

RANGER

The Journal of the Association of National Park Rangers

Vol. XII, No. 4 Fall 1996



Combining Ranger Disciplines: Interpretation Under Fire?

20 Years of the Rendezvous!
Corpus Christi in November

Letters

Spaniard Seeks American Friends

I am a 29-year-old man, a mountaineer who loves nature and mountains. I am lucky because I live in Zaragoza, the fifth largest city in Spain. It is situated near the Pyrenees Mountains.

Of course I practice mountaineering, trekking and climbing. I am a member of Protección Civil, a special force to fight fire in mountains.

I am very interested to get in touch with people who work in security and fight fires in mountains. The American Alpine Club in Golden, Colo., send me the address and information for *Ranger* magazine.

I am interested in getting information (photos, publications or anything about people who work in mountain rescue, fire or security in the U.S.) If it is possible, I'd like also to receive a cap, decal, patch or anything with an ANPR logo to add to my collection.

Here mountain rescue is operated by Guardia Civil, a federal force that works throughout the country.

I hope this letter will be a future friendship. Looking forward to your news with my best wishes.

Fernando Gascón Pérez
San Francisco de Borja, nº7, 4ºA-B
50009 - Zaragoza
SPAIN

Parkways Article Draws Praise

Note: These are excerpts from a letter received by Sara Amy Leach, author of "Parkways : More than Low-Profile Parks" (Summer 1996 Ranger).

I want to congratulate you on your article. It is a well-written, thoughtful, provocative piece.

You make the point I have tried to articulate in other contexts: there ought not be *any* "lesser" parks in the National Park System. The parks should exist on a level plane, competing for money, staff and other resources without favorites and without favoritism.

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

I am convinced, and say so from several different perspectives in my book, "Our National Park System," that this issue lies near the center of the policy and administrative challenges facing the National Park Service now and in the years ahead.

Elsewhere in the same issue of *Ranger* I touched on this issue in reviewing former NPS director Jim Ridenour's book. Ridenour was (and remains) unreservedly committed to the idea of divesting a bunch of parks he thinks ought not be in the System. I am sorry to say that ANPR and the National Parks and Conservation Association — two organizations whose major work and goals I support with my membership and my money — both countenance "reviewing" the System to purge it of parks that would not meet a new set of forward-thinking criteria governing the entry of new units into the System. That is a principle I find illogical and potentially disastrous.

Logically, I see no reason why parks that were brought into the System in 1925 (but pick any year) should be required to meet the same criteria intended to serve as a filter for new parks in the year 2000 and beyond. That is exactly the process and concept embedded in all the bills now enjoying support by ANPR and NPCA. I do, however, strongly support the idea of trying to develop more disciplined criteria and policies covering new areas. But do not apply them retroactively!

The potential disaster lies in the fact that if the door to divesting "some" parks is opened, neither NPS nor all its friends will be able successfully to control the process. The reason the present Administration supports divestiture of the Baltimore-Washington and George Washington Parkways is in large part because those divestitures were invented by Park Service officials.

Your article also pointed out the need for clearer definitions and understandings of the components that make up the System. You're right.

Again, my congratulations for a splendid read.

Dwight F. Rettie
North Carolina



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RANGER

The Journal of the Association of National Park Rangers

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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 anprsipto@aol.com.

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Cover: Interpreter Doug Halsey at Fort Vancouver National Historic Site, Washington. Photo by park ranger Rick Edwards.

President's Message

Despite the heat and humidity outside, the ANPR board members were full of energy as we sat down to our two-day summer meeting in Washington D.C., in July. By noon on Sunday we had approved the reorganization concept and had agreed to focus on several key internal issues and three public issues for fiscal year 1997. The high energy level was partially due to a generous offer from Tom Collier of the Steptoe and Johnson law firm to assist us with finding businesses who would be willing to do pro-bono work for ANPR. Tom set the example by providing meeting space at his office in Washington, D.C., and by spending Saturday with us, discussing issues and strategies.

Audit Necessary

The priority internal issues include having an audit conducted this fiscal year, in preparation for launching a fund-raising effort. This has been on our wish list for the past two years and we've slowly moved into accounting practices that will enable us to have a successful audit.

We'll also be examining our tax-exempt status to see if there are areas we need to strengthen. Tom continued to set the example by committing his office to work with us on the tax status issue and in finding a pro-bono auditor.

Executive Director Search

Probably the most exciting goal for me this year is that we will actively search for an executive director. Again, this has been a goal for ANPR for several years, identified as a strong need in the Kennedy School Report. Lack of funding has been our barrier. With the help of some new business partners we hope to find a professional volunteer for the short term. Our long range goal remains hiring a professional, full-time executive director.

Fund Raising

This leads into our last internal issue — fund raising. We will be asking other successful fund-raisers for ideas in the next few months and for help in implementing our program.

Support IRF Congress

The public issues we will concentrate on include supporting the Second World Congress in Costa Rica in September 1997. ANPR will play a major role in securing funding assistance, organizing logistical support and recruiting volunteers for the International Ranger Federation.

Housing Issues

We have remained active with housing this year and now will examine our continuing role with that large issue. We are exploring how the lifting of the housing cap has affected park employees living in government housing, and we will continue to provide that information to the appropriate Congressional subcommittees. We will be considering other issues under the housing umbrella. For example, with Ranger Careers implemented, is the cost of permanent housing still an issue? What about costs of seasonal housing? What are our other issues in this arena and how should we deal with them?

Leadership Development

Finally, we will focus on leadership development for employees at all levels. ANPR's offering of the Managerial Grid course has been successful in providing new leadership skills to employees across the Service. We'll consider options for ways we can supplement what the NPS is currently providing or planning to provide.

I remind you that all the program work of the Association is done by volunteers. The above agenda for fiscal year 1997 is ambitious, yet we will be asked to do more as new issues come up. It will be hard to say "no," but we must practice saying that. We agreed at the meeting to stay focused on these issues so we could concentrate our limited resources. We welcome your participation in these efforts. □

COMBINING THE DISCIPLINES

Chief Rangering in the '90s

By Brion Fitzgerald
Gettysburg National Military Park

The past few years have been turbulent and often anxious ones for federal workers. The primary cause of this anxiety was the stark reality that the government, including the NPS was going to be shrinking both in terms of dollars and personnel. Many government employees have lost jobs, others have been moved into new positions, sometimes at lower pay grades. We all have felt a degree of uncertainty over our personal future.

Add to that uncertainty our particular concerns about how the National Park System will weather these tough times. All of this in the name of downsizing, streamlining, or to be politically correct, "right-sizing."

Regardless of the term used, the NPS needed to reorganize and re-engineer in an effort to minimize the impacts to personnel and resources. The challenge was to see if there was a more effective and efficient means of accomplishing our mission.

One of the inevitable consequences of re-engineering by any organization is a series of shocks to organizational "culture." These shocks manifest themselves in a variety of ways depending upon the reasons for the change. Anyone perusing NPS bulletin boards over the past 18 months has been able to follow discussions on the impacts of some of these shocks on personnel at the park, field area and national level.

A major topic of discussion and concern

has been the combining of disciplines at the program manager level both in the SSOs and the park level. In particular, combining protection and interpretive functions under a chief ranger (of either discipline, but probably more often law enforcement)

has left some wondering if interpretation is once again being seen only as "icing on the cake" rather than a part of the cake itself.

The general concerns voiced have often been based on the fear of a lack of technical/subject matter expertise of the person in a combined position, and the ability of the person to adequately represent all disciplines to higher level managers. There also is concern from a staff already spread thin that combining jobs could inevitably lead to increased delegations of responsibility, adding to an already full plate. Would those delegated to be adequately compensated for the added responsibility and authority? Would this delegation lead to less time for the field staff to spend on resource protection or visitor services?

Since I have been directly involved in one relatively recent situation where this has occurred at the park level, I can present

TWO DISCIPLINES: Law enforcement and interpretation.



a case study on combining division chief positions. I will highlight, from one perspective, how one park has attempted to answer these valid concerns.

Background

Gettysburg National Military Park (GETT) went through a reorganization in late 1994, partly as a result of the implementation of Ranger Careers and partly as a result of an informal position management review conducted with the assistance of some regional office staff. At that time the park's organizational setup consisted of an Administrative Division, Natural Resources Management and Protection Division, Interpretive Division and a combined Maintenance and Cultural Resources Management Division. Program Management for Eisenhower NHS (EISE) was accomplished by GETT division chiefs.

As a result of the reorganization a site manager position was created at EISE, the Natural and Cultural Resources Management programs were combined under one division chief and the Interpretive and Protection components were combined under one program manager. I applied for this latter position in 1994, was selected and reported in early January, 1995. I will address each of the major concerns as they apply to the situation at Gettysburg.

Can a person without a high degree of technical expertise in each discipline adequately represent the multiple disciplines in dealings with higher level managers?

Since my background is primarily in the protection field I didn't bring any degree of technical or subject matter expertise to the interpretive function at Gettysburg. I would be the first to agree that this type of expertise in a given field certainly makes a program manager's job easier. However, I don't believe it is *the* major factor when it comes to job performance.

My personal observation is that the major limiting factor at this level is a lack of good old people skills and an inability to apply common sense to management issues. Time and time again I have heard employees criticize persons they have worked with or for, who have spent years in their chosen profession — protection, interpretation, resource management, maintenance or administration — who simply could not do the job. Their lack of ability had nothing to do with technical expertise.

The value of a good program manager or superintendent lies not in the ability to repair an electrical system, audit a program or issue a violation notice, but in the ability to see the big picture, work as an effective team member with other program managers, partners, peers and *primarily* to listen to and actively involve the field troops, be they line or staff, in function. I am trying to apply this principle at Gettysburg. To objectively answer whether this is working and if interpretation is being well represented, the reader would need to speak to other park staff members.

A more basic question, however, can be asked regarding career development. Does it make more sense to have positions combined at this level than to have one person

come up through a single discipline to become a superintendent?

Is increased delegation necessary and are employees compensated for assuming additional responsibilities?

Even with shoes on my basic math skills allowed me to realize that one person could not, by him or herself, do the same job as effectively as two. This is where the re-engineering comes in. Prior to my arrival the newly combined (interpretation and protection) supervisory staff got together to work on a plan for reorganizing the division in a manner that would take advantage of individual strengths and improve communication and cooperation among the field troops. Several of these supervisors had recently been upgraded via Ranger Careers and were anxious to assume increased responsibility.

Since I was not in the market for a divorce or a breakdown, I was more than happy to accommodate those who were looking to expand their experience base. As supervisory staff assumed more responsibility for budget, personnel, planning, and contacts with partners and constituency groups, they in turn had to delegate responsibility for the day-to-day operations to their staff.

On a monetary level they are being compensated via Ranger Careers, but in many

cases, pay is the least important part of the compensation. My experience (and not just at Gettysburg) is that there are a number of intelligent, enthusiastic persons out there who are/were starving for a chance to contribute more to the park and the NPS if given the authority and responsibility. The acquired skills and experience coupled with the sense of accomplishment and pride that comes with the increased responsibility often provides immeasurable compensation.

Does all this delegation of responsibility lead to less time spent on resource protection or visitor services?

There is most certainly potential for that to occur if you insist on trying to do things the way they have always been done. In order to maintain perspective on this question, remember that by combining the two jobs at Gettysburg, the park reduced potential overhead costs in those operations by \$50,000 – \$60,000. Is maybe this funding not better spent on a professional interpretive or protection rangers or desperately needed seasonals?

In an effort to increase the time spent on resource protection and visitor services, we applied the principles of re-engineering and Ranger Careers to shortages of people and time. We began by taking a hard look at who was doing what and how we were spending our time. There are certain job functions

In Memoriam

ANPR member John Andrews, supervisor of interpretive operations at Gettysburg, died of a heart attack Aug. 1. He was 43.

A past contributor to *Ranger* magazine (Spring 1994), Andrews was assisting with the above article on the day of his death.

He was a graduate of Colorado State University and had been with the National Park Service for 22 years. He started as a seasonal park aide at Assateague Island in 1974, then worked as a seasonal park technician at Salem Maritime.

