

# RANGER

The Journal of the Association of National Park Rangers

Vol. XII, No.1

Winter 1995-96

**1995**

🌲 **RANGER RENDEZVOUS** 🌲



🌲 🌲 **ST. PAUL, MN** 🌲 🌲

*Association of National Park Rangers • Nov. 7-11, 1995 • Association of National Park Maintenance Employees*

## Letters

I read with interest the recent issue of *Ranger* (Fall 1995) and ANPR's leadership role in the International Ranger Federation. This worthwhile effort by the professionals from the first National Park System of sharing our experience and gains in resource protection is right on the mark. It is in part because of our long tradition of helping other countries establish national parks, that we are recognized as the best in the business.

We need to be reminded of our solidarity all the time. It will protect our parks from attempts to unravel the National Park Service, as Gary Pollock's "Park Values" article in the same issue of *Ranger* attests. We are one System of 369 nationally significant units. Our history and cultural heritage will never cease and, thus, in the future we will be a larger System.

Let's take this opportunity to remember our leadership role in the world, that our resources are better today for it, and that we must help each park be secure in its future by remaining one System, not 369 separate parks.

I applaud your efforts in focusing on the leadership roles the National Park Service must enjoy.

— Stanley T. Albright  
Field Director, Pacific West

As a recent subscriber to America Online, ANPR's choice of on-line service, I was searching through the member directory. "National Ranger" and "Park Ranger" produced some interesting e-mail addresses — more than 250! To facilitate communication between ANPR members, I plan to compile a directory of ANPR members' e-mail addresses — or at least try!

A sign up sheet was available at the Rendezvous to start the process. For others, simply send me an e-mail message at Jmc004@aol.com. Please include your name, NPS site or affiliation, your e-mail address, and any hobbies or interests that might serve as an ice breaker to encourage communication. I will return to you a list of ANPR members' e-mail addresses!

I am also encouraging America Online subscribers to create a member profile (keyword: profile). If, like me, you're rather squeamish about listing personal informa-

tion, my suggestion is to list only your first name, your four-letter park code, and "ANPR." ANPR will be a specific phrase to search to avoid coming up with 250+ profiles.

I will try to pass along hints and short-cuts as I discover them. Feel free to pass along any to me! I am definitely open to suggestions. For those not yet on-line, but interested, my address is 36390 Old Ocean City Road, Willards, MD 21874. My phone number is (410) 835-3121. I'm looking forward to hearing from you!

Jeannine (Cormier) McElveen

I want to issue a challenge to all members of ANPR. As the Service continues to reorganize and downsize, we will see more and more central office folks moving to field areas. Some have had park experience earlier in their careers. Others will be adjusting to more than a new job new home and new community. They also will find themselves immersed in NPS culture in a way that they may never have experienced in Philadelphia, Santa Fe or Washington.

If each member of ANPR would make a genuine effort to introduce one of these folks to the Association, we may do a lot to ease their move into a new job and a new life. Invite them to a park ANPR meeting, or have them over for drinks and discussion about what goes on at a Rendezvous. How strange it must seem to some to commit one's own money to travel across the country and talk shop for a week!

This community building effort can only help the Association as well as new park employees.

— Hugh Manar  
Fort McHenry

I read a recent letter (*Ranger*, Fall 1995) sent to the editor and I must say, I was appalled. I believe the author of that letter has a very narrow perception of what law enforcement rangers do. Sure, we write parking citations, citations for open fires and the like, but we also aid and assist visitors, respond to emergency medical situations, participate in the DARE program, and educate more people about our laws than we cite for breaking them.

As law enforcement officers, we have made the decision to do all that is necessary

(turn to page 27)



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# RANGER

The Journal of the Association of National Park Rangers

Vol. XII, No. 1 Winter 1995-96

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

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

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

## Submissions

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

## Deadlines

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Submit copy to editor on computer diskette in PC WordPerfect 5.1 or Microsoft Word format, or send to editor's e-mail address — [fordedit@aol.com](mailto:fordedit@aol.com).

## Change of Address

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

## Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact the editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401; (303) 526-1380.

## Table of Contents

<b>Rendezvous XIX</b>	
Roundup .....	2
Speakers .....	3
Workshops .....	4
Business Meetings .....	14
<b>Features</b>	
Law Enforcement Abuse of Civil Rights .....	16
IRF Update .....	22
Rendezvous XX .....	23
In Print .....	24
Professional Ranger .....	28
ANPR Reports .....	30
ANPR Actions .....	33
All in the Family .....	34

Cover: Art by Lynn Lufbery, Voyageurs National Park

## President's Message

The annual Ranger Rendezvous makes it possible for the ANPR board to check with a representative sampling of the membership, to get feedback on our actions of the past year and plans for the next. With the flurry of publicity surrounding House Bill 260, one critical area we felt needed revisiting was an update and discussion of our advocacy role. Consequently, at this 19th Rendezvous, we held an excellent panel discussion and overview of our advocacy actions, followed with a presentation by Congressman Bruce Vento. For a review of ANPR's history with advocacy and our current actions, please take a look at coverage of this panel presentation on page 7. The *Ranger* staff also decided to restore a brief Association Actions section in each issue to update members on advocacy and other actions.

We used this annual gathering as an opportunity to train board members in the role and functions of an effective non-profit board. Because the role of boards often isn't understood, yet is critical to the successful functioning of organizations, I want to share some of what we learned about our Association and how we plan to use that knowledge in the coming year.

We learned about the six basic roles of a non-profit board, then we measured how well we were performing each. I'll use three of those roles as examples:

**Planning:** An effective board establishes a clear mission for the organization and forms a strategic plan to accomplish the mission.

► We have a good strategic plan but both are too long. We will develop a shorter mission statement with a supporting values statement. We already link our annual work plan to long-range goals and will develop other ways to share the strategic plan with members. Our challenge is to track goals and actions, and develop accountability for volunteer workers without having a paid executive director to provide support.

**Creating a manageable structure:** An

effective board has bylaws that guide its work and provide mechanisms for oversight; roles that are clear; and a structure that enables the organization to work effectively.

► Role and function statements have been submitted for several board and committee/task group chairs. The rest will be developed and approved by the board before the next Rendezvous.

► Board members aren't satisfied with the current structure. We see that the 10 regional representatives are dedicated to only one of the six roles (representing the organization), while the remaining seven members have all six roles spread among them. We feel regional representatives are used inefficiently as board members.

**Representing the organization:** The board is successfully representing ANPR when it is seen by the members as providing needed services; is well known to major stakeholders; is seen by the media and others as a resource for information; volunteers are easily recruited; and fundraising is made easier given accomplishments that are known to donors.

► We don't have a work group dedicated to this role; it has been assigned to all regional representatives and a vice-president, which is too broad. We need a structure to help us focus on priorities.

► We have national recognition from Congress, NPS and others, but we don't have a media plan to expand recognition.

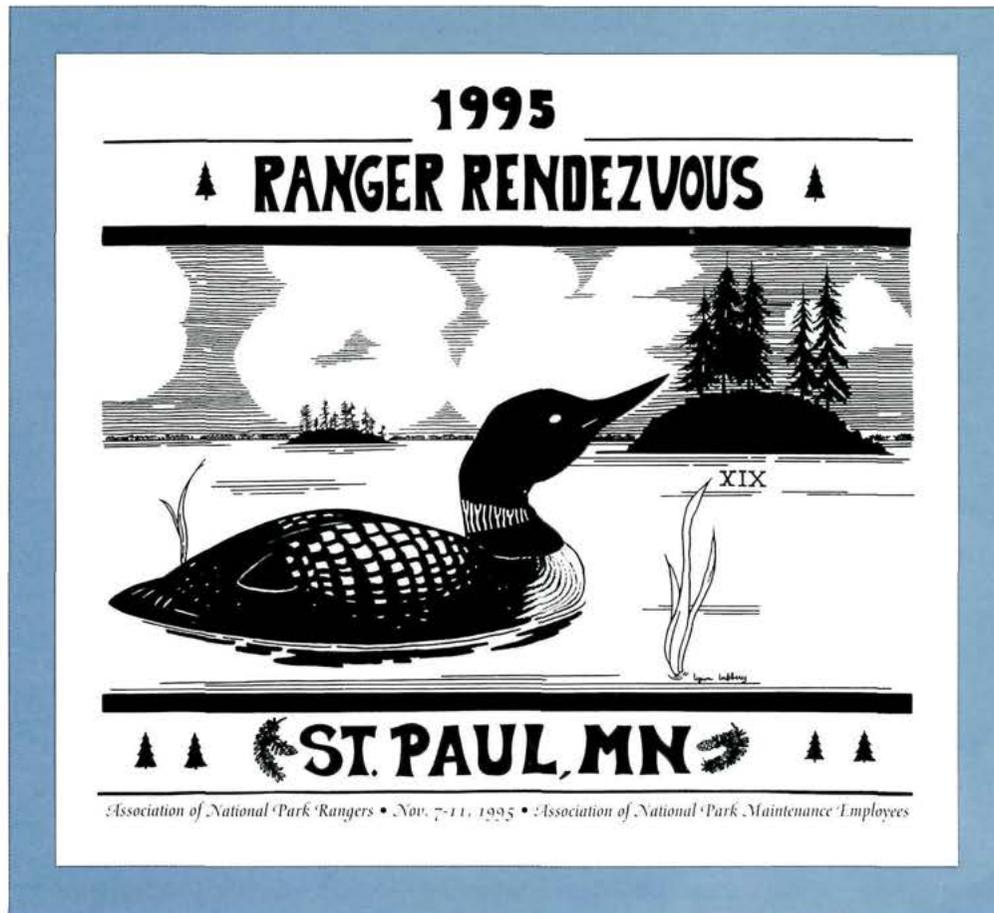
► We haven't always been successful in showing members our accomplishments, and we haven't asked them recently what they expect from us. This year we will try a survey.

The remaining three roles of a board are: financial management, fund raising, and monitoring and evaluation.

I hope this review helps you critique our performance and understand our priorities this year. As always, contact us by e-mail, phone or mail, and we'll be happy to talk. □

*Deanne J Adams*

# Ranger Rendezvous XIX in St. Paul, Minn.,



*“To know a river, one must flow with it. From the river we become witness to many worlds coming together.”*

— from the *St. Croix Reflections* script, NPS visitor center at Stillwater, Minn.

**A** NPR members came to St. Paul, Minn. — on the banks of the Mississippi River — for Rendezvous XIX to share ideas, advance professionalism and get to know one another better.

The week-long event, which ran from Nov. 7-11, 1995, again was held jointly with the Association of National Park Maintenance Employees. It was filled with workshops, guest speeches, business meetings and receptions. It also was a time to renew old friendships and create new ones. The annual event attracted 161 members, along with many family members, to this Upper Midwest locale. As is traditional, members came on their own time and at their own expense.

On the following pages of *Ranger*, you can read highlights from the workshops, speeches, business meetings and more.

Other aspects of the Rendezvous aren't detailed in these pages, but they are every bit as memorable:

- ▶ Mark Herberger's emotional presentation in pictures and words of members' travels to Poland for the first World Ranger Congress last May. Herberger, an interpretive ranger at Big Bend, described his insights of Poland and other European countries through a fictional letter to his father titled, "Poland: Wrestling with Changes — Parallels."

- ▶ Charlie Maguire's heartfelt performance of his original composition, "The Grey and Green."

- ▶ The wonderful hospitality of Minnesotans, led by Superintendent JoAnn Kyril of the Mississippi National River and Recreation Area. She and her staff, along with Superintendent Tony Andersen of the St. Croix National Scenic Riverway, handled local details for the Rendezvous.

Attendees spent the free afternoon exploring the surrounding area. A busload of about 50 people traveled to the Minnesota/Wisconsin border to view and learn more about the St. Croix River area and the partnerships that created it. Others toured museums in St. Paul.

Lynn Lufbery, personnel assistant at Voyageurs, drew the Rendezvous logo with its North Country theme. □

— Teresa Ford, Editor

# Draws Hearty Crowd

## Speakers Challenge ANPR Members

**N**ational Park Service Director Roger Kennedy embraced a feisty attitude in his keynote address to the ANPR membership.

He'll no longer be bullied by certain members of Congress, and he urged the audience to take a similar approach.

"You have the right to speak your piece on political matters at any time," Kennedy said.

"That's your right as an American citizen. Don't be intimidated or harassed."

In light of budget battles in late 1995, Kennedy said, "Life's not composed of easy victories, and in this climate, it just means persistence."

He rated training as a top priority of the NPS and vowed to find the funds to train employees better and more effectively. He called national parks the labs — teaching places — of American history, species and their interrelatedness.

"From raking leaves to raking memoranda, each of us is a teacher," he said.

Kennedy encouraged ANPR members to look at the interests of the National Park Service and the interest of the American people, and consider these interests together.

"We need a broadened constituency. The future of the NPS system — its protection and preservation — lies in the hands of a changing America in which

half won't be from the North Sea; half will have darker skins than I."

If historic urban sites are ignored, what does that suggest about the future of Glacier, Yosemite or

other parks, he asked.

"In the Mather and Albright tradition, there is one Park Service and one National Park System. If we let anyone chew it up, leave it open to abuse, I say that gives aid and comfort to the enemy and we are betraying the Park Service.

"No more talk about history's parks — the crown jewels — they are *all* crown jewels. Let's have no more talk about unraveling the parks."

If you espouse the Mather-Albright tradition, each of whose units reinforce the other, Kennedy said, than every part of the National Park Service is part of a whole. "We are devoted to the American patriotic tradition."

Other Kennedy comments:

► "Operating on Mother Nature with the lights off is a poor way to protect anything."

► "Go in with the assumption we care and we're willing to pay for them (parks). Stop rolling over."

Rep. Bruce Vento, Democratic congressman from St. Paul, returned to familiar territory and blasted extreme, radical politicians in Washington whose "hostilities are out of proportion to the facts."

He deplored the demonization of federal workers and said, "Certain functions are uniquely federal."

Vento pointed to the tradition of cooperation and collaboration protecting the Upper Mississippi River. "We can't do it alone," he said. "We need cooperation."

Conservative Republicans have mentioned little about the environment in budget deliberations, but their

assault on the environment has been relentless, said Vento, a member of the House Resources Committee. He is a former chairman of the Subcommittee on Parks, Forests and Public Lands.



John Garamendi

John Garamendi came cloaked in secrecy as the Rendezvous mystery guest. Though his name isn't a household word, and few attendees knew him, the Interior deputy secretary grabbed immediate attention.

"When you go after the National Park System," Garamendi said of detractors, "you hold dear a very important aspect of where we've come from — the fabric of what holds us together."

The former California insurance commissioner told ANPR members he has visited national parks since early childhood. "You have given me and my family marvelous experiences."

He outlined his work since his appointment last summer and said, "We are trying to ring the bell in the night and say, 'There's a fire consuming us and it's the fire of ignorance.'"

Garamendi asserted that these aren't the worst days for the Park Service. "Our worst days are when we're not willing to fight for what we feel is important." □

— Teresa Ford, Editor



Rep. Bruce Vento

### Other Rendezvous Speakers & Quotable Quotes

- **George Frampton**, assistant Interior secretary for fish, wildlife and parks — "*The Park Service must become a more adept organization — innovative, outward looking, willing to embrace and solve problems.*"
- **Bobby Langston**, chief of the U.S. Park Police — "*I may look to some like the enemy, but I look at you as friends.*" ♦ "*Vote, speak out, help out and reach out, volunteer, teach, be a leader, be a doer.*"
- **Dwight Rettie**, author of "Our National Park System: Caring for America's Greatest Natural and Historic Treasures" — "*There are no crown jewels (of national parks), but all are jewels in the crown. Grow in your capacity to embrace them.*"
- **Jim Maddy**, president of the National Park Foundation — "*The most precious values of our country are found in the national parks.*" ♦ "*I'm good at asking for money and thanking people for it.*"

# ANPR Members Advance Professionalism with

## The Real Ranger Futures:

National Park Service employees can be millionaires!

This was the concept Frank and Kathy Betts tried to get across at their workshop on investing for retirement. This is especially true for new employees who are making the maximum contribution to the Thrift Savings Plan (TSP) under the FERS retirement plan.

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

Frank Betts, who retired from the National Park Service in 1980, recommended that both FERS and CSRS employees be fully invested in the TSP "C" Fund. Don't worry if the stock market goes down, he said. Remember that you are in the investment for the long haul. Over the course of 66 years, from 1926 to 1992, the S&P 500 rate of return was 10.3 percent.

A bill currently in Congress would allow employees to increase contributions.



The late Horace Albright, right, appears in video and points out the need to preserve the integrity of the National Park System. Below, retiree Frank Betts conducts a workshop on preparing for a secure financial future. All Rendezvous photos by Teresa Ford, Ranger editor.



## Working With Partnerships — Making Opportunities

I can get by with a little help from my friends.

Brian O'Neill, superintendent of Golden Gate NRA, expressed this credo at his Rendezvous workshop.

Friends, cooperating associations or partners are important ingredients in the park's recipe for success, O'Neill said. Golden Gate NRA, a unique urban park with many diverse components and an irregular boundary, has discovered that the more people who participate in the operation of the park, the better the park accomplishes its mission.

The first step, O'Neill said, is a change of thinking. The NPS has to make the park story more relevant to the ever-growing urban population and to abandon its distrust of the "private sector."

To get the public involved, instill ownership and give the park constituency more say in park operations pays big dividends.

O'Neill said "friend raising leads to fund raising." Last year Golden Gate's cooperating association raised about \$3.5 million — up considerably from the nearly \$10,000 raised 10 years ago.

Golden Gate's cooperating association is one of the largest in the System with a full-time executive director and 110 employees. It also serves as an umbrella organization with the many park partners who assist the park — from operating and managing operations such as sailboarding, parasailing, natural area restoration, dogs in parks, and a management plan for Alcatraz Island. These

partners present about 2,000 program activities a week in partnership and on the behalf of the NPS.

Management of all these partners requires a proactive thinking and an unwavering commitment and refusal to compromise NPS principles, O'Neill said. Knowing well that groups will "meet the autonomy given" a constant monitoring and an amiable, dynamic relationship must exist to prevent a dilution of NPS authority.

With an understanding in hand, partnerships are valuable tools for park management. In a time of lean funding resources for most parks, O'Neill and his team may have discovered the pot o'gold at the end of the rainbow.

