

RANGER

The Journal of the Association of National Park Rangers

Vol. XIV, No. 3 Summer 1998



Interpretive Competencies

Letters

Great Issue

The Spring 1998 issue of *Ranger* magazine is simply outstanding! The best in years, if not ever. The writers presented original and valuable insights on important topics directly pertinent to the ranger profession. Every article was positive and constructive, and together built on a critically important issue. After reading the issue, I'm left with the optimism that there may be enough impact to actually begin nudging the NPS and employees back onto the track.

Great job, and thanks.

— Hugh Dougher
North Cascades

Got the Spring 1998 *Ranger*. Good articles! I've been spreading Jim's [Jim Northrup, "On Being a Ranger"] original e-mail around, and I'm sure going to do that with Bill Halainen's article, "Ranger Image, Ranger Realities," as well. Later in the magazine I saw someone identified as a "law enforcement ranger." I cringed (as I do upon hearing that). We're **rangers**.

— Phil Young
Southwest Support Office

I always look forward to the arrival of *Ranger* magazine. You sure pack in the news. Keep it up.

— George W. Fry
Gatlinburg, Tenn.

[Re: Bill Halainen's article, "Ranger Image, Ranger Realities," Spring 1998 *Ranger*]:

Rock On

Good job on your article in *Ranger*. I zipped off a tirade to our training officer and to Chris [Andress] the other day about what we're doing to ourselves and future generations of employees by abandoning a commitment to agency boot camp training. You said it more clearly and tactfully. Rock on.

— Andy Ringgold
REWO

Fragile Peace

I just read your article on Ranger Image in the Spring *Ranger* magazine. It is really thoughtful and well done. I just returned from making a presentation to the Law Enforcement for Managers Course (the first such course in several years), and spoke to much of what your article addressed. While many of us who bear the scars of past con-

troversy believe some of that debate is behind us, comment from this class, most all from non-ranger backgrounds, was fully consistent with just what you presented. The message to me is that we remain mostly at peace with our law enforcement task, including wearing the gun. But it's a fragile peace, and most anything that rocks the boat [NPS-9 draft, 6(c), etc.] reminds us of how careful we must be in this arena.

— Doug Morris
Shenandoah

Take High Ground

Excellent articles by Bill Halainen and Jim Northrup in the Spring *Ranger* captured the essence of fundamental questions that many rangers have been discussing in regional chief ranger conferences this past year. It seems that rangers have become convenient lightning rods for criticism, or perhaps we are the victims of some self-inflicted wounds (1st draft - NPS 9). Nonetheless, I strongly believe that rangers don't need to apologize for the quality work being done in visitor services and resource protection/management. To suggest that rangers are not a critical spoke in the wheel of a park's management is no more valid than a misguided claim that our spoke is more valuable than others.

As the NPS struggles to right itself in the post reorganization period, I believe protection rangers need to take the high ground by making the commitment to better communicate who and what we are. In addition, chief rangers need to hold themselves accountable for implementing the intent of Ranger Careers. This is not difficult. For example, in Rocky Mountain, a part of our program is to have protection rangers tagteam with interpretive rangers on outreach programs. Eight to 16 hours of our LE refresher hours are devoted to "resource" issues. Yellowstone rangers have a 32-hour training session on resource issues each winter. There are many other examples across the Service that deserve to be promoted.

Furthermore, the Intermountain Region chief rangers, in cooperation with the training community, are developing a leadership course titled "The New Chief Ranger." Planned for this winter, the focus will be to:

- ▶ assist new and potential chief rangers

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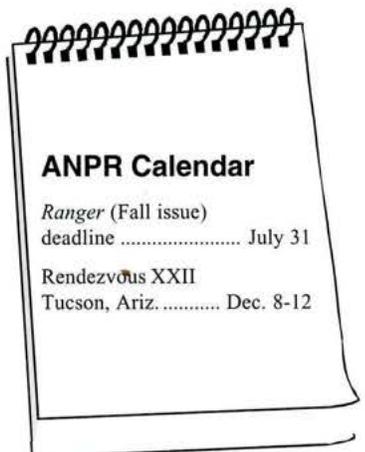
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RANGER

The Journal of the Association of National Park Rangers

Vol. XIV, No. 3 Summer 1998
Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service and the National Park System, and to provide a forum for social enrichment.

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

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

ANPR's official address is P.O. Box 108, Larned, KS 67550-0108. Members receive *Ranger* as part of their membership dues. Consult the inside back cover for membership and subscription information.

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Cover: Ranger Kelly Bulyis, Everlades National Park. Photo by Teresa Ford.

President's Message

“**T**he Association of National Park Rangers is recognized and respected for professionalism and integrity. Our common voice and views as caretakers of national parks are sought in developing achievable and appropriate public policies that relate to national parks.”

How does that strike you as a draft vision statement for ANPR? At the first meeting of the newly organized board of directors in April (see page 9), members shared their expertise and experience as we considered our goals for the Association. We agreed that we give our after-hours time to ANPR because we believe in national parks and believe ANPR can help rangers do our best to serve those parks and the public that enjoys them. Our goal discussions covered ANPR mission-related activities, as well as internal organizational work.

In what ways can we improve the services the public receives from rangers? In the last issue of *Ranger* we had thought-provoking discussions on ranger issues and performance. This time we follow up by exploring ranger competencies and learn how the NPS interpretive development program is certifying rangers doing interpretive work. The board sees the education and training position (Lisa Eckert) facilitating a development program to complement the NPS competency program. By expanding the range of courses available to those in rangering work, all of us will have better opportunities to increase our professional skills and become that “competent ranger.” We also see a need for providing new experiences for field employees, through fellowship programs (perhaps to Congress), scholarships and a re-energized mentoring program.

What are the advocacy issues that members want the board to address in the next year or two? For instance in legislation, look at Senator Craig Thomas' article on page 8 and ANPR's testimony on his Vision 2020 bill on page 18. Where should we focus our advocacy efforts? Vision 2020 was sent out this year as a large omnibus bill and may be acted on in the next Congress. We have this year to discuss and debate what professional views ANPR should put forward as the

voice of caretakers of our national parks. Send an e-mail note to Steve Shackleton if you have thoughts on our legislative responses.

For advocacy within the agency, should we add our voice to those in the Service who are concerned about the direction NPS housing management is headed? Are we concerned that protection of resources is not a priority in the new contractor surveys of park housing? Contact Barry Sullivan with your views on housing.

All the expanded actions the board envisions will need a new infusion of funding. The board isn't looking at membership dues as a way to increase funds, but is looking to a wider community for support. With a board member for fund raising (Rick Jones), ANPR now has one person who can focus our revenue-enhancing efforts, but we will need the help of many members in order to fulfill the vision of a financially stronger ANPR.

One more call for support from you — to keep our board strong and vibrant we need new members running for positions every year. To get those candidates recruited we need an active elections committee. If you have some good networking skills and are interested in volunteering for ANPR, please have contact Secretary Heather Whitman. We need your help this summer! If you are interested in running for a position, please let Heather know.

The next issue of *Ranger* will have our strategic plan and annual goals for your review and your continued input. As always, I ask you to pick ways you can be involved with your Association. If the strategic plan or one of the questions above interests you, send a note to the board member who is the lead. (All addresses are on the back cover.) If you want to help at the Tucson Rendezvous in December, send a note to Mike Caldwell and he'll make sure you have a job. We remain a strong organization because of the volunteer work of active members. Thank you to all of you. □



Interpretive Development Program:

Defining an NPS Standard

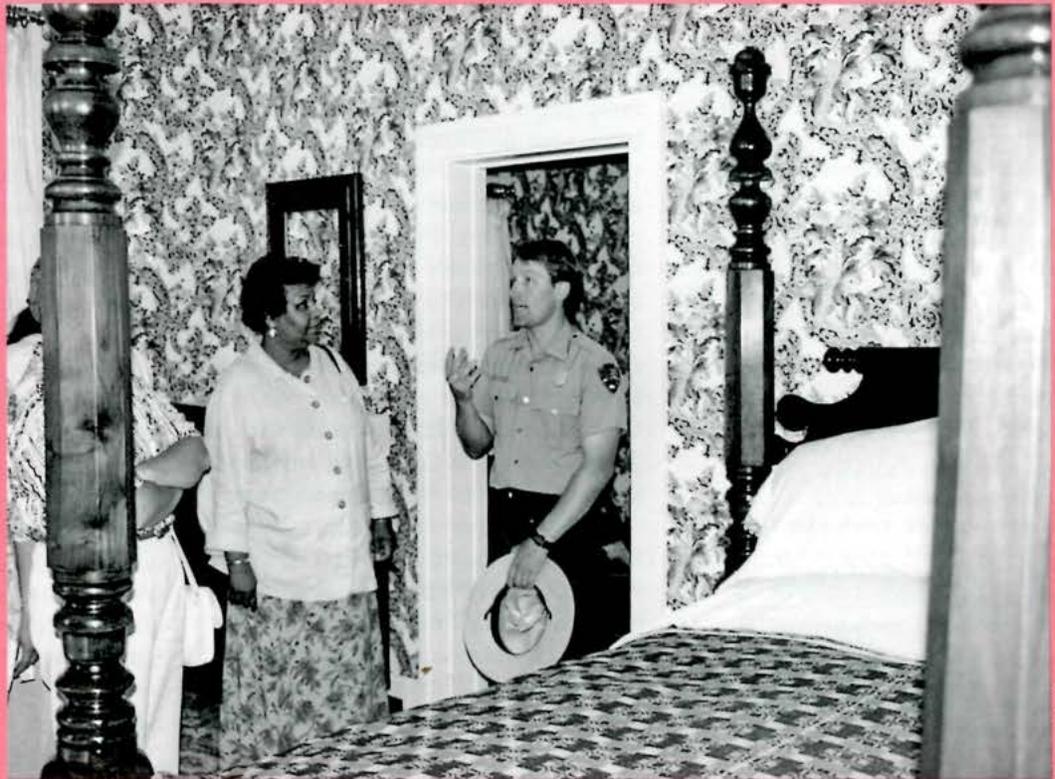
By Dave Dahlen
Mather Training Center

Often overheard: “The more things change, the more they stay the same.” A new spin on this adage might be: “The more things stay the same, the more opportunity arises to change.” Each of these arm-chair observations are true of the NPS Interpretive Development Program. Old and new are brought together in this innovative approach to professional development.

In the midst of the reorganization of the NPS in August 1994, a diverse group of field interpreters assembled at Mather Training Center to take a comprehensive look at existing NPS interpretive training. From the initial idea generated as part of Corky Mayo’s “Interpretive (R)evolution,” the group was tasked with evaluating existing curricula and recommending ways to make interpretive training more responsive to the changing agency and profession. After spirited discussions, a breakthrough occurred when the group seized the opportunity to combine the energy and importance of the Ranger

Careers program, the reorganization effort within the NPS and the parallel initiative to develop a Servicewide training strategy. Here was a unique chance to take a major step to professionalize NPS interpretation by designing a comprehensive development program and reach for something long talked about but never fully realized.

Subsequent workgroups comprised of field and regional interpreters combed through the Ranger Careers position descriptions and hammered out competencies, a curriculum and a professionally recognized method of measuring competency attainment. To date, over 300 NPS interpreters have either served on a work group or participated in field reviews of materials to produce the Interpretive Development Program. Mayo’s office has provided both financial and philosophical support in helping the program become a reality. Available training funds have been directed toward supporting the effort.



LINCOLN HOME: Ranger Dave Schroeder takes visitors through President Lincoln’s home in Springfield, Ill.

Teresa Ford

What Is a Competency?

The program identifies 10 essential “competencies” for park ranger interpreters as they progress to full-performance levels, and it provides curriculum and developmental activities to empower rangers to pursue their own professional growth. (A competency is a combination of knowledge, skills and abilities in a particular career field, which, when acquired, allows a person to perform a task or function at a specifically defined level of proficiency.) In addition, **Module 101** of the curriculum takes the existing interpretive philosophies of Freeman Tilden and others, and describes a foundation and common language from which NPS interpreters work to meet agency mandates and articulate the contribution interpretation makes toward those ends.

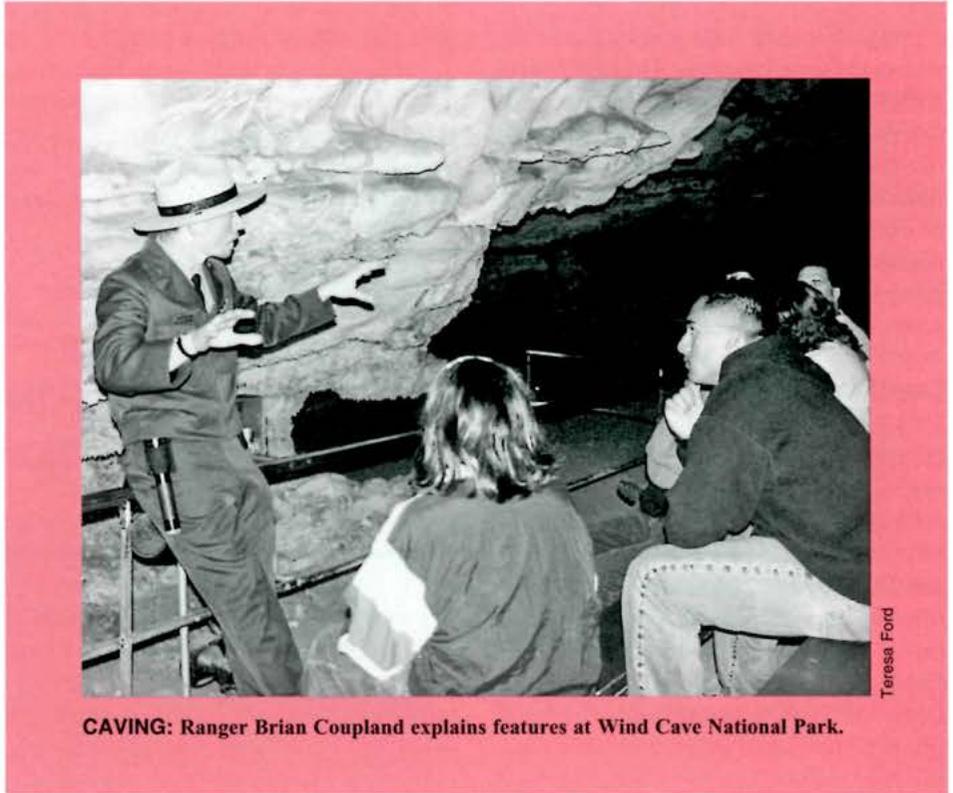
The Interpretive Development Program provides guidance, practical exercises and a common professional language for park rangers and their supervisors to take a direct (and customized) approach to meeting their individual competency needs. The program also establishes a standard for performance that is being applied nationwide for each interpretive competency.

