant" would be given little priority. This sort of proposal illustrates our profoundly inadequate knowledge. For example, we may choose to conserve a species such as elk. But elk need shrubs to feed on, so we need to conserve shrubs, too. And shrubs need mycorrhizal fungi, a type of symbiotic organism that is vital to the uptake of water and nutrients, and to disease resistance by most species of woody plants. And what do mycorrhizal fungi need? I certainly don't know, and probably not many people do. And that's the problem.

A cost-benefit analysis assumes that a dollar value can be placed on all of a species' ecological, aesthetic, educational, and other values. It assumes complete knowledge of present and future benefits, as well as costs, of either conservation or extinction. Because it is much easier to measure the immediately apparent cost of conservation than its long-term benefit, and because our knowledge is inadequate for anticipating the consequences of extinction, cost-benefit analysis will consistently and significantly undervalue conservation. One area in which cost-benefit analysis may be useful is in weighing *when* action should be taken. The cost of conserving a species often depends on how early we take action. We can achieve the same benefit for less cost by taking action before a species becomes endangered, while we still have the widest range of options.

Habitat conservation in relation to species conservation will also be a hot issue. A recent appellate court decision in the case of Sweet Home Chapter of Communities for a Greater Oregon vs. Babbitt (currently under review by the U.S. Supreme Court) states that destruction of a species' habitat, when the species was not present, does not constitute a type of "harm" prohibited by the ESA. In view of the fact that habitat destruction is the greatest cause of species endangerment, it should be clear that protection of habitat is critical to species conservation.

Other areas on which Congressional discourse and legislation may focus include:

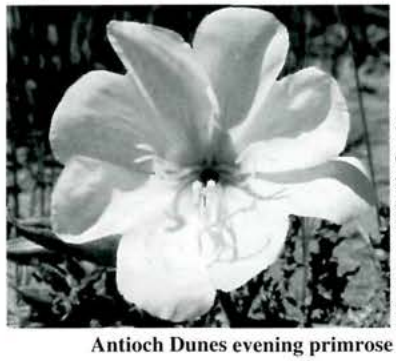
➤ **Takings and incentives for private landowners**. The federal government has not traditionally been obligated to pay a citizen to do no harm. Just as a landowner who drains a wetland may cause flooding of communities downstream, a landowner whose actions drive species toward extinction does harm to all of society. Incentives for private landowners are a constructive way to help assure their vital participation in conservation efforts that cross ownership boundaries.

➤ **Exemptions for small landowners**. Such a provision would place the greatest responsibility for species conservation on government agencies and owners of extensive parcels. However, as Jim Waltman of the Wilderness Society has stated, "Five acres can be the world to some species."

➤ **Reserves**. Only 4.3 percent of the earth's land area is in national parks and other reserves. Reserves alone cannot be relied upon to conserve the diversity of life necessary to perpetuate earth's life-support systems if the land outside of re-

serves is being devastated. Over the long run, it is critical that we live in such a way that biodiversity is conserved within and outside of reserves.

➤ **Increased authority to state and local governments**. Most states already have state-level endangered species laws to provide for conservation of species that are imperiled at the state and local level. Federal authority is imperative for conservation of species that are imperiled across multi-state regions. The ability of state governments to take a stand for the conservation of species in the face of daunting economic interests should be considered. State and local governments, as well as private landowners, should have an active role, working collaboratively with federal agencies to develop solutions that provide for effective conservation while being as workable as possible for local communities. The importance of taking action to reverse species decline as early as possible, while there are still a variety of options, should be emphasized. The longer we wait, the more costly it becomes, in economic and social terms, as options evaporate.



U.S. Fish and Wildlife Service

Antioch Dunes evening primrose

➤ **Recovery planning**. Recovery plans are necessary to delineate the actions that will be taken to ensure a species' survival into the future. Scientific peer review of recovery plans will help ensure that they are based on sound and objective data, but it is important to ensure that prescribed procedures for peer review are not so cumbersome that they bog down the process or become prohibitively expensive.

As more and more species become imperiled, recovery plans for individual species can be of limited effectiveness. Recovery plans for some species may prevent actions that are necessary to protect others, and may even call for conflicting actions. The key is that whole ecosystems must be conserved, with their complement of species, dynamic processes and complex interrelationships.

➤ **Consistency with other legislation**. Currently the ESA takes precedence over most other laws. Reflecting the importance of conserving species from permanent loss, this precedence gives the ESA much of its strength.

➤ **Standing**. Since a species that is harmed does not itself have "standing" in the courts, citizens can sue to enforce the ESA only if they have standing. Some court cases have required that a citizen be personally harmed by an action in order to have standing. Other court cases have been less restrictive, recognizing that we are all harmed when a species becomes extinct. All citizens should have the right to strive to prevent species extinction.

➤ **Umbrella species**. Focusing on groups of species that use the same habitat is a promising approach. One or a few species may be used as umbrella species. This was the approach taken with the President's Northwest Forest Plan, which began with the requirements of the northern spotted owl, salmon and several other species that rely on Northwest old-growth forest habitats.

➤ **"Meta-populations."** To conserve species over the long term, which is our intent, enough area must be conserved to provide for the dynamic change neces sary to a thriving ecosystems. Conservation efforts should consider the need for "meta-populations," a group of discrete but interlinked populations. For example, the endangered Karner blue butterfly in upstate New York depends on lupines. Lupines grow after fire, which destroys the local butterfly population but paves the way for recolonization from nearby populations and reinvigorated growth of later generations. Conservation of this species requires fire as well as adjacent populations that are able to colonize burned sites.

➤ **Genetic banks**. Current technology is inadequate to preserve genes of more than a small portion of species. This technique does not conserve a species' linkages with others as part of a functioning ecosystem. It does nothing to conserve the ecosystem functions on which we all depend, nor any of the other values that species have.

Conclusion

You would think that when a species becomes endangered or extinct, it would be obvious to us. Yet it has been estimated that only 10 percent of the species of the world have scientific names. Yet all of the species of the world have ecological functions and are interlinked with dozens, perhaps hundreds or even thousands, of other species. About 20 percent of the world's freshwater fish species are extinct or dangerously imperiled. Nearly 700 species and subspecies of plants in the U.S. are in danger of extinction within the next 10 years. In western Europe, nearly half of the fungi — including many mycorrhizal fungi — have become extinct in the last 60 years.

The decision to let a species become extinct is a permanent one. It cannot be retracted. When one species is lost, the other species with which it associated are affected, and many may also be lost in a cascade of effects. In deciding whether or not to conserve species, we should be guided by considering the cost of being mistaken.

Endangered species should be viewed as indicators that something is seriously wrong with the life-support capability of the Earth. With global human population continuing to increase, it's ironic that we seem more willing to accept degraded ecosystems and loss of species at the very time when our survival hinges on conserving an earth that is as healthy and productive as possible. The more other forms of life exist, the more productive and secure our own species will be. ❑

Kathy Jope is chief of natural resources at NPS Columbia/Cascades System Support Office.

The Endangerment of Species: Candidate species proposed for listing as threatened or endangered

The Endangered Species Act of 1973 requires the U. S. Fish and Wildlife Service (FWS) to identify species of wildlife and plants that are threatened or endangered. The resulting list of species is updated from time to time.

Here is an updated compilation of vertebrate and invertebrate animal taxa native to the United States that have been proposed to be listed as endangered (PE), or threatened (PT) by the Fish and Wildlife Service. Following their common name is a trend code — (I = Improving, S = Stable, D = Declining, U = Unknown). Finally, a list of their historic range by state is included:[1]

Peninsular bighorn sheep (PE, D). CA, Mexico
Jaguar, U.S. population (PE, E). AZ, CA, CO, LA, NM, TX
Dugong (PE, U). PW
Puerto Rican sharp-shinned hawk (PE, D). PR
Puerto Rican broad-winged hawk (PE, U). PR
Southwestern willow flycatcher (PE, D). AZ, CA, CO, NM, TX, UT, Mexico
Steller's eider, AK breeding pop. (PT). AK, Russia
Alameda striped racer snake (PE, D). CA
Northern copperbelly water snake (PT, U). CA
Lake Erie water snake (PT, D). OH, Canada
Flat-tailed horned lizard (PT, D). AZ ,CA, Mexico
Arroyo southwestern toad (PE, D). CA, Mexico
Barton Springs salamander (PE, U). TX
California red-legged frog (PE, D). CA, Mexico
White sturgeon, Kootenai R. Pop. (PE, D). ID
Cherokee darter (PT, S). GA
Etowah darter (PT). GA
Virgin spinedace (PT, D). AZ, NV, UT
Arkansas River shiner, native pop. only (PE, D). AR, KS, NM, OK, TX
Sacramento splittail (PT, D). CA
Anthony's river snail (PE). AL, GA, TN
Morro shoulderband snail (PE, D). CA
Royal marstonia snail (PE, S). TN
San Xavier talussnail (PE, S). AZ
Altamaha arc-mussel (PE, D). GA
Cumberland elktoe mussel (PE, D). KY, TN
Appalachian elktoe mussel (PE, D). NC
Fat three-ridge mussel (PE, D). FL, GA
Chipola slabshell (PE, D). AL, FL
Purple bankclimber mussel (PE, D). AL, GA, FL
Cumberlandian combshell (PE, D). AL, KY, TN, VA
Oyster mussel (PE, D). AL, KY, TN, VA
Shiny-rayed pocketbook mussel (PE, D). AL, FL, GA
Gulf moccasinshell (PE, D). FL, GA
Ochlockonee moccasinshell (PE, D). FL, GA
Oval pigtoe mussel (PE, D). AL, FL ,GA
Rough rabbitsfoot mussel (PE, D). KY, TN, VA
Purple bean mussel (PE, D). TN, VA
Hine's emerald dragonfly (PE, S). IL, WI, OH, IN
Zayante band-winged grasshopper (PE, U). CA
Santa Cruz rain beetle (PE, U). CA
Mount Hermon June beetle (PE, D). CA
Quino checkerspot butterfly (PE, D). CA, Mexico
Laguna Mountains skipper (PE, U). CA
Callippe silverspot butterfly (PE, D). CA
Behren's silverspot butterfly (PE, D). CA
Spruce-fir moss spider (PE). NC, TN
Conservancy fairy shrimp (PE, U).CA
Longhorn fairy shrimp (PE, U).CA
Vernal pool fairy shrimp (PE, D). CA
San Diego fairy shrimp (PE, U). CA
Vernal pool tadpole shrimp (PE, U). CA
California linderiella (PE, D). CA

[1] Source: Federal Register, Nov. 15, 1994 (59 FR 58982).

Protecting Parks from Environmental Crimes

The one major remaining gap in the resources protection program that has received little attention on a national or programmatic basis within the Service is the threat to park resources from environmental crimes.

By Einar S. Olsen
National Capital Regional Office

The National Park Service's resources protection program has traditionally focused most of its attention on wildlife and archeological resources. Most recently, surveys have been conducted to determine program needs concerning the protection of plant and paleontological resources.

The one major remaining gap in the resources protection program that has received little attention on a national or programmatic basis within the Service is the threat to park resources from environmental crimes. This is a relatively new area of environmental protection. Within the National Park System, only a few parks have become fully involved in addressing these threats.

Environmental crimes cover the full range of illegal discharges, dumpings, and emission of pollutants. Threats to parks include discharges of pollutants into waterways from active and inactive oil and gas, mining and other industrial operations; discharges of used motor oil; dumping of used tires and batteries; illegal taking of migratory birds due to cyanide use at mining operations; improper transportation and disposal of hazardous wastes and other solid wastes; illegal landfill operations; ocean dumping of garbage and medical waste; and emission of air pollutants that exceed permit limitations. These types of incidents likely will occur more frequently in the future as landfills close and permit requirements and associated costs increase for the disposal of various types of wastes.

The criminal enforcement of federal and state environmental statutes is a relatively new concept. Not until the early 1980s did government agencies begin to dedicate financial resources to enforcement activities. Up until that time, emphasis was placed upon the promulgation of regulations to implement statutes. There also existed the misconception that the promulgation of regulations would result in automatic compliance.

A full range of federal and state authorities are available to the Service to address environmental threats. These federal authorities include:

- Clean Water Act (CWA)
- Rivers and Harbors Act
- Act to Prevent Pollution from Ships (APPS)
- Ocean Dumping Act
- Oil Pollution Act (OPA)
- Comprehensive Environmental Response Compensation and Liability Act (CERCLA)
- Resource Conservation and Recovery Act (RCRA)
- Toxic Substances Control Act (TSCA)
- Federal Insecticide Fungicide and Rodenticide Act (FIFRA)
- Clean Air Act (CAA)

In addition to these statutes, the Migratory Bird Treaty Act and Lacey Act

Left, evidence of acid mine drainage at New River Gorge National River, W. Va., near the former coal community of Claremont. Federal and state officials are trying to recover reclamation costs and contain pollution at the abandoned mine site. Below, one of more than 200 trees, mostly oak, hickory and cherry, harvested illegally on 45 acres of park forest at New River Gorge.

Raw sewage flows from a malfunctioning sewage line into Piney Creek and then into the New River Gorge National River in West Virginia. This is one of a dozen similar sites owned by the city of Beckley. More than 25 sites like this one discharge pollution into the creek, and then into the park. Some headway has been made in cleaning up and prosecuting these problems.

have strong applications to environmental pollution. The federal property depredation statute (18 U.S.C. §1361) also has been used successfully on general solid waste dumping cases. Further, various provisions of the Federal Criminal Code (Title 18) are used on more complex environmental cases. These address conspiracy, aiding and abetting, mail and wire fraud, false statements, obstruction of justice, and racketeer-influenced and corrupt organizations.