— David F. Kratz  
Kennedy NHS

# Rendezvous Workshops

## Investing in Your Financial Future

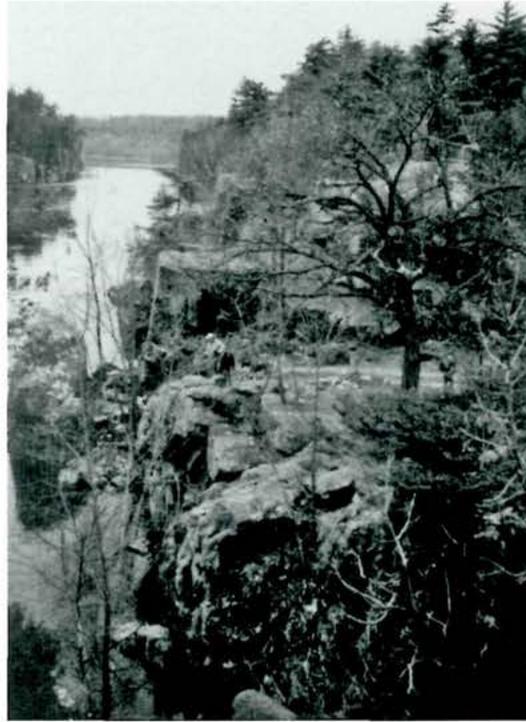
If this passes, all employees should take advantage of the opportunity.

Betts also discussed saving to meet different goals. Savings for short-term goals such as medical bills and job loss should be liquid and stable. These types of investments would include savings accounts and short term certificates of deposit.

Medium-term goals, such as a home or college expenses, may warrant growth investments that are flexible. Mutual funds, stock and real estate investments may meet those needs. Savings for long-term goals such as retirement should be tax-deferred growth investments such as TSP, IRAs and mutual funds.

The Bettses recommended specific reading and research materials so employees can be informed about their investments. These include "Your Thrift Savings Plan," "Your Retirement" and "Increase Your CSRS Retirement Income," all available toll-free from Federal Employees News Digest at (800) 989-3363.

— Sarah Craighead  
Mesa Verde



### RIVER TOUR

John Daugherty, chief of interpretation and visitor services at St. Croix National Scenic Riverway, hosted a half-day bus trip to Interstate Park, the Ice Age Visitor Center and the St. Croix River. The 252-mile long St. Croix Riverway embraces the St. Croix and Namekagon rivers. Julie Fox Martin, a park naturalist with the Wisconsin Department of Natural Resources, led ANPR members on a short hike in the typically brisk November weather.

## Management Succession in the National Park Service

Management succession planning started as a part of the Career Council following Vail discussions, on Organizational Renewal and Employment Development. Ernest Ortega, assistant superin-

tendent of the Southwest System Support Office, presented this workshop about how the Service will identify, select, develop and enhance management.

Beginning in March 1994, a group of volunteers worked to develop a system that would be based on management competencies and identify career tracks. The system would need to be flexible to allow opportunity for candidates to pursue alternate career tracks. Through screening and evaluation, a pool of candidates would be selected.

The first draft of the plan was completed in October 1994 and the final plan could be ready in December 1995. The plan notes that the Service needs an information management system to collect and collate personnel action history and provide statistical data on the workforce and management selection process.

Employee reductions to meet targeted 1999 levels mean that it will take three to five years to implement the plan, but major buyouts in 1997 will provide some vacancies. In the meantime, leadership training will continue.

— Jeff Karraker  
Capulin Volcano

## Native Americans and Park Management

The Park Service views the Indian Self-Governance Act as an opportunity to partner with local tribes. Language in the act makes it clear that our obligations are discretionary, so the door is open to negotiate with tribes as a sole-source provider.

The Department of Interior hopes to add 20 tribes a year to the 54 tribes that already have qualified for self governance. The act grants the NPS the authority to negotiate contracts with tribes to perform certain discretionary programs. Expired OMB Circular A76 required us to contract for services where lengthy study showed it was profitable, regardless of mission. This act, on the other hand, allows parks to select func-

tions that appropriately may be contracted, or "compacted" in the language of the act, and enter into an agreement with a neighboring tribe for that function or service.

Park Service efforts are to make provisions of the act grassroots (park) driven, said Maureen Finnerty of WASO. So far, parks in Alaska have been the most successful in negotiating agreements with native corporations.

One of the more important compacts to watch will be for operations at the National Bison Range in Montana (U.S. Fish and Wildlife Service). When this compact clears the Department, it may be the model for the future.

— Ken Mabery  
El Malpais

## Ranger Careers

The National Park Service is progressing toward completion of Ranger Careers, Volume I, but the goal of total management of the ranger profession is probably two years away.

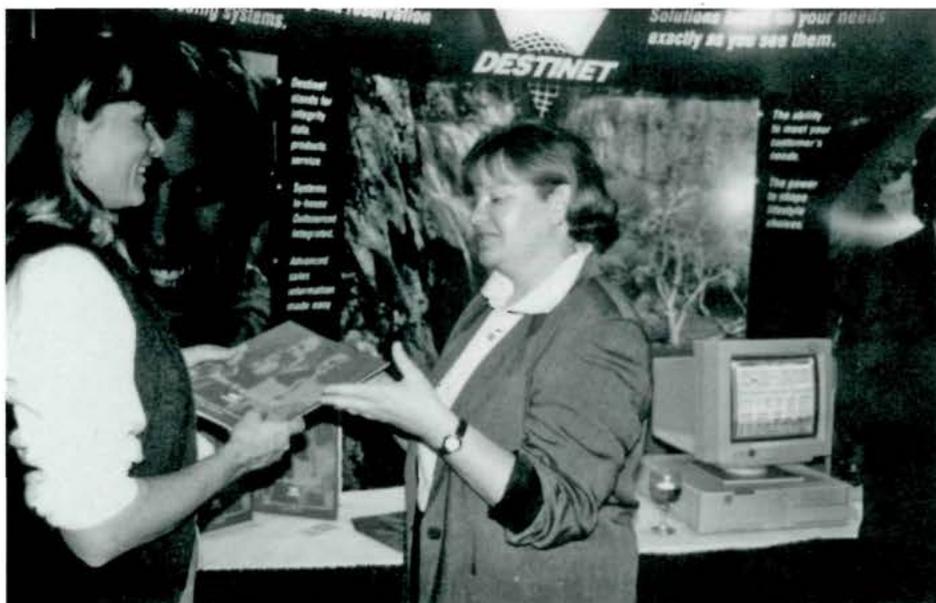
That's the word from Bill Sanders of the Washington Office. He conducted a workshop on the progress of phase two of ranger careers. He said the process of reviewing all FERS 6(c) packages submitted by the Nov. 1, 1995, deadline should be completed by spring.

The concentration now is to gain coverage for the approximately 150 CSRS employees who, for whatever reason, didn't initially apply for coverage in 1989. This issue is close to resolution. The concern now is centered around the legalities of granting coverage, not whether or not to initiate the process.

Revised qualification standards for the 025 series have been written and are at OPM for approval. The revised standards include 24 semester hours in a degree program related to natural or cultural resources.

Much of the workshop time was spent discussing the effect of ranger careers on seasonal positions. Benchmark seasonal park ranger positions at GS-5/6/7/9 have been developed.

The seasonal GS-5 is a generalist position. The GS-6 position would be a new interpreter or seasonal with law enforcement training, but no experience. The GS-7 and 9 positions would be considered specialists and carry qualifying service for 6(c) coverage.



Cathy Burdett, right, of Destinet explains her company's products to Lisa Eckert, Denali. More than 15 exhibitors displayed their wares at the Rendezvous.

Sanders indicated OPM had been contacted about running the application process for these type positions and would grade applications on a scannable system with weighted criteria submitted by hiring officials.

In addition to the seasonal application process, development is continuing on an application process designed to hire new permanent rangers. This process may open the door to permanent careers as park rangers. Seasonal positions shouldn't be considered stepping stones to permanent jobs, and supervisors should emphasize this to all current seasonals. Although working as a seasonal helps in gaining job experience, this wouldn't be the only helpful experi-

ence in the application process.

Sanders noted several other items of interest:

- ▶ The pass/fail performance evaluation system is targeted for implementation by Jan. 1, 1996. This will be a results-oriented system with one to five critical goals and two mandatory progress discussions with your supervisor during the evaluation period.

- ▶ There also is a complete revision under way to the NPS awards system. The system is being simplified and will consist of a one-page form to cover all types of awards except step increases. The system will allow cash awards for special acts to be approved on the spot.

— Dan Moses, *Dinosaur*

## It Was a Dark and Stormy Night: Creative Writing

Mystery writer Nevada Barr attracted a lively audience to hear about her career path. A park ranger at Natchez Trace Parkway, she has written four novels with a National Park Service theme.

In a presentation laced with humor, Barr said she turned to writing because she was too old to continue an acting career, faced a midlife crisis at 40 and had no health insurance.

She explained the different genres, and gave pointers about various meth-

ods of writing, the markets and the chances of getting published. Barr's first book brought \$7,500 — or about 3 cents a minute for her effort.

She told a rapt audience to write what they are passionate about, and find aspects that are idiosyncratic, fresh, believable or multi-dimensional. Barr eventually learned to discipline herself to write three pages a day.

In the workshop she included an exercise for plotting, which had everyone chiming in with ideas. She also gave in-

formation on ethics and legality, manuscript presentation, agents and editors.

Barr's novels are "Track of the Cat," set in the Guadalupe Mountains, "A Superior Death," set in Isle Royale, "Ill Wind," set in Mesa Verde, and "Firestorm," due for release this March.

Later in the week, Barr read an excerpt from "Firestorm." Look for an excerpt from the book in the Spring issue of *Ranger*.

— Jeff Karraker  
*Capulin Volcano*

## Wilderness: New Technology, New Management

NPS wilderness managers will need to respond to a variety of challenges in the next 10 years. Increasing numbers of day-users may be the most profound change affecting wilderness solitude.

Hugh Dougher of North Cascades coordinated a workshop on wilderness issues. He reported that technological advances like cellular phones and pocket-sized GPS units may change the feeling of isolation in wilderness areas. The demographics of wilderness users also is changing. Use by Anglo-Americans has declined, but use by minorities, particularly Asians, is increasing.

Another big change is in climbing, Dougher noted. In the past, most climbers advanced from hiking to backpacking to mountaineering and rock climbing, and they gained experience and back-country use ethics along the way.

Now, most climbers learn their sport in climbing gyms and then venture outdoors. The number of U.S. climbers now stands at 6.2 million, an increase of 32 percent from the previous year. More than 130 new climbing gyms opened in 1994. This group of young, energetic climbers needs education about back-country safety and land ethics if wilderness values are to be protected.

Dougher also warned that access to public lands for specialized recreational activities will become an increasingly contentious issue. So far, managers have been conservative in many of their ac-

cess decisions, but recreational groups will be challenging managers about access decisions and managers will need better information on which to base their decisions.

Greg Lais of Wilderness Inquiry discussed wilderness use by persons with disabilities. This non-profit group in Minneapolis takes disabled and able-bodied persons into wilderness areas.

He reviewed the provisions of the Americans with Disabilities Act (ADA) related to wilderness use. The ADA states that wheelchair use is allowed, but agencies aren't required to make special provisions for wilderness access. A wheelchair is defined as a device designed solely for use by a mobility-impaired person, and that is suitable for use in an indoor pedestrian area.

The remainder of the workshop was devoted to presentations by Connie Myers, from the Arthur Carhart National Wilderness Training Center, and Dave Parsons, from the Aldo Leopold Wilderness Research Institute and formerly NPS scientist at Sequoia and Kings Canyon national parks. Both organizations, located in Missoula, Mont., work with wilderness staff in the four federal agencies with designated wilderness.

Myers said the goals of the Carhart Center are "to foster interagency excellence in wilderness stewardship" by improving public understanding and manager knowledge of wilderness philo-

sophy, values and processes. The center has developed a series of training manuals available to all wilderness managing agencies. It also developed and has presented several interagency workshops on advanced wilderness management throughout the country. Future activities will include more line officer training courses, a fire resource adviser program, and work with outfitters and educators.

The purpose of the Leopold Institute, Parsons said, is to broaden the base of research that supports wilderness management decisions. The National Biological Service is now a cooperator with the institute, and the four wilderness managing agencies have established a coordinator position in Missoula, or are committed to doing so. The institute's main goals are to identify research needs of the wilderness managing agencies and broaden the wilderness research focus to include social, biological and ecological elements.

The NPS manages more acres of wilderness than any other agency with wilderness. Yet, its wilderness management program is among the least visible.

At last year's Wilderness Management Conference, Director Kennedy committed the NPS to increasing its emphasis on wilderness management. The panel at the Rendezvous workshop presented challenges and provided information that will help the commitment become reality.

— Meg Weesner  
Saguaro

## Panel Discussion on ANPR Advocacy/Legislation

On the final morning of the Rendezvous, a discussion of ANPR's advocacy was conducted by President Deanne Adams, Past President Rick Gale and Vice President for Special Concerns Vaughn Baker.

Adams described ANPR's actions in this arena as primarily "advocacy" rather than "lobbying" per se. The primary difference is stating support for certain positions and providing information rather than encouraging members of Congress to vote a certain way on specific bills.

Gale reviewed the history of the Association's advocacy. Starting about 1980, ANPR's advocacy focused on is-

suues such as "025 vs. 026" and evolved over time into "6(c)" and Ranger Futures. This involved working with the Service, the Department and OPM on these issues.

In the late 1980s, ANPR was asked to testify before Congress on the status of the "endangered ranger." This brought to the attention of the Congress and the media the deplorable living and salary conditions faced by many NPS employees.

In the early 1990s, Congress began calling on ANPR to provide information on bills affecting the National Park System. ANPR has provided testimony on the establishment of new areas, park bud-



gets, housing, heritage areas and fees.

Baker covered the issues that ANPR has been involved with over the past year. These include the establishment of new areas, the review of the makeup of the existing System (as outlined in H.R. 260), the budget situation and confirma-

(continued on next page)



Dale and Angie Kissner of Mesa Verde visit with Jeff Karraker, ANPR vice president of communications, at a complimentary breakfast for first-time Rendezvous attendees. Rendezvous XIX attracted 161 ANPR registrants. The 1996 Rendezvous, ANPR's 20th, is planned for Nov. 4-9 in Corpus Christi, Texas. (See page 23 for details.)

## VERP: Not Just a Four Letter Word

VERP stands for Visitor Experience and Resource Protection. It is designed to provide managers a better process for identifying and managing the type and level of visitor use while protecting resources and meeting social expectations.

This workshop was presented by Noel Poe, Jim Webster and Karen McKinlay-Jones from Arches National Park and Dr. David Lime from the CPSU at the University of Minnesota. They used Arches as an example of efforts to determine the allowable level of visitor use while still protecting the resource from impairment and degradation.

The process is similar to programs such as Limits of Acceptable Change (LAC) and Recreation Opportunity Spectrum (ROS) used by the Forest Service and Bureau of Land Management. VERP is used as a component of a GMP or other planning document, and public involvement is critical during all phases of the development and implementation.

The VERP process provides a scientific way to accomplish the age-old dual purpose of protecting resources and allowing use. At Arches, they concentrated on specific areas with high vehicle and

visitor use, measured visitor experience and determined threshold levels of impact on fragile soils and plants.

A series of computer-generated pictures of the same scene with different numbers of people were used to measure visitor reactions to crowding and their level of an acceptable experience.

Visitors were interviewed about their visit and perceptions of crowding. Scientists also identified indicators to assess impact on the resource. These indicators must be ecologically meaningful and as independent as possible from influence by other factors.

Arches used the health of cryptobiotic crust that forms on desert soils. The crust is fundamental for all plant life in the desert, yet is easily damaged by simply stepping on it. Other measurable indicators were soil compaction, and shortcut or social trails.

These scientific and social indicators tell us about the quality of the experience. Based on an evaluation of acceptable experience by the visitor and level of health of the scientific factors, standards are set that would maintain resource protection and prevent a negative

visitor experience.

The park must quantify management objectives and determine what level of meeting the standards is appropriate. For example, the biologic and a positive visitor experience should be met 90 percent of the time. Monitoring to determine if the park meets this standard then determines future management actions.

Poe, superintendent at Arches, said VERP will enable the NPS to evaluate how it is doing in managing increasing visitation, protecting resources, and providing a quality experience. The indicators and standards will serve as an early warning system and provide an opportunity to implement protective measures before irreparable damage occurs.

VERP is an integrated method to combine social and biologic science to respond to basic issues affecting all parks. This process provides a defensible basis to make difficult management decisions and fully involve the public and resource professionals.

Contact the workshop presenters for additional information about VERP.

— Bruce McKeeman  
Voyagers

## Advocacy (from page 7)

tion and qualifications of the director.

ANPR has long supported improvements in the process for establishing new areas by strengthening the application of clear criteria related to national significance. In the past, ANPR also has supported the concept of reviewing the makeup of the existing System. However, the debate over H.R. 260 has polarized this issue to the point where ANPR no longer thinks such a review could be conducted in an objective and nonpartisan manner.

ANPR member Rick Smith argued that we shouldn't be judging the actions of previous generations by what we may or may not consider significant today.

The general consensus of Rendezvous participants was that ANPR should continue to focus on the process for the establishment of new areas and discourage a potentially harmful review of the existing System.

— Vaughn Baker  
Shenandoah

## Spinning the Web: The World Wide Web and NPS Use of Cyberspace

Twenty thousand park visitors in three weeks. Impossible? Not on the World Wide Web, the gateway to the Internet. The National Park Service Home Page is one of the top sites on the Web.

With thousands of people "visiting" national parks via their home computers, terms like home page, HTML, hypertext, URL and Web Browser are going to be as common as site bulletins, waysides and exhibits for NPS Visitor Services. The Internet has attracted more than 100 million users.

At the Spinning the Web workshop, Paul Handley of WASO, a self-declared computer wizard, demonstrated the wonders of the Web. Handley led the participants on an astonishing voyage to the NPS Electronic Visitor Center, to

Amistad, Denali and Capitol Reef — and then to the North Pole to go polar bear sighting.

Most NPS employees are familiar with cc:Mail but are unaware of their computers' potential to communicate with the world. The NPS is on the cutting edge of Internet technology and already is serving thousands of visitors.

The NPS Home Page links the visitor to a home page for every unit in the National Park Service. Some pages are more elaborate than others. Capitol Reef, for example, provides a magnificent journey through the park.

Updated every day, the NPS Home Page also provides visitors access to press releases from units around the country, job information (including the

ever-valuable AVADS) and directory of bureau chiefs.

Although each park already has a home page (the basic text from the NPS Index), parks may want to update or create a new page. The workshop included brief instructions on creating home pages, and participants also took away a computer disk with a Web Primer.

