Letters

On behalf of the board of directors and volunteer presenters of Hug-A-Tree and Survive, I want to thank you and ANPR for your support and generous $1,000 donation. As Hug-A-Tree moves into its second decade of teaching children to survive when lost, we desperately need to regain contact with many of our volunteer presenters and upgrade our teaching materials so we can continue to reach out to young children nationwide. Your donation will provide us immediate help in meeting these goals.

I am also very pleased at the expanding relationship between ANPR and Hug-A-Tree. Several of our active presenters over the years have been drawn from among NPS employees, but a greater involvement of both our organizations with each other offers us the opportunity to greatly expand the public awareness education efforts that we believe pay big dividends in lives saved among visitors to the outdoors areas of our country.

I look forward to working with you and ANPR in the coming months as we strive to carry an important, lifesaving message to our nation’s children. Thanks again for all you have done.

Albert S. “Ab” Taylor
President, Hug-A-Tree and Survive

Editor’s Note: ANPR President Deanne Adams received the following letter from Alan Rubin, past president of the National Park Foundation. The new Foundation president is Jim Maddy, formerly president of the League of Conservation Voters. He is scheduled to begin his tenure in September.

We just received our copy of the Winter 1994-95 edition of Ranger. It is a terrific publication.

The information you are getting out through this journal is really valuable at this time. I have seen a big upgrade and improvement in Ranger over the last couple of years. It is very helpful for us here at the Foundation to read and understand these issues which are so important for the future of the parks.

Congratulations to you and your colleagues for a job well done.

I checked our files and discovered that the National Park Foundation is not a contributing member of the Association — and we should be. I am proud to enclose our check for $500 to support your excellent work.

With regards from all of your friends here at the Foundation.

National Park Foundation

I am beginning my third year as an ANPR member and my fourth as a seasonal employee and VIP with the NPS. It is my understanding that ANPR tries to interest itself in issues pertinent to both permanent and seasonal NPS employees. I have an issue of extreme interest to me and, I think, many other seasonals. I am hoping that ANPR might be willing to help me “take up the torch” and make a difference.

The issue of concern to me is the right of privacy of seasonal employees in temporary government housing. Privacy may also be an issue for permanent employees in government housing, but my contact has been largely with temporary employees. When I move into housing in a new park, I sign a housing contract of anywhere from one to 13 pages of my responsibilities, and also for the rights of seasonal housing.

I am not interested in singling out certain parks; this appears to me to be a Servicewide problem. I feel that I am paying rent, either in money or work, and I have (or should have) a right to be notified ahead of time of exactly when maintenance will be entering the house, to have a lock on my bedroom door, to be present at random spot inspections, to make out maintenance work requests and to have them filled in a reasonable length of time, and to shower in confidence that no one who doesn’t live with me will be there when I get out.

Just because seasonals are temporary doesn’t mean we aren’t adults with the same needs as permanent adults. The superintendent doesn’t have to worry about maintenance unexpectedly breaking her personal things. Why should I?

If someone at Ranger or within ANPR or the NPS is interested in this issue, I would like to take an active part in making some changes; but I don’t know here or how to start. Please help.

Kaily Ann Gorman
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(more letters, page 36)
President’s Message

One recent Tuesday night I was participating in an unusual discussion about ANPR with two board members in Virginia and a member in Everglades. We had space in our room for 19 other participants. We were “talking” across country courtesy of an e-mail service on America Online called a “private chat room.”

What is a chat room? At the spring board meeting we decided to adopt America Online (AOL) as our electronic mail communication server. As you can see from the board list on the back of Ranger, several board and task group members are now on-line. Just as cc:Mail has been a terrific communication tool for the National Park Service, America Online has been a great tool for ANPR.

Now we have the opportunity to expand our conversations via services of our non-NPS electronic mail. Members are already taking the initiative. Bob Panko of Everglades set up the Ranger chat room on AOL. We’ve set every Tuesday at 9 p.m. EST. Please join us.

Speaking of communications, we took another giant leap forward in May when ANPR members met rangers from around the world in Poland. I was unable to attend because of family, but many thanks to Bill Halainen who agreed to take the role of representing the Association, as well as being the conference recorder. Take a look at his report in this issue of Ranger.

There is an important link here, I think, with much that is going on with the NPS and, indeed, with the federal government. We are beginning to broaden our internal abilities to communicate with each other, to share ideas, and to create new means of discourse on what we are and what we are about. At the same time, we are finding that many of our underlying values and beliefs in the public work we do in our chosen careers are open to comparison and validations with other ranger and park organizations from around the world. Are our visions of “success” matched in other world park organizations? See, for instance, Rick Mossman’s chilling article (on page 9) on what is success for the rangers of Kenya!

The membership of our Association has a history of expanding our reach in working for and communicating about parks and Park Service ideas. From a small social gathering of field rangers nearly 20 years ago, to a membership today of around 1,600, with a healthy advocacy program in place, we are now tied into a new worldwide family of park managers and supporters. This will only make our organizations stronger.

More importantly, it will help us be an effective player in the new organizational world in which the NPS is now embarking.

Enjoy the discourse!

Jane A. Franklin

Cover: Photo of uniformed rangers from around the world, Tatra Mountains of Poland in background, by Colin Dilcock of the Countryside Management Association (of England and Wales).
Rangers of the World Unite

First IRF World Congress in Zakopane, Poland

Right, the Tatra Mountains of Poland, provided the setting for the first World Ranger Congress in May. Below, Gordon Miller of Countryside Management Association (of England) chairs the meeting.

By Bill Halainen
Delaware Water Gap

To the thunderous applause of 135 delegates from ranger organizations worldwide, a flag-raising ceremony officially opened the first World Ranger Congress in Zakopane, Poland.

Chairman Gordon Miller of the fledgling International Ranger Federation raised the IRF flag — the green, blue and white yin-yang symbol that represented the balance of the world’s waters, lands and mountains — outside the Kasprowy Hotel last May 21. For the next five days, the flag fluttered and snapped at its halyard, animated as much by the extraordinary high spirits and energy of the gathering as by the vigorous breezes of the spectacular Tatra Mountains.

This first raising of the IRF flag symbolized both an end and a beginning — the end of the three intense years of planning and organizing that followed the signing of the original IRF charter in July, 1992; the beginning of a true world community of rangers from parks and protected areas. It was a watershed moment in the history of the ranger profession.

The impetus for both the federation and the congress came from a meeting on the shores of Loch Lomond in spring, 1991, when representatives from England’s Association of Countryside Rangers (ACR), the Scottish Countryside Ranger Association (SCRA), and ANPR met in a corner of a hotel pub and agreed to work toward the creation of an international organization and a world ranger congress to formally inaugurate it.

After a year’s work on the charter elements, the presidents of the three associations met at Peak District National Park in England late in July 1992, and signed that document, formally establishing the International Ranger Federation — an alliance of national, territorial and state ranger organizations rather than an association of individual members.

Although it was clear that an international congress should be held as soon as possible, it was also equally clear that logistics and finance on an international level would be particularly complex. It was therefore decided to focus on enlisting members in the short run, while working toward a congress in about three years.

Membership in IRF grew quickly (see page 11 for full listing) and the charter stipulation that membership in the federation was open only to ranger organizations served as an impetus for rangers in many countries to begin efforts to establish their own associations. Several have since been created, and many more are in the formative process.

Organizing the congress, however, proved even more difficult than had been anticipated — almost all efforts to gain pri-
Private or foundation sponsorship proved fruitless; government funding for travel for Third World delegates got tied up in red tape (the opportunity for receiving $20,000 in World Heritage Fund money was lost due to the sluggishness of the Polish bureaucracy in forwarding the application); top speakers, like Dr. Richard Leakey, cancelled out at the last moment; contract negotiations with the hotel became very difficult; and on and on. But these obstacles were surmounted through persistence and the good graces of a few key players. ANPR provided a $10,000 loan at a key juncture, all of which was repaid in full and on time. Two longtime ANPR friends, R&R Uniforms and the National Parks and Conservation Association, donated $4,500. The National Park Service and several other organizations formally endorsed the congress. Scottish Natural Heritage came through at the last minute with $15,000 to fund much of the conference costs for Scottish and many Eastern European rangers. And a cadre of hard-working CMA and SCRA rangers worked day and night to work out the complex logistics. With the raising of the flag, three years’ work and anxiety was history and the IRF became a true international ranger organization.

Both the extraordinary variety of cultures represented and the natural gregariousness and professional curiosity of rangers worldwide became evident that evening at the “potlach” that opened the week’s events. No, this isn’t the same as Pacific Northwest tribal potlaches; instead, it is a “friendship meal” in which delegates shared food and drink from their homelands. The sharing was accompanied by conversation, as people got to know each other and began talking about their homes, their jobs, their problems and successes.

A hallmark of the congress was these many small gatherings with constantly changing mixes of delegates from different nations. Each gathering was unique in the ideas and anecdotes discussed, the lessons learned and the friendships made. Although there were occasional language problems, delegates were almost always able to figure out a way to communicate.

Generally it was in English (in fascinating accents), sometimes in Spanish or French or another language, occasionally through gestures and illustrations.

Several things quickly became apparent. Rangers will always find a way to communicate, ranger work is so similar worldwide that much is readily understandable despite language problems, and Linnaeus’ use of Latin to describe plants and animals makes a great deal of sense in field trips with multi-lingual groups.

Some samples — Over breakfast, an Uruguayan, a South African, a Swede and an American talk about the problems that occur when visitation exceeds carrying capacity. They find that they are dealing with fundamentally the same issues.

A German and a Pole find that they are getting the similar resistance to efforts to set up national ranger organizations.

A Romanian working to create a national ranger service discovers that the Brazilians are attempting to do the same thing. That’s the way conversations went all week, with constantly changing themes and participants. The congress itself had themes for each day that reflected principal concerns of the delegates. On Monday, it was the federation and its purposes, then some of the issues and problems in protected areas; Tuesday, resource management; Wednesday, human resources; Thursday, the means for balancing conflicts, mainly through interpretation and education; Friday, IRF’s future.

The approach to each theme was similar — a presentation or two on the subject, followed by workshops and discussions. The topics illustrated the diversity of issues that rangers must address, such as providing environmental education, dealing with native or aboriginal peoples resident within parks, managing parks on the urban fringe, controlling poaching and other resource depredations, establishing ranger training programs, and integrating research into resource management.

Delegates were intrigued to find many common issues faced by rangers wherever they lived and worked. Discussions revealed solutions found in one country that might resolve problems in another. This served to foster the already high degree of interchanges among delegates.

The text of the presentations and recommendations that emerged from many of the subsequent discussions will appear in full in the congress proceedings, which will be published later this year. It will be available in
Uniformed rangers from around the world pose before the Tatra Mountains in Poland during the first World Ranger Congress in May.

the U.S. through ANPR.

Congress activities weren’t limited to papers and position statements, nor to auditoriums and meeting rooms. Except for Monday, there were field trips each day. This was a bit of good luck because it rained on Monday, but it was mild, clear and beautiful the rest of the week.

The trips on Tuesday and Wednesday were to different sections of Tatra National Park — a limestone gorge, a cave high on the side of a ridge, an alpine meadow, a mountain chapel dedicated to a girl who had a vision of the Virgin Mary in the forest, and a shepherd’s shack where everyone got to taste fresh goat cheese. The Polish rangers who led these expeditions generally had backgrounds as scientists. Their expertise on the natural world was matched by practical knowledge of the problems of visitor and resource management and by considerable energy, humor and animation.

On Thursday, the group visited the park’s new visitor center, still being hammered together. Members then adjourned to a nearby meadow for vodka toasts, a roaring bonfire and rounds of national songs sung by rangers from different countries. The Scots and English began with traditional folk tunes. A ranger from Northern Ireland sang a haunting ballad solo. A Polish chief ranger who ran into a Cuban delegate he hadn’t seen since college in Havana honored that past memory with a rendition of “Guantanamera” in flawless Spanish. The Australians inevitably launched into a spirited version of “Waltzing Matilda.” And the Yanks ran the gamut from folk tunes to “America the Beautiful,” with another Polish ranger chipping in with a Polish version of “My Darling Clementine.”

The final excursion was a half-day raft trip down magnificent Dunajec Gorge in Pieniny National Park on the border of Poland and Slovakia. The trip began with a greeting from the park’s superintendent while a traditional folk group played behind him. It ended with free beers to all.

Evening speakers and slide shows provided some of the week’s most memorable moments. Robert Swan, who has walked to both poles and is about to mount another expedition to the South Pole, showed slides on his journeys in the Arctic and Antarctic. He urged IRF to develop a worldwide ranger network to educate people worldwide on their dramatically diminishing resources. He also proposed that Antarctica be declared an international park/protected area and that it be managed by IRF-sponsored rangers from many nations.

On subsequent evenings, delegates gave slide and video presentations on their parks, which again revealed both the remarkable diversity of their resources and the striking similarity of their management issues. Though there were inevitable differences in cultures and in the type and severity of problems, the fundamentals were again the same — increasing visitation, accelerating impacts to natural resources, encroachments, insufficiency of funds and staff, political meddling and more.

Delegates saw the breathtaking beauty of the world’s natural areas, from Kenya to Nepal, Tasmania to Alaska, Brazil to Finland. The effect was to give delegates a sense of one worldwide system of parks and protected areas, and a realization that rangers preserve the very last fragments of this planet’s wondrous natural diversity.

On Thursday night and the next afternoon, IRF handled business — first with a board meeting, then at a plenary session.

Several significant issues were brought before the board, which is comprised of the federation’s three officers (chairman, secretary and treasurer) and delegates from member associa-
tions. Issues included:

- **Representation** — Miller asked if the current system of representation in IRF should be revised and simplified due to the rapid increase in membership. He suggested the possibility of associations combining on continents to select continental representatives to an IRF board. National representatives attending the meeting felt that the current system still works well, however, and that other models for representation should be examined before any decisions are made.

- **Direction** — At present, IRF is directed by the chairman, secretary and treasurer, all of whom are unelected. Miller asked if officers should be elected. National representatives said it would be premature to do so at the congress, and that decisions on a management structure, officer terms, voting and related issues should be set aside until members can review organizational options and develop a management plan for the federation.

- **Finances** — Miller asked if the current financial arrangement, whereby member associations contribute one percent of their annual member dues to IRF, should be continued. The representatives said this arrangement was acceptable and didn’t place too heavy a burden on members. Miller then brought up the need to establish a central fund for administration of IRF, and suggested that the federation should seek funds from IUCN or other public/private organizations. Representatives concurred, and listed several possible sources. Miller noted that the federation had used most of its resources in organizing and managing the congress, and that a full financial accounting would be provided soon to all member nations. He also said efforts will be made to set up a system whereby prospective delegates to the next congress may make advance installment payments, which will be recoverable in case of cancellation.

