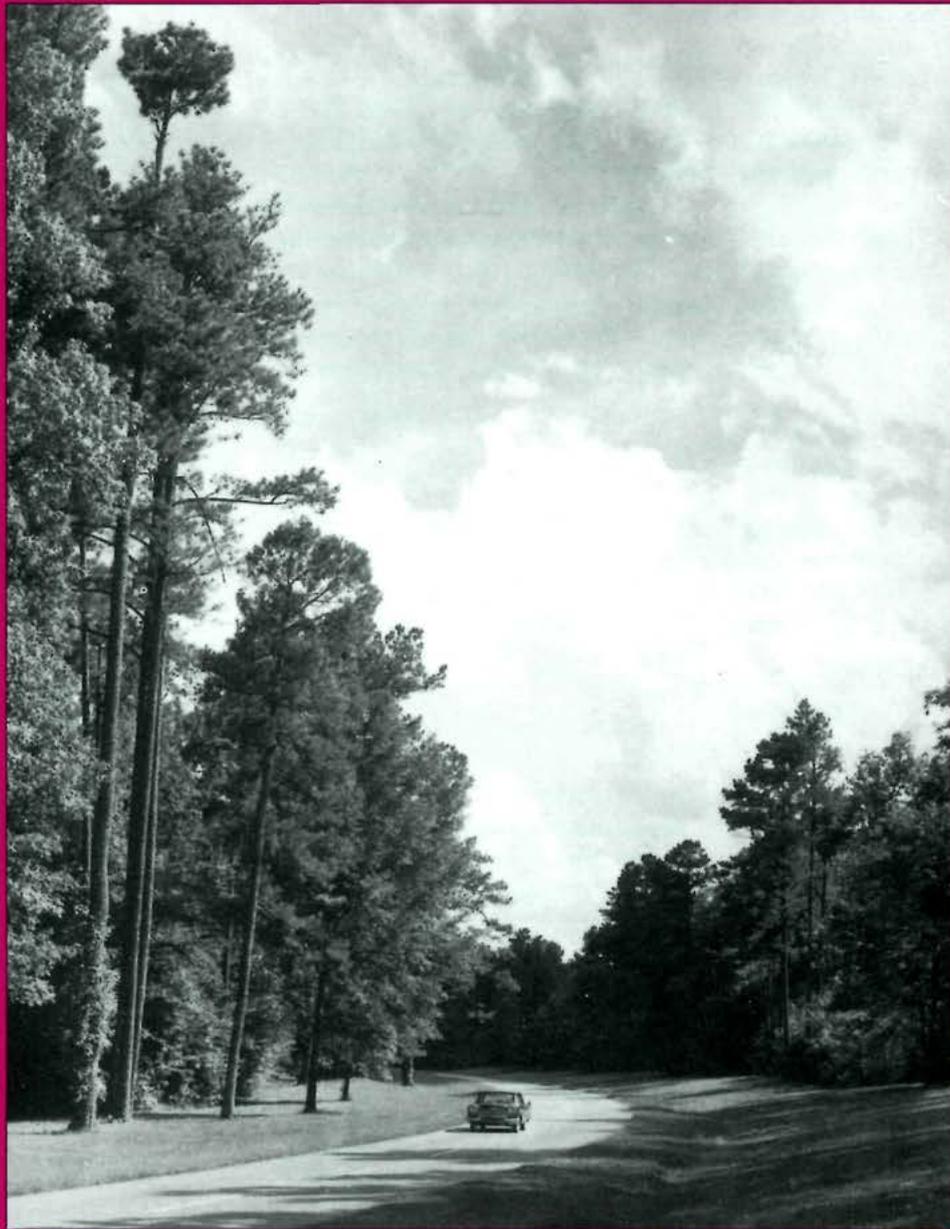


RANGER

The Journal of the Association of National Park Rangers

Vol. XII, No. 3 Summer 1996



Should Parkways Be Parks?

Letters

Permanent Intermittent

I was very interested to read Jeri Mihalic's article in All in the Family, Winter *Ranger* 1995-96. I, too, have been a permanent intermittent for seven years. However, my transition was not as smooth as Jeri's and I would like to warn others considering this option.

When my husband transferred in November 1988 from Mount Rainier to North Cascades. There wasn't a provision for the 180 days of leave without pay provided now. I had to resign from my interpretive ranger position at Mount Rainier. Because of my break in service, I was kicked out of the Thrift Savings Plan and my eight years of CSR Cumulative Retirement disappeared into a black hole.

Four months later when North Cascades picked me up as a permanent intermittent, I started my Thrift Savings and my CSR up from zero. My only documentation of my missing retirement monies is my last pay statement from Mount Rainier.

Hopefully, with the new Dual Careers Policy, other employees won't have a break in service. If their new park can create a permanent intermittent position, it will be particularly useful in the current hiring situation. I have been working in jobs that can't be filled because of the hiring freeze and budget reductions.

Lynn Arthur
North Cascades

Where's the Proof?

Rep. Young's letter (Spring 1996 *Ranger*), among several questionable conclusions, asserts — as have so many others during these budget standoffs — that the states can run various federal operations more cheaply and more effectively than the federal government.

Where is the proof of these claims? Are there studies cited for reference? Where are the cost comparisons? While there are certainly plenty of examples of individual states that run some programs with great efficiency, I would bet that they have no better (and no worse) record than Uncle Sam.

Once again, the record should be set straight.

In regard to legislation proposed by Rep. Young (see ANPR Actions, State Management of National Parks, Spring 1996 *Ranger*), do you think he would be amenable to the states funding the federal operation of parks during such shutdowns?

Marty O'Toole
Perry's Victory & IPM



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Write Us a Letter

The best-read articles in many publications are the opinion or perspective pieces. Letters to the editor also are a major draw.

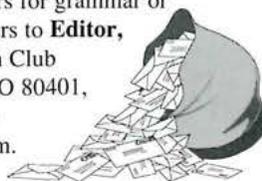
Every now and then we like to remind readers that the letters section is available as an avenue of protest, praise, entertainment and criticism.

Here is the way to get letters to the editor published in *Ranger*.

We prefer them typed. Deciphering people's handwriting can be a painful task. We need them signed with a phone number so if there are any questions, especially about their authenticity, we can call. Authenticity? Yes, sometimes people try to pull pranks, signing someone else's or fake names. If we aren't sure, we call to check.

Letters that aren't signed simply aren't published. If you don't have the courage of your conviction, don't try to use *Ranger* as a sounding board. On rare occasions we will permit a name to be withheld, but the writer must convince us that publishing the name would cause harm.

Letters of 100 words or less may be published, space permitting. We reserve the right to edit letters for grammar or length. Mail letters to **Editor**, 26 S. Mt. Vernon Club Road, Golden, CO 80401, or send e-mail to fordedit@aol.com.



RANGER

The Journal of the Association of National Park Rangers

Vol. XII, No. 3

Summer 1996

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. Editorial adviser, Tony Sisto, (206) 285-8342 or (360) 699-9307 or anprpisto@aol.com.

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Submit copy to editor on computer diskette in DOS WordPerfect 5.1 or Microsoft Word format, or send to editor's e-mail address — 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.

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President's Message

It's been a busy spring for the Association and summer promises to bring more work. In March, we were asked to testify on the housing bill again, and we sent two members — one giving the ANPR statement, the other giving a personal viewpoint (see *ANPR Actions* on page 12 for the testimony summary).

I was able to spend two days in Washington, D.C., in April, where I met with Congressional staff and NPS management. John Reynolds, deputy director, complimented the Association on the latest issue of *Ranger*, and said he had used the magazine in recent presentations at field area meetings of superintendents.

I shared our growing concerns with the patterns of park rangers being replaced by non-NPS staff and the trends of combining park chief positions of different disciplines. I told him of our interest in having a dialogue on these issues, to show the pressures on management to try new ways to meet park needs, as well as the impacts on employees, on the System and to the public receiving services.

During the meetings with Congressional staff, we discussed the pending legislation for the transfer of the Presidio and the language regarding rangers and park police.

Housing is still of interest, and for the first time, the bill has been heard and marked up in the House. If it is included in a bipartisan package, it has the best chance of passage since we've worked on this issue. The general sense from all the meetings was that bills aren't going to move unless they are bipartisan, and it will be hard to get anything passed especially as the election draws near.

My last meeting was with Tom Collier. Many of you know him from his past position as the chief of staff to Secretary Babbitt. Tom has a strong interest in ANPR and ANPME and has attended several Rendezvous meetings. He now is back in private practice and has offered to work with us. His offer provides us exciting possibilities, which we will explore at our next board meeting set for July 20-21 in Washington, D.C.

As always, members are encouraged to attend. The agenda, to be sent to board members by early June, will address our membership campaign, possible fund-raising tactics, and the draft recommendations from the work group dealing with board restructuring. The members of that group have made good progress, through a tremendous investment of their time and energies, toward a draft that the board can debate. (See page 15 for more information).

If you are interested in attending the board meeting, please contact any board member for details.

In summary, it's a busy time for the Association. Stay tuned — and stay involved!

Deanne J Adams

*ANPR board meeting set for
July 20-21 in Washington, D.C.*

PARKWAYS: More than low-profile parks

*Why do we call the place we drive a parkway —
and the place we park a driveway?*

By Sara Amy Leach
Natchez Trace Parkway



BRIDGES AND PATHS: A view of Rock Creek & Potomac Parkway in the Washington, D.C., area.

By late June the Natchez Trace Parkway will complete construction of its northern terminus, just south of Nashville, Tenn. More than 95 percent finished, the parkway has been built incrementally in discontinuous segments since 1937; another 18 miles of the projected 445-mile route remains to be built in two areas.

When the parkway is completed early in the next millennium, it will be just a few miles shorter and a few years younger than the Blue Ridge Parkway, its better-known kin. This may be optimistic, however, since insufficient construction funds exist to open any new portion of the Natchez Trace after this summer, and construction dollars look scant amid the ongoing federal budget chaos.

Consider the price tag: In the 1940s, the Natchez Trace cost less than \$100,000 per mile to build; today this figure is more like \$1 million per mile. Appropriations of this magnitude are propelled by a positive, powerful constituency with a high profile. Parkways of late suffer from a low profile — not quite regular parks, not quite local highways. Not quite understood.

Nearly everyone within the ranks of the National Park Service is aware there are about 370 units in the System, including 73 national monuments, 54 national parks, 37 historical parks, 26 national memorials.

And *how* many parkways? According to the NPS Office of Public Affairs, there are four: the long and rural Blue Ridge and Natchez Trace parkways, the ceremonial George Washington Memorial Parkway (GWMP, with its spinoff Clara Barton Parkway), and park-to-park connector John D. Rockefeller Jr. Parkway.

In fact, there are more than twice that number (see page 5). Buried within other park units and their nomenclature are the pastoral Colonial Parkway in Tidewater Virginia, and in the Greater Washington, D.C., area: Rock Creek & Potomac Parkway (RC&PP), Baltimore-Washington Parkway and Suitland Parkway. Foothills Parkway, adjacent to Great Smoky Mountains National Park, is still in its relative infancy.

In early 1995, in response to increased scrutiny by Congress and others of the national significance of some NPS units, Secretary Babbitt decided to pursue returning some national parkways to their respective states to manage. The George Washington Memorial Parkway, the Baltimore-Washington Parkway and the Suitland Parkways, all in the Washington, D.C., area, were specifically mentioned. This issue of *Ranger*, in response to continued debate of national significance, focuses on parkways and their place in the National Park System.

Even the definition found in the *National Park Index* (which notifies readers that parkways are embedded in other units) seems skeptical about this resource: "National parkways encompass ribbons of land flanking roadways and offer an opportunity for leisurely driving through areas of scenic interest." Is not the road itself, designed to rest "lightly" on the land, the *linear nucleus* of a parkway? The often overlooked fact is that the engineered features of a parkway (road, bridges, tunnels) and the landscape around it (native vegetation, rock and water bodies, scenic vistas) are a complex and carefully wedded composition that today — as historically — incorporate the expertise of professional designers. With this kind of low-profile identity crisis *within* the Service, it's no wonder that NPS parkways are

among the first category of park unit targeted last year by the President and Congress for closure or return to states as part of their respective highways systems. But why pick on parkways?

DRIVING PASSIONS

The automobile has been a plague on the American scene for nearly a century now, demanding space for parking, fueling, and signage, all the while emitting unpleasant fumes and noise. This criticism is qualified, however, by the realization that automobiles made this landscape accessible to masses of recreation seekers in the first place. But in recent years it has culminated to where the auto is a measurable detriment to our parks and parkways.

Even in rural Mississippi along the Natchez Trace, adjacent commercial and residential development has introduced the unwanted visages of Wal-Mart and suburban sprawl to this Southern viewshed, and the local commuter traffic moving between one and the other jam accesses in what are relatively urban areas with populations of 30,000 to more than 200,000. Because of their generally undeveloped surroundings, it can be difficult to convince the public that this narrow ribbon of green, set against an equally verdant background, is threatened by an access ramp here and there, or by the placement of a new school or church within its viewshed. These are positive community improvements, so why can't they be built at the edge of the parkway? When 25 counties and 10 municipalities encroach your border with the same prospect, it should be clear that someday — maybe 25 or 75 years from now — there won't be much left to distinguish parkway from its surroundings if a "just say no" management stand is not where local

WHAT IS A PARKWAY?

Parkways are not synonymous with park roads. While a park road is designed to offer the most unobtrusive access to park scenery and sites, much of a typical park's area is protected by the *absence* of a road. A parkway is a narrow, designed corridor aimed at linking a linear series of natural and cultural sites via a vehicular road. Parkway components are threefold: The engineered road and bridges that carry and cross a landscape, the native landscape through which it passes and that re-created after construction, and adjacent cultural and historic sites. The maintenance and preservation of NPS parkways, most upwards of 60 years old, is a difficult challenge, to sustain what is often intangible: the pleasurable experience of motoring through an ever-changing natural setting. In 1935, the Park Service defined a parkway by eight criteria, which are generally adhered to today:

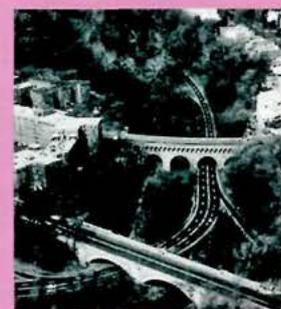
1. Ban on commercial traffic
2. Ban on unsightly roadside development/signage
3. Ban on frontage and access rights
4. Wide right-of-way buffer
5. Absence of major grade crossings
6. Development on a previously unbuilt site
7. Best use of native scenery and vegetation
8. Well-distanced entrances and exits

local- and long-distance influences. For years the Blue Ridge Parkway has observed the deterioration of its vistas due to air pollution, while traditional agricultural scenes are being lost as new croplands are converted to dense pine plantations, a land-use conversion encouraged by other government programs unknowingly running counter to parkway values (see above, What is a Parkway?)