Handley stressed that the Internet has the potential to be a powerful medium for presenting information to potential park visitors and "computer park visitors." This isn't a medium to be ignored.

For those who have access to the Internet (both America Online and CompuServe have Internet access) check out the NPS Home Page at <http://www.nps.gov>.

— David F. Kratz  
Kennedy NHS

## Resources Management Careers

Resources Careers is finally on track. Following in the footsteps of Ranger Careers and Administration Careers, it promises to bring some consistency and career direction to employees working in natural and cultural resource management. Bob Krumenaker from Shenandoah and John Mussare from the Washington Office presented this workshop.

This winter, representatives of the Resources Careers Working Group will work with personnelists to conduct audits of selected positions at 10-12 park units. The purpose is to determine the *type* of natural and cultural resources work being done in the NPS and the *grade value* of the work.

Information from the audits will be used to establish benchmark position descriptions at several grade levels in several job series. The initial focus will be on the most frequently used job series in the NPS. This includes general biological science (401), biological science technician (404), historian (170), museum curators, specialists and technicians (1015, 1016), and other specialties. Eventually, it will include as many as 45 cultural and natural resource career fields.

The timeline calls for development of the most common benchmark position descriptions by the end of the summer,



From left, Dick Ring of Everglades, Bobby Langston of U.S. Park Police and Dick Newgren of FLETC.

and full implementation with the necessary funding by FY '98.

Other goals of the Resource Careers Initiative include defining entry routes and career paths, linking with other NPS training and professional development programs, and developing strategies to implement full professionalization of the natural and cultural resources management work force.

A group of nine resource professionals, led by Kathy Davis in the Southern Arizona Group Office, is directing the initiative. Periodic updates are distributed on cc:Mail and at conferences. Krumenaker and Mussare said the committee welcomes suggestions/comments.

— Meg Weesner  
Saguaro

## Lunch With Director Kennedy

Following Director Kennedy's presentation, 10 members from ANPR and ANPME were selected to join him for lunch. From the vantage point of the restaurant at the top of the Radisson Hotel, the Kennedy gave a mini-orientation to the St. Paul area (his home town). He pointing out natural landscape features that shaped the history of the Twin Cities and the nearby downtown site of his family's sporting goods business.

Conversation covered a broad range of Service-related interests and concerns. Kennedy listened carefully to the seasonal employees as they discussed the complexities of seasonal employment, particularly regarding training opportunities and law enforcement requirements. Maintenance budgetary process questions and the prognosis for future funding needs generated no easy solutions, but clearly revealed how seriously the issue affects all staff levels.

He listened to the opinions shared and spoke of the problems he is addressing in Washington. Most evident throughout the short hour was his high regard for the Service family, and he expressed his respect and admiration for the job we are doing.

— Pat Tolle  
Everglades (retired)

## Whose Career Is It?

Kathy Smith, a former NPS employee now working for the Department of Energy, led this workshop.

She outlined several steps you can take to manage your career effectively. First off, research your career goals or dreams and distinguish between the two. Specific and realistic goals, including a timeframe, and short-term or intermediate goals are important to give you a sense of direction and accomplishment along the way, Smith said.

Identify your skills, strengths, weaknesses, likes and dislikes, and this can help point the way toward a career path that is most likely to be both realistic and personally rewarding, she said. Smith also emphasized that people should evaluate not only their experience, but their skills, and how the latter might be applicable to other career avenues. This can help you avoid limiting yourself to a straight line or "stovepipe" approach to your career.

Smith also identified networking and marketing as important elements in career management. Joining professional organizations, volunteering for special assignments and being involved help improve your visibility.

Smith discussed the importance of find-

ing the right people, such as mentors and sponsors, to help you. She listed these key elements in your search for a mentor: demonstrate your competence, be visible, make your goals known, highlight your skills and accomplishments, be willing to learn new things, and be sincere and a team player.

Smith offered tips on preparing an effective job application (or resume), as well as pointers for doing well in interviews. It's important to keep responses brief, but include specific information about your accomplishments that have relevance to the prospective.

Toward the workshop's end, panel members Barbara Goodman, Deb Liggett, Gary Pollock and Nancy Wizner related their "career stories." They illustrated how some of their specific career choices and risks enabled them to achieve particular career goals.

They also listed these key factors: tak-



Charlie Maguire, park ranger in river education for the Mississippi National River and Recreation Area, performs his original song, "The Grey and Green." He composed the piece the day before, specifically for the Rendezvous, after visiting with many ANPR members.

ing on special assignments, going outside of traditional straight-line career paths, networking and goal setting.

Overall, the workshop provided valuable information about taking charge of your career. Even in today's work climate, you can do many things to enhance your career growth and chances for success.

— Gary Pollock  
George Washington Memorial Parkway

## Hug A Tree & Survive: Presenter Training

One of the special treats of this year's Rendezvous was the omnipresence of Ab Taylor, world-renowned search tracker and co-founder of the Hug-A-Tree program. ANPR has undertaken the challenge of reinvigorating this basic search-and-rescue course for elementary school children. Cosponsored by a \$7,500 grant from the National Park Foundation, the Hug-A-Tree program is alive and growing.

To show his deep appreciation for ANPR's efforts, and to kick off this new venture Taylor attended the Rendezvous to teach and certify trainers in Hug-A-Tree. About 25 members attended two workshops and completed the 90-minute certification course. The course contents include a brief description of the 1981 search for 9-year-old Jimmy Beveridge. The search ended tragically when his body was found four days later, two

miles from his campsite.

The Hug-A-Tree course is designed to tell a simple story that will teach children basic principles for staying alive in the wilderness.

The entire course is intended to be taught in 30 minutes — the typical attention span of 5-12 year olds. The program includes a 12-minute slide presentation and a brief hands-on demonstration that teaches four basic concepts:

- You have friends and they are out looking for you.
- Stay in one place.
- Hug a tree (or a rock).
- We will come get you.

The course also teaches children how to make themselves BIG when they are lost, and to carry a plastic trash bag and whistle when hiking in order to stay dry and warm and to alert searchers to their whereabouts.

To complete certification as an instructor, workshop participants had to demonstrate their skills by presenting a portion of the course to the master. This wasn't an easy task for those of us who started our search and rescue careers by reading about and studying under Taylor's methods of man-tracking and search techniques.

This course has saved the lives of many children over the past decade, and its revitalization is sure to save lives in the future. Additional workshops are being planned to certify more instructors and reach more children. It also will be an exceptional public relations tool for building NPS/local community relations.

For more information call Hug-A-Tree and Survive at (703) 385-6491.

— Barry Sullivan  
Delaware Water Gap

## Making GPRA Work for You

GPRA. Another new acronym in the NPS dictionary? Actually, GPRA is the Government Performance and Results Act enacted by Congress in 1993. It is the future of how government does business.

Although the National Park Service is the highest-ranked agency by the public, studies show more than 90 percent of the public think there is government waste and inefficiency. This reduces the federal government's ability to address public needs adequately. Congress enacted the Government Performance and Results Act to address this concern and make agencies more accountable.

In the past we were used to dealing with efforts or inputs. GPRA helps us look at our results or outputs or how our efforts link to goals. GPRA will help us make sure goals and efforts match and help us set priorities.

Workshop presenter and GPRA task force member Heather Huyck said the NPS is following two principles in implementing GPRA. These are usefulness to the parks as a management tool and compliance. Currently, the NPS is updating its strategic plan to meet GPRA by ensuring the seven Servicewide goals developed in 1994 provide an adequate framework for focusing on NPS mission and results.

The GPRA task force was developed to oversee and coordinate the development of a Servicewide performance management system, including national strategic planning and budgeting, park- and program-level planning and goal-setting, resource allocations, performance measurement and Servicewide evaluations.

In 1995 Director Kennedy negotiated six prototype parks (Canyonlands, Cuyahoga, Great Smoky Mountains, John Day Fossil Beds, Roosevelt-Vanderbilt and Yellowstone). The Denver Service Center, WASO Interpretation, and Historic Preservation in the Northwest Field Area worked with the task force to develop results-oriented performance goals and measures.

With GPRA on the way, key words are inputs, outputs, outcome or mission, goals and results.

— Patti McAlpine  
Olmsted NHS

## Update on Uniforms: Changes in the NPS Program

Bill Halainen, former NPS uniform program manager and current chair of the Servicewide uniform committee, provided updates on the Service's uniform program in two workshops. Most of the presentation and discussion in each session focused on upcoming changes in or additions to the current uniform components. These are among the highlights:

► Overshells — Parkas will be replaced with redesigned and upgraded hip-length and waist-length Goretex overshells with zip-in, zip-out Thinsulate liners, and an additional down liner for the hip-length overshell.

► Vest — Redesigned to make it more attractive. In deference to common practice, tabs have been added to Class A vests for badges and name tags.

► Fleece jacket — A polar fleece type jacket made by EcoSpun will be added to the program. It will have the arrowhead patch and will accommodate badges and name tags.

► Pullover sweater — A new, dark green sweater will be introduced to replace the current gray pullover or commando sweater. The gray sweater will not be prohibited, but will be allowed to "fade away."

► Gaiters — Gaiters have been strengthened and otherwise improved and will now come in two sizes, including one considerably larger than the current model.

► Rain/wind pants — The pants have been redesigned to accommodate law enforcement equipment.

► Packable rain jacket and rain pants —

Employees in backcountry and river operations in several parks will soon be wear testing packable Helly Hansen rain jackets and rain pants.

► Backcountry shorts — A wear test of one or two models of "backcountry" shorts (also usable in river and climbing operations) will be conducted in 1996.

► Lighter weight brush pants — Because of the great popularity of the recently introduced brush pants, efforts will be made to design a model in lighter fabric that can be worn in warm climates.

► Washable summer Class A pants — A wear test of a washable summer Class A fabric has just been completed. Early assessment of the results suggests that the fabric may be acceptable and provide the NPS with — at long last — true washable Class A pants.

Among the other items under review are broad-brimmed canvas hats for areas where sun exposure is considerable and straw hats don't work; new, longer Class A "frontcountry" shorts; style revisions to ball caps; and review of mittens and shells for inclusion in the program.

Halainen emphasized that all these components were developed following field recommendations. They have been reviewed by scores of field employees at conferences and other meetings. Rendezvous attendees also saw and tried on samples of many of these components at R&R's display in the exhibitors' area.

Most of these items won't be introduced into the program until late winter or early spring.

— Bill Halainen  
Delaware Water Gap

## Other Workshops At Rendezvous XIX in St. Paul, Minn.

In addition to the workshops reported on in this issue, here is a list of other workshops held during the Rendezvous:

- Incident Survival
- NPS and Recreation Assistance Programs
- Ecosystem Management in the NPS: Everglades, Mojave and Pacific Northwest
- Entrepreneurial NPS: Right Way/Wrong Way
- Interpretive Competencies for Park Rangers
- Overcoming Sibling Rivalry

## State of the Association Message

**Editor's note:** These are highlights of the address first-year ANPR President Deanne Adams delivered to ANPR members Nov. 7, 1995, at Rendezvous XIX in St. Paul, Minn.

I'm pleased to be here as your new president at this 19th Rendezvous. We have a busy week ahead of us, but before we get started, let's review our work since the last Rendezvous.

For the past few years the Association has used three long-range goals to chart our course. Those goals from the strategic plan, as agreed upon by the membership, are: advocacy and education, community building and association management. What have we accomplished under each this past year and where will we put our energies in 1996?

Our hearts are with the parks. We dedicate our time and finances to this organization because of our belief in the National Park System. That's reflected in our top five priorities for 1995 as they all fell under advocacy and education.

**First priority: re-engineering and restructuring issues in the Service.** At last year's Rendezvous a committee of 30 formed and was heavily involved in Administrative Careers this past year.

**Second priority: leadership issues.** Our two primary actions here were in training leaders and in testifying about NPS leadership.

ANPR's Managerial Grid continues to be a success, training more NPS managers and future leaders. It also happens to be a good source of revenue and an opportunity to recruit new members. In 1996 we'll build on Grid success, offering more courses and investigating other potential courses.

In October, after a request from the U.S. Congress, we stated our support for Senate confirmation of the NPS Director, and for establishment of professional park management qualifications for the Director.

**Third priority: resource protection.** We dedicated one issue of *Ranger* to the Endangered Species Act and have moni-

tored Congressional activity. Our question for 1996: should we become more involved in broader issues such as renewal of the ESA?

**Fourth priority: System integrity issues.** This is where we had the most Congressional activity and exposure.

With the election of the Congress a year ago, the political landscape in Washington has undergone major changes. ANPR continues to be called on to provide testimony on key bills.

ANPR provided testimony on H.R. 260, which would establish a process for studying proposed new additions to the National Park System. ANPR has consistently supported the need to strengthen the application of "national significance" criteria in determining which areas should be added to the System. We believe that the process for establishing new areas contained in H.R. 260 would go a long ways to achieving this objective.

H.R. 260 also includes a provision to establish a commission to review the existing make-up of the System. This provision, known as the "park closing commission," has become the focus of the debate related to H.R. 260. In the past, ANPR has supported the concept of such a review. However, in the current political climate, we have become concerned that such a review could not be carried out in an objective manner and would end up costing a lot of money and not achieving anything. Therefore, while we strongly support efforts to maintain the integrity of the System through the application of national significance criteria, we are urging caution in the establishment of a commission that would be charged with reviewing the existing System.

**Fifth priority: employee and benefit issues.** Some work has been done by ANPR committees and some by more Congressional testimony.

The worklife committee has been actively involved with the NPS in development of the Service's dual careers publica-

tion. The enhanced annuity committee augmented NPS information by distributing information through the Situation Report. And, of course, we have a workshop session this week on Volume II of ranger careers.

In September, ANPR was called on to provide testimony on S. 1144. The bill contains provision on housing, fees and concessions. ANPR has maintained close contacts with the administration and Congress to improve the quality of employee housing, as reflected in this bill.

As I said at the beginning, we have three strategic long-range goals and we made progress under the other two, even though their issues didn't make it into our top five priorities list for 1995.

### Under **Community Building:**

► Probably the most exciting development for the organization is that the board chose America Online as our e-mail communication server and over half the board plus the staff is on-line. Not only has it made our administrative communication easier, but now we're hearing from members via the Ranger chat room and through direct messages as they use the addresses in *Ranger* magazine to find us. As more members sign on, I anticipate we'll be able to share critical issues quickly and get some general member feedback before we take board action. The expense of mailing information to all members is too high to use regularly, but e-mail messages will be cheap, fast and timely.

► The Situation Report remains an invaluable source of current Association news. In 1996 we'll send that via AOL to any people who are interested and have a home on-line address.

► The survey you received on Rendezvous preferences will be summarized and presented this week and will be part of caucus discussions. Member feedback is important to this member-based organization and Rendezvous is the best place for discussions.

► We have the beginnings of a mentoring program for developing future ANPR and NPS leaders.

► The fifth accomplishment under Community Building is with the national community and has included a stronger partner-

"Our hearts are with the parks."



## RENDEZVOUS HAPPENINGS



Above, park ranger Nevada Barr, a published mystery author, signs a copy of her book (see article on page 6). Above right, Noel Poe of Arches, on left, exchanges information with Erin Broadbent of National Mall. Bottom right, the popular evening receptions are great times to visit with friends from across the country. Left to right are Ray Brende of South Dakota State Parks, Jeff Karraker of Capulin Volcano, Amy Vanderbilt of Glacier, and Debra Shore, a freelance writer based in Chicago.

ship with ANPME as reflected in this year's fully overlapping conferences. We're exploring ways to work with the National Park Stewardship Association, which has a workshop at this year's Rendezvous, and with the George Wright Society, whose president and executive director are with us this week.

The Association's growing national recognition is reflected in the receipt of two supporting memberships (that's at the \$500 level) from the NPF and KC Publications.

And, of course, our international community building had a great leap forward this summer with the first world conference of park rangers in Poland.

When I discussed our 1995 priorities I

said our hearts are with the parks and that was reflected in our priorities all being under **Advocacy and Education**. To be effective there, we must also take care of our internal affairs. The third strategic long-range goal is **Association Management** — not as exciting as Advocacy and Education, but essential.

We've made great strides in the year since the last Rendezvous. We now have an active budget and finance committee, which has worked hard to ensure our financial health. It has provided support to the business manager and advice to board.

Recruiting new members and retaining current members is a powerful fundraiser for the Association. As you will hear in

reports this week, our membership rolls have declined this year. We need your ideas and support to turn that around in 1996.

Despite the turmoil in the Park Service and the emotional drain on our members, the Association committees and board continued to move ahead on issues this year. In your caucuses this week we'll be asking you for ideas, reactions and feedback on our planned actions for 1996.

So — we have a lot of work ahead of us this week and this year, if we choose to accept it. In the best tradition of the Rick Gale legacy, let's chose to move forward and — **JUST DO IT!** □

## ANPR Board Meeting

The ANPR Board of Directors met Nov. 6, 1995, at the Radisson Hotel in St. Paul, Minn. President Deanne Adams presided. Board members in attendance were Vaughn Baker, Judy Chetwin, Sarah Craighead, Lisa Eckert, Rick Gale, Jeff Karraker, Darlene Koontz, Dave Kratz, Patti McAlpine, Bruce McKeeman, Ken Mabery, Barb Maynes, Tina Orcutt, Gary Pollock, Barry Sullivan, Meg Weesner. Also present were ANPR business manager Debbie Gorman, Bill Halainen, Barbara Goodman, Tony Sisto, Bill Wade, Charlie Andrews and *Ranger* editor Teresa Ford.

### Old Business

- The treasurer reported that FY '95. closed in the black.
- Sullivan presented committee work

on board reorganization. Closer examination is needed and will be presented for discussion in caucus.

- Wade briefed the board on Hug-A-Tree revitalization. ANPR donated \$1,000 and received a \$7,500 grant from the National Park Foundation on its behalf.

### New Business

- The treasurer reported the second quarter financial statement for FY '96, and presented the FY '97 proposed budget. The budget and finance committee gave a report of its meeting. Andrews was introduced as the new chair for that committee.
- The president asked reps to discuss in caucus the purpose of promotional sales; should they be solely to provide member service or generate income? Ideas for Rendezvous XX were solicited.

➤ The spring board meeting is set for March 2-3, 1996, at a location yet to be determined.

➤ Wade reported the next Rendezvous will be Nov. 5-9 at the Marriott Corpus Christi Bayfront, Corpus Christi, Texas. The Rendezvous in 1997 will be in the East; the Rendezvous in 1998 will be in the West or a joint Canadian meeting.

➤ Gary Davis with the George Wright Society expressed interest in joint activities/meetings with ANPR.