These authorities provide for administrative, civil and criminal penalties for noncompliance. Within the past five years, the criminal penalties have been enhanced from misdemeanor to felony status to promote greater compliance. In addition, there is a full range of financial penalties that may be assessed.

At the federal level, the Environmental Protection Agency, Coast Guard and Federal Bureau of Investigation have primary responsibility for enforcement. It is most important that the Service take enforcement actions against those who commit these crimes because of the financial implications. Failure to identify the responsible parties will result in the Service being liable for waste cleanup costs. These costs will increase as the disposal requirements become more stringent.

In order to address the threats to park resources, the Service recently established an environmental crimes initiative within the Ranger Activities resource protection program. To date, our efforts have been limited and sporadic. Individual parks and offices have initiated training and investigations as they deemed necessary. Yet, there is a large number of resource threats going unaddressed. Training efforts have been limited. Small portions of natural resources law, minerals management and law enforcement refreshers have addressed the basics of environmental crimes. These efforts have resulted almost solely because of the interests of certain individuals who were conducting the training. Institutionalization of environmental crimes investigations needs to occur Servicewide.

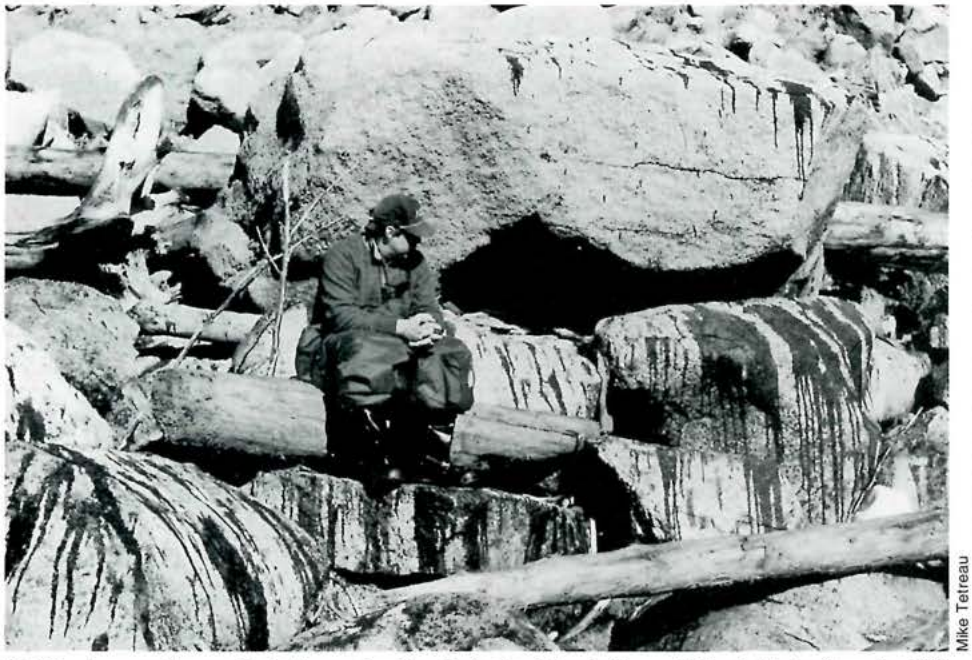
Closely associated with these efforts, several other program areas in the NPS are building capabilities to protect parks from environmental pollution. The Engineering and Safety Services Division is managing RCRA and CERCLA programs aimed at ensuring the proper management of NPS generated hazardous and solid waste clean-up of abandoned hazardous waste sites. Also, the Environmental Quality Division has established the Oil and HAZMAT Emergency Response program to improve the NPS response to spills. This program implements various provisions of the CWA, OPA and CERCLA. Biological resource damage assessments associated with spills are coordinated by the Wildlife and Vegetation Division. All of these efforts have provided valuable assistance to the environmental crimes initiative.

In March 1994, the National Capital Regional Office coordinated the first Servicewide environmental crimes investigations training course. This course was conducted in partnership with the FBI at the FBI Academy in Quantico, Va. Twenty-five NPS law enforcement officers and 25 FBI agents completed this 30-hour training. The training was made possible by major financial contributions from the FBI and the National Park Foundation.

A second Servicewide course was conducted in March 1995 for parks in the eastern U.S. Fifty-six law enforcement officers from the NPS, FBI and Coast Guard attended. Training for the western U.S. is tentatively scheduled for later this year.

Investigative efforts Servicewide have been limited. The greatest efforts and successes have occurred at New River Gorge National River, Allegheny Portage National Historic Site, Padre Island National Seashore, Cape Cod National Seashore, Everglades National Park, Delaware Water Gap National Recreation Area and Whiskeytown National Recreation Area.

Yet, environmental crimes investigations are complex and time consuming, and thus, most parks have limited their efforts. Currently selected criminal investigators and special agents in the Service are dedicating a portion of their time to environmental crimes. In certain areas the Service is joining environmental crimes task forces for the purpose of in-



Mike Tetreau

J.R. Reed surveys heavy oil splatters on boulders in the Pye Islands, Ragged Island, Alaska, from the 1989 Exxon Valdez oil spill. This photo was taken in April 1990.

formation exchange and pooling investigative resources. Also, the Service is enlisting the support of the FBI and EPA to work on selected cases nationwide.

An important question facing the Service is where we should proceed with our environmental crimes efforts and how we will get there. At the Servicewide level, options range from doing nothing to developing a fully funded program, with dedicated funding for positions, training and costly investigations.

Environmental crimes investigations have many similarities with archeological resource theft investigations. Both require close coordination among investigators, technical specialists and prosecuting attorneys. Also, the individuals conducting archeological theft investigations must have a sound investigative background.

Future NPS efforts in environmental crimes should address three major issues: training, development of case investigative expertise and interagency relations, and funding.

There are many options to address training. These include fully funded, dedicated 40-hour Servicewide courses, comprised solely of Service employees or together with other agencies; the same 40-hour course but separate sessions for East and West regions of the country; separate courses in each NPS region as deemed necessary and funded by the benefitting region; or eight-hour blocks of instruction in advanced resources protection courses being developed at the Federal Law Enforcement Training Center (FLETC). Other options include having four- to eight-hour blocks of instruction in the 11 LM Basic Law Enforcement for Land Management Agencies course at FLETC; addressing the issue as part of the legal update in the annual law enforcement refresher courses; or taking no action other than encouraging individuals to attend training offered by other agencies.

Under these options, the audience would vary depending upon the approach used. As a minimum, all journeyman level rangers, criminal investigators and special agents should have some knowledge of these types of investigations. If the Service decides to develop its own courses, a dedicated effort will be needed for curriculum development and administrative support for each course session.

To develop investigative expertise and interagency relations, functions would include participating on task forces and exchanging information on incidents and cases. In order to provide attention to these types of cases, NPS also should fund the upgrading of ranger positions to criminal investigator positions so that they may concentrate their efforts on environmental cases. Also, NPS should provide funding to parks that become involved in large, complex cases which extend beyond the financial resources of the parks.

None of this will be possible without adequate financial support. Efforts so far have been possible only through a $20,000 grant from the National Park Foundation and approximately $30,000 in covered costs for instruction from the FBI. In order to institutionalize this effort, it will need to be funded similar to the drug and Archeological Resources Protection Act programs.

The Service is at a decision point on how to proceed with its efforts to combat environmental crimes degrading park resources. Park needs must be addressed. ❑

Einar Olsen is the regional chief ranger for the National Capital Region and NPS environmental crimes coordinator. He has worked extensively on compliance and enforcement issues associated with oil and gas, and mining impacts on park resources.

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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 . . ."

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NBS: The Beginning of a New Era for NPS Science

By Ed Starkey
National Biological Service
Forest and Rangeland Ecosystem Science Center
Corvallis, Oregon

PERSPECTIVE

With the creation of the National Biological Service (NBS), most National Park Service research scientists and programs were transferred to this new agency. Thus, the NPS lost the internal capability to conduct scientific research, and now must depend upon NBS for such support.

Currently, NBS is working closely with the NPS and other agencies within the Department of Interior to develop processes to ensure that priorities of these agencies are met. I am optimistic that an effective and mutually beneficial process will be developed soon.

As might be expected during the creation of a new agency, the transition has not been seamless. NBS Director Ronald Pulliam has been receptive to suggestions made by former NPS scientists, has sought input from NPS managers, and has been responsive to NPS concerns. However, for many of us personally involved, the transition has not been easy. I went through a grieving process, and I wouldn't be surprised if others had similar experiences.

Working in national parks was a career goal for most NPS scientists, and they were firmly committed to providing park managers with scientific support. Much of their research was "mission oriented" rather than highly theoretical. They helped identify key resource management problems, planned and conducted research, interpreted findings and provided technical assistance to park managers.

Varied Backgrounds

I believe this kind of relationship between park managers and scientists must be maintained. This will be a challenge because most scientists in the NBS have come from very different backgrounds. The majority of NBS employees were transferred from the U.S. Fish and Wildlife Service. Furthermore, the organizational structure of NBS is closely patterned after the former research program of the FWS.

Most former NPS park-based scientists remain in parks but are now included within field stations attached to research centers. For a variety of reasons including budget misunderstandings and difficulties, the transition has been especially difficult for many of these park-based scientists. Many of these problems are currently being addressed as a result of recommendations included in an ombud-sman's report, prepared by a team of former NPS scientists at Pulliam's request.

Many NBS scientists have not been involved in a long-term relationship with a federal land managing agency. They were not an integral part of agency resource management planning processes, nor did they commonly provide the same level of technical assistance as did NPS scientists.

Combine Technical Help, Research

A challenge facing NBS is determining the optimum mix of technical assistance and research. Currently, among NBS supervisors there are many differing opinions on this issue. Some encourage scientists to get involved and assist agencies, others don't believe these kinds of activities are appropriate for a research scientist. Overlaying this is the research grade evaluation process, which tends to reward publication of research findings, but gives significantly less credit for technical assistance.

The NPS also faces significant challenges. With the loss of NPS scientists, resource managers will need to be even better trained and more competent. I have been impressed with the dedication and abilities of NPS resource management specialists, but their knowledge and understanding of natural systems must become even more sophisticated. They will be required to identify research needs and be primary contacts with NBS scientists. Also, they must be able to evaluate and analyze results of research conducted on a wide range of topics. NPS will no longer directly be doing ecological research, but research and scientific expertise will continue to be critically important. Wherever possible, NPS personnel should also be directly involved in research projects conducted by NBS and others.

Establish Contacts with Scientists

Park managers must establish and maintain contacts with NBS research scientists, whether they are located in a research center or a cooperative unit. In most cases, former NPS scientists continue to be accessible, and can help develop contacts with NBS colleagues.

Communication with NBS regional directors, research center directors and unit leaders will be especially important. Many of these scientists are not familiar with NPS resources and needs, and it will be up to park managers to educate them. Parks should take the initiative to establish working relationships with their "local" NBS research group, and not wait for NBS to make the first contact. Great Smoky Mountains provided a good example of this proactive approach by initiating an interagency agreement with the NBS Southern Science Center.

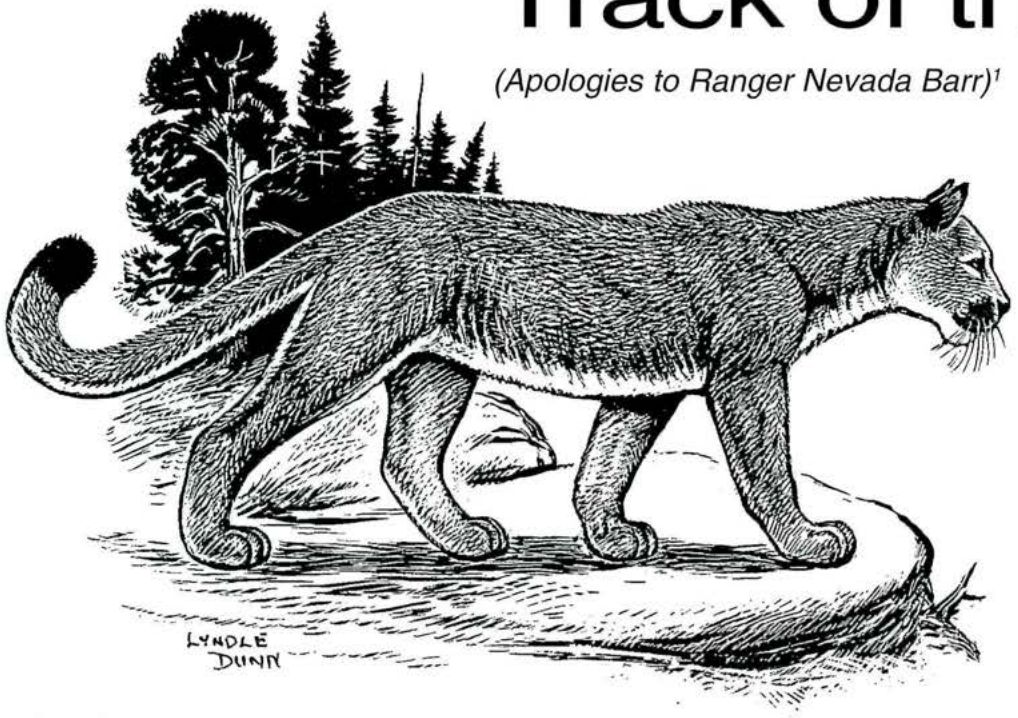
After nearly two years, I am now optimistic that NBS can be responsive to the needs of the NPS. Although the NPS lost research scientists, they gained access to hundreds more with disciplines that were not represented in the NPS science program. Collectively, we have a "critical mass" that was lacking with the NPS, and internal cohesiveness is beginning to develop. With time, working interagency relationships and agreements can be developed at all organizational levels, and I believe NBS and NPS will ultimately function as a partners.