The impact of users on urban parkways can be more apparent. In congested Washington, D.C., rush-hour tie-ups on the GWMP and RC&PP are legend. Whatever other endurance tests face the motorists who daily inch their way home along the Potomac, there can be no doubt the trip is made at least tolerable by a glance over the river to the low, marble-studded skyline of the national capital. The existence of the GWMP has preserved acres of the waterfront and views along the river, which are enjoyed by a multitude of recreators — pedestrian, bicycle, rollerblade, boat and car alike. It was supposed to happen along the opposite Maryland shoreline south of Washington, but lack of time, money and impetus has left this area home to a water

negotiations *begin*. Recently, the Mississippi statute that limits constructions within 1,000 feet of the parkway to heights of less than 35 feet was nearly thrown out completely because one congregation requested a variance on its steeple; under the amended law, steeples are now exempted and the height restriction remains in force, but the lesson remains: no protective mechanisms are sacred.

In addition, to help preserve the Trace context, about 5,000 acres adjacent to the parkway are under scenic easement, and another 5,000 acres of parkland are under agricultural lease. But this represents only a fraction of the neighboring land that is being farmed for non-traditional uses, or converted to non-agricultural development which does not invite scenic viewing. The rural parkways also face ecological problems related to



AERIAL VIEW: This shows Rock Creek & Potomac Parkways with the P and Q street bridges.



RIDGE TOP: Blue Ridge Parkway follows crest of Appalachian Mountains through Virginia and North Carolina.

treatment plant and other industrial/commercial enterprises.

Considering the rising visitation to national parks and the damage to resources caused by overuse and traffic, in some ways a parkway should be better-than-average suited to accommodate travelers. But in urban locales, tourists increasingly must share lanes with anonymous commuters; the result is a narrow, clogged transportation corridor failing the needs of both recreational and local traffic. It is impossible, for instance, to determine how many of the Natchez Trace Parkway's 12.9 million logged "visitors" come in RVs from Minnesota or are business persons enroute to Jackson. This dilemma also fuels the identity crisis that separates public parks from public highways, that isolates parkways from the more impervious shelter of traditional parks. Here, radar-toting law enforcement rangers issuing speeding tickets are better known than the educational programs available by interpretive rangers. And it leaves parkways vulnerable to generic physical "improvements" that can ultimately help devolve them toward conventional road status, rather than bolster their value as a special kind of resource. A subtle example is signage: at the Blue Ridge, postings read "Parkway Speed Limit 45," while on the Natchez Trace visitors see the usual "Speed Limit 50 Radar Enforced."

Some obvious examples of character-eroding parkway homogenization, which meet Federal Highway Administration standards, are found in the National Capital area. Along the GWMP, for instance, a subtle one-mile segment opposite Roosevelt Island has been nearly channelized: dual lanes vertically and horizontally divided by a median that was home to several mature, arching elms is gone, replaced by nearly parallel north-south lanes, eliminating the median and replacing it and the outer flanks with stone barrier walls. The original graceful motoring and pedestrian experience is lost; and the widened lanes will encourage drivers to travel still faster, one of the unsafe existing conditions that spurred alteration to the parkway in the first place.

On the Baltimore-Washington Parkway, a higher-speed corridor, managers went to great lengths to add safety features where none existed, in the form of faux stone-clad Jersey barriers; these cost dramatically less than using real stone. For now at least, the greatest complaint might be that the walls appear too perfect, but

how this dyed-and-cast concrete survives wear, tear and time has yet to be seen. Here and elsewhere since the 1950s, "modern" bridges have been built across parkways; this, too, gradually erodes the historic integrity of parkway design. Ironically, the increasing standardization of historic parkways through maintenance and rehabilitation (straightening vertical and horizontal alignments, widening lanes, replacing bridges and barriers, installing or removing signage and lights, and clearing or not vegetation to make these adjustments) may bring full circle the story of how pleasure roads came to be in the first place. One of the initial impetus in the early 20th century for higher highway safety standards and aesthetically agreeable roads — like limited access, medians and billboard control — was the overused, unsightly and dangerous U.S. 1 winding north-south along the East Coast.

PARKWAY DESIGN

By design, parkways are narrow corridors of green space through which a motor road winds, offering travelers the most advantageous views and overlooks, and access to historic and natural sites and exhibits. The criteria for parkway integrity are strict. By the 1930s, visionary engineers and landscape architects recognized the blessing and blight that was the automobile. American parkways fell into two general categories in the early years, as they do today. The first is a buffered urban route. This is usually dominated by commuters at certain hours, but as a type it unites a sprawling and often-diverse system of parks; a common affiliated goal was urban renewal and speculative land-development. Besides the greater metropolitan areas of New York City and Washington, D.C., these park-and-parkway networks were designed for major industrial cities such as Denver, St. Louis, Kansas City, Minneapolis, Cleveland, and Boston. In suburban Connecticut, the state-built Merritt Parkway (1935-47), a 38-mile extension of New York's parkway system, is exceptional for its more than 70 unique and ornamental Art Deco and Art Moderne bridges.

The second type of parkway is a long-distance, scenic rural route that preserves an historical-cultural landscape, of which two major examples exist: the Natchez Trace and the Blue Ridge parkways. As testament to how long it takes to build such roads, both were begun in the 1930s; the Blue Ridge was completed in 1987, and the Natchez Trace will be under way until well after the year 2000. Colonial Parkway is something of a hybrid; at 23 miles, the scenic Tidewater setting also hosts a growing number of resident drivers in the Williamsburg area. Foothills Parkway, projected to be 71 miles, may someday be akin to its longer rural counterparts, but the rugged terrain targeted for construction and lack of funding make its future uncertain.

PARKWAY ORIGINS

The modern parkway is descended from 19th-century boulevards such as Commonwealth Boulevard in Boston or Riverside Drive in New York City. These broad, tree-lined streets offered genteel green thoroughfares where people meandered or drove for pleasure rather than reaching a destination. They provided a shady and quiet parklike escape from the stress of dirty, noisy, crowded, and fast-paced cities. Unlike our modern pedestrian paths which are used by almost anything on wheels propelled sans motor, past

designers segregated pedestrian, equestrian, carriage and, later, motorist users from each other. Landscape architect John C. Olmsted clarified the terminology of this new type of road in a 1915 *Landscape Architecture* article, "Classes of Parkways." He separates manicured boulevards and "formal parkways" from "the informal or landscape parkway," which was more appropriate for "suburban or rural surroundings where it is often feasible to preserve beautiful groves, brooks, ponds or other picturesque landscape features."

The Bronx River Parkway in Westchester County, New York, is generally considered the first modern parkway (1908-23), for its pioneering use of limited access, lighting, grade-separated interchanges, and median-separated lanes. It also set a lesser-known social precedent for "cleaning up" unhealthy and unsightly waterways and adjacent settings. Powerful local political and financial interests were aligned against the poorer classes: debilitated prop-

erty was condemned or taken, and revitalized into pretty, profitable real estate. The same scenario played out with the development of RC&PP in Washington, D.C. (1913-37). Both these parkways straddle the transition in transportation from equestrian to automotive during the century's first decades. The Bronx River Parkway quickly spread into a network of parkways throughout the suburban New York region; but before it was finished, the designers went south to design the Mount Vernon Memorial Highway (1928-32).

Like it was for other industries, World War II was a watershed for the design of roads. The era of gentle, recreational driving was usurped by the need for speed. With the German *autobahn* as a model, and the national enthusiasm for "defense highways," the parkway appellation was applied to roads that narrowly met the criteria formulated in 1935 (see sidebar on page 3). Such are the uninspired Baltimore-Washington and Suitland parkways outside the national capital. These in turn foretold other so-named routes

NPS Parkways: Official and Not

Rock Creek & Potomac Parkway – is the oldest federal parkway, built 1913-37; a 2.5-mile twisting link between Rock Creek Park and the Potomac River parks in the nation's capital, it has served as a commuter route (reversible one way out at night, in at morning) between suburbs and city since it was completed; includes a pedestrian trail and is crossed by numerous historic bridges. Technically part of Rock Creek Park unit.

George Washington Memorial Parkway – established 1928, expanded 1930, built through 1960s; is about 40 miles in all, today encompasses Virginia's original Mount Vernon Memorial Highway (15.2 miles, 1928-32) below Arlington Memorial Bridge; Maryland's Clara Barton Parkway (7 miles); and MVMH extended from Arlington Memorial Bridge north to the Beltway in Virginia. The MVMH segment was built to commemorate the bicentennial of President Washington's birth, along the route he took from Mount Vernon to the capital, on the heels of and by the same designers as the Bronx River Parkway. Unfinished according to original design, the balance of this parkway was conceived to enhance scenic and recreational access to the Potomac River, and includes monuments.

Blue Ridge Parkway – established 1930s; completed 1987; the longest parkway at 469 miles, it winds along the crest of the Appalachian Mountains of Virginia and North Carolina; provides natural scenery, classic stone bridges and road features, and the interpretation of this mountain culture. Perhaps the best-known of the system's parkways, threats include acid rain and overuse; named one of the top 10 Most Threatened Scenic Byways in 1993 and 1994 by Scenic America.

Colonial Parkway – established 1930s, built 1931-57; its 23 miles connect the first settlement towns of Jamestown and Yorktown via Williamsburg, Va., to commemorate this historic era. Part of Colonial National Historical Park, it is a symbolic route that follows no original road. Named one of the top 10 Most Outstanding Scenic Byways in 1993 by Scenic America.

Natchez Trace Parkway – surveyed 1934, established 1938, built 1937 to present; about 18 miles remain to be constructed on this parkway, which will stretch 445 miles upon completion through Tennessee, Alabama, and Mississippi; it roughly follows trails into the Old Southwest that collectively were known as the Old Trace, and showcases the traditional Southern agricultural landscape. Named one of the top 10 Most Outstanding Scenic Byways in 1994 by Scenic America.

Baltimore-Washington Parkway – built 1942-54; this 29-mile route leading from Washington, D.C., toward Baltimore, Maryland, was envisioned as a defense and commuter access to then-outlying federal offices, which linked with a state-built highway; no interpretive stops or distinguishing natural or historic features.

Suitland Parkway – built 1943-44; like the preceding example, this 9.5-mile route was designed as a defense highway linking Washington, D.C., to what is now Andrews Air Force Base; with part of one divided lane never completed, this is the least exemplary NPS parkway.

Foothills Parkway – established 1944; some construction 1960s, 1980s; the parkway was intended to connect Interstate 40 in North Carolina with U.S. 129 in Tennessee along the Great Smoky Mountains National Park. Of 71 miles planned, only about half has been built in part — portions at each end; all the land has been acquired for and given to the NPS for the parkway, but no funds exist to continue construction efforts on this geologically challenging route.

John D. Rockefeller Jr. Memorial Parkway – established 1972; this 7-mile link has no outstanding natural or historical purpose, but offers a pleasant connection and scenic continuity between Grand Teton and Yellowstone national parks in northwestern Wyoming.

such as New Jersey's Garden State Parkway, which strays even farther from the parkway intent. The latest NPS application is the John D. Rockefeller Jr. Memorial Parkway (1972), which is a scenic, traditional park connector between Yellowstone and Grand Teton national parks, but little more.

PARKWAY PRESERVATION

Recognition of the historicity of roads in general, along with the identification of qualities and quantification of features, has gained credibility in recent years. As a challenging and evasive sort of resource to define, the parkway is part of a family tree of roads and road types evocative of a time and place; its branches include commemorative trails, park roads, state scenic highways, and the new National Scenic Byways and All-American Roads, as well as historically specific routes such as the National Road (U.S. 40), Lincoln Highway (U.S. 30), Route 66 and the Great River Road. Parkway managers have undertaken different tools to articulate and help preserve their resources. NPS parkways of the National Capital area, as well as the Merritt and most of the original Bronx River parkways, are listed in the National Register of Historic Places. The Historic American Buildings Survey/Historic American Engineering Record (HABS/HAER), NPS, has documented GWMP and RC&PP, helping to set documentation standards along the way.¹ HABS/HAER also documented the Merritt Parkway, which Scenic America declared one of the top 10 "most endangered" sites in 1993. Today Connecticut has award-winning design and management guidelines in place to assure that repairs and rehabilitations are consistent with its historic status. Similarly, one of the National Trust for Historic Preservation's 1995 11 most-endangered sites, the Bronx River Parkway, has a corridor-management plan under development.

Elsewhere, retrospect has favored the parkway ideal. The seven-mile Arroyo Seco Freeway in Pasadena, Calif., for example, opened in 1940 as the first freeway west of the Mississippi. Thanks to a protracted construction history it is really a hybrid parkway-freeway design. Its narrow right-of-way confining six lanes, currently carries traffic moving dangerously beyond the 45-mph design speed. So the California Department of Transportation took a dramatic stand. In 1994 the National Register-eligible Arroyo Seco was designated an historic parkway, the intent of early planners. Since the road could not be modified practically, highway officials decided to "change driver behavior," according to one source. Thus, as a means of preserving the parkway's original character, in a reactionary effort the speed limit may someday be reduced and the spirit of the road can return.

The chore is not always that of preserving the past. It plainly takes a long time to build roads of any kind, thanks largely to the machinations of money and politics. Yet there is no real policy or guideline on how to integrate old and new, over time and using new technology. Despite the fact that construction of the Natchez Trace continues according to as-yet-unwritten design criteria that dates to anecdotal notes of the 1930s — thereby being prone to divergent interpretation — its continuity is good. The park also is going to start writing its methodology down. All new construction is essentially an appendage to older — some technically historic — designed segments. As the decades have passed, however, one

difficulty is merging such gentle designs with skyrocketing construction costs, and stringent safety and environmental concerns.

In the 1930s-'40s, landscape architects and engineers seemed to innately understand the criteria of parkway design, and they celebrated the well-researched incorporation of native materials, plants and architecture. Features were simple and straightforward. It does not seem so simple anymore. The single written guideline is "Park Road Standards" (1984), which contains advice culled from the bible of the American Association of State Highway and Transportation Officials (AASHTO), "The Green Book." The advice is generally slim, and its applications to park roads and parkways is based largely on traffic volume, speed, and vehicle type without consideration of materials or surroundings.