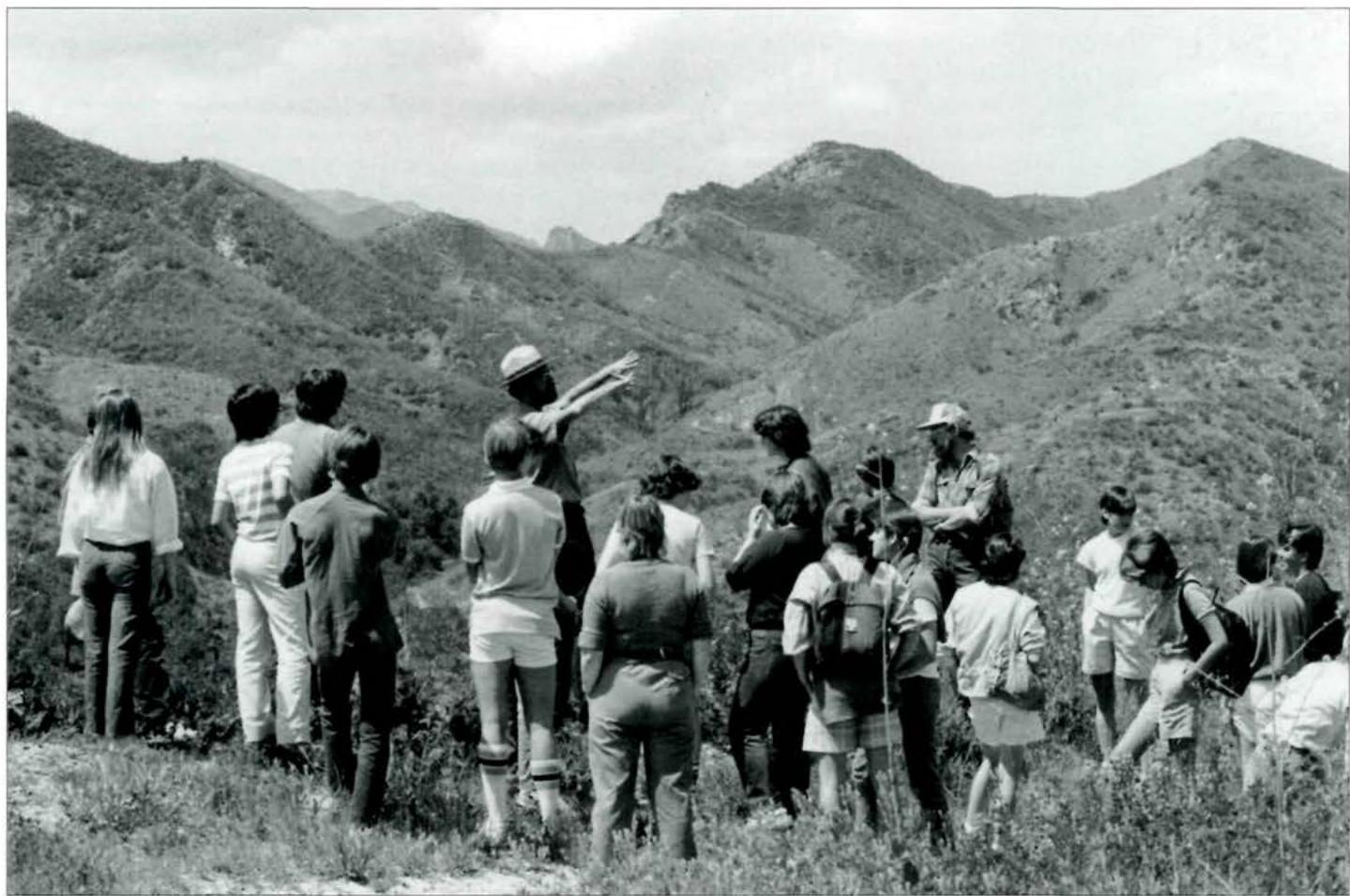
Following a short tour as a forestry technician for the Forest Service, he returned to the NPS in 1977 to take a permanent position at Colonial.

He moved to Gettysburg in 1981 to

work as a supervisory park ranger. Eventually he became supervisor of interpretive operations, which includes the park's licensed guide program.

Andrews was tireless in his efforts to forge ties between the community and the park. He will be remembered for his forthright manner, unfailing sense of humor, high professional standards, strong work ethic and constant smile. He also will be remembered as a teacher, mentor and outstanding role model.

Donations in Andrews' memory can be made to Main Street Gettysburg, 59 E. High St., Gettysburg, PA 17325. Condolences may be sent to Debby Andrews & Family, 1022 Burnside Ave., Gettysburg, PA 17325.



Dave Ochsner

BROAD VISTAS: Park Ranger Tim Thomas interprets geology and plant communities of the Santa Monica Mountains NRA for a junior high school group.

which were historically performed by uniformed rangers that simply did not require full-time GS-9 staffing.

We began by stepping up our efforts to recruit volunteers to staff our information desks and library, answer basic research inquiries, input data into finding aids for our library and conduct resource protection patrols in the park. These efforts have allowed our permanent staff to actually spend more time out in the park giving programs, conducting primary research both on- and off-site, coordinating activities with our educational partners and Civil War constituency, and learning new job skills.

We also have come to realize that there are some things each of us routinely do that provide no added measure of protection or education to the resource or the visitor. When we come across these items, time spent on them is either refocused or trimmed dramatically.

All of this has led to changes, some

ongoing, in the organizational culture at Gettysburg. I think these have been positive, but our staff, from the superintendent on down, would be a good judge of that.

Conclusion

Would I recommend combining program manager positions at all parks? No way. Each situation is different, with some operations being more complex than others. We all are facing critical shortages of dollars and personnel.

Looking for nontraditional ways of getting the work done should be at the top of everyone's performance goals and objectives. The primary reason the combination is working at Gettysburg is because we have a core group of intelligent, enthusiastic supervisors. They are willing to try new things and to allow their folks the opportunity to function at their full potential.

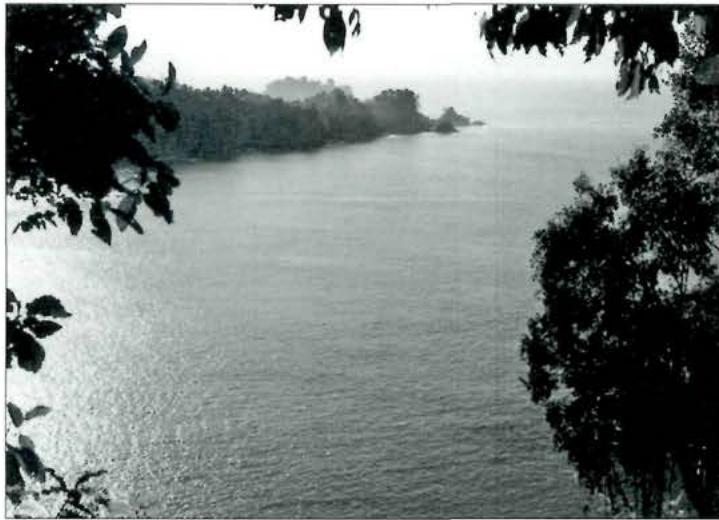
The bottom line is that in light of the budget outlook at Gettysburg, I could not

recommend splitting out interpretation and protection at the cost of permanent or seasonal ranger positions.

Management and operations both require a focus on objectives, and in tight financial times, even more so. What is the objective of an interpretive or protection function in a park? Is that objective being met? Or, in this era of GPRA, is our outcome a success? This should be the focus. □

Brion Fitzgerald is chief ranger at Gettysburg National Military Park.

Sustainable Development in Latin America



COSTA RICA: Rain forests meet coastal waters.

By Rick Smith

I can't remember where in Central America, or even exactly when, I first heard the phrase *desarrollo sostenible* — sustainable development — in relation to protected areas. I do know, however, that after that first time, I heard it a lot, almost always in the context of providing local people, living in or around parks or similar reserves, some alternative to irrationally exploiting the natural resources that surrounded them in order to live and feed their families.

Considered at this micro-level, the concept isn't too hard to understand: decisions related to resources use must be carefully measured against the environment's life-sustaining ability to meet the demands that such decisions imply. This is a notion that almost any protected area manager in the United States would love to see translated into policy. Simple as the concept is, though, our colleagues in Latin America have found that designing and implementing sustainable development projects and programs have been complicated by a number of factors, many of which also make the design and implementation of environmental policy in the United States equally difficult. Perhaps we can learn some lessons by examining their experiences.

Latin American conservation professionals have come to understand that no preservation program will be successful without the support of the people who live in or near the areas the program intends to protect. Historically, these local people were looked upon as "obstacles" to conservation. Often, one of the highest priorities identified during the planning process was the relocation of local populations so that they would not interfere with conservation efforts. This tactic, of course, raised equity and policy issues: who was being asked to sacrifice the most to support a protected area system? What knowledge of the local landscape was being lost? How should the displaced people be compensated for the loss of their traditional lands and to where should they be moved? And, what were the cultural costs in separating a people from the places which they had traditionally occupied?

The complexity of these issues caused a major shift in conservation strategy beginning in the mid-'70s. Government officials and conservationists began to look at local people as their allies in protected area management. They realized that if local people could sustain themselves and their families in-situ and could profit from conservation efforts, they would become supporters of the areas and respect them the way they would respect the private property of others.

Can We Learn Any Lessons?

Lessons of the Locals

When we think about sustainable development projects in Latin America, especially those designed to relieve pressures on protected areas, we have to begin with attempts by park officials to involve local people in the

This shift in strategy led to widespread experimentation with the planning and design of the first sustainable development projects. These mostly revolved around projects for selective forest-cutting that could be sustained and that was less destructive of biodiversity than clear-cutting; appropriate agricultural practices that did not rely on traditional slash and burn technology, and that featured fewer pesticide, herbicide and fertilizer inputs; changes in subsistence grazing patterns to reduce pressures on resources-sensitive areas; and small-scale ecotourism or green tourist activities where tourism benefits would remain in the hands of local providers of services — food, lodging, guides, handicrafts — instead of with large national or international tour companies. The planning of these kinds of projects was often linked to efforts to promote environmental education for both the adults and school-age children in the area, a recognition that the cultivation of an environmental ethic was an important component of the future success of these kinds of projects.

To say that the efforts to involve local people in the planning and decision-making processes were frustrating is almost to underestimate the case. Based on their previous experience with government agencies, many local people, especially those who had been traditionally under-represented in any kind of public participation such as women or children, were highly suspicious of the invitations to participate in planning forums. Moreover, even those who truly wanted to participate, weren't very good at it.

Remember, these people, especially if they were indigenous, had been specifically and systematically excluded from such processes for years, if not for centuries. Many could not articulate what they felt about the land and its future, many times in a language that was not their native tongue, in front of government planners and other better-educated participants. Planners and decision makers discovered that they needed

to design processes that would allow these potential partners to incrementally develop their abilities to participate, slowly becoming more self-confident and familiar with the procedures and protocols of public forums. The urgency to develop plans and to make decisions, however, often clashed with this need for more deliberate, consultative efforts. Frequently, local people and other under-represented groups, were the losers. The resulting situation — local people who felt they had not been given an appropriate opportunity to participate in either the planning for the protected area or in the decision-making process — certainly wasn't the outcome the proponents of local participation had desired.

Over time, however, this situation has improved. Efforts to integrate local people into the planning and decision-making processes are beginning to pay off. In part, this is due to the environmental education initiative. More people are aware of the long-term advantages of a healthy environment and the short-term consequences of poor stewardship practices. Local people, especially women, have become more confident and assertive about assuming their rightful place in the dialogue about the future of protected area management. While much remains to be done on the social and economic fronts — taking care of one's family, after all, is always going to be the highest priority, protected area or not — local people are more involved in deciding what the future of protected areas should be.

Lessons of the Bureaucrats

Equally frustrating for the development of sustainable development projects for our colleagues were the problems created by the very bureaucracies in which they worked. Like bureaucracies the world over, the ministries with responsibilities for land management had developed characteristics that tended to work against any kind of change. To begin with, they were proud of the roles they had carved out in the functioning of the national government and were not willing to surrender any authority or responsibility that would diminish their importance. They were extremely jealous of what we call



WILDLIFE: Manuel Antonio National Park in Costa Rica provides habitat for iguanas.

Sandy Bryce

"turf" and regarded programs that called for cooperation and coordination with other agencies or groups as threats to their scope of responsibilities. They were reluctant to put their share of government appropriations into cooperative efforts, even if it appeared likely that combined funds would accomplish more than would the expenditure of funds, ministry by ministry or agency by agency.

These were, however, the very kinds of steps that needed to be taken if small-scale sustainable development projects were to be successfully planned and implemented. Since no ministry could ever have complete control over the various efforts required for planning and implementing projects, inter-institutional cooperation and coordination was a key first step.

As an example, consider the agencies and institutions that might be involved in the planning of small-scale green tourism or ecotourism projects in Latin America. At a minimum, it requires the participation of:

- The agency or agencies managing the protected areas
- The agency or institute that coordinates tourism programs
- The national banks that make small business loans
- The national association of tour operators
- The local or provincial government entities
- The local tour operators
- The local chambers of commerce
- The local associations of guides
- The local restaurant and hotel associations

- The local or indigenous groups and their leaders
- The local transportation providers

This kind of coordination and cooperation was difficult to secure. The participants first needed to develop trust and confidence to assure themselves that cooperation and coordination did not automatically mean giving up their bureaucratic prerogatives. They had to learn that developing partnerships with other agencies and institutions paid dividends in increased effectiveness,

leveraged financial resources, greater customer satisfaction, and more effective protection of natural and cultural resources. They needed to realize that seeking consensus among groups with diverse objectives provided a forum for narrowing differences and capitalizing on areas where agreement already existed. Finally, they had to understand that giving groups a place at the bargaining table increased the likelihood that they would support the alternative selected for final action.

Again, I believe that we can begin to see progress in Latin America in this regard. Many countries are streamlining their bureaucracies, combining the management of different kinds of protected areas — wildlife refuges, national parks, forest reserves — under a single management entity, thus eliminating the source of considerable bureaucratic in-fighting. Other countries are busy decentralizing authority and responsibility from ministries in their capital cities to provincial or local levels on the assumption that decisions made closer to the protected area and to local problems will be of higher quality and more attuned to local conditions. Countries have begun to explore partnerships of diverse kinds. It is not unusual, now, to see volunteer organizations active in Latin American protected areas. Visitors often meet local entrepreneurs who have assumed management of concession operations that formerly were operated by the government. Some nations have taken the concept of partnerships to the point of turning over the management of protected areas to non-governmental organizations.

Lessons from the Rangers

All of this is not to say that serious problems still don't exist in and around Latin American protected areas. Almost all South and Central American countries suffer from exploding population growth, with a significant percentage of their populations under 15 years of age. This means increasing pressure on existing protected areas with the prospect of even greater pressure as these young people reach the child-bearing age. This increase in population means a rapidly expanding agricultural frontier that pushes closer and closer, and many times, passes the boundaries of already established protected areas. It is not uncommon to see the smoke from slash-and-burn agriculture emanating from parks and reserves in Latin America, areas falling victim to the need among poor people to feed their families. When people are hungry, there is little respect for the boundaries of these protected areas.