Unfortunately, NBS faces an uncertain future. The agency has been the focus of severe criticism, much based on misunderstandings of the mission of the NBS. Some has been politically motivated. Congressional threats to NBS range from significant budget reductions to abolishment.

It would be unfortunate if NBS is crippled or abolished. While I would be happy to once again work for the NPS, there's no guarantee scientists would be returned to their original agencies. More importantly, NBS has made great progress in a short period. It would be a shame if we aren't allowed to finish what we started.

Track of the Cat

(Apologies to Ranger Nevada Barr)[1]



By Terry Hofstra
Redwood National and State Parks

(As a result of increasing mountain lion encounters in parks throughout the west, Terry Hofstra organized a workshop at the University of California at Davis last summer to help develop guidelines for park managers. As a result of the conference, Bruce Moorhead of Olympic National Park and Hofstra published an article in Park Science *in the November 1994 issue reporting on specific NPS actions regarding mountain lion encounters. The following update of this article was prepared by Hofstra, with editing and additional information provided by Moorhead and the California Department of Fish and Game.)*

A lone female jogger on a trail just outside a state park near Sacramento, Calif., was attacked and killed by a mountain lion in April 1994. This was the second runner fatality in North America due to a lion in three years (a Colorado runner was killed in a similar incident in 1991). A third fatality in California due to a lion occurred last December when a lone female hiker was attacked while on a bird-watching venture in Cuyamaca State Park near San Diego. Although this incident didn't get as much attention as the earlier jogger incident, it was the sixth lion attack in California since 1985.

In comparison, 46 lion encounters (sudden unexpected meetings at close range) were reported in Olympic National Park between 1991-94. Seven of these incidents were termed near attacks (some lion aggression toward the people was apparent but no physical contact or injury occurred). At Redwood National Park, 27 encounters were reported in 1994 alone.

Overall, the risk of a lion attack is small, but it's definitely increasing. In the 100-year period from 1890 to 1990, there were 53 recorded attacks by lions on humans, for a rate of .53 a year. That rate nearly tripled in the 20 years between 1970-1990 to 1.8 a year (36 attacks). And in the past four years, from 1991 to present, there have been an average of 4.5 attacks a year.

Such increases, however, shouldn't keep us awake at night. A comparison with the risk of injury or death by other natural, outdoor threats helps maintain a proper perspective on the issue.

For example, each year in the U.S. there are approximately three deaths due to black widow spiders, 12 deaths from rattlesnakes (5,000 injuries), 20 by domestic dogs (200,000 injuries), 40 by bee stings and 80 by lightning strikes.

However, most lion attacks appear to be predatory in nature, evoking a somewhat menacing sense of the unknowable and uncontrollable.

According to recent studies by Dr. Paul Beier of the University of Northern Arizona, the majority of victims (66 percent) in the past 20 years were unsupervised children or lone adults. Children accompanied by an adult and people traveling in groups, however, are at much lower risk. So, what gives?

The mountain lion, also known as cougar, panther or puma, is tawny-colored with black-tipped ears and tail. Although smaller than the jaguar, it is one of North America's largest cats. Adult males may be more than 8 feet long and weigh 150 pounds.

In California alone, the population is roughly estimated at between 4,000 and 6,000. The human/cougar incidents have led to claims by some that lions are overpopulated. The assumption is that there are more lions than the environment can accommodate, that the carrying capacity of the environment has been exceeded, and therefore, lions are exhibiting aberrant behavior.

In fact, our knowledge of lion abundance, habitat use and behavior in the presence of humans, and intra-specific behavior in a saturated (e.g. fragmented urbanized) environment is rather poor. Certainly in some areas, there are more lions today than 20 years ago, but there is no scientific information leading to the conclusion that lions today are exhibiting anything but natural behavior.

Still, lions are perhaps viewed as a less controllable threat and may warrant more aggressive management.

Olympic, Yosemite and Glacier National Parks have already put interim lion action plans in place, and Redwood National Park has been at the forefront of developing draft guidelines on mountain

lion management.

Because of our limited experience with mountain lions, developing reliably accurate management guidelines, however, from observed lion behaviors is extremely difficult because they are uncommonly observed. Nevertheless, based on available reports and evaluations of known attacks, the table (right) attempts to evaluate various observed lion behaviors in terms of their risk to humans.

Jan A. Brill

Mountain lion on the Cape Alava Trail, Olympic National Park, May 1992.

Because lions are predators and are fully capable of killing a human, our inclination is to assume a hazardous or lethal possibility in any lion behaviors that we don't understand or are unable to interpret. Therefore, we should attempt to manage those conditions that predispose or are conducive to lion encounters and could escalate into human injury.

Some recommendations for human safety in lion encounters are offered in the following table. ❑

[1] "Track of the Cat," Nevada Barr; G.P. Putnam Sons, New York; 1993.

Terry Hofstra is chief of research and resources management at Redwood National and State Parks.

Observation	Interpretation	Human Risk
Animal at a distance (not viewed close up)	Secretive or departing	Insignificant*
Animal fleeing, hiding	Avoidance	Insignificant
Lack of attention, displays various movements, but not directed toward person.	Indifference or actively avoiding aggression-inducing behavior	Slight
Various body postures, ears up; may change positions; prolonged interest in person; following behavior	Curiosity	Slight, provided human resonse is appropriate
Intense staring; hiding behavior	Actively assessing success of an attack	Moderate
Crouching; tail twitching; intense staring; ears flattened like wings; body low to ground; advances closer as opportune; head may be up	Pre-attack (preparation)	Serious
Ears flat; fur out; tail twitching; body and head low to ground; rear legs pumping	Imminent attack	Very serious -- impending rush toward person
Hissing, snarling, vocalizing	Defensive behaviors. Attack may be imminent	Moderate, depending on distance to animal

* Note: If a lion treats a human as prey, it often may not be observed prior to an attack.

Supporting Information	Recommendations
Majority of victims (60%) have been unsupervised children or lone adults.	Keep children under close control and in view. Pick up small children immediately if you encounter a lion. Don't hike alone.
Running and quick movements may stimulate chasing and catching behavior. Prey item responses determine young cougar's response.	Don't run. Pick up small children immediately if you encounter lion; rapid, panicky movements could trigger attack.
Prey size and posture influences lion response.	Stand. Wave your arms. Raise jacket over your head. Appear as large as possible.
Non-prey may be attacked if viewed as a threat.	Avoid dead (prey) animals and never approach kittens. Talk calmly, firmly. Back away.
Eye-to-eye contact often restrains large cats. Direct eye contact from prey inhibits predatory action.	Maintain eye contact. Don't look away. Direct eye contact from prey can inhibit predatory action; avert eye contact and lion may move toward you.
Cats exploit all vantage points and cover when investigating prey.	Be alert to your surroundings, especially where landforms or dense vegetation offer hiding cover that favors surprise.
A cat grasps with its teeth only if it meets limited resistance. Violently struggling prey may be released.	If attacked, fight back aggressively.
Easy to capture animals may attract (and sustain) young, inexperienced lions.	Keep pets leashed, under physical control, off trails and out of the park backcountry.
Lions may be attracted to concentrations of small mammals, such as raccoons.	Keep human foods and garbage under strict control. Don't feed potential prey animals (e.g., by pet foods left outdoors).
Lions with cubs may be attracted to concentrations of larger prey mammals.	Be alert to your surroundings and avoid such situations if possible.

The Value in "Mission"

Transcending the Mundane

By Tony Sisto
Regional Ecosystem Office
Portland, Oregon

"We must . . . demonstrate the value of what we do — a noble mission, ably accomplished — to the Congress, the Executive Branch and the American public."

— Memo from NPS Director Roger Kennedy to all employees, May 2, 1995

"Mission" in the private sector is often described as a set of values. It may not be a written statement or creed that people know by heart so much as a shared sense of purpose or worth that all employees feel and practice. As one writer describes it, "Mission statements by themselves are of very little value . . . creating a management team with a *sense of mission* is crucial." (Campbell).

We sometimes think of for-profit corporations as not having a mission, or if they do, of having a simple or obvious one, such as "make money." In my readings I did, in fact, come across a company or two with that as a mission. For them, perhaps, it worked. But I would guess that if probed deeper, there was some other value system that was holding the employees together for some common cultural value. Either that, or there was great turnover in employees, or the mission was really only held by the top managers and staff, not making it to the field level.

Making money is a result of a successful company. It is not the cause. Part of the written philosophy of Matsushita Inc. is a perfect reflection of this premise:

"Profit comes in compensation for contribution to society." (Campbell).

Let us help.

NPF awards grants to support the National Parks.

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

A sense of the values in one's work — in an organization — is learned over time. The values of a group, supported and defined by the behavior of its members, provide the culture to which people are attracted. It can't be created overnight, because, as in our private lives, learned behavior is what creates values. Leaving natural and cultural wonders "unimpaired for future generations" is a goal and purpose that we as NPS employees are asked to buy into. How we achieve that goal — by protecting the resource of today to serve the visitor of tomorrow — is the culture which will attract employees to the NPS.

As Tom Peters recognizes in his classic book, "In Search of Excellence," people need meaning in their lives, and will recognize to a large extent institutions or situations that provide that. Religion and family can and do give people a sense of worth and self that transcends most other human commitments. Yet, secular and community interests must and do fill large portions of most people's lives. As Peters writes (and Campbell recognizes), humans need "to find meaning and transcend mundane things."

The "meaning" of the NPS that has been successfully transmitted (to date) to its employees is more than what is simply carried in its "mission statement" from the 1916 Act. Words, while inspiring, don't in and of themselves always commit people to a course of action that transcends them beyond the mundane. This function is served, in conjunction with a stated goal or purpose, by myth and traditions that create a larger truth. The greatest "tradition," supported by what is known to be partly myth, is that of the Hayden expedition's role in the creation of the National Park idea and the establishment of Yellowstone National Park. While there were undoubtedly many truths to the campfire discussion on the Madison River that fall night in 1869, most of our story of that evening was written several decades afterwards,

when time had lent a certain providence to the evening. Although altruism certainly existed amongst the players, larger interests beyond benevolence were at play, and the railroads and their interest in the opening of the West were but part of the bigger picture.

Yet the importance of this history, along with the powerful symbolism of Old Faithful geyser itself, has established a firm foundation of NPS tradition that can lend support to the ranger leading a walk at Lincoln Boyhood Home just as it does to the interpreter standing in the visitor center at Old Faithful.

Place these two employees in a room removed from their work and you will have an instant understanding and a cultural basis for support, even if neither one can exactly recite 16 U.S.C. 1.

This idea of a common belief system is summarized well by IBM employee Thomas Watson Jr., in his book "A Business and Its Beliefs." He writes that any organization that is to achieve success "must have a sound set of beliefs on which it premises all its policies and actions." More importantly, this same organization must be willing to go through immense changes in its organization or management, while never changing its core beliefs about itself.

A mission statement in and of itself will not necessarily last long, or guide a broad organization and its workers past the mundane. There must be a history that has helped form its traditions, a history which is accessible and shared with all of its employees that helps to form its basic philosophy.

In his book "The Elements of Editing," author Arthur Plotnik establishes that the core philosophy of an editor should be to communicate with the reader. To achieve this, the successful editor must be able to balance this with the needs of the writer, keeping in mind, however, that the reader is the main purpose of editing.

Indeed, the way in which we approach any endeavor depends upon how we see its core values, or mission. How we think and feel about something before we proceed on it will direct the outcome.

For the National Park Service, the 1916 Act presents both a dilemma and a clarity that is not unlike Plotnik's philosophy of editing. Although we must always struggle to balance the needs of the "enjoyment" of the park visitor with the necessity to provide the resources to be enjoyed "unimpaired," it is, finally, the preservation of the resource — just like it is the editor's communication with the reader — that must win out. It is this core philosophy that must always, eventually, keep us in check and keep us committed.

"A mission statement in and of itself will not necessarily last long, or guide a broad organization and its workers past the mundane."

Finally, there has to be along with the past traditions and myths a sense of where an organization is going and a belief in that destination.

Samuel Gompers, a leader in the early days of the American Federation of Labor, wrote an eloquent speech in 1898, in which he stated the goals of the new trade unions:

> "To protect the workers in their inalienable rights to a higher and better life; to protect them not only as equals before the law, but also in their health, their homes, their firesides, their liberties as men, as workers, and as citizens; to secure right to life, and the opportunity to maintain that life; . . . The attainment of these is the glorious mission of the trade unions."

Although a bit "purple" to our late-20th century ears, this must have been powerful medicine to the participants in the struggling labor unions of the day. There must have been a true sense and belief in a future that needed to be clearly envisioned by the participants.