- **Pairing** — Miller suggested that member associations look into the possibility of pairing one-on-one with associations still forming in order to provide guidance and assistance. Representatives supported this proposal. Also noted was the need to assure that candidates fully meet criteria for membership (as stated in the IRF charter) before being endorsed by sponsoring associations.

- **Next Congress** — Miller asked the representatives for recommendations for a location for the next congress. The Game Rangers Association of Africa offered to host the congress at Kruger National Park in South Africa, pending

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**ZAKOPANE DECLARATION**

The following declaration, prepared by Juan Gambarotta of Uruguay (with the assistance of Rick Smith and Bill Halainen from ANPR), was unanimously endorsed by delegates and issued by the congress at the end of the week.

We, the delegates here assembled in Zakopane, Poland, at the first International Ranger Federation Congress, representing rangers from 35 nations on six continents, do hereby declare our commitment to the following principles:

- That, as principal guardians of the world’s premier natural and cultural protected areas, we are uniquely positioned and qualified to monitor their health, assess their problems, and extrapolate current trends into probable futures;
- That, unless circumstances change, these natural and cultural areas under our charge will in many cases continue to slowly but inexorably decline;
- That the rangers charged with protecting these areas play a distinctive and essential role in identifying problems associated with this decline and proposing practical solutions to them;
- That these rangers also have a fundamental role in explaining the importance of natural and cultural resources to the public, thereby awakening in them the essential desire and interest in conserving them for future generations;
- That these rangers are involved in complex and highly important tasks in preservation of natural and cultural resources, but lack recognition of the importance of these tasks from governments that employ them;
- That the majority of these rangers live in very difficult conditions, lack adequate institutional support and resources, receive meager salaries, and take significant personal and professional risks to protect these invaluable sites, which constitute core elements of the world’s natural and cultural heritage;
- That they all too often sacrifice their lives in their commitment to protection of this heritage;
- And that, for all these reasons, we are firmly committed to seeking greater recognition and attention to their work, to their well-being, and to the critical status of the heritage that they protect and defend, and will exert ourselves in a concerted effort to resolve these problems, enlisting in this effort the support of the people and governments of this earth.
evaluation of support facilities, logistics and related matters. We said that ANPR would support a meeting in Latin America, and that it might be possible to hold the congress in Costa Rica. Representatives agreed that either of these two locations would be acceptable, depending on costs and logistical considerations. Miller asked that the two associations make assessments of these locations and report back to him by late fall; he will provide the organizations with details on the management of the congress at Zakopane to help them in their efforts.

Representatives then discussed the frequency of congresses and agreed they should be no more than three years apart, and preferably two years, if feasible. The decision on the date for the next congress will be made when a site is selected.

These decisions were brought before the delegates at the final meeting of the congress on Friday afternoon. All were ratified, and additional actions were agreed to:

- **Communications** - IRF will publish an internal newsletter two or three times a year (possibly more often) in English and Spanish. It will be distributed to member associations, who will redistribute it to their own members by reproduction in the association’s publication, photocopying or other means. The brief newsletter will include IRF news, member association news, a calendar of coming events worldwide, a list of resources needed or available (so that member associations can help each other out), and the names of travel contacts in member nations. Efforts will be made to develop communications via Internet.

- **Publications** - IRF will work to develop several publications, beginning with the congress proceedings. Other possible publications include a ranger’s guide to national parks of the world, a directory of members, and a booklet describing elements of the ranger profession. The former would be used as a fund-raising mechanism.

- **Practice** - IRF will establish standards and an international code of ethics for rangers, employing existing models (such as the World Conservation Strategy) as models. Efforts will be made to initiate a campaign to promote sustainability and environmental ethics in member association’s parent agencies.

- **Advocacy** - IRF will bring to public attention significant issues affecting rangers working in parks and protected areas throughout the world.

- **Networking** - IRF will work to develop a system for linking rangers worldwide for purposes of travel, training, sharing resources, and promoting and advancing the ranger profession.

Chairman Miller now is beginning work on these projects. If you’re interested in any area, contact Barbara Goodman, ANPR’s representative to IRF, and let her know.

The final meeting ended with ratification of a declaration which was presented to reporters at a late afternoon press conference (see page 5).

The congress concluded with a banquet, farewells, firm promises to write and visit each other, and a strong commitment to further IRF and the mission of rangers worldwide.

We learned a lot during the week together, and we brought home much to ponder.

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**ANPR GUIDE TO EASTERN EUROPEAN TRAVEL**

By Jeff Karraker

Capulin Volcano

1. Don't buy a new suitcase, unless it has a wrist cuff.

2. To assure a restful vacation, never travel to more than one eastern European country by train per trip. At least three “officials” must view your passport and rail pass per border. Our record — 18 in one night.

3. On a budget, don’t reserve a sleeping compartment. (See #2)

4. To save suitcase weight and space, if you retain yours, don’t pack deodorant; Between stress and local custom, it doesn’t matter.

5. Don’t travel with someone of the same size or inseam length. You will be in competition for clothing, whether buying or borrowing.

6. Don’t try to buy intimate apparel in the public market square.

7. Sample some real Polish jokes. The Poles have a wonderful, sharp sense of humor.

8. Don’t order any beer you can’t pronounce.

9. Travel with 25 to 30 generous friends, who have nicer wardrobes than you do and who don’t have enough suitcase space to take home all of their souvenirs.

10. It’s OK to wear sneakers to the Vienna State Opera.

Editor's note: Three days into their trip, Laurie Coughlan and Jeff Karraker had their suitcases stolen from a bus enroute to Zakopane, Poland.
Renewing Personal Connections

Going to Poland was a sort of homecoming for me. No one in my family had been to Poland since World War II and we had lost track of our relatives. Armed with a map, a copy of my grandparents’ passports, a Berlitz dictionary, a family tree and photo album, my husband and I set out to find the village my family left eighty years ago.

We found the village of Luchow Dolny in southeastern Poland with little trouble. Small log and brick houses with immaculate yards lined the two lane road for almost two miles. Farm fields stretched in narrow bands behind each house. At each end of the village, and in front of every few houses along the route, was a grotto built to protect the village and anyone travelling through. A monument at the boundary commemorated all those who lost their lives in the last war, particularly those who died when the residents were relocated to a work camp in Germany and the village was burned.

I attempted to communicate with a few villagers with no luck, so I set off by foot to photograph the area. A man approached me to ask about my camera. I could understand what he was saying, but I didn’t know enough of the language to reply. I showed him my family tree and photo album and suddenly I was being escorted down the road. By the time we had made our way through the village, I had been introduced to nearly 20 relatives I hadn’t even known existed!

With no running water, indoor plumbing, phone, car or other modern amenities, my cousins initially were reluctant to extend an invitation to stay in their home. When we jumped in to feed and milk the cows, slop the hogs and draw water from the well, they no longer had any reservations.

After spending two days in my cousin Josef’s home, he stated, “When I heard that you were my cousin from America, I was afraid that you would be a snob. You are more like a daughter.”

I have never been more honored.

— Christine Peleszak
Santa Monica Mountains

Around the Campfire

Campfires have a way of bringing people together. Our hosts in Zakopane generously provided just that opportunity. With refreshments, song (some good, some not so good), and animated conversation, we became better acquainted. The world got smaller around that fire; friendships grew warmer. The good memories from that evening are still with me.

— Dave Morris
Olympic

Travel Tidbits

If you’re traveling abroad, make a point of visiting Poland, particularly Krakow, Zakopane and the districts bordering the Carpathians. It is a beautiful country and doing a remarkable job of recovering from decades of Communist and Nazi rule.

Its inhabitants are gracious and hospitable. It has some great parks. And it’s one of the few places in Europe where the dollar still has some buying power.

— Bill Halainen
Delaware Water Gap

A Somber Visit

Visiting another memorial might seem routine for NPS employees, but the vision that stays with me is of a gloomy, rainy Sunday at Auschwitz and Birkenau. Several friends made the trip. There was an odd mixture of the desire to go, but an uneasiness about what would be seen. There was distance and little conversation as we viewed the products of depravity. Few or no pictures were taken. There were many children on the tours. I wondered what they thought. What lessons were learned? It was disturbing to think of the loss of humanity for both sides, in different ways.

— Jeff Karraker
Capulin Volcano

Sharing with Rangers

No matter what our grade, status, professional specialty or location, U.S. rangers have it much better than most rangers elsewhere in the world. Take Juan Gambarotta of Uruguay, who has bought much of his own equipment, including a weapon for self defense, because management won’t provide it. Or Daniel Onsembe of Kenya, who talks matter-of-factly about fellow rangers killed while on poaching patrol. Or some of the Eastern European rangers, who get by on a salary of a few hundred dollars a year. We have much to offer — knowledge, experience and material goods — and we need to share them.

Zakopane felt like a seed being planted, one that will need attention and nurturing in its early years to ensure vigorous growth. As an Association, we need to commit ourselves and the resources we can spare to supporting and promoting IRF, and, above all, to reaching out and helping our sisters and brothers in parks and protected areas throughout the world.

— Bill Halainen
Delaware Water Gap
More Reflections

Communications Challenges

I was determined to seek out rangers from the more remote corners of the world and to learn about their jobs. It wasn’t always easy to communicate, because I didn’t know their languages, and some of them had limited abilities in English. But every time I felt frustrated, I tried to imagine how frustrating it must be for the minority of delegates who weren’t very fluent in English. Many seemed interested in learning what the United States was like. I tried to be patient, to talk slowly and to listen carefully. The reward for my effort is that I now have a series of pen pals in my profession from countries all over the world.

I was particularly interested in rangers from eastern Europe — the host country of Poland, neighboring Czech and Slovak Republics, and nearby Bulgaria, Latvia and Lithuania.

One day I was discussing ranger salaries with Michal Skalka from the Czech Republic. He supports a wife and three children, but doesn’t have enough money to buy a car. We compared salaries and the costs of vehicles, and I learned that it would take his entire salary for five years to buy a new Jeep Cherokee. By comparison, the cost of a new Jeep Cherokee in the U.S. is about equal to a ranger’s gross salary for just one year. Buying a small used car would take him an entire year’s gross salary; but for U.S. rangers, it would be about one-fifth of a year’s gross salary.

When doing these types of comparisons, it is useful to look at gross salaries because methods of taxation and providing benefits vary among countries. And next time you think that ranger salaries in this country are low, think about the compensation that rangers in some other countries receive.

I carried maps of the U.S. park system and Saguaro and postcards of Saguaro’s scenery, animals, and plants. These seemed to foster many conversations, particularly because few countries have desert parks like in the U.S. I found it useful to know scientific names for animals and plants. How many of us would know the word for grizzly bear in German, Polish, French or Swedish? But when we identified a bear in the museum as Ursus arctos, we knew we were talking about the same animal.

Likewise, knowing the genus names for spruce, fir, larch, maple, oak and beech trees allowed us to talk about forests and their sensitivity to air pollution in ways not possible without the common scientific language.

Another commonality was U.S. cultural exports. My postcards of a roadrunner and a coyote frequently elicited responses like “beep-beep” or Acme explosives — for better or worse.

— Meg Weesner
Saguaro

Lessons Learned by Rangers in Poland —

“Flaki” is not like the Welsh pastry of the same name. It is tripe! (Courtesy of the Scottish delegation, who were all vegetarians.)

— Christine Peleszak
Santa Monica Mountains

Lessons Learned by Rangers in Poland —

Eastern European toilet paper is a cross between crepe paper and sandpaper. It could double as an ace bandage in an emergency.

Beware of the coffee when the sugar cube floats.

Watch out for cars with the big “L” on the roof designating the driver as a learner.

While parking on the sidewalk in Poland is common, the cars with the big “L” seem to have a propensity for driving on them!

— Christine Peleszak
Santa Monica Mountains

Last Stand

There was a strong sense throughout the conference that we are collectively engaged in a “last stand” to protect those few fragments of the world’s natural and cultural heritage still remaining. There is so little left, and the pressures on these protected areas are steadily increasing. We in the U.S. have much stronger tools, including ownership of most of our areas, than most nations of the world. We will have to cooperate as much as possible to hold onto what’s left.

— Bill Halainen
Delaware Water Gap

Corporate Lessons

Poles are not accustomed to service or other conveniences we take for granted in the west. The McDonald’s Corp. learned of this when they built a drive-through — the first in Poland — in Gdansk. A brochure had to be produced to explain how to use this new feature, dubbed the “McDrive.”

— Christine Peleszak
Santa Monica Mountains
A Successful Patrol

By Rick Mossman
Wrangell-St. Elias & Glacier Bay

The IRF conference was a fantastic and educational experience. The most interesting portion was listening to the experience of rangers from other countries and learning the many similarities — and some of the realities.

After I spoke on subsistence use in Alaska’s national parks, relating the district’s size, resources, threats of poaching and tourists, I listened to Daniel Onsembe of Kenya speak the national park he works at in western Kenya. Onsembe is a true professional and dedicated to his work. Listening to him was a real reality check.

As I sit and ponder, worry or get frustrated about my work due to lack of staff, money or threats to the park, I think about Onsembe.

Onsembe spoke of trying to protect park resources while poverty-stricken villagers live on the fringes with no food. He spoke of trying to deal with thousands of refugees coming into the park as they try to escape from war within their own countries. These refugees aren’t coming from just one or two countries, but from five separate, warring countries on the borders.

He spoke of politicians offering the park’s timber for cutting; of skyrocketing population growth that threatens all open land within the country; of the lack of trained personnel to handle the park’s problems; and of poaching.

He told the story of an “average” but “successful patrol.” As one of the lead rangers in Kenya he was asked to assemble a ranger team to investigate the poaching of 11 elephants (for ivory) in one of the northern national parks. Onsembe spoke matter of factly about the investigation, which he termed a successful patrol. It was successful because the team recovered 21 of the 22 elephant tusks, killed three poachers — and only two rangers were killed.

Did I hear right? Unfortunately, yes.

In many other parts of the world, rangers sometimes are killed. Although no one wants this to happen, it is a matter of fact and accepted as part of the cost of doing business.

At a later presentation during the week, we learned that 10 national parks in Columbia no longer are staffed because the areas are run by drug lords. In one case the drug lords had the rangers in the area killed to send a message and prevent other rangers from coming.

As you drive your patrol car tonight, hike that trail, or pound on your computer, stop and think about Onsembe and other rangers worldwide. Although we have many job dangers, and on occasion we have fellow rangers fall in the line of duty, there are other rangers in the world with the same commitment and idealism. They have the same mission to protect the wilderness and the wildlife, but with fewer resources, less backup, lower pay, more problems and much more danger.