➤ The board decided that the committee for seasonal issues would research the time limits on seasonal conversion to term employment.

➤ Halainen continues to revise the Association's work plan.

— Tina Orcutt  
Jean Lafitte

## Leave No Trace

"Close your eyes and picture yourself in your favorite backcountry area," began Tim Devine, resource management specialist from Rocky Mountain NP. "Now," he continued, "imagine how you would feel if you saw an orange peel or a gum wrapper among the flowers. How would this affect your experience?"

Having captured the group's attention, Devine and Dana Watts of Leave No Trace Inc. in Boulder, Colo., gave an overview of the Leave No Trace backcountry education program. Its goals are to maintain and preserve public lands for future use by educating people to make wise decisions when using those lands.

Initially developed by the National Outdoor Leadership School (NOLS) at the request of the U.S. Forest Service, Leave No Trace has grown into a broad-based program spanning the four principal federal land management agencies (BLM, NPS, USFS & USFWS), as well as outdoor recreation businesses.

The Leave No Trace program is based on six universal principles:

- plan ahead and prepare
- travel and camp on durable surfaces
- pack it in, pack it out
- properly dispose of what you can't pack out
- leave what you find

(turn to page 26)

<b>NEW ANPR ITEMS FOR SALE</b>			
ITEM	COST	QUANTITY	TOTAL
Quill Pen with ANPR logo	\$15.00		
Bic Metal Point Pen with ANPR logo (gray or black, circle color)	\$1.50		
Insulated mug, large (20 oz.)	\$6.00		
Insulated mug, small (12 oz.)	\$4.50		
Tattoo	\$1.00		
<b>Shipping &amp; Handling</b> Orders up to \$10 ... \$3.50 \$10.10 to \$20 ..... \$4.00 \$20.10 to \$50 ..... \$5.00 \$50.01 to \$100 ..... \$7.00 Over \$100 ..... \$10.00		<b>Subtotal</b> <hr/> <b>VA residents add 4.5% sales tax</b> <hr/> <b>Shipping &amp; handling (see chart)</b> <hr/> <b>TOTAL (U.S. currency only)</b>	



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## Business Meetings at Rendezvous XIX

ANPR President Deanne Adams presided over business meetings on Nov. 8, 10 and 11, 1995, at the Radisson Hotel, St. Paul, Minn. The board of directors and general membership were in attendance.

► Wade reported the 328 Ranger Rendezvous surveys were returned by the membership. Valuable information will aid in site selection.

► The treasurer delivered the financial report (see previous board meeting report).

► The president asked the membership to consider the purpose of promotional sales; possible items for Rendezvous XX. (See previous board meeting report.)

► Sullivan reported that the board was considering restructuring itself so it could operate more efficiently and effectively. Membership was asked to consider this matter and discuss in regional caucuses.

► The business manager reported that membership decreased 8 percent

over the past year. The president requested members review the lapsed member list and encourage renewal.

► Lisa Eckert, in a combined report from all regional caucuses, said members prefer a variety of sales items and view them as both a service and a fund-raising effort. Rendezvous attendees responded positively to a possible meeting in Canada, and indicated they prefer to attend Rendezvous' in attractive locations. Members also voiced concern that board reorganization be approached cautiously after careful consideration.

► The board adopted recommendations from ANPR's international committee.

► Concern for proper campaign practices by board members caused discussion. Proposed policies from the nominations committee will be published in *Ranger* for consideration.

► Adams opened a panel discussion on advocacy listing the legal constraints of the Association. Past president Rick Gale gave ANPR's history of advocacy, while Vaughn Baker reviewed the most recent advocacy issues such as testimony on H.R. 260 (see page 7).

► The proposed FY '97 budget presented by the budget and finance chair was approved.

► The membership supported a summer seasonal hiring survey. ANPR will attempt to research and report results.

► Wade reported the Super Raffle was a success with 4,259 tickets sold (\$21,295 gross revenue). See page 27 for winners. □

— Tina Orcutt  
Jean Lafitte

### Nominations

These nominations were accepted for board positions:

**Vice President, Professional Issues** — Ken Mabery, El Malpais

**Vice President, Communications** — Bill Halainen, Delaware Water Gap

**Treasurer** — Sarah Craighead, Mesa Verde; Mark Harvey, Yosemite; Lee Werst, Colonial

#### Regional Representatives

**Mid Atlantic** — Barry Sullivan, Delaware Water Gap

**North Atlantic** — Dave Kratz

**Southwest** — Judy Chetwin, Southwest System Support Office

**Western** — Jeff Ohlfs, Joshua Tree; Meg Weesner, Saguaro

**Southeast** — Darlene Koontz, FLETC

**Pacific Northwest** — Kathy Jope, Columbia Cascades System Support Office; John Madden, Mount Rainier

Ballots were sent by first-class mail to ANPR's membership in mid-December 1995. The Spring issue of *Ranger* will include the results of the election.

## Dan Kimball Wins Mather Award from NPCA



Dan Kimball, chief of the National Park Services water resources division in Denver, was recognized for extraordinary commitment to the defense and preservation of national parks. Kimball received the Stephen Tyng Mather Award, given annually by the National Park and Conservation Association. He accepted the award during the Ranger Rendezvous in St. Paul, Minn.

Kimball was instrumental in preventing the siting of a nuclear waste repository next to Canyonlands National Park in 1985, and later orchestrated inquiries into the danger

posed to Glacier National Park by the proposed Cabin Creek coal mine, which never opened.

When the threat of geothermal leasing outside Yellowstone National Park was imminent, Kimball helped forge a compact with the state of Montana that puts strict limits on the allocation of geothermal waters. He also played a major role in successful efforts to minimize damage to the Grand Canyon from waters being released from Glen Canyon Dam.

This annual award named for Mather, the first NPS director, honors those "who have taken direct action . . . to promote the principles and practices of good stewardship of the national parks."

Kimball stressed that "protecting parks is a team effort that involves the Park Service, our colleagues in other agencies and private citizens."

Kimball received an 1883 *Harper's Weekly* print of the Grand Canyon of the Yellowstone and \$2,500, underwritten by the Faultless Starch/Bon Ami Co. of Kansas City, Mo.

A longtime environmentalist, Kimball's career with the federal government began in the 1970s as an environmental scientist with EPA. He joined the NPS in 1984 as branch chief of planning and evaluation in the water resources division. In 1993 he became the division chief.

# Law Enforcement Abuse of Civil Rights

## *When Other Officers Fail to Intervene*

By William O. Dwyer, Dan S. Murrell,  
David Sullivan and Jill Richey Rayburn

Practically everyone who has worked in law enforcement has experienced the stress of failing to intervene when a fellow officer was violating a third party's civil rights. Most of these situations "just go away" or are resolved by a carefully written incident report. Others, however, result in unfortunate outcomes, both for the third party and for the officer who failed to intervene.

The infamous Rodney King incident and others like it present two salient issues for law enforcement. One, of course, focuses on why the officers physically assaulted King in the excessive manner that they did. But the second, and perhaps more important, issue is why did the other officers stand around and watch? Surely, it must have crossed some of their minds that excessive force was being applied.

Much has been written on police reticence to intervene when they witness their colleagues depriving a third party of his or her civil rights by the use of excessive force or illegal arrests, searches, and seizures. (See Kappeler, Sluder and Alpert, 1994, for a discussion. Also see Shapiro, 1994, and Williams, 1994).

Similarly, considerable attention has been given to the police "code of silence," the brotherhood that, like many brotherhoods, extracts loyalty from its members and requires adherence to a resilient cultural norm of "covering" for each other. Every law enforcement officer in the country knows the code exists; virtually every officer has at one point or another succumbed to it, and many have relied on it for their own extrication from the consequences of an abuse of power.

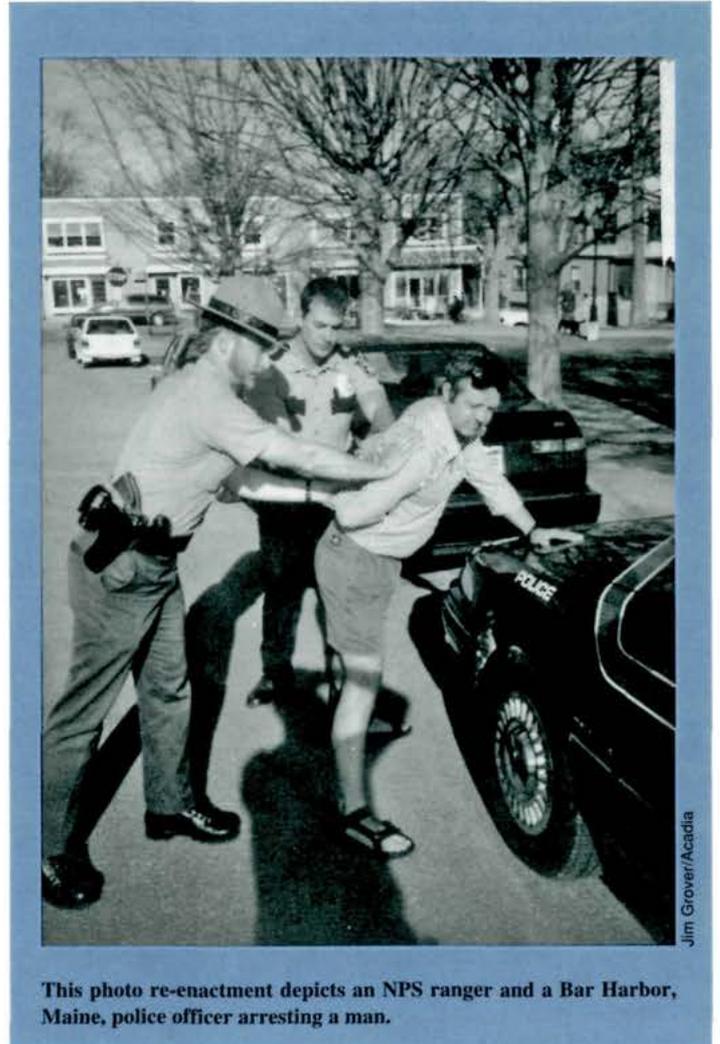
Fortunately, park law enforcement, by its very nature, is relatively insulated from problems stemming from the violation of civil rights. Nevertheless, with the increasing criminal activity in parks and the burgeoning system of "mutual aid agreements" and "multiple commissioning," rangers increasingly will be exposed to situations, both inside and outside their parks, that carry the potential for civil rights violations. As with any other problem, the time to address this issue is before it develops.

The purpose of this article is:

- ▶ to present a quick overview of the law regarding an officer's failure to intervene
- ▶ show the potential for this type of litigation to extend to training negligence issues, and
- ▶ provide some prescriptions to lower the probability that park rangers will become embroiled in such situations.

### **Obligation of Bystander Officers to Protect Civil Rights**

The liability frontage created by a law enforcement officer's failure to intervene when a fellow officer is abusing a third



This photo re-enactment depicts an NPS ranger and a Bar Harbor, Maine, police officer arresting a man.

party's civil rights has been addressed by several courts since the early 1970s. The leading case in this arena is in the U. S. Supreme Court case of *Byrd vs. Brishke* (1972).

Byrd alleged that he was beaten by officers in the back room of a tavern. Although Byrd was unable to identify the officers who had beaten him, he was able to identify three officers who were present while he was beaten. In that case, the court held, "We believe it is clear that one who is given the badge of authority of a police officer may not ignore the duty imposed on his office and fail to stop other officers who summarily punish a third person in his presence or otherwise within his knowledge." (Byrd at 10). Such an officer can be held personally liable for failure to uphold this duty and may not invoke his or her qualified immunity. (Byrd at 10). The Byrd court noted that this duty exists regardless of whether or not the non-intervening officer is in a supervisory capacity. (Byrd at 10).

Some circuits have extended this duty to include situations in which a supervisory officer is punishing a prisoner and a

non-supervisory officer who fails to intervene. (See Putman, vs. Gerloff, 1981). Putman was a prisoner in the Gasconade County, Mo., jail. While attempting to escape through a food door in the cell, he became stuck and was discovered by the sheriff and a deputy. According to Putman, the sheriff hit him on the head two or three times with his gun while the deputy watched. The 8th Circuit held that the deputy was liable for not stopping the sheriff from punishing the prisoner.

An officer's duty to intervene in situations of police abuse appears to include situations in which he or she observes or has reason to know:

- “(1) that excessive force is being used,
- (2) that a citizen has been unjustifiably arrested, or
- (3) that any constitutional violation has been committed by a law enforcement official.” (Anderson vs. Branen, 1994).

In Anderson, two homosexual men were beaten by Drug Enforcement Agency (DEA) agents in New York City.

Anderson's companion, Grubb, was riding his motorcycle on his way to pick up Anderson. Grubb attempted to maneuver the motorcycle around a parked DEA vehicle near where Anderson was waiting, but the footpeg tapped the bumper of the automobile. The DEA agent jumped from the vehicle and, without identifying himself, assaulted Grubb.

When Anderson came to Grubb's rescue, he was grabbed by another DEA agent and beaten. Neither Grubb nor Anderson resisted. Both Anderson and Grubb were arrested and charged with assaulting federal agents, but eventually all charges were dropped. Anderson and Grubb alleged that a DEA supervisory agent saw his subordinates attack and beat them, but did nothing to intervene. In addition, the DEA supervisory agent was present when Anderson and Grubb were arrested and booked, but did nothing to prevent the false arrest, even though he had ample time to do so. Under these circumstances, the 2nd Circuit found the DEA agent liable. (See also Yang vs. Hardin, 1994). Furthermore, the fact that there are several other officers present at an incident of police abuse does not relieve any particular officer of the duty to intervene. (Yang at 3). Of course, the officer must have had a “realistic opportunity to intervene to prevent the harm from occurring.” (Anderson at 557).

### **Federal Civil Rights Law and the Failure to Intervene**

A law enforcement officer's failure to intervene in a situation where a fellow officer abuses the constitutional rights of a third party may expose the non-intervening officer to civil liability. The use of federal remedies by those claiming to have suffered civil rights violations at the hands of law enforcement officers has grown at an exponential rate over the last two decades.

The primary federal statutory vehicle employed in such cases is 1983, a “Ku Klux Klan” law passed in 1871, which states that:

- “Every person who, under color of any statute, ordinance, regulation, custom, or usage, of any State or Territory or the District of Columbia, subjects, or causes to be subjected

any citizen of the United States or other person within the jurisdiction thereof to the deprivation of any rights, privileges, or immunities secured by the Constitution and laws, shall be liable to the party injured in an action at law, suit in equity, or other proper proceeding for redress.”

To establish liability under 1983, a plaintiff must show:

- (1) that his or her constitutional rights have been deprived and
- (2) that the one responsible for the deprivation was acting “under color of state law,” meaning that he or she was either functioning, or had the appearance of functioning, as an employee of a public (but not federal) entity.

In spite of the law's 120-year history, it wasn't until the 1960s that it began to be applied with any regularity in cases of alleged police abuse and misconduct. Even then, it didn't have much impact because it was typically allowed only after all state remedies had been exhausted, and it could be applied only against the actor (the person), thus eliminating the possibility of the plaintiff entering the deep pockets of the officer's entity.

As the above statute indicates, 1983 is not directly applicable to federal officers, including national park rangers, as long as they are operating under color of federal authority.

In *Bivens vs. Six Unnamed Narcotics Agents* (1971), the U.S. Supreme Court dealt with this exclusion by identifying an analogous federal remedy available to those whose civil rights were allegedly violated by federal officers. Of course, if a federal park ranger is functioning as a state agent (e.g., possesses a local sheriff's deputy commission or is enforcing state law within a federal reservation) at the time an incident occurs, then he or she may be liable under 1983. The case law on this important point has not yet been fully articulated. At any rate, the tradition under 1983 of allowing access to the “deep pockets” through vicarious negligence, thus far, has not been duplicated for “Bivens” cases. However, in our judgment, this current distinction should not be a cause for complacency among federal law enforcement agencies.

### **Agency Liability and Training Negligence**

One thing is clear, however; the federal courts have established a tradition of allowing plaintiffs' access to the “deep pockets” through the vehicle of training negligence. If an affirmative link can be established between an officer's violation of civil rights and an agency's “deliberate indifference” to training that would have reduced the probability of the abuse occurring, then the agency can be held liable under 1983. (*City of Canton vs. Harris*, 1989).

Replacing the old standard of “gross negligence” with the “deliberate indifference test,” the U.S. Supreme Court held that:

- “[I]t may happen that in light of the duties assigned to specific officers or employees the need for more or different training is so obvious, and the inadequacy so likely to result in the violation of constitutional rights, that the policy makers of the city can reasonably be said to have been deliberately indifferent to the need.” (*Canton* at 390.)

## Police Failure to Intervene: Implications for Training

A review of the hundreds of lawsuits that are filed against law enforcement officers each year indicates that the accusation of "training negligence" is becoming an increasingly common vehicle for attempting to demonstrate municipal liability and get into the "deep pockets." Those of us involved in park law enforcement training are certainly aware of this trend, and the last two decades have been dominated by efforts to insulate against liability exposure by increasing both the quality and the length of law enforcement recruit and in-service training. Law enforcement trainers have been moving in the direction of eliminating "deliberate indifference" to training needs, especially as they impact on officers' tendencies to violate civil rights.

Much of this effort has resulted in more active involvement of trainees in scenario, hands-on training. Thus, there is more time spent on the firing range and in acting out "shoot — don't shoot" scenarios. Officers have to engage in mock traffic stops, building searches, arrests, searches and seizures, pursuit and response driving exercises, and interpersonal "defusing" situations.

They are lectured on civil rights, public relations, cultural diversity, and police criminal and civil liability. With a few noteworthy exceptions, what these officers typically do not receive is any hands-on training in how to intervene when they are in the presence of another officer or officers who are violating someone's civil rights.

In light of all the emphasis on hands-on training in other domains, it is interesting that responding to police abuse of civil rights is largely ignored. The question could be asked whether this clear omission represents a "deliberate indifference" on the

part of law enforcement trainers, all of whom know of the certainty that their trainees will eventually witness police abuse and misbehavior. In spite of this foreseeability this certitude officers generally are not afforded an opportunity to practice the difficult interpersonal and physical skills that may be required to dissuade their colleagues from the arbitrary use of power. It is not difficult to construe this negligent oversight as an example of "conscious and deliberate indifference."

In fact, *Cawthon vs. City of Greenville* (1990) has already dealt with this specific issue. In addressing the plaintiff's claim against the city for failure to train officers in their duty to intervene, the U.S. District Court of Northern Mississippi denied the claim. However, the decision was based on the rationale that the abusing officer was in a supervisory position and that, in the court's opinion, supervisory officers are promoted because of their greater knowledge, insight and ability to handle situations correctly, thus making their resort to abuse less foreseeable.