The extractive industries are aggressively seeking new areas for exploitation. Many of these industries are multinational or transnational and practice extractive techniques that wouldn't be permitted in their own countries. Many agencies in Latin America charged with managing protected areas are under funded and underequipped.

Rangers don't make patrols because of shortages of vehicles or sufficient fuel to power the vehicles. This undercapitalization has led to the existence of so-called paper parks, areas that exist in legislation or executive decrees, but aren't managed by government agencies because of the lack of financial resources.

Equally critical is the lack of human resources that these agencies can apply to the management of their areas. Most park personnel are uneducated — many rangers lack even a high school education — and their supervisors and managers, many of whom are university graduates, are immediately thrust into positions of considerable authority without having spent even one day in a protected area. Those assigned to parks or reserves often live under conditions that most of us wouldn't tolerate for a nanosecond — bad housing, lack of decent food, assignments away from their families, lack of respect from people with whom they have to deal, little or no equipment with which to do their work.

I have called these people the real heroes of the conservation movement. Often times the agencies with responsibility to manage parks have not developed consistent policies for the implementation of conservation strategies, hampered by government lack of attention or political interference.

Finally, there is woefully little science or research being done in protected area systems, and managers often are forced to make decisions without even basic inventory or projected-effects information.

"Those assigned to parks and reserves often live under conditions that most of us wouldn't tolerate for a nanosecond"

What is encouraging, however, is that our park colleagues have recognized that their traditional methods for managing their protected areas are not adequate. They are willing to experiment, putting heavy emphasis on the premise that sustainable development is one of the major keys for preserving and protecting significant portions of the area's natural and cultural patrimony. They have bought into the idea that sustainable development requires a coordinated effort to apply human, financial and ecological resources to satisfy human needs and improve the quality of human life. It means considering the long-term effects of alternatives instead of focusing on short-term benefits. They know that sustainable development offers a potential solution to the questions of equity that have plagued Latin American conservation efforts for years, especially in regard to sacrifice and postponing the satisfaction of needs. Above all else, they have recognized that local people, far from being "obstacles," can be their partners in effective management if they can participate in the benefits of a sound, sustainable conservation program.

Lessons for El Norte

What lessons can the employees of the National Park Service learn from the experience of our colleagues in Latin America?

The first lesson is the most obvious: we need to establish sound, professional working relationships with the people who live in the communities around our parks. Were

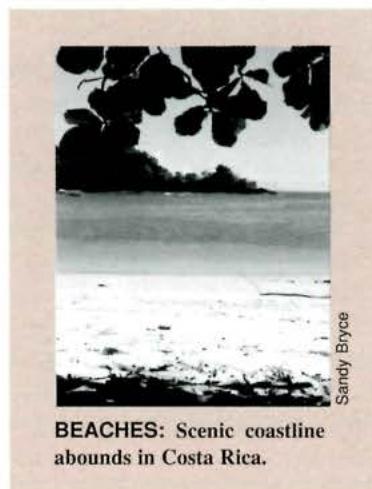
this as easy as it sounds! In the West where I live, the members of the Sagebrush Rebellion have flamed anew, fanned not only by organized groups such as the People for the West, but also by unaffiliated people who are frustrated with what they believe are the decisions of bureaucrats who don't understand local conditions and who often don't stay in place long enough to learn about them.

Nationwide, local business interests may often be seen as treating the nearby park merely as a cash cow for local motels, curio shops and restaurants. We simply must find a way to find the similarities in our interests, narrow differences to the extent possible, and concentrate our efforts on building upon the areas in which we agree.

This is especially true in those areas of our country where small, rural communities are undergoing major changes in the economic activities that have sustained them for more than a century. As resources-consumptive activities such as mining, logging, small farming and grazing become economically more difficult to sustain, land managing agencies such as the Park Service and the Forest Service must be ready to explore with local communities alternative income-generating models that provide people with some hope for a brighter future.

This will not be easy. People dislike change (remember how hard it was for some of us to swallow the restructuring of the NPS?), but it is absolutely mandatory if we want these folks to be our allies, not our enemies, in preserving and protecting our heritage.

(please turn to page 28)



BEACHES: Scenic coastline abounds in Costa Rica.

Sandy Bryce



In the Beginning: Rendezvous I and the Roots of ANPR

Editor's Note: This article, written 10 years ago by Tim Setnicka (then of Hawaii Volcanoes, currently at Channel Islands), originally appeared in the Fall 1986 issue of Ranger. As ANPR prepares for its 20th Rendezvous in November, this reprint of Setnicka's perspective on the beginnings of ANPR as an organization and the Rendezvous still holds up. It is complemented by a more recent perspective from Barry Sullivan of Delaware Water Gap (see page 11).

By Tim Setnicka

What follows is a "social history" of the birth of the Association of National Park Rangers and the proceedings of the first Ranger Rendezvous in Jackson Hole 10 (more or less) years ago.

There's a real difference between a "social history" and "plain old history." A "social history" is a historical brickwork of events held together with a mortar of smut, dirt, humor, tragedy, intrigue, anecdotes and similar stuff; "plain old history" is uniform and basically boring, but extremely solid with subtle, small deformities. "Plain old history" is meant to last through time; this "social history" is meant to last through one beer.

The roots of the Association are directly

linked to high levels of testosterone and the well-known National Park Service herding instinct.

In early 1977, Roger Siglin was the Valley District Ranger in Yosemite. Having just become single again in the preceding year, he'd stopped greasing back his hair, had acquired sporty new eyeglasses, and had transformed himself from the Brylcream Kid to the California Cutter.

A lot of Roger's medical friends had left Yosemite during the previous year for jobs in other hospitals. Although other Park Service acquaintances had also moved on, it was the departure of the ladies in white that made him feel blue.

It was about this time that Roger suggested to me that we get everyone together once a year for a reunion dedicated to fun and a "little" business (and a trip write-off). Roger suggested that such a gathering should be something like the old fur trader rendezvous, where the traders came down from the hills, conducted business, drank and told lies. It sounded like a terrific idea. Roger and Butch Farabee followed up on the idea and made a few telephone calls to folks they thought would be interested in

the idea. Things began to roll.

Jackson Hole was chosen as the site because it was centrally located for most of the people who'd be attending, was nearby a small park, and had plenty of cowboy bars and western swing bands. Roger was (and is) big on western swing bands.

Butch called Mike Finley and Alan Atchison (who were then, respectively, the law enforcement specialist and chief ranger at Grand Teton) and talked them into making arrangements for lodging and a meeting room. They came up with what was then called the Ramada Snow King and is now the Americana Snow King — site of this year's Rendezvous [1986]. The date was eventually set for Sept. 30 to Oct. 2, since this was the one time most everyone could get away from their parks.

I asked a seasonal ranger, Valerie Cohen, to draw up a poster that had a background illustration of the Tetons and read: "The unofficial Ranger Rendezvous. Come and see old friends! Any work accomplished is strictly accidental. Bring your wives, sugar-daddies, friends, kids, parents, etc."

We mailed a couple of dozen of these around to the parks and word of the event

gradually spread.

Naturally and in true Park Service "rumor control" fashion, the stated purpose of this first Rendezvous got convoluted and twisted around. As noted above, the first priority of this Rendezvous was the social gathering of friends; only after possible agenda topics were discussed did the idea of forming some type of ranger organization come up. But certain groups of Service employees became worried as word of the Rendezvous spread. Many of them remember PRO.

PRO, the Professional Ranger Organization, had been organized in the Northwest a few years earlier, and was perceived by many as the start of a union movement for rangers. PRO did not develop much of a following, but this new group might — after all, it had its roots largely in "Yosemite-type" people, the same folks who helped bring long hair, rangers wearing guns, a strong, voluntary physical fitness program and a host of other issues to the attention of NPS management.

On Sept. 30, most of the participants arrived, and 32 people sat down Saturday morning around a table in a small conference room in the Ramada. All were male; although at least two female employees attended, they were too intimidated by the all-male atmosphere to participate in the meetings. Fifteen different Park Service areas were represented.

There was no agenda or starting time for the meeting, and there were no guest speakers. The flyer had only said "Saturday A.M. — B.S. Session," and people showed up in true NPS informal style — western shirts, boots, Levis, running shoes and jackets (we all had to wear jackets because Finley failed to get the heat turned on until the afternoon). There was a newlyweds' "well-what-do-we-do-next" feeling abroad at first, but, with the strong personalities present, the honeymoon atmosphere soon disappeared.

The initial open forum discussion began with lots of talk about what rangers needed to be doing, problems they faced, and their personal feelings about many matters concerning their jobs and futures. It's interesting to note that many of the issues which ANPR has since solved or is in the process of solving were discussed in that meeting —

ranger image, housing, park tech/park ranger problems, grade level and classification issues, and so forth.

But the discussion of these issues kept leading us back to the central issue of representation. No one in the room felt that his concerns were really being heard by the Service, or that there was an easy way to express such concerns to NPS management.

“. . . if we truly considered ourselves to be professionals, we should have an organization that would promote and serve our efforts.”

The feeling of lack of representation was based on common frustrations with attempts to improve the System. Although all were deeply committed to the System, there was a universal feeling that important issues were not being addressed by the Service. Time and again, this frustration would lead us back to the need for an organization which would voice our concerns and suggestions to management.

I clearly recall Butch Farabee talking over and over about the need to form a ranger organization, and that, if we truly considered ourselves to be professionals, we should have an organization that would promote and serve our efforts.

The issues of unions and collective bargaining were quickly brought up. No one wanted or even suggested that any organization that we came up with should be a union. Many argued that we would get little recognition from either rangers or NPS if we were even *perceived* as a union. A great deal of time was spent on this issue; it came up again and again.

As is the case in most meetings, people spoke too long, got off the subject and argued small points to no avail. At times Rick Gale would get so mad that he would get up and leave the room, only to return minutes later (no doubt because he knew he was missing the action), get into another argument, get overheated, and stomp out of the room again. Other guys, like Fred Hemphill and Dutch Ackart, listened but didn't say a word during the meeting.

Roberts Rules of Order were out of order for this Rendezvous; instead, it was first

come, first served. It should be noted for the record, however, that parliamentarians like Rick Smith, Mike Finley and Tony Bonano did make unsuccessful attempts to guide discussions.

After lunch, the sessions resumed with the introduction of truth serum — beer. The volume of the dialogue increased, and the tone and quality of discussions decreased. But in spite of fatigue and beer, a consensus developed that we could only accomplish our goals through a "loose federation" of rangers and technicians. We voted unanimously to form the Association of National Park Rangers and to accept the statement of purpose which we'd been hashing over.

ANPR would be based on three founding creeds — it would be "a servicewide organization to communicate for, about and with rangers; to identify, promote, and enhance our profession and its spirit; and to support management and the perpetuation of the National Park Service as well as to provide a forum for social enrichment."

That was enough for one day. We adjourned and promised to meet for a quick early afternoon meeting the next day. Then we all went to dinner and a cowboy bar until the wee hours of the morning.

Sunday afternoon's session was devoted to developing strategies on how we were going to demonstrate our new organization's honorable intentions. It was decided that, since Rick Smith was going to be seeing Director Whalen at Albright within a few weeks, he should approach him and explain to him exactly what was going on with the infant association.

Folks were still apprehensive about their participation in this organization, particularly since it was widely known that an "administration mole" existed within the ranks. No one knew what would happen next, or if there would be sanctions against members. As it turned out, nothing negative really ever happened. The mole's report was filed, but there were no known ramifications.

Rick eventually met with Whalen, who not only wrote a letter supporting the Association but went a step further and asked for ANPR's support to help "rapidly solve" the park ranger/park technician classification problem (it took nine years, but we're all rangers again). Looking back, I guess it's

obvious that Whalen had to support such a professional association when confronted with its initial leadership, voted in during that meeting.

As first — and, for all we knew, last — president there was Butch Farabee, the T-shirt junkie.

Roger Rudolph, for reasons that are still unclear, was voted in as secretary-treasurer. This I feel was more in the form of a punishment for his poor jokes and poor digestive system, both of which we suffered through over the weekend. The first dues collection was a simple passing of Craig Johnson's cowboy hat, into which we each threw fifteen bucks. Those of us who had checks made them out to Roger, and it was only much later that we learned that he pulled a few of these to pay for gas on his trip back to his job at Yellowstone.

Rick Gale became the editor of the first ANPR newsletter, mainly because he could persuade the Grand Canyon Natural History Association's director to print it for us

virtually for free. Rick did a remarkable job of getting the newsletter out to the troops for the next three years.

Lastly, a steering committee was established along with some serious work groups, forebears of those that have sprung up and spawned various position papers in recent years.

The last order of business was the selection of Larry Van Slyke as the coordinator for Ranger Rendezvous II, which was to be held the following year at Estes Park, Colo.

We all signed the list that was passed around: Dave Mihalic, Jim Brady, Mike Finley, Scott Connelly, Chuck Sigler, Dick Newgren, Jim Randall, George Giddings, Larry Van Slyke, Don Chase, Charlie Logan, Ted Scott, Dick Martin, Alan Atchison, Rick Hatcher, Bob Dunnagen, Jerry Mernin, Paul Henry, Walt Dabney, Dan Sholly, Fred Hemphill, Butch Farabee, Dutch Ackart, Terry Pentilla, Tim Setnicka, Rick Smith, Roger Rudolph, Ron Sutton, Roger Siglin, Rick Gale, Tony Bonano, and Dave Oschner.