Think about them, give them a silent thanks, and when you fight the good fight, remember what they are up against.

Rick Mossman is the Yakutat district ranger at Wrangell-St. Elias and Glacier Bay in Alaska.
Final Thoughts from Poland

Ranger Wars
The rangers from South Africa and many other countries didn't say they were going to work; instead they went on “ranger wars.” We don't know how good we have it here and in many of the other countries. We take it for granted that we will return home at the end of our shifts (or soon thereafter).

One thing that showed how westernized many areas have become, was that no matter where we ventured, no matter if we took a cab, a bus, or a train to the farthest reaches of the country, there was a McDonald's lurking somewhere in the shadows.

— Kathy Clossin
Everglades

Children Are Our Future
I was impressed that there was so much emphasis at the conference on protecting natural areas and on educating children about the value of their natural heritage. It is encouraging to know that the efforts to save these areas truly are worldwide in scope. We are part of something that links rangers from every continent on the globe.

— Meg Weesner
Saguaro

Tough and Self Reliant
The ranger profession is still one which is admired worldwide, partly for its romantic image, partly for its tradition of environmental protection and education, partly because its practitioners protect so much of the worlds’ heritage.

Rangers are seen as the last representatives of harder ancestors — tough, independent, self-reliant, ethical and learned. We know these traits aren’t universal within our ranks, but they are in the public mind. For that reason, we should tap into and capitalize on the enormous reservoir of goodwill among the world’s people to advance environmental (and personal) ethics, and strengthen support for the areas we protect.

— Bill Halainen
Delaware Water Gap

Free Book
for New ANPR Members

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

It will be an enjoyable addition to your ranger library.

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

Hurry! Supplies are limited.
Engand and Wales — Countryside Management Association (formerly the Association of Countryside Rangers)
Chairperson: Declan Kelley, 82 Grove Road, Beccles, Suffolk, England. Phones: 0502-716614 (home), 0603-610734 (work)
IRF Rep: Gordon Miller, Fold Head Cottage, Grindsbrook Booth, Edale via Sheffield, S30 2ZD, England. Phones: 0433-670210 (home), 0433-670216 (work and fax)

Scotland — Scottish Countryside Rangers Association
Chairperson: Richard Smith, 4 Linsey MacDonald Court, Dunfermline, KY 12 7 TS, Scotland. Phones: 0383-735193 (home), 0383-725596 (work), 0383-703406 (fax)
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United States — Association of National Park Rangers
IRF Rep: Barbara Goodman, 4725 50th St. West, # 1408, Bradenton, Florida 34210, USA. Phones: 813-792-1841 (home), 813-792-0458 (work), 813-792-5094 (work fax)

Northern Ireland — Northern Ireland Countryside Staff Association
Chairperson: Hugh McCann, Drumadrayve, Irvinestown, County Fermanagh, BT94 1LQ, Northern Ireland. Phones: 03656-21066 (work) phone and fax: 03656-21066 (work)

Africa — Game Rangers Association of Africa
Chairperson: Peter Hitchins, P.O. Box 683, Port Edward 4295, South Africa. Phones: 03930-92370 (home and work)
Vice Chairperson: Bruce Bryden, Kruger National Park, Post Office Box X402, Skukuza 1350, South Africa

Eire — Irish National Park Rangers Association
Chairperson: Brendan O'Shea, Killarney National Park, County Kerry, Ireland.

Paraguay — Asociacion de Guareadores de Paraguay
Chairperson: Alejandro Cantero, Casilla de Correo 3303, Asuncion, Paraguay

Honduras: Fed-Ambiente de Honduras
IRF Rep: Nasry Javier Ictech, Apartado Postal 3843, Tegucigalpa, M.D.C. Honduras

Costa Rica — Acoren C.R.
IRF Rep: Franklin Carmiol Umana, P.O. Box 8-4330, 1000 San Jose, Costa Rica

Dominican Republic — Confrutro del Guardaparques de la Republica Dominicana
IRF Rep: Ingeniera Gabriel Valdez (address unavailable)

USA (California) — California State Park Rangers Association
President: Bud Getty
IRF Contact: Mike Lynch, P.O. Box 292010, Sacramento, California 95829-2010, USA
Phones: 916-558-3734 (work), 916-387-1179 (work fax)

Australia — National Park Rangers Association of Western Australia
President: Rory Neal
Secretary: Gordon Thomson, 61 Thomas St., Subiaco, 6008, Western Australia (P.O. Box 414, Subiaco, 6008). Phones: 09-3885400, 09-3823986 (fax)

Romania — Ecologist Youth of Romania
IRF Rep: Calin Georgescu, 27 Academiei, eti II, ap 5, sec 1, 70108, Bucharest, Romania. Phones: 401-6150232, 401-3124263 (fax)

Portugal — Associacao Portuguesa de Guardas e Vigilantes da Natureza
Secretary: Francisco Jose Semedo Correira, c/o Parques Natural de Sintra-Cascais, Rua General Alves Rocadas 10, 2 Esq., 2710 Sintra, Portugal

Iceland — Iceland Rangers Association
IRF Rep: Kristinn Stefnisson, Landvoraofaflag Islands, P.O. Box 696, 121 Reykjavik, Iceland. Phones: 354-81812 (work fax)

Nepal — Rangers Association of Nepal
Secretary: Ashok Khand, Royal Chitwan National Park, Kashara, Chitwan, Nepal. Phones: 977-56-21932, 977-12-29380 (fax)

France — Individual*
IRF Rep: Jean Marie Cevasco, Parc National du Mercantour, 10 place Guillaume Tell, 06380, Sospel, France. Phone: 33-9304-1332

Kenya — Individual*
IRF Rep: Daniel O. Osenbe, District Warden Office, P.O. Box 879, Kakamega, Kenya, East Africa

Finland — Individual*
IRF Rep: Trygve Lofroth, Finnish Forest and Park Service, Archipelago District, 21 710, Finland

Sweden — Individual*
IRF Rep: Thomas Hansson, Stenhuvuds National Park, S-27735 Kivik, Sweden. Phone and fax: 46-414-70677

Australia — Individual*
IRF Rep: Kristen Appel, P.O. Box 1046, Alice Springs, Northern Territory 0871, Australia. Phones: 61-89-569770, 61-89-569819 (fax)

Malta — Individual*
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*Individuals are named as IRF representatives only in instances in which they are working to establish national ranger organizations.
The Importance of Truth in 

By Gary Pollock
George Washington Memorial Parkway

One of the great strengths of the National Park System is the diversity of areas administered by the NPS, and the opportunity for Americans to enrich themselves by learning about the values embodied in the parks.

While many Americans (and foreigners) are familiar with the most popular parks, many lesser-known areas often provide a more enlightening experience simply because they preserve other facets of our heritage. While a park’s lesser-known values and resources doesn’t necessarily reflect its significance, in some cases a lack of understanding can inadvertently create the perception that a park has few, if any, nationally significant values.

The term “thinning of the blood” was used by former NPS Director James Ridenour to describe the addition of new units to the National Park System that fail to meet traditional standards of national significance, thereby diluting the quality of the system, while adding significant new financial liabilities. While the merits of specific NPS areas, as well as the overall integrity of the system have been a topic of interest both within and outside the Service for some time, the fervor of such discussions has increased greatly since the 104th Congress took office in early January. As Congress looks to balance the federal budget and diminish the size and scope of government, some organizations and individuals are expressing ideas about federal land management which may seem radical to others.

For example, in hearings last January before the House Appropriations Interior Subcommittee, representatives of the Heritage Foundation suggested that most federal lands be turned over to the states, except for Yellowstone, Yosemite, Grand Canyon and a few other “crown jewels.”

While some would suggest that much of the rhetoric heard today concerning park closings, or the return of federal lands to the states, is an extreme view, there is bipartisan legislative action in that area as well. On Jan. 4, the National Park Service Reform Act of 1995, also known as H.R. 260, was introduced before the U.S. House of Representatives. (ANPR testified at hearings on the bill.) The purpose of the bill, co-sponsored by Rep. Joel Hefley, R-Colo., and Bruce Vento, D-Minn., is “to provide for the development of a plan and a management review of the National Park System and to reform the process by which areas are considered for addition to the National Park System.”

If enacted, H.R. 260 would require the Secretary of Interior, through the NPS Director, to “prepare a National Park System Plan to guide the direction of the National Park System into the next century.” Included in the plan would be the “identification of goals and objectives for use in defining the mission of the National Park Service and the National Park System in preserving our nation’s heritage, relative to other efforts at the federal, state, local and private levels.”

In addition, the plan would provide a “refinement for the definition of ‘nationally significant’ for purposes of inclusion in the National Park System.” The Secretary would have up to three years to transmit the report to Congress.

Following transmittal of the report, the Secretary would be required to “review the existing National Park System to determine whether any existing units or significant portions of such units, do not conform to the Plan,” and to prepare “a list of any unit of the National Park System where National Park Service management should be terminated . . .”

The bill also calls for the establishment of a National Park System Review Commission, which would review the Secretary’s report (or, if necessary, prepare its own report), and make recommendations to Congress concerning any park areas which should be terminated or managed in other ways.

While it is too soon to predict how HR 260 will fare, what is important in its shadow is that any portrayal of individual parks, whether by the NPS, the media or others, should be based on objectivity and a full understanding of each park’s values. Anything less can perpetuate an incomplete or inaccurate view of a park, and in today’s political and fiscal climate, lead quickly to startling consequences. A case in point involves the George Washington Memorial Parkway.

Last Jan. 24, The Washington Post published an article written by Hefley entitled “Do We Need All These Parks?” In a well-written and thoughtful piece, Hefley ar-
Values
Advertising

gued that Congress has continued to designate “park sites without national merit” or that “designations appear more linked to urban economic development and political clout than the preservation of the natural and cultural fabric of America.” In illustrating his point, Hefley noted that “three Washington-area commuter routes are under the aegis of the Park Service although no one can provide a plausible reason why.” To those familiar with Washington, D.C., it was clear that one of the areas being referred to was the George Washington Memorial Parkway.

A few weeks later, on Feb. 10, the cover story in the USA Today concerned the “growing sentiment in Congress that the nation should unload some of its 368 designated parks, seashores, parkways and recreation areas — places that critics charge are more a monument to pork barrel politics than national pride.” In illustrating the point with a list of “obscure units,” the article described the George Washington Memorial Parkway as a “crowded highway along the Potomac River, one of four highways the Park Service manages.”

In reality, the George Washington Memorial Parkway includes a diverse, complex array of natural and cultural resources which commemorates the life of George Washington, preserves the shoreline of the Potomac River, and provides a dignified and dramatic entrance to the nation’s capital. The parkway includes over 7,000 acres of land extending from the coastal plain to the Piedmont region, and links George Washington’s home at Mount Vernon with the capital city named for him.

Among the Parkway’s numerous sites that were important in, or associated with, Washington’s life, is Great Falls Park, where his Patowmack Company constructed a series of locks and skirting canals around the largest, and certainly most spectacular obstacle to navigation on the Potomac River. Not only does the site preserve the ruins of what was then an unparalleled engineering accomplishment, it also interprets Washington’s efforts to open the western frontier to trade.

The parkway also comprises part of the monumental core of Washington, providing a grand entrance to the city, memorials to several presidents, and cultural resources such as Arlington Memorial Bridge, the Iwo Jima Memorial, and Arlington House — The Robert E. Lee Memorial.

The point here is not simply to argue that the parkway has many nationally significant resources and values. It is that by being perceived as merely a highway, it was portrayed as not possessing nationally significant values worthy of inclusion in the National Park System.

In late March, the Administration announced a proposal to turn over portions of the George Washington Memorial Parkway to the states of Maryland and Virginia. While the proposal involved only the northern nine miles of the roadway itself, none of the parkway’s other resources were included. Once again, this perpetuates the perception that the parkway is merely a commuter highway serving local needs.

While the proposal’s merits can be debated, and it is unclear whether either of the states are interested in taking over management of the road, the lesson here is that in this era of reinventing and downsizing, it is important that we make every effort to ensure that park values are accurately and objectively presented.

Even within the Service, each of us needs to make a special effort not to let our personal preferences, biases or lack of information influence our own perceptions or judgments of parks we may know little about.

Park values are not always obvious or well known, and that’s both an opportunity and a challenge.

Gary Pollock is the Potomac River Unit manager at the George Washington Memorial Parkway.
Pinning on the Badge

By Darlene Koontz
Federal Law Enforcement Training Center

Have you ever thought about working at a Park Service area of 1,500 acres and completely fenced in — with 2,000 law enforcement officers to call on for backup?

The Federal Law Enforcement Training Center (FLETC) first opened in Brunswick, Ga., in 1970. Operated by the Department of Treasury, it fulfills the law enforcement training needs of the National Park Service and more than 70 other federal agencies. Here at FLETC the word “bureaucracy” takes on a new meaning.

Currently the NPS participates in 18 separate programs ranging from the 11-week Land Management Basic Training Program to a one-week Advanced Interviewing Program. Many programs have seen dramatic changes in the past 10 years, including extended length and improved quality. For example, the basic law enforcement program has gone from 8.5 weeks in 1982 to its current 11.2 week curriculum. Nearly 1,900 park rangers have graduated from the NPS basic program since 1979.

Today FLETC has changed some things, while other things have stayed the same. Trainees still have to wear the blue uniforms better known as “smurf suits,” as well as the gym socks that reach to your crotch.

But the new look includes new physical fitness facilities, cafeteria and a dorm. Also, two new classroom buildings are under construction.

The PTD instructors (Physical Training Division) still work you hard. The goal of the Legal Training Division remains seeing if you can memorize a set of law books in 11 weeks. Ten years ago students walked or hoofed it to class and today they use mountain bikes (10 feet above sea level) — and even roller blades. Modern transportation has arrived at FLETC.

About 77 percent of NPS graduates are male and 23 percent are female. They have been NPS employees for three to 10 years and the grade levels usually range between a GS-07 to a GS-11. Most students are 30-39 years old; 64 percent have a bachelor’s degree.

Let’s take a look at a typical basic class from arrival and orientation through final exams and graduation.

Day one, week one — the students are feeling excited, nervous, apprehensive, even a little shy. But these feelings don’t last long.

Rangers often work in law enforcement several years before getting an opportunity to attend FLETC. New arrivals are sometimes overwhelmed as they begin to realize that this training may change the course of their careers. Most rangers come with a good attitude and work hard to maintain it. They face the challenges of exams, practical exercises, lectures, kicks and punches with impressive determination.