In times of change, such a vision, based on strong values, is what holds an organization or group or agency together. While a knowledge of and belief in where an organization has been is critical to its survival, just as important is a sense of where it is headed. Even if this may sometimes be clouded by events or actions of expediency or necessity, the attachment to its traditions and mission will assist the group to make changes without giving up its core.

As another author writes, "Without a vision of where you're going, you can only move away from where you've been." (Bellman).

The National Park Service has a rich history, and the traditions and values that have grown from it can lend a picture to where it — where we — are going. Our current efforts, their successes and failures, will be judged by future generations as part of our history. ❑

Tony Sisto is the National Park Service representative in the Interagency Regional Ecosystem Office in Portland, Ore. The office is facilitating the implementation of the President's Forest Plan in the Pacific Northwest.

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RED PACK WEIGHTS — *Some helpful hints from a seasoned packer*

By Karl Merchant
Delaware Water Gap

U.S. Forest Service

Are you ready for the annual ritual: the repacking of your red fire pack for the coming fire season?

Everything has been laundered, laid out on the bed, and is ready to be tucked, squeezed, or compressed into your gear bag. You begin by putting the basics in first: sleeping bag, nomex clothes, underwear and a few creature comforts. After a quick weigh-in you find you are close to the 35-pound limit.

Now you must make the tough decisions. Do I take the camera in the pack or do I put it into my shirt so that it will be counted as personal weight? Will I have enough leeway for T-shirts I might buy at fire camp or will I have to mail them back? Will the deck shoes and paperback book put me over the weight line? How many batteries should I take to meet my immediate needs and will I need to sacrifice something else?

This year I weighed everything in my red pack, yellow pack, briefcase and cache of old stuff I used to bring with me to fires. I used the bathroom scale to estimate weights of things that were over 35 ounces. The rest was weighed on an Ohaus Lume-O-Fram Balance with a plus or minus error factor of 0.1 ounce. As a result of my little exercise, I found out some interesting things:

➤ Two headlamps with the helmet battery pack, clamshells and four AA batteries are lighter than one headlamp with the belt case and four D batteries.

➤ An AM/FM cassette player and a paperback book with 655 pages weigh roughly the same. A hacky sack weighs considerably less than either but takes more energy to use.

➤ Extra-large T-shirts weigh more than large T-shirts and if you plan to bring four new ones back in your back you better go out a pound light.

Possibly this list of items and weights may be of help or interest to you. I don't guarantee the accuracy of the weights, but all care was taken to be as accurate as possible.

Some items on this condensed list are a one-of-a-kind item and may have little value (tent, deck shoes). All of the items were in a clean or nearly clean condition. This is not a recommended, comprehensive or complete list of things to pack.

Some items weren't included on the list either because I didn't have access to them, I was tired of weighing things or I just didn't care how much they weighed. It is not an endorsement for any brand or product. However, I hope it will serve as a reference chart as you weigh the pros and cons of what to pack.

Karl Merchant is a staff assistant at Delaware Water Gap.

ITEM	WEIGHT
ppe, other	
web belt & harness (yellow)	23.4 oz.
belt weather kit loaded	23.2 oz.
web belt	10.8 oz.
goggles, rubber/plastic	3.5 oz.
ear plugs, foam (5)	0.1 oz.
ear plugs in plastic case	0.5 oz.
fire shelter	1.0 lb.
case & carrier, new	11.5 oz.
shelter, case & carrier	1.3 lb.
helmet (plastic), strap & neck shroud	14.6 oz.
headlamps — Lamps Plus	
helmet case for 1 D, empty	6.4 oz.
helmet case & 1 D battery	11.5 oz.
helmet case & clamshell, empty	6.8 oz.
helmet case clam &4 AA	10.1 oz.
belt case for 4 D batteries, empty	10.2 oz.
belt case & 4 D batteries	30.6 oz.
gloves, leather, new (XL)	7.0 oz.
red pack, empty	40.0 oz.
yellow pack, empty, washed	21.8 oz.
water bottles	
1 qt. empty (issue)	2.1 oz.
1 qt. 1.8 oz. (1 L), empty	1.3 oz.
1 qt. 2.7 oz. (1.5 L), empty	1.7 oz.
16.9 oz. (500 ml), empty	1.0 oz.
1 qt. full (issue)	29.4 oz.
1 qt, 1.8 oz. (1 liter), full	37.9 oz.
1 qt., 2.7 oz. (1.5 liters), full	2.0 lb.
16.9 oz. (500 ml), full	19.5 oz.
bottle carrier, empty	4.1 oz.
water bag, 4 qt. fss with straps	9.2 oz.
water bag, 4 qt., commercial	3.9 oz.
radio chest harness	7.9 oz.
tent, A-frame, light	
tent	36.2 oz.
tent fly	20.6 oz.
tent pegs, aluminum (12)	7.6 oz.
tent poles, aluminum (4)	8.6 oz.
parachute chord, 10 ft.	2.0 oz.
travel clock, plastic (1-in. x 1-in.)	1.8 oz.
radio with speaker mike	
Motorola radio MT 1000 w/ battery	30.8 oz.
king radio	33.6 oz.
foot powder, 1.5 oz size	2.0 oz.
hair brush, plastic collapse	0.9 oz.
metal mirror, 6-in. x 4-in.	1.9 oz.
nail clippers, folding w/ file	0.7 oz.
razor, electric straight	10.5 oz.
razor, metal handle	1.2 oz.
razor, plastic handle	0.5 oz.
shampoo, 2 fl. oz. size	2.9 oz.
toothbrush, adult size	0.5 oz.
toothpaste, .86 oz. size	1.0 oz.
tea bag, individual serving	0.1 oz.
cocoa powder, single serving	1.1 oz.
AM/FM cassette player	12.0 oz.
headset, metal arm & pads	1.7 oz.
headset, no arm, pads	0.3 oz.

ITEM	WEIGHT
cassette tape, no box	1.0 oz.
cassette tape in plastic box	2.1 oz.
bag balm in plastic film can	1.2 oz.
moleskin package, 2 pieces	0.6 oz.
scissors, 6 1/2-inch bandage	1.8 oz.
sting care caplets, 2	0.1 oz.
plastic freezer bag, 2 qt.	0.3 oz.
fish steaks/mustard, 3 3/4 oz.	5.3 oz.
roasted nuts, 3 oz. bag	3.2 oz.
cup, stainless steel	3.9 oz.
Nomex	
shirt, loose weave (L)	14.8 oz.
shirt, loose weave (XL)	15.9 oz.
shirt, thick weave (L)	12.9 oz.
pants, 40 x 34	22.0 oz.
brush jacket	36.4 oz.
sweatshirt	
acrylic, polyester-cotton (L)	15.4 oz.
60/40 blend (hot shot)	20.3 oz.
90 percent cotton (NPS guard) (L)	27.3 oz.
jeans, washed, 40 x 34	29.9 oz.
sweat pants, cotton (L)	13.3 oz.
swim suit	5.3 oz.
shorts, nylon	8.1 oz.
socks	
athletic cotton (size 10-13)	2.0 oz.
cotton crew	1.8 oz.
thick wool-blend, boot	5.1 oz.
underwear	
single cotton brief	1.9-2.2 oz.
T-shirt, cotton w/ print (L)	7.2 oz.
T-shirt, cotton w/ print (XL)	9.1 oz.
bandana	
new	1.1 oz.
batteries	
AAA, new	0.4 oz.
AA, new	0.6 oz.
AA, used	0.8 oz.
C, new	2.4 oz.
D, new	5.1 oz.
sleeping bag in compress sac	1.5 lb.
garbage bag, lawn/leaf	1.9 oz.
space blanket, plain	1.8 oz.
carabineer	2.4 oz.
fire boots, leather, size 12 1/2	6.0 lb.
deck shoes, rubber/canvas	34.0 oz.
running shoes, composite	25.9 oz.
boot laces, leather	1.5 oz.
belt with brass buckle	10.6 oz.
NPS belt, heavy leather	7.5 oz.
LE credentials	6.0 oz.
wallet, no money	6.4 oz.
hammock, U.S. surplus with rope	21.7 oz.
hacky sack, leather	1.1 oz.
pocket knife, 2 blades	3.9 oz.
compass, silva type, 7nl	0.8 oz.
compass, combo type plastic	1.5 oz.

ANPR Board Meets in Virginia

The ANPR Board of Directors convened its third annual mid-year meeting in Herndon, Va., at 8:30 a.m. Saturday, March 25, 1995. President Deanne Adams presided. Board members in attendance were Vaughn Baker, Judy Chetwin, Sarah Craighead, Lisa Eckert, Rick Gale, Sherry Justus, Jeff Karraker, Darlene Koontz, Patti McAlpine, Bruce McKeeman, Ken Mabery, Barb Maynes, Tina Cappetta Orcutt, Gary Pollock, Barry Sullivan and Meg Weesner. Also present were business manager Debbie Gorman, Bill Halainen, Barbara Goodman, Tony Sisto, Bill Wade and Bill Saunders.

Old Business

Treasurer Patti McAlpine reviewed the FY '95 budget, which closed in the black.

Barbara Goodman updated the board on the International Ranger Federation world conference in Zakopane, Poland, May 21-27, 1995. The IRF has repaid its loan from ANPR.

The board reviewed and approved the FY '96 budget.

Members reviewed and revised the 1995 work plan, updating task group leaders, noting completed tasks and including additional action items.

New Business

Bill Wade proposed that ANPR endorse and support the Hug-A-Tree program, which teaches children grades K-5 what to do if they get lost in the backcountry. The board voted to endorse the program and budgeted $1,000 to support revitalization of the program. *(See related story on next page.)*

A *Ranger* editorial group was created to discuss themes and topics of upcoming issues, and to find authors for articles addressing those themes.

Concerns about campaigning for ANPR elections were discussed and Cindy Ott-Jones and Darlene Koontz of the Nominations Committee were appointed to draft guidelines for campaigns.

A motion passed that exhibitors at Rendezvous trade shows "must provide a product or service which promotes or enhances the professional performance and development of NPS employees."

A policy statement was adopted:

> "ANPR neither supports nor encourages the use of official government time, supplies, facilities, equipment or funds to conduct Association business."

Board members were encouraged to join America OnLine as a way to communicate via electronic mail with one another.

At Rendezvous XIX the board will receive training on the role of non-profit boards and then will address the mission and purpose of the ANPR board. Possible alternatives to the current structure of the board of directors will be discussed and presented to the membership.

— Tina Cappetta Orcutt
Jean Lafitte

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:
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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)

Thanks, Eileen Salenik

Eileen Salenik is retiring from the position of exhibits coordinator for the Ranger Rendezvous. Through diligence and hard work, she made the exhibits component of Rendezvous into a valuable member service and monetary benefit to ANPR.

She assumed responsibility for exhibits soon after they were introduced at the Rendezvous in 1982 in Great Gorge, N.J. Since then, she has signed up quality exhibitors and kept them satisfied at each Rendezvous.

Salenik will be missed, but Chip Davis has agreed to accept the job.

ANPR Lends Support To Hug-A-Tree Program

The Hug-A-Tree and Survive program will receive a boost from ANPR. The board of directors has agreed to grant $1,000 to the program, a well-known preventive search and rescue effort for children.

The Hug-A-Tree program was formed in March 1981 by then U.S. Border Patrol legendary tracker Ab Taylor and several others. Its creation came after a search the previous month for a 9-year-old boy on Palomar Mountain near San Diego. The boy was found, but he didn't survive the three days of poor weather and conditions. Many people were affected by this tragedy and wanted to prevent it from happening again.

The program uses as its central theme the concept of finding a friendly tree (or some substitute) and staying in one place until searchers arrive.

Central Theme

The program includes a slide presentation and demonstration designed to teach children, ages 5-12, basic and simple survival principles. The central theme is the concept of finding a friendly tree (or some substitute) and staying in one place until searchers arrive. It grew steadily from the early efforts to present it to school children in the San Diego area. It has been featured in Woman's Day magazine and in several other national and international magazines and television reports. Since its inception, it has been presented to hundreds of thousands of children throughout the U.S. and several foreign countries. Documentation exists of a number of searches where the child was found safe because, in their own recollections, they had seen the program and knew what to do. Additionally, the program has prevented searches, because it also indirectly informs parents about precautions to take to reduce chances of their child becoming lost or what actions to take if it occurs.

Recently Hug-A-Tree, a non-profit educational organization, has had difficulties maintaining its support to the nationwide network of volunteer presenters, primarily because of rising costs of postage, supplies and program materials. After unsuccessful attempts to obtain support from other groups, the board of directors for Hug-A-Tree reorganized itself to better serve the group's purposes.

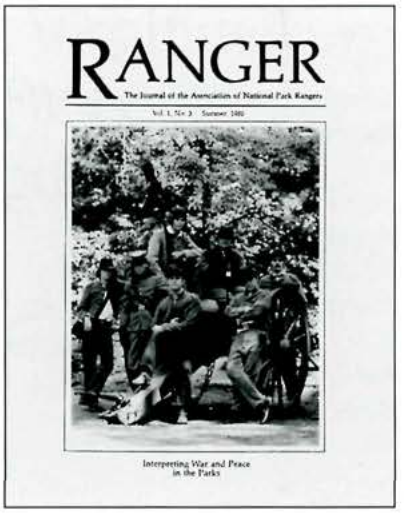
Initial Grant Approved

ANPR member Bill Wade, who recently was elected to the HAT board, asked ANPR for its help. The ANPR board agreed to provide the initial grant to help HAT reconnect with active presenters. The board determined the support is appropriate because the program can provide a continuing service to visitors to NPS areas, and can work to reduce the numbers and severity of lost children incidents in parks. By showing that our interests and involvement go beyond employee-related issues, this action could also benefit ANPR when applying for future grants and other outside support.