Central to this innovative approach is to recognize:

- that each competency is made up of a range of knowledge, skills and abilities, which may be acquired through multiple sources, including job experience,
- that demonstrating competency is the professional goal, not attending a training course, which often provides no assurance of learning.

The program strives to provide both employees and supervisors with the tools needed to tailor the personal development of each interpreter in the NPS and focus on the outcome — the competencies.

At present, two of the interpretive competencies have been recommended for protection rangers. Delivering talks (of an educational nature) and conducting informal interpretation (roving) are skills described in the benchmark protection position descriptions. An interdisciplinary work group has recommended that these competencies in resource knowledge and resource education be developed further to help meet Ranger Careers requirements.



CAVING: Ranger Brian Coupland explains features at Wind Cave National Park.

The position descriptions for interpretive rangers likewise define non-law enforcement duties associated with resource protection, which may also develop into one or more competencies. Particularly intriguing is the potential here to put into words the underlying purpose and foundational principles for all park ranger work.

The Process

The Interpretive Development Program is based on the initial premise that, if you can perform any competency, you may “test out” by successfully demonstrating that ability. This creates a common goal for interpreters to reach for, and nullifies attending training simply “to get a ticket punched.” If you have needs in order to reach a competency standard, you and your supervisor have a wide range of options available. The curriculum supports each competency by providing content summaries that help you isolate needed knowledge, skills or abilities. Resources and references for each competency are listed in the curriculum, as well as specially designed activities you may complete on your own. These materials allow much of the necessary learning to be

obtained through self-study or on-the-job training, without waiting on a formalized training course.

The curriculum also serves as the national guideline for training in each competency. Parks, clusters or regions should use the curriculum in designing their annual training efforts, emphasizing the elements most needed at their sites. Lesson plans from the Interpretive Skills Program are referenced and attached to relevant modules within the curriculum to make instruction of the curriculum easier.

In addition, the curriculum provides guidance to employees in selecting alternative local educational opportunities, creating detail assignments or developing mentoring contracts. Regions have the option of creating instructional teams familiar with the curriculum, the needed skills and the competency process. As always, a recurring series of Servicewide training courses will be offered at the same frequency as before.

Annual reviews of the program, using field feedback, input from supervisors and comments from certifiers, are scheduled to keep the program responsive and of value to the field. Annual UPGRADES, distributed

by mid-March of each year, will be the primary source of new material for interpreters and supervisors use. The **1998 March UPGRADE** reported on adjustments made this past winter to improve efficiency and respond to suggestions received from the field, improve the turnaround time for the process and eliminate ambiguities. The ultimate goal of the combined field work groups will continue to be to maintain a program written "by us and for us."

Certification

One of the newest elements of the Interpretive Development Program is the assessment process for the interpretive competencies. The standards for successful performance of each competency were developed by field interpreters. The certification process is based on a professional model of performance-based assessment pioneered nationally by the Maryland State Department of Education. Guided by a state assessments leader, interpreters developed the peer-review process using NPS field interpreters as the "certifiers," trained in applying the standards. The certifiers serve for a four-year period and must attend a refresher to maintain their active status in the program. Their performance is monitored by the training manager for interpretation at Mather Training Center.

The Future

All permanent interpreters have been mailed two diskettes that contain two-thirds of the curriculum and competency materials for Ranger Careers. Seasonals, term employees and park partner interpreters are welcome to copy the diskettes for their personal use. By the end of summer, a third "bundle" containing the remaining Ranger Careers curriculum and competency materials will become available electronically.

The program to-date has seen more than 300 interpretive projects submitted for review. The turnaround for return of these projects initially was too long. Recently the turnaround time has dropped dramatically and is approaching the original target of four weeks.

Interpreters participating in the program should begin early. Reviewing the standards, deciding on developmental needs and submitting the competency projects takes time.

Because the standards are nationwide, there is no guarantee of success initially.

Participation in the program is growing. Interpreters have commented that the program is meeting the goal of providing a clear professional path for improving the contribution of interpretation to the NPS. At least

**“Defining the target —
interpretive excellence —
will enable the vision of the
original work group to
become a reality.”**

two regions have endorsed the competency standards as goals for all of their interpreters, and many parks are using the language and standards as part of their daily operational requirements. As the program grows, administrative management will need to be turned over to a cooperating partner (with the NPS maintaining review of projects) to accommodate the workloads.

Once the Ranger Careers competencies are complete, attention will shift to supervisory, specialty and management competen-

cies for ranger interpreters. Eventually all interpretive courses will support one or more specific competencies, and curriculum will be accessible for individual and local study, as it now is for the Ranger Careers competencies.

The Interpretive Development Program has been the result of hard work, vision and a drive by NPS interpreters to enhance their professionalism and define their jobs. Interpretation must make a clear contribution in meeting the NPS mission. The program has taken a major step toward fulfilling that requirement by providing NPS interpreters a philosophical grounding on which to develop their craft.

Defining the target — interpretive excellence — will enable the vision of the original work group to become a reality. Enabling the visitor to care about the resource will help create the constituency base to preserve it long after we are gone. □

Dave Dahlen currently serves as NPS training manager for interpretation, education and cooperating associations at Mather Training Center. He has held field park ranger positions in both interpretation and protection at Everglades, Grand Canyon, Independence and Great Smoky Mountains national parks. He can be reached via email at Dave_Dahlen@nps.gov.

Learn More

If you have interpretive responsibilities and have not received diskettes for **Bundle #1** or **Bundle #2** containing the entry and developmental competencies/curriculum, first check with a colleague to make a disk copy, or receive an original disk directly by writing to the "Training Manager, Interpretation, Mather Training Center, P.O. Box 77, Harpers Ferry, WV." The **March 1998 UPGRADE** may be obtained electronically from the chief of interpretation in your park.

The *Interpretive Development Program* has a World Wide Web site that is currently being revised. By July the site will include the latest versions of the curriculum and supporting materials. An "auto-reply" feature is planned which, through the training manager's work station, will allow automatic downloading of the latest file copies of the curriculum. Announcements on the status of these services will be made on the Daily Morning Report and the IN-TOUCH bulletin board.

Do Protection Rangers Need Competencies?



Mike Gardiner

ON PATROL: Ranger Tom McDermott makes a traffic stop at Lake Mead NRA.

By Hunter Sharp
Wrangell-St. Elias National Park

Great advances in professionalizing the ranger career were made with the advent of the ranger career position description and the national 6(c) designation. There are still some steps that need to be taken to complete the job of professionalizing the series and to retain the advances achieved with the initiation of the ranger careers position description.

When the ranger careers position description came out to the parks in 1994, most of us accepted the position description as the overdue career and financial recognition rangers deserved. Many of us didn't take the time to read the position description. In a lot of cases we went out to do our work with the thought that we were now being paid a reasonable wage for doing what we had always done.

The ranger careers position description however, changed more than just the pay grade when it established the 025 series as a professional two grade interval series. Within

the Office of Personnel Management (OPM) system of position classification, most "professions" have a requirement that the practitioners demonstrate a level of knowledge to justify their professional status. Most if not all other two-grade interval job series in the federal government show that professional knowledge by requiring a college degree as a prerequisite to be considered for a job in the series. The park ranger GS-025 5/7/9 series is a major exception in that it does not require a college degree.

This is important because the experiment that the Park Service has implemented in establishing the national position description is not irreversible. The idea of having a two grade interval series without a degree requirement may not be sustained in future OPM reviews if the Service cannot show that the rangers are performing 25 percent of their work within the grade-controlling element of the position description.

The grade-controlling element of the Ranger Careers Position Description is *knowledge of the resource*. The ranger must have knowledge of the resource to success-

fully perform the elements of the position description of resource protection, resource education and public use management.

At this time the only positive proof of any knowledge that can be presented to an OPM reviewer is the requirement that to become a GS-9 ranger, the ranger must have completed all basic training. The only basic training required Servicewide is the completion of the FLETC law enforcement course. This course was never designed to develop knowledge of park resources. It was designed as an excellent grounding in federal law enforcement. As Bill Halainen wrote in in the Spring 1998 *Range*, the agency has failed to provide most rangers in recent years with anything but law enforcement training.

We need to address the problem of upholding the journeyman grade of the GS-9 ranger and at the same time put the practice of enforcement and all of the other skills that we possess into perspective for the Service and ourselves. The solution adopted by the interpretive half of the 025 series deserves examination.

When the ranger careers position descriptions were implemented in 1994, Interpretation recognized that there were no clear guidelines to determine the difference between a GS-5, a GS-7 and a GS-9. Competencies were explored as a method of allowing an applicant for the next grade level to show their knowledge, skills and abilities in a practical real world setting. The competencies used by interpretation were created by over 200 of the Service's interpreters meeting and conferring over a period of two years to decide on what demonstrable testable things interpreters do that would be recognized as qualifying a ranger for the next grade in the job series.

Competencies were attractive as a method for showing the positive proof that the ranger had a body of knowledge to move to the next level of performance because each of the competencies are designed to represent not just one skill but the performance of a collection of skills. An advantage of competencies over a classroom test is that they may be done in the field and that the knowledge may

(continued on page 13)

The Competent Ranger

Where are the rangers, and how do they fit into the landscape of the modern park?



Richard Frear

By **Kim E. Sikoryak**
Intermountain Support Office

For most of the history of the National Park Service, the park ranger was the indispensable jack-of-all-trades that kept the parks running. A ranger's day would often encompass shooting feral animals, cautioning reckless drivers, drafting reports, fixing the plumbing (if any!), recording fire weather, selling literature for the cooperating association, and giving the evening campfire program. It was a full life, and seldom a boring one.

As park staffs grew, maintenance tasks (at least in the more developed locations) became the responsibility of facility managers (the maintenance leader in the lingo of the day). With the rise of visitation after the Second World War, the larger parks began to rely more heavily on staff members who specialized in providing visitor programs. These early interpreters were often teachers on summer break, mixing vacation with an enjoyable summer job. Modern management of park natural and cultural resources brought researchers into the field, resulting in the establishment of park scientist positions in many of the larger parks. The increasing focus on scientific management of resources resulted in the Resource Management Trainee Program and the evolution of separate resource management staffs which have become almost ubiquitous

over the last 10 years. Even the most traditional activities of the flat-hats has splintered into niches including fire management, criminal investigation, environmental education and fee collection specialties, making the Park Service an increasingly compartmentalized and specialized work force. Hey! Where are the rangers, and how do they fit into the landscape of the modern park?

The resounding answer is: We're still here. Our most important responsibilities are more critical than ever. And, as a matter of fact, they haven't really changed much. We are resource educators; not just greeters, not just teachers, not just law enforcers. If those were our roles in the parks, there wouldn't be rangers, there would be receptionists and security guards. And if we don't look beyond the technical aspects of our work to the underlying professional mission, that's what we'll become (with pay to match).

The new competency-based Employee Training and Development Strategy provides a key blueprint for outlining the responsibilities of rangers. Its underpinnings are also not new; the ranger profession has simply never stated its elements and competencies in so straightforward a way before. Competency-based ranger development is a way to validate up-front that walking the talk is what's important.

In the not-so-distant past, training relied heavily on classroom instruction supported by class-based activities. At the end of the session, you marched forward to receive your green and white

certificate (or equivalent). Competency-based employee development is much more in tune with the Government Performance and Results Act (GPRA). It's also much more in tune with real life. To move forward, you have to be able to demonstrate that you have actually attained competence in a skill or ability. How does this happen?

To demonstrate competence, you are asked to develop a concrete product for evaluation by peers. Knowing the product and the criteria against which it will be judged, you plan whatever experiences or instruction you need to develop a successful product for submission. Then you go where you need to go to get those developmental experiences and use what you've learned to develop the product for evaluation. If the product does not pass muster, you take the feedback from the product critique, plan more developmental experiences, and try again. This is how professions work. Yes, you get a sheepskin from medical school, but you have to demonstrate through internship and residency that you can actually do the work of doctoring. Subjective? You bet. The work is too complicated and demanding to be reduced to a set of multiple choice questions. Foolproof? Nope. The system only demonstrates that a team of peers judged your work to be competent one time. But most of the professional responsibilities of the job are like riding a bike. Once you have the pieces together, it usually stays with you.