Classes are a mix of employees from the Park Service, Forest Service, Fish & Wildlife, Department of Defense, Marine Fisheries, Tennessee Valley Authority and Bureau of Land Management. This is a great opportunity for students to learn to appreciate and understand the issues faced by other law enforcement agencies. Lasting friendships, camaraderie, tolerance and patience all are a part of the classroom dynamics.

Day 56, week eight — a very stressful time of their stay, and the students call this hump week. Endless lectures, role playing and studying day and night, with no end in sight. They miss their families. The excitement of a new locale has worn off, and the dormitory and cafeteria fare is wearing thin.

Day 80, week eleven — the end is near and the students are smiling again. They are thinking about returning to their parks (leaving Club Fed) and applying the new skills they have learned.

Graduation day — time to acknowledge accomplishments, take the oath of office and receive their credentials. The graduates aren’t the same people who arrived at FLETC 11.2 weeks ago. They are neither better nor worse — just different.

To be a student at FLETC in the 1990s it takes a positive attitude, tolerance, dedication and the ability to avoid taking FLETC or themselves too seriously. The students leave with many memories, including south Georgia’s heat, humidity, pulp mill odors and ferocious no-see-ums.

Not long ago a Park Service manager
said, "Rangers needed to be debriefed after they leave FLETC." I disagree, considering the level of criminal activity and visitor safety concerns existing in our parks. When the students leave FLETC, they will no longer have an instructor looking over their shoulder. Given time to mellow they will make sound law enforcement decisions.

Rangers need management support to develop their skills as competent and ethical law enforcement officers. Policy requires rangers to seek compliance, not punishment, recognize serious violations and take appropriate corrective actions.

Have you ever thought about a detail to FLETC? You will work for the Department of Treasury and teach not only land management agencies, but also Border Patrol, Immigration, Customs, Criminal Investigators and international students. Think about teaching an eight-hour class to the Turkish Police with a foreign language interpreter repeating every word you say.

NPS employees detailed to FLETC are supervised by Treasury staff. My supervisors have been special agents from ATF and Secret Service. The opportunity to work with different law enforcement officers, investigators and agents is a significant benefit from this assignment.

The NPS staff consists of a superintendent/agency representative, four detailed instructors, firearms program specialist, administrative technician, clerk typist and seasonal law enforcement coordinator.

On Oct. 1 the basic program will be extended to almost 12 weeks. NPS students will wear the Park Service uniform instead of the smurf suit, and trainees will have to pass the physical efficiency battery (PEB) in order to graduate.

While at FLETC I have learned to laugh at myself. I also am challenged daily by the students’ curiosity and continual hypothetical cases. The rewards come when students realize the training they are receiving can be applied to successfully resolve law enforcement situations faced back on the job.

I recommend this job. You should consider it. ☐

Darlene Koontz is a park ranger/instructor detailed to FLETC. She also has worked at Everglades, Cumberland Island National Seashore, Chattahoochee River NRA, Cape Lookout National Seashore and Congaree Swamp NM.

Give DARE a Chance — A Program That Works

By Stephen M. Clark
Coulee Dam

Do you remember doing something stupid or illegal as a kid because your friends talked you into it?

The Drug Abuse Resistance Education program, or DARE, aims to counter those temptations. As a park ranger in the protection division, I also serve as a DARE officer. Recently I attended the eighth annual national DARE officers conference in Houston, Texas, with more than 3,000 other DARE officers and 600 teachers from 17 countries. This inspirational gathering was a rewarding experience.

I assisted Rick Drummond, the Midwest Region’s DARE officer and a ranger at Ozark National Scenic River, in teaching a NPS-sponsored workshop, “Outdoor Recreation as an Alternative to Drugs.”

Many attendees didn’t realize that many NPS rangers teach in the DARE program. Currently about 65 permanent NPS employees participate in the program. It’s not enough. While we spend much of our time outside protecting the resources, in the classroom we teach our most precious resources — children.

Today’s DARE students are tomorrow’s park rangers, superintendents and maintenance workers.

In DARE, the NPS has a great opportunity to teach kids to say “no” to drugs and to teach anger management skills. In addition, NPS involvement shows communities nationwide that NPS isn’t just another bureaucratic agency; it cares about kids and their futures.

The DARE program started in 1983 with 10 police officers in Los Angeles. Under the direction of then-Police Chief Daryl Gates, the officers decided they must take action to teach kids before they were exposed to drugs and violence.

Today, the program has expanded to more than 6,000 communities and 250,000 classrooms in all 50 states. In addition, DARE is in Department of Defense schools worldwide, as well as in classrooms in Canada, New Zealand, Mexico, Hungary, Brazil, Australia, (continued on page 21)
Making a Difference

Ever-so-quietly, the Student Conservation Association has been working with the National Park Service for 40 years

By Steven Maviglio

It is often called the “best kept secret” in the conservation community. Park Service Director Roger Kennedy says it is “invaluable” to the work of the agency. It recently won the National Wildlife Federation’s coveted National Conservation Achievement Award and the Department of the Interior’s Volunteer Service Award. Hundreds of NPS rangers point to it as the foundation of their conservation career.

The Student Conservation Association (or SCA as most know it) will mark its 40th anniversary in the coming months. The celebration comes at a time when the Charlestown, N.H.-based organization is at a crossroads. Belt-tightening on Capitol Hill — along with some growing pains — are sparking new challenges for the organization in its role as the nation’s largest and older provider of national and community service opportunities.

A Tradition of Service

SCA began as the vision of Elizabeth Titus Putnam, who conceived the idea of a student conservation corps for her senior thesis while a student at Vassar College in 1955. Basing it on the model of the Civilian Conservation Corps of the 1930s, Titus outlined a program that would use student volunteers to accomplish badly needed conservation work in national parks.

Putnam, those boundless energy earned her the President’s Volunteer Action Award three years ago, took her idea directly to park superintendents at Olympic National Park and Grand Teton National Park. The park officials didn’t need much convincing; in 1957, the first crews of trail builders and wildlife assistants went into the field.

Since that summer, more than 30,000 SCA-sponsored volunteers have worked hand-in-hand with rangers and other natural resource professionals throughout the U.S., as well as in Mexico, Canada and Russia. This year, another 2,500 SCA volunteers will be in the field working on projects such as cataloguing the habitat of steelhead trout in Alaska’s Gates of the Arctic National Park, leading hikes in the rain forests of Hawaii’s Haleakala National Park, and conducting paleontological field work in Utah’s Cleveland-Lloyd Dinosaur Quarry.

The NPS has been increasingly reliant on SCA’s tradition of service and posted a record number of SCA volunteers in the System this year. Aside from its ability to provide a strong crop of enthusiastic workers year round, SCA also has come to the aid of the NPS when it needed it most. After Hurricane Andrew, crews of SCA participants helped speed the Everglades restoration. SCA’s Yellowstone Recovery Corps came to the rescue after that park’s epic fires to reconstruct trails and facilities.

What began as a handful of high school-aged boys in the backcountry (“The Park Service told me that the work was too hard for girls,” chuckles Putnam) has developed into an organization with activities stretching widely across the conservation spectrum. Book and magazine publishing, programs for inner-city youth, and partnerships with private corporations all are part of its current repertoire.

The bulk of its activities, however, center around three major programs: the High School Program for participants...
SCA's Resource Assistant Program allows college students enrolled in biology, botany, environmental studies and almost any other course of study to experience three-month internships working directly with rangers and other natural resource professionals. Academic credit can be earned for the experience, which varies from technical field work to interpretation. The program also is open to adults, many who want a taste of a job in the outdoors before making a career change.

The Conservation Career Development Program is a unique effort to diversify the natural resource profession through mentoring, training and field experience. The urban-based program, which can last up to six years, is designed to attract high school students and lead them to a career in conservation. Under the leadership of former Park Service official Flip Hagood, CCDP programs operate from offices in Newark, Los Angeles, Washington, D.C., Seattle and Oakland.

SCA also operates a wide range of other programs that offer opportunities for participants to pursue academic, career and personal goals. These include the New Hampshire Conservation Corps for Granite State teens and the Canada-U.S. International Youth Program (which brings young people from the two nations together for a summer of hard work and good fellowship at national parks in Washington State and British Columbia straddling the border).

The NPS also taps the expertise of SCA’s Henry S. Francis Jr. Wilderness Work Skills Program. Ranging from week- to week-long classes, the Work Skills curriculum provides quality backcountry construction and resource management skills to a wide spectrum of conservation corps crew leaders, professional trail crews, rangers and volunteers during hands-on courses held nationwide.

All of these programs rely strongly on partnerships of cooperating agencies, which also include the U.S. Fish and Wildlife Service, U.S. Forest Service, Bureau of Land Management, state agencies, private organizations and the U.S. Navy’s Natural Resources Program.

In addition, SCA publishes Earth Work, a magazine of conservation issues that includes Job Scan, a comprehensive conservation job listing. “Earth Work: Resource Guide to Green Careers,” a critically-acclaimed compendium of Earth Work magazine articles and new material that serves as a resource guide to those seeking “green careers,” recently was published by Harper Collins West.

If that weren’t enough, SCA also kicked off a series of “Earth Work” community service work days to raise funds for its Seattle and New Hampshire programs. The latter drew a visit by Vice President Al Gore on National Make a Difference Day in 1994; the “Earth Work Seattle” event drew more than 2,000 volunteers on the 25th anniversary of Earth Day earlier this year. A major “Earth Work D.C.” is set for next spring in Washington to commemorate SCA’s 40th anniversary.

“As our constituency has diversified, so has SCA’s programs and activities,” says SCA President Scott Izzo. “Today SCA participants are just as likely to spearhead a neighborhood tree-planting project or a river bank clean-up effort in Newark or

school program work at Richmond National Battlefield Park in Virginia.
SNOWFALL MEASUREMENTS: Brian Bell, SCA participant in the resource assistant program, checks the snow depth in Olympic National Park.

Los Angeles as they are to build a hiking trail miles into the remote backcountry of Glacier National Park.”

Low Profile Helps and Hurts

SCA has a well-earned reputation for high-quality programs among conservation professionals. But it is virtually unknown outside of this small circle.

Despite four decades of national and community service, SCA has been eclipsed by upstart organizations in both media attention and fundraising. Groups such as Boston’s City Year have stolen headlines for community service work that parallels SCA’s. Outward Bound offers a similar personal development experience, but unlike SCA, is known worldwide.

Meanwhile, SCA’s core programs for agencies are being nibbled at the edges by competitors, such as the Environmental Careers Organization (ECO) and state conservation corps.

“SCA isn’t a household word,” says Izzo. “But we made a decision a long time ago not to sacrifice the quality of our programs for mass appeal. It continues to make sense for us.”

It also is a double-edged sword. The “do-gooder” nature of SCA’s work makes it difficult to attract media attention. Its public relations effort is minimal compared to organizations of its size. SCA’s non-advocacy stance also makes fundraising more challenging, say SCA executives.

A not-for-profit corporation, SCA had total revenues of $7,022,103 in 1994. Only 17 percent was from foundation and corporate gifts and grants; a small but increasingly aggressive membership effort — including gifts from parents of participants and alumni — netted about $1.3 million. Both figures, as well as a $97,231 endowment, leave the organization in a constant financial struggle.

Although it counts heavyweights like Allison Rockefeller as its chair and Ted Roosevelt IV on its board of directors, by far the largest support (63 percent) of SCA programs comes from federal and state agencies — agencies under increasingly strong financial pressures.

The yin and yang of the budget process and SCA’s reliance on its partnerships with federal and state agencies leaves the organization at the government’s mercy. Case in point: the AmeriCorps national service program.

Early in 1993, SCA moved aggressively to participate in AmeriCorps, the “domestic Peace Corps” initiative that listed the environment as a lead priority. Initial plans called for 100,000 participants in the first year. In conservation work, AmeriCorps participants would do just what SCA has built its reputation on: working on national and local conservation projects in exchange for a small stipend. AmeriCorps also offered a $4,725 tuition award for participants to use to pay off loans or put toward future schooling.

After months of negotiations, SCA ironed out an arrangement to be the Department of Interior’s lead contractor for approximately 250 AmeriCorps positions. It also garnered contracts from the Bureau of Land Management and the Forest Service for AmeriCorps positions.

Within weeks, SCA was able to recruit and field the AmeriCorps participants (staffers called it “Amiracle”) for the 11-month positions. There’s little argument that the program is an unqualified success; Park Service officials in Florida and the Rio Grande Valley, where SCA/AmeriCorps participants serve, praise the quality and performance of SCA participants.

Congress, however, appears intent on pulling the plug on AmeriCorps, a pet program of President Clinton (Newt Gingrich called it “forced volunteerism”). Even if the program survives at a reduced level, Sen. Kit Bond, R-Mo., has thrown a monkey wrench into its future with an amendment that bans federal agencies from spending AmeriCorps funds. Bond prefers leaving funding decisions to the states, where a national organization like SCA has less clout. Although it is unclear whether Bond’s amendment will survive, it clouds SCA’s financial crystal ball.
However, tight budgets also could work to SCA’s favor, particularly in its dealings with NPS, BLM and the Forest Service. The main reason: SCA participants do not count toward FTE ceilings, giving agencies the leeway to field SCA participants when budget constraints limit the ability to hire seasonal personnel (see SCA: Budget RX?, page 20).

SCA also is reaching out for corporate support with some success. L.L. Bean and Birkenstock have signed on as major supporters during the past few months. And in Seattle, where SCA is a growing presence in the community, the organization launched the Duwamish Youth Initiative — a program helping to reclaim the banks of a polluted river in Seattle’s industrial port with the help of an ethnically and racially diverse group of high school youth — with strong corporate support.

Praise for Programs

Despite its murky financial picture, which it seems seemingly powerless to control with its heavy reliance on public service, the organization is unwavering in its commitment to its mission: “Fostering lifelong stewardship of the environment by offering opportunities for education, leadership, and personal development while providing the highest quality public service in natural resource management, environmental protection, and conservation.”

NPS’ Kennedy is one of the organization’s biggest fans. “The Student Conservation Association is a true partner of the National Park Service,” he says. “Without the hundreds of SCA volunteers who work in the parks each year, many could not operate as fully or as well.

“With ever-mounting constraints on federal funds and staffing levels,” Kennedy continues, “having a nonprofit partner such as SCA, which can recruit, train, and place highly-qualified volunteers in our parks, is essential to our continued preservation and compatible use of park resources.”

Park rangers agree. “There is a lot of work that would not happen without them,” says Canyonlands park ranger John Simmons. “We can stay open longer and have more contact with visitors. And they want to be here, which is so important in public relations.”