Of this group of 32, I can report that one is dead of cancer, three are divorced, one has yet to get married, one dropped his eye out of a helicopter, one will probably never leave Yellowstone, one will become director of the National Park Service or a regional director, one wrote a book, five are now superintendents, at least one survived an airplane crash, two have retired, two live on tropical islands, and all have less hair than they did 10 years ago.

Sitting in that cowboy bar back in 1977, I recall thinking that we all had the idea that we were onto something positive and good, a way to vent and channel our thoughts and frustrations toward the NPS and help it and us through its many ups and downs. Now, a decade later, I'm sure that we are. □



Founding ANPR Members: Where are they now?

Dutch Ackart Sub-District Ranger, Lassen NP
 Alan Atchison Retired, Arizona and Colorado
 Tony Bonanno Ranger Activities, Colorado SSO
 Jim Brady Superintendent, Glacier Bay NP
 Don Chase Retired, Alaska and Arizona
 Scott Connelly Law Enforcement Specialist, Yosemite NP
 Walt Dabney Superintendent, Canyonlands NP
 Bob Dunnagan Retired, Sandpoint, Idaho
 Butch Farabee Assistant Superintendent, Glacier NP
 Mike Finley Superintendent, Yellowstone NP
 Rick Gale Assistant Chief Ranger, WASO-RAD
 George Giddings .. Ranger, Lassen Volcanic NP
 Rick Hatcher Wilson's Creek NBF
 Fred Hemphill Deceased
 Paul Henry NPS Superintendent, FLETC
 Charlie Logan West Lakes District Ranger, Glacier NP

Dick Martin Superintendent, Death Valley NP
 Jerry Mernin Retired, Bozeman, Montana
 Dave Mihalic Superintendent, Glacier NP
 Dick Newgren Firearms Instructor, FLETC
 Dave Oschner Retired from Santa Monica NRA
 Terry Pentilla Ranger Activities, Colorado Plateau SSO
 Jim Randall Retired, Colorado
 Roger Rudolph Assistant Superintendent, Olympic NP
 Ted Scott Retired
 Tim Setnicka Assistant Superintendent, Channel Islands
 Dan Sholly Chief Ranger, Yellowstone NP
 Chuck Sigler Retired, Columbia Falls, Montana
 Roger Siglin Retired, Fairbanks, Alaska
 Rick Smith Retired, at large in Central America
 Ron Sutton Resigned, Seasonal at SOAR
 Larry Van Slyke ... Chief Ranger, Canyonlands NP

Twenty Years of Rendezvous

By Barry Sullivan
Delaware Water Gap

PERSPECTIVE

There we were — six members of the ANPR Board of Directors — informally gathered in Washington, D.C., to review our progress on the strategic plan, pending legislation, and to create a final draft of the ANPR Board Reorganization Plan. Two years of effort had gone into development of this plan.

I had left the meeting room to refill my coffee cup. When I returned, the remaining five were huddled over a weekly planner. I listened from a distance as one member explained the intricacies of his book:

"...the T-cards are just a quick way of reminding me of pending projects. I now write them in pencil, so as to be able to erase and reuse..."

I thought of my pocket Smokey the Bear calendar, inadequate at times, but a tie to the less complicated way of life. It was then that emotion overtook me, in a nongender specific sort of way, and I said, "Will you look at you guys, drooling over a weekly planner like it was a new concept backpack. This is a sad reflection on us all."

And so it is that 20 years of the Colorado's water has passed through the Grand Canyon; Jackson, Wyo., has seen as many years of snow; and several of the 30 or so rangers who gathered there and formed ANPR, are now retired. The Association of National Park Rangers this year will celebrate the passage of two decades with Rendezvous XX — a tribute to the vision of that small group from the first meeting.

That evening in Washington, I shared some of life's lighter moments in an Irish Pub in Old Towne Alexandria, with a few of the board members with whom I would be spending the night to continue the work the following day. Between the highly cerebral conversations that were engaging me, I re-

flected on those 20 years. I had missed RRI and RRII; my first experience was at Graves Mountain Lodge, RRIII, outside Shenandoah. But the fire of the first two Rendezvous was still in the air as Rick Smith (then president) stood high upon an apple crate, and spoke of issues to be considered by the membership in the future. At the core of those earlier years was the improvement in the ranger profession, the abolition of the park technician series, and the recognition of the park ranger as a professional. Twenty years later the issue of professionalization is still paramount on the minds of much of the membership, but much progress has been made.

Never an organization to sit back and bask in the glory of a single accomplishment, ANPR is facing a milestone in its development. The issues of the past — resource protection, seasonal conditions, professionalism of all aspects of disciplines, fair and adequate housing, dual careers, system integrity — are still issues of today. Improvements in pay, enhanced retirement and living conditions have been made. We have made progress in resource management, protection, interpretation, and overall management and administration of the NPS. Each has been brought about by the actions and efforts of the Association over those past years. They have all been significant. The National Park Service, the National Park System and National Park employees are better off today because of those efforts.

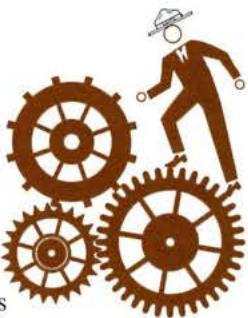
Today ANPR is regularly being called before Congress to represent the views of the field on various pieces of legislation. Today many of our founding members are deeply rooted in the management of the NPS. We have built a reputation, based of honesty and integrity, our ability to work with top management, and our ability to take a stand (sometimes controversial) when needed. It is a reputation all members should be proud of. But the past reputation of any organization will not last long without con-

tinued effort. Not the efforts of a few, but the collective efforts of the whole.

This November at Rendezvous XX in Corpus Christi, we will discuss and decide upon the issues of the future. This year a proposal will be put forth to reorganize the board of directors to more effectively meet the challenges of today. New technologies, new issues and more complexities have necessitated a change. To be more responsive the board must develop ways to use e-mail more effectively, seek additional outside funding to meet its financial needs, track and respond to legislation more efficiently, develop better ways to communicate among our members, free up our president so that she can lead our organization, and be more effective at implementing our strategic plan, our blueprint for the future.

You don't have to have the cranial capacity of Einstein to know we are in the most changing and challenging times of the history of the NPS. This Association has a 20-year history of rising to those challenges. Let us embrace these challenges. Let us collectively work together, and that means old members and new, folks from all disciplines, all of us as members of ANPR, working together as an organization to provide the best guidance possible. Let us collectively develop solutions, so that the final outcomes are the best that they can be.

And yet, let us not stop there. Let us prepare ourselves as an organization to respond to the future — even the future not now known to us. Let us go out and trumpet our accomplishments, enlist new members, and prepare ourselves for the new millennium soon approaching our doorway. A doorway established in Estes Park at RRI, a doorway that has seen two decades of accomplishment, a doorway through which we as an organization must walk — to do good. □



Barry Sullivan is the New Jersey District ranger at Delaware Water Gap. He is the ANPR Mid-Atlantic regional representative.

The Most Noble Profession

Zeke Johnson was the first custodian of Natural Bridges National Monument. He served tirelessly for 20 years (1921 through 1941) until reluctantly retiring at the age of 72. At that time the compulsory retirement age was 70, but Zeke requested and received a two-year exemption signed by Theodore Roosevelt. His salary was \$12 a year for most of his tenure.

As the sole employee at Natural Bridges, he did everything from roadwork and trail building to greeting and leading visitors on hikes, to removing errant cows. In the winter months when the monument was inaccessible, he spent his time promoting Natural Bridges at formal and informal gatherings in Salt Lake City and throughout Utah. (Even after his salary was raised in 1935, he still received only \$1 a month during the

winter for his public relations efforts.) One of his main concerns was to improve the road into the monument, or the "Tumble-in" as he called it, so the monument would be more accessible and could be staffed year round. The following selections are taken from monthly reports submitted to "Boss" Frank Pinkley, superintendent of the Southwestern Monuments.

— Amy Ireland
Natural Bridges National Monument
(now at Amistad NRA)

June 1933

A letter recently from the Director said that he thought he could squeeze out a little money for the Bridges and that I would be hearing from it soon, but as yet, no word has come. It was published in the Salt Lake Tribune that there has been \$12,000 set aside for the Natural Bridges. My! That much money would scare me to death. But I am still hoping for something.

October 1933

I am still living in hopes of having a Custodians quarters out at the Monument. There are enough visitors go out there now to justify quarters. I would love to live out there all summer but I cannot live under a tree and feel comfortable and my old tent is all worn out and I hate the idea of buying another. I would be willing to jackass water up that hill out of the Canyon for several years yet if only I could have a cabin to live in.

February 1934

I have made many visits to the State Capitol and begged the State Highway Commission and the C.W.A. officials for some help and every time they have promised me that they would have men working on the road from Blanding to Cotton Wood Wash, a distance of 13 miles, but as yet nothing has been done, yet they still keep promising to do something, but I guess I am from Missouri. Sometimes I think I am a real hoodoo to the Monument but I am not going to lay down until I am thrown out and I am going to keep hammering away at those in charge until I get some roads, and trails and a little cabin to live in . . .

August 1935

I am trying to get them to fence the Monument for me by running a fence from White Canyon so that cattle could not get in there. I have a lot of trouble every fall with cattle that drift down on the point and can't get water and very often some of them die there. I have a nice job burning them up. About three miles would fence the whole Monument, and save a lot of trouble for me and the cattle owners. We can get the fence if we can help buy the wire. Please think about it, Frank and let me know if anything can be done with it next spring.

Well, Frank, I am very well and still in love with my job. I enjoy the reports of the various custodians and when I compare them with mine, I feel just a little ashamed, but you know, boys; I was left a fatherless lad of 13 and got most

(continued on next page)



ZEKE JOHNSON: Superintendent of Natural Bridges, 1921-41, stands beside the Goblet of Venus.

my education off the deck of a mustang pony about the subject of hard knocks, so please excuse some of my blunders, and I will close for this time.

May 1936

You asked me to make suggestions regarding the six-year budget. I wish I could have that one half mile of road made that Mr. Hamilton surveyed several years ago. It is surely a sore eye to the monument. I have done all I can to make it better, but the sand on the two steep hills is so bad that lots of cars have trouble and there is no shale that I can get to put on them. If I had that $\frac{1}{2}$ ton pickup or truck that you are going to get me I could easily fix it and many other places on that one-half mile road. I would much rather have that pickup than anything else.

Wood is getting scarce and a long way for people to carry it, and I would be willing to furnish it if I only had a pickup.

October 1936

There are about 100 deer hunters on Elk Mountain now. After the shooting has been going on for three or four days, hundreds of the does and fawns come down in herds of sometimes 40 or 50 and hide on the cedar points close to the monument. Sometimes some of the hunters that failed in getting his buck will come down and try to find one and

if they fail they will kill anything; accordingly, I am determined they won't do any killing this year near the monument. I will stay right on the job until the season is over. I have a horse and plenty of hay out there so I can ride out and scout around all that is necessary. Four mountain sheep were in Armstrong Canyon when I left, and wouldn't one of those lazy buck hunters be thrilled to get a shot at them? I only saw them once but they were very tame. In view of this fact, I am determined that no one will get near the monument with a gun.

November 1936

I have been working all this month on the trails. Wish I could go back and put in about 20 more days but I have run out of funds. I have entertained 29 visitors this month and there is another small party going out tomorrow. The roads are still very good and nothing to hinder people from seeing that country yet.

November 1937

Well, Boss, I think I have had a very good year at the Bridges, and I am well pleased and wish I could have done better but I am in hopes that I can be back on the job early in the spring and find everything OK out there. I wish I could stay out there all winter. If this proposed road goes through, I will stay out at Bridges all year — that would suit me fine.

March 1938

I have never had such a wonderful opportunity before in my life to put the Bridges and all the surrounding country, even the whole southwestern group of monuments, on the map for this city, and I am sure that we will have many visitors from Salt Lake City next summer. Mrs. Johnson has also been able to speak to several groups, and she claims 160 contacts for Natural Bridges. She loves to talk of our monument. I have not counted the many contacts I have had in house socials, hotel lobbies, information bureaus, museums, and on the streets. Never has a day passed this month without several short talks about the Four Corners county, or some part of Southeastern Utah.

I have talked to Mr. McGibbeny about the D & RGW Railroad bringing tourists into the country that Harry Reed told you

about, and I believe something will be doing in the future.

Boss, my conscience is clear this month! I think I have earned my one dollar; what do you say?

May 1938

While Junior was at the monument, his only party consisted of Dr. H.C. Bryant, Dr. Charles Gould, and Dr. W.B. MacDougal. I am very sorry that I was unable to see them. About all they talked about was the beauty of the country and the poor condition of the approach road on the monument (the portion I call the Tumble-in). Frank, that piece of road should be worked over as the road here is good all the way from Blanding until it reached the monument boundary. For about a fifth of a mile the road is very bad. Can't we do something with it? The road could be put into good shape for two or three hundred dollars.

— Zeke Johnson, Custodian

Today Natural Bridges National Monument is accessible year round and gets about 150,000 visitors annually. The roads are paved and the staff, which has grown to seven permanent employees, no longer live in tents or have to haul their own water. These improvements that Zeke worked for have changed the Monument in some ways, but visitors who chose to spend some time at Natural Bridges can still hike the trails that Zeke helped build. The canyons and bridges are much as they were 60 years ago and some of the same issues such as budgets for roads, fencing and pickup trucks, face the Monument's custodians today.

— Amy Ireland

This installment of The Most Noble Profession is the third in a series of historic reports by custodians of the nation's treasures. Submit contributions for future use in *Ranger* to Deb Liggett, P.O. Box 125, Devils Tower, WY 82715.