In addition, ANPR will request a grant, which will be supported by the NPS Division of Ranger Activities, from the National Park Foundation. It would be used to update program materials and further expand the presenter network.

Program coordinators for the upcoming Rendezvous in St. Paul, Minn., also intend to include an opportunity for participants to become certified as presenters of the Hug-A-Tree program. There are unconfirmed reports that Ab Taylor may attend. If that happens, be prepared for a unique experience.

Ten Years Ago in *Ranger*



Cover of *Ranger*, Summer 1985

In the Summer 1985 issue, *Ranger* was only three issues old, having changed its name and format from a "Newsletter" in the Winter 1984 issue.

The Summer 1985 issue cover article was "Interpreting War and Peace in the Parks" in which author **Gary E. Machlis** asked, "Why should interpreters interpret peace *and* war to the public?"

On employee issues, **Bill Halainen** published the results of a survey on why NPS employees leave the service. Of 19 former employees responding to a questionnaire, 10 had left for law enforcement work with other federal agencies, two to become "homemaker/mother," four for the private sector, and three for state or local agencies. A FLETC study showed the highest attrition rate was at the GS-5 level.

Association president **Maureen Finnerty** wrote in the President's Message that "the Association has been accused of being cliquish, of relying on those already well-established in ANPR, and of making it difficult for new members to feel part of the group." She noted that at the upcoming Rendezvous (IX, Lake Geneva), "the board will be hosting a reception for new members or those attending their first Rendezvous." This practice continues today.

In legislation, it was noted that "bills have been introduced to establish a permanent boundary at Acadia and to create a Jimmy Carter NHS in Plains, Georgia, and a Lewis and Clark NHS in Montana."

A **Keith Hoofnagle** cartoon debuted in this issue.

And, letters were received from **Carl Nielson**, Coulee Dam ("becoming specialists is the wrong approach" [to getting rangers paid more]); **Ramona Hussey**, Hawaii ("Please give my thanks to the recorder for one of the best written '[board meeting] minutes ever written"); **Neal Bullington**, Fire Island ("you can make a Freedom of Information Act request to get a copy of the register of eligibles that the park used to fill the vacancy [that you didn't get]"); **Melanie Neuman**, Katmai ("Has anyone written a treatise on taxes and the seasonal ranger?"); and **Gerry Tays**, North Cascades ("The Park Protection Commission/Designation has no legal origin in the [General Authorities Act of 1976]").

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 if they 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 Goes On-line

You may have noticed on the back cover of *Ranger* some of those strange Cyberspace addresses cropping up all of a sudden.

ANPR is beginning to join the end of the 20th century and enter into Internet communications. Currently the program of choice is America Online. This communications program is inexpensive, allows free telephone access from many parts of the country and quick access to the Internet (including the NPS Internet gateway), and is user friendly with Microsoft Windows software.

As National Park Service employees, cc:Mail is a good way to communicate on NPS issues, courtesy of the U.S. government. However, ANPR needs to become electronically independent.

Take a look at the addresses on the back cover of *Ranger*. Call any of those people if you have questions about getting on-line. And if you already are on-line, send them a note.

Photos Needed for ANPR's 20th Anniversary Book

Please share a few of your photos of ranger life from the past 20 years. They can be of any NPS work activity and life in the parks, not just Rendezvous meetings.

To encourage you to send suggestions, anecdotes and other information to help with ANPR's 20th Anniversary Commemorative Book, the following **TRIVIA QUIZ** is provided for your reading pleasure!

1. At RR I, along with the NPS, there was a second federal land management bureau represented among the original 32 attendees. It was the_____.
(Hint: Attendee is both bald and boss of Glacier — a coincidence?)

2. Sitting on apple crates, the 260 attendees of RR III held their loose meetings in what kind of a storage shed?_____
(Hint: Sown by J. Appleseed, this fruit caused our looseness.)

3. Former Grand Teton Chief Ranger _____ became the first NPS Director to speak at a RR.

4. Ranger J.D. Tiberi from _____ became the first international member of the ANPR. *(Hint: The country actually is named after a geometric figure in which things disappear forever.)*

5. Bringing in $578 that first year, the now favorite RR pastime of "ratting out your friends", i.e. in the form of levying fines for stupid things we say and humiliating things we do, began at RR XI in McAfee, N.J., because of what reason?

_____

_____.

6. The first president of the ANPR was_____ _____? (Hint: Butch Farabee was a chairperson.)

7. Our current publication, *Ranger*, came into being in the winter of 1984; its predecessor, a newsletter first issued in 1978 was called the _____ and its editor was_____?
(Clue: This rickety bow-legged gray beard received the First Harry Yount Award.)

8. Seasonal ranger and future commander-in-chief_____ appears on the cover of *Ranger* in 1988.

9. Senator _____ was the first United States senator (current or former) to speak at a RR.

10. Mystery guest RR XVIII at Durango, Colo., was _____.

ANSWERS: 1. BLM 2. apple 3. Russ Dickenson 4. Bermuda 5. raffle illegal 6. Rick smith 7. Newsletter. Rick Gale 8. Gerald Ford 9. Gaylord Nelson 10. Bruce Babbitt

Book 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.

The Writing Ranger

By Ed Zahniser
Harpers Ferry Center

"Either write things worthy reading, Or do things worth the writing."
— Benjamin Franklin

Editor's Note: The following bibliography of books on writing originally was sent on the IN TOUCH bulletin board by Ed Zahniser. Although *Ranger* shies from publishing material that already has enjoyed wide distribution, the particular suggestions in this article are worth the risk of repeating.

One way to streamline NPS operations is for us to write more effectively. Here are several books that I have used over the years that hit real issues for practicing writers. Most of them could be borrowed on a good interlibrary loan connection. Feel free to add to the list; it has no pretensions about being definitive.

Writing Without Teachers; Elbow, Peter. Elbow's book is quite verbose but makes the crucial point that every good writer is two people: a writer and an editor. It is essential to let the writer write and then make the editor edit. To activate both persons at once stymies us.

Writing the Natural Way; Rico, Gabriele Lusser. Rico takes Elbow's points and attaches them to right-brain, left-brain theory, as in Betty Edwards' "Drawing on the Right Side of the Brain." Her basic model is good for free-writing, however. She promotes clustering images to generate ideas. The idea in both Elbow and Rico is that writing is an activity, not merely a thought process. That's why merely outlining is not, ipso facto, a good way to find out what your writer wants to write about and how. You find that out by writing, the act of writing.

ABC of Reading; Pound, Ezra. Fellow poet John Berryman paid homage to Pound by saying that he wrote with his ear. Pound probably had the best ear ever in English. The front half of this book has a lot of good pronouncements about writing from empirical phenomena. Pound is crusty, feisty, and was often anti-Semitic, fascist, etc., so if you can't handle that, don't pursue Pound. But his ear was uncanny. There are passages in his long poem, "The Cantos," that are unparalleled for musicality.

The Triggering Town: Lectures and Essays on Poetry and Writing; Hugo, Richard. Hugo was a respected poet and a greatly respected teacher of writing. These essays often emphasize poetry-making, but their advice for writing in general stands. Someone once asked novelist Richard Brautigan why he'd spent so many years writing poetry. "I was trying to learn how to write a sentence," Brautigan responded. Hugo's book can help you there.

You Must Revise Your Life; Stafford, William. What it means to commit to writing every day, and other insights from this late poet and father of prose writer Kim Stafford. This book combines insights with real inspiration. You might also enjoy Stafford's other book on writing, **Writing the Australian Crawl**.

Words on Target; Nichols, Sue. This book is written to improve the writing of committed Christians, so if you can't handle that metaphor, don't try this one. However, there is no book on writing that I've bought so many copies of and given away to would-be writers over the years. My brother brought me a copy from his seminary when I was in high school and I still refer to it. She preaches Energy, Economy and Subtlety, and she teaches you how to cut out the function words. Remember the scene at the opening of the movie version of "A River Runs Through It" in which the protagonist's father edits his home-school writing in half, time after time? You got it. If you know Freeman Tilden's gospel, you know he pleaded for clarity and succinctness. No one teaches these virtues better than Nichols.

Writing Down the Bones; Goldberg, Nathalie. And now, for the Zen metaphor. At times the vignettes in this inspirational how-to book get a little cute, but she does have solid advice about writing. She also shows that if you aren't there that particular day for the writing, you may miss it. She's good at teaching you to make your daily routine open to what the writer wants to write. First thought, best thought.

Writing in Restaurants; Mamet, David. The playwright and novelist's essays on writing, including the title essay. I happen to write in a restaurant, so I couldn't resist this one. Mamet's work is visceral; I tend to be too mindy, so I try to listen to him, although some of his theater I simply find offensive. Keep your back to the wall and your ears open.

And, by all means, re-read Tilden's **Interpreting Our Heritage**; Loren Eisely's, **The Immense Journey**; the opening of Melville's **Moby Dick**; Aldo Leopold's **A Sand County Almanac**; Henry David Thoreau's essay on walking; and "The Cleveland Wrecking Yard" chapter in Richard Brautigan's **Trout Fishing in America**. These aren't the how-tos — these are the aim-ats. I hope you hit them!

Happy writing. ❑

Ed Zahniser works with the Division of Publications at Harpers Ferry Center, W.Va. He is the author of numerous official National Park Service handbooks. His books of poetry include "The Way to Heron Mountain" and the forthcoming "A Calendar of Worship and Other Poems." He is the editor of "Where Wilderness Preservation Began: Adirondack Writings of Howard Zahniser," and contributing editor of the Reader's Digest books, "Our Living Planet Book of North American Trees."

PRESENTING NATURE: The Historic Landscape Design of the National Park Service, 1916-1942

By Linda Flint McClelland

The National Register of Historic Places has announced the publication of *Presenting Nature* by Linda Flint McClelland.

Just over 50 years ago, the Civilian Conservation Corps (CCC) ended, and with it concluded a grand era of park-building marked by naturalistic principles, craftsmanship and native materials. Rooted in the American park movement of the 19th century, naturalistic park design flourished under the stewardship of the National Park Service in the early 20th century. From 1916 to 1942, park designers — landscape architects, architects and engineers — forged a rich legacy of scenic roads and trails, picturesque park villages, campgrounds, picnic areas, scenic overlooks and majestic views.

This legacy is the subject of *Presenting Nature: The Historic Landscape Design of the National Park Service, 1916-1942* by historian Linda McClelland of the National Register of Historic Places.

The 314-page study, illustrated with more than 80 drawings and photographs, tells the story of how the NPS met the dual challenge of developing national parks for visitor appreciation and enjoyment while ensuring the preservation of scenic resources for future generations.

Early chapters trace the evolution of a naturalistic ethic of park design — from 19th century landscape gardener Andrew Jackson Downing and park builder Frederick Law Olmsted to the first NPS landscape architects, Charles P. Punchard, Daniel R. Hull and Thomas C. Vint.

Other chapters examine the process of master planning that guided park development and the events of the New Deal, 1933 to 1942, when development and conservation work in national, state and local parks took place on an unprecedented scale nationwide through programs such as the CCC, Public Works Administration and Works Progress Administration.

Order your copy of *Presenting Nature* today using the form below.

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In Print

The People: Indians of the American Southwest

By Stephen Trimble

Santa Fe, New Mexico: School of American Research Press, 1993. ISBN 0933452365 (cloth) and 0933452373 (paper).

"I am an outsider and a student, not an anthropologist. I came to Indian Country to listen and have tried to learn from both the words and the silences. I write for other beginners, for nonspecialists."

So says Stephen Trimble in his book, "The People: Indians of the American Southwest." However, I think he understates his intended audience. Anyone could learn a great deal from this book.

The Southwest is home to many Indian groups — from the well-known Navajo to the little-known Chemehuevis, and Trimble has told us something about them all.