In 1994 AASHTO took a hopeful step, however. In a resolution (PR-2-94) for "National Highway Systems Design Standards," it advocates that "design solutions should be encouraged that respect the integrity, and value of historic preservation, communities, rivers, streams, lakes, and coastal areas, wetland preservation, other environmental, scenic, and aesthetic considerations, and impacts on agricultural lands . . ." This is promising, but it's too soon to tell if states will follow through. The Federal Highway Administration has also introduced a flurry of potential efforts with its Intermodal Surface Transportation Act (ISTEA), enacted in 1991, which has opened the door to projects aimed at enhancing roads and highways. This funding expires after FY 1997, however.

Last year also was the first call for nominations to FHWA's All-American Road and National Scenic Byway program, which is based on the presence of intrinsic qualities — from scenic and natural to cultural and archaeological — while accommodating motor vehicles. Efforts like these are contingent upon each state's Department of Transportation to embrace, or not, partnership opportunities at road preservation.

The NPS last year became active in the process of looking at roads on behalf of FHWA and the ISTEA program. The Trails and Greenways (formerly Recreation Resources Assistance) Division is overseeing the preparation of a handbook explaining the process of identifying and evaluating potential scenic byways to the public and other agencies.

Nearly all the National Park System's nine parkways are threatened in some manner: lack of funds for construction or regular maintenance; lack of a constituency and overuse by commuters or tourists; lack of internal NPS definition or adherence to historic design objectives and poor public identity.

When a year ago *U.S. News and World Report* included the Natchez Trace Parkway in its "vulnerable to closing" list, the park was beset with calls from area residents who worried at the prospect of giving the road back to the states. Park officials assured them it would not happen. Not here, not anywhere.

But, echoing the earlier "vulnerable" list, some parkways are still imperiled. According to the NPS 1997 budget request, some segments of George Washington Memorial and Clara Barton Parkway, and the entirety of Suitland and Baltimore-Washington parkways, are being proposed for return to Virginia and Maryland, respectively. The governors of those states would first have to agree to a package that, in the case of Maryland, includes maintaining parkway characteristics. This proposal poses a serious threat to

Going-to-the-Sun Road Glacier National Park

More than 4,000 people gathered at Logan Pass to dedicate the opening of the Going-to-the-Sun Road July 15, 1933, at Glacier National Park. Speeches were made, bands played, and the afternoon ended with a ceremony of peace between the Blackfeet, Salish and Kootenai Indian Nations. The ceremonies that day commemorated the completion of two decades of planning and construction of one of the most scenic roads in North America.

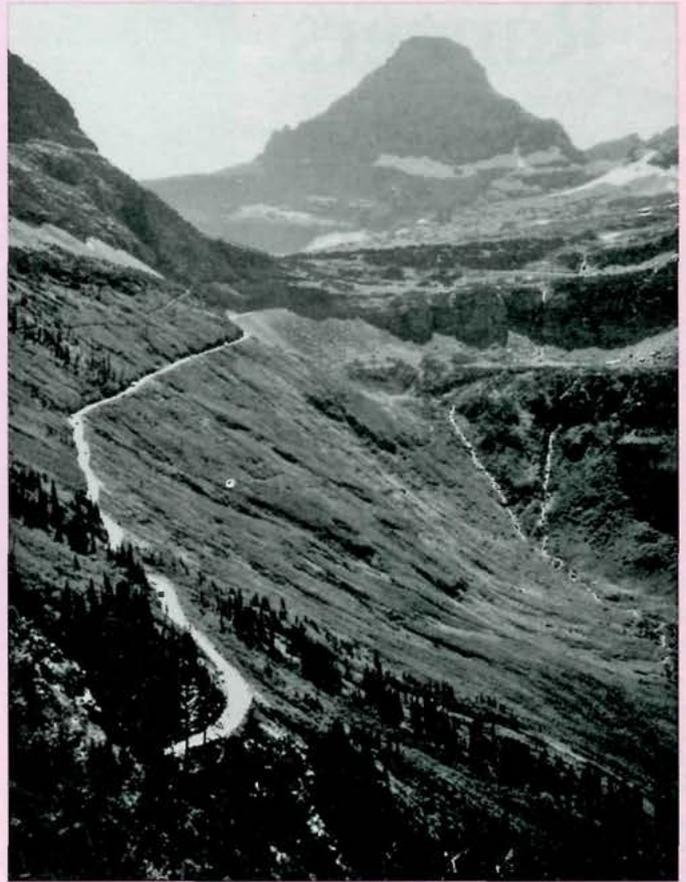
Prior to completion of the Going-to-the-Sun Road, the only way to see the park was by horse or on foot. Only a few miles of rough wagon road existed. In 1910 Glacier's first superintendent, William R. Logan, wanted a transmountain road constructed to open up the park's interior to all visitors. Finally in 1921 Congress appropriated funds to begin construction of the road.

Several mountain passes were considered for the road's route. When construction began on the west side of the mountains in 1925, Logan Pass was the objective. This route required only one switchback, maintained a 6 percent grade, and provided a south or west exposure keeping the road out of the shadows of surrounding peaks, an important consideration in the snowy climate of northwest Montana.

On the east side of the park, road construction to Logan Pass began in June of 1931. pontoons were tied together and used as a barge on St. Mary Lake in order to get equipment, including two gas powered shovels to the work site. During road construction, thousands of cubic yards of rock were removed by hand and steam shovel; about one pound of dynamite was used for each cubic yard of rock moved. During the height of construction, an average of 225 workers operated out of five or six work camps. Three workers died during construction of the Going-to-the-Sun Road.

The Road Today

Park visitation increased immediately after the opening of the Going-to-the-Sun Road. It became possible for private automobiles to drive the 51 miles from the west entrance to St. Mary on the park's east side. Today, approximately 2 million visitors come each year to discover the majesty of Glacier National Park. The Going-to-the-Sun Road is a significant part of the visitors' experience. The narrow, winding road and spectacular scenery leave a one-of-a-kind impression.



Time and heavy visitor use have necessitated numerous road rehabilitation projects through the years. Beginning in the late 1980s, funds for improving the deteriorating Going-to-the-Sun Road became available through the Federal Lands Highway Program. This program is administered by the Federal Highway Administration and pays for all road studies, planning, design, and construction using money raised through a 5 cent/gallon tax added at gas pumps. Road rehabilitation in Glacier will continue over the next several years depending on funding levels. Because of the short construction season, work must be undertaken during the summer while visitors are in the park. Preserving the natural and cultural resources associated with the Going-to-the-Sun Road while insuring a safe and enjoyable visitor experience during road construction is one of park management's top priorities.

— Joe Decker
Glacier National Park

all parkways by virtue of even the *idea* they are expendable. No parks are slated for closure, despite much criticism.

Parkways have not been well defined in the past, but in view of the rough road ahead for all parks, it is imperative to identify and document why they are important. Parkways simply can't afford to be low-profile parks, whether sitting atop the crest of the Appalachian Mountains or near sea level at Natchez, Mississippi. □

Sara Amy Leach is the cultural resources specialist at Natchez Trace Parkway in Mississippi.

¹ For details about the documentation of park roads and parkways by HABS/HAER, see CRM, Vol. 16, No. 3 (1993): pp. 3-7; see CRM, Vol. 16, No. 11 (1993), a thematic issue devoted to "Historic Transportation Corridors," especially pp. 26-27; see CRM, Vol. 16, No. 6 (1993), a thematic issue devoted to "Cultural Resources from the Recent Past," especially pp. 40-42.

Rangers Across Borders

*Nova Scotian
Interpreters
Show Creativity
to Boston Ranger*



Drummers and fifers perform for visitors to Nova Scotia's Fortress Louisbourg.

Story and photos by Max Lockwood
Boston National Historical Park

Driving along the western coast of Nova Scotia toward the port town of Yarmouth, I stared aimlessly into the clear blue ocean, my mind recalling images of the time I had spent as a guest at Fortress Louisbourg.

After two months at the fortress on Cape Breton Island in Nova Scotia, I found that cultural exchange is a profound awakening experience. As the world becomes increasingly more connected through cultural and economic interchange, businesses, organizations and agencies such as the National Park Service are seeing the learning advantage of international information and staff exchange.

From August to mid-October 1995, I participated in an exchange program between the NPS and Parks Canada. The exchange required two park rangers from Boston — Mary Rose Lane and I — to go to Fortress Louisbourg 900 miles north. Likewise, two guides from Parks Canada went to the Charlestown Navy Yard at Boston National Historic Park to help interpret an exhibit on Fortress Louisbourg. The exchange was created to help promote the 250th anniversary of the siege of Louisbourg and to emphasize the strong historical relationship between Louisbourg and Boston. The exchange also helped to promote an ongoing relationship between the U.S. Park Service and Parks Canada.

Fortress Louisbourg had a relationship with the town of Boston in the 18th century. The two areas were active trading partners and occasional enemies. Even though merchants from Massachusetts and merchants from Louisbourg did profitable business with one another, when war was declared between England and France, Louisbourg and Boston were forced to end all business dealings and support their respective colonial powers. Emphasizing the relationship in the 20th century only seemed appropriate.

The 250th anniversary of the siege of Louisbourg was an ideal time to celebrate. In June 1745, 4,000 American colonists, led by local merchant William Pepperell, boarded ships at Boston's Charlestown Navy Yard and sailed to besiege Fortress Louisbourg. After seven weeks, the French surrendered and the New Englanders took the fortress. Hearing news of the victory, the Bostonians were jubilant.

Prior to 1745, most of Boston's militia had very little military experience. Considering that Louisbourg was the largest military fortress in North America, the Boston victory did much to boost the morale of the colonists.

Learning the history of the area was just one of my tasks. The primary reason I went to Louisbourg was to serve as a Parks Canada guide. My first priority was to learn information such as the history and logistics of the fortress. The difficult task was to translate this information to visitors in such a manner that they would find it interesting and give them a deeper insight about the fortress they had traveled a long way to see. What made my job of historical interpreter challenging and enjoyable was that I had a valuable resource to work with — the fortress itself.

Today, the fortress is an entirely reconstructed version of the one that existed just prior to the New England invasion of 1745. It is almost an exact replica of the fortress as it existed in the summer of 1744.

Parks Canada has done a remarkable re-enactment of life during that period. Walking throughout the 18-mile grounds, I had the opportunity to explore 18th century French colonial life. One of the great attractions of the fortress are the re-enactors who take on the roles of the 18th century soldiers who were sent there by King Louis XIV to protect the fishing and commercial interests of the empire.

During my first visit to the fortress I took a tour conducted by a

Parks Canada guide. During the tour we bumped into a soldier and listened carefully as he explained the harshness of the period by describing his rations and his life prior to joining the French army. The soldier's description was compelling and entertaining.

When I started to lead my own tours I was careful to make sure that I was able to corner a soldier and have him spill his life story out to us. Other costumed interpreters who can be found roaming about the fortress are 18th century bakers, servants, fishermen, stablemen and gardeners. Besides the assortment of reenactors, there also are many houses and buildings to visit.

Each reconstructed building has a story to tell. The home of Captain Robert DuHaget is dedicated to the military. One room shows an audio-visual presentation of the soldier's life with book histories and exhibits dedicated to military history.

The Francios Bigot house is dedicated to social and cultural life. On the first floor, costumed interpreters tell that Bigot was the head civil administrator during Louisbourg's most prosperous years, thus he had an elaborate home. In the governor's room, exact antique replicas of Louis XIII and Louis XIV furniture were brought from France for historical accuracy. With more than buildings to visit and many staff to talk to, a visitor can easily spend an entire day on the premises.

Although Louisbourg offers little choice for dining, the sparseness of eating establishments helps visitors focus on earlier times. The three simple restaurants and two bakeries all serve 18th century foodstuffs. If anyone wants a Snickers or Pepsi, they will go wanting. A delicious molasses cookie, a 2¹/₂-pound loaf of soldiers' bread or a blueberry tart will have to fill stomachs.

The restaurants are drafty and dimly lit, and the waitresses wear costumes of the period. No modern appliances are used. Tourists seem to love the feeling of being in a time machine which takes them back 250 years.

Despite the wonderful assortment of historical resources to learn about and enjoy, there is one aspect of the fortress that could put a damper on my day — the weather.

Weather at Louisbourg is unpredictable. Located on the eastern tip of Cape Breton, the area is rainy and could have consecutive days of fog and drizzle. Despite dreary weather, French people found good reason to live next to the fortress, protected by a well-fortified harbor. A safe landing spot gave fishermen easy access to an ocean filled with cod and other prized fish. Fishermen began building homes next to the fortress at the same time the French began construction of the fortress in 1720. In 1901, the fishing community had developed into a town.

Residents of Louisbourg today, are descendants of the Scottish, Irish and English sailors who participated in the second siege in 1758. The fortress of Louisbourg served as a trading partner with merchants from Massachusetts and nations through out the world. Because it was one of the largest trading areas in North America, it was considered a vital strategic landmark by the British and the French. Thus, at times of war, the French were concerned with its defense and the British were interested in capturing it.

In 1756, war was declared between France and England. The Seven Years War, or as it was called in North America, the French and Indian War, determined which colonial power would control

North America.

In June 1758, the British decided attack the fortress of Louisbourg. The siege involved 15,000 British sailors and infantrymen, who laid siege to the fortress for seven weeks. Then, the French capitulated the fortress. Though the French did not officially surrender until 1763, after Louisbourg fell to the British, many felt that France had lost the war.

One way to insure that Cape Breton remained in British hands was to encourage English settlement upon the island. As a result, many English sailors were given the opportunity to settle. Most of the English who remained became involved in fishing and farming. Initially, the town of Louisbourg was a small village, under the umbrella of the fortress. Yet, the town maintained itself independently through the fishing trade.

Today the town is in a state of transition. Because of fish depletion, the industry is in gradual decline, and residents are searching for new employment. Ironically, one of the major employers in the region is Fortress Louisbourg.

The Canadian government began the reconstruction of the fortress in 1961. Its primary reason for reconstruction was the closing of coal mines on Cape Breton. In order to offset unemployment, dispossessed coal miners were put back to work on a federally funded project. Aside from manual labor, the project required services of various professionals. Archaeologists, architects, historians and others were hired to advise how the fortress should be rebuilt and how its history should be interpreted.

The archaeologists and historians were able to ensure that the reconstructed fortress was built on the exact location of original buildings. Such accurate reconstruction was made possible because plans of 18th century Louisbourg were discovered in archives in Paris. With the original plans in hand, the reconstruction was carried out to resemble the fortress as it existed in 1744.