Interpretation has taken the lead Servicewide in moving this theory into the real world of operations. Working with the Servicewide training manager for interpretation, Dave Dahlen at Mather Training Center, scores of interpreters have participated over the past two years in developing a program of interpretive competencies for entry-level, developmental-level and journey-level rangers. Two entry-level competencies have been identified as crucial for all rangers. The eight competencies for developmental-level and journey-level rangers are required for those specializing in interpretation, but are open to all.

What are the required entry-level competencies for all incoming rangers? The profession determined that all rangers need to:

- demonstrate effective informal interpretation
- prepare and present an organized interpretive talk.

We agreed that without these essential abilities, you are just not a competent ranger.

Rangers who specialize in law enforcement and resource protection are currently working to identify competencies in those areas. That group needs to be large and diverse, and should include co-workers outside the specialty. Interpreters have identified entry-level competencies that need to be demonstrated by all incoming rangers. Similarly, protection specialists need to look at developing competencies in law enforcement and resource protection that will be required of all rangers, not just protection specialists.

The subjective measure of the various products developed by interpretive trainees is, at its core, constant across all the measures leading to journey-level competence. It states that the interpretive product or service is "successful as a catalyst in creating an opportunity for the audience to form their own intellectual and emotional connections with the meanings and significance inherent in the resource." Yup, that's it all right. We don't ask visitors to be able to

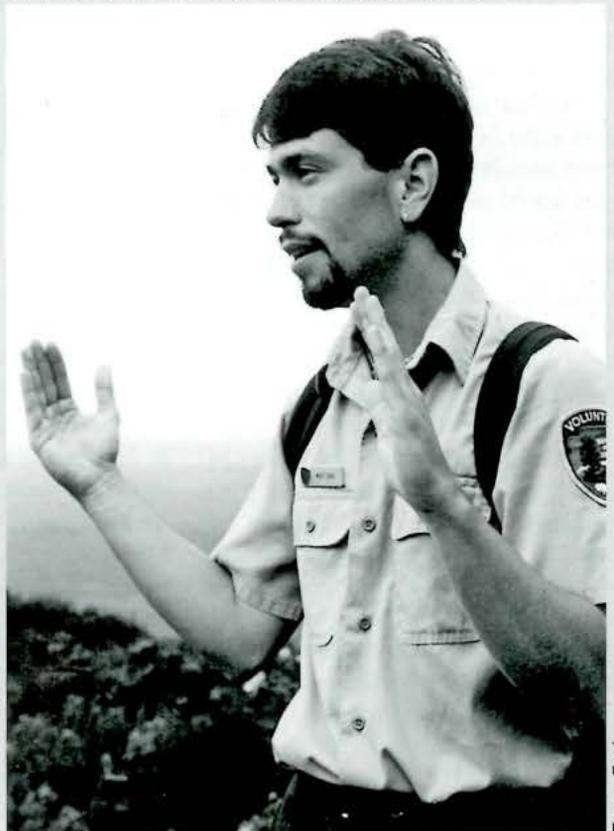
name the birds, state how high the waterfall is, or even recall what year the treaty was signed. We help them to personally connect to their natural and cultural heritage. Our aim is to foster that level of understanding. All the rest is details.

What is the appropriate kernel for resource protection? I don't know. But I do believe it will relate to the wording established for interpretation. We only value what we understand, and we only protect what we value. That's as valid now as it ever was.

As these core concepts emerge, and we plot the course for competent rangers into the new millennium, I think we will see that the areas of special expertise that seem to divide us are all elements of the same strategy. They better be. We will never have enough rangers to *force* the public to comply with resource protection laws and regulations, just as we will never have enough rangers to *make* park users understand that our parks contain meanings that connect to their lives in a personally enriching way. If we're going to succeed, we will need to get better and better at romancing that stone. For that, we're going to have to work together. For that, we're all going to have to be **Competent Rangers**. □

Kim E. Sikoryak is an interpretive specialist at the Intermountain Support Office in Denver.

SANDALWOOD TRAIL: Volunteer naturalist Matt Bird discusses the flora and fauna at Hawaii Volcanoes National Park.



Teresa Ford

Cooperating To Protect Our National Park System

By U.S. Senator Craig Thomas

Chairman, Senate Subcommittee on National Parks

When elected a U.S. senator in 1994 to represent Wyoming, there were a number of reasons I chose to seek a position where I could focus on our nation's national parks. Obviously, Yellowstone National Park, Grand Teton National Park, Devils Tower and others are key components of the western economy and I wanted to do what I could to protect them. But it was more than that. Our entire national public land heritage is at risk and decisive action is needed to save it.

As national park rangers, it only makes sense that you would also be a part of decisions being made in Washington. Helping members of Congress understand the challenges facing the park system is a difficult task. I appreciate the opportunity to report progress currently being made.

As way of introduction, I grew up near Cody, Wyoming, in a small community called Wapiti just outside the border of Yellowstone National Park. In a way, Yellowstone was my childhood backyard. As you would expect, the park, the people who worked there and the gateway communities that surround it were a big part of my life there. My experiences during that time have much to do with my work to protect national parks and help put them on solid footing. I, like you, feel strongly about the long-term health of the system.

I've found, and you could certainly confirm, that our nation has a system of parks tremendously popular with the public, but afflicted by problems that folks sometimes only vaguely recognize. The Park Service is charged by law with a distinctly unique mission — to protect its natural and cultural resources unimpaired for the enjoyment of current and future generations. It is a charge and responsibility that is hard to handle in the best of times. In times of fiscal constraint, that mandate requires a broad range of innovative approaches to get that job done.



CELEBRATION: Senator Craig Thomas speaks at Yellowstone's 125th anniversary.

It is the popularity of parks that is, in some measure, their undoing. Although Park Service budgets have increased relatively well compared to other land management agencies, several factors have led to the progressive degradation of infrastructure and services in many of the individual parks.

One of the most pressing problems facing the agency is the "thinning of the blood" explained in one of the hearings we held by previous Park Service Director Jim Ridenour. At the same time new parks have been added to the system without appropriations to care for them, the agency has been saddled with new responsibilities that tax the existing workforce.

Another problem is the effect of wear and tear on roads, bridges, campgrounds and other facilities that lead critics to observe parks have been "loved to death." As visit-

ing populations grow, facilities that were often built decades ago cannot stand the strain.

New parks have been added in the last several years that have virtually no funding for infrastructure, leaving park planners with the lose-lose decision — either allocating maintenance and construction dollars to maintaining existing facilities or accommodating visitors at the new areas. Many experts in park planning make the compelling point that carelessly adding new units to the system inadvertently undermines the ability to care for the existing areas.

Probably as serious as any of these conditions is the problem of public apathy. Don't get me wrong. Americans truly love their parks, but as of yet, this has not translated into a "call for action" from Congress or the Administration.

By introducing comprehensive legislation, "Vision 2020, the National Parks Restoration Act," I hope to commit Congress to a course of leadership to address these issues. I welcome support and suggestions that will help us succeed in a comprehensive overhaul of park programs and take us into the next century with a vibrant, healthy system of national parks.

Vision 2020 will enhance resource protection by increasing the fee base that goes directly to park programs. This will be accomplished by extending the fee demonstration program to 2005 and expanding the effort to virtually all parks where it is practical and lawful to collect fees.

Volunteerism is alive and well in many parks. At Golden Gate National Recreation Area, I learned that 8,400 residents of the Bay Area donate their time each year to support the park in a variety of ways. However, volunteer time and philanthropic donations can be improved by orders of magnitude to aid the solvency, expertise and work power of parks.

At a hearing in Denver, the committee found that charitable contributions are most

Barry Williams/Jackson Hole Guide

successfully subscribed from individual donors for local programs—where they can monitor direct results. As a result, we will also ask the National Park Foundation to develop a formal program of orientation, guidance and ongoing assistance for park locales interested in developing friends groups.

Park funding levels will be directly enhanced by asking our park concessionaires to shoulder a more realistic portion of park expenses through a fee structure that closely tracks with their earnings in each particular park. We are striving for a fee system that maximizes revenues from those businesses privileged to operate in parks, while recognizing their right and need to make a reasonable profit.

In the process of reforming the concession program, we anticipate efficiencies that will free dozens of park employees to perform functions more directly related to resource protection and visitor services.

Hollywood will be asked to do its part through a provision that ties filming fees to a small percentage of a project's overall production budget. We aren't asking for much from the film industry, but the Ameri-

can public expects some return on the use of their public land for private enterprise.

A park passport system will be created, featuring an annually issued park stamp, similar to the highly successful duck stamp series, raising revenues for parks, both as an access permit and a collectable memento.

American taxpayers, as a result of this bill, will also have the option of dedicating part of their tax refund to national park resource protection programs by checking a box on their tax forms.

One title of this measure concentrates on a strategy for educational and development opportunities for NPS employees — increasing the ability to perform their existing tasks more efficiently as well as defining a system for recruitment, training and development, including the development of future park superintendents and senior managers. We anticipate this will result in eventual cost savings, better service and a level of resource protection to match the increasing complexities facing the Service.

Finally, we have included a title that provides testing for the concept of issuing bonds to fund construction of large capital projects in parks through the initiation of a

bond demonstration program. There are significant obstacles to be overcome, but I am committed to exploring every avenue in this potentially significant approach to building improved park infrastructure.

These are only some of the ideas that make up Vision 2020. You may not agree with some of these plans, and as national park rangers, you most certainly have some of your own. While I am committed to the broad themes of this bill, I have been open and will remain open to hear better ideas.

Making constructive changes in the National Park System shouldn't be a partisan issue. I believe together with the NPS and other committed groups like yours we can accomplish what is required. We have an opportunity to bring the National Park Service into the 21st century, alive, vibrant, effective and efficient. The public expects us to seize that opportunity so our parks will be healthy and available for them to enjoy long into the future. □

Additional information regarding "Vision 2020" can be found at www.senate.gov/~thomas/np.

ANPR Board Meets in Seattle

The ANPR Board of Directors met April 17-19 in Seattle, Wash. President Deanne Adams facilitated the three days, with the first day dedicated to board development training and formulation of goals for the year. (See President's message for details). The other two days consisted of discussing actions for a strategic plan. For complete meeting minutes, contact Secretary Heather Whitman.

Business Manager Doug VonFeldt reported that 21 people joined as new members at the Fort Meyers Rendezvous. The October 1997 Rendezvous income and expenses reports were submitted and reviewed by the board. Copies of these and other reports from the business manager can be obtained from the secretary.

VonFeldt proposed several changes to the 1998/1999 budget including slightly reducing anticipated revenues from Managerial Grid courses, membership revenues, raffle and travel commissions.

Secretary Heather Whitman needs three volunteers to serve on the elections committee, which will recruit candidates for the 1999 elections.

Membership Services

Mike Caldwell presented a plan for focused recruiting, welcoming new members in *Ranger* and trial memberships. He stressed that since membership "nurturing" is vital for the continuing success of ANPR, each member must actively participate in recruiting and retaining members. He welcomes ideas and volunteers to help him with these efforts.

The board made a financial commitment to get the new membership brochure reprinted this fiscal year. It will be available at the Rendezvous in Tucson.

Internal Communications

Dan Moses has been working with Bill Hayden from Glacier to get a Web page

design complete and will be gathering information for posting from board members and others. *Ranger* magazine editor Teresa Ford will maintain the web page once the pilot project has been tested.

The board discussed whether the periodic Situation Report, which has been distributed by Bill Halainen electronically for the past couple of years, would be replaced by the web page. Many members voiced concern that we would not be reaching all of our members if the web site is our only venue for communicating with members. Although the board decided the report could be posted on the Web, they agreed that it is important to continue communicating with members using other methods than electronic mail. Dan Moses will explore alternate communicate routes.

New photographs of rangers at work are needed for use in *Ranger*. All members should send photos or slides to the editor. They will be returned, if desired.

(continued on page 28)

The Bioevolutionary Ethic

By Donald W. Murphy

Editor's Note: This is adapted from a speech given to the Pacific West Region superintendents' conference in March of this year and is used with the author's permission.

The other night I had one of those rare experiences. It was at once very subtle yet infinitely powerful and deeply personal. It is when you are suddenly aware of the great wonder of existence itself. It is such an overpowering feeling that you tremble. It, I think, is caused by the minds attempt to comprehend the incomprehensible. Or, perhaps it is as Wordsworth said:

“Our birth is but a sleep and a forgetting:

The Soul that rises with us, our life's Star,

Hath had elsewhere its setting,
And Cometh from afar:

Not in entire forgetfulness,
And not in utter nakedness,

But trailing clouds of glory do we come

From God, who is our home.”

In today's world we are on the verge of technological discoveries that promise to unveil the mysteries of the universe, while at the same time threatening not physical destruction, rather destruction of the mind's continuous attempt to comprehend existence.

My thesis is simple. The future is about the mind's ability to comprehend existence and the survival of the human spirit. Not at the expense of other species, but in total harmony with all life. It is our evolutionary destiny.

This is central to the future management of our national parks because we must understand what it is that we are managing. And I submit that we are managing this thing of the mind. No, we are not cosmic psychiatrists, but we are managers of the resources that connect our minds to our cosmic beginnings. There must be an ethic that guides us in our management.

I know many of you have had long and distinguished careers as park professionals and some of you may just be starting. I



DONALD W. MURPHY

personally think that we as park professionals are on the cutting edge of humanity's evolution. Our profession serves as the outward evidence that humanity has a new found respect for the land and our cultural resources. We are helping to dispose of the myth that human kind must have a predatory relationship with the environment. The land ethic introduced by Aldo Leopold and Rachel Carson has helped to dispel this myth. Biodiversity, ecosystems management and the natural communities conservation program have all contributed to the destruction of this myth. But the myth is not dead yet.