Yellowstone ranger Doug Lentz, who earned his stripes as an SCA participant in Olympic National Park setting cross-country ski trails and collecting research data in 1986, hosts high school crews annually. “I can’t say enough about how important their work is to our mission,” he notes of the longstanding arrangement between Yellowstone and SCA, which has a long history of contracting for both high school crews (including two this past summer) and resource assistants.

Lentz and others give high marks to SCA participants for the quality of their work and the value of their services for the dollar. But there are other factors that aren’t on spreadsheets that play a role in why SCA participants continue to be popular with rangers.

“I’d have pow-wows with the kids to talk about Yellowstone, and told them that I was once in SCA. Their reaction usually was ‘Hey, you were one of us once?’ I tried to show them that they could have the same career as I did if they continued their interest. I know a few of them walked away from the experience determined to work for the National Park Service.” Adds Lentz: “There’s no doubt that my experience got me where I am today.”

He is not alone. Ranger Hillary Liller at Grand Canyon National Park got her first taste of a natural resources career by serving with SCA at Wind Cave National Park. Pete Armington, chief ranger at Isle Royale, traces his interest in natural resources to his SCA stint at Rocky Mountain National Park. Lois Winter, chief of interpretation at Minute Man National Historical Park, served in a high school crew during 1970. And the list goes on.

Jewel Cave National Monument Superintendent Kate Cannon, who served in SCA’s resource assistant program in 1974 and credits her SCA work to landing her first job as a ranger, says SCA participants are a “great adjunct’ to her staff. “Uniformed NPS staff need to be in critical positions. The SCAs are motivated, able people who allow us to do our jobs better,” she says.

SCA founder Putnam, who returned to Olympic National Park last year to meet with several of the first SCA volunteers-
SCA: Budget Rx?

Budget-pinched park officials long have turned to SCA to stretch their budget dollars. And as the Congressional orders of “do more with less” seem unlikely to fade in the future, SCA undoubtedly will become increasing popular as a means for areas to complete needed projects without dipping into red ink.

SCA prides itself on offering quality with value, and has taken several steps in recent years to eliminate paperwork and makes its relationship with NPS areas hassle-free. Its Charlestown, N.H., headquarters sports a small service-oriented staff that works directly with agency personnel. Regional offices in Boulder, Colo., and Seattle also are staffed to aid areas.

SCA initially carved its niche through the recruitment of participants willing to tackle backcountry projects. Indeed, its high school program (with about 400 participants this year) still caters to these needs, unlike most conservation corps. Costs range from $10,900 for a six-person crew with one group leader to $17,850 for a 10-person crew with two supervisors.

“The SCA crew’s accomplishments in the wilderness restoration program matched or exceeded the expectations of the NPS project coordinators,” reports Louis Johnson at Yosemite National Park. “The crew’s ability to act and work relatively independent of NPS supervision was greatly beneficial during a very busy field season.”

Kenai National Wildlife Refuge Manager Dan Doshier also has high praise for his SCA crew. “The SCA High School crew was a pleasure to work with and quite frankly set a new standard for quality of work expected of our own Refuge field crews,” he says.

SCA says it is this quality that sets it apart from its competitors. It has recruitment program for colleges that focuses on attracting experienced, motivated volunteers; it turns away three of four applicants for its resource assistant and high school programs because of the competition for available slots.

SCA applicants are required to complete a college-like application, complete with references and medical records. Applicants request positions through the organization’s mammoth catalog, and applications are forwarded to areas for review and selection.

After an area selects its participants, SCA is responsible for all payments to Resource Assistants. In addition to the SCA-paid transportation, participants typically receive a $50 weekly stipend. SCA also provides liability and 24-hour accident insurance coverage.

In exchange, areas provide supervision, housing, on-the-job administrative work, or whatever an area has in mind,” he says.

It may just be what Congress ordered.

(For more information, contact SCA, P.O. Box 550, Charlestown, NH 03603, 603-543-1700.)

— Steven Maviglio

Steven Maviglio is a special assistant for policy and public affairs at the U.S. Trade and Development Agency in Washington, D.C. Previously he was director of public relations at SCA. He has been published in various consumer and trade magazines, including Forest Notes, Consumers Digest, Country Journal and The Boston Globe. He also served as editor of New Home and Winter Living magazines for nearly a decade.
DARE (from page 15)

Sweden and more.

Since its inception, officers have taught drug resistance and other life skills to more than 80 million children.

DARE goes beyond traditional drug prevention programs. It teaches about self esteem — choosing positive alternatives, and making choices and the consequences that come with those choices. Other topics include anger management, gangs and violence.

DARE doesn't teach kids just to say "no"; it teaches them how to say "no" and to feel good about themselves.

A Gallup survey two years ago of about 600 DARE graduates showed that more than 90 percent of the graduates said DARE assisted them in avoiding drugs and alcohol. The training increased their self esteem and their ability to deal with peer pressure. More than 95 percent of the respondents also reported that they had used one or two of the avoidance techniques learned from DARE officers.

I see three kinds of kids:
- The "pocket protector" kids who never have and never will do anything wrong.
- The kids who will end up in trouble no matter how many people try to help them.
- The kids sitting on the fence who could go either way depending on who or what influences them.

That's how I was growing up in Philadelphia. Fortunately, I chose the baseball diamond and a fishing pole as my friends and partners. I now want to help those kids on the fence and get them pointed down a drug-free and violent-free trail.

I hope more chief rangers and superintendents will realize the positive impact their rangers can instill in children, and be willing to start DARE programs in their parks. It doesn't cost much.

Comments about the DARE program are welcome in the next issue of Ranger.

Interested persons also may contact me at (503) 633-9188 or write to Steve Clark, Coulee Dam NRA, 1008 Crest Drive, Coulee Dam, WA 99116.
The Most Noble Profession

By Deb Liggett
Devils Tower

I remember a longtime friend in the administrative ranks telling me her kids would be the first in the family to graduate from college and she hoped that they would work for the National Park Service because it was "the most noble profession they could pursue." And, I marveled, where do we find such people and how do we earn such devotion?

I reflect on the time and energy that has been invested in caring for the places that we revere. Some of our predecessors have retired with more years of service (and more parks) than some of us can yet muster in total years. Some still remain in the trenches with us. I can't help but wonder if we'll measure up to the high standard they have forged on our behalf.

As I sit at the table of restructuring with my cluster buddies, I am cognizant that this exercise is not unique to our generation. Can the challenges that face us now be any more daunting than the merging of independent fiefdoms into a National Park Service? The reorganization of 1933? The privation of the war years? The uranium prospecting of the 1950s? The initiative of Mission 66? Or, the not-so-simple act of creating a national park out of sheer determination and perseverance? There will be times now, as in the past, where if we can simply hold our own, we will have won the day, often in small ways that no one will ever know. We will err, however, if we consider today's challenges unique to our generation.

The agency history is written in various places, but never more eloquently than in the words of the custodians of the early monuments and parks. Reports from each unit of the System were sent to the Director monthly in the early years. These reports vividly capture the stuff out of which our predecessors were made and the obstacles they overcame.

Their spouses were part and parcel of the effort. Newell Joyner, custodian at Devils Tower from 1932-1947, refers regularly in his reports to Assistant Custodian (without pay) Laura Joyner. (The budget allocation for Devils Tower National Monument was $2,200 in 1935.) Custodian Robert Budlong's spouse left Fort Jefferson only once in their more than two-year assignment (1942-1944) and that was to give birth. Their daughter left the island for the first time at age 20 months.

Where do we find such people and how do we deserve such devotion? It is a noble profession.
past, from engineer’s ears to stenographer’s eyes, laborer’s feet and marin­ner’s squat, but I think I should begin to contract housemaids knee about now. We still don’t have the mildew problem under control, and of course all metal tools and machinery must be re-greased every few days as the rust problem rears its ugly head. High winds drove salt spray throughout all areas of the fort. We had several hurricane threats and several small-craft warnings, plus some warnings for large craft to seek shelter, but once or twice we had some fine warm days. Then, of course, the mosquitos came out in droves. Every silver lining seems to have its dark cloud.

Mosquitoes: We’re growing thinner day by day as the bugs get in their dastardly work. We’ve oiled every cistern, but now we have some ten acres of puddles and not enough oil to spread over such an area so the bugs are out of control at present, and very active.

Maintenance and Repair: Our patched up power mower broke a drive chain during the month, and this was a real blow. It meant we had to take to using the hand mower on our parade ground, and the hand mower only worries at the grass and doesn’t really cut it, but the rains caused our dormant vegetation to come to life in a big way. We are awaiting repair parts for out power mower, and hope they arrive soon.

Much work was done on the pier and small boat landing stage, and both look much better than in the past. We have salvaged some usable timbers, and are about to begin shoring-up a sagging landing-stage by trying to drive some pilings with a handmade maul.

The cruiser and one skiff received considerable attention during the month; weather made it impossible to haul out the cruiser for general painting and other needed work, and we are hoping for calm days in November in order to get such work done.

Personnel: My Man Friday can’t run the power mower, and insisted that the hand mower wouldn’t work, so I always inherit the work of keeping our ten acres of weeds under control. But when the power mower broke down it was the hand mower or an impenetrable jungle, so I handed the hand mower to my Man Friday with my blessings. He promptly got stung by a big scorpion and had to quit. I think he deliberately encouraged the scorpion to sting him. After that he hung around for a time, believing the fact that the Dry Tortugas were most appropriately named and that we have no snakes on the island and therefore no snakebite medicine. He departed for Key West on the 22nd, to see if he couldn’t fortify himself against scorpion stings for another three months. We expect him back in a week or two. The day he left the Custodian took over the hand-mower operations, and immediately got stung by a much larger and more potent scorpion, and promptly swelled up like a balloon, but didn’t go to Key West. Maintenance suffered for a few days, but things are almost under control now.

General: As you can see by now, we have nothing to report for the month, except maintenance. The problem is enormous, but there is no use in writing long reports about it. We can merely state that maintenance took all of our time during the month; that reports and correspondence suffered somewhat and are not quite current, but we hope to get caught up soon. We could easily use a gang of ten or twelve men here, but rather imagine that even if we could get them, they’d take one look at the problems involved, and immediately get stung by scorpions and depart for Key West — permanently.

Robert R. Budlong
Custodian

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

| Melinda Smith | Andy Ferguson |
| Billy Atkins | Cliff Chetwin |
| Bill Wade | Rick Smith |
| Dan Moses | Wendy Lauritzen |
| Pat Bucello | Mark Tanaka-Sanders |
| Al Smith | Jeff Karraker |
| Dave Bucello | Janice Wobbenhorst |
| Charles Farabee | Mary Kimmitt Laxton |
| Pat Tolle | Bruce McKeenan |
| Glen Bean | Jean Swearingen |
| Bill Carroll | Ron Konklin |
| Phil Young | Jim Brady |
| Rod Broyles | Dale Thompson |
| Bill Pierce | Jack Morehead |
| Vaught Baker | Bruce Edmonston |
| Kathy Williams | Pat Buccello |
| Aniceto Olais | Colleen Mastrangelo |
| Bruce Collins | Tim Oliverius |

Missing ANPR Members
We’ve lost touch with the following people. If you know their whereabouts, contact Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831.

Christa Stanton
Thomas Banks
Jonathan Smith
Kara Hartman
Linda Emerson
Pete Dalton
Connie Christian
John Hunter
Kevin Bacher
Scott Ryan

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Plan to Attend Rendezvous XIX in November

Rendezvous XIX is almost here — Tuesday, Nov. 7 through Saturday, Nov. 11, at the Radisson Hotel in St. Paul, Minn. The city is a true cultural center, hosting some of the finest events in the world.

ANPR again will meet jointly with the annual conference of the Association of National Park Maintenance Employees. Registration rates are the same as last year with individual members at $35. 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, in the heart of the shopping and restaurant district. Parking is $9 and will be added to your hotel bill. The standard room rate is $54 per night for singles or doubles. Make reservations by Oct. 1 by calling (612) 292-1900.

Meg Weesner is still working on a roommate clearinghouse. She can be reached at 9352 E. Trail Ridge Place, Tucson, AZ 85710 or at (520) 290-1723. She needs you name, address, phone number, gender, and dates of attendance.

Pre-Registration

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

Agenda

Workshops and sessions still are being planned. Contact Barbara Goodman or Tony Sisto with your suggestions. Goodman is at (813) 792-1841; Sisto is at (206) 285-8342.

Invited guests include Secretary of the Interior Bruce Babbitt; Assistant Secretary George Frampton (confirmed); NPS Director Roger Kennedy; Deputy Director John Reynolds; and Rep. Bruce Vento of the Subcommittee on National Parks, Forests and Lands. Garrison Keillor of "Prairie Home Companion" has been invited and there is a possibility of another mystery guest this year!

Representatives of the NPS Thrift Savings Program, are invited to talk about the TSP and to answer questions. Some of the keynote speakers will be from outside the NPS. Canadian park employees have also been invited to join us.

Workshops are being planned to include such topics as cultural interrelations, Indian Self-Determination Act, management succession work program, wilderness, 6c workshop, "Leave no Trace," protection for non-law enforcement personnel, ecosystem management, external programs, writing creativity and others.

Social Events

ANPR will sponsor the yearly "fun" run and golf tournament again this year. An exhibitor's reception, banquet and dance are also being planned. All of these will be joint activities between ANPR and ANPME.

Exhibitors will display products and equipment applicable to park rangers, resource management and maintenance workers during the conference.

Pre-Rendezvous Training

"Leadership from the Inside-Out for a Change" will be led by Shenandoah Superintendent Bill Wade Nov. 5-7. Among the issues for discussion will be transferring responsibility and accountability from the boss to those best able to do the work; keeping the monkey off your shoulders; getting out of the organizational gravity and developing new leadership mind-sets; the leader as a change agent; and debunking common myths about how to lead in the NPS. This will be an approved NPS training course and the course cost will be less than $150.

"Effective Boardsmanship" will be presented on Nov. 5. This eight-hour training, primarily for the board of directors of ANPR, is open to anyone and will cover the skills needed to be an effective board member, understanding financial statements and budgets, teamwork, and the legalities involved in being a board member. This may also be an approved NPS course and will cost less than $50.

There is available space for additional...
training. Give your ideas to Gary War­
shefski at (315) 337-5176.

Travel
Omega World Travel is the Associa­
tion's official travel agency and all travel
booked through them directly benefits
the Association. Reservations may be
made by calling toll-free, (800) 283-3239
or (703) 818-8848. The Radisson is about
eight miles from the Minneapolis/St.
Paul International Airport. The airport is
served by nine commercial airlines. Car
rentals are available at the airport.

Miscellaneous
The hotel will provide, at no charge, a
space for baby sitting and a list of ap­
proved baby sitters to be contacted by
parents.