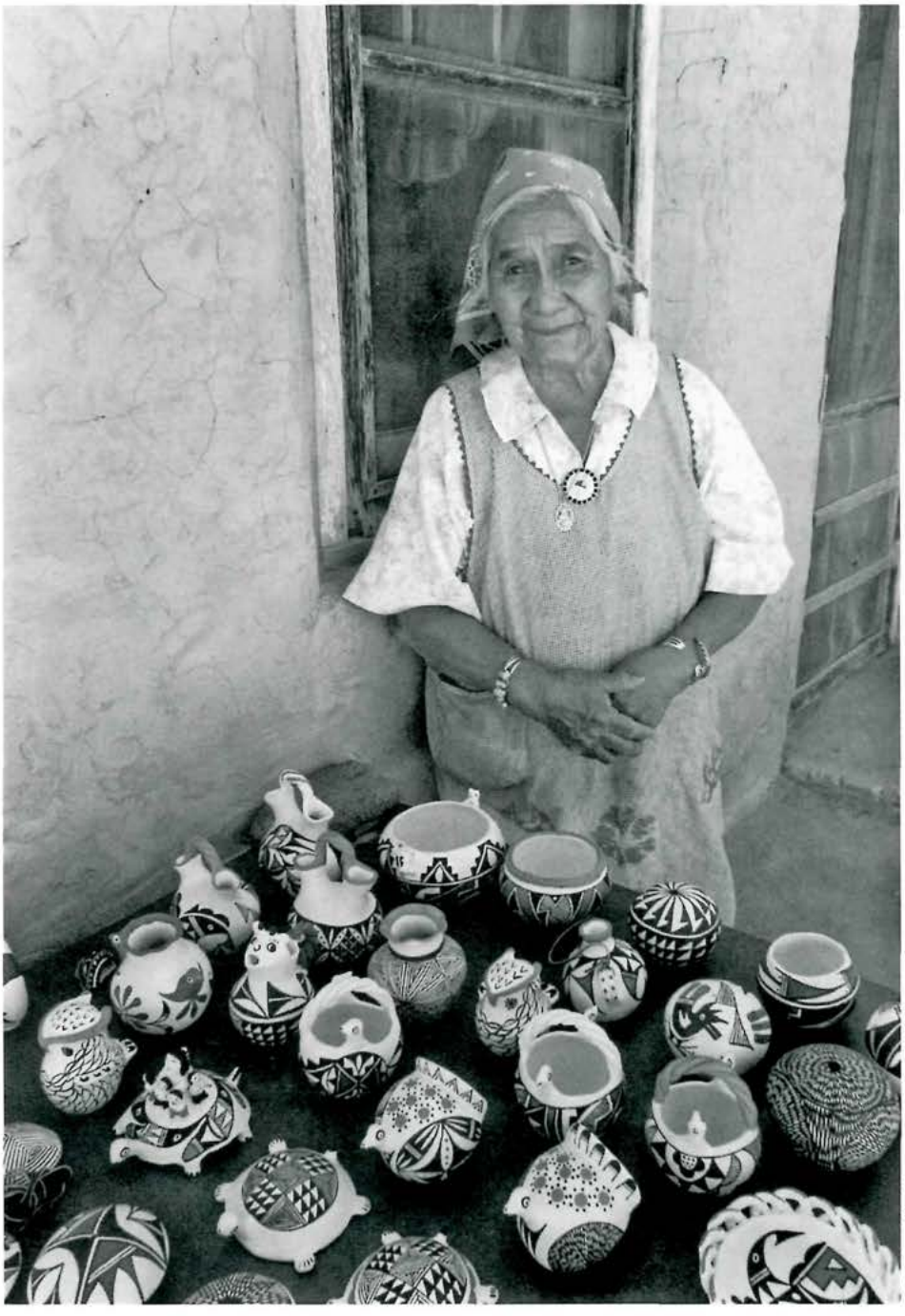
Although the description of each tribe is necessarily brief because so many are covered, the author has interwoven a well-researched history of each society, with the words and stories of tribal members, gathered through an incredible number of personal interviews. Through skillful writing and extensive quotes, a picture of the cherished values and the status of each tribe today emerges.

The text is generously illustrated with photographs, both historic and ones taken by Trimble, a master photographer. These beautiful images alone are worth the price of the book.

Thorough background notes, useful maps and a good index make this an excellent reference book.

But it is more than that. It is a book that warrants reading from cover to cover. By listening to the people themselves, one can begin to gain an understanding of the *many* cultures that are viable and vital among the Indians of the American Southwest today.

— Peg Johnson
Associate Librarian
Southwest Regional Office



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Aurelia Pasquale, an Acoma Pueblo potter, displays her work.

ANPR
Promotional Items

Make your check out to ANPR and mail it and the order form to:
Pat Thompson
310 Carrsbrook Drive, Charlottesville, VA 22901

Item	Cost	Quantity	Total
ANPR decal	$1.50		
ANPR cloisenee pin	$2		
Plastic stadium cups	$1		
ANPR coffee mug (ceramic)	$6		
Polo shirt: S, M, L, XL*	$25		
Turtleneck: M, L, XL*	$22.50		
Key rings			
Pewter	$5		
Brass	$5		
Belt buckle			
Large, brass (3-inch)	$25		
Large, pewter (3-inch)	$25		
Small, brass (2-1/4-inch)	$25		
Small, pewter (2-1/4-inch)	$25		
Totebags			
Large, cream & wine	$12		
Small, cream & navy	$10		

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Polo — Circle color and size: Forest Green Wine Navy (no S) — S M L XL
Turtlenecks — Circle color and size: Teal Banana Navy — M L XL * Limited quantities

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

Join the Association of National Park Maintenance Employees

It's only **$20 a year** to become a member of ANPME — an organization of people committed to protection and maintenance of resources in our national parks. The quarterly *Maintenance Matters* newsletter keeps you informed.

Write for more details: ANPME, P.O. Box 388, Gansevoort, NY 12831.

The Professional Ranger

Resource Management

The Resources Careers group met in March for the first time since last summer. While commitment of the members is high, funding from Washington for meetings, consultants and action is elusive. Momentum is slow at best.

The BLM and FWS have been designated the lead agencies for the implementation of automated classification for the 401 series, which most natural resource managers in the NPS are in. NPS has had virtually no input despite the efforts of the careers group.

Cultural resources concerns are being incorporated into the draft Professional Development Program done by natural resource folks last year. The combined document will be released for review, but the timetable and implementation keep getting pushed back due to the lack of funding.

It's hard to interpret the aftermath of the ad hoc committee's efforts (see this column in the last two issues of *Ranger* for details) and to know just what to think.

The National Leadership Council (NLC) agreed, under some pressure from Assistant Secretary Frampton, to "revisit" the proposed 40 percent staffing cuts in the Colorado-based National Natural Resource Center (the old WASO natural resource divisions, for those who can't keep up with changing names and org charts). It's not clear, however, what the final cuts will be, but it seems likely they'll still be a bit less severe than they would have been without Frampton's attention.

This will nonetheless curtail some valuable field-support services, such as those performed by the Water Resources Division. To the credit of those remaining behind, the latest proposal calls for surrendering what's left of the Wildlife and Vegetation Division to the cutting ax under any cutback scenario in favor of minimizing cuts to stronger programs that provide services parks can't get elsewhere. That's got to hurt, but it is a good decision under difficult circumstances.

The NLC also agreed, perhaps reluctantly, to establish in each field director's office an associate director for resource stewardship and a chief scientist position in each "major" systems support office. I'm having trouble figuring out if this is good news or not.

The ad hoc group urged the establishment of two positions at each field director's office — one for *natural resource management* advice and coordination, and one for *independent scientific* advice and NBS liaison. We stressed, despite the FTE limitations, that these were distinct and necessary roles and weren't likely to be able to be combined successfully.

Because it was beyond our charge, we didn't address cultural resource needs at that level, though we acknowledged that they existed and required separate expertise. By combining all of these into one position, what are we likely to get?

The hope was for a secondary benefit of a career ladder position for senior natural resource managers, but I'd be surprised if any materialize in these new jobs.

We also had urged the elimination of the title and program leadership role for "chief scientists" at SSOs, in favor of a research administration position that worked for the senior resource manager. Clearly the NLC didn't buy into that idea.

I have to believe that despite our efforts, most people simply don't understand the difference between resource management and research.

Speaking of research, the **National Biological Service** continues its struggle for survival, and a Congressionally-imposed 10% funding recision looks like it will stand for FY95. This will adversely impact the NBS commitments to the NPS Inventory and Monitoring program. If budget cuts continue, it may mean delaying the startup of new prototype monitoring programs at the 6-park Great Plains/Prairie cluster, Virgin Islands, and Cape Cod. While some key NBS players are working hard to avert the cuts to the I&M program, it is disappointing (although not surprising) to see that NPS-focused biological research appears to be a low priority to most managers in the new agency.

Discussions are being heard more frequently about what to do with former NPS researchers in the event the NBS goes "belly up." The official line from both agencies is, of course, that there are no contingency plans, but there are — they just can't be talked about openly. My concern remains that we not pretend nothing has changed and simply reabsorb our departed scientists in the same organizational roles which they left. We need to re-examine the very role of scientists in the Park Service.

At the recent **George Wright Society** conference, there was a spirited discussion between new Associate Director for Natural Resources Mike Soukup and several experienced NPS resource managers as to whether we should consider the possibility that maybe the NPS shouldn't even try to have its own in-house research program, but instead use our scientists to manage external research by universities and other agencies. Don't expect to see *that* in the contingency planning.

Continuing on the topic of new associate directors, Kate Stevenson (new AD for Cultural Resources) has expressed interest (as Soukup had earlier) in communicating with ANPR members through this column or some other outlet. Both associate directors should be settling into their new offices and roles right about now, and I wish them the best in these turbulent times.

Cultural resource programs in Washington, interestingly, suffered badly at that same NLC meeting where natural resources were spared the worst cuts. This would seem to show the influence of the assistant secretary's priorities (some would say meddling), but is not likely to be something the director will be pleased with.

There is *some* good news. The Cultural Resources section of RMAP (now dubbed CR-MAP) is now on the fast track. The official NR-MAP (the natural resources side of RMAP) report is now out and being circulated. It may be hard to increase staff but at least we have (or

will soon have, for cultural resources) quantitative information of the objective resource staffing needs of each park. That has to help one of these days.

— Bob Krumenaker
Shenandoah

Administration

Making Goals and Teamwork Stretch Performance

Making Goals and Teamwork Stretch Performance — Recently Jeff Karraker (ANPR's vice president for communications) asked me to write the first of what may be a regular column dealing with administrative matters or viewpoints. In discussing what should be covered in such a piece, she said "the door is wide open." I could write something provocative and challenging, thought provoking, sedate and informative. Her only criteria was that it be useful to all disciplines in some fashion.

After considering a multitude of options, including something on budget (my strong suit), I have opted to tell how Denali's Administrative Division is learning to combine goals and teamwork into an opportunity to stretch our performance.

Many of us have been part of the annual exercise to develop "goals and objectives." Consider the following: After lengthy discussions about our future, creating numerous lists of goals and objectives, arguing about whether each is really a "goal" or an "objective," and carefully wording and rewording our thoughts to insure they capture the true essence of our meaning, we finally produce a document expounding upon all the things we hope to achieve sometime in the future. It is then placed on the shelf, we turn our attention back to the daily routine of getting through yet another year of crushing work, and at year's end we pat ourselves on the back and are rewarded yet again for having overachieved in our daily work.

Been there, done it? We have. And too often when we've reviewed those goals from the shelf again we've found little has been done and we've told ourselves that, well, there just hasn't been time. Too many other things came along. And we feel discouraged but resolve to do better. Or, we find we've perpetually achieved everything because the goals reflected that which we've routinely done so well, yet true progress has felt elusive. Either way we've also felt, deep down inside, that the whole exercise has just largely been a waste of time.

Today, Denali's Administrative Division is happier and feel we're progressing. It is no longer enough for us to continue to perform our routine duties in an exemplary manner; that is expected. Our goals and objectives reflect things that we must and can do to advance our capabilities in the next year, and they are also our target for outstanding performance. It is up to us to figure out a way, all of us.

For example, it will no longer be enough for our administrative technician to continue to have a goal to become a backup to our budget analyst. If either incumbent wants to achieve a superior rating, they will figure out a way to make it happen *this* year. And the rest of us are responsible for helping them find a way. Collectively, we progress! Every member of the division has similarly identified at least one major or several smaller specific things in their standards that must be accomplished this year to be rated outstanding. And each of the rest of us will be rated on our contribution to the others in helping them achieve those things.

While some may rebel at the thought of being responsible for others success, we found we've become more focused. And, perhaps most gratifying of all, we actually use our performance standards throughout the year to remind ourselves of those goals we must accomplish to achieve outstanding performance.

We invite readers to respond on their thoughts, or to let us know what topics would be of interest. Any administrative types, volunteers are welcome for the next piece!

— Marcus Hathaway
Denali

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

ANPR Reports

Vice President, Communications

As we head into what promises to be a busy summer season, we face a danger of diminished communications, not only in the Association, but in the Service itself.

Most employees are carrying increased responsibilities as we deal with new ways of doing business, and transfers of people and functions. Time and time again I have heard friends say that their plate is too full or they feel burned out by what is occurring around them. The only thing we are sure of is that we have not seen the end of the change, nor the ideas.

This may be a time to pull back and look at the resources we have in ANPR and decide where they can best be used. Our committees could use a boost from time to time, but we need to actively let people know they are welcome and needed in our organization.

There was a good volunteer response after the Rendezvous in Durango and it appears we need to focus on building on that goodwill and moving on with some of our programs, while letting other ideas rest until the reorganization dust settles.

The mentoring network fits very well into the current revolution and it could serve a number of areas within ANPR. Information will be gathered to measure the interest in affiliated groups and we will need contacts in local and state ranger organizations. Because some of our former NPS employees are in those roles, we may be able to renew some of our lapsed memberships.

Sharing of members and ideas could help us organizationally and increase participation and diversity of programs for Rendezvous that are held in areas where some of our current members are not inclined to attend.

The increased number of retirees are a source of experience and assistance that we need to tap. From advisory to training to "hands on" roles, we have unlimited opportunities to meld our organization with the Service and assist in the days that lie ahead.

— Jeff Karraker
Capulin Volcano

Vice President, Professional Issues

Is it necessary and possible to accomplish the continuing work of the National Park Service through interdisciplinary teams?

Rapid changes in many programs, Career Futures and realignment to System Support Offices have left many people reeling. Some are feeling that they can't keep up and some have quit trying.

In contrast, the chief interpreters from the new Intermountain Field Area met last February to chart their own future. In April the chief rangers, chiefs of administration and maintenance chiefs from the same field area held separate meetings to do the same. And superintendents from the field area have met a number of times.