Through our programs, our protection of the resources, our education of our visitors, and our love for the environment, we are establishing a new ethic. This new ethic will determine the direction of our evolutionary survival and the ultimate demise of the predatory myth. It is more than a land ethic, more than an environmental ethic; it is a Bioevolutionary Ethic. This ethic, simply stated, is that human beings have a responsibility to understand how their actions either facilitate or hamper biological evolution on this planet. It further finds us — in a biological sense — with brains capable of influencing this evolution in such a way as to promote the survival of the human spirit.

What we don't know is how this process works. We don't know how our brains are hardwired, as E. O. Wilson puts it, to have a proclivity toward the natural world. And we

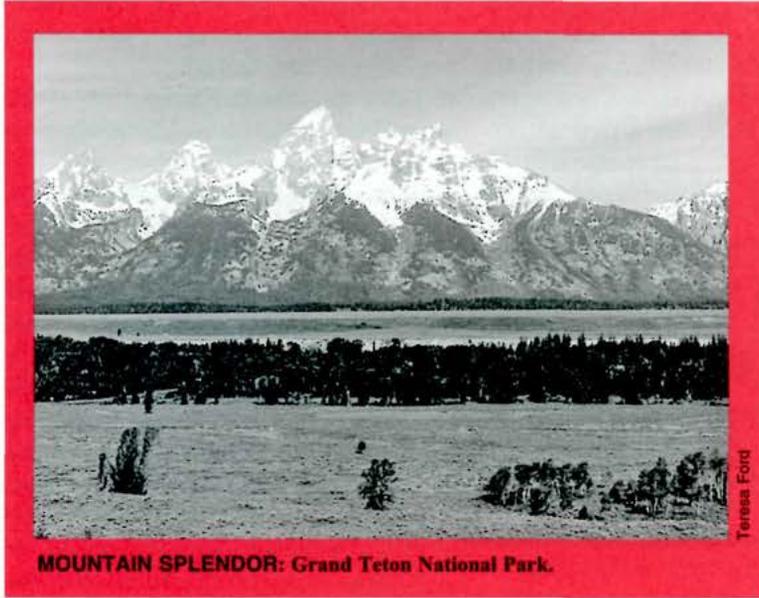
must not destroy that world before we come to this understanding. That would be tantamount to short circuiting the evolutionary process.

In recent times, much of our ethics has become situational. In an effort to accommodate everyone within the context of individual liberty, we have adopted situational ethics as a way of not offending anyone. But ethics at their best should serve as a set of principles that help to guide the development of the individual and community in a non-destructive manner. If we have an ethic that is founded on the principle of Bioevolution, then perhaps we could resolve some of the conflicts we face. Conflicts between expansion and stewardship.

Though we hear much talk of humanity's destructiveness of the natural world, we hear little talk of its contributions to the positive leaps forward that can only come from the human spirit. Clearly, we aren't separate from the biological processes that shape the world. In many ways park professionals are the catalysts for these processes. We facilitate the connection of park visitors to their natural environment. If we are doing our jobs right, we do them in a way that doesn't interfere with the natural process of linking the human spirit to the world around it. We are like enzymes in a chemical reaction. While we don't interfere with the reaction, the process couldn't take place without us. This is an awesome responsibility.

It certainly means that what we do is not trivial. It is essential. The future of parks, our survival as a profession, doesn't depend only on our ability to be entrepreneurial, self sufficient, ecotourist oriented, more business like, or a myriad of other things some say we must become to survive. Rather, our survival also depends on our ability to effectively serve humanity to insure the continuance of the biological evolution of the species. This can only be done in harmony with other species. It means we must effectively communicate to our stakeholders, legislators, park visitors and the world at large that our profession is essential and integral to biological processes that lead to evolutionary progress. When we understand this, when this becomes a new ethic, we have a basis for resolving the most difficult conflicts.

If not us, then who? It is easy perhaps for us to only think of ourselves as humble civil



MOUNTAIN SPLENDOR: Grand Teton National Park.

servants. The humility is good. But to not realize the full measure of our importance in the grand scheme of things is self-limiting. We are a collection of professions bringing to bear our individual expertise upon the question of survival of the human spirit. We are landscape architects, biologists, botanists, interpreters, maintenance workers, rangers, administrators, engineers, ecologists and more. But we all have a common calling that binds us into one profession. A call to preserve and protect our natural and cultural resources while providing for quality recreational experiences. Hidden in this calling is a subtler calling with far greater implications. As we go about the business of preserving and protecting and providing for recreation, we are also creating.

We are creating an ever-increasing self-aware consciousness. If the greatest evolutionary achievement thus far has been the human spirit with its ability to reflect back upon the process which created it, then an even greater evolutionary achievement will be a full and complete understanding of that process. For this to take place there must be a merger of the arts and sciences. There can no longer be a separation between scientific discovery and artistic creation. The poet and the scientist must become one.

In a flash of poetic genius which, I believe is also a profound scientific observation, Ansel Adams said: "As the fisherman depends upon the rivers, lakes and seas, and the farmer upon the land for his existence, so does mankind in general depend upon the

who were graduating from a training class. My schedule didn't permit me to attend, but here is what I wrote to the class: "I am convinced that we as interpreters bring a little bit of heaven onto this earth. It doesn't matter if you're staffing a visitor center, or if you're conducting a moonlight walk through the mountains, or doing a 'gutter walk' in the middle of the city, interpreters are the vehicle for transforming society by transcending the common vicissitudes of life."

Indeed, finding in the common the sublime we become translators. We take the language of the stars, the leaf, the ancient civilization and communicate the meaning that is too often hidden by that part of our nature that is blinded by selfishness, poverty, technology unchecked by wisdom, and the ordinary routine of life.

Therefore, within the context of the world today, interpretation plays a vital role in maintaining the psychological and spiritual health of our society. When a young child is provoked to wonder at how a caterpillar slinks effortlessly up a twig; or a young girl sits silently beside a stream and hears music that inspires her to sing songs of love; or when a group of blind children for the first time are guided along an accessible trail,

beauty of the world about him for his spiritual and emotional existence." I submit that it is interpreters within our own profession who have long realized this.

I was asked when I first became director to address a group of guides and interpreters

when these seemingly small events take place, life is enriching itself. Interpreters facilitate this process.

Interpretation is an art form that demands a spiritual commitment like no other profession. Ultimately it is what you as interpreters are able to do to inspire, provoke, and enlighten your fellow human being that will determine the fate of our relationship with the rest of the world. I challenge you to capture the light that radiates from all things cultural and natural. Use that light to lead park visitors to a greater understanding of themselves and the environment.

Interpreters open our ears to the voice of God in nature.

Almost without knowing it we have gone about the business of furthering the progress of humanity. And just as interpreters have been quietly pursuing the merger of science and art, landscape architects have been finding creative ways to connect people to the natural world while maintaining the integrity of natural landscapes. As the impact of the automobile on the land becomes greater, and more people visit our parks, landscape architects, along with civic leaders and environmental groups, will be faced with the challenge of managing this threat without destroying the all important connection between humanity and the natural environment.

"I am convinced that we as interpreters bring a little bit of heaven onto this earth."

Why do I keep emphasizing this connection? Because through connections information is passed, and it is information

that I believe our brains are hardwired to seek out. Einstein said, "Never stop questioning." It is our ability to question that leads to evolutionary progress of the human spirit. Human beings have an insatiable thirst for information. Almost everything we do is about gathering and transferring information. We are genetically programmed that way. Somewhere along the evolutionary path — very early I believe — those life's processes were favored which could gather and process information about the world around them. At first these were simple feedback loops, both positive and negative.

It is clear that we as park professionals

facilitate the park experience. We are continuing this process begun eons ago. The Bioevolutionary Ethic of which I spoke earlier compels us to act in such a way as to reverence this process. It must be incorporated in our culture, it must be the 21st century's great idea. Just as the conservation ethic as introduced by E. O. Wilson and others changed the way we viewed our relationship to the environment in the latter half of the 20th century, so the Bioevolutionary Ethic must bring us an understanding of our relationship to biological evolution. We must strain to hear, see and feel the artistic in the scientific and the scientific in the artistic. We must stretch the limits of our brain's ability to question so that information can be discovered, shared, transferred and transformed. The information revolution is not being fought in the board rooms of Sun Microsystems and Microsoft, it is being waged in the brains of biological life forms throughout the universe.

Information is to the brain as food is to the body. The problem is most of what we crave is irrelevant. Wisdom, I believe, is the ability to discern what information is relevant so that we gain understanding — that upon which all things are founded — the Foundation. In other words, information leads to the continuous and infinite unfolding of life.

When people visit our parks they are yearning for information. But we all have difficulty determining what information is relevant. The connection we make is like putting a jigsaw puzzle together. One thing leads to another and you begin to “see.” It is the classic “Ah, ha!” experience, or the *deja vu*, or a deep sense of “knowing.” We have all experienced it. And I dare say most of these experiences have been during periods of interaction with the natural world.

But even when we make connections successfully we see only partially. The trouble with the world today is we are acting upon an incomplete picture. We make some steps toward “understanding,” but because we have an incomplete picture, we stagger way off course; we can't keep a straight evolutionary path. This is normal. Evolution is so much trial and error. The difference now in our evolutionary course, is that instead of simple positive and negative feed-

back loops, humanity has a profound ability to consciously choose the path outright, or at least affect its direction. This is where the ethic enters. The conscious decision on the part of a human being that affects an outcome always has an ethical component.

This gathering of like-minded profes-

**“We must strain to hear,
see and feel the artistic in
the scientific and the
scientific in the artistic.”**

sionals is about you connecting and sharing information. The word synergy has great meaning. There is no greater power of progress or destruction than the coming together of multiple minds. The potential is awesome. It is my hope that you will not only share ideas about entrepreneurship, public/private partnerships, and common problems of operations and management, but that you will also talk about the survival of the human spirit and the role we as park professionals have to play in that survival.

The future is about the survival of the human spirit. Not because as a species we are better than any other species in a cosmic sense, but because we as a species stand at the apex of biological evolution. We are the culmination of life seeking to understand itself. It is the human spirit that represents that great achievement and that has the conscious ability to affect the outcome of all of life's processes. Our minds are the instrument upon which the future will be played out. In the words of Wilson:

“Over thousands of generations the mind evolved within a ripening culture, creating itself out of symbols and tools, and genetic advantage accrued from planned modifications of the environment. The unique operations of the brain are the result of natural selection operating through the filter of culture. They have suspended us between the two antipodal ideals of nature and machine, forest and city, the natural and artificial, relentlessly seeking, in the words of geographer Yi-

Fu Tuan, an equilibrium not of this world.”

I like the characterization “not of this world.” It captures the wonder of where we are headed physically and spiritually in an evolutionary sense, and it avoids the common vernacular of “New World” with all of its connotations. It is out of this world and in to another that our minds are taking us. Consider for a moment how a 6th century human being would feel in today's world. Surely they would believe they had left the earth if it were not for familiar landmarks. It is in this context that we must ponder the future of parks.

I hope we will see the future of our parks as inextricably bound to the future evolution of this world into a world where we understand humanity as one with its environment and hence as its chief steward. In serving our world through proper stewardship we are fulfilling the ultimate in the Bioevolutionary Ethic. Because we will have evolved to live in such a way as to have resolved the greatest of paradoxes created by evolution itself. And that paradox is this: I quote E. O. Wilson who put it best:

“The drive toward perpetual expansion—or personal freedom—is basic to the human spirit. But to sustain it we need the most delicate, knowing stewardship of the living world that can be devised. Expansion and stewardship may appear at first to be conflicting goals, but they are not. The depth of the conservation ethic will be measured by the extent to which each of the two approaches to nature is used to reshape and reinforce the other. The paradox can be resolved by changing its premises into forms more suited to ultimate survival, by which I mean protection of the human spirit.”

Where Wilson uses the term *conservation ethic*, I substitute *bioevolutionary ethic*. Since the fundamental principle of biological evolution is cumulative and natural selection, the ultimate selection will be for a species that understands how to resolve this paradox. And this can only come as a result of a self-aware community of human beings assuming an ethic that will allow it to resolve conflicts that protect the greatest

achievement of life: by that I mean the human spirit.

I realize that most of you struggle on a day-to-day basis with things like overflights of the Grand Canyon, gateway communities threatening to destroy the spirit of place, and just plain too many people visiting our parks.

These tensions exist because we as a species have not come to a common understanding of our relationship to the world around us. I believe the Bioevolutionary Ethic can bring us to such an understanding. This means that the formidable challenge of the future will be educating our citizens about this ethic. If the collective mind of society's members can comprehend how it evolved and continues to evolve, then as a society we will approach the management of our resources in such a way as to facilitate their continuing evolution.

The real success of the environmental movement in general and the park movement specifically has been rooted in the conservation ethic. I predict that the conservation ethic will be replaced by an ethic based in our understanding of how we have evolved and insight into where we are evolving to: The Bioevolutionary Ethic.

Whether you believe it or not, comprehend it or not, understand it or not, know this: you as park professionals are humanity's best hope for the advancement of this ethic and thus the best hope for the protection and survival of the human spirit. □

Donald W. Murphy is the past director of California State Parks and the past president of the California State Park Rangers Association. He also serves on the board of trustees for the National Parks and Conservation Association. Currently he is a vice president for American Sterling Corp.