Of course, other courts have taken the opposing view that officers are, indeed, responsible for intervening when superiors engage in civil rights violations (e.g., see, *Byrd*, above). In its denial, the District Court also noted that the officers did follow departmental procedure and called to the scene an officer of equal or greater rank than the abusing officer to handle the situation.

This case has clearly opened the door for linking officer failure to intervene to training negligence in civil rights lawsuits. The degree to which this theory will develop is, of course, open to conjecture. However, the prudent law enforcement trainer/manager would be well advised to consider the implications of this linkage.

Perhaps it is time that park law enforcement trainers take affirmative steps to prepare young rangers for the day (night) when they should take action to protect someone's constitutional right against the abuses of police power. It may not be enough to merely provide lectures on civil rights and the attendant criminal and civil liability to which rangers are exposed. Although this declarative knowledge is important, it is the procedural knowledge — the hands-on experience — that they need if they are ever going to act on their conscience in one of these unfortunate situations.

### What Steps Should be Taken?

To avoid the possibility that law enforcement trainers are "deliberately indifferent" to the need to train officers how to effectively intervene when their colleagues are violating a third party's civil rights, these trainers should design into their scenario training component situa-

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

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tions in which the trainee can practice intervention skills. The following guidelines for such training should be carefully considered:

1. All trainees should be exposed to the concepts of criminal and civil liability for violations of civil rights. They should be familiar with some of the relevant case law, including case law addressing officers who fail to intervene when a fellow officer is violating a third party's civil rights. They should have an opportunity to discuss problems associated with police subculture norms regarding not "ratting on" other officers or interfering with the way they are "handling" a situation.
2. Scenario (role-play) training should be included in curricula that give trainees adequate opportunity to learn and practice the skills of intervening when fellow officers are violating a third party's civil rights.
3. During this training, every trainee should have an opportunity to participate as the "interventionist."
4. Scenarios with "interventionist" themes should not be lumped together in training, but rather dispersed among numerous other scenarios. This strategy more effectively allows trainees to practice decision-making skills when a need to intervene arises.
5. These training scenarios should include on-the-spot critiques by trainers. They should be videotaped and played back in class for further discussion and analysis.
6. Behavioral criteria for adequate performance in these scenarios should be established, and trainees should not be allowed to graduate from the training until they have mastered the skills (i.e., similar to what most academies require for firearms, response and pursuit driving, mechanics and techniques of arrest, etc.)
7. This scenario training should be provided, not only for recruits, but also on a periodic basis for experienced rangers during in-service training.
8. Park law enforcement management must take an articulate and public stand on the principle that its employees have an affirmative responsibility to protect the civil rights of the public. It should emphasize the increased exposure when working with other law enforcement agencies.

Clearly, this training would require some risk-taking to implement because it brings to light an aspect of policing that law enforcement systems generally do not publicly recognize. On the other hand, it also will help to insulate rangers against the specter of becoming involved in "bystander" situations that may result in dire consequences.

In our judgment, there is a clear potential for a lack of adequate training in this area to reach the constitutional proportions of "deliberate indifference" required by 1983. There is also, of course, the possibility that the "Bivens Analogy" tradition covering federal officers will, like 1983, move toward a consideration of vicarious liability.

From a moral perspective, however, whether or not these legal trends occur is moot. As the law enforcement role of the

park ranger continues to increase, there is still a basic obligation to effectively inoculate rangers against the prospect of becoming bystanders in a situation where fundamental civil rights are jeopardized. □

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### Statutes

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*William O. Dwyer, Ph.D., is a professor of psychology at the University of Memphis in Memphis, Tenn., and a former seasonal ranger at Acadia. Dan S. Murrell is a law professor and Jill Richey Rayburn is a law student at the university, while David Sullivan is an attorney in Memphis.*

# The Most Noble Profession

By Deb Liggett  
Devils Tower

Monthly reports were sent to the Director and then disseminated throughout the Service in some kind of grand "round robin." The author of the attached report, Newell Joyner was custodian at Devils Tower National Monument from 1932-1947 and filed this update in early 1941.

Although more than 50 years have

passed since Joyner made these observations, the park ranger of today might correctly conclude that some things never change. There are striking similarities between then and now. In this report, Joyner details several special funding sources, complains gently about a central office withdrawing park funds, details the (considerable) facility improvements that have taken place, and yearns for a less complex time before improved fa-

cilities and increased visitation.

He wryly observes the "alleged incongruity" of federal wildlife management on two different sides of the monument boundary and, finally, spreads the word on the birth of a son to the National Park Service family.

*The text below is the second in a series of historic monthly reports by custodians of the nation's treasures. Submit contributions for future use in Ranger to Deb Liggett, P.O. Box 125, Devils Tower, WY 82714.*

January 3, 1941

MEMORANDUM for the Director:

There follows the monthly report of Devils Tower National Monument for December 1940.

010. Announcement that the unexpended balances from the 1940 E.R.A. funds would not be available leads us to review the work accomplished during the past seven years, during which C.W.A., E.R.A., P.W.A., Roads and Trails funds, C.C.C. and the recent E.R.A.-W.P.A. program have provided many facilities of value from the standard point of administration and visitor use. Weather conditions have been adverse to the use of this area by visitors.

020. **General Weather Conditions:** A minimum temperature of -3 degrees the middle of the month, mean temperature of 30.37 degrees, 8 inches of snow with only drifts on the ground at Christmas, all combined to make this month as near normal as can be expected in this region of unpredictable and sometimes extreme weather.

110. **Custodian's Special Activities:** The month was spent mostly in the office except for a total of 43 hours of annual leave, due to sickness in the family. With the exception of January and February 1938, this is the first winter month since March 1933 when a major portion of the custodian's time was not devoted to construction or emergency program.

Our force here accomplished much which has been "hanging fire" for a number of years. Two major items of this sort, which received attention during the month, were the cataloging of our library and planning for installation of adequate dust proof shelves; the sorting, rearranging and cataloging of specimens of value in our interpretive program, and the installation of the dust proof drawers for storage. Filing is nearly current and other matters have been bought up to date by clerk Richards. Shortly our entire attention can be devoted to current and future affairs -- a condition which has not existed for over seven years.

(please see next page)



Newell Joyner, custodian of Devils Tower, looks out over boundary fence in this 1930s photo.

210. **Maintenance:** Although the road oil melting pot and a supply of RC-2 oil was received early in the month, the weather made impossible the accomplishment of the repairs which should be made before the spring thaws.

230. **Special Improvement Activities:** During the month the unexpended balance of 1940 E.R.A. funds was withdrawn by your office. It is regretted that approval could not be secured on a program to spend this balance of approximately \$3,500 before it was necessary to make the withdrawal. It is gratifying, however, to realize the extent of our progress from an area serving 10,000 visitors in 1932, and providing a spring a quarter mile from the camping and picnicking spot (and the residence), a dirt road often made impassible by weather conditions, a small remodeled automobile shelter served as an office, a couple of pit toilets, and small residence for the custodian. Today our road is all-weather and the scars of construction removed, the parking area, picnic ground and camp ground have been developed so that their utilization will not be destructive to the natural features, a utility area housing in a satisfactory manner the various administrative functions and out of sight of the visitor for the most part is in existence, the residence has been remodeled to

vide suitable quarters for the custodian, office and museum facilities have been provided, water has been piped to the residence, camp ground, picnic ground and comfort stations have been installed. There remains the construction of two residences for employees now forced to accept unsatisfactory and makeshift accommodations. But all of these improvements, so necessary and desirable, have introduced many complexities which did not exist seven years ago.

350. **Donations:** Through the kindness of Mr. John Doerr, assistant superintendent of Rocky Mountain National Park, our library now has a copy of the National Research Bulletin No. 77, entitled "Volcanology." We have heard nothing further concerning the proposed acquisition of books from the Newcastle Library, which was discussed in last month's report.

420. **Museum:** During the month our reading and study has given us several ideas which, if agreeable with everyone concerned, will improve our interpretive work here. As preliminary plans develop they will be submitted through proper channels.

430. **Research and Observation:** It is interesting to note that during and after

the hunting season which closed Nov. 30, white-tailed deer were seen several times on the monument. This could almost be classed as a new record, although the animals were known to be in the vicinity and an occasional unconfirmed report of their presence has come to us. These were not the little "brush deer" of this vicinity which is causing interest, but the full sized "fan tail." Frank Heppler saw a bobcat on the area but we are unable to determine which of the three species it represents.

Once again the alleged incongruity of the federal agency protecting prairie dogs on the area while another federal agency assists the rancher in the destruction of rodents across the fence on private land is being discussed. The County Agricultural Planning Board early in the month passed a resolution for a "blanket eradication program at an early date." The extent of this activity or pressure which may result from this resolution in unpredictable.

510. **Decrease in Travel:** Adverse weather conditions as compared to a year ago are undoubtedly responsible for the decrease of 8.7 percent under last year travel year to the end of December. (The Travel Report for Devils Tower National Monument reports 283 motor vehicles for a total of 911 visitor for the calendar year 1940.)

Newell F. Joyner  
Custodian

In the report from the previous December, Joyner makes the following note:

*"On Nov. 22 I took Mrs. Joyner (asst. custodian — without pay) to the hospital in Belle Fourche, S.D. On Nov. 23rd, James Newell Joyner arrived on the scene of activity weighing 11½ pounds. I returned to duty on Monday the 27th (having sufficiently recuperated and adjusted myself). It is expected that Mrs. Joyner and Jim will come home on Dec. 3rd, since both are doing nicely."*

# IRF Update

The International Ranger Federation, comprised now of 18 member associations and a half dozen representatives from nations with nascent associations, has been busy with activities from the work plan developed at the first world ranger congress in Zakopane, Poland. Concerns that the zeal might abate once members returned home have proven groundless.

Here are some of the Federation's recent activities:

► IRF is collecting submissions for the upcoming publication of the congress proceedings. ANPR has agreed to prepare and publish the proceedings, and the Federation has made \$4,500 available for the project. Judy Chetwin will work on preparation of the text. The proceedings should be completed and printed later this winter.

► Proposals for siting the next IRF world congress in Costa Rica or South Africa are due to chairman Gordon Miller this winter. A proposal questionnaire was sent to the Game Rangers Association of Africa and to ANPR — the two principal site investigators. Miller and Rick Smith will visit Costa Rica in January to meet with rangers there and examine proposed locations. Miller also hopes to visit South Africa in March. The original plan to poll member nations on their preferences this winter has been postponed until April to allow time for these site visits.

► Delegates at Zakopane endorsed a proposal to develop a system whereby rangers can contact their opposite numbers in other nations prior to going abroad in order to arrange travel, site visits and more. England's Countryside Management Association offered to set up a worldwide database and is seeking government funding. The database could be enlarged to include information on skills, training opportunities and related matters. Jeff Ohlfs will work on this project for ANPR.

► At Zakopane, delegates agreed to establish standards and an international code of ethics for rangers, employing existing models. Miller currently is seeking examples from member associations. ANPR's Cliff Chetwin will work on formulation of these standards.

► IRF is evaluating organizational models and has asked member associations to comment on a draft structure of six continental representatives and three non-voting members — the secretary, treasurer and editor. Miller currently is seeking comments on the proposal.

► The Federation plans to write and publish a rangers' guide to national parks of the world. A potential publisher has been found in the U.S. Russ Wilson from ANPR has volunteered to oversee the project.

The fall (1995) edition of the IRF newsletter also contains news about several member associations:

► Parks Canada wardens are forming a national association, tentatively named the National Park Wardens' Association. By December, about 130 of Parks Canada's 450 wardens had joined the new organization. Members of ANPR and NPWA met in St. Paul and had productive discussions about ways in which the two associations can work together.

► Naturvejlederforeningen, the Danish ranger association, has worked with Denmark's Nature and Forest Agency to develop training courses, including a "future workshop" that will be held this spring (March 6-8) to investigate and develop new projects for interpretation techniques and similar undertakings. If you're interested in finding out more or attending, contact Ida Marie Jensen (Naturhistorisk Museum, Universitetsparken, 8000 Arhus C, Denmark; phone: 45-86-12-97-77, fax: 45-86-13-08).

► The Game Rangers Association of Africa (GRA) will hold its annual meeting in Natal-KwaZulu March 6-10. The meeting is a large gathering of rangers and families from throughout the country. The discussion theme will be the protection of threatened species in Africa. Cape Vidal is part of the greater St. Lucia Wetland Park, about 200,000 hectares of bushveld, savannah, swampland, coastal dune forest and the St. Lucia estuary (largest in Africa). The camp borders on the ocean. If you'd like to attend, GRA wants to know well in advance. Contact C. John Forrest (P.O. Box 131, Umkomaas 4170, Republic of South Africa; phone and fax: 0323-30374).

Any member of ANPR may receive the IRF newsletter by sending me a short note. (Membership in ANPR also constitutes membership in the Federation.) If you're interested in working on IRF or other international issues for ANPR, contact either me or Barbara Goodman (addresses/phones on back cover).

— Bill Halainen  
Delaware Water Gap

## 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.

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# Corpus Christi on Tap for Rendezvous XX

**R**endezvous XX returns to the sunny Southwest in 1996 in Corpus Christi, Texas. This 20th anniversary of ANPR is scheduled for Nov. 4-9.

The Corpus Christi Marriott Bayfront overlooks Corpus Christi Bay and is a short distance from Padre Island National Seashore. The room rate for single and doubles will be \$59 per night. Reservations can be made by calling toll-free, (800) 874-4585 before Oct. 3, 1996.

The hotel features restaurants, a comedy club, health club, indoor/outdoor pool, whirlpool and saunas. Racquetball courts are available. An 18-hole championship golf course and lighted tennis courts are nearby.

Area attractions include 131 miles of Gulf Coast beaches, world-class sport fishing, sailing and water skiing, Aransas National Wildlife Refuge, Corpus Christi Museum, Texas State Aquarium, USS Lexington Museum and the Columbus Fleet. Other activities include birding and sailboarding.

National parks within a reasonable distance from Corpus Christi include Amistad, San Antonio Missions and Big



**20TH ANNIVERSARY:** Don't miss ANPR's 20th Rendezvous this year. It's scheduled in November at the Marriott Bayfront Hotel in Corpus Christi, Texas.

Greater Corpus Christi Business Alliance

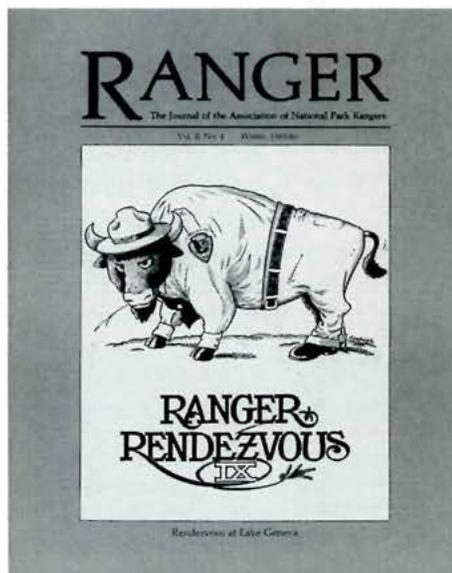
Thicket. All air travel to Corpus Christi goes through Dallas or Houston.

For this important anniversary Rendezvous, look for special events and

raffle items. Be there! □

— Sarah Craighead  
Mesa Verde

## Ten Years Ago in *Ranger*



Cover of *Ranger*, Winter 1985-86

Lake Geneva was the site of Ranger Rendezvous IX.

Tom Ritter, as chief of visitor services in WASO, opened the session by saying that the Rendezvous was “of great value to him because of the feedback he receives directly from the field.” He was looking for a candidate to fill in behind Dan Sholly as chief of ranger activities (Walt Dabney, CANY, eventually filled that position).

NPS Director William Mott introduced his “calculated risk” policy for managers.

Other speakers included Dr. Robin Winks of Yale University, who called the national parks “the world’s first university”; Dr. Polly Kaufman, who had begun writing the soon-to-be-published book on women in the NPS; and Mike Mantell

from The Conservation Foundation, whose key point was that the NPS was “entering an era for which it is not prepared.”

Finally, workshops of note included “Park Ranger Job Analysis,” where the proposed automated placement system would eliminate KSAs and the vacancy announcement process; and “Physical Fitness,” in which it was promised that the new fitness standards and test would be out to the parks for a 90-day comment period, after which they would be released for implementation.

Lake Geneva, 1985, to St. Paul, 1995: 10 years of professional and social gatherings with No. 20 next year in Corpus Christi, Texas. Come one, come all.

## In Print

### Rock Climbing: CD-ROM Skill Series for Outdoor Sports

Media Mosaic, Portland, OR; 1995.

Is rock climbing difficult? How do I get started? What techniques should I use to climb a steep rock face? How do I rig a safe anchor?

When it comes to rock climbing, it has often been said that there is no substitute for experience, but before you venture into the vertical world, you may want to do a little homework.

The fascinating new CD-ROM called "Rock Climbing" may be just the coach that you wished you had when you plunged elbow and knee into your first gaping off-width crack climb. Produced by Media Mosaic in Portland, Oregon, "Rock Climbing" is based on portions of the fifth edition of the classic "Mountaineering: Freedom of the Hills." Like the book, the CD-ROM is not just a "how-to" for novice climbers. It is full of techniques and tips, making it a useful reference for the most experienced and advanced rock climbers.

The CD-ROM presents over 200 topics including how to climb cracks, friction,

corners, aretes, overhangs, steep faces, off-widths and multi-pitch routes. It also provides instruction on placing protection, belaying, rappelling and leading. Best of all, the CD-ROM is entertaining.

Unlike other climbing videos, "Rock Climbing" doesn't take you along on gripping ascents with world class climbers narrating about why they do what they do. Once you select a topic from the CD-ROM's menu (take "overhangs," for example) you are treated to a short video of someone climbing through an overhang with climbers briefly chatting about their philosophies and feelings when doing this type of climbing.

The program then uses animation and color photographs to vividly explain step-by-step techniques. The program can be stopped, advanced, or reversed at any time by the viewer. Text is provided on the screen allowing the viewer to read along with the commentator. Words which are highlighted in the text correlate to a useful

glossary. An option to obtain additional information on a particular subject will be of interest to the more seasoned climber.

In 1960, the Mountaineers of Seattle, Wash., "wrote the book" on climbing and now, in its fifth edition, this textbook continues to introduce aspiring mountaineers to the prerequisites of enjoying the freedom of the hills. The CD-ROM, "Rock Climbing," does an excellent job of presenting the rock climbing-specific portions of "Mountaineering: Freedom of the Hills," but also goes beyond the book to provide additional perspectives and instruction on modern rock climbing.