For example, when I first visited the soldiers' bakery I placed my foot on the same cobblestone foundation that existed in the bakery in 1744. Furthermore, I met a baker who was able to explain the process of making the bread and talk about life as a baker. The baker, named Aaron, had an agreement with me. Whenever he was at the bakery and I was giving a group tour, I would bring the group into the bakery. At this point, Aaron took the identity of a baker who

lived in 1744, and began to engage the tour group in a lively discussion about the baker's life.

After my tours I often wondered what it would be like to have costumed interpreters along the Freedom Trail route that I bring people on in Boston. Or for that matter, what it would be like



Two French soldiers prepare to greet visitors to Fortress Louisbourg on Cape Breton Island.



Costumed interpreters depict French soldiers at the historic fortress. The re-enactment helps visitors step back in time.

to have a McDonald's or honking cars lingering in close proximity at Louisbourg?

There are a number of similarities and differences between the environment in Louisbourg and Boston. At Fortress Louisbourg, the only distraction is an occasional scream of a seagull, or the rapport of colonial militia fire by the soldiers, a most popular demonstration. In Boston, however, there is heavy car and pedestrian traffic, and rangers must use all of their energy to be heard by their audience.

Because of its isolated geographic location, far fewer visitors arrive at Cape Breton than in Boston. Visitors to Boston National Historic Park are visiting the park's attractions such as the visitor center and Faneuil Hall but they also inquire about Boston's restaurants, malls, museums and more.

Both parks are alike, however, in that all visitors receive courteous treatment and accurate information. Both Park Service philosophies are to protect, maintain and preserve the historic, physical and cultural resources of their countries. The following passages are excerpts from the U.S. Organic Act of 1916 and the Canadian National Parks Act of 1930 and state why the two agencies were created:

The Organic Act

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

The Parks Canada Act

"The Parks are hereby dedicated to the people of Canada for their benefit, education, and enjoyment, subject to the provisions of this act and the Regulations, and such Parks shall be maintained

and made use of so as to leave them unimpaired for the enjoyment of future generations."

One surprising similarity is that both parks are staffed by people who come from highly diverse backgrounds, yet all are committed to an accurate history, with quality treatment of visitors. The Nova Scotians of Louisbourg are proud of their own history, and get along well with those of French ancestry. Glorious triumph as well as humiliating defeat is interpreted with equal vigor.

Because of these similarities, I fit in easily at Louisbourg. The hospitality extended to me was of rare vintage. Every weekend I received an invitation to someone's home or was offered an opportunity to visit a particular spot on the island that the ordinary tourist might not know about. On two weekends a friend brought me to her home town of Arichat on Isle Madam, a small island next to Cape Breton.

Almost the entire residential population on Isle Madam is of Acadian descent. The Acadians were the first French settlers to inhabit Nova Scotia. I learned quickly that in the Acadian communities, French and English are spoken with equal frequency. What I most enjoyed however, was the dancing at the folk music festivals and the kindness I received from the people I met.

I attribute the warm acceptance and genuine interest in my own history to Parks Canada's training and to the special culture of Cape Breton. Such treatment goes further towards instilling a sense of camaraderie and warmth between the people of Cape Breton and Parks Canada.

My own experience expanded in the areas of park management historical interpretation thorough replication of earlier fortress life, and instruction on the ways of handling complicated touring logistics and visitor requirements.

Returning home, I have a deeper appreciation and more exacting criticism of my own work environment, based on my Nova Scotian experience. In the future, I hope other exchange programs will lead to further insight into the NPS and how we relate to our brother and sister agencies throughout the world. □

Max Lockwood is a park ranger in interpretation at Boston National Historical Park. He last wrote for Ranger in the Fall 1994 issue.



Boston ranger Max Lockwood, right, holds court with a friendly French soldier.

Art in the Parks

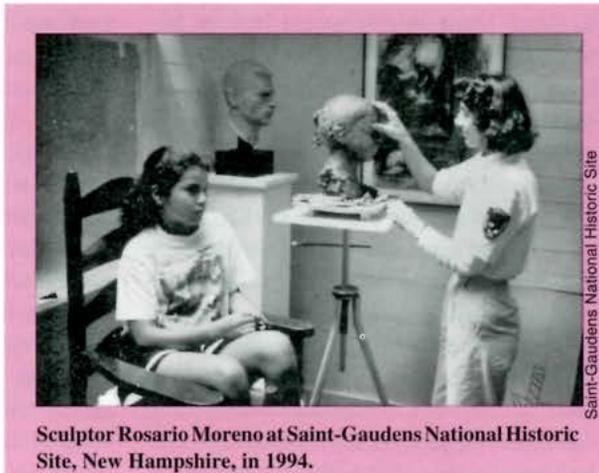
*New report helps artists
GO WILD! in national parks*

Landscape painting among the rocky shores of Acadia National Park. Sculpting at Saint-Gaudens National Historic Site. Singing and songwriting at Apostle Islands National Lakeshore.

These are just a few of the opportunities for artists in the national parks. Coast-to-coast across the U.S., 11 national parks so far have created artist-in-residence programs. From Cape Cod National Seashore to Yosemite National Park, artists are pursuing their talents in spectacular settings.

Melanie Parke and Bonnie Fournier are working in tandem to cultivate art-in-parks opportunities. Parke scouts new locations and helps parks set up programs, while Fournier writes and publishes the GO WILD! booklet informing artists of the program's details.

This spring Parke has visited Buffalo National River and Yosemite (where she also painted at both sites), and Badlands, where she worked with the chief of resource education to set up a program. In late May and June she was scheduled to



Sculptor Rosario Moreno at Saint-Gaudens National Historic Site, New Hampshire, in 1994.

visit Pictured Rocks and Indiana Dunes.

Parke, a Midwesterner who paints landscapes in an expressionistic style, said parks always have appreciated artists. Albert Bierstadt and Thomas Moran became distinguished painters of western scenery in the 1860s and '70s.

"The awe and grandeur of the landscape, and the unfamiliarity of it is very challenging," she said.

Artists-in-residence pursue their creative endeavors at the parks, as well as donate a piece of work to the national collection. They also are asked to give one or two presentations to the community.

Parke is hopeful the list of participating parks will continue to grow. For the 1996-97 Artist-in-Residence Program, these park sites have signed up:

Acadia, Apostle Islands, Cape Cod, Golden Gate, Isle Royale, Joshua Tree, Rocky Mountain, Saint-Gaudens, Sleeping Bear Dunes, Voyageurs and Yosemite. Another nine parks are considering the program for upcoming years.

If you work in a national park and are interested in possibly setting up an artist-in-residence program, contact Parke at: 7440 Alpers Road
Lake Leelanau, MI 49653
(616) 271-4134



Artist Rick Stevens at Apostle Islands National Lakeshore in 1994.

The new, updated 32-page reference, **GO WILD! Focus Report #1: Artist-in-Residence Programs in the National Parks**, outlines each national park residence program that is seeking proposals from visual artists, photographers, performers, writers, video/filmmakers and composers.

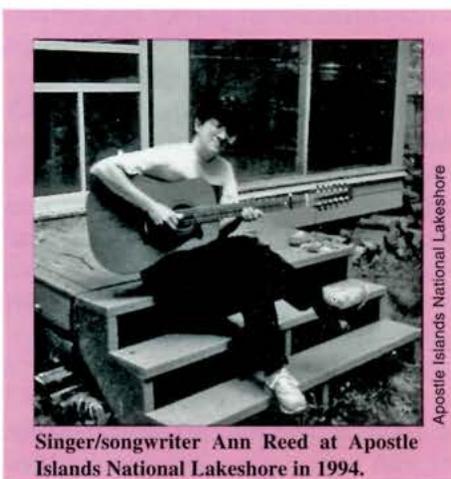
Filled with exclusive details, GO WILD! delivers straightforward information to artists interested in experiencing what others have described as a remarkable, unforgettable adventure. The report includes residency requirements and two-year histories of each program.

The GO WILD! booklet is available for \$12.50 (includes shipping and handling). Send check payable to Lucky Dog Multi•Media to:

Bonnie Fournier
Lucky Dog Multi•Media
Studio #D7, P.O. Box 65552
St. Paul, MN 55165

Artists also may call the GO WILD! hotline at (612) 290-9421 to access the latest information about national park residence programs. Available 24 hours a day, the new voice mail system gives artists access to the entire list of national park residency programs.

— Teresa Ford, Editor



Singer/songwriter Ann Reed at Apostle Islands National Lakeshore in 1994.

ANPR ACTIONS

Housing Testimony

At the request of the House Subcommittee on Parks, Forests and Lands, members of the Association testified at a hearing in Washington in March on H.R. 2491, the "Housing Improvement Act for Land Management Agencies."

This bill is the third to be introduced (one in each of the past three Congresses) in an effort to remedy NPS (and other agency) housing problem. It's the third time the Association has been asked to testify on a housing bill and help with formulation of its language.

Testifying for ANPR were past vice president Mike Hill, who has worked on the housing issue for ANPR for many years, and regional rep Barry Sullivan, who was able to summarize key housing issues based on career-long residence in park housing. Also testifying was Steve Iobst, president of ANPME. The three were on the first panel to testify, followed by Director Roger Kennedy and a Forest Service representative, both of whom supported the bill.

The hearing was notable for the unusual (for this Congress) bipartisan support for the bill. All parties except OMB supported the legislation. Chairman James Hansen, ranking member Bill Richardson, and bill sponsor Joel Hefley all thanked the two associations for their excellent testimony and asked them to help draft the bill's final language.

The Association has since provided comments on the bill's language. It is unclear, however, whether it will make it through this Congress due to the backup of legislation caused by the extended debates on appropriations and other issues.

Meanwhile, on a related front, we have learned that the appropriations bill which passed in April did not contain the 10 percent cap on annual increases to housing rent. Despite continued efforts by ANPR to continue this proviso and assurances from Senate staff that it would be included, the language did not survive the intense debate and compromises over the bill's contents.



Exchange of Letters with Chairman James Hansen

Past ANPR President Rick Gale testified last year before the Subcommittee on National Parks, Forests and Lands on H.R. 260, the National Park System Reform Act of 1995. In that testimony, ANPR supported the establishment of clear criteria for determining the national significance of new areas to be admitted to the National Park System, and supported the concept of a blue ribbon, bipartisan panel — the so-called park closing commission — to review current units of the System to determine their merit and worthiness for continued inclusion in the NPS. The bill would have established a process for identifying existing areas for possible termination or modification.

ANPR expressed reservations about the latter, however: "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."

Unfortunately, the charged political climate of the past year transformed this issue into an up or down vote on the preservation of the National Park System. The bill was portrayed as one that would lead to the wholesale closure of parks, maybe even Yellowstone, Yosemite and Grand Canyon. There was no room for discussion of national significance or the financial impacts of adding parks to the System without requisite funding or the need to consider alternative forms of management for some less-than-significant areas.

When the bill came up for a vote last September, ANPR was asked to provide a letter of support for the bill. This letter would be sent to all House members in an effort to get the bill passed. Because reasoned debate on this issue didn't seem pos-

sible and because of the misrepresentation of our position as blanket support for all aspects of the bill, we declined to provide such a letter. That decision was supported by the membership at the Rendezvous in Minnesota later in the fall.



ANPR received the following letter from Rep. James Hansen, chairman of the subcommittee Feb. 16:

"I was disappointed to learn that your organization has retreated from its previous position in support of H.R. 260, the National Park Service Reform Act.

"Your coverage of this subject in the recent issue of *Ranger* deleted the strong support for the park review commission which has been communicated to this Subcommittee in the past, and which was reiterated in your testimony at the hearing:

'If the Commission called for in Section 103 is established, we believe that procedures similar to those established for military base closing decisions should be used by the Commission. Specifically, recommendations should be made to the President and the Congress, who would "vote up or down" the entire package, rather than vote on each component of it.'

"It appears that the primary reason you have retreated from this position is because the legislation has become politically polarized. That is certainly true. I have never seen as much disinformation and outright lying about a piece of legislation in my entire political career. What is most distressing is that those who are spreading the lies that this bill will close parks, or auction/sell off parks are the same persons who claim to be the biggest supporters of our Park System. It is clear that those persons have placed their own political or financial gain above that of preserving the Park System.

"What are the harm and benefits of a review of the Park System? Some claim that the Park System is inviolate and that deleting any one area from the Park System

would somehow undermine the entire Park System. That is ridiculous. Congress has already deauthorized 24 NPS areas. Last Congress, the Kennedy Center was deauthorized as a unit of the Park System. Did Old Faithful fail to go off? Did Independence Hall burn to the ground? Of course not. The Kennedy Center continues to give marvelous performances nearly every night, and there has been no negative public outcry.

"Some claim that Congress should continue to deauthorize park areas on a piecemeal, ad hoc basis. That is certainly possible, and may well happen even if there was a comprehensive review as proposed in H.R. 260. However, that would destine any future deauthorizations to continue on a purely political basis, the same flawed manner in which areas have been added to the Park System. What H.R. 260 provides, and what is needed, is an objective, independent and non-partisan examination of the Park System.

"Why is this review so important? The most important reason for this review is to protect the integrity of the National Park System. After all, the Park System as a whole is no stronger than its weakest link; which becomes the sole standard against which any new area is judged. Congress is a creature of precedence, and if it works in Virginia to have an outdoor performing arts amphitheater in the Park System, then it works in New Jersey and New Mexico. There certainly are places now managed by the Park Service which do not meet the high standards which the American public expects of their National Park System, as well as places which could be operated more efficiently by others. Any savings realized, which is not expected to be significant, could be reallocated to other areas of the Park System.

"These are clearly challenging times for all federal agencies, including the National Park Service. It is a time when tough choices will have to be made. Despite the political heat, I expect there will continue to be bipartisan support to fight this battle for the long-term integrity of the National Park Service.

"I deeply regret the fact that the Association of National Park Rangers has chosen to sit this one out."



ANPR President Deanne Adams sent the following reply Feb. 27:

"We received your recent letter expressing disappointment over the position of this Association relative to H.R. 260, the National Park Service Reform Act.

"Our past support of H.R. 260 has never been unqualified. Although we have strongly supported having clear criteria established and applied for determining the 'national significance' of new areas to be admitted to the National Park System, we have always had some concerns regarding the way in which a fair review of the existing system could be conducted.

"In our testimony at the hearing to which you refer in your letter, our qualified support of H.R. 260 included our concerns '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.' Because of the extreme political polarization of this bill and the legislative process, including the attempt to pass the bill as a rider to the budget reconciliation package after clear rejection on the floor, we discussed our position with our board and with some of the membership.