Competencies *(from page 5)*

be acquired in a number of ways, not just in a classroom setting. The system that the interpretive rangers have chosen to use to demonstrate competencies does not require that the knowledge for any of the competencies be acquired in a specific formal manner. An example of a competency that interpretation has adopted is the requirement that interpreters be able to demonstrate their ability to give a formal program.

The system of competencies developed by interpretation is just one part of the decision-making process to determine promotion from GS-5 to GS-7 and on to the journeyman level GS-9 grade. The competencies system doesn't override the supervisor's judgment if the employee is ready for the next grade up; it becomes instead a tool for the supervisor and the employee to guide training. The byproduct of the system is that interpretation can now show clear proof that the ranger is in fact required to have a body of knowledge to do the job.

Protection rangers don't have anything comparable to show a body of knowledge required of all rangers Servicewide.

There are many skills used by rangers, such as emergency medical, structural and wildfire skills, search and rescue skills and law enforcement skills. Each of these skill areas has certifications and tests, and some of them could be adopted as a national standard required for promotion to the full performance level, like the standard we have set for law enforcement training and certification. Part of the process of developing a competency program would be the decision about which skills should be deemed essential for all rangers to become a success in their profession.

The attraction to the idea behind competencies is that they clearly tell employees which bodies of knowledge are needed to be successful in their career field and how those bodies of knowledge will be judged. A comparison might be the interagency red card program wherein an employee learns the skills associated with a given fire job, such as crew boss, and is field tested performing the skills before being signed off as capable to hold the designation.

Without some system to verify to an outside observer such as OPM that rangers have and demonstrate knowledge of the

resource, the series will revert to the technician level. Any competencies or standards that we establish must be implemented at the broadest level and must apply equally to each ranger in the Service. We are working under a national position description not local position descriptions. That by definition would preclude the establishment of competencies in advanced skill areas that are not needed in all parks. Any competencies we establish must be position description based and must be supported by the language found in the position description. If we follow the interpretive model in developing our own set of competencies, we will be describing fundamental skills that we all believe should be possessed by a GS-5 before becoming a GS-7 and by a GS-7 before becoming a GS-9. The competencies should show the progression of knowledge between the basic recruit, the trainee and the full performance ranger. Demonstration of competencies wouldn't be required of a ranger already graded at the full performance level.

It won't be enough to define skills such as emergency medical, fire or search and rescue as national standards without defining and demonstrating knowledge of the resource. Without the positive proof of knowledge of the resource required to be a successful ranger, the ranger is viewed by OPM as a technician.

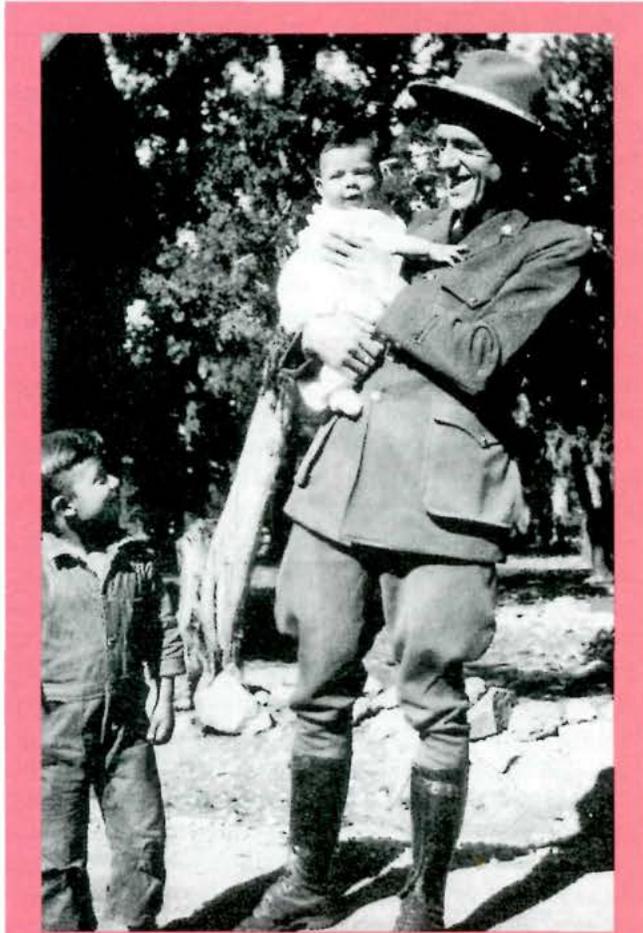
Competencies aren't the only ways to show positive proof of standards. Some type of examination procedure could be instituted to determine when an employee is able to move from the entry level GS-5 grade to the GS-7 grade, and ultimately to the full performance GS-9 grade. Whatever method is used, it's important that rangers from the field contribute to the development of the competencies and standards. Although the interpretive branch of the 025 series has made progress in defining its competencies, the protection branch is just beginning to address how to deal with the problem. If we achieve involvement from all levels, there is more certainty that the competencies or standards will reflect what rangers truly believe their profession to be and standards will be accepted as valid by rangers. □

Hunter Sharp is chief ranger for Wrangell-St. Elias National Park and Preserve. Previously he was assistant chief ranger for operations at Yosemite.

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1929 GRAND CANYON TRAGEDY REVISITED

— nearly 70 years later —



HAPPY FAMILY: Grand Canyon Naturalist Glen Sturdevant Sr. holds infant son, Tyler, as Glen Jr. looks on, 1928.

By Tyler R. Sturdevant
and Michael Harrison

While returning from a reconnaissance and collecting trip in the western part of Grand Canyon National Park on Feb. 20, 1929, Naturalist Glen Sturdevant, Ranger Fred Johnson and Chief Ranger James Brooks tried to cross the Colorado River in a boat above Horn Creek Rapids. Sturdevant, 33, and Johnson, 30, were lost, while Brooks was swept downstream into the rapids but survived.

More than 68 years later, in June 1997,

the surviving sons of Glen Sturdevant — Glen Jr. and Tyler (Ty) — visited with Mike Harrison, a Grand Canyon park ranger in 1929. This meeting at Harrison's home in Fair Oaks, Calif., helped the Sturdevant brothers, only 4½ years old and 8 months old at the time of their father's death, learn firsthand the details of the river tragedy.

Harrison, now 100, is director of the Michael and Margaret B. Harrison Western Research Center. Glen Jr., 74 and living in Paradise, Calif., and Ty Sturdevant, 70 and residing in Sun City Center, Fla., are both retired. Neither had heard of Harrison, even

though he had been their next-door neighbor at the Grand Canyon, was on the same tragic expedition, was instrumental in finding their father's body, and even sang at the funeral.

So, how did the meeting come about? In 1974, Glen Sturdevant was at the Grand Canyon Library, inquiring about the location of his father's grave. At the time, Leslie, the teen-age daughter of Dwight Hamilton, an NPS employee, had returned to the Canyon to visit friends and work on an unfinished research paper. She was in the library and volunteered to show him the location.

At a later time, she mentioned the incident to Harrison and he wished he had Glen Sturdevant's address so he could talk with him. She thought about it for many years, but didn't know how to go about searching for Sturdevant.

In March 1996, Leslie (now Spurlin), visited the Canyon with her parents. At the cemetery, she noticed there was a headstone for Eileen, Glen Sr.'s widow, so she deduced that the family was around and still connected to the Grand Canyon.

Later that year, she met a friend who showed her how to search for names listed in phone books nationwide using a library computer. They looked up the name Glen E. Sturdevant and found five names.

A few evenings later Spurlin made her first call to Paradise, Calif., but there was no answer. The second number was for Napa, Calif. The voice answered, "Which Glen Ernest Sturdevant?" She knew she had struck pay dirt! "The one whose father was a park ranger," she said. This led her back to the first number, and in a few days, she was successful in reaching the right Glen and letting him know Harrison's address and telephone number. Glen contacted him that same evening and then called Ty in Florida. The three men set up a meeting for the following June.

Glen and his wife, May, and Ty and his wife, Roberta, arrived at Fair Oaks in mid-morning. Harrison's home, on the banks of the American River, houses the Western Research Center and its thousands of books, articles and artifacts covering all aspects of states west of the Mississippi River, including Alaska and Hawaii.

After a tour of the center, the group went to Harrison's office, where he proceeded to



CENTENARIAN: Mike Harrison at his research center in California, 1997.

explain to the two brothers the background, purpose and description of their father's ill-fated expedition.

Here is a condensed version of the interview a year ago:

Harrison: In February of 1929, Jimmy Brooks, Glen, and Fred Johnson were a party on the Tonto Plateau on the north side of the river. Carl Lehnert and I were on the south side of the river on Tonto Plateau, working east. We were to get into an area where, as far as we knew, no government people had been for 25 years. Both parties were interested in learning what was there — both on the north side of the river on the Tonto and the south side of the river.

Carl Lehnert and I, the second day out, were camped at the bottom of Pipe Springs Canyon. On the next morning, we broke camp and were loading up the pack mules. I said, "Carl, I hear voices!" And I'll never forget what Carl said: "It's about time we got the hell out of here!"

But, we kept on packing. And then Carl said he heard voices. We looked up on the rim of Pipe Springs Canyon and we could see this little figure wearing a white shirt. He was yelling down to us and we could hear him, but it took straining to hear him, so we had to yell back to him "What are you saying?" And what he was saying was, "Come back to Hermit and telephone into

headquarters. It's an emergency!"

We packed up and left, rode out of the Canyon, across the Tonto, got up to Hermit and telephoned Park Superintendent M.R. Tillotson (Tilly), who told me: "Glen, Jimmy and Fred tried to cross the river, and Fred and Glen were lost. Jimmy had been carried through Horn Creek Rapids." I believe that, on a scale of from 1 to 10, Horn Creek Rapids would be an 8 or 9. It's a bad rapid. Our instructions were to drop what we were doing and to go back down to the foot of Hermit Trail and to bring in driftwood on the beach of the south side, where we were. We were to keep a fire going all that night in case Fred and Glen, or either, were still alive and coming downstream. They would be able to see the fire as a point of reference. And we were to do that every night until further orders.

So, both of us rode down the Hermit Trail and took catch ropes down for bringing in driftwood. And, the first night, we kept the fire going all night. We took turns, two hours on and two hours off, all night.

The next morning, we were told to join with four men from the Fred Harvey Company, going upstream to the Phantom Ranch in a boat and looking for the lost men enroute.

At the foot of every rapid, we would take the boat out of the south side of the river, hook on the block and tackle, and winch it over the rock strewn beach to the head of the

rapid. Then, the boat was put back into the river at the head (east end) of the rapid. One man would get into the cockpit using one oar sculling to keep the nose of the boat into bank, while the rest of us would lay athwart of the boat on the covered hatches, pushing against the embankment until we were either clear of the embankment or in quieter water.

Well, we got to the foot of Monument Creek. We could see something floating in the back eddy. We rowed toward it. I said, "That's Glen!" Now how did I know it was Glen? Did you know he had a stiff finger?

Ty: I didn't know that!

Glen: I didn't know that, either.

Harrison: You didn't know that? One finger (I forget which one it was) — but there it was!

Well, we went back to the foot of Hermit Trail and Glen's body was taken out on the tram. We were looking for Fred all the time, but no luck!

Later on, when they had the usual coroner's inquest, there was testimony of the four of us, although I didn't have anything to add to what had already been discussed.

Glen had insisted on rowing. When they got to midstream, now mind you, above the rapids that river is fast, that's when they hit the fast water! Glen lost an oar! And Fred stood up! As I recall, Jimmy said he had gotten hold of (and I have forgotten which) either Fred's hair or Glen's hair, and lost it in the rapids. And he was washed up and came ashore, below the rapids. Jimmy said that they had taken off at eight o'clock that morning.

So, that's it! Well, I did bring back a little reminder of that, and I'll show you. (He shows the gloves he was wearing, torn with holes). We used block and tackle. Someday, those will go to the Museum. Pigskin leather!

Ty: Did they ever give you any recognition for your rescue efforts?

Harrison: Well, don't forget, I was just one-quarter of the effort. But I'll add just one other thing. We had a funeral service at the canyon for Glen.

Glen: I remember one thing about that. I

remember they sang "Onward Christian Soldiers." But it had no significance to me at that time.

Harrison: And I was one of those singing! Lester Carr, who was the Santa Fe station agent, 'Fats' Harbin, his assistant, and I were the community trio that sang and entertained at funerals, bar mitzvahs or whatever else there was. It was a sad day at the Canyon. And there was a celebration that we never held. That was the 10th anniversary of the establishment of the Grand Canyon as a national park, and both parties were anxious to finish and get back in time. We would have had a big party.

You asked me if I had ever gotten any recognition? When I came up out of the Canyon, I went to headquarters and there was Tilly. And, as long as I had known Tilly, I never heard him to say anything profane, not even damn. He said, "Mike Harrison, you're a damned liar!" "What?" I replied. "You're a damned liar! When we held that conference on who was going on the river, you said that you had a trunk of medals you had won from swimming. I just learned that you can't swim a stroke!"

And, I still can't! □



WRITING MEMORIES: Ty Sturdevant works in his Florida office transcribing notes from the interview with Mike Harrison.

(From Nature Notes, February 1929; Reprinted with permission.)

OUR SORROW

By M.R. Tillotson
Grand Canyon Superintendent

FRIENDS OF THE NATIONAL PARK SERVICE and of Grand Canyon National Park will be shocked and grieved to learn of the untimely death by drowning of Glen E. Sturdevant, park naturalist, and Fred Johnson, park ranger. This irretrievable loss occurred on the morning of February 20 when, in company with Chief Ranger James P. Brooks, Sturdevant and Johnson were returning from a ten-day trip in the Canyon, the object of which was the collection of specimens of scientific interest, securing data on Canyon flora and fauna, search for prehistoric ruins and other objects of archeological interest, as well as a general exploration of some of the unknown regions of the Canyon.