"Sport belays," "dead-pointing" and "shaking out" are a sample of the many techniques that have evolved with modern sport climbing and are demonstrated on the computer screen.

There even is a section on psychology that offers insight into the mental challenge and climber's psyche. My personal favorite on the menu is entitled "Lifestyle."

"Hopefully, they'll lay me off, I'll collect unemployment, I'll go climb," says the 30-something female climber on the screen. As last fall's government shut-down loomed nearer, I could relate.

The new CD-ROM requires eight to 10 hours for complete viewing. However, there is so much information packed into it that most people will want to tackle it in one-hour segments or as a subject-specific reference.

— Maura Longden  
Glacier National Park



This graphic illustrates a few frames from the Double Fisherman's Knot animation. The clip on the CD-ROM of this knot uses more than 300 such illustrations to smoothly animate the knot-tying sequence.



## Let us help.

NPF awards grants to support the National Parks.  
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- NPS employee programs

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For guidelines and grant applications, contact:

**National Park Foundation** • 1101 17th St., NW, Suite 1102 • Washington, D.C. 20036  
(202) 785-4500

National Park  FOUNDATION

*Editor's Note: The CD-ROM sells for \$49.95. Media Mosaic has offered it at a 20-percent discount to ANPR members through Feb. 29, 1996. To order or receive more details, call toll-free at (800) 972-3766.*

## My Yellowstone Years

By Donald C. Stewart

*Wilderness Adventure Books*

320 Garden Lane, Box 968

Fowlerville MI 48836

ISBN 0-923568-01-8

"So nice . . . so nice to be among friends again."

This is the feeling conveyed throughout Donald C. Stewart's romantic recollections of his time as a seasonal park naturalist in Yellowstone National Park. "My Yellowstone Years" recounts Stewart's experiences of 13 seasons in the park (1951-63), which he describes as "the defining experience of my life."

As with so many other Park Service employees, Stewart's career began humbly in 1951 as a dishwasher for a concessioner. As a college student majoring in English literature and already

developing his talent with the violin, he cherished his summer work at Yellowstone.

Stewart recalls returning each summer tired and weary, but leaving refreshed with a new spirit. Even as his park naturalist responsibilities grew, he knew that relief was only 10 minutes away on a trail that would "restore the soul."

Stewart's work is full of anecdotal recollections of a less complex Park Service, but one with which most park rangers today could identify. He describes his initial experiences as a rite of passage from childhood to adult. His career saw him advance to a position of senior seasonal park naturalist.

Stewart's experiences taught him about living in primitive conditions and the wonderment of the natural world. Also, as most rangers learn, life in the

national parks is also about dealing with the eccentricities of those who visit.

He speaks frankly about the difficulties of working within a government bureaucracy. Tales of unfair promotions, bad supervision, poor management policy and substandard housing are still common themes in today's agency.

Today, Stewart is a professor at Kansas State University where he writes and teaches English literature. This book is a must for anyone who has either worked for or cares about our national parks and Yellowstone in particular. Its nostalgic look into the past gives a glimpse of our agency's history and reminds us why we care so much.

— Jim Gorman  
Saratoga National Historical Park

## Guardians of the Parks, A History of the National Parks & Conservation Association

By John C. Miles

*Taylor & Francis, in cooperation with NPCA, 1995.*

In comparison with other public land management agencies and their most prominent constituencies, the 74-year relationship between the National Park Service and the National Parks and Conservation Association is one of uncommon continuity and focus, although replete with the expected ups and downs associated with personalities, policies and politics.

For either the veteran of the politics of the parks, or the novice "parkie," John Miles' new book, "Guardians of the Parks," admirably chronicles the history of NPCA and its sometimes rocky relationships with the NPS. Miles' book traces the full history of NPCA, from its inception in 1919 until about the end of the Bush administration in 1992.

Miles details NPCA's relations with other groups in the conservation community and with its own board and staff. He presents vivid historical detail and insights into the personalities that have driven the policies and politics of the NPCA and the Service

over the decades.

Unlike the history of any other conservation organization, Miles presents NPCA, a nonprofit, tax-exempt private organization as inextricably linked to the mission of a single federal agency, the National Park Service, and proceeds to document the facts surrounding this truly one-of-a-kind institutional relationship.

Beginning as it must with the earliest days of the Service and then of the National Parks Association, as NPCA was first known, Miles' history portrays the central role of Robert Sterling Yard, a little-known but pivotal figure in the earliest days of both institutions.

Miles makes clear the essential role which Yard played in the emergence of the key concept of national park "Standards" (today called "Criteria for Parklands" and "Management Policies"). Yard was a zealot on the subject of adherence to a rigid set of standards for determining which areas qualified for inclusion in the System and how those that were admitted to this exclusive System should be preserved.

In what is unfortunately a bit of conservation history trivia, Miles reveals that Yard left the NPCA staff to become the founding executive director of the Wilderness Society in 1935, where he remained

until his death in 1945. During this time, he stayed on the NPCA Board of Directors and continued his active involvement with the national parks. Because these two organizations are the most active national organizations in national parks legislative affairs today, their common founder would be proud. It's too bad that he isn't better remembered. Miles' book will help us give him the respect he deserves.

For NPS professionals, however, perhaps the most interesting aspects of Miles' book are the insightful and detailed accounts of several of the Directors of the Service, especially Newton Drury, who enjoyed the best relationship with NPCA of any Director, before or since. Director Drury's role in the defense of park resources, especially during World War II, is well described, as are the details of his dismissal for too vigorously opposing the proposed Echo Park Dam in Dinosaur National Monument, supported by the Secretary of Interior.

The most prominent figure in conservation history associated with NPCA was Sigurd F. Olson, who is best known for his naturalist books set in the North Woods and Great Lakes region. It is not so well known that Olson was president of NPCA from

(turn to next page)

1953-59. Miles skillfully reveals Olson's critical role in the evolving activities of NPCA and its relationship with the NPS during the Eisenhower Administration and the early years of Mission '66.

Having worked for Tony Smith at NPCA for the last eight years (1972-1980) of his 21 years as NPCA's leader, I can attest first hand to the accurate detail that Miles presents about these years of rocky relations with the NPS.

Smith's lack of focus on the parks for much of the last 10 years of his tenure is presented by Miles as directly related to NPCA's failure to build its membership during the boom decade of the "environmental era," which saw many national conservation organizations increase membership and finances manyfold.

NPCA's organizational character, which for its first 50 years was shaped by a board of successful businessmen and prominent academics, was that of a small, focused group of prominent individuals who had access to the halls of political power in Washington, D.C.

Of particular interest, especially to those who follow the trials and tribulations of the non-profit conservation community, are NPCA's recurring financial problems, and its internal power struggles, both as to its core mission, its vision of a "complete" National Park System, and its role and function relative to other similar non-profit conservation organizations.

During the Yard period, NPCA opposed as standard the authorization of Shenandoah, Olympic and Mammoth Cave national parks, which were established anyway, and numerous others that did not

secure congressional approval. By the early '30s, the NPCA had declared that the System was essentially complete. Little did they know.

The NPCA of the 1930s opposed the addition of historic sites to the System, while the NPCA of the 1970s vigorously supported expansion of the Service's mission into urban recreation areas. Society's determination of what it values enough to preserve in the National Park System is constantly being revised, and NPCA over the decades of this century has been in the thick of the debate.

Like the debate over the composition of the System, another fascinating parallel which Miles' research has uncovered between the earliest days of the Service and today was the work in 1918 of the National Parks Education Committee, which pre-dates the establishment of NPCA. This group sought "to further the view of the national parks as classrooms and museums of nature (*emphasis added*). While NPCA evolved out of this committee, it is an important historical note that even in the earliest times, the Service and its constituencies recognized the importance of educating the public and of using the parks to teach rather than to simply convey information. Today, "Parks as Classrooms" is a major education initiative of the NPS, and education of a broad public is arguably the Service's highest priority after resource preservation.

Miles points out that during the 1960s, when most of the rest of the conservation community lost interest in the national parks as a major focus, NPCA did so as well. Even prior to this, NPCA was seldom,

if ever, the principal leader or initiator of any major national park legislative battles, but worked on the margins. Most often the initiative for the establishment of a new park came (and still comes) from a state or local grassroots organization, whether conservation or tourism business. Occasionally it has come from the National Park Service, but seldom from NPCA prior to the 1970s.

As I suppose is true of many histories, the best and most accurate detail in Miles' book is centered on the early and middle years of NPCA's existence, and the least detailed, and least focused is that of the '80s and early '90s. I did not find this a shortcoming of the book, since events of that recent vintage are hardly history and their relative importance can't be accurately judged yet. Nevertheless, for the decades that really have shaped the role of NPCA and its relationship to the National Park Service and the National Park System, from the 1910s through the '70s, Miles book is a wonderfully rich account, well researched, well documented and well written.

I highly recommend this book, along with that of Stephen Fox, "The History of the American Conservation Movement," as among the best such histories of conservation.

For NPS professionals, who seek to manage fragile areas amidst the conflicts of today, understanding our friends, as well as those who oppose our values and our mission, is essential. "Guardians of the Parks" is a major contribution to developing that understanding.

— T. Destry Jarvis  
WASO

## Leave No Trace (from page 14)

- minimize the use and impact of fires

Currently there are seven ecosystem-specific Leave No Trace curricula, with six more in production. Each is based on the six principles, but tailors them to best fit the conditions and sensitivities of a particular ecosystem.

In addition to these curricula, which are used to educate Leave No Trace trainers and the public, LNT Inc. has developed partnerships with outdoor recreation suppliers to publicize the six principles. For example, L.L. Bean is sewing patches

with the LNT logo and six principles into all its tents. Coleman also is sewing patches into its clothes lines. Trails Illustrated Inc. has produced easy-to-carry plastic cards with the six principles.

BLM, NPS, USFS and USFWS also have made substantial contributions, including sending about 300 employees to NOLS-sponsored LNT leadership training.

However, Devine pointed out that while several parks have incorporated LNT principles into their own programs, the Park Service as an agency has not followed through as completely as its sister agen-

cies. Most notably, unlike the other three agencies, the NPS has yet to identify a Servicewide LNT coordinator.

Devine urged workshop participants to work in their own parks to promote Leave No Trace principles, and to lobby for more NPS involvement at the agency level.

For more details, including a list of publications and posters, contact Devine via cc:Mail or Watts at (303) 442-8222.

— Barb Maynes  
Olympic

## Letters *(continued)*

and required by law to keep the parks safe for our visitors. We don't have the luxury of picking and choosing the assignments. Do you think that anyone would choose to enter a building at 2 a.m. to search it, to get in the middle of a domestic argument to find a dead little girl rolled down the side of an embankment? Heck, no. But this is what we have committed ourselves to in taking on the responsibilities of our job.

We also do not have the luxury of choosing when we will become involved in a confrontation that may require a law enforcement solution. Many of the assaults that have occurred against park rangers, do so with little or no warning. The violators today don't have any respect for law enforcement. A book written by Paul Berkowitz, "The Use of Deadly Force by, and Deadly Assaults Upon, Federal Conservation and Land Management Law Enforcement Officers and Other Employees," sums up the necessity for all law enforcement officers to be armed.

Many parks are experiencing record visitation numbers and the need has never been greater for having an armed park ranger around. Our parks are not immune from the influences that surround them. Visitors inevitably bring their problems with them when they come to the parks. Almost every urban area has documented a rise in crimes committed by people, toward people. Weapons are "accessible" on the streets of our cities and towns for the right price. With the ever-expanding encroachment of the cities toward our parks, some of that violence is spilling over into the parks.

To the author of the letter, please stay away from law enforcement until you decide to take on all of the responsibilities of the job.

— Susan Zoccola  
Valley Forge

### Letters to the Editor

Letters to the editor are welcome. Signed letters of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Mail to **Editor**, 26 S. Mt. Vernon Club Road, Golden, CO 80401.

*The following letter was published in the Washington Post and is reprinted here with the author's permission.*

Having just completed my 15th summer as a seasonal ranger in Yellowstone, I was drawn to the article "Would-Be Rangers Pursue Their Dreams in Area's National Parks" (*Washington Post*, Sept. 10, 1995) like a thirsty hiker to a clear spring. The story shows how the men and women who work for the parks view themselves and their work.

Most "seasonals" who have worked in the parks any length of time have their reasons: excitement, adventure, public service, education and countless others. In my seasons I've never met anyone who said it's for the money. Often it is the opposite. Someone has given up a better-paying job or career path to explore other values and riches.

In my time as a ranger, I've fought forest fires, trapped grizzly bears, looked for lost campers, ridden horses, paddled canoes, applied CPR and first aid and hiked thousands of trail miles. In the first years, it was easy with just myself. Now it's a family that goes west each summer. Some day, I hope my children will find service to the natural world and the people of this country as rewarding as I and the rangers in the article have.

The rewards are found in the sunrise, clean water, wildlife, lightning storms and friendships formed by conditions where a person is depending upon another's skills and follow-through.

For all the "would-be" rangers I've met over the years — and it's always amazed me how many have said they would like to be one — those who actually pursue it are few and far between. I'd encourage anyone who has ever had the dream to keep trying. After just one season, you too will have your stories to tell and memories to keep.

Bill Kraegel  
Laytonville, Md.

I just attended my first Rendezvous and got a chance to live like a ranger for a few days. I got to wear the flat hat (in tattoo form, thanks to Deb Liggett), was authorized to fine people (for such infractions as wearing a necktie), and handled public disturbances (in this case,

150 rambunctious young women volleyball players racing around the hotel who were in town for the state tournament).

I "lived off the land" like a ranger, buying only 2 meals in 3 1/2 days (otherwise subsisting on hoarded airline food, cereal brought from home, apples from the hotel front desk, and sumptuous hors d'oeuvres offerings at two receptions). I learned what a life of high risk and adventure the ranger leads, each day wondering when my number would come up . . . in the raffle. And I won't even mention the "wild life" management challenges which came up, especially at night.

From another side, I was tremendously impressed with the thoughtfulness of discussions and workshops I was in. The slide show on the International Ranger Federation's first world meeting, and all that such gatherings can do for international conservation, was particularly inspiring. I recommend next year's Rendezvous to anyone who wants the total ranger experience.

— Chris Brown  
NPS Rivers, Trails and  
Conservation Assistance Program  
Washington, D.C.

### ANPR Super Raffle winners

- 1st: Tiffany Braun, Ketchum, ID
- 2nd: Doris Shaffer, Red Bluff, CA
- 3rd: Dave Frederick, Covina CA
- 4th: Roger Trimble (BLM) Washington, D.C.
- 5th: Heather Whitman, Theodore Roosevelt
- 6th: Val Proctor, Everglades NP
- 7th: Tessy Shirakawa, Petrified Forest
- 8th: Marcus Hathaway, Denali
- 9th: Mollie Wold, Reno, NV
- 10th: Alison Callahan, Malvern, PA

Winning ticket sold by Wayne Landrum,  
DRTO

**Most tickets sold** — 1st, Rick Gale, WASO (158); 2nd, Barbara Goodman, DESO (106); 3rd, Beth Spencer, GOGA (100); 4th, Lyn Rothgeb, SHEN (66); 5th, Jim Webster, CANY (52).

## The Professional Ranger

### Emergency Services

In September, an independent group of five nationally known EMS experts, organized by the National Highway Traffic Safety Administration (USDOT), conducted an evaluation of the National Park Service EMS program.

According to a memorandum from Bob Garbe, the Department's acting medical services administrator, the evaluation was based on a "standard of excellence" comparison, based upon structured interviews with current NPS EMS providers, rather than an audit or comparison to minimum regulatory standards.

The evaluation recommends that the current DOI medical authority over the Park Service EMS program be delegated to the Park Service itself. The evaluation goes on to recommend that the Park Service establish a full-time NPS EMS program director (more than the current collateral duty Emergency Services position) and contract for a medical director.

Although the Park Service sees the benefits of this action, it could be a problem, given the trend toward reducing central office staff and delegation of functions to the field. Right now, the Park Service is looking at options that might provide the services recommended by the evaluation without necessarily increasing central office staff.

The evaluation also recommended that parks with large scale EMS programs have full-time EMS coordinators, and that the Service reactivate its Emergency Medical Care Committee, adding members from the outside the Service.

**Search and Rescue** — Charging for SARs has been a hot topic around the Service this year. The Service looked into this, but has run into opposition. The department's solicitor has indicated that charging for SAR would move SAR into a fee-for-service category and *out* of the discretionary action category. As a result, the tort liability exposure could increase significantly, especially in those situations where the Service allocates resources to emergencies on a priority basis. Would the Service have to allocate

resources to a low-urgency SAR situation over another incident?

In addition, all of the military branches and many volunteer SAR groups have indicated their willingness to continue to provide free assistance to the NPS as long as the NPS is not charging for SAR service. Charging for the service may prevent the participation of many of the existing SAR partners.

Of course, the best rescue is the one not needed. Thus, more areas are emphasizing preventive SAR and making park users their partners, asking them to enter areas both mentally and physically prepared for the conditions they encounter.

— Greg Stiles  
Shenandoah

### Interpretation and Education

Corky Mayo, WASO chief of interpretation, gave an overview at the Rendezvous of recent interpretive developments. They include:

- Completion of the *Compelling Stories* book. The book was distributed to interpreters at the Rendezvous and will be released at the NAI Conference in Orlando. Mayo described the book, designed in a workbook-style format, as "taking Tilden's message and infusing it new energy." It will be distributed soon to all parks. Lesson plans will follow.

- A portion of the new interpretive curriculum was field-tested at Mather last October with a two-week session for 35 interpreters. Designed in seminar style, it allowed participants to choose the courses most useful to help meet the required competencies.

- About 60 interpreters will meet in conjunction with the NAI conference. Discussion topics will include communication and coordination within the new NPS organization; the development of a new NPS-6 within two years; new training curriculum; interpretive awards (maybe adding a group interpretive award); Master Interpreter concept.

- Work on the national Junior Ranger program continues, with 15 parks participating. Work is now focusing on the possibility of a television partnership.

- Mayo urged all interpreters to con-

tinue using the In Touch bulletin board to share ideas and questions.

— Barb Maynes  
Olympic

### Protection

**DARE** — A quick note to all NPS DARE officers and supervisors. The ninth annual National DARE Officers Association Conference will be held in St. Louis, Mo., from Aug. 7-10, 1996. Make every effort to be there; it's well worth it. The theme will be "Gateway to a Drug-Free World."