ANPR ACTION\$

Housing

In the Summer 1996 issue of *Ranger*, we reported that the FY 96 Department of the Interior appropriations bill did not contain the 10 percent cap on annual increases to housing rent. On July 17, ANPR President Deanne Adams sent the following letter to the House and Senate Interior Appropriations Subcommittees:

"The Association of National Park Rangers has long been interested in issues of employee housing in our national parks. After the 10 percent cap on increases in housing rental rates was lifted this fiscal year, we began hearing from our members that their rates were increasing more than 10 percent. We have conducted a preliminary polling of parks to determine the impact of not having the cap on NPS employee housing rental rates in the FY 96 Interior Appropriations Bill. As you can see from the attached information, some of the increases are fairly dramatic, even after four years of allowing 10 percent increases per year.

"We appreciate your past involvement with the housing cap and your continued interest in matters affecting the national parks and its caretakers."

The polling results conducted by ANPR, which took sample residences from several parks, showed that in the parks surveyed, rental increases ranged from 16 percent in Denali to one residence in Pinnacles with a 64 percent increase. The average increase was approximately 36 percent in those residences where increases were indicated. The poll also recognized that while "many rental rates by themselves are not necessarily unreasonable (depending on the condition and size of the house), many employees live in older houses (some historic structures) that were built before energy conservation measures were common. Utility bills in these structures can in some cases equal or exceed the rent. Permanent employees pay for the utilities in addition to the rent. In addition, seasonal employees, who have not benefitted across the board from recent

initiatives such as Ranger Careers, are probably feeling the pinch of these increases more than any other group of employees."



ANPR Summer Board Meeting

The Association of National Park Rangers Board of Directors met July 21-22 at the law offices of Steptoe and Johnson in Washington, D.C. President Deanne Adams presided. Board members in attendance were Vaughn Baker, Sarah Craighead, Lisa Eckert, Rick Gale, Bill Halainen, Darlene Koontz, Dave Kratz, Bruce McKeeman, Ken Mabery, Gary Moses, Tina Orcutt, Gary Pollock, Barry Sullivan and Meg Weesner. Also present were Barbara Goodman and Bill Wade.

In old business, treasurer Sarah Craighead reported that FY 96 closed in the black.

In new business, **Tom Collier**, former chief of staff to Secretary Babbitt and now with Steptoe and Johnson, met with the board to discuss his views on the strengths of the Association and ways that it could be more effective. Collier said ANPR has the potential to accomplish a great deal and that the Association's credibility stems from its "purity of motive." This meeting provides great potential for moving the Association into a new era of opportunities and effectiveness. (See the "President's Message," page 1, for more details).

The board reaffirmed the Association's commitment to support the **Second World Congress** of the International Ranger Federation, as agreed at last year's Rendezvous in St. Paul. Members unanimously voted to budget funds for two planning trips to Costa Rica to set up the Congress. The expenses will be reimbursed by the Congress once it begins receiving funds. The Congress will be held Sept. 25-29, 1997.

Ab Taylor, founder of the **Hug-A-Tree** Program, withdrew from his agreement to revamp the program. Consequently, the Association needed to refocus the \$7,500 National Park Foundation grant that it received to update the program. The NPF agreed to allow ANPR to use the remaining

funds for a preventive search-and-rescue program to be developed by ANPR. The board voted to support the development of such a program.

The board restructuring committee presented its report, and after a lively discussion, the board approved in concept the proposed **ANPR Reorganization Plan** to be presented to the membership. While much fleshing out still needs to be done, several key recommendations were accepted:

- The proposed ANPR organizational structure will be functionally oriented, with board members responsible for Internal Communications, Membership Services, Fund Raising, Professional Issues, Strategic Planning, Partnerships and Public Relations and Special Concerns. Other functions may be added before the final plan is forwarded to the membership.

- The length of board member terms will be expanded from two years to three.

- The current limit of two terms served consecutively will be maintained.

The Reorganization Committee now is reviewing comments from the board and refining the proposal. Additionally, the issue of a president-elect position is being studied. The board will review these decisions with the membership at the **Rendezvous**, soliciting comments and preparing a ballot for an advisory vote on the Reorganization Plan from the entire membership.

Bill Wade updated the board on Rendezvous planning. Tony Sisto and Barbara Goodman are the program co-chairs for the this year's Rendezvous in Corpus Christi, while Chip Davis is the exhibit coordinator. Two pre-Rendezvous training opportunities, "Choosing by Advantages" and "Fund Raising and Revenue Enhancement for National Parks," will be offered. Future Rendezvous locations and dates are: Rendezvous XXI in Fort Myers, Fla., from Oct. 12-17, 1997; Rendezvous XXII in Tucson, Ariz., from Dec. 8-12, 1998. The board is researching the possibility in 1999 of a joint Rendezvous in Canada with the new Canadian ranger association. □

ANPR Reports

Vice President, Professional Issues

Here is an update on two different NPS professional issues — career futures initiatives and efforts to streamline the NPS policy and guideline system.

Professional Futures

Despite some outward appearances (downsizing, tight budgets, lack of mobility), the NPS career futures initiatives are alive and the coordinators and their committees are enthusiastically forging ahead.

Administrative Careers (Ed Carlin, Midwest Field Area):

- 43 benchmark PDs completed with implementation instructions.
- Mentoring program for Chiefs of Administration.
- Upgrades in 10 occupational series have resulted.
- Identified training deficiencies have been addressed by NPS-specific courses in Programming & Budget, Park Programming, Sealed Bidding, Administrative Skills and Advanced Administrative Management.
- An NPS recruitment plan should be completed by the time you read this.
- Working groups to integrate the 16 administrative software programs.
- Changes in the way administrative personnel view themselves and their roles in the NPS Organization.
- Servicewide Administrative Conference tentatively scheduled for November 1996.

Resources Careers (Kathy Davis, Southern Arizona Group):

- Evaluation of type (42 occupational series) and grade value of resources work being performed in the National Parks and Offices through field visits.
- Analysis of grade-determining work to make recommendations on organization of work.
- Assessment of existing career paths and ladders and the merits for establishing improved systems.
- Drafts of 12 benchmark PDs.
- A Natural and Cultural Professional

Development Plan.

- (See also the Resource Management column under Professional Ranger in back issues of *Ranger*).

Maintenance Careers (Rick Shireman, Mesa Verde)

- Contract for a computerized standard PD program for wage grade is in progress (21 occupational series).
- Request out to parks to test the PROCLASS software for wage board positions.
- Work has began on Career ladder issues and maintenance training.

Ranger Careers (Bill Sanders, WASO)

- Work is nearing completion on Benchmark PD's above Journeyman level (GS-09). Anticipated late in 1996.
- Benchmark 025 Seasonal PDs have been developed for grades 5/7/9. Guidance on their use is in the works.
- Process is being developed to work with non-covered 6(c) individuals that are in 6(c) covered positions.
- FERS employees who wished to file a 6(c) claim must have done so by Nov. 1, 1995.
- Appeals of Department of Interior decisions must be submitted to the Merit Systems Protection Board.

Streamlining of Policy & Guidelines

In the Winter issue of *Ranger*, I talked about this subject. Mary Bradford, associate director for administration, responded to the column in the Spring 1996 issue (p. 24-25). Since then, the 20-person NPS steering committee has been meeting weekly, guiding NPS efforts to meet the requirements of the Federal Reports Elimination and Sunset Act of 1995 and Executive Order 12861, requiring reduction in internal guidance.

As a result of these meetings and earlier efforts by the National Leadership Council, the Director issued a memorandum on June 3, 1996, eliminating approximately 20 special and staff directives altogether.

A new NPS Directives System is expected to be released as a "Director's Or-

der." This order would establish a three-tiered system of guidance.

Level 1 would be the core "Management Policies" consisting of broad, non-discretionary policy issues, requiring public involvement and the Director's signature.

Level 2 would consist of the mandatory standards of the NPS to implement policies. These would be of proscribed format, but would be amendable to meet short-term needs.

Level 3 would be the general desk references, handbooks, manuals and other similar supplements that don't follow any particular coordinated format or procedure.

The Washington Office of Policy will serve a gatekeeper function — watching for and advising on appropriate level of guidance, sunset dates, format, content and consistency. Primary responsibility, however, for content, writing, editing and compliance with DO #1 rests with the originating office.

The new system will be fully in place by Dec. 31, 1997, according to the current draft of DO #1. As the NPS moves from the present system of Numbered Guidelines, Special and Staff Directives and other official guidance, to the new system, some of the Numbered Guidelines may be split between Level 2 Guidance and Level 3 materials and await further revision later. □

— Ken Mabery
El Malpais

Elections Committee

At the St. Paul Rendezvous in November 1995, the board discussed the issue of campaigning and the actions, if any, that should be taken. As a result of these discussions, the board consensus was that extensive guidelines weren't needed, and adopted the following concise guidelines. These were recommended for acceptance to the membership at a general business meeting:

1. No funds from ANPR shall be made available or be expended for any campaigning expenses.
2. Current members of the elections committee are restricted from campaigning for any candidate.
3. A member of the elections committee, upon becoming a candidate, is automatically suspended from further duties on the committee.

Some members asked that the full proposal, and options discussed, be published in *Ranger*. These are presented below. If you think we need to have any further board action, please contact Cindy Ott-Jones, chair of the Elections Committee, by Oct. 18. She will present any comments to the board in Corpus Christi. If no comments are received, the above guidelines will be adopted by the board and no further action will take place.

— Cindy Ott-Jones
FLETC

Proposal 1

Article XI - Board Elections
Section D. Campaign Guidelines

1. The objective of campaigning is to influence ANPR members to vote for an individual running for a position on the board and also to promote participation in the election process.
2. The following statements are guidelines for those seeking a board position:
 - a. Campaigning is solely at the discretion of the candidate seeking office. It is not a requirement.
 - b. Campaigning is limited to providing information on a person's qualifications, knowledge, ability, and/or desire to hold an elected position. It shall not be a comparison of one's ability vs. another candidate's ability, i.e., there will be no "negative" campaigning. Comparison or negative campaigning will result in removal from the ballot.
 - c. Current board members can choose to support or campaign for any candidate.
 - d. No funds from ANPR shall be made available or be expended for any campaigning expenses.
 - e. The mailing list of ANPR, or any appropriate portion thereof, will be made available upon request to any candidate for campaigning purposes.
 - f. Campaigning is open from the first day of the Rendezvous and ends on January 1 following the Rendezvous.
3. The nomination committee is restricted from campaigning for any candidate.
4. A member of the nomination committee, upon becoming a candidate, is automatically suspended from further duties on the committee.

Proposal 2

Nearly identical to Proposal 1, with the following two changes:

Section 2c is deleted.

Section 3 is changed to read:

Current board members and the nominating committee are restricted from campaigning for any candidate. An exception would be if a board member is running for re-election, in which they may campaign for themselves.

Worklife Task Group

Several quick updates:

- Look for a new Worklife BBS on cc:Mail soon!
- If you have not received a *personal copy* of the new NPS Worklife Handbook, contact your supervisor or the personnel division at your area.
- Please volunteer to be the worklife coordinator for your area!

— Rick Jones
Fort Frederica

Alaska Region

I really like being in Alaska. I like breathing here, I like working here. There's a sincere sense of camaraderie.

This year has passed quickly, but still in my mind is the February law enforcement refresher where most permanent and some seasonal rangers with law enforcement commissions converge on Anchorage.

AKSSO Law Enforcement Specialist Steve Shackelton coordinated a cadre of professional speakers and topics. This year, he also coordinated a gift for Jim Brady, now superintendent of Glacier Bay NP and Preserve. Several Alaskans, as well as ranger supporters from across the country, pitched in to thank Brady for his leadership in Ranger Careers.

I wish you all could have been there with us applauding him, sharing in the congratulatory sense of spirit and breathing in that Alaskan air.

— Lisa Eckert
Denali

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.

Philip Heckman	Berlin, MD
Linda Emerson	Hopkinton, MA
Ronald Sarff	Eatonville, WA
Patricia Goodwin	Midland, TX

Retirement Task Group

TSP Strategies

While visiting in Alaska this summer, I had a chance to read an e-mail message from Sabrina Reynolds, an NPS employee relations assistant in Anchorage. The title of her message was "TSP Investing: Adopt Successful Strategies."

This is the first time that I have heard of anyone in personnel providing employees with proper advice for investing in the TSP. However, she states that "even the (TSP) board, which studiously avoids giving investment advice, is starting to put out a message to investors: the best approach to investing in the TSP is to form a long-term strategy and stick with it, making only carefully selected adjustments."

Becoming quite cynical in my old age, I suspect the main reason in providing this advice is to save them a lot of work switching funds for employees.

Reynolds is right on when she says, "The main focus of the TSP is a long-term retirement saving. As a TSP participant you must always have a long-term strategic horizon—that is, the time from now until when you use your TSP account balance as retirement income.

"This horizon may span 40 years or a much shorter period, but the essential point of reference remains the same."

I can't emphasize a point strong enough that, for FERS employees, the TSP is your retirement. Yes, there is a small annuity with the FERS program, but with that and what little Social Security FERS folks will receive, this will only supplement, in a small way, the amount needed to live on in retirement.

Reynolds also states, ". . . assess your retirement income needs. Eighty percent of pre-retirement income is a common goal. Look at your federal annuity and other savings to see how much they will provide. How much of a gap is left, and could the TSP fill it? . . . If it looks like you'll fall short of that goal, what can you do differently? Could you increase the amount you're investing? Could you increase the return you're getting?"

Reynolds is right on! Of course, by now you all know what my advice is. It's simple: Put all your TSP into the C Fund and leave it there.