"As a result, there was broad agreement that we should withdraw our support of the park review commission provisions of the bill. We no longer feel that a review of existing park areas can be accomplished with 'fair consideration of the national interest.'

"However, I would not agree with your observation that we have 'chosen to sit this one out.' We are still concerned about the criteria for the establishment of new areas, and the legislative process by which they are established. New park area proposals should have clear national significance criteria, be exposed to a full public review and debate through the legislative process, and tie the authorization process directly to appropriations sufficient to protect and manage the new area. This is key to maintaining the integrity of the National Park System."

— *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. **U.S. currency only.**

Make check payable to ANPR.

Send to: Frank Betts
4560 Larkbunting Drive, #7A
Fort Collins, CO 80526



ANPR's Second Century Club

The Second Century Club 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.

ANPR Reports

Vice President, Professional Issues

"We trained hard . . . but it seemed that every time we were beginning to form up into teams we would be reorganized. . . I was to learn late in life that we tend to meet any new situation by reorganizing: and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralization."

— *Petronius Arbitr*
210 B.C.

A year has passed since the Park Service announced a park-driven organizational structure. So, it's about time to check on changes that parks are ushering in, especially structured interdependence.

Many of the parks in the Four Corners Area were quick to jump into new ways of getting work done. The parks around the Navajo Reservation have been getting together, formally and informally, for decades to work on issues ranging from a Navajo-speaking workforce, lack of personnel and infrastructure, ruins stabilization, visitor services and demographics.

Based on this experience, I had two preconceived notions. The first hypothesis was that smaller parks would jump at opportunities to work together because they have the greatest need for specialty resources and additional help, and the greatest economy of scale gains. The second was that parks located within a few hours of each other would be the first to band together because of similar ecosystem needs, common visitation demographics and trends, and no need for travel funds when working together.

To gather stories, about 120 parks and offices were canvassed. They represent all park sizes, all areas of the country and all disciplines. Everyone contacted was asked if they knew anyone with leads to informal clustering or park partnership efforts. The original intent was to share examples of what is really going on, as opposed to the official view of the benefits of the re-organization. Twelve responses were received, some with multiple examples. Then I saw on cc:Mail where the WASO Reorganization Coordinator has started a bulletin board containing reorganization success stories.

So, a little change in concept was needed.

Let's look at ways that field work has been improved through partnership efforts.

Some of the examples collected were essentially working relationships dictated by law, regulation, policy, or necessitated by the current downsizing, budget crunch times. Because almost every governmental agency is affected, new and innovative relationships are being worked out to deal with old problems. In New Mexico, the Resource Protection Unit, Southwest Support Office, has solved an evidence storage problem with the FBI, BLM, BIA, Arizona's Attorney General and Pecos NHP. Regardless of case jurisdiction, the Protection Unit can store its evidence in any of the above locations with assured chain of custody. Petrified Forest, the Flagstaff Area parks, Montezuma Castle and Canyon de Chelly have worked out an agreement for initial appearances in Magistrate Court. Parks that cannot afford the time or cost of coming into Flagstaff, forward the case file to the Flagstaff Headquarters (Sunset Crater, Wupatki and Walnut Canyon) and a local ranger makes the court appearance. And the magistrate likes it because it gives him a single contact point.

Getting critical preservation work done has always been a major problem. It is expensive, time consuming and requires considerable expertise. Aztec Ruins worked a deal with Bent's Old Fort, the Conservation Team, Southwest Support Office and Walnut Canyon to replace deteriorating vigas on the CCC vintage headquarters building. The Conservation Team provided design and replacement specifications, Walnut Canyon provided cured 16-inch timbers, and Bent's Old Fort provided its maintenance worker skilled in this kind of historic restoration. Aztec got a high quality restoration job at a fraction of the cost of traditional means. Continuing access to the same restoration experts is a huge plus: Indiana Dunes has five homes that were built to last for a year as model homes for the 1933-34 Chicago World's Fair. They have been listed on the National Register since 1986. Last year they were listed among the most threatened historic structures in

Indiana. The park, working with the Historic Landmarks Foundation, sought tenants who will provide stabilization and restoration services, to the SHPO's standards, for the structures in lieu of rent. In the Great Lakes Cluster, parks within a four-hour drive of Cincinnati banded together, obtained an FTE from the cluster, and hired a cultural restoration specialist. The position is based at William H. Taft which provides a vehicle. Salary is paid by the receiving park's project (sick leave, annual leave and training days are prorated). Work is scheduled a minimum of six weeks in advance and contributing parks have at least three years of backlogged projects.

Interpretation often takes a big hit when the budget is cut. Bighorn Canyon has actually been able to enhance their non-personal interpretive efforts during these tight times. The Graphic Arts Department at Northwest College has agreed to a long-term partnership where honors students plan, design, produce and install up to 45 waysides. They will provide the same services for interpretive signs and brochures. The first four signs were installed in November.

Lack of staff specialists in the new system support offices has hit a lot of areas hard. Administration and resource management support are particularly hard hit in the Colorado Plateau Cluster. El Malpais and El Morro have merged their administrative teams to form one team with enhanced specialist positions in personnel, contracting and property management. This team provides services to Petroglyph as needed. A similar merger should be worked out between Canyon de Chelly, Navajo and Hubbell Trading Post by the time you read this. In Resource Management, another grouping of parks includes El Malpais, El Morro, Petrified Forest, Petroglyph and Chaco Culture. Cooperative projects have included a position justification for a circuit rider archeologist for four parks, a three-park ethnographic study, and a three-park inventory and monitoring training class with uniform monitoring methods and protocols. The latter included neighboring BLM, USFS and BIA personnel. Goals for the group include coordinated RMP project statements in the areas of GIS, bat Inventory and monitoring, and geology program management.

Reorganization Work Group

ANPR Restructuring Plan Progressing

As you recall from reports of the last Rendezvous, ANPR is considering changes to the structure of the board of directors. The reorganization task group will present a reorganization proposal at the board meeting in Washington, D.C., July 20. Discussion questions for members will be in the next issue of *Ranger*, and member responses will determine our actions for the Rendezvous in Corpus Christi in November.

You've heard the word *change* more often than you've put on your flat hat during the last year, and you'll scream at the thought that ANPR is reorganizing too. But since its inception, ANPR's structure has followed the NPS organizational structure, and the NPS change challenged us to review our structure and offered an opportunity for improvement.

A five-member task group of ANPR board members has studied the issue for more than a year and believes that ANPR can benefit from a structural change. The regional rep system that we are using now isn't very effective at accomplishing the work of the Association or at communicating with the membership.

In the Fall 1995 *Ranger* (page 31), an article outlined our preliminary discussions. Reorganization was discussed at length in regional caucuses at the last Rendezvous.

The President's Message in the Winter

Ranger described the roles of a non-profit board, as presented to board members at a training session last fall. The task group is using this information to develop a recommendation that responds to concerns that have been expressed by ANPR members and the board.

The board will consider the following concepts at the board meeting:

- Expand terms of elected service from two years to three years for every board member. Because the board meets only twice a year, it takes more than a year to learn how to work on a board. This allows little time to accomplish anything new. By lengthening the terms to three years, board members can learn their roles and be effective at producing results. There will be a better balance between orientation and production.

- Increase responsibilities of each board member to reflect the needs of the Association. There are two options the board will consider:

- Elect members for specific functions, such as membership services, internal communications, professional issues (may be several functions under this), fund raising, partnerships and strategic planning.

- Elect members at-large and have the board determine which member will be responsible for each function.

- Elect board members at-large from the membership. The board will consider at least three reasons for changing from a representative board to an at-large board:

- We've viewed reps as primarily communicators at the regional level, yet most of the information forwarded by reps has been about overall ANPR activity. Consolidating communication can be more effective at reaching members and more cost effective. One of our questions at the board meeting will be: what do we lose if we don't have regional representation on the board?

- Because reps who move out of their region must resign their position on the board, turnover in board membership is frequent, with vacated positions regularly filled by appointments rather than by election. Members elected at large would be able to stay on the board, even if they transferred to a new area.

- Board members feel that at-large elections will still result in geographic diversity, just as they have always resulted in a diversity of backgrounds among board members, such as protection rangers, interpreters, administrative staff and resource managers.

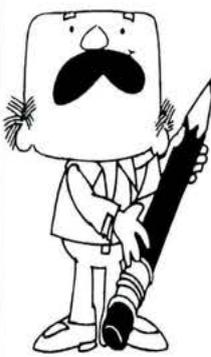
The proposal will be refined after the board meeting and will be presented to members in more detail. If you are interested in this project, please share your concerns and ideas with members of the task group — Barry Sullivan (chair), Darlene Koontz, Ken Mabery, Gary Pollock, and Meg Weesner — or any other board member listed on the back cover of *Ranger*.

— Meg Weesner, *Saguaro*
Barry Sullivan, *Delaware Water Gap*

For years, parks have gotten together to put on law enforcement refreshers, share heavy equipment, team teach interpretive skills, fight wildland fires and conduct other daily operations. On a formal level, clusters are working out Leadership Councils and Advisory Groups. The more exciting efforts to watch are the informal, park-driven, program management efforts.

The above tentative steps into the great unknown of interdependence will spawn even greater, more innovative partnerships in the future. These experiments, and others, will succeed out of necessity; future efforts will succeed. Period.

— Ken Mabery
El Malpais



STOP!

Grab your pencil now!

Important Readership Survey!

at the back of this issue.

Your opinions count! Help make *Ranger* magazine better; fill out the survey and return it promptly.

Business Manager

I suspected ANPR was on its way to entering the electronic age. For a year now, members of the board communicate with various electronic mail providers. But the day I received an address change from a member through my America Online address, I knew it had arrived.

No longer bound to postal delay, your messages to ANPR are nearly instant. Missed *Ranger* magazines could become a thing of the past. Membership questions and concerns will have a rapid response. Time and expense could be kept to a minimum. I encourage anyone who can to engage in electronic conversation. My address is:

One word of caution — the use of government cc:Mail for use other than government business is in violation of federal law. I can't respond to @nps.gov addresses unless it is with regard to government business, such as an ANPR-offered training course.

— *Debbie Gorman*
Saratoga

Mid-Atlantic Region

Busy quarter... During the past few months I have been working with the ANPR Reorganization Committee drafting the Reorganization Plan. We have looked at the needs of the organization in meeting the needs of it's members, what jobs need to be done, and how would be the best way to be structured to get those jobs done. The draft plan took form in March when a group of us met in Washington, D.C. There is a corresponding article in this edition of *Ranger*, and you will be reading more as the plan is formalized. I also had the opportunity to represent the Association by providing testimony on HR2941, the "Housing Improvement Act for Land Management Agencies."

The spring quarterly newsletter provides updates on recent developments. For those who are electronically connected, please send me your Internet address and I will forward you all mailings.

— *Barry Sullivan*
Delaware Water Gap

Mentoring Work Group

While there has not been much of a quantity response to the mentoring program, the quality of responses has been high. People with resource management, law enforcement, and interpretive backgrounds have responded with offers to be mentors. Surprisingly only two people have requested to be mentored, and in April I was able to pair one of them with a mentor. Hopefully this will be just the start of many more to come.

To those unfamiliar with the mentoring program, it is set up to provide mentoring in two areas. The first is to help people with their NPS career. Perhaps you are new to a position and would like someone to discuss problems with, to give you advice, or just to talk about how things are progressing. Or maybe you feel like you are at a deadend and need some guidance about your career path and help with considering your options. Perhaps you are in an isolated location with no one with the same job interests or duties as you. Regardless of the reason that you decide to become a protege, having a mentor can help you by providing a more experienced person's perspective.

The program's second purpose is to help ANPR members prepare for positions within the Association. I have sent letters to each of the present board members, and some of the past members, encouraging them to become mentors to people who may be interested in running for a board position in the future or becoming more involved in ANPR in some other capacity. While these people have always been available and willing to give help, the mentoring program will give someone who is interested in becoming more active with ANPR a more formal chance to work with, and learn from, someone who has "been there, done that."

For the mentors, this is a chance to work with less experienced employees or ANPR members and to help them develop. Mentoring can give many rewards, including improved communication skills, a sense of personal satisfaction, increased visibility, a better applicant pool to hire from, and a way to transfer your knowledge to others.

For those of you who are heavily involved in ANPR activities, it may even give you a chance to get others prepared to take on additional duties so you won't have to do so much in the future.

It's easier and takes less time than it sounds. Give me a call at (704) 265-2827 or write to me at 301 Perkins St., Boone, NC 28607, and I'll send information and a questionnaire to be either a mentor or protegé. Take a chance, make a difference.

— *Bob Cherry*
Blue Ridge Parkway

Worklife Work Group

We've been hearing lots of positive stories from the field that many managers are recognizing the advantages of and providing good support for dual careers. If you have a success story or tips on coping with ranger worklife issues, write Rick Jones or Sheila Cooke-Kayser (addresses on back cover) so that they can share this information with others.

No word yet on the disposition of the Worklife/Dual Careers pamphlets. We think they still are floating around WASO somewhere, unfortunately undistributed.

Finally, our big current push is to get *all* units in the NPS to appoint worklife coordinators *and* distribute a list to all employees so you will have the option of calling and discussing the worklife situation in a particular area when contemplating a job there. These coordinators not only will have the specific information you require, they hopefully will be sympathetic to the continuing efforts to improve the worklife conditions for all NPS employees.

In the mean time, all of you who have been affected by these conditions have already volunteered to be the worklife coordinator in your area, *right??*

— *Rick Jones*
Fort Frederica

Foreign Exchange Brings German Rangers to Crater Lake



Hans Krafft, left, and Hans Maltan of Berchtesgaden National Park in Germany patrol on West Rim Trail at Crater Lake National Park. In the background is Wizard Island in the clouds and Llao Rock.

By Uwe Nehring
Crater Lake

Two rangers from Berchtesgaden National Park in Germany worked with protection and interpretation rangers at Crater Lake National Park earlier this year.

The 3½-week tour was part of an experiential exchange coordinated by ANPR and the International Ranger Federation as a follow-up to the World Ranger Congress last year in Zakopane, Poland.

Hans Maltan, supervisor of Berchtesgaden's visitor center, and Hans Krafft, a biological and climatological researcher, came to Crater Lake in January and February to gain an overview of park operations. They also worked with protection rangers and conducted ski and snowmobile patrols, visitor contacts and interpretive services.

Berchtesgaden National Park is a stunning alpine area in the southeastern corner of Germany, along the Austrian border. It has some of Germany's highest peaks. It also includes the Konigsee, one of the

cleanest lakes in Germany, if not central Europe.