**Street Survival Training** — This past November I attended a three-day training session — Street Survival — put on by Calibre Press. It was one of the most memorable, most impressive training courses I've attended. The course is offered all over the U.S. and Canada throughout the year. For information call Calibre Press toll-free at (800) 323-0037.

The class serves as a refresher about the dangers of law enforcement. NPS rangers are coming in contact with more dangerous and violent individuals who seek the parks as a playground for their criminal activity. At present, NPS rangers investigate approximately 34,000 criminal incidents each year.

The class also addresses legal ramifications, both criminal and civil, of law enforcement officers actions. Finally, a segment I enjoyed dealt with the people closest to law enforcement officers — their families. Here is some advice from the training seminar:

"Remember the four Ls of life: Live, Love, Learn, leave a Legacy."

**EPIC (El Paso Intelligence Center)** — Last February the Department of Interior, including all DOI agencies with law enforcement and/or counter-drug missions, became a full participating member in the center. EPIC is a unique, cooperative effort established to collect, process, and disseminate information concerning illicit drug trafficking.

With more drug traffickers avoiding the nation's interstates, more are turning onto secondary roads, including those patrolled by NPS rangers. It pays for rangers to be trained in the use of EPIC and understand the incredible value this

center provides. At present, the DOI has about 85 agents/investigators, rangers, and park police officers on the user access list. For more information about EPIC, contact your supervisor or law enforcement specialist.

**Offensive Driving Training** — One of the most deadly pieces of equipment rangers use everyday is probably the one in which we are trained in the least. It has been proven that a law enforcement officer is more likely to become injured or killed in an automobile accident than in any other aspect of their job.

A few years back I remember rangers at Delaware Water Gap NRA were interested in obtaining training in offensive driving, not defensive driving with the cones. After a few months, there we were on the Pocono International Speedway cruising the track and benefitting from the expertise of NPS EVOC instructor Tim Alley from Shenandoah and a Park Police officer from Washington, D.C. If your primary patrol vehicle was a jeep, then that's what you used.

Rangers are always responding to incidents code 3, and aside from training at FLETC rangers rarely, if ever, receive additional training in this aspect of law enforcement which has proven to be so dangerous. Of course, not every NPS unit has a Pocono International Speedway down the road, but rangers still should pursue this type of vital training.

— Steve Clark  
Coulee Dam NRA

## Resource Management

**R-MAP Update** — A video called "Halfway There," describing the NPS natural resource management function and the need for appropriate expertise to do it, is available now to market the concepts of R-MAP, the Resource Management Assessment Program.

Data analysis for the cultural resources section of R-MAP is now complete and the results were scheduled to be presented to the director in late November. A lot of hard work has gone into this program to put it on the "fast track" without sacrificing any of the testing or quality assurance necessary to assure that the information will be reliable and useful.

Like its natural resources counterpart (NR-MAP), the cultural assessment CR-MAP provides an objective, quantifiable estimate of recurring resource management workload in each park surveyed based upon a uniform set of criteria. Two hundred ten parks have sufficient cultural resources to be included in CR-MAP. The data show that the parks, taken together, are at approximately 32% of the needed staffing level to do the cultural resource job, slightly better than the 25% level NR-MAP showed for natural resources (269 parks).

CR-MAP and NR-MAP can be combined, and their greatest near-term value may be in keeping resource management programs from suffering cuts as budgets and FTEs get tighter and tighter. It's not very likely the long-term goal of increasing staffing in these areas will get much attention in the current political climate.

**OPM Re-Classification Proposal** — The Office of Personnel Management is proposing to eliminate all the distinct qualification requirements for different biological science series (e.g. 408 ecologist, 486 wildlife biologist, 460 forester). If enacted, it would hurt our efforts at professionalization and is counter to the resources careers initiative. If everyone is a generalist, it's pretty hard to recruit for specialists. Many negative comments were sent in from across the NPS but there's no indication of what action, if any, OPM will take.

**Social Science** — Gary Machlis, the new NPS chief social scientist, has circulated a draft plan for social science in the national parks. It has a welcome emphasis on "delivering useable knowledge to NPS managers and the public," something that more NPS science should stress. Without seeking significant new funding, the plan attempts to reinvigorate the CPSU network, at least for social science. It seems to be a good and realistic vision that might even be feasible within current budget constraints. The problem, though, is that needed efforts in social science research to support park management may come at the expense of other natural science and research needs, since the funding for both programs will likely come out of the existing natural resource

funding level. And that funding level for FY96, both at Servicewide and regional (cluster? field area?) levels appears vulnerable to other priorities under restructuring.

**The Future of the NBS** — Gee, this topic never seems to go away. At the time I wrote this (early November), both House and Senate budget bills called for the National Biological Service to be folded into the U.S. Geologic Survey, eliminating the NBS as a separate bureau within Interior. If that happens, the likelihood of seeing tactical biological research that (see above) meets the needs of national park managers would appear to be getting slimmer and slimmer. USGS does do a lot of fine work in parks, but usually only for top dollar. Even within USGS, the NBS (or whatever it would be called) is slated for more reductions in funding and FTEs. The story just keeps getting worse.

**Good News** — At least a few good people who have contributed a great deal to NPS resource management are being recognized. Molly Ross, former assistant chief of the air quality division and now a special assistant to Assistant Secretary George Frampton, received a Meritorious Service Award for "outstanding contributions and exceptional dedication to resource management . . . and to the mission of the NPS."

Dan Kimball, water resources division chief, received the Steven Mather Award at this year's Rendezvous, in recognition of his successful efforts to avert disastrous mine developments on the fringes of several major western parks.

And Abby Miller, who has been the glue that has held the Service's natural resource management program together at the Washington level the last several years, has been selected to be the new deputy associate director for natural resources. All three deserve the recognition and will, I expect, continue to be the leaders and advocates for the NPS natural resource management program and the people who do resource management in the field. □

— Bob Krumenaker  
Shenandoah

## ANPR Reports

### Vice President, Professional Issues

Is the Park Service ready yet? I mean, we have implemented the new organization — structured interdependence — and one of the precepts was to empower the lowest effective levels with decision-making authority.

So, are we ready? Ready to give up one of the last bastions of top-down management?

I'm talking about the NPS-numbered guidelines. The proliferation of guidelines with "thou shalt" approaches emerged over the last 15 years. The period of growth of central offices and cookie-cutter park management.

Don't get me wrong. There is a need for consistency in a *National Park Service*, and there are reasons to develop prescriptive guidelines. NPS-2 Planning Process Guideline and NPS-9 Law Enforcement Guideline are two cases of appropriate uses of the policy guideline concept.

Any business or organization needs a consistent approach to planning. NPS-2 is prescriptive in *process*, while allowing for flexibility in format and content. For example, the small masonry fort in a tropical environment with low visitation can develop a quality planning document that meets resource needs and can withstand the same public and congressional scrutiny as a plan for a major northern climate ecosystem with multi-millions of visitors. The type of consistency provided by NPS-9

keeps rangers out of jail and free of lawsuits. Absolutely essential.

Even with structured interdependence, park-up oriented management, and lowest effective level decision making, there are some arguments for most of the other numbered guidelines. But, let's examine these from the standpoint of empowerment, changing needs and new ways of doing business.

First of all, any chapter in any guideline that isn't implementing a requirement of law ought to be suspect. Approvals or reporting requirements up through a chain of command not required by law, executive order, or similar directive, ought to be in doubt immediately, if not summarily thrown out. Any guideline that isn't used — really used — by a solid majority of the people who are supposed to use it, can be thrown out.

Does anyone know what NPS-8 is? How many people *use* NPS-62, that is, keep it by their desk and refer to it on a consistent basis? Yes, it is out of date. But the NPS continues to make purchases and stay well within the law, so why continue to waste trees for paper on a useless guideline? Why revise it when we are doing quite well with out it?

Completely scraping all of our guidelines will, over time, result in a lot of unnecessary reinvention of proven procedures. Where this is the case, we ought to

adopt a "handbook" concept similar to the U.S. Forest Service. Handbooks present proven options, give the essential information from which local managers can make informed decisions, with flexibility to meet local needs and situations.

NPS-6, Interpretation Guideline, has taken this handbook approach since it was first written. Recently I reviewed a draft of NPS-53, Special Park Uses Guideline, and was pleased to see that more options and suggestions were being presented than in previous editions.

One of the things we learned through the Vail meetings was that the proliferation of constraining management policies were stifling creativity. The Service was not changing to keep up with the times and needs of the resources entrusted to its care.

The client-based system that we are developing ought to have references available as needed. The ability to meet local park needs, while maintaining truly necessary Servicewide consistency, is possible through guidance without unnecessary constraints; communication of options and process without inflexible prescriptions.

Change-oriented people need to make critical examinations of every guideline immediately. If they don't, the Service will have empowered parks that ignore guidelines that don't fit today's needs.

— Ken Mabery  
El Malpais

### Vice President, Communications

By the time this issue of *Ranger* reaches its readers, *Ranger Rendezvous* will have come and gone. In 1996, the Association of National Park Rangers will celebrate its 20th year.

As you have read in these pages, ANPR has attained many accomplishments. Over these years ANPR has changed, as has the National Park Service. In recent months, the comfort zone in the Service has been drastically reduced. Friends have left or transferred, services are scattered, and new programs and acronyms have cropped up.

For many ANPR members, *Rendezvous* is a constant — a time to look forward to seeing old friends, expanding our thought

processes, networking, recharging our batteries and having a good time.

Next year we travel to Corpus Christi, and hopefully, the attendance will rival our 10th *Rendezvous* in Jackson Hole, Wyo. In order to do this, the membership needs to start beating the bushes and create an interest and a desire to help this Association meet its mission of benefit to the Service and its employees.

During the past year our membership has fallen off a bit. We used to boast of an organization of 1,700 members, but we can't say that now. One member came up with the slogan, "2,000 by 2000." Not a bad idea and one, which in these tough times,

has real merit to increase our ability to maintain the "family." If there was ever a time to draw together it is now.

We need an approach that lets our co-workers know how they can enjoy the rewards of the organization, professionally and socially. Everyone who benefitted from the Career Futures programs needs to know that the seed was planted and nurtured by ANPR.

How many have joined to help us carry on the essential work of the Association? As an organization, we need to sell ourselves. There still is a need for an internal public relations program. With all the excellent information and interpretative staffs

## Regional Reports

### Midwest

The Rendezvous will have come and gone by the time this appears in *Ranger*. I appreciate all those who made it to the Rendezvous and participated in the caucuses, workshops and meetings. I have sent out a couple of member mailings this year as well as several mailings of *SitRep Reports* to park representatives. As the mailings attest, we have been busy with employee issues and the issues being addressed on Capitol Hill.

My term as regional representative will expire at the end of 1996 and anyone interested in the position will be nominated at the next Rendezvous in Corpus Christi, Texas. The board and membership will have decided on any changes to "regional" alignments in St. Paul, and I will let you know the results

### Alaska

It was great to see Alaska members reach St. Paul, including one seasonal, Leonard Hanson. In our caucus meeting, we discussed promotional sales items (rotating items, new items, 20th anniversary items), increasing membership (our region is down 24 members), future Rendezvous sites (the poll indicated members were more interested in a Canadian site than an Anchorage site, but not to rule out Anchorage), and re-

in my next newsletter. I do not intend to run for re-election and encourage you to get involved in your organization. I will be happy to discuss the responsibilities with anyone who is interested. You can call me or contact me via America Online at [Bmckeeman@AOL.com](mailto:Bmckeeman@AOL.com).

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

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

— Bruce McKeeman  
Voyageurs

organization of the board. The latter will be discussed further at the March board meeting. Details of Rendezvous will have been sent to you in a newsletter in December.

Thanks to Donna and Tom Habecker who hosted an ANPR potluck for Denali folks in August. We signed up a new member, Bill Raften. Welcome!

— Lisa Eckert  
Denali

### Rocky Mountain

Another successful Rendezvous has just been completed. I'm happy that I was able to see so many good friends and make accomplishments for the ranger profession. The Rocky Mountain contingent was there — folks from Glacier, Arches, Dinosaur, Mesa Verde, Golden Spike and more. The regional caucuses discussed issues such as reorganizing the board. The consensus of the RMR folks was to leave the board in a geographic representation of the membership. The reorganization committee will continue to work on the issue and their work will be published in *Ranger*. Look for it. Park representatives still are needed; please volunteer to be the first in your park to have the latest information on ANPR activities!

— Sarah Craighead  
Mesa Verde

### Pacific Northwest

It's with mixed feelings that I write my last regional rep report. I'm glad to know that some energetic "new blood" will be joining our ANPR board. It's been lots of fun serving as your rep and a great learning experience. I urge each of you to consider running for a board position at some point. The returns on your time investment are considerable.

— Barb Maynes  
Olympic

in the Service, there should be someone to help us put a strong program together. If you can help a team effort on this, please volunteer now. We should tap into every park and office in the Service and have representation. It is a two-way street and both the Service and the Association stand to benefit.

Join your officers and board in this effort. Send us your ideas; pass the *Ranger* along so that others will see the quality of what we do. Cajole, bribe or make a bet to get your friends to try us for a year. They have nothing to lose.

Start talking about Corpus Christi (*see page 23*). I hope to see many new faces and yellow "first-timer" buttons in Texas.

This is my last hurrah on the ANPR board for a while. Thank you for the pleasure of serving you and sharing with you.

— Jeff Karraker  
Capulin Volcano

### Business Manager

Please see page 36 for ANPR's operating statement for the final quarter of fiscal 1995: Oct. 1, 1994 — March 31, 1995.

The board of directors voted to change the fiscal year to make all inclusive fund raising and program events. FY '95 was a short, six-month period. The excessive overage results because most income-producing activities take place during this period, with expenses occurring in the fol-

lowing six-month period. The overage is expensed to FY '96 to cover obligations prior to sufficient receipts.

Rendezvous was a rather small gathering this year. Although the atmosphere favored relaxed socializing, the opportunities for professional exchange were excellent. You can learn much from the workshop summaries in this issue.

One bit of good news on the seasonal front: Seabury and Smith just completed mailing health insurance information to all eligible parks. Contact your park's administrative officer for details. Call me at (518) 743-1146 if you can't get these documents.

— Debbie Gorman  
Saratoga

## Retirement Committee

**First Principles of Investing** — Many of you know that I recommend the book, "Making the Most of Your Money" by Jane Bryant Quinn (Simon & Schuster, \$27.50). The book is a "bible" to be used to research just about any stage in the investment or estate planning process. In her book, Quinn outlines 10 investing steps she calls "First Principles of Investing." These are the 10 steps, followed by my comments as they pertain to the Thrift Savings Plan:

**1. For building capital long term, buy stocks.**

The "C" Fund is a common stock index investment fund. This fund tracks the overall performance of the U. S. stock market, not just a limited portfolio of a few major companies.

**2. Buy stock-owning mutual funds, not stocks themselves.**

The "C" Fund was established to reflect or mirror the Standard and Poor's 500 Index (S&P 500). This index includes the common stocks of 500 companies traded in U. S. stock markets, for the most part on the New York Stock Exchange. The composi-

tion of the S&P 500 is: 400 Industrial Companies, 40 Utilities, 40 Financial Companies and 20 Transportation Companies.

**3. Diversify.**

The total value of the S&P 500 makes up about 70 percent of the total value of all companies on all U.S. stock markets. This is diversification at its best.

**4. Keep It Simple.**

Fill out the form to contribute 10 percent (FERS) or 5 percent (CSRS) into the "C" Fund. How simple can it get?

**5. Have the courage to hold mutual funds for the long term.**

You are investing for retirement which is investing for the "long haul". The S&P 500 has averaged (adjusted for inflation) over 10 percent a year for over 66 years. There will be ups and downs, but over 10 to 30 years these will smooth out. Time is your greatest ally. You can't start too soon.

**6. Ignore market timing.**

Anyone who says they can time the market is either lucky or lying. Don't listen to friends, TV pundits, etc. If you switch funds to catch a trend, by the time your money is switched, it's too late. Reread

number 5 above. Also, when there is a downward trend in the market, consider the stock to be "on sale," so every two weeks your contribution to the "C" Fund is buying more shares which, when the market goes back up (and it will), those shares will be worth more. A great example of buy cheap, sell high.

**7. Invest regularly.**

Investing 10 percent (FERS) or 5 percent (CSRS) every two weeks is about as regular as you can get it. It's called Dollar Cost Averaging. Continuing to invest even if the fund's cost is down. Buy low, sell high.

**8. Reinvest your dividends.**

All dividends paid by companies in the index fund are automatically reinvested. A beautiful thing.

**9. Stick to your investment strategy.**

Investing for retirement means starting as soon as possible and practicing steps 1 through 8.

**10. Have patience, patience, patience.**

I couldn't have said it better myself!

— Frank Betts, Retired

## Santa Rosa Ranger Academy Moves



Bill Orr, director of Santa Rosa Ranger Academy for the past 18 years, stands at new entrance.

After 18 years at Los Guilucos in Santa Rosa, Calif., the Ranger Academy has moved 40 miles away to the U.S. Coast Guard Training Center in Petaluma. The academy trains seasonal rangers for work

in national parks throughout the country.

The Santa Rosa Ranger Academy began operating in March 1978. It has completed 89 training sessions and graduated 2,186 rangers.

The Coast Guard occupies an 800-acre tract in the rolling foothills of Northern California, about seven miles from Point Reyes National Seashore and 10 miles west of the Petaluma city limits. It is located in a pastoral countryside area known as Two Rock in Sonoma County. The address is 609 Tomales Road, Petaluma, CA 94952-9612; (707) 776-0721.

The Coast Guard established the Training Command in 1971, and it functions as the West Coast resident training facility. Some 10 schools offer about 50 courses for about 7,000 students a year.

The Ranger Academy is fortunate to have been accepted and welcomed to this training facility. It hopes to continue training rangers indefinitely for positions in the National Park Service, U.S. Fish and Wildlife Service and other federal, state and local agencies.



### ANPR's Second Century Club

The 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 the original life membership fee. The additional contribution will expand the principal in the life account, thereby producing increased investment potential.

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

#### Second Century Club Members

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

### 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.

Paul Mackie Newcastle, OK  
Jeffrey Goad Boulder City, NV

# ANPR ACTIONS

## Park "Closing" Bill

The Association was asked to testify on H.R. 260, the National Park System Reform Act of 1995. The bill was similar to legislation introduced in the previous Congress and enjoyed bipartisan support, including sponsorship by Bruce Vento and George Miller, past chairmen of the House subcommittee and committee with oversight over the NPS.