Reynolds said one of the reasons she wrote the article is that folks leave the C Fund, for instance, when they see a drop in the stock market. This is the worst thing you can do. For one thing it takes weeks for the change to take place and by that time the whole situation has changed and you missed, perhaps, a large increase in the S&P 500, which is the C Fund. Weeks later, when a switch is made, you are actually selling your stock. This means that on the day it is moved, if the stock is down, you lose any recent gains the fund may have made.

You can't out-guess the market, so don't try. Look at it another way. When the stock market makes a correction, like it did this year, your biweekly contribution into the C Fund bought more shares of stock for the same amount of money. That means when the market resumes its upward trend (and it will), those shares are worth more. It's like the stock is on sale. When you retire you can transfer your TSP and its gains into an IRA, which you then can further diversify, and continue to let grow *tax deferred while using the interest and dividends to supplement your retirement income.*

So my hat is off to Sabrina Reynolds. Hopefully she will continue to provide this kind of advice to NPS employees. If any of you are interested in reading her entire message, she is in the cc:Mail directory and her internet address is: Sabrina_Reynolds@nps.gov. I'm sure she would be happy to upload it to you.

Please note: The Retirement Workshop at the Rendezvous this year will be "Mutual Funds 101." Those of you who wish to attend this workshop might want to get the book, "Mutual Funds for Dummies." This is an inexpensive, easy-to-read book with a wealth of information on the subject.

— Frank Betts, Retired



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's 20th Rendezvous

is in Corpus Christi, Texas,
in November!

See details on page 20.

ANPR Account Balances Report

March 31, 1996

I am pleased to show off some work done by Charlie Andrews, chair of ANPR's Budget and Finance Committee. He reworked the Account Balances Report into a standardized format. The Committee continues to make strides toward an audit, necessary

before fund-raising campaigns. ANPR's assets and their distribution as restricted and unrestricted monies are identified in this report.

— Debbie Gorman
ANPR Business Manager

Assets

Cash		
Checking		\$12,229.03
Restricted		
Regular Raffle	30,739.94	
Rendezvous XIX	2,637.88	
Promotionals	956.83	
Hotel Escrow	7,279.00	
NPF Grant	5,656.00	
Total Restricted Cash		\$47,269.65
Total Cash		\$59,498.68
Receivables		19,682.75
Inventory on Hand		
Sales	7,073.03	
Posters	109.80	
Road Maps	848.12	
Making of a Ranger Books	229.10	
Total Inventory		8,260.05
Investments		
Paid Life Memberships	111,277.78	
Receivables	725.00	
Total Investments		\$112,002.78
TOTAL ASSETS		\$199,444.26

Liabilities

Current Liabilities	2,344.34
NPF Grant	5,656.00
TOTAL LIABILITIES	\$8,000.34
Fund Balance	
Restricted Fund Balances	
Hotel Escrow	7,279.00
Life Memberships	112,002.78
Unrestricted Fund Balance	\$119,281.78
TOTAL LIABILITIES & FUND BALANCES	\$199,444.26

ANPR Member Benefits

As a member of the Association of National Park Rangers, you have access to many benefits. Included are:

- Travel service
- Health insurance for seasonal & permanent employees
- Discounts on Rendezvous registration & ANPR-sponsored training courses
- Quarterly *Ranger* magazine with professional information & updates
- Special ANPR promotional items
- A way to keep in touch with friends and colleagues in the ranger profession

For more information about these programs, contact:

ANPR Business Manager
Debbie Gorman
P.O. Box 307
Gansevoort, NY 12831
(518) 743-1146



Prospective members, see membership form on inside back cover of *Ranger*.

The Professional Ranger

Resource Management

The National Biological Service (NBS) has now officially become part of the U.S. Geological Survey (USGS). NBS Director Ron Pulliam resigned on the effective date of the merger (Oct. 1, 1995), but the new chief of what is now known as the USGS Biological Resources Division (BRD) had not been named at presstime for this column. Former NPS Associate Director for Natural Resources Denny Fenn is the deputy chief, a positive indicator for the NPS. Maybe the uncertainty, name changes and general frustration level will now finally begin to recede and be replaced by some good science which supports park needs.

One of the difficult issues of the merger which has yet to be resolved is the cost of overhead. USGS typically charges its paying customers a high indirect cost rate, which sometimes means that the NPS can't afford to go there for geologic or hydrologic expertise because the price is too high. USGS has agreed that the BRD will not have to adhere to its standard overhead policy for FY97, but if the new division really becomes a full USGS entity, expect to see high overhead charges when we have to pay for biological research. It's what we feared would happen when NBS was first created; what was once free to us is now much harder to get and may well become much more expensive. So much for Mr. Babbitt's dream.

Speaking of science that supports park needs, it's likely that the data collection and analysis for NR-MAP (the Natural Resources Management Assessment Program) will be repeated sometime in FY97. It's hard to believe that it's been three years since the first round. While we haven't seen any measurable increases in staff size, the NR-MAP data nonetheless may have helped keep resource management programs from draconian cuts during downsizing. The NR-MAP report, which explains the data and how it can be used, didn't get terribly wide circulation when it was released a year ago. Abby Miller of the Washington Office and I were the authors. Contact one of us if you'd like a copy.

Collections — Most park-related legislation was caught in the politics of the Omni-

bus Parks bill during the political summer of 1996. One provision of the omnibus bill, if it ever passes, would amend the Museum Act of 1955 and allow the NPS for the first time to deaccession collections no longer needed to fulfill NPS museum purposes. This would be a great benefit to curators and other collections managers in the Service because current law makes it almost impossible to remove something from a collection regardless of its significance or relevance (or lack thereof) to the park.

The second part of the equation is also in the process of change. Current regulations (36 CFR 2.5) require all new specimens that are collected under permit to be retained in NPS ownership. Proposed changes now under Solicitor's review would allow conveyance of ownership at the time of collection to reputable scientific or educational organizations, state or federal agencies.

Both of these changes, if enacted, would streamline the current well-intentioned but overly restrictive collections rules, and ease the dilemmas of park staffs who now often "look the other way" because they have no way of complying with the rules. □

— Bob Krumenaker
Shenandoah

Protection

News from FLETC — The NPS soon will have a field training officer (FTO) program according to NPS representative Paul Henry at the Federal Law Enforcement Training Center. In July field rangers and supervisory rangers from across the country converged on FLETC to develop the program. If all goes well, the FTO program, if approved by WASO, could be in effect within the year. The NPS also is looking into extending the already 12-week basic law enforcement class to 18 weeks. In addition, rangers would be required to report two weeks early for the two-week introduction to NPS operations.

DARE — The ninth annual National DARE (Drug Abuse Resistance Education) Officers Conference was held in August in St. Louis. More about this in the next issue of *Ranger*.

We're always there! — In recent months several U.S. tragedies, the Valu Jet plane crash over the Everglades and the TWA



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

crash off the shores of New York, have underscored the efforts of NPS staff assisting in the disasters. These people have been willing to lend a helping hand to do whatever is needed during difficult times.

Finally, a congratulatory note to Paul Stoehr, facility manager of Everglades. He entered the distinguished hole-in-one club from 165 yards out on a South Florida course July 28. If any other NPS folks are in the club, I propose we start an NPS Hole-in-One Association. □

— Steve Clark
Coulee Dam

20th Ranger Rendezvous

Corpus Christi, Texas - Nov. 5-9, 1996

It Was 20 Years Ago Today

This 20th annual Rendezvous shouldn't be missed! Plan to join ANPR members and others Nov. 5-9 in Corpus Christi, Texas.

Several important Association matters will be attended to. In addition, this Rendezvous will be a celebration of the park career we all have chosen to follow, both its past and its future.

Rendezvous organizers have chosen 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 Is-

land 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.

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.

The Corpus Christi Bay area is home to nearly 500 species of native and migratory birds, including hummingbirds and the brown pelican. You can visit the Aransas National Wildlife Refuge, winter home of the rare whooping crane, or the Rockport, first site of the Texas Coastal Birding Trail.



WARM RETREAT: The 20th annual Rendezvous in Corpus Christi is a perfect escape from cold weather. ANPR membership isn't required. Come see what ANPR is all about. Above, the Miradores Del Mar along Shoreline Drive.

The trail spans the length of the coast with 50 planned birding locations.

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

The NPS National Leadership Council (NLC) also will hold its winter meeting in Corpus Christi at the same time. □

Agenda (subject to change)

Tuesday, Nov. 5 (Open at 1 p.m.)

Keynote speech: "The Importance of Myth and Tradition"; Commander, Texas Rangers (invited)

President's report; IRF report; summary of ANPR business for week

ANPR business session

Welcome reception

Wednesday, Nov. 6

Panel discussion—"Looking Forward/Looking Back: A Perspective on the Ranger's History and Future"; John Henneberger, Polly Kaufman (invited), Bryce Workman
Business meeting; workshops

Special ANPR business session with Tom Collier

Thursday, Nov. 7

Special roundtable discussion with former NPS directors George Hartzog and Russ Dickenson (invited)

"The Meaning of Family: Part III," talk by Deb Liggett, Superintendent, Devil's Tower Workshops

Friday, Nov. 8

Report from the National Leadership Council; NPS Director Roger Kennedy and NLC

Free Afternoon; Reception

?? ? Mystery Guest ?? ?

Saturday, Nov. 9

"American Parks: North, Central and South," Report from Canada, Mexico and Costa Rica parks (invited); Business meetings; Panel discussion/speech (TBA); Beach Barbecue and Dance

Workshops

Some ANPR workshops this year include:

- National Park Foundation: Corporate Sponsorship Legislation (NPF, Kate Stevenson)

► Forming Working Partnerships (Brian O'Neill)

► Search and Rescue: History and Future (Butch Farabee)

► Controversial Interpretation (Joanne Hanley)

► Mutual Funds Workshop (Frank Betts)

► Arts in the Parks (Bonnie Fournier)

► Interpretation 101: The Essential Competencies (Tina Orcutt and Tom Richter)

► Future of NPS Youth Programs (Student Conservation Corps and others)

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.

IRF Update



By Bill Halainen
Delaware Water Gap

The second International Ranger Federation World Congress will be held at the Hotel Cariari in San Jose, Costa Rica, between Thursday, Sept. 25, and Monday, Sept. 29, 1997—less than a year from now.

IRF member associations voted for Costa Rica by a wide margin, but not without generally universal regret that by doing so it was necessary to pass up an excellent offer from the South Africans, largely because of the high cost of flying to that country from virtually everywhere else. South Africa will be the top candidate for the third congress in the year 2000.

Past ANPR president Rick Smith has volunteered to coordinate the event and has established a work group of ANPR members with extensive experience in conference coordination, program development, finances, logistics and publications. A call will soon be going out for volunteers to help put this congress together. More details on the congress will be provided at the Rendezvous in Corpus Christi and through this magazine and special mailings to all mem-

bers.

Since the congress in Zakopane last year, a good deal of progress has been made in encouraging the formation of new ranger associations around the world. Canada, Germany, Romania and Slovakia have all organized over the last year and are now members of IRF; Kenya and Sweden are on the threshold of creating new associations.

"Our greatest problem is in acquiring contact addresses of already established associations and it would help considerably if associations with contacts in adjoining countries or elsewhere could let us know about them," says IRF chairman Gordon Miller. "Our ultimate strength will be in an organization that truly spans the globe, from the smallest to the largest countries."

During May, Miller attended the inaugural meeting of the newly formed Rangers Association of Ireland in Killarney National Park in the Republic of Ireland. Attending were rangers from both England and the Northern Ireland Countryside Staff Association, again demonstrating that rangers are able to overlook boundaries and politics when others find them insurmountable.

Miller also traveled to Austria that month to talk about the federation. As a result of a meeting he had with officials from the Min-

istry of Environment and staff from national parks, a meeting will be held in September in which all 75 Austrian rangers will meet to discuss forming a ranger association.

IRF is also active on other fronts. Work continues at this time on completion of the proceedings of the first world congress to disseminate to attendees and member nations and on establishment of a consensus internal organizational structure. Work has also been completed on a draft international ranger code of ethics (see sidebar). Kudos to Cliff Chetwin for overseeing this effort. Comments on the draft statement would be appreciated.

And one final matter. The Summer issue of *Ranger* (page 23) contained a request from Tim Adkins of Nigeria's Birnin Gwan Wildlife Unit for some monetary assistance for his rangers, who suffer from lack of uniforms, boots and the most rudimentary equipment. At the July meeting in Washington, D.C., ANPR board members donated \$400 for the Nigerian rangers. All ANPR members are challenged to contribute, also. Tim Adkins' address is c/o Birnin Gwan Wildlife Unit, P.O. Box 68, Birnin Gwan, Kaduna State, Nigeria. □

International Ranger Federation Code of Ethics (Draft)

Note: The following is a draft "Code of Ethics" to be followed by all associations that join the IRF. This is being circulated to all member associations. Comments would be appreciated. Please contact Cliff Chetwin at 29 Valencia Loop, Santa Fe, NM 87505; 505-466-3854.

Preamble

The purpose of these canons is to govern the professional conduct of rangers in their relations with the public, their employers and clients, and each other. These canons help to assure just and honorable professional and human relationships, mutual confidence and respect, and competent service to society in the management, protection, and preservation of natural, cultural, and recreational heritages. These canons have been adopted by the member ranger organizations which comprise the International Ranger Federation and can be amended only by the collective membership as outlined in the Bylaws of the International Ranger Federation. The canons apply to all membership categories including honorary members.

All member ranger organizations upon joining the Federation agree that their respective membership shall abide by this code as a condi-

tion of the organizational membership within the Federation.