Elevations within the park vary from 600 meters to 2,700 meters and provide a diverse range of vegetation and climatic zones. It is a popular climbing and hiking area, and attracts about 800,000 visitors a year.

Currently, rangers at Berchtesgaden don't perform protection services as we are accustomed to in the NPS. They provide interpretive services such as guiding nature walks, community outreach, environmental education and conducting monitoring/research programs related to water quality, forest health and climate. Dr. Zierl, the park superintendent, now has determined that protection rangers are needed to interact with the ever increasing park visitation and to assist in developing management plans to deal with the impacts of increased use.

Maltan and Krafft were detailed to Crater Lake to get a firsthand view of how rangers in the U.S. carry out their protection duties. Travel for the two rangers was funded by the Friends of Berchtesgaden National Park,

and their salaries were carried by their home park.

Maltan and Krafft signed up as VIPs at Crater Lake and were quartered in park housing. They shadowed Crater Lake rangers in carrying out their daily tasks and worked with volunteer ski patrollers breaking out ski trails, conducting snow surveys, search-and-rescue training, and observing interactions among the various park divisions.

While in the Pacific Northwest they also got a glimpse of Redwood, Olympic and Yosemite national parks. Their superintendent had asked them to see as much of the National Park System as possible.

One of their missions was to get an overview of the national park organization and how various units of the parks are managed. They were impressed with the number of units within the NPS and the amount of personnel and overhead that is dedicated to the preservation mission in the U.S. They found their trip beneficial and are planning to send other staff members to the U.S. for a similar experience.

Although they gained much insight into the day-to-day park operations, they especially enjoyed the informal potlucks in people's homes and in the community center. As usual, ranger tales were told late into the evenings — and each story got better as the evening wore on.

We aren't sure who benefitted the most from their visit. Both Maltan and Krafft are capable rangers and ski mountaineers. They worked well with our staff and enabled us to conduct some patrols that otherwise couldn't have been performed with normal winter staffing levels.

We also learned much about their park and exchanged lake research data and technical information on the use of electric motors on the Konigsee (Kings Lake). These motors have been used since 1911 to protect the lake from oil/gas and carbon monoxide pollution.

They left Crater Lake with favorable impressions of the NPS and a yearning to promote similar exchanges in the international park community. □

The Professional Ranger

Emergency Services

Incident Management Teams — Many clusters or field areas have standing Type 2 Incident Management Teams. A proposal, developed last fall suggested that, based upon frequency of use, the Service may have too many teams. However, some portions of the country, especially areas prone to hurricane damage, still see a need for multiple teams in those areas.

Because of higher priorities WASO Ranger Activities hasn't taken any action on the proposal.

Fitness Standards — WASO Emergency Services Coordinator Jimmy Lee reports that the Service will make the transition from mandatory participation in the SHARPS fitness program to mandatory participation in the "new" Physical Efficiency Battery (PEB) for emergency service providers with law enforcement authority. The government shutdowns and Washington area snowstorms delayed the implementation. The PEB identifies fitness levels and has different classifications for men and women, as well as age. It gets easier to pass as one gets older. No new date for implementation has been set. Start getting in shape!

Personnel Changes — John Chew, former NPS ranger and Servicewide EMS coordinator, recently retired as EMS specialist at the National Highway Traffic Safety Administration, Department of Transportation. He will be replaced by Susan McHenry, formerly director of the Office of EMS, Virginia.

Word also has it that Jimmie Lee, long-time NPS ranger and the current Emergency Services coordinator in WASO Ranger Activities, will retire sometime this year.

— Greg Stiles
Shenandoah

Interpretation

Do you know about the new requirements for rangers? All new rangers will now be tested on their abilities as interpreters and

must demonstrate competency at one grade level before being eligible for promotion to the next.

Tests for rangers? Linked to promotions? Now that we have your attention, here are the key points of this new program:

➤ "All new rangers" means all new employees hired in the 025 series after January 1, 1996, including protection rangers.

➤ Why? The Ranger Careers initiative has given NPS a chance to raise our professionalism across the Service. The benchmark position descriptions show the career path from a GS-5 to a GS-9 and describe increasing levels of competency. By having those competencies certified on a national basis with national standards, the discipline of interpretation will become a more professional occupation.

➤ What will be the basis for assessing these rangers? For each grade level, three to four essential competencies will be assessed. A competency is a collection of skills and abilities that produce an interpretive product. At the GS-5 level, for example, one competency is: a ranger will demonstrate ability to prepare and present an effective interpretive talk.

➤ How will rangers gain these competencies? One of the principles of the new NPS training strategy is that training will be based on employee need and will be available locally. Training can be gained in diverse ways, from correspondence courses to detail assignments. The basic interpretation module 101 will be offered as a series of workshops at Ranger Rendezvous this year.

Trainers in each cluster will determine the training needs in that area, then will develop courses, within NPS or with other institutions, using the module outlines for each competency.

➤ How will these skills be measured? All rangers and their supervisors will be able to

see the assessment tool and judge for themselves if they are ready to be certified. The product being assessed will vary for each competency. The product chosen to demonstrate the "interpretive talk" competency, for example, is a video tape of a program given to a real audience. The video will be sent Mather, where the training manager will forward it to two trained certifiers from the Servicewide list.

➤ Who will do the certification? About 40 interpreters have been trained by an expert from the education field, outside NPS, and have demonstrated their ability to certify in a fair and consistent manner.

➤ What's the link between promotions and certification? Certification is one tool for the supervisor to use in determining if an employee has reached the performance level necessary for promotion. A ranger must be certified as competent in each of the areas listed for one grade level before they are *eligible* for promotion to the next level.

➤ Will the rangers who were working before January 1, 1996 be able to be certified? Anyone doing interpretation for NPS is encouraged to seek certification.

➤ How does this apply to seasonal interpreters? Seasonal employees are not required to be certified, however, supervisors are encouraged to discuss the options with seasonal staff and apply appropriate modules in training.

This column was written by members of the second workshop of training coordinators/certifiers. A longer briefing paper is available from Dave Dahlen, Mather. We see this certification as a tool to help us improve and enhance the profession of interpretation and are eager to share our knowledge of the program.

— Participants, April 1996 workshop
Mather Employee Development Center

Protection

Boating — I attended a motorboat operator instructor certification course in February at Lake Mead NRA. The informative class brought together county, state and federal agencies, and the exchange of information and ideas was invaluable.

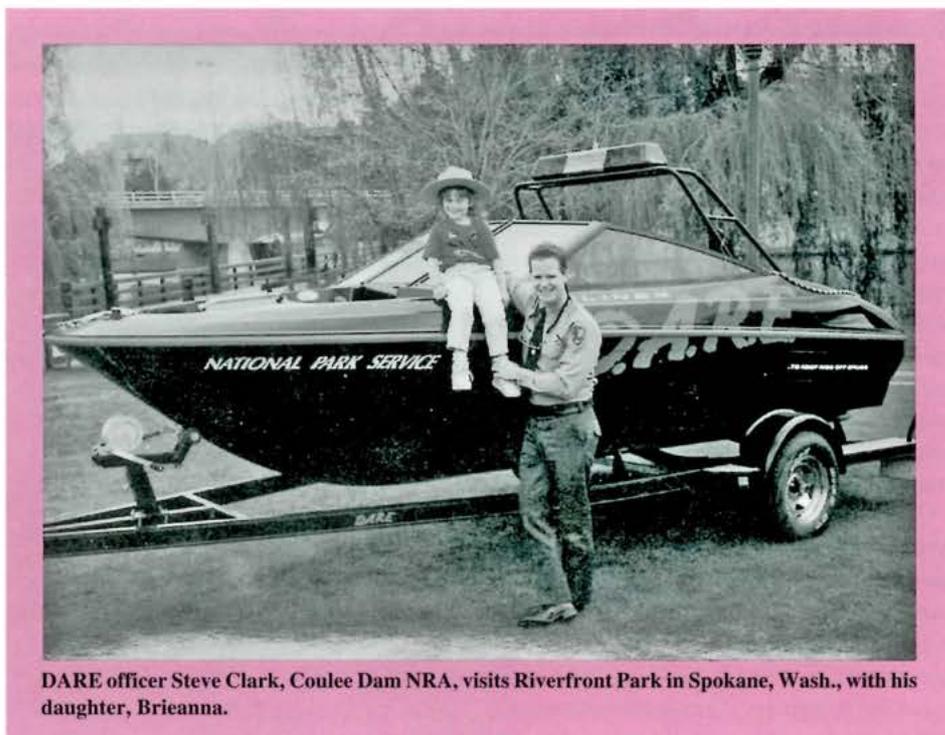
The Department of Interior has enacted a new policy that may affect all motorboat operators in the department. As of Oct. 1, 1997, all individuals whose duties include motorboat operation must pass or have passed a DOI motorboat operator course. Even those individuals with years of experience must complete the 24-hour class.

As a reminder, if you are on a NPS boat less than 26 feet in length, you must wear a U.S. Coast Guard-approved personal flotation device (PFD) at all times. In addition, for those of you responsible for ordering PFDs, they must be international orange with retro reflective tape. If your park is using PFDs other than the ones described above, you have until Oct. 1, 1997, to comply with the new policy.

Although we will never be able to eliminate all boating accidents involving NPS employees, our goal should be to reduce the numbers and set forth an effective and safe boating program. Here's to a season of safe boating!

Law Enforcement Refreshers — NPS-9 (Law Enforcement Guideline) requires all law enforcement personnel to complete at least 40 hours of in-service training each calendar year. In March I attended a refresher held at McChord Air Force Base and Camp Murray near Tacoma, Wash.

In the Columbia Cascades Cluster, there are approximately 70 commissioned rangers. In a time of tight budgets, taking advantage of the excellent military installations across the country is an outstanding way of fulfilling training requirements. The cost of



DARE officer Steve Clark, Coulee Dam NRA, visits Riverfront Park in Spokane, Wash., with his daughter, Brianna.

training 70 rangers, including travel, lodging, meals, instructors, ammunition and other expenses, was approximately \$22,000, or about \$315 per ranger. Further, having rangers train together is a great way of meeting peers and exchanging information and stories. Thanks to the United States Military and to Capt. Dan Walters, (U.S. Park Police, law enforcement specialist, Columbia Cascades Cluster) and all those who assisted him in making the 1996 refresher productive and most memorable.

D.A.R.E. (Drug Abuse Resistance Education) — My fifth grade, 17-week DARE classes concluded in late May. I urge rangers to start the program in their parks. Not only does it present a great platform to help kids and improve NPS/community relations, it's a perfect opportunity to teach kids about the environment.

I have students spouting out Latin names of mammals, telling the history of Devil's

Tower, and even picking up litter in their communities with DARE litter bags. If you make learning fun, I'll guarantee that the kids will remember the ranger who talked to them about drugs and violence. They'll also remember the environmental ethics you tried to instill.

DARE — and just do it!

— Steve Clark
Coulee Dam

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.

Mark & Tanya Long	Fish Camp, CA
Linda Emerson	Hopkinton, MA
William Struble	Denali, Ak
Ronald Sarff	Eatonville, WA

Resource Management

Social Science — The proposed NPS social science plan I wrote about in the winter issue has been adopted by the Directorate, so look for more emphasis and funding for this initiative. One of the key recommendations is for social science to be fully integrated into an overall NPS science and resource management program. Hopefully, that means resource managers will be incorporating social science needs into RMPs and there will be more support and funding available for needed visitor surveys and other social science tools that will help us manage the parks.

Wilderness — Finally there has been some movement on wilderness management in the NPS. Despite the Director's commitments made at the 1994 national wilderness conference, not much has happened until recently. A high-level group has been established to develop a "Wilderness Guideline" (or equivalent — see below) for the NPS. It has set an ambitious timeframe — completion before the end of the fiscal year.

Guidelines themselves, however, may be in jeopardy, at least in their current form. A "Reductions and Delegations" project is under way, and the proposal before the NLC is to sharply reduce the number and size of the guideline series. The natural and cultural bibles (NPS-77 and NPS-28) would

be replaced by shorter, targeted policy statements that would tier down from the NPS Management Policies. The definitions, primers, background information, procedural manuals and more that take up most of the pages in the current guidelines would be gone. If program offices deemed it useful, some of that information would be released in other, less official, formats. There has been little support for retaining NPS-75 (Inventory and Monitoring) because it was never very useful to the field, despite the importance of the subject. ANPR Vice President for Professional Issues Ken Mabery is a member of this team.

The Future of CPSUs has been under discussion recently, led by Associate Director for Natural Resource Stewardship and Science Mike Soukup. He is trying to reinvigorate the connection between parks and universities that generally was lost when the NBS was created.

One issue of debate concerns whether a Park Service person stationed at a university should be a research administrator or a researcher who also administers. It's another version of the fundamental philosophical issue that seems to have always divided resource managers and scientists — responsiveness to management vs. academic and scientific freedom to pursue scientific excellence. It may all be moot, however, in the

current fiscal climate. Note that the current term being used is CPASU (Cooperative Protected Area Studies Unit) rather than the old CPSU (Cooperative Park Studies Unit) in an effort to get support from other Interior bureaus.

The Resources Careers project continues. Approximately 12 parks, large and small, have recently hosted task force members and classifiers who have been fact-finding and auditing existing natural and cultural resources positions. Draft benchmark position descriptions will be developed during the late summer, and hopefully circulated for review by the field in the fall.

Cyclic Maintenance Funds for Natural Resources? The Washington budget office has sent out guidance indicating that it is acceptable to use these funds for natural resources projects, provided that the work is both cyclic and maintenance. Hence fence maintenance or replacement, periodic exotic plant control and other projects ought to be eligible. Since procedures for fund allocation vary in every field area and cluster, all I can suggest is find out how it works in your area and tap those sources as best you can! For more information, contact Abby Miller in the Washington Office (or me). □

— Bob Krumenaker
Shenandoah

tuned in on this one) on a tax-deferred basis and Uncle Sam will match 5 percent. Causey says most are doing that. I hope he is correct. I agree with him when he states that some employees will have million-dollar accounts when they retire.

Causey points out that financial planner Dennis Gurtz recommends to those with a 401(k) plan, especially feds making \$45,000 or more, max out on their contributions or at least put in enough to get the most of the federal matching funds.

What's disappointing is that Gurtz reports about 70 percent of the money in the TSP is in the super-safe G Fund, even though the F and C Funds have outperformed it since 1984.

Nothing that I know or have heard or read about dissuades me from recommending that you all should have 100 percent of your TSP in the C Fund.

— Frank Betts, Retired

Retirement Work Group

Another Voice on Retirement

Mike Causey, a writer for the *Washington Post*, devotes much of his prose to the federal worker. In an article Jan. 26, 1996, he succinctly described the difference in the retirement of the CSRS employee and those hired after 1984.