While breaking camp that morning, the boys had been congratulating themselves on the fact that, although they had been in some rather dangerous places, the trip had been completed without the slightest accident and they now had only to go on out, the expectation being that they would reach home that afternoon. In crossing the Colorado River, however, their boat was caught in an eddy, and Johnson was thrown into the water. Brooks immediately jumped overboard to his rescue, but failed to reach him and was himself swept downstream into the rapids. In the meantime, the boat containing Sturdevant was also caught in the rapids, and Brooks in the water, most of the time being drawn below the surface by undercurrent, saw no more of him. How Brooks ever escaped he does not know, but he finally found himself cast ashore more dead than alive. When he regained consciousness, he still had to wait for some time before gaining sufficient strength to drag himself from the water and was completely numb from the effects of the icy cold stream. He spent two hours in a vain endeavor to find some trace of his comrades, then climbed to Tonto Plateau on the north side of the river, made his way to the Kaibab suspension bridge, and hiked

up the trail to headquarters.

Immediately upon receipt of Brooks' report, one searching party was sent down that night, two other parties (Brooks being a member of one) left the next morning at five o'clock, and still a fourth party was on the river by 3:30 Thursday afternoon. A boat at Hermit Creek was manned Thursday night and started upstream at daybreak Friday morning. The boat crew consisted of four men who found the body of Glen Sturdevant Friday afternoon at a point about two miles below Horn Creek rapids, in which the accident occurred. The search for Johnson's body was unavailing and was finally abandoned, except that a watch is still maintained further downstream.

A double military funeral was held under the auspices of John Ivens Post No. 42, The American Legion, at the community building, Grand Canyon, Tuesday afternoon, February 26, the tenth anniversary of the creation of Grand Canyon National Park. To celebrate this event, a big birthday dinner and dance had been planned.

Glen was laid to rest in the village cemetery alongside the Grand Canyon he loved so well and for the cause of which he gave his life. Fred still sleeps in the Canyon itself, and a more fitting grave no National Park officer could have. After the military detail had fired the volleys over Glen's grave, and after the bugle had blown "Taps," the military escort proceeded with the family and many friends to Powell Memorial Point, where another round of rifle shots was fired over the Grand Canyon, Fred's grave, and where again the notes of "Taps" echoed and re-echoed from the Canyon's walls.

Just as truly as if they had fallen on the field of battle, these brave men laid down their lives in the service of their country. Their lives, their work, and their death will always be an encouragement and an inspiration to those of us who are left to carry on. May we not fail them.

Some interruption in the publication of *Nature Notes* may be expected. This issue, however, contains two articles which Mr. Sturdevant, with his customary forethought and interest, had prepared before leaving headquarters for his last Great Journey. □

ANPR Reports

Retirement Task Group

Retirement Potpourri

Here is a superb book about investing and financial planning: "The Nine Steps to Financial Freedom" by Suze Orman. It's a must-read *New York Times* best-seller for everyone investing for retirement.

Roth IRA

Now that April 15 is history, confusion about the Roth IRA still exists. To convert or not to convert — that is the question. The answer isn't always easy.

If your 1998 adjusted gross income (AGI) will be over \$100,000, forget it! You are ineligible to convert. Congress is still working with the complexities of the Roth conversion and may still make some changes before year-end. Because of this, you should run the numbers for your individual situation to see if the benefits of conversion are good for your financial plan. Then, have this information available in mid-December. By then the IRS and Congress should have their act together, and you will know whether you want to make the conversion. The opportunity to convert in 1998 and thus spread the tax liability over four years is a good incentive. Because all of your TSP will be taxable when you take it out at retirement or as needed after that date, the idea of having some tax-free funds in the form of a conversion Roth and contributory Roths (any future IRAs you establish after 1997) will be a great benefit.

Regardless of what you decide to do with your present traditional IRAs, beginning in 1998 all future IRAs you establish should be non-deductible Roth accounts. The tax-free redemption benefits of these far outweigh the one-year advantage of deducting your \$2,000 if you are eligible to contribute to a deductible IRA.

Convert From CSRS To FERS?

Convert from Civil Service Retirement System (CSRS) to Federal Employee Retirement System (FERS)? There's no pat answer to this one. Each CSRS employee must run the numbers and decide for themselves. OPM has a manual, which all parks should obtain for their CSRS employees. The Federal Employees News Digest also has a new publication about the switch.

Open season runs July 1 through Dec. 31 of this year — plenty of time to study the pros and cons.

Are You in Wrong Retirement System?

In 1983, were you placed into the wrong retirement system? If you were stuck in the old CSRS instead of being moved to FERS, you just might be eligible for a "make whole" package, which is expected to be approved by Congress this year. If you are one of these unfortunate individuals, you might be compensated for the error with a payment of \$100,000 or more moved into your TSP. This is money that might have been earned had you been allowed to invest under the FERS rules. Proponents of the bill say these errors didn't just occur during the 1984-87 period but involve former federal workers who have returned to government service. Backers of the buyout plan say this will cost less than \$3 billion. Chicken feed!

Medical Savings Accounts

Stay alert for another bill of interest. Ever heard about Medical Savings Accounts (MSA)? A proposed bill affecting the federal health program would affect all workers and retirees. MSAs would allow people the choice to set aside pre-tax dollars that could be used to purchase low-cost, high-deductible health policies to pay for uncovered services. MSAs would advocate prudent use of health care allowing accounts to build year after year. This plan would also save money for both the government and the federal employees. The debate now is that it would help higher graded, healthy employees while hurting lower income and elderly retirees by discouraging them from seeking needed treatment.

C-Fund News

How about that C-fund! In late April your C-fund was up more than 16 percent for the year. Many pundits claim the Dow will break 10,000 in 1998. I'd be happy to see the S&P 500 up 16 percent for the year. When the market makes a correction, every two weeks your contribution into the C-fund buys more shares with the same amount of money. Then when the market recovers, which it always does, the shares were purchased as they *went on sale*, and you will have more shares. This rewards rather than punishes your tenacity. It's called dollar cost averaging. — Frank Betts, Retired

Membership Services

ANPR Memberships for Servicewide Intakes and Fire Management Interns

As a way to affirm ANPR's commitment to bring in newer NPS employees, the ANPR board has decided to grant one-year trial memberships to candidates selected for the new NPS Intake Class (begins in July) and to participants in the current National Fire Management Intern Program. These memberships, about 30 overall, will be facilitated by regular contact between members of the board and the employees.

ANPR's goal is to become an integral part of employees' development at the start of their careers, and the board hopes to establish a career-long relationship in which both the Association and employees gain. This effort became possible with the cooperation of Chris Perry, Intake manager, Mather Training Center; and Paul Broyles, Fire Operations and Safety, Boise. (For more information on the Fire Management Intern Program, see the Fall 1997 *Ranger*.)

Perry wrote: "Trial memberships to ANPR for the Servicewide Intake Trainees is a terrific welcome for this highly motivated group of employees. As the Service expands its cadre of committed and professional entry-level employees, ANPR is an organization these individuals can look to for guidance, networking and potential mentors. The Intake Program has always advocated membership in appropriate professional organizations. ANPR's decision to provide free trial memberships to the intakes meets this challenge and offers the trainees an excellent tool for enhancing their career development. When sharing the news of ANPR's action to several members of the current class, the response was universally positive. They all stated that membership in ANPR would improve their professional growth, increase their understanding of the ranger career field, and broaden their perspective on the complexities rangers face in today's environment. Thanks ANPR for opening up your membership in this way to the Servicewide Intake trainees!"

Stay tuned for more information on ANPR's newest members, and check out the list on page 27.

— Mike Caldwell
New Bedford

ANPR ACTIONS

Vision 2020 Legislation

The Senate Subcommittee on National Parks, Historic Preservation and Recreation asked ANPR President Deanne Adams to testify on behalf of ANPR on Senate Bill 1693, the "Vision 2020" legislation sponsored by the Chairman, Senator Craig Thomas, R-Wyo. On April 1, 1998, at the request of ANPR President Deanne Adams, past President Rick Gale presented testimony to the subcommittee, and entered into the record the following written testimony:

Thank you, Mr. Chairman, and members of the Subcommittee for this opportunity to speak to you today on S.1693, the "Vision 2020" legislation.

My name is Rick Gale. I am past president of the Association of National Park Rangers (ANPR) and a National Park Service (NPS) employee. I am appearing before you today on behalf of the Association, and am doing so on my own time and at my own expense. My statement should in no way be construed as representing the National Park Service.

The current president of our Association, Deanne Adams, who has testified before this committee in the past, regrets very much not being able to be with you today. She is in Alaska attending to family obligations, and asked that I represent her today. She will be glad to follow up in any way she can on any actions taken today or in future testimony.

The Association of National Park Rangers, formed in 1977, is a professional organization comprised of approximately 1,500 National Park Service rangers and other employees from all regions, salary grades and specialties. ANPR is neither a union nor a bargaining unit, but rather is a volunteer association formed to advance the ranger profession and support the perpetuation of the National Park System and the National Park Service.

We came together as a professional association to advance the work of resource protection and park management — to enhance our ability to provide visitor services

and to prepare ourselves as stewards of America's national parks.

As a group, we don't typically think of ourselves first as federal employees. We think of ourselves as park rangers. We love what we do. We're energized by the mission Congress set forth for the National Park Service. We understand it intellectually. We pursue it with our hearts. We're committed at both the intellectual and the gut-level.

It is our purpose at ANPR to be vigilant for opportunities to improve our profession internally and to contribute with other external advocates when opportunities arise to improve our national park system.

That brings us to our appearance here today. We are pleased to provide this testimony on four elements of the Vision 2020 bill: the process for acquiring new parks, expanding the Fee Demonstration Program, the Park Passport initiative and management reforms.

With your approval, we would like to keep our statement brief — taking today's opportunity to address the highlights. We would like to follow up with more specific written comments after our Board has had an opportunity to contribute their thoughts.

In general, we support the spirit of much

of what is proposed in S.1693. We would like to comment on certain provisions, but first off want to thank you, Mr. Chairman, for your interest in our national parks and their future.

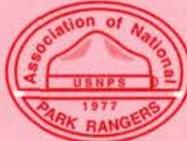
Most of our attention is directed at the management reforms section but we will begin with the others.

Title II: Procedures for Establishment of New National Parks

ANPR has long supported, and has testified previously before this committee, on the need to establish a tough filtering process for screening proposed new NPS units. A rigorous system for vetting these proposals is not only in the interest of ensuring that only worthy additions will be made to the system, but maintaining the health of the current system.

The danger of not applying clear criteria by which to judge additions to the National Park System is the proliferation of new areas of less than national significance, and their impact on the integrity of the System, as well as on the operating budgets and staffing of existing park units.

Section 201(b), while indicating that the Secretary would submit to Congress a list of



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

recommended areas for inclusion in the National Park System, severely restricts this ability, we believe, by placing a \$25,000 cap on preparing such studies.

The NPS should be able to initiate studies through a new areas study program, as well as respond to requests from Congress to do studies. Congress and members should be encouraged to join with the NPS when seeking expertise on possible new sites in their districts or states.

The park system of the next century *will* continue to expand. People will continue to see the necessity for preserving elements and examples of their rich cultural, historical, and natural history through time. In this sense, there will never be a finish to the creation of a *national* park system.

By codifying the criteria and the process, those advocating new parks — both in the public and within Congress — will be advised what the standards are before beginning their campaigns. We hope this section would have the effect of steering poor candidates away from the system before grassroots groups and politicians get up an irreversible head of steam.

Title III: Recreational Fee Demonstration Program

ANPR supports the provision to expand our ability to thoughtfully develop a system-wide fee revenue strategy.

We would like to make a point for the hearing record — for those who interpret this legislation in future years — that our support is conditionally linked to your often-stated intent that these increased revenues go directly to NPS programs and not be subject to congressional or administration off-sets.

Saddling the Park Service with the labor-intensive process of collecting, securing and accounting for new fees won't be worth the bother if they are spirited away as fast as they are collected.

Title V: National Park Passport Program

ANPR supports the concept of a revenue-generating initiative that features a stamp for entrance to park areas and that has the potential to raise revenues as a collectable memento in and of itself. Once again, our support is based on the premise that the

VISION 2020

proceeds will directly benefit park programs.

We would like to add an observation. The accounting procedures and management of funds that the passport program would require are bound to be complicated. They will also be subject to broader federal regulations governing the management of funds.

If passports and stamps are to be sold by entities beyond the National Park Service (especially if sold in foreign countries), we will need assistance setting up the program.

We recommend consultation with the other federal agencies having jurisdiction over handling federal funds outside of the agency and private sector experts on accounting and currency management to trouble-shoot how the program would be implemented before it's initiated in the Park Service. Passing revenues as cash or credit receipts from private vendors or converted from foreign currencies are technical areas where NPS fee managers will need operational support.

Title I: Management Reform; Section 103: Management and Career Training

ANPR appreciates your support for the advancement of the National Park Service's Ranger Careers program. We support the idea of ensuring that future park managers are routinely drawn from the professional ranks of the National Park Service, and not from a general pool of federal or other managers with no park or resources management experience.

We do however ask, (and we believe this is consistent with your vision), that our fellow Park Service employees continue to have equal access to the management ranks and career development programs envisioned in your bill.