Canons

1. A ranger will not misrepresent his/her qualifications nor abilities, and will provide appropriate evidence of such qualifications or abilities upon request of the employer or client.
2. A ranger will take personal responsibility to assure that he/she is qualified to perform those tasks for which he/she has been contracted and will decline to independently perform those tasks for which he/she is not qualified to perform by virtue of education and/or experience. A ranger/trainee may undertake tasks which he/she is unqualified for only under the direct supervision of competent personnel.
3. A ranger will strive for accurate, current, and increasing knowledge of cultural and natural resource management practices and philosophies, incorporating such knowledge into his/her professional activities, and will share this knowledge with other rangers and his/her employer or client.
4. A ranger will perform his/her duties consistent with the highest standards of professional quality and scientific integrity.
5. A ranger will apply his/her unique knowledge and skills to the public good for the benefit of mankind and for the betterment of the cultural and natural environment.
6. A ranger will not by false statement, innuendo, or dishonest action injure the reputation or professional status of another ranger.
7. A ranger will follow existing laws, regulations, and accepted practices relating to the protection of cultural and natural resources in his/her personal and professional life and, if so empowered, will enforce these fairly and impartially.
8. A ranger will give priority to the protection of the cultural and natural resources in his/her care excepting that the preservation of human life will always take a higher priority.
9. A ranger will not disclose information con- (please turn to next page)

Code of Ethics (*continued from page 21*)

cerning affairs of his/her employer or client without express permission to do so, except where such confidence would contribute to the significant degradation of the cultural or natural environment, or where the health, safety, or welfare of the public would be compromised. In such a situation the ranger is obligated to notify the employer or client in writing. A ranger shall in all other ways perform his/her duties in a manner which reflects loyalty to his/her employer/client.

10. A ranger will not accept compensation or expenses from more than one employer for the same service except with the full knowledge and consent of all concerned parties. A ranger will also inform a prospective or current employer or client of any professional or personal conflicts of interest, whether real or apparent, which may affect the ranger's ability to perform the stated duties.
11. A ranger having reasonable evidence of a breach of this code by another ranger is obliged to bring such conduct to the attention of his/her ranger association.
12. A ranger will advertise services only in a dignified and truthful manner; such advertisement may include reference to fees charged.
13. A ranger will base public comment regarding resource issues upon accurate knowledge and will not distort or withhold pertinent information in order to substantiate a point of view. When making such comment a ranger will clearly indicate on whose behalf the statements are made.
14. A ranger will not knowingly participate in resource management operations which deviate from accepted professional standards regarding the cultural or natural environment. In achieving this the ranger will seek out the advice of other experts and specialists in the appropriate fields and will work cooperatively with other rangers.
15. A ranger will give credit for the methods, ideas, and assistance obtained from others.
16. A ranger will be a tireless advocate for the protection and preservation of the world's natural, cultural, and recreational heritage. He/she will utilize all appropriate means to educate employers, clients, and the public regarding the importance of wise resource use by the current generation and the need to preserve resources for future generations. □

In Print**Who Owns the West?**

William Kittredge; Mercury House, San Francisco; 1996. \$14.95

By Tony Sisto

Fort Vancouver NHS

When "ownership" is mentioned these days in heated political discourse about natural resources, or in environmental polemics on the front lines west of the 100th meridian, ownership in the capitalist sense may be far from the nub of the debate. More than likely, ownership is often a catch-word for "management." Particularly in the West.

Ranchers of the third generation, grazing cattle on the public lands; Sierra Clubbers and hikers seeking a favorite wilderness camp; and American Indians fishing for salmon along a Columbia River tributary all have a profound sense of ownership. That is, they have used, abused, nurtured, slept on, and frequently died on land they know in their soul. In doing so, they have formed their own sense of how the land should be managed. How it should be owned.

All of these people and ideas are brought to life in William Kittredge's new book of connected essays, "Who Owns the West?" After reading this book, I believe there could be far worse things to happen to the West than having Kittredge — second generation rancher, farmer, swamp drainer and resource exploiter of southeastern Oregon — own it.

Through his essays, Kittredge writes of his slow realization, while growing up on the land, of the harm that can be done to even an expanse as great as the West. Living on a huge ranch, the Kittredges leased over 1 million acres of land from the BLM. As he writes, they worked the land hard, "doing God's work . . . cultivating, creating order and what we liked to think of as a version of Heaven on Earth." In their work "we saw those acreages as ours, as if we owned them; in those days [World War II] we virtually did."

But over the years, Kittredge, after draining so many swamplands, and bulldozing untold miles of public land, looked up one day and saw the "great reef of chemically

contaminated cowshit that had been piled up outside the feedlot pens where our fattening cattle had existed like creatures in a machine," and finally told the world, through some NBC filmmakers, that "the valley should be given back to the birds, and turned into a wildlife refuge."

From here, Kittredge takes off on a philosophical, deeply personal, and deeply moving search on what it means to take care of land, what it means to live both with the myths and the realities of the West. Much of his plea for his fellow human and land "owner" is to simply discover, name and live "useful dreams," and to realize that "nobody owns anything absolutely, except their sense of who they are."

In the end, Kittredge seems to say that we can really only own ourselves, and we do

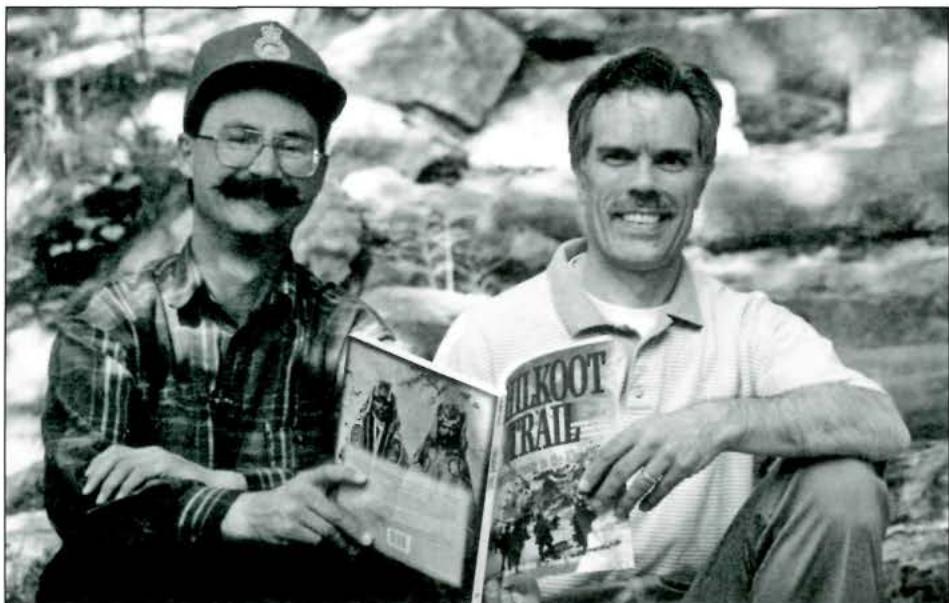
"The old stories of the West that we all grew up on no longer are true. They no longer can be our stories."

this by knowing and telling the stories of our imagination, while still knowing when these same stories no longer work, or need to be traded in on others. The old stories of the West that we all grew up on no longer are true. They no longer can be our stories.

"Who Owns the West" is superb story telling, with a challenging story to tell. He shows that during our arguments and discussions with our park neighbors, particularly in the West, we must take into account the myths and the realities that we all bring with us to the table, and begin to work toward the new stories of existence.

For Kittredge, it is the only way we and the resources will survive. No matter who owns them.

Tony Sisto is superintendent at Fort Vancouver National Historic Site near Vancouver, Wash.



Chilkoot Trail

Heritage Route to the Klondike

David Neufeld and Frank Norris; Lost Moose, The Yukon Publishers, 1996. \$19.95 (U.S.), \$24.95 (Canada).

An authoritative new book on the legendary Chilkoot Trail has been published 100 years after discovery of gold in the Klondike.

Co-authored by historians for the Canadian and U.S. parks services, "Chilkoot Trail, Heritage Route to the Klondike," is a comprehensive, popular history that sheds new light on the history and use of the trail before, during and after the world-famous Klondike Gold Rush of 1897-98.

Authors are David Neufeld of Parks Canada in Whitehorse, Yukon, and Frank Norris of the National Park Service in Anchorage, Alaska. The book is the result of 10 years of work by archeologists, historians and park wardens in cooperation with communities and First Nations on both sides of the border. The 192-page volume features more than 200 photos, maps and illustrations.

The ordeal of the trail has become symbolic of the hardships endured by thousands of gold-seekers in the dramatic trek to the Yukon following the big discovery in August 1896. Less well known is its importance as a native trading route between the

Alaskan coast and the British Columbia-Yukon interior.

Today the 33-mile trail from Dyea, Alaska, to Bennett, B.C., is protected by the two parks services as an international historic site where modern-day adventurers can view gold rush artifacts as they walk the path of history.

Called the world's longest eco-museum, the Chilkoot Trail provides hikers with a unique wilderness experience through diverse ecology — from coastal rainforest through mountain alpine into northern boreal forest.

Note: As a small regional publisher, Lost Moose Publishing probably isn't on the ordering lists of bookstores in the Lower 48 states. To order call toll-free, (800) 805-1083, and quote the ISBN 0-9694612-1. In Alaska, call Todd Communications in Anchorage at (907) 274-8633.

Orders also may be placed by mail from the publisher: Lost Moose, The Yukon Publishers, 58 Kluane Crescent; Whitehorse, Yukon, Canada Y1A 3G7; fax, (403) 668-2203; Send \$23.95 (includes shipping and handling in U.S. funds) or \$31.95 Canadian; Visa also accepted.

Polly Welts Kaufman Offers Discount to Ranger Readers

Polly Welts Kaufman, author of "National Parks and the Woman's Voice: A History," has offered a special 20-percent discount on her new book. Kaufman teaches women's history at the University of Massachusetts in Boston. A review of her 320-page book was published in the Summer 1996 issue of *Ranger*.

The discounted price on the \$42 book is \$34. Order information is below.

Mail order to:

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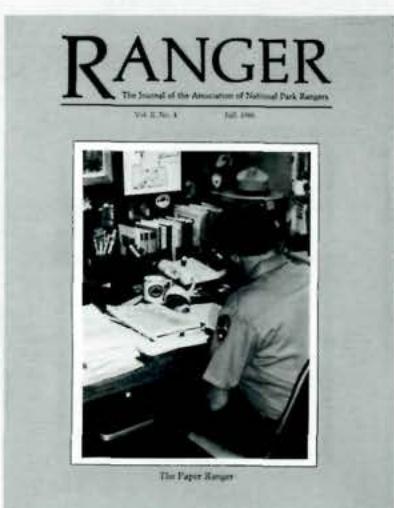
toll-free (800) 249-7737

Fax (800) 622-8667

Dwight Rettie's book, "*Our National Park System*," is now available in paperback. A Web site covering the paperback edition can be reached at <http://www.uiuc.edu/providers/uipress/f96/rettie.html>.

ANPR members can receive a 20-percent discount by calling toll-free (800) 545-4703.

Ten Years Ago in *Ranger*



Cover of *Ranger*, Fall 1986

Rereading "The Paper Ranger," the cover article in the Fall 1986 *Ranger* led us to thinking on the improvements in the paperwork area of the recent reorganization. The article by **Don Goldman** from Amistad expressed concern that paperwork requirements at the park level were keeping rangers out of the field. Although such requirements came from many sources, Goldman saw that "the Washington Office constitutes the mouth of a bureaucratic funnel, and the parks are down at the narrow end of the spout."

In 1996 there still are many paperwork chores, most having to do with budget and the Congressional inquiries. But one initial impression is that over the past year, many routine "reports" have all but faded away.

A long letter from **Bill Blake** of Yosemite lamented about the "long list of task forces, committees, teams, questionnaires . . ." regarding the comparability of salary for the ranger profession to other similar federal occupations. This was a good summary of the then-WASO personnel arguments against comparable salary for generalists positions, "where 80 percent of field NPS needs are."

One-time seasonal ranger **Donna Besken** reported on a remote duty isolation survey she conducted, in which interview and questionnaires of remote duty rangers showed that "rangers may develop their own microculture, which is not necessarily synchronized with the rest of the park or with the outside world."

An article on "What is A Ranger?" compiled several letters received in response to articles in the spring and summer issues on the subject. **Mack Brock** of Hawaii Volcanoes opined that rangers "are a team . . . with varying levels of responsibility"; **Eric Burr** of North Cascades said that "rangers are the eyes and ears of all the American people"; and **Terry McDaniel** of Valley Forge said that "we are not in this business for the money; we are here because we want to be, and because we feel that we can and do make a difference . . ."

And, **Tim Setnicka** (remember him?) from Hawaii Volcanoes wrote a 10-year history of ANPR, an article reprinted in this issue.

— 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
- visitor services and interpretation
- volunteer activities
- NPS employee programs

Grants are awarded twice a year. Deadlines are 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

National Park FOUNDATION

We asked for your thoughts — and you told us!

Keep your ideas coming!

Nearly 60 *Ranger* readers returned the recent readership survey about the magazine. We appreciate your comments and will give you a full report in the next issue.

Meanwhile, those of you who still haven't filled out a survey, please do so! You'll find it in the back of the Summer *Ranger*. Please give us your comments and return the survey to the editor as soon as possible. We'd like to hear from at least 100 readers total. Your ideas will help us shape upcoming issues of *Ranger*.

Here's a sampling of what some readers have written:

"As I hope ANPR becomes more advocacy-oriented, I would like to see articles/updates that reflect that."

"Spotlight an article on seasonals."

"Write more on success stories of good management; good resource management."