All of these groups saw a banner with three connected gold wings — the ancient symbol for the bird of chaos. The one constant in each of the above meetings, and indeed the one promise that all are hearing, is that we will have constant change over the next few years. Perhaps even for the foreseeable future.

Why? Well, there aren't enough FTEs to get the jobs done in the traditional manner. In rare cases, there may be enough FTEs, but not enough money.

Why is this important to the subject of this column? It demonstrates a (perhaps new) skill that we all must become masters of: change management. We already have made some strides in this direction.

I rarely hear anyone utter the famous phrases, "we have *always* done it this way" or "at my last park we did it *this* way," anymore. This doesn't mean that, as a culture, we are receptive to change or know how to adopt appropriate change, but it does indicate more of a willingness to work with change than we have in the past.

As an agency, we still need new skills in charting long-term change (as opposed to modifications in local operations), and becoming masters of our profession's destiny (as opposed to waiting for "them" to tell us what to do).

In each of the meetings described above, the involved profession decided to set up an advisory group (or council/committee) for their discipline.

This is a positive move in keeping with current thrusts and goals: professions are setting up mechanisms that will make the Service park-driven. Advisory groups are made up of park peers and their professional counterparts in the SSO. The group's roles and functions vary among each profession and cluster.

There is one constant: each group is assuming the leadership role for its discipline that was formerly exercised by divisions in the regional offices.

The advisory groups are wrestling with, and are well on their way to solving

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 too $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.

issues of interdependence *within their discipline*.

Meanwhile, our agency is talking about structured interdependence between parks, the system support offices and the field director's office. The bigger picture. The advisory groups have yet to break out of the mode of a discipline-specific focus. We all know that this is needed.

Many parks are restructuring or developing mechanisms to bring their divisions closer together. Above the park level, it seems that we have yet to make that shift. -

ANPR may be the best mechanism for cross-disciplinary communications and action between the park level and national work groups.

In the past, there have been a few (very few!) joint conferences, with usually just two disciplines present. A few employees have been able to attend multi-disciplinary training that focuses on joining divisions together as a team, such as Leadership and Management and Managerial Grid. I understand this genre of training will become more prevalent once re-engineering of the training function is completed.

In the meantime, ANPR has evolved a model that the Service can learn from. Our equivalent to the above advisory groups would be committees. Taking a look at our standing committees, I find very few that are discipline specific. In fact, the only discipline-specific committee under this office is Twenty-Year Retirement. Once its issues are resolved, this committee will disband.

All of the other committees cross disciplines: Leadership and Supervision, Dual Careers, Seasonal/Temporary Issues, and Restructuring/Re-engineering. At ANPR board meetings, most, if not all, of the issues discussed cross traditional "division" lines.

As the Service continues to evolve new ways of doing business, perhaps one of ANPR's more important roles is to set an example of interdisciplinary management. Issue identification, scoping and resolution in this format is in keeping with structured interdependence, and the results could be quite different from the emerging advisory groups.

— Ken Mabery
El Malpais

Business Manager

If you are a seasonal ranger fortunate to have a summer job, or a supervisor fortunate enough to hire a seasonal staff, this may be of interest to you.

ANPR's insurance broker, Seabury & Smith, will mail health insurance information to each park this summer. The sheet will provide a general outline of benefit and contact information and should be posted in employee areas. Please make it a point to pass this information on to seasonal employees. If you don't find this material, check with your personnel officer or contact me for a copy.

I am looking for a few SATBs to help me with my report at Rendezvous. If you recognize this abbreviation and are willing to assist, please drop me a note. If I don't receive willing volunteers, I may resort to recruiting the unsuspecting!

— Debbie Gorman
Saratoga

Treasurer

Before going into details of finances, I want to thank the membership for electing me for another term.

As reported at Ranger Rendezvous, Fiscal Year 1994 closed in the black. Balance on hand at the close of the fiscal year in September was $132.53.

FY 1995, which began in October and closed on March 31, 1995, is also expected to close in the black. The budget balance at the end of this first quarter (12/31/94) was $46,225 (income/expenses).

The FY 1996 (4/1/95 - 3/31/96) budget was amended and approved at the board meeting in late March. Total operating budget for FY '96 is $123,410. Included in this budget is $1,000 to cosponsor the Hug-A-Tree educational program with the National Park Foundation. Also, $120 has been set aside to provide America Online services to the *Ranger* editor, business manager and staff assistant for communication purposes.

If anyone wants a full copy of the FY '96 budget, contact me at the address or phone number listed on back of *Ranger*.

— Patti McAlpine
Olmsted

Southeast Region

I hope all SER members received the *SER NEWS* with my report from the spring board meeting. This was our first meeting with the new ANPR officers and we covered a lot of ground. I have heard from a few of you and made sure your concerns were addressed at the board meeting.

I sent the *SER NEWS* to each member, instead of requesting park reps copy and distribute it to their park members. I am recommending to SER members that we have two all member mailings, one after the Rendezvous and another after the spring board meeting (three in previous years to park reps only). Mailings would include pertinent information from the Rendezvous and board meeting along with the most current *Situation Reports* and any other information that needed to be passed along. The cost of the two all-member mailings would keep us within our budget.

Ranger magazine does an excellent job of keeping members informed on the national perspective. SER members must attempt to network effectively to keep all members informed, and our support and commitment to important issues current and firm.

It's time to make your plans for Rendezvous XIX in St. Paul, Minn. Call friends and encourage them to join and/or attend with you! If you need information or have questions, give me a call. I hope to see some of you there.

— Darlene Koontz
FLETC

Midwest Region

I attended the mid-year board meeting in March in Washington, D.C., and we had a good meeting with new President Adams. I have sent out two *Situation Reports* to park reps, who were identified in the all-regional member mailing sent in January. If you need to know who your

park rep is, please call me.

We are preparing for the Rendezvous in St. Paul and have received several offers of assistance. We will put those folks to work as it gets closer to November. I encourage everyone to attend, particularly if you have never been to a Rendezvous. The information and exchange of ideas is excellent, the networking outstanding and the socializing appropriate. We need to increase the flow of information between the members and the board, and the Rendezvous is a great place to start.

I have mailed information on ANPR to the new superintendents and am trying to get all parks represented. Please continue to invite new members and maintain your own good standing. A life membership takes all the hassles out of renewing, and it is available on the installment plan.

Please contact me at any time with concerns, issues, questions and suggestions. ANPR will only be as good as *you* make it.

— Bruce McKeeman
Voyageurs

Alaska Region

More than 40 ANPR members and associates gathered at a regional meeting in Anchorage in early February. Thanks to Russ Wilson, Stan Steck and Bruce Reed for sponsoring three seasonals. Thanks to Dennis Burnett, Russ Wilson and Wendy Lauritzen for doing homework on questions about acquiring congressional bill information and seasonal hiring information.

Amidst the spring rush I'm writing a first newsletter for all Alaska members. It will go into more detail about the meeting. Stay tuned.

— Lisa Eckert
Denali

Dual Careers

The new Employee Handbook will not have the scope of information on dual careers and worklife issues that we anticipated. Instead, current plans are for separate worklife pamplets and dual career pamphlets that will specifically address each of these issues. The dual careers pamphlet should be out in a month or so, but we don't have a date for the worklife pamphlet. The employee handbook has also been held up due to changes wrought by reorganization.

We continue to get both positive and negative reports on treatment of dual career couples throughout the Service. Many problems seem to arise from lack of information on the part of all parties. Look for an informational release to all employees clarifying the dual career policy. This may distribute the facts a little more widely.

We have a tip that we have received from managers who have dealt with dual career issues. Realize that good managers want to hire highly motivated and informed employees. But, they are not impressed with potential employees who saunter into their office waving policy statements and demanding action. Be gentle about flaunting policy and instead *share information* with your potential new supervisor. It will make her job easier and be beneficial to you as well.

Remember that we have copies of the NPS Dual Career Policy, a listing of park dual career contacts, and could have copies in a few months of the new NPS Dual Career pamphlet. 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, which may help other dual career couples.

Don't forget that we need your input on a possible broadening of the scope of our committee to encompass all worklife issues. Finally, we need all of you out there who are concerned about worklife issues to volunteer to be the *worklife coordinator* at your park!

— Rick Jones

Nominating Committee

To run or not to run, that is the question! The vigor of our organization is directly dependent on the involvement and contributions of the membership.

If you want this organization to work for *you, you* must work for it! Here's your opportunity. These positions will be available:

- Vice President, Professional Issues
- Vice President, Communication/ Representation
- Treasurer
- Mid-Atlantic Regional Rep
- Southeast Regional Rep
- Southwest Regional Rep
- Western Regional Rep
- Pacific Northwest Regional Rep

Each of these positions entails a two-year term. You may serve a maximum of two consecutive terms. Nominations will be accepted through Rendezvous (November) 1995, with ballots distributed in December.

For more motivation and information, please contact Cindy Ott-Jones, nominations committee chair, or any current board member. Phone numbers are on the back cover.

— Cindy Ott-Jones
FLETC

Retirement Committee

Three Main Causes Retirement Savings Fall Short — Everyone wants to save more, but there is always some reason not to right now. The following are the most used three excuses for not investing enough for retirement. I guess I'm nagging again, but I hope to motivate you to forget the excuses and take action now.

Excuse No. 1: I don't have any more money to spare to invest for retirement right now.

With the possible exception of Microsoft's Bill Gates, no one feels like they have "extra" money lying around. There are always more interesting things to do with your income than invest it.

However, if you are honest with yourself, you can probably afford to cut down on a few pleasures or vices and spare $50 or $100 a month. Put this aside and open a no-load mutual fund or add it to your IRA account. Make sure you are investing the maximum in your Thrift Savings Plan — in the "C" Fund, of course.

Excuse No. 2: I'm afraid to invest in the stock market because it might take a dive.

It could happen. You could invest a lump sum in the stock market and it could drop significantly the very next day. If you think that way and didn't invest in 1993, you would have missed a 12.64 percent return in the average equity mutual fund.

The first quarter of 1995 has returned more than 10 percent. There are two ways to overcome the fear that equity stocks and funds will not do well:

➤ Take a long-term view and remember that stocks have outperformed other investments over the long haul. In fact, if you are too conservative, over the long-term you run the risk of losing purchasing power to inflation.

➤ Dollar-cost average. Rather than investing all of your money at once, invest a set amount on a regular basis. This is the beauty of the TSP. Every two weeks, 10 percent of your earnings go into the "C" fund, thus smoothing out the market's ups and downs. And over time, the average cost of your shares is likely to be less than if you made sporadic lump sum investments.

Excuse No. 3: I'm already saving for a lot of things — a vacation, college tuition, etc.; My investments will be available for retirement, too.

No matter what else you are saving for, there are at least two compelling reasons to specifically earmark savings for retirement:

➤ Different goals call for different investments. If you are still far from retirement, you can probably afford to take some additional risk in your retirement portfolio to better pursue long-term returns. You may need to be more aggressive than you would be investing for short-term goals in order to avoid losing purchasing power over the years.

➤ Retirement investing should be your number one goal. Tax-deductible investments with taxes deferred on the interest earned are available through the 401(k) TSP and IRAs. With the exception of some annuities, other savings are not eligible for tax deferment and you will be paying taxes on the income from these investments at a time when your earning power is supposedly at its highest level.

Rule of thumb: Always delay paying taxes to a future date in hopes that the tax payment will be lower at that time!

I may have missed your excuse. Think of the things you will want to enjoy when you retire and the savings you will need to accumulate. Then, reorganize your finances, forsake some of your minor pleasures, and take some positive action toward providing a more comfortable retirement. ❑

— Frank Betts

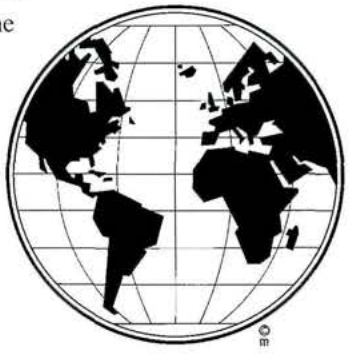
International Ranger Federation

A group of ANPR members were attending the first International Ranger Federation World Congress in Zakopane, Poland, when *Ranger* went to press in late May.

The conference, expected to draw at least 100 rangers throughout the world, was scheduled from May 22-26 at the Kasprovy Hotel. The program revolved around these themes — resource managment, human management and balancing the two. A number of rangers and park professionals presented papers on the three themes.

Several international speakers were planned, including Alan Fox of Australia. He is noted for establishing ranger training courses with the aborigines.

Look for a full report on the world congress in the next issue of *Ranger.*



All in the Family

Bob Krumenaker Recognized by George Wright Society

ANPR member **Bob Krumenaker** has won the 1995 George Wright Society Natural Resource Management (Francis Jacot) Award.

Krumenaker was chosen in recognition of his demonstrated leadership in natural resource management in the National Park Service. Currently he is leader of the Shenandoah National Park Center for Resources. However, the award primarily recognizes his achievements from 1991-94 as regional chief of resource management in the NPS Southwest Regional Office (SWR).

He helped bring SWR's natural resource management program into the 1990s, and he has been one of the Service's most influential voices for natural resource management.

Krumenaker reaches out to other disciplines, especially rangers, in seeking common ground and shared success rather than competition for limited resources. Under his leadership in the region, natural resources project funding decisions became systematic and open for the first time and small parks were able to compete successfully for resources.