The CSRS employee retiring at age 55 with 30 years of federal service under the current program can expect a starting annuity equal to about 55 percent of his/her salary, Causey said. This annuity is indexed to inflation which without would cut the value of the pension in half in 10 years. Those who put in 40 years or more would get approximately 80 percent of their salary if the rate is indexed to inflation. This is what most financial planners advise as a realistic figure for replacement retirement income. They say 60 percent is marginal. Naturally, more is better.

Causey states that employees hired since 1984 are now about 50 percent of the federal workforce. These folks under the Federal Employee Retirement System (FERS) have a smaller civil service annuity, which is annually adjusted 1 percent less than the rate of inflation. FERS employees will also get Social Security, plus investments in the Thrift Savings Plan. Because Social Security benefits are skewed towards lower income workers, Social Security will replace less of the pre-retirement income for those making \$40,000 or more annually.

When the new FERS pension was created, experts figured it would provide about one third of the income of workers. Now, many estimate it will provide half or more, *if people invest*, Causey said. (Emphasis added)

As you ANPR folks know, FERS employees can invest up to 10 percent of their salary (maybe up to \$9,500 this year; keep

Mark Your Calendars for Corpus Christi



Texas Ranger Rendezvous

Ya'll come!

Greater Corpus Christi Business Alliance

CORPUS CHRISTI BEACH: Warm weather enthusiasts flock to Corpus Christi, Texas, for sailing and many other water sports. Plan to join other ANPR members in early November for this 20th gathering.

Rendezvous XX – the 20-year anniversary celebration for ANPR – is this year in sunny Corpus Christi, Texas, on Nov. 4-9. This will be an important Rendezvous, with several Association matters to attend to. More importantly, however, it will be a celebration of the park career that we have all chosen to follow, both its past and its future. Member or not, this is one professional conference you should attend in 1996.

The Rendezvous will be in the 474-room Corpus Christi Marriott Bayfront overlooking Corpus Christi Bay. The room rate for single and doubles will be \$59 per night. Make reservations by Oct. 3 by calling toll-free, (800) 874-4585.

All recreational amenities, including

swimming pool, beach, golf, tennis, and racquetball are available. National parks within driving distance include Padre Island National Seashore (nearby), San Antonio Missions, Big Thicket, Amistad Recreation Area and LBJ National Historical Park. Most air travel to Corpus Christi goes through Dallas or Houston. The Corpus Christi International Airport is just 10 minutes from downtown.

The Corpus Christi Bay area is an ecosystem alive with 500 species of birds and about 1,150 species of plants. Situated on more than 130 miles of coastline, the Corpus Christi area provides a natural setting for studying the Gulf of Mexico and surrounding bays and estuaries.

In addition, the Corpus Christi Marina has become a focal point for visitors to

the city. It features all types of water sports, sightseeing boats, sailing lessons and restaurants. The Miradores del Mar (overlooks by the sea) provide a picturesque vantage point to view the many marina activities.

The title for ANPR training this year is "Fund Raising for the Park Manager."

ANPR again is pleased to hold the Rendezvous in conjunction with the Association of National Park Maintenance Employees.

Bill Wade is the overall Rendezvous coordinator. Exhibit coordinator for ANPR is Chip Davis. Program coordinators for ANPR are Tony Sisto and Barbara Goodman. If you have any comments, questions or suggestions, please contact one of them. □

Ten Years Ago in *Ranger*

Blue Ridge Parkway ranger **Calvin Robinson** was on the cover of the Summer 1986 *Ranger* as “The Multi-Specialist Ranger.”

Tony Bonanno, then at Blue Ridge Parkway, wrote the lead article. Concerning the increasing specialization of rangers into different disciplines, he wrote that “such divisions of responsibilities need not always be so rigid that they preclude rangers from participating in the full spectrum of traditional ranger activities.”

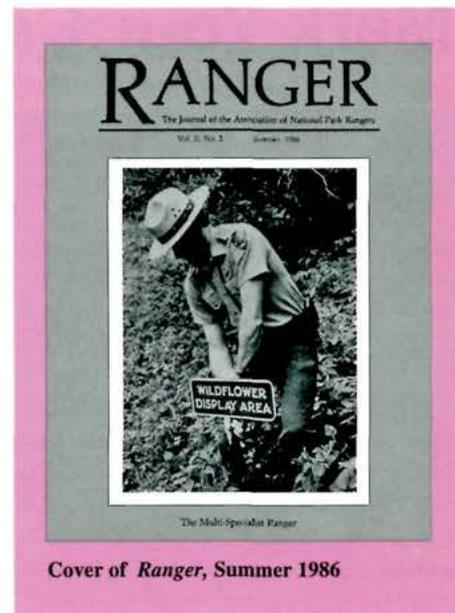
He showed how Blue Ridge began “to integrate the traditional protection and interpretive divisions into a single organizational unit known as Resources Management and Visitor Services.”

Phillip Gomez of Big Hole provided another viewpoint in *Ranger* about “Interpreting War, Peace, and History.” He said an article in the Summer 1985 *Ranger* held modern biases, in that the NPS may “not want our closet skeletons revealed without first sanitizing them.” He was referring to problems of interpretation of the role of the Native American in western forts from a modern-day perspective.

A “Washington Report” section summarized current efforts in **fee legislation** (take note, Tim Stone), which would establish a hierarchy of fees — \$3, \$5 and \$10 per vehicle — for entrance into parks, authorize a one-time \$10 charge for the Golden Age Passport, and raise the Golden Eagle Passport from \$10 to \$40.

In other issues, it was noted that the Director had established a task force to review the comparability of grades and duties between park rangers and similar positions in other agencies. (ANPR President **Maureen Finnerty** also wrote of this in the President’s Message).

Letters were published from the Warden Service Operations of **Parks Canada** about



distributing copies of *Ranger* to all park wardens and regional offices in their system, and from **Carol Pollio** of Salem Maritime, suggesting that moves to new areas by employees could be assisted by establishing an NPS “morale liaison” program, to gather information about an area, its housing, amenities and more.

— **Tony Sisto**
Fort Vancouver



Let us help.

NPF awards grants to support the National Parks. In 1993, \$2 million in grants were awarded for:

- education and outreach
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- volunteer activities
- NPS employee programs

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

For guidelines and grant applications, contact:

National Park Foundation • 1101 17th St., NW, Suite 1102 • Washington, D.C. 20036-4704 • (202) 785-4500



NPCA’s Auditorium Debuts on America Online

Do you have a burning question you’d like to ask Director Kennedy? Have you wanted to ask NPCA president Paul Pritchard about the National Parks and Conservation Association’s stand on an issue?

They are but a few of the participants NPCA plans to invite to “speak” in their National Parks Auditorium on America Online (AOL).

Accessed by keyword “**PARKS**,” the America’s National Parks site on AOL offers a variety of information and resources. In addition to the Auditorium, there is a Parks Forum where you can either respond to a previously posted question/comment or post one yourself.

Want to know what people think of wolf introduction in Yellowstone? Post a question and see. You can join the Park Activist

Network and receive action alerts directly through your e-mail about pending legislation and threats to the Park System.

Press releases from both NPCA and the National Park Service are available to read. An NPS telephone list and congressional e-mail addresses are among the general information in the park file library. A simple click on an icon connects you directly to the NPS home page or other popular park web sites on the Internet.

Information on Earth Day March for Parks, a Marketplace and a link to other AOL forums of interest are a few more of the options available. NPCA’s AOL site has the potential to be a valuable resource. Take a visit and see.

Contact Davinder Khanna at DKhanna@aol.com with questions, comments, compliments or suggestions about the site.

IRF Update



By Bill Halainen

Delaware Water Gap

International Ranger Federation Chairman Gordon Miller completed inspection visits to Costa Rica and South Africa this spring to review both as potential sites for the next World Ranger Congress.

A report on the trip Miller and ANPR past President Rick Smith made to Costa Rica appeared in the last issue of *Ranger*.

The trip to South Africa also was promising, Miller said. The South Africans have offered to host the Congress in Kruger National Park in May 1998. This marks the centenary of the park. The South African Parks Board has offered assistance.

The venue would be a camp in the south of the park with accommodations in two- to three-bed chalets and bungalows. All with modern conveniences, yet are in wild Africa. Full conference facilities are available on site. Early morning and evening game drives offer opportunities to see some of the wildlife for which the park is noted.

"Both sites guarantee a wonderful location for the next World Ranger Congress," Miller said, "with access to some of the most spectacular wildlife areas in the world."

Rangers are advised to start approaching their employers, governments or commercial sponsors for potential support. IRF is considering means by which it may be possible for rangers to pay installments in advance. The location will be decided by ballot by the end of May.

On other fronts

► Work continues on completion of the proceedings of the Zakopane conference. The report has been delayed by logistical and other problems, but it should be completed and disseminated in early summer. Judy Chetwin and Bill Halainen are working on the report.

► Cliff Chetwin and others have completed a first draft of an international ranger code of ethics.

► IRF continues to inspire and assist rangers in establishing national organizations. The German Rangers Association officially

formed in October and has applied for IRF membership. The application establishing a Kenyan Rangers Association has been submitted to the Kenyan government for registration. The Kenyans also are planning to establish a chapter of the Game Rangers Association of Africa. The Romanian Rangers Association (ARR) was formally established last December, with Calin Georgescu, a delegate to the Zakopane Congress, as the chairman. Irish rangers have organized a new group, the Ranger Association of Ireland, and were planning to hold their first meeting in May with members of the Northern Ireland Countryside Staff Association in attendance.

► IRF is awaiting information from member associations on the size of their organizations before sending out ballots for voting on the permanent structure and new officers of IRF. Voting will be contingent on the number of members of each organization.

► IRF is beginning efforts to broker international ranger needs and job swaps. See the box below for three items that will appear in the upcoming IRF newsletter.

IRF Opportunities

IRF is attempting to establish itself as a broker for rangers around the world on training, details, information requests, needs and more. These items appeared in IRF's spring newsletter:

► Mike Marshall of CMA, the English ranger association, has sent this item from Tim Adkin of Nigeria's Birnin Gwan Wildlife Unit:

"Sitting in my new office 25 km out in the bush, I am as usual worrying about resources and funding, as you all do, but it is slightly different out here! I have 20 rangers, six drivers, mechanics, etc., who are tasked with patrolling our reserve to stop incursions by poachers and large groups of herdsmen. They regularly confront armed hunters who are happy to turn their guns on the rangers as well as the elephants.

"Despite this difficulty, they are a

great team full of enthusiasm and commitment, but we have a problem. Are you all talking as usual about uniforms, goretex boots, rucksacks, kit, etc.? My team have not even got boots but they are desperate to have uniforms and boots which will make their regular 20 km walks through the bush easier.

"Can I put a plea to the rangers in Britain to get together and try and send funds or gear to equip my rangers? We don't need much, about \$400 would help (which is probably one person's allowance for clothing).

"If anybody can help, please try and contact me at the following address: Tim Adkin, Birnin Gwan Wildlife Unit, PO Box 68, Birnin Gwan, Kaduna State, Nigeria."

We in the U.S. need to help our fellow rangers in Nigeria!

► Tim Russell, the senior warden for the Quantock Hills Area of Outstanding Natural Beauty in Somerset, South West En-

gland, is interested in a work exchange with a ranger or warden in another country. His skills and experience include detailed experience in heathland and ancient woodland management, wildlife monitoring and species surveys, use of grazing regimes for conservation purposes, visitor management and dealing with urban fringe problems, environmental education and interpretation, and management of volunteers in the countryside. For more information, contact Tim Russell at Quantock Hills Warden, 'Keepers Cottage,' Lower Terhill, Cothelstone, TAUNTON, Somerset, England, TA4 3EA. His home phone is 011-44-1823-432965; his fax and work phone number is 011-44-1278-732845.

► Andrew Marwick, ranger in charge at Arthur's Seat State Park in Victoria, Australia, writes that rangers in his area are interested in exchanges with rangers throughout the world. If you'd like to engage in such exchanges, write to him at RMB 5528, Arthur's Seat, Victoria 3928, Australia.

In Print

National Parks and the Woman's Voice: A History

Polly Welts Kaufman; University of New Mexico Press; 1996.

By Sherry V. Justus

There is no question that the writing of this book involved exhaustive research. More than 10 years in the making, the product of more than 300 interviews, it is now and will be for some time to come the parks.

Its format is not conducive to a "read-in-a-sitting" type of manuscript, but one whose chapters can be absorbed independently of one another without the reader feeling he has lost the central themes of how women within and outside of the Park Service culture have changed that culture for the better. The book as a whole can be used as a stand-alone reference work, a huge step in the direction of an overall administrative history of the NPS.

The introduction is particularly good and provides the reader with a map of the chapters to come. In each chapter, fewer examples within each subheading would have sufficed if the intention was to track the significant chronological building blocks of the edifice we call the NPS.

The wealth of information Kaufman had to work with must have proven difficult to corral. This is not to say, however, that the individuals and incidents are not interesting in and of themselves. Perhaps instead of paring any of them, the decision was made to be inclusive. If so, a concluding chapter to tie up the grand chronological scheme would have made the book an easier read.

A welcome addition would have been charts or table to illustrate statistics such as the rise, decline and subsequent reassertion of women in the ranger ranks, or the number of females in various Service subcategories (archaeologists or landscape architects, for example) at different times. However, the photo selection is excellent, particularly the historic ones in the first section.

I found myself leafing between chapters two and seven ("Early Park Founders and Advocates" and "Recent Park Founders and Advocates"), and also chapters three and

five ("First Women Ranger-Naturalists" and "Women in Uniformed Field Positions"). Because of the ability of these chapters to provide excellent comparisons and contrasts, a better organizational choice may have been to deviate from the straight chronological format in these instances.

The first textual indication of the author's feminist bent in interpreting park history, both pre- and post-NPS, is in Part II, entitled "Speaking for Parks: Modern Sisters." This may be off-putting to some readers, and also a bit behind the latest NPS initiative toward self-directed work teams.

Past achievements by women in getting parks designated and preserving their integrity once this is accomplished is certainly worth delineating in a book like this. However, these achievements can often speak for themselves without the need for an overlay of a somewhat congratulatory "sisterhood is powerful" tone.