"*Ranger* presently has a good mix, with well-developed, thought-provoking articles. I would be disappointed if there were a significant change."

"Would thinner paper be cheaper? I wish there was enough news to print *Ranger* more often!"

"I'd like to see less articles from upper management of NPS. I would like to see more disassociation with the NPS in *Ranger* magazine."

"It (*Ranger*) looks better this year than in the past. I think it needs to 'change with the times' to be catchy and appealing to today's standards."

"Encourage guest articles on controversial issues such as climbing on cultural sites, local politics affecting park management, etc."

"I view *Ranger* as an information/learning resource more than a social resource. Enjoy the philosophical articles with views

that may be different than what is generally accepted. There is a need to challenge why and how we do things. Overall, it's a very good magazine."

"Short articles make reading *Ranger* easier/quicker! Surveys on NPS issues and ranger profession/personnel would be interesting."

"Apart from the Rendezvous, *Ranger* magazine is my best source of information and inspiration in my profession as a park ranger. Keep up the great work!"

Now it's your turn! What do you think? We want to hear from you, too. Remember, look in the back of the Summer *Ranger* for your survey. Thanks for your help in making *Ranger* a better publication for members of the Association of National Park Rangers. — Teresa Ford, Editor



Write for Ranger

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

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

Develop your proposals for articles according to these guidelines:

- A concise statement of the article's theme, title and contents.
- A brief outline or summary of the article, explaining why the article is of Servicewide consequence (or, if not, why it should appear in *Ranger*). The summary should show why this article is important and/or timely to *Ranger* readers.

- Your outline or summary of the article should be written to show your writing style. (If you aren't proposing to be the author, indicate who you think could be).
- Recommend pictures, art work, or tables that should accompany the article, along with the source.
- Include your name, phone number, address, cyberspace address, etc.

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

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

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

Send proposals to Teresa Ford, Editor, 26 S. Mount Vernon Club Road, Golden, CO 80401; (303) 526-1380. You may also call Tony Sisto, (360) 696-7655 or (206) 285-8342; or Bill Halainen, (717) 686-3828; or any ANPR vice presidents to discuss proposals.

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

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.

Pete Allen (YOSE 68-69, JOMY 69-72, LAME 72-77, VIIS 77-81, SEKI 81-96) retired June 3, 1996. His wife, **Helen Allen**, also retired as a supervisory fire dispatcher. They are searching for a bed and breakfast inn to buy. They'll stay in California until they find the right one.

Kathy Brazelton Brown (REDW, FLFO, CURE, TICA) is chief of interpretation at Great Sand Dunes National Monument. She left the position of chief ranger at Timpanogos Cave NM. She and **Jerry Brown** are excited to be back home in Colorado and are expecting their first child in late November/early December. Address/phone: 11 Pinyon Circle, Mosca, CO 81146; (719) 378-2312, ext. 18.

Bruce Casper (DEVA 95-96) will return to Death Valley as an interpreter at Scotty's Castle for the 1996-97 winter season. He will finish a BLM volunteer position in September. Address/phone: P.O. Box 401, Death Valley, CA 92328; (208) 661-6225.

Dean Clark (SEKI 73-77, PINN 78-82, WHIS 82-86, GRCA 86-87, LAVO 87-91, CHIR 91-95) has been the prescribed fire manager at Yosemite since April 1995. Previously he was chief ranger at Chiricahua NM. **Sharon Clark** (YOSE 74-77, PORE 78-80, PINN 80-82, LAVO 82-83, WHIS 83-86, GRCA 86-87, LAVO 87-91, SAGU 92-93, CHIR 93-95) has been a confidential assistant and deputy assistant to the superintendent at Yosemite since April 1995. Previously she was a biological technician at Chiricahua NM. Address/phone: P.O. Box 704, Yosemite, CA 95389; Dean's office, (209) 372-0491; Sharon's office, (209) 372-0201; home, (209) 379-9236.

Julia C. Clebsch (FLAG 92-96, seasonal) is a permanent park ranger at Eugene O'Neill NHS through the Intake Trainee Program. Previously she was a seasonal lead park ranger at Flagstaff Areas coordinating an interpretive partnership with Coconino National Forest. **Scott Walker** (SCA - ORPI 88) has accepted a 90-day cartographic tech position with Santa Monica NRA. He then will join Julia in the Bay Area. Address/phone: P.O. Box 208, Danville, CA 94526; (510) 943-1531.

Paul and Jan Fodor (DEVA 67-72, SAGU 72-74, SEKI 74-91, USAR 91-94) have retired in Hawaii where they run their business making origami jewelry, Origami by Jan, from their home in Honolulu. Paul's last position was chief ranger at USS Arizona Memorial; Jan was a special education teacher with the Hawaii Department of Education. Address: 367-E Kapaloala Place, Honolulu, HI 96813; (808) 545-1068.

Judy Knuth Folts (CATH 79, COLO 80, 81, 84-85, ACAD 82, ROMO 83, EVER 82-83, 83-84; CACO 84, CUVA 85-96) is the chief of program and education services for Metro Parks serving Summit County in Ohio. Previously she was the field operations supervisor for interpretation and visitor services at Cuyahoga Valley NRA.

Larry Frederick (CANY 88-96, OLYM 86-88, GRCA 81-86, WICA 76-81, ROMO 72, 73, 76) is chief of interpretation at Glacier NP. Previously he was chief of interpretation at Canyonlands NP. Home address: P.O. Box 336, West Glacier, MT 59936.

Debbie Grace, a life member of ANPR, celebrated 10 years with the National Park Service on May 25, 1996. She has worked as a ranger in Grand Teton, Great Basin, Santa Monica Mountains NRA, Lowell NHP, C&O Canal NHP and Rock Creek Park before transferring to San Francisco Maritime NHP in 1990.

Tom Graham (BLRI, CUGA, DEWA, FLETC, LAME, OZAR, FLETC-UMES, retired January 1995) is the new pastor of Munford and Bethlehem United Methodist Churches in Munford, Ala. Previously he

was the pastor of Upper Fairmount United Methodist Church in Upper Fairmount, Md. Address/phone: P.O. Box 188, Munford, AL 36268-0188; (205) 358-4733.

Alexandra M. Guier (DEVA, HOFU, ELLI, STLI) has accepted a transfer to Coulee Dam NRA as North District interpreter. She was a supervisory interpreter in Death Valley NP. Address: 1010 S. Riverside Ave., Kettle Falls, WA 99141.

Ben Hansel III (OLYM 91, CANA 92, LOX USFWS 93, Titusville, Fla., P.D. 94, GICA 94-96) is a park ranger in boating safety at Hall's Crossing Subdistrict at Glen Canyon NRA. Previously he was a protection ranger at Bullfrog Subdistrict at Glen Canyon. He is still single, playing golf and seeking employment more than six months a year. Address/phone: 5199 Hall's Crossing, Lake Powell, UT 84533; (801) 684-3314.

Evan W. Jones-Toscano (REDW 79-81, GLBA 82-86, NATR 87-89, REDW 89-92, YOSE 93-present) now is the SAR/EMS manager for Yosemite. He left a park ranger position in Yosemite's Wawona District. Address/phone: P.O. Box 517, Yosemite, CA 95389; (209) 372-0216.

Ruthann Knudson (YELL 60, MEVE 61-62, BAND 63, WASO 90-96) now is a unit manager at Agate Fossil Beds NM. She was an archeologist in the Archeological Assistance Division at WASO.

Robert Maguire (USFS 78-81, GLCA 80, GLCA 83, BOST 84-85, PAIS 85-88, OZAR 88-89, THRO 89-91, GLCA 91-95, GRTE 95-present) is a law enforcement specialist at Grand Teton NP. He left a similar position at Glen Canyon NRA. Address for Robert and **Julie Maguire** and daughters **Jill, Kelsey and Mary-Kate**: P.O. Box 212, Moose, WY 83-12.



Share your news!

Use form on inside back cover.

Barry Markowitz (MORR 93, GRBA 94), a member of the NYS Ranger School Class of 1993, has accepted a position as an agroforestry/soil conservation tech in El Salvador with the Peace Corps. His commitment ends in November 1998, and he welcomes forestry/resources management job bulletins to his parents' home at 30 Skyline Drive, Thiells, NY 10984.

Charlie Strickfaden (LABE, WHIS, FOCL, MOCA, GRCA, GRSM, BISC, DENA, FONE/FRHI, GOGA), a patrol ranger at Point Reyes National Seashore, and **Heidi Niehaus**, an interpretive supervisor at Point Reyes, were married June 23, 1996, at a local state park near Point Reyes. Address: 170 Pierce Point Road, Inverness, CA 94937.

Mary Wilson (GLAC, GRCA, MOCA, SEKI, ROMO) has left her position as a fee program manager at Rocky Mountain National Park to serve as the Grant District naturalist at Yellowstone. Address: P.O. Box 6006, Yellowstone NP, WY 82190-6006.

Betty Zeidman (MARO) died July 19, 1996. As a senior staffing specialist, she helped many rangers get their first permanent positions in the National Park Service. She retired in June 1982. She is survived by her husband, Hyman Zeidman, and her son, Barnet Zeidman. □

WRITE-IN

Rangers in Retirement

What are you doing now that your NPS career is over? Where are you living? We'd like to hear from you and publish your stories in an upcoming issue of *Ranger*.

HOW TO TAKE PART:

Describe what you have been doing since you retired. Any interesting stories are welcome. Send us the information with your name, complete address and daytime phone number, with area code. Photos would be appreciated. Write your name on the back and it will be returned.

Mail by Jan. 15, 1997, to:

Teresa Ford, Ranger Editor
26 S. Mt. Vernon Club Road
Golden, CO 80401

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Sustainable Development in Latin America (from page 7)

The second lesson we can learn from Latin America is that we need to streamline and modify the bureaucracy that is strangling public land managing agencies, including the NPS. How many of us have applied for permits for activities that take place in adjoining jurisdictions? It almost always requires two wilderness permits, two boating permits, two fishing licenses, two whatevers to do the same thing. That's crazy and is the source of considerable public frustration.

Maybe it is time to dust off the old ideas about putting land management responsibilities in our country under a single agency. Why is it an almost unwritten rule that to be promoted, one has to relocate to another park? This plays right into the hands of those who claim that federal officials don't understand local conditions and seemingly do not care to; they are gone before everyone in the local community even gets to know their names.

We still have superintendents who believe that their community outreach programs end at the weekly meeting of the Rotary Club or the monthly meeting of the tourism committee of the Chamber of Commerce. Is it because our system of career rewards is tied to peripheral matters such as internal controls? Does the park have alter-

native imprest cashiers? Is the supervisory ratio 1 to 15? Do the managers participate in community activities? Is the Statement for Management current? In this case, the old cliché is worth repeating: we need to liber-

"We still have superintendents who believe that their community outreach programs end at the weekly meeting of the Rotary Club"

ate ourselves from the bureaucratic structures that make our work less efficient, less effective and of less value to our clients — the public that visits our parks.

As professionals of Latin American protected areas have discovered, we need to be on the constant lookout for partners, both in terms of finding appropriate new ones, and subjecting current ones to scrutiny as to the nature of our continuing relationship. The environmental debate in our country is becoming increasingly shrill. This always causes organizations and individuals to stake out extreme positions, often placing groups that long have been allies of the NPS in positions inimical to our interests. As traditional members of this alliance, we must attempt to influence the decisions of our partners, especially if it appears that these positions will needlessly alienate the local

people whose support we must have.

Our search for new partners should not always take place on familiar ground. Private sector and landowner organizations are worth exploring. The only common objective should be that of an intense interest in preserving and protecting the nation's patrimony; the means to achieve this end can be the subject of future negotiations.

I still like former Director William Mott's observation that the U.S. National Park System offers the people of our country stability — a grounding in what previous generations of our countrymen have considered important enough to be placed in public stewardship in perpetuity. This is just as true in Latin America as it is here.

As our Latin American colleagues are helping define what constitutes sustainable development and conservation in Central and South America, employees of the National Park Service have an enormous contribution to make in the public debate over what sustainable development should be in the United States. We just have to be bold enough to participate. □

Rick Smith, a past president of the Association of National Park Rangers, retired from the NPS in June 1994. He spent the last eight years of his career in New Mexico at Carlsbad and in the then regional office in Santa Fe. His interest in Latin America started in the late '60s when he was a Peace Corps volunteer in Paraguay.

Start making plans now to attend the worldwide Ranger conference in Costa Rica — September 1997

ANPR is helping to coordinate the Second World Congress of the International Ranger Federation, Sept. 25-29, 1997, in San Jose, Costa Rica.

This is your next opportunity to be a part of this exciting international park and ranger organization. Join ANPR and your friends next year in Costa Rica!

For further information, follow updates in *Ranger*. You also may contact International Affairs task group leader Barbara Goodman or Vice President Bill Halainen. (See addresses on back cover.)

The **IRF** is composed of Ranger associations from the following countries worldwide, with others soon to join:

Scotland	Australia
United States	Romania
United States (California)	Portugal
Northern Ireland	Iceland
Africa	Nepal
Ireland	Canada
Italy	Germany
Denmark	Romania
Honduras	Slovakia
Costa Rica	



MEMBERSHIP APPLICATION —Association of National Park Rangers

Important: Please specify — New Membership Renewal Date _____

Name (Last, first, MI) _____ Title _____

Box or Street _____

City _____ State _____ Zip _____ Home phone _____

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

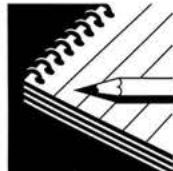
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Return membership form and check payable to ANPR to:

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

Membership dues are not deductible as a charitable expense.



Share your news with others!

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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