Temperatures in St. Paul in November
can be pleasant. Bitterly cold weather
usually doesn’t start until January.

Raffle Prizes
Remember to continue searching for
creative raffle prizes. If you can’t bring
donation to St. Paul, we can make
arrangements to mail it directly. Please
call Sarah Craighead at (970) 882-2376
or Tony Sisto at (503) 228-2077 anytime
before Oct. 15 if you are interested in this.

The Super Raffle first prize is a “roll­
your-own” trip for $4,999. You decide
the duration, destination, number of travelers
and mode of transport. Second prize
is a “roll-your-own” trip for up to $2,500.

With the many issues facing the NPS
and its employees, it’s important ever we
join together and plan our strategies for
the future. Come to St. Paul and join the
effort to give parks and their stewards
your support! — Sarah Craighead
Mesa Verde

Ten Years Ago in Ranger

“Women in the National Park Service”
was the cover of the Fall 1985 issues of
Ranger, with a picture of Ranger Herma
Albertson from Yellowstone, circa 1927.
The cover article was written by Polly
Kaufman, who was in the process of con­
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Huyck in the 1970s. She writes of the dirth
of women in the NPS ranger ranks until
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policy Servicewide, and a request that
seasonals be allowed to apply to more than
two park areas per season.

It goes to show — ANPR certainly has
been involved at some of the important
employee and System decisions. —

Reunion Scheduled
Attention all those who participated
in the OpOp or OpFu incident! Bring your stories and photos and
join us for a reunion during Ren­
dezvous XIX in St. Paul, Minn. A
get-together is planned for Thurs­
day, Nov. 9, from 8:30 p.m. until
all stories are told. Information on
the specific location will be posted
at the Rendezvous.

— Lyn Rothgeb
Shenandoah

Ranger: The Journal of the Association of National Park Rangers

Ten Years Ago in Ranger

Cover of Ranger, Fall 1985

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It goes to show — ANPR certainly has been involved at some of the important employee and System decisions. —
Death in Yellowstone: Accidents and Foolhardiness in the First National Park
By Lee H. Whittlesey


On a warm July day in 1981, I was called to the Old Faithful clinic as acting sub-district ranger on a medical emergency. A man had been severely burned in a Yellowstone hot spring, after diving head-first into a 200-degree pool of water in an attempt to rescue his friend’s dog. Arriving at the clinic, I was instantly aware that the emergency was realistically over. Park visitor David Kirwan lay on the clinic floor with most of his skin gone, full-thickness burns even coloring his eyes white. He had no vision, but was fully conscious. He talked amiably with his caretakers, in no pain, asking the nurses to save his belt while they cut off what remained of his clothes. A helicopter was on its way from the Salt Lake City burn center. The best burn medical help in the world was on its way. Unfortunately, there was no chance. The burns were total.

This is just one of the personal tragedies that have occurred and continue to occur in national parks every year, and that Yellowstone Historical Archivist Lee Whittlesey admirably documents for Yellowstone in this new book. Whittlesey has captured this and other “Accidents and Foolhardiness in the First National Park,” as the sub-title explains, and divides reports on more than 300 natural deaths in the park into two parts: “Death by Nature” and “Death by Man.”

There are more hot springs and geyser deaths reported in the book, some in toe-clinching detail, but hot-pots are just the beginning of deaths by nature. Indeed, mystery-writing ranger Nevada Barr could retire on writing about the ways to die in Yellowstone: bears, bison, poisonous plants, lightening, noxious fumes and poisonous gas, snow, cave-ins and fires.

For instance, in 1939 “terrible yellow foam” formed at the mouth and nose of an unconscious road crewman, William Nelson, before he died while working in a pit dug for making road repairs. High levels of hydrogen sulphide were subsequently found in the pit, as well as in nearby caves where visitors were regularly allowed to enter.

Not to be outdone, grizzly bears have played an active role in Yellowstone deaths. Beginning with an anecdotal account of a visitor in 1907 being killed by a sow after chasing her cubs up a tree and poking at them with an umbrella, Whittlesey reports other deaths by bear, from the first documented death in the park in 1916, up to the most recent.

“Death by Man” is also a too frequent occurrence in Yellowstone. Whittlesey documents deaths caused by “a clash of cultures,” beginning with the first anecdotal accounts of fur trappers killed by native Americans in 1839, the deaths of two park visitors by the Nez Perce in 1877, and other early skirmishes.

But it didn’t take culture clashes to cause the death of 18 year-old Civilian Conservation Corps worker Abraham Yancovitch in 1933. In an altercation with his Army supervisor, Yancovitch was struck in a fist fight on his head, and later died from a fractured skull and cerebral hemorrhage. The supervisor reported that his death was caused by the “direct disobedience of a lawful order given by a lawfully appointed superior.” The supervisor was cleared in the official investigation. Talk about downsizing.

There are other graphic stories in the book. However, if gruesome titillation lights your fires, you will be pleased with Whittlesey’s book.

Being an archivist, Whittlesey relies meticulously on published and/or retrievable reports, with mere anecdotes identified and tracked as much as possible to their origin. He is also quick to speak for the park as opposed to human foibles, and attributes most deaths to ignorance and “foolhardiness” on the part of humans.

He also shows how the results of some accidents can drive management policies. At times, especially in areas of relatively frequent accidental deaths — hot spring and geyser incidents — the events and names begin to tumble together and cause the reader to skim quickly for the more substantive reporting.

But when a delicious case comes up, it can occupy several pages, and keep you turning them, especially if you’ve been there.

— Tony Sisto
Regional Ecosystem Office
Portland, Oregon
Hannah Wins Harry Yount Ranger Award

James R. Hannah of Wrangell-St. Elias has won the 1995 Harry Yount National Park Ranger Award, and Laurance Spelman Rockefeller the first Theodore Roosevelt National Park Medal of Honor.

President Bill Clinton presented the two prestigious awards at The White House May 23 in celebration of National Park Week.

Hannah, 52, was cited for his abilities in resource management, wildlife enforcement, aviation and wilderness/backcountry skills, and education of visitors and rangers. After serving in Grand Canyon, where he became permanent in 1972, he worked at Bryce Canyon and Big Bend before moving to Alaska in 1980.

A fixture in the Glennallen and Kenny Lake areas, Hannah is active in the Kenny Lake Community League, Copper River School District, Glennallen Heights Water Association and his church. He was instrumental in establishing a volunteer ambulance service and fire department for his community, and he has served on the ambulance squad for many years.

Theodore Roosevelt National Park Medal of Honor was created this year at the Interior Department's request to recognize an outstanding private citizen's deep personal commitment to the preservation of America's national parks.

For nearly 50 years Rockefeller has demonstrated his love for the parks. His acts of generosity include the donation of 5,000 acres for Virgin Islands National Park and key lands for Haleakala, Grand Teton and Redwood National Parks.

Rockefeller's presidential appointments to various commissions resulted in such legislative landmarks as the creation of the Bureau of Outdoor Recreation, the Land and Water Conservation Fund, the Wilderness Act and the National Wild and Scenic Rivers System.

Rockefeller received a citation and specially designed U.S. Mint medal featuring a portrait of Theodore Roosevelt, the 26th president of the U.S. and noted conservationist and wildlife enthusiast.

Hannah received a citation and bust of Harry Yount, generally regarded as the first national park ranger. Hannah is the second recipient of the Servicewide award, made possible by a gift from *The New York Times* to the National Park Foundation.

Hannah and his wife, Shirley, have two adult daughters. He has a bachelor’s degree in biology from the University of Louisville and a master’s in education from Butler University in Indianapolis.

In Print

Track of the Cat, A Superior Death, Ill Wind
By Nevada Barr
G.P. Putnam Sons, New York

*Somebody ought to write a book . . .*

Come on, admit it. There you are on backcountry patrol, getting paid to hike through wilderness few people ever get to see. Still, your mind starts to wander, you start to imagine your life as a ranger with a little more pizzazz. A murder mystery set in a national park with a ranger as the hero, and you think, “That would make a great story!”

Whether or not that’s how ranger-turned-novelist Nevada Barr came to write her first novel, “Track of the Cat,” she has continued the adventures of ranger Anna Pigeon in her next installment, “A Superior Death.”

In “Track of the Cat,” we were introduced to Pigeon at Guadalupe National Park. “A Superior Death” follows her career to Isle Royale NP, where she becomes entangled with mysterious corpses, shipwrecks, dangerous scuba dives, and shady concession employees.

Barr does an excellent job weaving the quirks and realities of NPS life into some intriguing whodunits. Comparisons to Tony Hillerman are inevitable in the use of real locations and settings. But Barr’s books are uniquely Park Service. “Track of the Cat” showed her natural gift as a writer, and “Death” showed a tightening of her style and fine-tuning of a story line. These are true page turners. Her next book, “Ill Wind,” based on Mesa Verde is currently available in hardback.

So next time you’re getting your pack together for the next patrol, throw in a Nevada Barr book. And when you have a great idea for a murder mystery set in a national park and think to yourself, “Somebody ought to write a book about that.” You never know, Nevada may just already have done it.

— Julie Mossman
Yakutat, Alaska
Emergency Services

Incident Management Teams —

The Service’s two Type 1 incident management teams (all risk) have been combined into one team because of two primary factors. Many field areas or clusters (formerly regions) now have established Type 2 IM teams (all risk), which are receiving the bulk of the calls and handling the incidents appropriately. Thus, the activity level hasn’t been sufficient to warrant two teams. In addition, several members of both teams made career moves preventing their participation in a team.

The team will continue to be a “short” team, which means that only the incident commander, general staff (section chiefs) and the information officer are permanent members of the team. Other ICS positions are filled on an order-as-needed basis, depending on the incident’s needs. The new team will have both primary members and first alternates for each position on the team. If neither is available, then experienced members of the various Type 2 teams will be requested to fill in. The incident management team is available for special events and activities as well as emergency situations. The team works for the agency administrator, which frequently is the park superintendent, working from a written delegation of authority. (Yes, incident commanders do have bosses.)

The incident commander for the new team is Jim Northup, chief ranger of Big Bend National Park in Texas. As press deadline, other members of the team were being selected.

Emergency Medical Services —

WASO Emergency Services Coordinator Jimmy Lee is coordinating a review of the Service’s Emergency Medical Services program. A substantial portion of the review will include a quality analysis and recommendations for improvement from nationally prominent EMS specialists. This review probably will begin in late September or October 1995.

Interpretation and Education

Corky Mayo, WASO chief of interpretation, reports that most of the recent national-level interpretive work has involved the changes and adjustments caused by reorganization. Some of this work is highlighted below.

- Work continues on the revised interpretive curriculum. A work group of 15 members gathered at Harpers Ferry in August to review curriculum components in preparation for an 80-hour pilot course in September. The course will be targeted for 025 rangers from the GS-5 through GS-9 levels and will focus on Ranger Career Competencies. Dave Dahlen of Mather Employee Development Center and Dave Larsen of National Capital Area are leading the planning and preparation effort for the course.

- KC Publications (publishers of The Story Behind the Scenery series) is producing a “Compelling Stories Think Book” based on a script prepared by Connie Rudd and others. The Think Book will be used as part of the pilot interpretive course in September and will be available for general release after the course.

- This year’s national Freeman Tilden Award winner will be selected from a field of seven field area winners.

- Sandy Weber, cultural resource specialist in the WASO Division of Interpretation, and many others have been busy with the preparation of Living History Guidelines. These are now out for review and will be included in a new edition of NPS-6 Interpretation and Visitor Services Guidelines.

- The NPS-6 chapter on the Comprehensive Interpretive Plan was recently completed under the leadership of Russ Smith, Cynthia Kryston, Connie Rudd, and Andy Kardos.

- Plans for the upcoming Interpretive (R)evolution strategy meeting to be held in November at the National Association for Interpretation Workshop in Orlando are under way.

Resource Management

Resources Careers — The Resources Careers task force, which is tackling issues of concern to both natural and cultural resource management employees in the NPS, has met three times. After spending considerable months gathering data and identifying issues and plans, we are starting to see actions that will soon show benefits to people on the ground in the parks.

PROCLASS, the Department of the Interior’s automated classification system, is adding the 401 (general biologist or resource manager) series to its database. This will be available to managers to help them classify and grade positions without the need of personnel specialists. The group has had some opportunity to have input into the grading standards and descriptions of job duties, critical since USFWS and BLM both have more 401s than the NPS, and the original PROCLASS information came from those agencies, not NPS.

We expect PROCLASS to soon start on several of the cultural resource series most used across the NPS, and we should...
be the lead agency for those. Benchmark position descriptions are being written for seven natural and seven cultural resource series that either are most common or most problematic. They will be written with a GS-11 journeyman level for professional positions, meaning that many resource managers in the NPS will eventually see upgrades provided they are working at the full performance level.

The challenge is one of position management. John Mussare, now special assistant to the deputy director (and who was instrumental in making ranger careers a reality), will conduct reviews of selected park resource management positions across the Service to better understand the complexity of the work and be sure that the classification levels in the benchmarks match the level of work being performed in the field — or that should be performed in the field. It will be late FY 1996, at the earliest, before implementation begins, and there are real concerns about the cost. But once the positions are classified, there is no turning back. There is strong commitment from the director to pay people appropriately for the work they are performing, and to remove artificial barriers to career development. This is all very good news.

Social Science — The NPS now has a "chief social scientist" — Gary Machlis, late of the NPS/NBS cooperative park studies unit at University of Idaho. Expect to see a strong emphasis on visitor surveys and other social science tools that can aid park managers. It’s not likely there will be new money, however, as the FY 96 budget for all programs looks bleak.

Cultural Resources — The cultural component of RMAP (CR-MAP) was sent to parks in July after a fast-track effort to complete and test the survey tool and algorithms. The results hopefully will be compiled before the end of the year, and no doubt will demonstrate the paucity of field staff in cultural resources compared to what is needed to do the job. The interesting contrast, however, with natural resources is that there remain a large number of cultural professionals in archeological and other "centers" around the Service, and subject to downsizing. CR-MAP may provide the impetus to move some of these archeologists, historians, curators and others into field positions.

A new programmatic agreement for cultural resource compliance between the NPS and the council of State Historic Preservation Officers (SHPOs) has been drafted and sent to the officers for their review and concurrence. Consistent with the NPS reorganization, it proposes to delegate many of the approvals formerly reserved for regional office subject matter experts to park experts (but, as noted above, there aren’t that many of THEM out there). It’s not clear whether the officers will buy into the new procedures or not; stay tuned.