The final chapter includes topics that individually are interesting — formation of such gender-driven sites as women's rights or Maggie Walker; the two NPS Women's Conferences; or what Kaufman designates as "women's career issues" such as child care. Unfortunately, these seem more a grab bag than a culmination of the thesis that has come before. This thesis, that "career women inside the NPS and women park advocates outside shared the goal of preserving each special space that is a national park," is reiterated in a mere two-paragraph conclusion. In lieu of summarizing the journey of the preceding seven chapters, Kaufman might have focused on the future, perhaps by commenting on the change in political climate since the 1994 elections and a resulting increased scrutiny on and critique of national parks and environmental issues. How will park supporters, both inside and outside the Service, both male and female, meet these new challenges?

Be that as it may, this amply footnoted book will serve future park defenders well in providing a thorough accounting of all past significant struggles.

Sherry Justus is a park ranger at Lyndon B. Johnson National Historical Park.

The National Parks Compromised: Pork Barrel Politics and America's Treasures

James M. Ridenour; ICS Books, INC; 1994.

By Dwight F. Rettie

Note: There have been several reviews in other publications of past NPS Director Ridenour's book. However, the ongoing debate regarding "national significance" of park areas, and the continued talk about H.R. 260 and reviews of existing parks for possible de-authorization, make Dwight Rettie's in-depth review and commentary still pertinent.

National Park Service directors don't typically write about their job. Over the 80 years and 14 directors of the bureau, only four have written books about their terms in office: Horace Albright, Connie Wirth, George Hartzog, and now, James Ridenour. The director of the NPS is one of only two bureau chiefs in the Department of the Interior not subject to confirmation by the U.S. Senate. As a result, there is no real opportunity to learn what vision a director brings to the job or what goals served as motivation for his work. A later book is the only opportunity we have to learn these things.

As the title of his book proclaims, Ridenour has a strong message to convey: the modern National Park System is encumbered with numerous parks, mostly new but some old, that lack significance and merit. Ridenour names only four, but asserts that they, with what he says are "many" others, are "thinning the blood" of the National Park System and draining it of "hundreds of millions of dollars" needed to care for more worthy parks. The concept was a central theme of his directorship.

The idea is not exclusively his, though at least three other former directors disagree with him. The notion is shared by any number of people in and out of the NPS and was central to H.R. 260, the so-called parks closure bill that would have created a special commission to draw up a list of parks to be transferred to another level of government, privatized or sold. The idea is often framed by a discussion about money, saying that new units in the System have caused older units to be robbed of money and staff to operate the new ones. The assertion is a thesis worth serious examination, both as to

its validity and to discover the consequences that flow from its terms.

Based on a detailed year-by-year study I made of Park Service budgets, the most I can say is that there is no evidence whatever that the budgets of prior park units have been reduced to finance new parks. According to the General Accounting Office, the NPS has even officially said that "there is no evidence that the addition of new units has taken away from resources for existing units."¹ Though Park Service operating budgets have evidenced some ups and downs, the long term trend has been up since World War II, well ahead of both inflation and the requirements of added units. Perhaps unexpectedly, this was also true during the Reagan and Bush years. Even in the current budget year, the Park Service operating budget would have increased had it not been for the unprecedented shutdowns of the government. The effects of those shutdowns and current federal budget negotiations are impossible to predict.

Actually, the Park Service operating budget went up in every year of Ridenour's term — from \$776.8 million in 1990 to \$984 million in 1993, increments larger than the combined effects of inflation and the budgets of new parks.

This reality, however, begs the question whether the Park Service budget is nevertheless inadequate to meet the needs of the parks. The plain fact is that no one knows (Ridenour says in his book he doesn't know), and there is no easy way to find out. There is no disciplined inventory of park needs, no shadow budget to reveal funding gaps, and no Systemwide standards or other criteria by which park needs may be gauged. NPS does not at this time have the administrative and budgetary sophistication and discipline to document such needs. It is simply not possible to know with any certainty how well park needs are being met. Given the long slide into disrepair of the American public infrastructure, it is likely that Park System needs are large. The often heard figure of \$2 billion is perhaps a reasonable guess. Beyond that, NPS is in a serious competition for sharply limited federal funds, vying against a large array of also-worthy programs and needs. NPS needs to engage that competition with more knowledge of its real needs and convincing evi-

dence that it is making the best possible use of the resources it already has.

Ridenour's badmouthing of several existing parks is a serious error for a director to make. It sets his individual opinion about a National Park System site against a matter

"These issues are important and in a political climate that now seems to uncritically support radical change in unpredictable directions."

of law — an Act of Congress. It stigmatizes a site and signals the professional staff who are its guardians and the visitors who are its clientele that they lack the unqualified support of the person best positioned to be the advocate for the resources needed to protect the parks. The concept may doom lesser sites to an underclass that can deny them needed money, cripple staff morale, and undermine public support and philanthropy.

Objecting to a proposed addition to the National Park System before and while the Congress is considering it is altogether appropriate. People can honestly disagree on the merits or extent of a proposed park. Experts often disagree and a brew of conflicting opinions and political forces are properly brought to bear on the Congressional deliberations we call democracy. However, once Congress acts and a bill is signed by the President, it is the undebatable trust of the NPS to administer the law — fairly, consistently and with due professional cares.

Ridenour's directorship followed eight years of the Reagan Administration that he describes as "not good for the Park Service," a refreshing admission by a Quayle Republican. He is similarly off the Republican reservation by support for increased land acquisition to reduce the longstanding backlog, for supporting modernization of the General Mining Laws of 1872, for concessions-policy reforms (his state experience would not let him support the ridiculously low royalties called for by most concession contracts), and his stated support for protecting the quality of the air in the parks (his performance in this area is, at best, full of ambiguity).

Ridenour's book is a collection of some-

times interesting vignettes on places he visited and park management decisions he regards as memorable. His anecdotes reveal the things he thought were important during his term of office: a trip to Mexico, another to Venezuela, gray wolves and buffalo in Yellowstone, red wolves in the Smokies, campground reservations, color schemes in the White House, and stables for Vice President Dan Quayle's riding horses at Manassas National Battlefield Park. He also helped negotiate the transfer of the Yosemite concession to the National Park Foundation and set up the Park Service's first strategic planning office.

Director Ridenour's term of office was not a time of major change. The management improvements he introduced were modest. Like many of his predecessors, Ridenour worked hard to experience the parks first hand, in the belief that it is impossible to administer something you have not seen close up. Such an approach to the management of highly decentralized resources, widely separated in their geography, is to see the task of administering the National Park System as one largely without integrating themes, requirements and dependencies. It is an approach that emphasizes the singularity of the parks at the expense of their common problems, similar circumstances, and cumulative needs, reflecting a *system* of sites and values. It is an approach that makes it possible to badmouth some parks and practice favoritism toward others. It must inevitably hurt the integrity of the System as a whole.

If for no other reason than that former directors have so infrequently written of their works in that position, Ridenour's book is a welcomed addition to the literature on the National Park System. It is worth reading for the values it reflects and for the arguments it raises. These issues are important, and in a political climate that now seems to uncritically support radical change in unpredictable directions, the debates that ought to follow need an informed constituency, both professional and lay.

Read his book.

Dwight Rettie is the author of "Our National Park System: Caring for America's Greatest Natural and Historic Treasures." His book was reviewed in the Spring 1996 Ranger by former NPS Director Russell Dickenson.

¹ "Future of the Parks," August 1995, p.45; GAO/RCED-95-238.

All in the Family

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.

Brad Bennett (GRCA 91-93, 95-96) is returning for the summer as a seasonal interpretive park ranger at the Grand Canyon, Desert View District. In the winter he is a seasonal in fee collection. He and his wife, **Em**, are expecting their first child in November. Address: P.O. Box 1806, Grand Canyon, AZ 86023.

Martha C. Bogle (GRSM 78-82, 84, EVER 82, GRSA 83, OBED 84-85, LOXA-USFWS 86, BLRI 87-92, CARL 92-95) is superintendent at Congaree Swamp National Monument. She left the position of chief of visitor services at Carl Sandburg Home NHS. Address: 7020 Mountainbrook Drive, Columbia, SC 29209.

Bob Butterfield (GLAC 70, 71, NACC 71-72, GREE 73-74, GRCA 74-81, DENA 81-92, HALE 92-96) has taken early retirement. His winter address is P.O. Box 122, Pukalani, HI 96788; summer address, P.O. Box 108, Denali Park, AK 99755.

Christopher Cessna (INDE 89-90, MANA 90-91, JEFF 91-92, GLCA 92-96) has resigned from the National Park Service as a permanent law enforcement ranger to attend law school. He currently is considering several offers from various law schools while finishing his teaching certification at Colorado State University. He will enter as a first-year law student in the fall, 1996. His goal is to prosecute criminal cases in Colorado. Also, he hopes one day to help assist the NPS in prosecuting some of its cases. Address/phone: P.O. Box 655, Fort Collins, CO 80522; (970) 495-1895.

Jim Hummel (GRSM 76-78, APIS 78-79, GUI5 80-86, BRCA 86-88, WRST 88-96) has left the position of district ranger/pilot at Wrangell-St. Elias to work as chief ranger/pilot at Katmai National Park/Aniakchak

National Monument. He writes that he has left his Alaskan dream park and staff to carry on the dream in the Valley of 10,000 Smokes, thanks to an understanding and adaptable wife and family. There's no way out except by plane. Address/phone: P.O. Box 123, King Salmon, AK 99613; (907) 246-8373.

Craig Johnson (SEKI 66-69, YELL 69-77, CHIS 77-80, GRCA 80-82, GAAR 84-87, CHIS 87-90, REDW 90-95) has been a ranger/pilot at Gates of the Arctic since April 30, 1995. Previously he was chief ranger at Redwood. Address/phone: P.O. Box 68, Bettles, AK 99726; home, (907) 692-6130; work, (907) 692-6103.

Barbara Justice (FOMC 89-91, CACA 91-95) is an interpretive park ranger at Vicksburg National Military Park working at the U.S.S. Cairo Museum. Previously she was an interpretive park ranger at Carlsbad Caverns. **Bill Justice** (CHOH 73-78, FOMC 78-89, CACA 90-94) is the chief of interpretation and visitor services at Natchez National Historical Park. He was a district ranger at Carlsbad Caverns. Their address: 7 Janice Circle, Natchez, MS 39120.

Bob Martin (SHEN 81, FRHI 82, NATR 82, HUBE 83, MORA 84-85, NWAK 85-87, GLCA 87-89, SHEN 89-95) now is chief ranger at Redwood. He was the group leader of visitor service and resource protection at Shenandoah. **Gayle Martin** left a lead cash clerk position at Shenandoah to take a secretarial job with Del Norte County Schools. Address/phone: P.O. Box 1733, Crescent City, CA 95531; (707) 465-5081.

Dan and Diane Moses, along with their children, **Kristi and Leanna**, have moved 18 miles into Vernal, Utah. Dan continues as acting chief ranger at Dinosaur NM; Diane still is with the Fish and Wildlife Service. They now have plenty of room for visitors. New address: 59 North 1200 West, Vernal, UT 84078; same phone: (801) 781-0826.

John Piltzecker (THRB 83-84, NCP-C 84-85, CHES 85, THRB 85-86, BOST 86-96) is a legislative affairs specialist (Bevinetto Fellow) in Washington, D.C. Previously he

was chief of interpretation in the Downtown District at Boston NHP. Address/phone: 2100 Connecticut Ave., Apt. 705, Washington, D.C. 20008; home, (202) 319-7920; work, (202) 224-7555.

Robert J. Piontek (COLO, JEFF, BUFF, GLCA) is the new supervisory park ranger at Mammoth Cave National Park. Previously he was the Lees Ferry Subdistrict ranger at Glen Canyon NRA. Bob and **Karen's** new address and phone: 60 Nan's Lane, Cave City, KY 42127; (502) 773-5249.

Cindy Purcell (GUMO 83-84, MACA 85-87, GUMO 87-89, BAND 89-95) has left a park ranger position at Bandelier NM to be the Sierra Crest Subdistrict ranger at Kings Canyon NP. Address: P.O. Box 801, Kings Canyon NP, CA 93633.

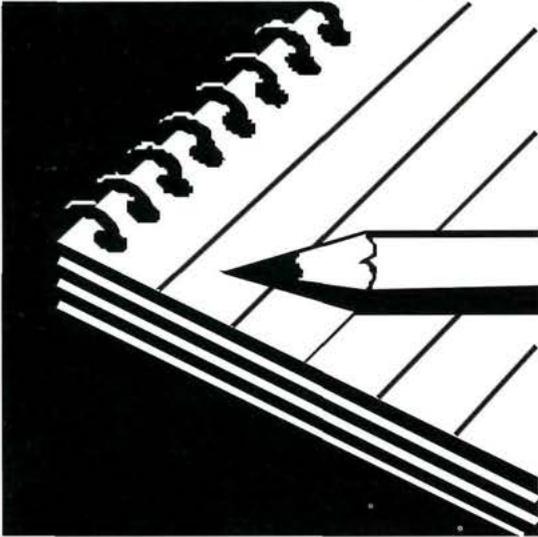
Jon Radtke (YOSE 72-75, WRO 75-77, PEFO 77-78, CABR 78, DEVA 78-85) has worked for the INS in four places after leaving the NPS in 1985. Recently he was appointed supervisory adjudications officer in charge of the Oakland Naturalization Office. He maintains his interest in the NPS and is an outings leader for the Sierra Club Bay Chapter. Address/phone: 1251 Homestead Ave., #157, Walnut Creek, CA 94598; (510) 939-7137.

Andrea Sharon (seasonal MEVE, DEVA, NAVA, KLGO, USFS & BLM 76-82, KLSE 82-84, BICA 84-86, BAND 86-95) has moved from the Land of Enchantment to the Last Frontier. She left her position as assistant chief of interpretation at Bandelier and now is the East District interpreter at Denali. Address/phone: P.O. Box 237, Denali NP, AK 99755; home, (907) 683-4400; work, (907) 683-9532.

Lisa B. Slobodzin (STLI, ROVA, BOST, JNEM, EVER, INDU) is the Dangling Rope Subdistrict ranger at Glen Canyon NRA. She previously was a supervisory park ranger at Indiana Dunes National Lakeshore. Address: P.O. Box 8000-#118, Page, AZ 86040-8000.



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MEMBERSHIP APPLICATION — Association of National Park Rangers

Important: Please specify — New Membership Renewal Date _____

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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

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Rec'd \$ _____ Check # _____

By _____

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	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	To help even more, I am enclosing an extra contribution <input type="checkbox"/> \$10 <input type="checkbox"/> \$25 <input type="checkbox"/> \$50 <input type="checkbox"/> \$100 <input type="checkbox"/> Other
		Contributing	<input type="checkbox"/> \$500	

Subscriptions \$ 30 * 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.



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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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