We recommend that superintendentcies and other management posts be recruited as multi-series positions, with park ranger being but one series, along with others as the subject-matter of the job dictates. For example, other series might include historian, administration, maintenance, resource manager or scientist depending on the needs of the park or program. Management positions

should be open to all well-qualified candidates and closed to none.

The key factor is well developed, highly qualified employees, firmly grounded in the mission of the National Park Service. ANPR believes the key emphasis of any career program should be development of the ability to lead, good decision-making and accountability.

We make our recommendations for clarifying the broadening of employee development for good reasons.

Within the Park Service, one of the factors that has allowed a relatively small number of employees to operate a large number of parks from the vast, remote wilds of the American west to the urban historical sites of the eastern seaboard is teamwork.

The family of Park Service employees (rangers and those from other divisions and program areas) is a fractious family sometimes. But when it comes down to business, we have survived by pulling our talents together as a team. This has been demonstrated repeatedly in the aftermath of several noteworthy incidents: Hurricane Andrew, the Exxon Valdez Oil Spill, the Yellowstone Fires, and the Yosemite Floods to name a few.

But far more importantly, teamwork is essential in the day to day operations that never make the news — a structural fire, blazing at a park lodge in the middle of the night might have 40 park employees working the incident. One squad might include the park plumber operating the pumps, a historian on the nozzle with a ranger and an administrative clerk pulling hose.

It is routine during a rescue or search to look around the scene and find people from the administrative, maintenance and resource management divisions of the park. All employees are turned out to assist rangers — as litter bearers, dog handlers, air operations specialists, emergency medical personnel — all working toward the goal of resource protection and visitor service.

Our team ethic pulls us through because historically, we respect one another, across division lines, as motivated and committed equals. We multiply our effectiveness by the combination of our experiences and training, digging in toward a common goal.

With that said, we respectfully urge you

to modify the language of section 103 to clarify a mandate for the development of all employees of the Park Service. I stress the word clarify because we think this is your intent — but feedback we've received from our fellow employees suggests clarification is in order.

This would help the Service in two ways: strengthening the full compliment of agency employees with better management skills and eliminating divisiveness that could break down the team chemistry we depend on.

We strongly agree that any program that develops park managers must endow the employee with a deep understanding of the National Park Service mission of resource protection and visitor service.

Section 104: Strategic Management Objectives

We are unclear of the intent of this section. Our concern is that the effect of section 104 might create an unnecessary multiple-reporting requirement.

The current reporting demands of the Government Performance and Results Act (GPRA) already take personnel out of the field to compile reports. It appears section 104 could add a duplicate reporting mandate, creating an administrative nightmare for rangers and other park officials.

We understand your drive for goal setting, measurement and accountability, but hope that if this bill is enacted, these two reporting requirements (GPRA and section 104 reports) could be reconciled to concisely compliment each other.

We also suggest, in light of this Title's strong statement for the importance of the ranger profession, that paragraph (c)(4) regarding contracting services with the private sector exclude protection, interpretation, visitor service, and other ranger duties from this evaluation.

Mr. Chairman, this concludes our delivered testimony. This Association has a long history of working closely with this committee. Clearly, this Bill has ideas that are far reaching in scope and importance. We will be glad to work with you as the bill is further refined and developed. From our membership, thank you for a year of hard work on behalf of national parks and the national park system. We stand by for questions, either at your convenience today or for the record. □

The Professional Ranger

Interpretation

The Interpretation Vision Quest yields a proactive agenda for the future.

Nearly 50 people from the National Park Service and the private sector gathered in Alexandria, Va., in late April to answer one question: "In what way should interpretation and education evolve to best meet the dual mission of resource preservation and visitor enjoyment in the 21st century?" The answer to that question will serve as the national vision for interpretation for the next five years.

The group was comprised of a diverse mix. Participants included representatives from each of the seven regions — park superintendents and chiefs of interpretation, field interpreters, resource specialists and staff from regional offices. Staff from WASO and training and service centers also participated. Some interesting perspectives were shared by non-NPS participants such as Chesley Moroz, Eastern National; Wilke Nelson, National Park Foundation; Carol Sheedy, Parks Canada; and Tim Merriman, National Association for Interpretation.

NPS Director Stanton kicked off the workshop and spoke about the importance of interpretation, encouraging participants to develop a vision that would carry interpretation in the NPS into the next century. Following his remarks, the workshop consisted of a structured mix of small group and plenary work sessions. By the conclusion of this facilitated workshop on the second day, six vision statements had been drafted, each with implementation strategies.

The material generated at the workshop is now being reviewed, synthesized and refined to produce a focusing document for the next five years. Any inquiries regarding the vision quest workshop should be directed to Corky Mayo, program manager for interpretation and education in the Washington Office. Additional reporting and consensus for the work accomplished will be forthcoming.

— Tina Orcutt
Booker T. Washington NM

Resource Management

The two-month lag time between when I write this and when you read it makes being timely and accurate challenging on occasion, and it turns out I was a bit premature in the last issue. It took a little longer than expected to get the announcement out about the NPS Natural Resource Initiative, but it almost certainly will have been released by now. Nonetheless, I can't betray the details of what's in the Initiative just in case there's been another delay. Check the NPS Natural Resources Bulletin Board if you can't wait until the fall issue.

Some have asked why the initiative focuses solely on natural resources — does this imply a disregard for cultural? While cultural programs are not emphasized in *this* effort, the Vanishing Treasures and American Battlefield programs of recent years, and the public-private Millennium efforts to preserve America's heritage are all focusing energy, money and people on park cultural resources. The NPS is a recognized leader and expert in historic preservation and cultural resource management, while it is regularly criticized for its inability to manage natural resources using scientific data and people who understand such information. Dick Sellars' book identified an internal reluctance to accept the need for natural resource expertise and programs. While he has just begun his study of cultural resource management in the NPS, he has indicated that his long experience in cultural resources suggests no such reluctance on the part of NPS managers.

Certainly, cultural programs would benefit from increased attention, funding and staffing. The Natural Resource Initiative, in fact, should benefit the cultural side — indirectly, at least — by its emphasis on assuring that qualified resource professionals are *at the table* where decisions are made at all levels of the Service. Implementing *Resources Careers*, a major part of the Initiative, will help all resource professionals in the NPS. Wherever the recommendations did not need to be focused exclusively on natural resources, they didn't — they focused on resources, period.

My own view is that the greatest need in cultural resources in the NPS is to push the expertise down to the park level. There's a lot of talent at the regions and support of-

fices but not nearly enough specialists in the field. The disconnect is too big. With its emphasis on having most resource specialists in the parks, that may be the one area where the natural side has been more successful.

The bottom line is that we need strong programs in both natural and cultural resources in order to preserve and manage parks *unimpaired for the enjoyment of future generations*. We need to be wary of those who see the two in some sort of competition or zero-sum game. The same is true for resources and visitor services, too: parks are required to do both, and the Natural Resource Initiative should not diminish in any way the public services the American people expect that the NPS will provide. Degradation of park resources degrades the visitor experience. □

— Bob Krumenaker
Shenandoah



ROAD MAP *for my heirs*

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

The notebook contains personal information (fill-in-the blank) forms about:

- who to notify and your desires about final arrangements
- civil service, military & Social Security benefit details
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Protection

Teamwork

In early May every division of Lake Roosevelt NRA participated in a "get acquainted" day with the local fifth grade. More than 90 students participated in the outing at the new Spring Canyon Ranger Station. Members from administration, maintenance, resource management and rangers held hands-on workshops to introduce kids to various aspects of the NPS. I encourage other park units to try a "get acquainted" day with your local schools. Let's face it, today's kids are tomorrow's visitors and leaders. If we spend a little time with them today, just think how those seeds will grow.

Ranger Image

The ranger image and the ranger profession has generated a great deal of talk lately. Have you heard rangers identify themselves at training or a similar arena as "I'm a law enforcement ranger for the National Park Service?" I have, and it's an introduction that confuses me. The last time I checked we were a lot more than law enforcement officers. Two of my brothers are federal agents with the government, one with the FBI, the other with the State Department. The difference I see between the three of us is that my job actually comes with a mission, a philosophy. Of course, every law enforcement agency in the country is important and serves a purpose, but I think the national park ranger is one that is held in the highest regard. We are trusted with America's true treasures, and people over the years have come to know us and to respect our profession. Every contact we make while performing our duties sends a message to a visitor. I've been a ranger for approximately 11 years and I have my own "style" of law enforcement.

Recently I received a letter with a copy of a fishing license. This mail stemmed from a contact I made with a father and his three children the previous week. The fa-

ther stated that he had left his license in his boat and therefore, couldn't produce it. I observed him fishing and obviously, he was 100 percent guilty. I instructed him to stop fishing and to send me a copy of his license dated prior to my contact within seven days. I also asked him to explain the incident to his children when he felt it appropriate, which he did. In the letter he apologized for failing to have his license, and he was grateful I didn't write him a \$95 ticket on the spot and embarrass him in front of his children.

Why do I tell this story? Think about when you were 7 years old and how your dad was everything. Picture a park ranger approaching your dad and writing him a ticket for not having his license. Now picture a ranger, enforcing the law but in a little different style. A positive contact with the children, which I guarantee will last a lifetime, a positive contact with the adult, and all at the same time doing your job — enforcing the law.

I know there are rangers who would say, "If you don't have your fishing license, you're getting a ticket. I don't have time for all that touchy-feely stuff." My intent isn't to tell rangers how and when to write a ticket. I just wanted to share some ideas that I think separate NPS rangers from a game warden or a policeman.

There is no question that our profession can be dangerous while performing law enforcement duties, and I support providing the best equipment and training. However, I also believe that we chose this profession not just to arrest DUI's or write speeding tickets. We chose this profession because we believe we are making a difference in shaping our National Park System. So for those rangers who are out of their cars talking to visitors at the overlooks, along the lakes and rivers, and in the streets, keep up the great work. And the next time you are introducing yourself at training, remember the words, "I'm a National Park Ranger."

— Steve Clark
Lake Roosevelt

Southern Arizona is a great place for adding new parks to your life list. While at this year's Ranger Rendezvous Dec. 8-12, plan to visit some of the 10 NPS areas within a day's round-trip drive of Tucson.

The closest is **Saguaro National Park**. Established in 1933 to protect magnificent stands of giant saguaro cactus, its two units total 91,000 acres and sit like bookends to the east and west of Tucson. The east unit rises steeply to 8,666 feet where ponderosa pine and mixed conifer forests form a "sky island" above the Sonoran Desert. The west unit preserves a dense forest of saguaro cactus and features a new visitor center.

Tumacacori National Historical Park is less than an hour's drive south of Tucson. This Franciscan church is the best-preserved adobe mission ruin in the United States. In 1990, the ruins of the only remaining Jesuit mission — Guevavi — and a third mission established by Father Kino — Calabazas — were added to the park. The Juan Bautista de Anza National Historic Trail passes through the site.

To the east are **Coronado National Memorial**, **Fort Bowie National Historic Site**, and **Chiricahua National Monument**. Coronado commemorates the area's Hispanic heritage and the first European exploration of the Southwest, by Francisco Vasquez de Coronado in 1540-42. Montezuma Pass offers sweeping views of the desert grasslands and distant mountains in Mexico. Caves and abandoned mines host large bat populations.

Fort Bowie was the focal point of military operations against Geronimo and his band of Chiricahua Apaches from 1862 to 1894. The site is accessible only by trail along a route that follows the Butterfield Overland Mail over Apache Pass. Adobe ruins mark the locations of the fort's many buildings.

Chiricahua National Monument features unusual rock formations created by an immense volcanic eruption 27 million years ago. Its location at the intersection of the Chihuahuan and Sonoran Deserts and the Rocky Mountains and Mexico's Sierra Madre provide exceptional biodiversity within this 12,000-acre park. Faraway Ranch, a pioneer homestead and later a dude ranch illustrate human transformation of the western frontier.

About three hours west of Tucson is

GET READY FOR TUCSON IN DECEMBER

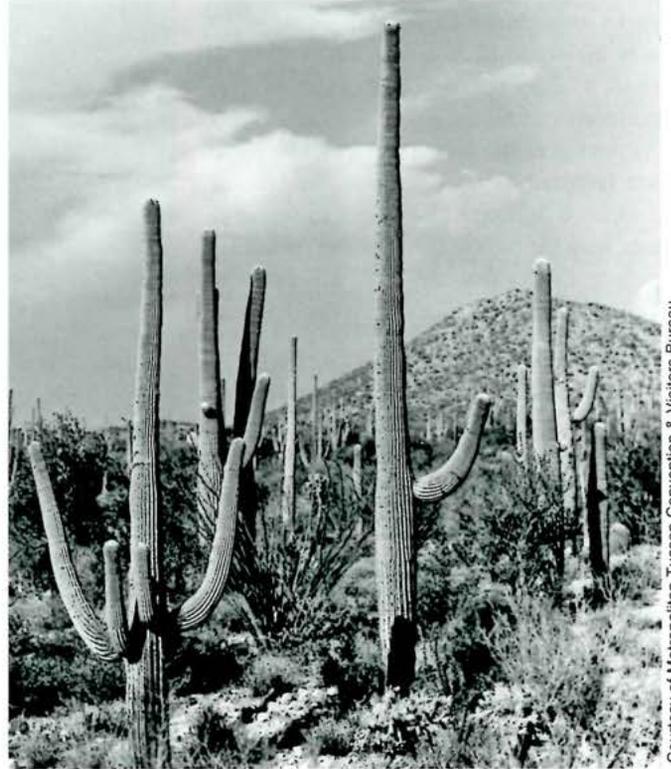
Many NPS Areas in Arizona

Organ Pipe Cactus National Monument, a 331,000-acre desert wilderness. Primitive roads and a few trails invite visitors to explore the extraordinary collection of plants and animals of the Sonoran Desert, including the monument's namesake, a cactus rarely found in the United States. Designated an International Biosphere Reserve in 1976, its sister park in Mexico, the Pinacate, offers spectacular contrasts of lava flows, craters, and desert vegetation.