He brought the region from last to first in the NPS in using resource management plans (RMPs). He also was an effective advocate, teacher and mentor for the region's natural resource management specialists and provided support for park managers who wanted to emphasize resources but lacked the funding, staffing or direction. His previous park experience and perspective, as well as a willingness to listen and explain, made him a highly effective and sympathetic voice in the region.

Servicewide, Krumenaker has been an articulate and persistent voice for advocating the ascendence of resource management as its own discipline that needs to get out from under the wing of research, which has dominated the natural resource program of the Service. As one of 10 regional chiefs of resource management, his colleagues consistently looked to him for articulate, outspoken counsel on natural resource management issues. When others have been reluctant to speak, Bob often has been willing to stake out a position.

Within the SWR, Krumenaker was a leader, but he also was an effective team member. He was the primary organizer of SWR's first-ever combined natural and cultural resource management workshop, attended by more than 100 people in January 1994.

Within ANPR, Krumenaker was designated as issues coordinator for both "Science/Research" and "Resource Management Profession" in the Association's Advocacy Action Plan. He was the program chair of the 1994 ANPR Rendezvous, at which resource management issues were a prime focus. The Rendezvous theme, Parks at Crossroads, dovetailed with Krumenaker's goal to help turn the ranger of the present into the ranger of the future — a resource-oriented professional.

Other examples of Krumenaker's involvement:

- Member of NPS Resources Careers subcommittee since 1994.
- Member of assistant secretary's ad hoc group on the future of natural resource management (1994) and one of fourmembers of briefing team (1995).
- Member of Servicewide RMP Software Development Team since 1993.
- Member of two NPS Natural Resources Strategic Plan implementation teams (1992-94).

— Richard West Sellars
George Wright Society

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 of this magazine. *Entries need not be limited to career moves; any notable event/ personal update is acceptable.*

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

Peter D. Armington (ROMO, PINN, YOSE, GRTE, CURE, ISRO) formerly the chief park ranger at Curecanti, now is chief of ranger activities and resource management at Isle Royale.

Brad Bennett (GRCA 91-93) is a seasonal interpretive park ranger at Grand Canyon (Desert View). Previously he was docent coordinator for the non-profit Mountains Education Program at Santa Monica Mountains, Franklin Canyon. Address for he and his wife, **Em**: 2405A East St., Flagstaff, AZ 86004.

Jim Brady (WASO 91-95, GRTE 87-91, ZION 83-87, MARO 81-83, HOAL 76-81, YOSE 72-76) now is superintendent at Glacier Bay National Park and Preserve. Formerly he was chief ranger, Office of Ranger Activities, WASO. His spouse, **Gwen,** continues to work for the U.S. Forest Service. Address/phone: Glacier Bay NP, Gustavus, AK 99826; (907) 697-2230 (office).

Augusto Conde and Loretta Farley (PINN, REDW, GOGA, ACAD) have changed jobs. Conde, who was a park ranger in the Del Norte District of Redwood National and State Parks, now is a park ranger in the North District of Point Reyes. Farley is a seasonal and new mother. Their son, Nachi, looks forward to seeing whales and seals at his new home. Address: Box 955, Inverness, CA 94937.

Robert K. DeVine (DEVA, CACA, CANY, CHAM, BIBE, NABR) has retired. He was chief of interpretation at Chamizal NM. He won the NPS Valor Award and the Carnegie Award in 1966. Address: 1565 Catham Circle, Horizon City, TX 79927.

Dale A. Ditmanson (FLFO 91-95, STMA 87-91, FOBU 84-87, CACH 82-84, MORU 80-82, FOSU 77-80) has left the superintendent's position at Florissant Fossil Beds for the job of assistant superintendent at Glen Canyon.

Tóni Dufficy (National Visitor Center 80, JELA 80-84, WORI 89-92, THRO 92-95) is an interpreter in the Pine Island Subdistrict at Everglades. Previously she was the North Unit district naturalist at Theodore Roosevelt. Her husband, **David Dufficy** (THRO 79-83, FOVA 79-80, JELA 82-83, FOUS 92-95) is leaving his seasonal position at Fort Union Trading Post and moving to Florida. Address/phone: 22801 SW 156th Ave., Miami, FL 33170; (305) 245-2246.

Ellen K. Foppes (CACH 81-84, OCMU 84-85, SERO 85-91, MWRO 91-93, HOVE 93-95) and **son David** have moved to Texas where she is the new management assistant at San Antonio Missions National Historical Park. Previously she was superintendent at Hovenweep NM. Address/phone: 3630 Ridge Cluster, San Antonio, TX 78247; (210) 496-8921 (home), (210) 229-5738 (office).

Jeffrey W. Goad (CODA 88, SAMO 89-90, GLCA 89, BITH 91, ZION 92-93, LAME 93-present) now is a law enforcement park ranger at Boulder Beach, Lake Mead. Address/phone: 1330 Georgia Ave., Apt. 408, Boulder City, NV 89005; (702) 293-6379 (home); (702) 293-8904.

Michael Gosse (ZION 87, 89-92, MORR 92-93, TICA 93-present) is the lead park ranger at Timpanogos Cave. Address: 2038 W. Alpine Loop Road, American Fork, UT 84003.

Sherry Justus (EDIS 90-94, STLI 94-95) is a district ranger, Johnson City Unit, at Lyndon B. Johnson NHP. Previously she was a park ranger at Statue of Liberty. Address/phone: P.O. Box 329, Johnson City, TX 78636; (210) 868-7128.

Steve LeBel (NACC 94-95, seasonal ranger, interpretation; NACC 95, park guide) is a concessions analyst on the Rock Creek Parkway in the National Capital Region. He left a park guide position at the Old Post Office Tower in National Capital Parks-Central. LeBel worked at Yosemite for MCA, a concessionaire, in 1976, and at George Washington Memorial Parkway for Guest Services Inc., a concessionaire, from 1984-93. Address/phone: 2113 S. Columbus St., Arlington, VA 22206; (703) 931-9436.

Ted Nicholson (LOWE 82-84, NARP 84-86 and 88-90, SITK 90-93, CURE 93-present) has upgraded his GS-11 administrative officer position at Curecanti to a GS-12. Address: 423 N. Spruce St., Gunnison, CO 81230.

Lisa Okazaki (SAMO 84-87, SEKI 87-89, BLRI 90-91, CANA 91-95) has left the position of South District interpreter at Canaveral NS to become an outreach education park ranger at Petroglyph NM. Address/phone: c/o Petroglyph NM, 4735 Unser Blvd., NW, Albuquerque, NM 87120; (505) 839-4429 (work).

Tina (Cappetta) Orcutt (GETT 88-93, COLO 93-95) is an education specialist at Jean Laffite. Previously she was a park ranger in interpretation at Colonial. She married Mike Orcutt of the Coast Guard on Feb. 18 in Yorktown, VA. Address/phone at work: 7400 Highway 45, Marrero, LA 70072; (504) 689-7611.

Marshall W. Plumer (LOWE 89-90, ISRO 90, 91 & 93, KAHO 92, HALE 92-93, INDE 93-95) has left a law enforcement position at Independence for a similar position at North Cascades, Hozomeen/Ross Lake. **Dawn M. Plumer** (ISRO 90, 91& 93, KAHO 92, HALE 92-93, INDE 93-95) has left an interpreter position at Independence and is on leave without pay. Address/phone: 728 Ranger Station Road, Marblemount, WA 98267; (360) 873-4500.

Geoffrey Smith and Kristi Link (DENA 86, GLBA 87, KEFJ 89, NWA 91, SAAN 91-92, CAVO 92-95) have left their positions at Capulin Volcano. Geof was a resource management specialist and Kristi was a park ranger. They now are at Apostle Islands National Lakeshore where Geof is a natural resource management specialist. Kristi is on leave without pay while she seeks another position in the Bayfield area. They are happy to return north to Lake Superior country, but will miss New Mexico and friends. Office address/phone: Route 1, Box 4, Bayfield, WI 54814; (715) 779-3397.

Stan Steck (GRCA 83-84, CANY 84-91, KATM 91-94) has left Katmai where he was a ranger/pilot for the same position at Denali. Address: P.O. Box 117, Denali Park, AK 99755.

Valerie G. Steffen (FOLS 88-92, HSTR 93, CRMO 94) now is a permanent interpretive park ranger at Harry S Truman. Previously she was a seasonal interpretive park ranger at Craters of the Moon. Home address/phone: 812 E. Walnut, Apt. D, Independence, MO 64050; (816) 833-1612.

Stephen G. Thede (YOSE 82-83, GRCA 82-85, GLCA 86-88, BRCA 88-89, CASA 89-91, BEOL 91-95) has left an interpretive/law enforcement supervisory park ranger's position at Bent's Old Fort for the post of assistant chief of interpretation at Badlands. Address/phone: HC54, Box 111, Interior, SD 57750; (605) 433-5431.

Jim Traub (GRCA 91-95) is a new ranger in the Ozette Subdistrict at Olympic. He left a river ranger position at Grand Canyon. He and his wife, **Marianne Karraker**, (GRCA 94-95) welcomed Hannah Lee Karraker to the world on Feb. 24. Address: 21261 Hoko Ozette Rd., Clallam Bay, WA 98326.

Jeff Wade (HSTR 91-93, CRMO 94, all seasonal positions) is a park ranger in interpretation at Harry S Truman NHS.

Missing Persons

David Minaglia	Seattle, WA
Christa Stanton	WASO
Joe Brand	Ft Collins, CO
Scott Sewell	New Orleans, LA
Elizabeth Cristobal	Groveland, CA

St. Paul is the Setting for Rendezvous XIX

Join both old friends and new at Rendezvous XIX in St. Paul, Minn. The Rendezvous, again held jointly with the annual conference of the Association of National Park Maintenance Employees, is scheduled from Tuesday, Nov. 7, through Saturday, Nov. 11, at the Radisson Hotel. Registration rates will be the same as last year — $35 for individual members. When you register with one Association you may attend any activity hosted by either group.

The Radisson, 11 E. Kellogg Blvd., is located in downtown St. Paul near the banks of the Mississippi River. The hotel offers a large indoor pool and whirlpool, fitness facility, full-service restaurant, and a skyway that connects the hotel to area shops and restaurants. Parking is $9 and will be added to your hotel bill.

The standard room rate is $54 a night for singles or doubles. Make reservations by Oct. 1 by calling (612) 292-1900. If you are interested in economy or companionship, you may wish to share a room. Meg Weesner is sponsoring a roommate clearinghouse. She can be reached at 9352 E. Trail Ridge Place, Tucson, AZ 85710 or at (520) 290-1723. She needs your name, address, phone number, gender and dates of attendance.

St. Paul Convention & Visitors Bureau

Above is Rice Park in the heart of St. Paul and the Landmark Center, a renovated courthouse that is now a banquet hall and home to several arts organizations. Free tours are available. This family-style city has become the cultural capital of Minnesota and boasts 10 theaters, including the world-class Ordway Music Theater, several museums, art galleries and historic sites. The $70 million Minnesota History Center, the newest addition to the Cultural Corridor, houses three exhibit galleries, as well as a research center, theater, gift shops and cafe. Trolleys circulate throughout the downtown and offer visitors easy access to area attractions.

Pre-Registration

You will receive the Rendezvous special mailing with the pre-registration form and draft agenda this summer. Please pre-register to enable those planning the meetings to meet your needs.

Agenda

One of the highlights of this year's Rendezvous will be a slide show presented by those attending the International Ranger Federation meeting in Zakopane, Poland. NPS and Department of the Interior officials are invited to speak, as is Congressmen Bruce Vento. Workshops and sessions are being planned and your comments and suggestions are welcomed by Barbara Goodman, Tony Sisto and Phil Ward. Contact Goodman at (813) 792-1841; Sisto at (206) 285-8342 or (503) 228-2077; or Ward at (602) 647-3711.

Social activities

ANPR will again sponsor the yearly golf tournament and "fun" run and ANPME will host the slug run. Two exhibitors' receptions, a DJ dance, a banquet and a dance with a live band are also being planned.

Pre-Rendezvous Training

Sunday, Nov. 5, and Monday, Nov. 6, are the days set aside for member training. Boardsmanship training and a leadership workshop may be offered. Gary Warshefski is looking for ideas and suggestions. Call him at (315) 337-5176 or (315) 336-2090.

Travel

Omega World Travel is the Association's official travel agency. All travel booked through Omega will directly benefit the Association. Reservations may be made by calling toll-free (800) 283-3239 or (703) 818-8848. Omega guarantees the lowest airfare at the time of ticketing or it will refund double the difference.

Miscellaneous

The hotel will provide, at no charge, a space for babysitting and a list of approved babysitters to be contacted by parents. Remember to make the search for creative raffle prizes in your travels this year. The raffle is an important part of fundraising efforts for ANPR and every contribution is needed.

Rendezvous is an important time for our organization — giving us an opportunity to focus on important issues while spending time with friends from across the country. Make Rendezvous an important part of your professional and personal development in St. Paul! ❑

— 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) __ __ __

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

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

The person who recruited me was _____

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: _____

** 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

Name _____

Address _____

City _____ State _____ Zip _____

❑ NPS ❑ Other

Name _____

Address _____

City _____ State _____ Zip _____

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(907) 333-3401

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4560 Larkbunting Drive, #7A, Fort Collins, CO 80526
(303) 226-0765 • frankbetts@aol.com

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