National Park Stewardship Association — NPSA, the rapidly growing but still (for the moment, at least) small group of NPS resource managers that began about a year and a half ago in Alaska and has since gone national, will be joining the Rendezvous along with ANPR and ANPME. They will be sponsoring several workshops on resource management topics. This is a wonderful opportunity for cross-fertilization. NPSA has an impressive newsletter, which focuses on resource management policy issues.

Membership is a bargain at $10. For more information, contact president Gary Vequist, an ANPR member and also the chief ranger at Carlsbad Caverns.

Internet Issues — The NPS natural resources and library communities have been the leaders in getting the NPS onto the Internet. The NLC has now committed to vigorously supporting the development and use of a realistic spectrum of modern communication tools.

Interestingly, however, the focus is shifting away from disseminating natural resources data toward providing tourist information. This is a wonderful and necessary use, without argument. But there’s growing concern that several issues important to parks may not be getting enough play right now in Washington: how to assure the protection of sensitive information (e.g., locations of threatened and endangered species, caves, archeological sites) and the urgency of providing needed access to the information resources of the wider community in order to facilitate the work of staff, especially resource managers and interpreters, in remote parks.

— Bob Krumenaker
Shenandoah

ROAD MAP for my heirs

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

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

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

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

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

Vice President, Communications

In the last issue of Ranger it seemed that Ken Mabery and I hit on the same subject. Coincidence? Or was it that we were following our own suggestions by joining forces to approach the coming new order?

After looking at the wave of attacks on the Department, lesser-used or funded parks, “wise park management” and gun-toting rangers, it appears that what we need is solidarity along many fronts.

After the last Rendezvous, we made some moves to publicize ANPR’s objectives and accomplishments and to look into alignment with like organizations in states, counties and cities. As we approach the next Rendezvous in St. Paul, we are wondering what happened to the last year? 1995 has dissolved in cloud of new assignments, retirements, task groups, advisory groups and concern for the future of parks and personal crises. Where are the objectives we so readily embraced last October?

For now it may be enough to try to sort out what we have to do and how we will accomplish those tasks. It may also be time to look at what is needed and how much effort that will take.

There are some who wish fervently to return to the social ANPR, to relax, see old friends, tell war stories and maybe share a few grains of wisdom on dealing with day-to-day park operations. Other members don’t get enough from the frenetic demands placed on guardians of the parks; they fight for the needs of the resource, fellow employees, reform of personnel practices and any other issue that touches our lives. There also are those who want us to be more politically active.

Besides the chicken and the egg, it may be time to ask another time-worn question: “What should ANPR be?” That has been the question since 1977.

Does ANPR meet the needs of the reorganized employee of 1996? Is there more need to kick back and get away from occupational concerns that follow us home and on vacation? Membership renewals are not coming in at the usual pace. Hopefully, it is because people are consumed with their jobs and lives. It will probably pick up around Rendezvous, but if not, will we have to take another look at what tasks we can hope to accomplish. Where will we be by our landmark 20th Rendezvous?

We have little time before St. Paul, but I want to hear from you. Call, send a letter or even a postcard purchased from your cooperating association to give me your views on what you see as the future of ANPR.

How do we approach the tasks we have set for our organization? How can we continue to support the Service and its employees? I will share your ideas with the board. We still are looking for assistance in recruitment, mentoring and public relations. With all of the talent that recently has left the National Park Service, there must be some ideas, solutions and energies that need a focus.

— Jeff Karraker
Capulin Volcano

Vice President, Professional Issues

Leadership. I can’t remember a time since I’ve been in the Service that this hasn’t been a hot topic. Mostly, conversations have revolved around the lack of leadership in the Service. In many conversations, the perception has been that leadership is vested in the director and the (ex) regional directors. For others, it extends down to the associate directors and regional directors, and in some cases, to a few superintendents.

What is “leadership?” What do we, as a Service mean by it? I have a 1963 Park Service “Management Development Program” booklet in my collection that talks about leadership (for 71 pages), but never attempts to define it for the Service. Various leaders in the Service have offered their own definitions and have set examples.

The Vail Agenda made more effective leadership a goal. And ANPR strives to develop better leaders. But, other than by example, analogy, and a laundry list of characteristics, I have never heard what it is that the Service holds as its ideal of leadership.

Perhaps a definition isn’t as important as many other issues facing us today. The variety of leadership development programs available suggests that there is no one theory, philosophy or definition that is universal, even for an organization such as ours.

Perhaps the issue to concentrate on is development, regardless of underlying theory. Classes such as TQM (Total Quality Management), Management by Objectives, Leadership Development and Seven Habits of Highly Successful People all have their following and all seem to contribute.

Actually, in this regard ANPR has been pretty active. Since 1991, we have sponsored Incident Command, Situational Leadership, Managerial Grid and other courses that fall under the heading of leadership development. Approximately 200 employees have gone through the ANPR-sponsored grid classes alone; another 75 through other ANPR-sponsored leadership classes.

At every opportunity, we have pushed leadership development and have reached a good cross section: from Hovenweep to large parks, from GS-7s through the GS-12 Series, and a good ethnic and gender mix.

The Service has some good offerings also, from the Leadership and Management class to the soon-to-be unveiled Leadership Seminars.

I still wonder if we all have the same thing in mind when we talk about good (or effective) leadership. Will the Service have a consistent measure by which to gauge the leadership effectiveness of our new organization?

— Ken Mabery
El Malpais
Business Manager

The IRS requires ANPR to furnish you with information concerning deductibility of payments made to the Association. Remember, this material can’t be used as defense in an audit. It is provided only to assist you in your tax filing pursuits. I encourage you to call the IRS if you use any payments made to ANPR as deductions.

Dues are not deductible as a charitable contribution, but may be deductible as a business expense under itemized deductions. (This deduction is not allowable to retired members.)

**Raffle Donations, Ranger Museum and Voluntary Contributions** are completely deductible as charitable contributions.

**Raffle Ticket Purchases** are deductible as gambling losses only to the extent of gambling winnings. This means that if you purchase $50 in raffle tickets, you can only claim up to the amount of your winnings. You can claim $50 of losses only if you have won $50 of prizes through the year (whether from ANPR or other sources).

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

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

Disclosure regulations also require donors making single contributions of $250 or more to obtain a receipt from ANPR if they wish to claim their charitable deductions. **Please note:** it is the donor’s responsibility to request a receipt, but one is easily received by writing the business manager.

— Debbie Gorman
Saratoga

ANPR Reorganization Committee

Does ANPR need re-engineering or restructuring? The question arises because the ANPR board structure always has mirrored the NPS structure. Now that the NPS is restructuring, ANPR needs to consider its options.

A task force of five ANPR board members was established at the last Rendezvous to investigate reorganization alternatives. Although discussions are still too preliminary to make a recommendation, the group has outlined the issues and options so that they the full membership can discuss them at the upcoming Rendezvous.

**First,** the task group identified issues that the Association needs to address:

- Sometimes it is difficult to recruit candidates for regional representative.
- The transfer of regional reps to new regions sometimes results in greater turnover of board membership than anticipated.
- There are limited funds to pay for more board members’ expenses.

Sometimes it is difficult for the board to get information from the committees, some committees have multiple/overlapping

(please turn page)

Regional Reports

Mid-Atlantic

I have been busy preparing for the Rendezvous in St. Paul. During the past year I have been chairing a ANPR work group to review the organizational structure of the Association. This came about as a result of the restructuring of the Service (see ANPR Reorganization Committee article above). In St. Paul I will be talking with many ANPR members about their suggestions for the organizational structure, and making presentations on the findings to both the board and the membership.

This quarter’s SitRep and regional newsletter is going out in the mail as I write this, so if you have not seen it, contact your park rep. If anyone has any suggestions they would like taken to the Rendezvous, please contact me at home or on America Online, numbers and addresses on back page of Ranger.

— Barry Sullivan
Delaware Water Gap

Midwest

We are preparing for the Rendezvous in St. Paul and have arranged for the T-shirt design. It should be a collector’s item. Plan to attend, particularly if you’ve never been to a Rendezvous. The information and exchange of ideas is excellent, the networking outstanding and the socializing appropriate.

— Bruce McKeeman
Voyageurs

Rocky Mountain

I am setting up park reps as contact points in all the parks and need more volunteers. Currently 15 parks are represented. If you want the most current information that ANPR has to offer, please volunteer to be a contact point in your park.

— Sarah Craighead
Mesa Verde

Pacific Northwest

Thanks to Karin Messaros for her help in getting the most recent SitReps out to all park representatives in the region. Let me know if you haven’t seen the SitReps, and I’ll make sure to you get the issues.

I’ve talked with several of you about the role and responsibilities of regional reps. I’ve enjoyed sharing my thoughts and enthusiasm for the position and it’s been great to hear your interest in becoming more active in ANPR. As Rendezvous and the time for nominations grow near, I hope to talk with more of you about this.

If I haven’t contacted you and you’re interested in learning more about being a regional rep, please contact me!

— Barb Maynes
Olympic
ANPR Reorganization Committee
(from previous page)

responsibilities, the board needs methods for getting feedback from the membership, board members need to be involved in decision-making, and officers must sometimes provide quick responses to external requests.

Second, the task group developed a list of principles that should govern decisions concerning the board's structure:

- The board should have 10 to 20 members to minimize costs while allowing for representation.
- ANPR members should feel that their views and concerns are addressed by the organization.
- Communication with the membership should be enhanced.
- The structure should enhance ANPR's ability to pursue its strategic goals (advocacy, community-building, and association management).
- ANPR should unite the ranger profession.

Finally, the task group developed 10 alternative organizational structures to serve as a starting point for further discussions among the membership.

1 - Maintain the status quo — 10 board members representing regions as they exist in 1995.
2 - Maintain the same type of representation, but change the boundaries so that each representative serves a field directorate area.
3 - Maintain the same type of representation, but change the boundaries so that each representative serves a cluster/SSO unit.
4 - Develop a new geographic alignment that is unique to ANPR and best represents the distribution of its membership.
5 - Proportional representation. Adopt alternative 2 or 3 above, but allow for areas with larger numbers of members to have more than one representative on the board. (This would make the board like the House of Representatives rather than the Senate. Regions with lots of members might have several representatives.)
6 - Elect board members to represent different types of parks, such as historic, recreational, urban and natural.
7 - Elect board members to represent different occupations: interpretation, protection, administration, resource management, concessions and others.
8 - Align the board members to represent the three components of our strategic plan: advocacy, community-building, and association management.
9 - Elect all board members from the membership at large.
10 - Combine election of board members at large with one or more of the other alternatives listed above.

The board decided not to change the structure before the coming election and anticipates that any proposed change will be presented to the membership for a vote. The board expects to receive training on the role of non-profit boards at the start of the next Rendezvous and will use that knowledge to develop its recommendation on ANPR reorganization.

Share your concerns and ideas with members of the committee: Barry Sullivan (chair), Rick Gale, Darlene Koontz, Ken Mabery, Gary Pollock and Meg Weesner.

— Meg Weesner Saguaro

Mentoring Committee

Some people in the NPS have been fortunate during their careers to develop a personal, yet professional relationship with more experienced co-workers. These mentors, usually older and wiser employees, have provided guidance and encouragement during developmental periods and times of difficulty.

Most Park Service employees, however, haven’t been able to find someone willing or able to be their mentor. Isolated duty stations, small park staffs and overloaded schedules make it difficult to find a person who is both professionally able and personally compatible to serve as a mentor.

Recognizing this problem, ANPR has established a Mentoring Committee to match proteges looking for a mentor with those willing to be a mentor. Studies show that people in a mentoring relationship are more likely to be successful in their careers, benefit their organizations and have higher self-confidence.

Mentor duties include providing career direction, helping to evaluate options and plan strategies, providing assistance with job difficulties and being a good communicator. A desirable mentor should be well respected by his or her peers, people oriented, a positive role model and a good listener.

Successful proteges must be emotionally stable, actively engaged in their own career development, and receptive to feedback and coaching. Their duties include being straightforward with their mentors, implementing ideas when possible, accepting responsibility and maintaining confidentiality.

Those interested in participating in a six-month trial program, limited to 10 matched pairs, will be sent a brief overview of the program and a questionnaire soliciting information needed to match mentor and protege.

Participants will be paired primarily according to the mentors’ career experience and the career goals of the proteges. Each will receive an orientation manual with information about the mentoring program and advice on how to make the match a success for both participants. An evaluation completed by all participants after six months will provide feedback, which will be used to correct any problems encountered during the trial period. Following these adjustments, a formal mentoring program will be available to anyone interested.

Prospective participants should write to Bob Cherry, 301 Perkins St., Boone, NC 28607, or call (704) 265-2827 to receive a questionnaire/information sheet.

— Bob Cherry Blue Ridge
Retirement Committee

General Retirement Advice — The dictionary defines the discipline as an activity, exercise or a regimen that develops or improves a skill. A daily stint at the typewriter is excellent discipline for a writer. So a disciplined investor is one who invests regularly, thereby improving his/her investment wisdom and, hopefully, net worth.

The Thrift Savings Plan is one way to provide yourself with disciplined saving. Every two weeks your contribution, along with the U.S. government’s percentage, is going into one or more of the TSP funds you have selected.

The TSP is a ready-made investment that helps provide future retirement needs. Those under FERS should invest the maximum 10 percent because that’s the only retirement they will receive.

All employees also should invest in IRAs, tax deductible if possible, to supplement other retirement systems. Real estate investments, stock mutual funds or individual stocks can build a bigger nest egg.

Social Security may or may not be there when you retire. So become disciplined investors for a happier and easier retirement. When you are young, why not say no to a few of life’s pleasures to save money for extra investment, so you will live more comfortably when you are older and could use the extra income? This is what discipline is all about.

Another piece of information for new or recent employees in FERS: If you begin by contributing 10 percent right off the bat into the “C” Fund, after 30 years you will be a millionaire. If you don’t believe me, I’ll send you the math to prove it.

If you have doubted my advice to put all your TSP contributions into the “C” Fund, look what’s happening this year? The S&P 500, which the “C” Fund mirrors, is up over 25 percent so far this year. There will be corrections, but it likely will be up considerably by year’s end. Even if the S&P doesn’t pile on more points, it will make up for last year and then some. In the past 75 years the S&P 500 has averaged more than 10 percent a year.

The OPM requires you to take the money out of the TSP soon after retirement. Request a transfer to an IRA account with other financial custodians for continued investment. This reinvestment is necessary because no one wants to outlive their retirement savings. Be careful about investing these retirement funds into fixed income products (CDs, bond funds, etc.) because they may not keep up with inflation and taxes. This might cause you to dip into the principal. You will need growth stocks or funds to maintain your principal.

More advice. Everyone needs a will, or better yet, a revocable living trust. A living trust doesn’t go through probate. If you have experience dealing with probate, you understand the problems.