Past President Rick Gale, testifying last year on behalf of President Deanne Adams, emphasized that the segment of the bill that most interested ANPR dealt with standards for new areas. He said:

"Clear criteria for authorizing 'nationally significant' additions to the National Park System, coupled with appropriations sufficient to protect and manage a new area, are key to maintaining the integrity of the System. The danger of not applying such criteria and practices is the proliferation of new areas of less than national significance, and the impact of such new areas on the integrity of the System as well as the operating budgets and staffing of existing units of the National Park System."

The bill, however, also had provisions for what has come to be known as a "park closing commission" — an idea that became controversial last summer and fall. Gale's testimony made our position clear:

"Title I of H.R. 260 also speaks to the concern of 'national significance' by establishing a process for identifying existing areas for possible termination or modification. This process, in order to be credible with the American public, must also be based on explicit criteria and standards which would clearly show why an area does not belong in the National Park System. Without such a process and criteria, we are concerned that the review of the existing system could end up being based primarily on political influence, or on narrow or parochial issues without fair consideration of the national

interest."

In September, the Association received a query from the majority staff of the House Subcommittee on National Parks, Forests and Public Lands, asking if ANPR was interested in submitting a letter supporting the bill. The letter would be distributed to all House members in an effort to drum up support for the legislation. Adams declined the offer, largely out of concern that our position would be misrepresented in the growing rancor over the bill.

Generalizations subsequently appeared in several forums and implied that ANPR fully supported the bill and the commission, which by then opponents portrayed as an effort to eviscerate the National Park System. President Adams wrote to Rep. Don Young, chairman of the full committee, and said, in part:

"With all the debate surrounding H.R. 260, the Association of National Park Rangers would like to take this opportunity to reiterate our position regarding the bill . . .

"The issue of strengthening criteria for admission of new areas to the System and the proposed park review commission . . . are separate issues, and our strong support for the former should not in any way be viewed as unqualified support for the latter. We strongly believe that any review of existing areas should be approached with great care, otherwise it could be based on narrow or parochial issues without fair consideration of the national interest, and could divert resources from management of the existing system. In order to be credible with the American public, any review must be based on explicit criteria and standards which would clearly show why an area does not belong in the National Park System.

"Because of our concern that a review of existing areas could be based on narrow or parochial issues, we have not given unqualified support to this bill and ask that our entire position be

included in any reference to the Association's position on H.R. 260."

The Association's position was discussed at the Rendezvous last November, and the overwhelming view of attendees was that ANPR should withdraw all support from the park review commission provisions of the bill. Although H.R. 260 currently isn't under active consideration, it likely will resurface later in this Congress.



## Tenure and Appointment of Director

The Association was invited last fall to testify on H.R. 2456, which would require Senate confirmation of and establish fixed terms and professional requirements for the NPS director. Because the bill was similar to legislation the Association previously supported, President Adams instead chose to write to Rep. James Hansen, chairman of the subcommittee:

"The Association of National Park Rangers (ANPR) has long supported professional park and resource management qualifications for and Senate confirmation of the NPS Director, as currently is the case with other Bureau heads in the Department of the Interior. We believe that the NPS Director should be on equal footing with the directors of the U.S. Fish and Wildlife Service and the Bureau of Land Management regarding confirmation.

"... We believe the Director should be a recognized professional in the field of park and resource management at a national level.

"While the pool of applicants need not necessarily be restricted to individuals currently employed by the National Park Service, prospective nominees should have experience that is commensurate to providing leadership at the national level in park management. Qualified employees of the National Park Service must be given every opportunity to serve as the Director of their agency. This legislation allows this opportunity."

— Bill Halainen  
Delaware Water Gap

## All in the Family

### Permanent Intermittent Status May Work for You



The Mihalic Family enjoys high tea at the Empress Hotel in Victoria, B.C. In this photo taken last summer, Jeri and Dave are seated with Emily, then 6, and Nicholas, 4.

In June 1988 I was the administrative officer at North Cascades National Park when I decided to make a big career change — I married a superintendent. On the career side I couldn't think of many options available to me. Working at my new husband's park, Mammoth Cave, would not be an option, and there were very few federal agencies in rural Kentucky. After 13 years with the NPS, I didn't know what I was going to do.

However, I was fortunate enough to have a supportive superintendent at North Cascades. So I approached John Reynolds, and asked him about converting me to intermittent before I left North Cascades. It was an option he had not been aware of. He thought it would be a great idea, because he had some projects in mind that I could work on for him from Mammoth Cave. Better to use me occasionally than to lose the investment the NPS had in me and I in it.

I wrote a position description that was basically my previous administra-

tive officer position, adding special projects and instructing duties. A new position was created and I moved into it before leaving for Kentucky. I also "transferred" to the Southeast Regional Office in Atlanta, where my payroll is still done.

The FTE for the intermittent position wasn't a problem because my time wasn't going to add up to even a rounding error. I was able to stay under the Civil Service Retirement System, stay on the payroll of the NPS, and could work for anyone with an account number and the funding with only a phone call. No further personnel action was necessary because I was in the System.

I've been a permanent intermittent now for seven years. I have been able to be a superintendent's wife and raise two children, and it has allowed me to be involved in interesting projects and training courses. I have served on a task force for the Denver Service Center, taught at Albright, Mather and Atlanta, served as co-chair of the Dual Career/Worklife Issues subcommittee for the Vail Agenda,

served as chair of the Career Development and Professional Growth work group of the NPS Training Task Force, worked on a detail to the Mid-Atlantic Regional Office for the comptroller, and worked in WASO Employee Relations for a three-month detail.

Sure, it's a checkered career made up of piece-meal assignments that come only occasionally, but I have had the opportunity to be involved in things I might not otherwise have had the chance to do. I have still been able to contribute something to the NPS.

One of the projects I was involved with was updating the NPS policy on Dual Careers. We broadened the definition to include all couples where at least one person worked for the NPS. Transferring spouses are now guaranteed a minimum of 180 days of leave without pay so they can get their feet on the ground in a new area. The new brochure came out in fall 1995. I hope you've got a copy.

Another project was to help put together a Worklife Issues Handbook to assist employees in balancing their work and family responsibilities. The handbook covers recent legislation such as The Family and Medical Leave Act and The Family Friendly Workplace Act.

It also explains other options available to employees, such as alternative work schedules and flexi-place arrangements. The handbook is at the printers and is due out soon. It will be an aid to both supervisors and employees.

I hope each of your areas has a worklife coordinator identified and that if it isn't you, then you are helping that person. The worklife coordinator for the Service is Debbie Martin from WASO Employee Relations.

— Jeri Mihalic  
Glacier National Park

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.

**Edward V. Bayron** (HAVO 89, KATM 91, HALE 91-92, GLBA 92, NWAK 93, BELA 94-95) has left his career seasonal position in interpretation and law enforcement at Bering Land Bridge NP and now is an immigration inspector for the Department of Justice, Immigration and Naturalization Service, in Dutch Harbor, Alaska. Now that he has his status he will seek to re-enter the NPS permanently. Address: P.O. Box 750, Dutch Harbor, AK 99692.

**Jim Bellamy** (MORA 67 & 71, ZION 74 & 77, GRTE 77-79, CHIS 79-81, BIBE 81-87, GLAC 87-92, GRBA 92-95) has left his chief ranger position at Great Basin and now is a training specialist at Albright Training Center. Address for he and **Anne**: P.O. Box 1073, Grand Canyon, AZ 86023.

**Jim Capra** (BLCA 87-89, INDE 89-92, BUFF 92-95) is a ranger in the Dry Bay Area at Glacier Bay. Previously he was the Erbie Subdistrict ranger at Buffalo National River. His wife, Rhonda Coston (BLCA 88-89, NOCA 94-95) still is working seasonally at North Cascades, returning home to Alaska in the winter. Address: home, P.O. Box 209, Yakutat, AK 99689; (907) 784-3385; work, P.O. Box 137, Yakutat, AK 99689; (907) 784-3295.

**Brian Carey** (EVER 0-82, BISC 83-85, CANA 85-95) is the new district ranger in the Ranch District at LBJ National Historical Park. He transferred from Canaveral with his wife, **Kathy Spellman**, formerly district naturalist at Canaveral, and their son, **Dylan**, to the Hill Country of Texas. Address/phone: 200 Old Austin Highway, Johnson City, TX 78636; (210) 990-8343.

**Robert J. Conway** (SHEN 90, YELL 90-93, CUVA 94-95) has left a law enforcement ranger post at Cuyahoga Valley NRA. He now is an environmental engineer at

Youngstown Air Force Base in Youngstown, Ohio. He is getting his status to pursue a permanent park ranger position with the NPS. Address/phone: 649 Niles Cortland Road NE, Warren, OH 44484; (216) 856-5345.

**Kris Fister** (KATM 84-86, GLBA 88-90, YOSE 90-95) will leave her position in the public information office at Yosemite in February 1996 and head to Denali as the West District interpreter. Address: P.O. Box 218, Denali National Park, AK 99755.

**Randall Harmon** (LIHO, CHOH, OPOT, INDE, JELA, JEFF) is a park ranger in interpretation at the Truman Home. From October 1992 to March 1995 he was a park ranger at the Arlington House, Robert E. Lee Memorial. He has enjoyed his 11 years with the NPS. Interests are sports, reading history, traveling and visiting museums. Address/phone: 414 S. Osage St., Buckner, MO 64016; work, (816) 254-2720.

**Pete Hart** (MORA 68-72, GRTE 72-77, YOSE 77-81, CACO 81-86, GRSM 86-90, THRO 90-95) is superintendent at New River Gorge National River. He was superintendent at Theodore Roosevelt for five years. Address/phone: Box 316, Glen Jean, WV 25846; (304) 252-8363.

**Jonathan J. Holter** (ELMA 90, OLYM 91-92, EVER 91-92, SHEN 95-present) is a park ranger in the Central District at Shenandoah. Address: RRT 3, Box 314, Elkton, VA 22827.

**Rick Jones** (SAGU 78-81, LABE 79-84, HSTR 84-86, ELMO 89, USFS 87-92, BLM 92-94) has returned to the NPS as a park ranger at Fort Frederica NM, after serving as the business manager for Fort Frederica Cooperating Association the past two years.

**Bob Kirch** (ROVA 87-90, BOST 90-92, BITH 92-95) left his position of supervisory park ranger at Big Thicket for a law enforcement ranger job at Mammoth Cave. Spouse **Heidi Kirch** (VAMA 87, NARO 90-92, BITH 94-95) has transferred from secretary at Big Thicket to supply technician at Mammoth.

**Sandra Knight** (SEKI 94-95) has left an interpretive park ranger position in Sequoia and now is a protection park ranger at Independence Historic Park. Address: 5448 Germantown Ave., Philadelphia, PA 19144.

**Anthony Mangelli** (NACC 92-95) now is a law enforcement park ranger at Independence NHP. Previously he was a park ranger in interpretation at National Mall. Address: Independence NHP, Division of Law Enforcement, 313 Walnut St., Philadelphia, PA 19106.

**Mark T. Motsko** (GRSM 80-81, 83-89, YELL 82, Buffalo River 82, CRLA 89-91, THRO 91-95) is the Wonder Lake Subdistrict ranger at Denali. Previously he was a district ranger in the North Unit at Theodore Roosevelt NP. **Phyllis Motsko** left her position with the USFS and will join Mark in the move. Address: P.O. Box 166, Denali Park, AK 99755.

**Patrick Mulligan** (CRLA 92-93, NATR 94, CACA 94-present) has a new position at Carlsbad Caverns. Currently he is the biological technician. Previously he was the forestry technician. Address/phone: 3 Permian Drive, Carlsbad, NM 88220; (505) 785-2232.

**Bill Raften** (YOSE 91-93) is a seasonal law enforcement ranger in the Savage Subdistrict at Denali National Park. During this winter he is traveling in New Zealand and Australia national parks. In the spring he will work as an emergency medical technician in Kenya. Address: 8 Wren Lane, New City, NY 10956.

**Sharon Ringsven** left her job at Zion and is a ranger in interpretation at Haleakala. Address/phone: P.O. Box 1122, Kula, HI 96790-1122; work, (808) 572-9306, ext. 5510; home, (808) 572-5601.

**Herschel Schulz** (CACA 76-80, JECA 80-86, HAMP 86-90, CHCU 90-95) is a resources management specialist at El Malpais. He was the natural resources specialist at Chaco Culture.

(turn to next page)

**Association of National Park Rangers  
Oct. 1, 1994, through March 31, 1995 (Final Quarter, Fiscal '95)**

<p><b>Beginning Balance</b> ..... \$39,801</p> <p><b>Total Income</b> ..... \$129,695</p> <p><b>Fund Raising</b> ..... \$36,037</p> <p>Fines ..... 409</p> <p>Posters ..... 41</p> <p>Regular Raffle ..... 12,792</p> <p>Super Raffle '94 ..... 22,795</p> <p><b>Management/General</b> ..... \$18,414</p> <p>Contributions ..... 1,490</p> <p>Interest ..... 637</p> <p>Membership ..... \$15,972</p> <p>Omega Travel ..... 315</p> <p><b>Program Service</b> ..... \$75,244</p> <p>Exhibitors ..... 3,550</p> <p>Promo. Items ..... 2,907</p> <p>Road Maps ..... 371</p> <p>Rendezvous 18 ..... 30,792</p> <p>IRF ..... 10,100</p> <p>Training ..... 27,525</p> <p><b>Expenses</b> ..... \$100,856</p> <p><b>Fund Raising</b> ..... \$17,948</p> <p>Regular Raffle ..... 7,265</p> <p>Super Raffle '94 ..... 10,683</p> <p><b>Management/General</b> ..... \$22,366</p> <p>Business Mgr ..... 6,001</p> <p>Legal Consultants ..... 691</p>	<p>Postage ..... 1,980</p> <p>Printing ..... 1,283</p> <p>Subscriptions ..... 168</p> <p>Supplies ..... 214</p> <p>Telephone ..... 755</p> <p>Travel ..... 1,042</p> <p>Equip. Purchase ..... 3,103</p> <p>Maint. Agreements ..... 100</p> <p>Ballot Preparation ..... 60</p> <p>Mail Service ..... 57</p> <p>Board Meeting ..... 6,264</p> <p>Employment Tax &amp; Insurance ..... 647</p> <p><b>Program Service</b> ..... \$60,542</p> <p>Exhibitors ..... 311</p> <p>Ranger Museum Donation ..... 182</p> <p>IRF ..... 10,268</p> <p>Promo. Items ..... 1,704</p> <p>Road Maps ..... 1,836</p> <p>Ranger Magazine ..... 14,198</p> <p>Regional Reps ..... 806</p> <p>Rendezvous 18 ..... 14,275</p> <p>Situation Report ..... 200</p> <p>Staff Assistant ..... 1,000</p> <p>Training ..... \$15,762</p> <p><b>Ending Balance</b> ..... \$68,640</p>
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## Thank You

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

Site coordinator	Bill Wade	Zakopane slide show	Mark Herberger
Workshops and agenda schedule	Barbara Goodman, Tony Sisto, Lynn Pilgrim-Little (ANPME)	"Sierra" videos	Bill Halainen, Hal Grovert
Host park	JoAnn Kyril and staff of Mississippi National River and Recreation Area, and Tony Andersen and staff of St. Croix	DJ dance	Bill Halainen, Hal Grovert, Tony Sisto
Keynote speakers	Barbara Goodman, Tony Sisto	Band	Bill Wade, Charlie Maguire
Introduction biographies	Amy Vanderbilt, Tony Sisto	Exhibitors	Chip Davis, John Gentry, Greg Hochmuht
Pre-registration	Bill Wade	Fines judge	Cindy Ott-Jones
Registration	Nancy Wizner (coordinator), Kathy Clossin, Mark Harvey	Fun run	Ron Erickson
Hospitality	Raoul Lufbery (ANPME), assisted by Billy Flanagan and others	Regular raffle	Diane Moses (coordinator), Dan Moses
Free afternoon	John Daughtery	Logo item sales	Tessy Shirakawa, Pat Thompson
Golf	Tom McGrath	T-shirt coordination	Lyndon Torstenson
Rendezvous logo	Lynn Lufbery	Tatoos	Deb Liggett, Barbara Goodman
		Super raffle	Bill Wade, Rick Gale
		Reception sponsors	R & R Uniforms, National Parks and Conservation Association, Association of National Park Maintenance Employees, Gary Warshefski
		Training	

### All in the Family (from page 35)

**Tessy Shirakawa** (NCR 73-73, WRO 74-75, PINN 75-77, SEKI 77-79, SHEN 79-89, AKRO 89-95) is chief of interpretation at Petrified Forest. Previously she was regional interpretive specialist at Alaska Regional Office.

**Tony Sisto** (Reg. Eco. Office, WASO-RAD, GAAR, YELL, DENA) is the new superintendent at Fort Vancouver NHS. He was the NPS representative to the Regional Ecosystem Office in Portland. Address/phone: Ft. Vancouver NHS, 612 E. Reserve St., Vancouver, WA 98661; (360) 696-7655.

**Rick Smith** (YELL, YOSE, HOAL, WASO, EVER, MARO, CACA, and SWRO) has retired. He and **Kathy** live at 2 Roadrunner Trail, Placitas, NM 87043. He currently is a consultant in protected area management in Latin America. □

**MEMBERSHIP APPLICATION — Association of National Park Rangers**

Important: Please specify —  New Membership  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) \_\_\_\_\_

**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 \_\_\_\_\_

Category	Type of Membership (check one)	
	Individual	Joint
Active (all NPS employees)	Permanent <input type="checkbox"/> \$30	<input type="checkbox"/> \$40
	Seasonal <input type="checkbox"/> \$20	<input type="checkbox"/> \$27
	Retired <input type="checkbox"/> \$20	<input type="checkbox"/> \$27
Life (open to all individuals)*	Active (NPS employees) <input type="checkbox"/> \$375	<input type="checkbox"/> \$500
	Associate <input type="checkbox"/> \$375	<input type="checkbox"/> \$500
Associate (individuals other than NPS employees)	Regular <input type="checkbox"/> \$ 30	
	Student <input type="checkbox"/> \$ 20	
(individuals & groups) {	Supporting <input type="checkbox"/> \$100	
	Contributing <input type="checkbox"/> \$500	
Subscriptions	<input type="checkbox"/> \$ 30	

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

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

(2 copies of each issue to organizations only)

**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.

**Send news to:**  
 Teresa Ford, Editor  
 26 S. Mt. Vernon Club Road  
 Golden, CO 80401

Name \_\_\_\_\_

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

New Position (title and area) \_\_\_\_\_

Old Position (title and area) \_\_\_\_\_

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

Other information \_\_\_\_\_

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