Probate is the lawyers’ retirement plan. Don’t let a general practitioner lawyer, who doesn’t write trusts frequently, talk you out of it. Should you become incapacitated, a trust protects you while you are living by designating a trustee as a durable power of attorney to act in your behalf for health and financial oversight. Wills are made public through the probate court, but because trusts don’t go through probate, they remain private.

Everyone should also have a Road Map for My Heirs, and most importantly, have it completed. (See order form on page 29.)

If you follow this advice, you should lead a very happy retirement. I wish someone had given me similar advice at a much younger age.

— Frank Betts

Dual Careers Committee

The new NPS Dual Careers pamphlet is published and being distributed! It should be out to the field soon. For those who don’t have luck obtaining one, Rick Jones hopes to have several available for distribution at Rendezvous. The Employee Handbook still is held up due to changes wrought by reorganization.

Sheila Cooke-Kayser will organize the Dual Career Contact List. If you need to obtain first-hand knowledge about the status of dual careers in a certain area, get in touch with her for a contact person. When you call her, please volunteer to be a contact person in your area.

Remember that we also have copies of the NPS Dual Career Policy. Let us know if we can provide you with this or other information related to worklife issues. Write to us with your successes and problems related to dual careers. We hope to publish sanitized versions that may help other dual-career couples.

Finally, we need all of you who are concerned about worklife issues to volunteer to be the worklife coordinator at your park. This collateral duty position was authorized by the NPS Dual Career Policy, issued in 1994. By volunteering for this position at your area, you can help many of your co-workers and benefit yourself as well.

— Rick Jones

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.
Flexi-place in the Changing Organization

As we try to cope with an organization undergoing various forms of re-engineering, a few of us felt it was time to share our insight on a seldom-used option in position management: flexi-place or "telecommuting."

The following three examples of flexi-place situations might lead you and your supervisor to look beyond traditional offices and scheduling. The examples cover the spectrum of protection ranger, resource manager, and administration careers. In these situations, the initial impetus for flexi-place was support for dual-career couples but the concept is certainly not limited to that issue.

Flexi-place employees interviewed indicated the following factors as critical in making flexi-place work: a supportive supervisor; support from the host park superintendent; strong communication skills for all parties; a willingness on the part of the employee to "donate" or work some extra hours for the host park. It sure beats the situation many couples endure of living in separate households. In these examples, it also places regional office employees directly in parks, removing the stigma that we often hear of central office employees "being out of touch with the field."

Melissa Anglin, Chief, Branch of Classification; Home Office: Columbia Cascades Cluster SSO, Seattle, WA
Flexi-place Location: El Malpais National Monument, New Mexico

Anglin says her flexi-place was possible due to the specialized nature of her work and the increasing ability to conduct business through a modem. Her SSO provided her with equipment and she has a dedicated room in her home as her "office." She has received strong support from the parks and her home SSO. Melissa comments that her morale is improved and she is more efficient. On the downside is some loss of communication due to absence of direct communication with co-workers. Also, parks must take an extra step in mailing items to another address.

Although Anglin deemed flexi-place a success for her type of position, in July she transferred to a different position at the Pacific Field Area Office in San Francisco.

Steve Gibbons, Coordinator, National Natural Landmarks Program
Home Office: Columbia Cascade SSO, Seattle, WA
Flexi-place Location: Mount Rainier National Park, Washington

Gibbons was a resource management specialist at Mount Rainier when he transferred to the regional office in Seattle. Dual-career needs necessitated the family move back to Mount Rainier, and Gibbons approached his supervisor about letting him continue his regional office job from the park. He cites strong support from his SSO supervisor and Mount Rainier management as making this a "win/win" situation for everyone involved, especially my family."

"It really doesn't matter where I am based — Mount Rainier or Seattle," he says. "As long as I have a telephone, computer and access to a vehicle I'm in good shape."

Pat Buccello, Special Agent
Home Office: Colorado Plateau SSO, Denver/Santa Fe
Flexi-place Location: Zion National Park, Utah

Similar to Gibb's situation, I had been working in Zion when I accepted my present job based out of Denver. As with Gibbons and Anglin, my spouse holds a good job in the host park and dual-career options were not available in the regional office. Since my job involves frequent travel and work in a number of parks, it made perfect sense to let me base out of a park.

The highlight for me is the ability to maintain my "ranger skills" by assisting Zion and neighboring parks on medicals, search and rescues, and law enforcement incidents. My supervisor has been tremendously supportive, although we joke about referring to me as "what's her name" around the Denver office.

None of us claim to be experts, but we welcome any questions about telecommuting in the NPS. By sharing what works and doesn't work, we all can improve our jobs and our lives.

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

Send 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.

Kristin Barsdley (CCNS 77-82, SHEN 83-86, YOSE 87-94) has left the position of Tuolumne Meadows Subdistrict ranger at Yosemite to work as the Flamingo District ranger at Everglades.

Tom Chisock (ROMO 84-86, NATR 87-89, ASIS 89-91, DENA 91-95) has transferred from Denali, where he was the Wonder Lake subdistrict ranger, to special agent with the U.S. Fish and Wildlife Service. He will serve as an agent trainee in Los Angeles before his permanent assignment. He, Kim and Lauren hope to return to Alaska.

Bob Cunningham (YELL 67-68, THRO 68-70, NOCA 70-75, GATE 75-80, DENA 80-89, SOAR 89-94) has retired. His last position was general superintendent at Southern Arizona Group. He has formed the Ranger Institute, a consulting company for resource management, college curricula design and equipment testing. Address/phone: 2203 Cover St., Cody, WY 82414; (307) 587-3358.

Hal Grover (GRCA 77-79, YOSE 79-82, KATM 82-88, FOMC 88-90, DEWA 90-95), who became Yosemite assistant superintendent last February, has a new address/phone: P.O. Box 703, Yosemite, CA 95389; (209) 372-4843; office, (209) 372-0204.

Ben Hansel III (OLYM 91, CANA 92, 93-94, LOX NWR 92-93, GLCA 94-95) is a protection park ranger at Glen Canyon, Bullfrog District. Previously he was a police officer for the Titusville (Fla.) Police Department. He’s still playing guitar and bluegrass music. Address/phone: 4331 Bullfrog Bay, Lake Powell, UT 84533; (801) 684-3314.

Rebecca L. Harrill (KLSE 80-83, CALO 83-86, GWCA 86-91, FRHI 91-95) is the new superintendent at Booker T. Washington NM. She formerly was a site supervisor at Friendship Hill NHS. She and her husband, Rob Lamar, (WICR, INDE, CALO, GRSM) and their two sons, Thad and Matthew, are looking forward to returning to ACC country where Rob will continue his graduate studies. Address: RD 1, Box 1170, Rocky Mount, VA 24151.

Paul H. Hawke (PETE 79-81, FRSP 81-82, INDE 82-83, PERI 83-85, SERO 85-95) is the new chief of interpretation and resource management at Shiloh National Military Park. He left historian’s position in the National Register Programs Division, at the Southeast Regional Office.

Keith Hoofnagle (YELL 63-72, SAGU 73, HFC 74, HAVO 75-78, OLYM 79-83, ARO 84-94) has retired. His last position was as a visual information specialist in the Alaska Regional Office. He writes that now he can draw Rangeroons all day long if he wants. Address/phone: 1527 Bloomington Ave., Bremerton, WA 98312; (360) 373-3212.

Marty Huseman (BISO 82 & 84, OBRI 83, CODA 85, CUVA 86-89, GRSM 89-93, BICY 93-95) is a ranger in the South District at Coulee Dam. Previously he was a visitor & resource protection specialist at Big Cypress. Address/phone: HCR 11, Box 51, Davenport, WA 99122; (509) 725-2715.

Kristina Johnson (seasonal at FOLA 89-90, GRCA 91-92) is a fee collection seasonal at Fort Laramie. She left a field rep’s job at the Department of Commerce, U.S. Census Bureau. Address/phone: home, Box 573 Wheatland, WY 82201; (307) 322-2409; work, Fort Laramie NHS, Fort Laramie, WY 82212; (307) 837-2221.

Rick Martin and Beth Hagler-Martin have moved to Fort Smith, Rick (FOST, MORR, GWMP 88-90, CHIC 90-95) is a full-time park ranger there and Beth is a part-time management assistant and full-time mom to Daniel, 3, and Katharine, 2 months.

Marc A. Matsil (MEVE 78, GATE 76-77, 79, MORA 80-81, ANIA 82, GAAR 83-85, NOAT 85-86) is the director of the natural resources group for the city of New York. He was the recent recipient of the Sperry Award from the Society for Ecological Restoration, the National Wetland Award and the Nature Conservancy Oak Leaf Award. Address/phone: NYC Parks, Natural Resources Group, The Arsenal, Central Park, NY, NY 10021; (212) 360-1417.

Jim McKay (LOWE 81-89, SAGA 89-92, STLI 92-94) has returned to the Park Service from the private sector. He is the new chief ranger at Martin Van Buren NHS. Address/phone: General Delivery, North Chatham, NY 12132; (518) 766-3466.

Gary Pollock (SHEN 76-81, JOTR 81, YELL 82-86, SHEN 86-91) has a new position at George Washington Memorial Parkway. He is the supervisory park ranger in the Potomac River Unit. He was a concessions management specialist.

Andy Ringgold (SEKI 67-72, LAVO 72-76, PEFO 76-79, NERI 79-84, WASO 84-89, CACO 89-95) is the superintendent at Redwood National Park. Previously he was superintendent at Cape Cod.

Patrick W. Russo has joined the staff at Statue of Liberty. He is a retired New York City transit police officer. Address: 97 La Bau Ave., Staten Island, NY 10301.

Jonathan Schafler (SEKI 86-87, BOST 87-90, LAME 90-92, SAJU 93-94), a supervisory park ranger at San Juan, has resigned. He wants to return to the NPS and welcomes any suggestions. Address: Box 1341, San Juan, PR 00902; or leave message at (503) 673-3167.

Helen L. Scully (REDW 91-92, ORCA 93-94, DEVA 92-present) has become a permanent fee collection clerk at Death Valley. She was a seasonal interpreter at Death Valley, Oregon Caves and Redwood. Address/phone: P.O. Box 515, Death Valley, CA 92328; (619) 786-2126.

(more on page 36)
Letters (continued)

I am a conservation officer in the province of Genova and the chairman of a local Italian association of conservation officers from the region of Liguria. I am collecting, for documentation of mine and my fellows, all the available information about foreign experiences in wildlife law enforcement. I would be grateful if Ranger readers involved in anti-poaching activities would send me useful documents and manuals about these topics, or correspond with me for the exchange of information.

Augusto Attuoro
via martiri della libertà 32/14
16156 Genova GE
ITALY
Fax: 01139 10 661758

I recently read ANPR’s letter (Ranger, Spring 1995) to Director Kennedy about law enforcement at Statue of Liberty. It reminded me of an opinion I have felt very strongly since before I worked for the NPS. I believe that the “green and gray” should not display firearms. I do not disagree with Deanne Adams’ statement about the professionalism and accomplishments of the NPS ranger in law enforcement. I agree that such rangers should exist, should be trained in firearm use and should have access to firearms. However, I do feel that if a park is in a situation where immediate access to firearms is necessary, then Park Police should be used in place of, or in addition to, park rangers.

I would like to be a law enforcement ranger myself. I crave the authority to issue parking citations, bag limit violation notices, fines for open flames and other penalties for minor infractions. I would not want to investigate a building in which an alarm has sounded at 2 a.m. without a firearm or approach a belligerent visitor unarmed, but I refuse to carry a firearm on my hip in the everyday duties as a park ranger. Where a firearm is needed in the everyday duties, the park should use Park Police and not rangers.

Great Britain does just fine with unarmed constables. Sure, I know America is different, but that’s what Park Police and shotguns in the trunk are for.

KellyAnn Gorman
Minot Man NHP

In the Summer 1995 issue of Ranger, ANPR President Deanne Adams discussed the mission statement of ANPR. She suggested that the mission statement needs to be modified to reflect the present thrusts of the organization. I agree that it must reflect the “advocacy” and “community building” focus ANPR is undertaking. No matter which way the mission is modified, the most important mission of the organization must be that of advocate for the park ranger profession. We have a history of many tough battles advocating for the ranger. In the years ahead, budgets for the National Park Service will become more restrictive and we must ensure that never again will the budget problems of the bureau be balanced on the backs of the rangers. We can only ensure this through a strong advocacy role.

Einar S. Olsen
National Capital SSO

All in the Family (from page 35)

James Stenznick Jr. (LAME, GICL, VIIS, WASO, YOSE, LABE, PINN) has retired after 35 years of federal service. A superintendent for 20 years, he and wife Gayle moved to the Spanish Mission town of San Juan Bautista, Calif, after accepting the second-round buy out. He was a longtime representative from the Western Region to the E&AA of the NPS. Gayle was a national president of the National Park Women’s Association. Address: P.O. Box 939, San Juan Bautista, CA 95045.

Jonathan Smith is the fire cache manager at Grand Teton National Park. Address: General Delivery, Moose, WY 83012.

Richard Steacy (NACC 90-95) now is a park ranger at Rock Creek Park, Peirce Mill Unit. He was a park ranger at the National Mall.

Photos Needed
Dottie Robbins is seeking pictures of Stan Robbins, a career park ranger and active in ANPR for many years until his death in the fall of 1994. Please send them to her at 1 Norman Road, Bar Harbor, ME 04609.
MEMBERSHIP APPLICATION — Association of National Park Rangers

Important: Please specify — Q New Membership Q Renewal Date _____

Name (Last, first, MI) __________________________________________ Title __________________________

Box or Street ____________________________________________________________________________

City __________________ State _____ Zip ___________ Home phone ___________________________

NPS Employees: Park four-letter code (i.e. YELL) __ __ __ __ Work Phone _______________________

Field Area or Cluster (i.e. RMP; WASO use NCR) __ __ __ __

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Associate (individuals other than NPS employees)

Regular Q $30
Student  Q $20
Supporting Contributing Q $100 Q $500

Subscriptions Q $30

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

Life payment may be made in five installments of $75 (individual), or $100 (joint), over a 24-month period.

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

Administrative Use
Date ____________________________ Rec’d $ ______ Check # ______
By ______________________________________

Return membership form and check payable to ANPR to:
Association of National Park Rangers, P.O. Box 307, Gansevoort, NY 12831
Membership dues are not deductible as a charitable expense.

Tell us your news!

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

Name ____________________________

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

New Position (title and area) ______________________________________________________________________________________________

Old Position (title and area) ______________________________________________________________________________________________

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

Other information ______________________________________________________________________________________________

Tell us your news!

RANGER: FALL 1995
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