About 1^o hours drive north of Tucson is **Casa Grande Ruins National Monument**. This large four-story prehistoric building in the Gila River Valley was the nation's first archeological preserve in 1892. The Hohokam lived in and farmed the fertile river valley until about 1450 A.D. They used canals to irrigate corn, beans, squash, tobacco, and cotton around what is now the only surviving example of "great house" construction.

Tonto National Monument, about 100 miles northeast of Casa Grande, preserves multi-room cliff dwellings occupied by the Salado people, who farmed the nearby Salt River. Its inhabitants are best known for their exquisite polychrome pottery and delicate weavings. The Lower Cliff Dwelling requires climbing a steep trail on a self-guided tour. The Upper Cliff Dwelling can be seen only on a ranger-guided tour.

Montezuma Castle National Monument is a four-hour drive north of Tucson. The five-story, 20-room cliff dwelling was used by the Sinagua people over 600 years



GIANT STANDS: Saguaro cacti, unique to the Sonoran Desert, sometimes reach 50 feet in Saguaro National Park.

ago. The well-preserved "high-rise apartment building" is nestled in a limestone recess above the flood plain of Beaver Creek in the Verde Valley. The Montezuma Well unit preserves a large, spring-fed limestone sinkhole and several prehistoric ruins.

Nearby **Tuzigoot National Monument** contains the remnants of a Sinaguan village built between 1100 and 1450 A.D. The site crowns the summit of a long ridge that rises 35 meters above the Verde River. The two-story, 110-room structure provided shelter for hundreds of occupants who farmed the fertile Verde Valley.

Arizona has 10 other NPS units and numerous state and local parks and museums. You won't be at a loss for things to do when you come to Rendezvous XXII.

— Meg Weesner
Saguaro

REGISTRATION for RANGER RENDEZVOUS XXII

TUCSON, ARIZONA • DEC. 8-12, 1998

Please Print.

Name (as you want it on badge) _____

Name of significant other attending _____

Address _____

Four letter NPS Unit Designator _____

Are you interested in one of the following proposed free day activities:

___ Saguaro NP tour ___ Arizona-Sonoran Desert Museum Tour

___ Trip to Mexico ___ Trip to various Arizona parks ___ Golf Outing

Note: Free day will be on Friday, activities have not been finalized. There will be a separate cost for these activities that will be determined by number of participants. Additional information will be available at the registration desk when you arrive. There will also be an informal BBQ (separate charge on-site) Friday evening to which all local NPS retirees will be invited.

Please fill out appropriate registration amount in the spaces provided below:

Self:		(Cost at On-Site Registration)
Member (\$45)	_____	\$55
Non-Member (\$65)	_____	\$75
First Rendezvous (\$30)	_____	\$45
Significant Other:		
Member (\$30)	_____	\$40
Non-Member (\$40)	_____	\$50
First Rendezvous (\$25)	_____	\$35

Luncheon Tickets (\$20 ea.) _____ (Thursday, Dec. 10,
 T-shirts (\$12 ea.) _____ will feature an important speaker.)
 circle size(s) XL, L, M, S _____

TOTAL SUBMITTED: _____

Pre-Rendezvous training

- ▶ Managing the Lost Person Incident — NASAR
- ▶ Elements of Integrated Pest Management
- ▶ Covey's Seven Habits
- ▶ Elements of Modules 101 and 103 (-025 competencies)

The courses will be offered between Dec. 5 and 7. (Covey will begin Dec. 4 afternoon.) Watch for further details.

Please make check payable to ANPR and send to: ANPR
 P.O. Box 108
 Larned, KS 67550-0108

Make Your Reservations Now

The 22nd Ranger Rendezvous will take place Dec. 8-12 at the Holiday Inn in downtown Tucson. Room rates are \$65 (plus tax) a day and guaranteed for five days before and five days following the Rendezvous.

For reservations call (520) 624-8711 or toll-free at (800) 448-8276.

This year's program will feature new workshops and perennial favorites. Tentative topics include workshops on new NPS units, personal finance, photography basics, WASO program manager reports and a legislative review of 1998.

See page 27 for photo contest details!

What in the WORLD is going on in Environmental, Cultural and Urban Interpretation?

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IRF Update

By Bill Halainen

Delaware Water Gap

Chairman Gordon Miller has had a busy winter and spring traveling and meeting with organizations on IRF business. Several of these meetings were with international conservation organizations:

➤ IUCN, known as the World Conservation Union, is one of the world's oldest international conservation organizations. IUCN, established in 1948, is a union of scientists, experts, and representatives from the field and management levels of governments, government agencies, and non-governmental organizations, all dedicated to protect nature. Its mission statement is "to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature, and ensure that any use of natural resources is equitable and ecologically sustainable." There are at present almost 900 member organizations. The headquarters is in Gland, Switzerland.

➤ The World Commission on Protected Areas (WCPA) is one of IUCN's six global commissions. It's objectives are to assist in the planning of protected areas by providing strategic advice to policy makers; to strengthen capacity and effectiveness of protected area managers; and to increase investment in protected areas.

➤ World Heritage (WH) is part of UNESCO and was created by the Convention Concerning the Protection of World Cultural and Natural Heritage, adopted by UNESCO's general conference in 1972. World Heritage's primary mission is to draw up a list of sites whose outstanding values should be preserved and to ensure their protection through cooperation among nations.

Miller met with World Heritage Center (WHC) program specialists Feb. 13 in Paris. WHC was a primary supporter of the Second World Congress in Costa Rica, and has expressed an interest in supporting the Third World Congress in South Africa in 2000. Other issues included:

➤ WHC and IRF will investigate the possibility of joint training on management of World Heritage Sites and the develop-

ment of a database of managers.

➤ WHC and IRF would work jointly to fund participation of a Game Rangers Association of Africa (GRAA) ranger at an international wildlife training meeting in India.

➤ WHC and IRF will work with WCPA to prepare requests for funding of projects of mutual concern.

Miller then traveled to South Africa to attend GRAA's annual meeting March 10-14 in Drakensburg. One of the main topics of the meeting was the upcoming World Congress (see below for details). GRAA is confident about raising funds, which will be used to cover some of the Congress costs and at bringing African delegates to the meeting.

Miller also traveled to Gland and met with David Sheppard, head of the protected area program for WCPA, to talk about ways in which IRF and WCPA can work cooperatively. They agreed on these issues:

➤ WCPA and IRF will work to develop contacts between opposite members in the two organizations, as IRF is establishing a regional representative system that parallels WCPA's.

➤ WCPA and IRF will pursue an IRF proposal to provide ranger expertise on WCPA task forces, such as those on training and tourism.

➤ WCPA and IRF will cooperate in an effort to develop a database showing the numbers and distribution of rangers worldwide.

➤ WCPA and IRF will work cooperatively on international training and standards for the ranger profession.

➤ WCPA and IRF will work together on seeking funds for scholarships for rangers who employ the planned IRF exchange bureau to exchange jobs (temporarily) with other rangers.

➤ WCPA will support IRF's proposed "International Ranger Day" by promoting it in their publications.

➤ IRF will make nominations for WCPA's Fred Packard award, which is given annually to a person who has committed a heroic deed in a protected area or contributed in a similar manner to protected area success.

➤ WCPA suggested that IRF draft resolutions at the World Congress in South Africa to present at IUCN's World Congress, which will be held in Africa in 2002.

Third World Congress

IRF's Third World Congress will be held Sept. 10-16, 2000, at Berg en Dal Camp in Kruger National Park. The cost of the six-day congress ranges from \$600 to \$700 U.S. dollars (excluding travel) and will cover transfer to and from Johannesburg International Airport, shared accommodations, meals, congress materials, one early morning game drive, one evening game drive and a full-day field trip. The site can accommodate a maximum of 300 delegates; of these, 50 will be delegated to host GRAA members, who will be in a tented camp adjoining the main camp. The congress will be structured to allow maximum participation by interaction between delegates at plenary and

(continued on page 28)



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Bic metal point pen with ANPR logo (gray or black, circle color)	\$1.50			Single ball	\$2.50		
Insulated mug, large, black (20 oz.)	\$6.00			Sleeve (3 balls)	\$7.50		
Insulated mug, small, gray (12 oz.)	\$4.50			Dozen	\$30.00		
ANPR Tattoo	\$1.00			Croakies (eyeglass holder) - Forest Gr. "National Park Service"	\$4.50		
ANPR decal	\$1.50			"Park Ranger"	\$4.50		
Plastic stadium cups	\$1.00			T-shirts w/ large two-color ANPR logo			
ANPR coffee mug (ceramic)	\$6.00			White - heavy 100% cotton	\$9.50		
* Polo shirts -- SALE!!	\$15.00			Circle size: M, L, XL, X	\$10.50		
* Turtlenecks -- SALE!!	\$10.00			XL			
Pewter key ring	\$5.00			Rendezvous T-shirts from Ft. Myers			
Brass key ring	\$5.00			Six-color screenprint on forest green, heavy 100% cotton;			
Large belt buckle, brass (3-inch)	\$25.00			Circle size: M, L, XL	\$9.50		
Large belt buckle, pewter (3-inch)	\$25.00			XXL	\$10.50		
Large totebag, cream & forest green	\$15.00						
Penlights (marbled gray only)	\$12.50						
Small Swiss army knife w/ 4 tools, 1½-inch blade, (black, red or blue - circle color)	\$20.00						
				Subtotal			
				CA residents add 7.25% sales tax			
				Shipping & handling (see chart)			
				TOTAL (U.S. currency only)			

Shipping & Handling	
Orders up to \$10	\$3.50
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\$20.01 to \$50	\$5.00
\$50.01 to \$100	\$7.00
Over \$100	\$10.00

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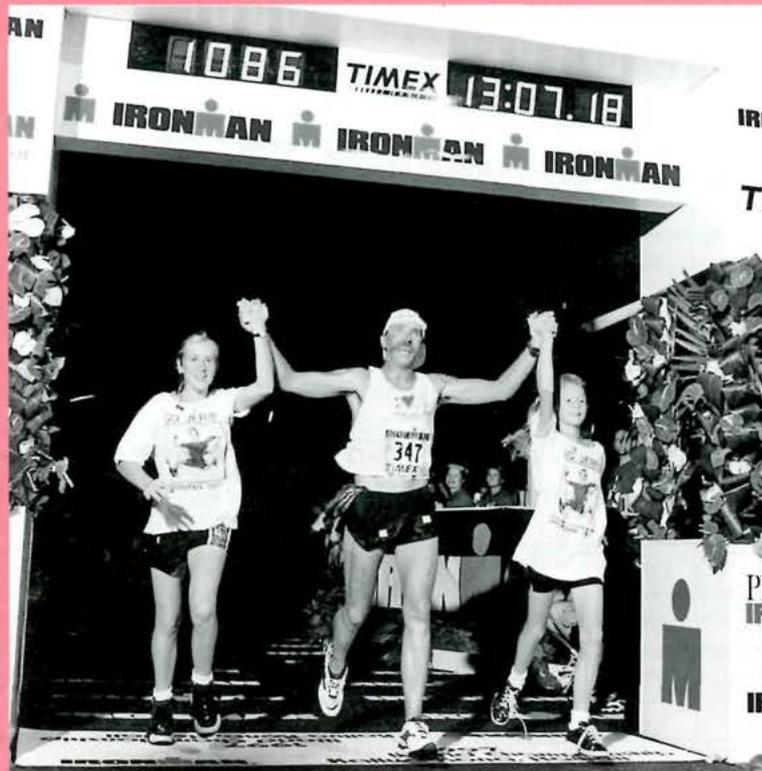
Turtlenecks — Circle color & size:
 Teal (M, XL) Banana (S, L, XL) Navy (L, XL)

Send order form and check — **payable to ANPR** — to Jeannine McElveen, P.O. Box 500, Death Valley, CA 92328.

Name _____
 Address _____

 Phone _____

All in the Family



Jerry L. Case, chief ranger of Kaloko-Honokohau NHP, qualified for and successfully completed the Ironman World Championship in Hawaii last October. The triathlon consisted of a 2.4-mile swim, a 112-mile bicycle ride and a 26.2-mile marathon. Above, accompanying Jerry, 47, across the finish line were his daughters, Kadie, 14, and Kory, 12.

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 via e-mail to fordedit@aol.com or write to Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 108, Lamed, KS 67550-0108.

Brian C. Bamberger (GRSM 95, 96, GUMO 97, CUVA 98-present) now is a dispatcher at Cuyahoga Valley. Previously he was a seasonal park ranger in law enforcement at Guadalupe Mountains National Park. Address/phone: 14090 Pine Forest Drive, #309, North Royalton, OH 44133-5032; (440) 237-8037.

Tom Chisdock (NATR 87-89, ASIS 89-91, DENA 91-95, FWS 95-98) is a special agent with the U.S. Fish and Wildlife Service in Bellingham, Wash. Previously he was a special agent in Torrance, Calif. Address/phone: P.O. Box 2814, Bellingham, WA 98227; (360) 733-0963.

Don Dollar (NPS 1974-88, BLM 1988-1997) recently retired from his district law enforcement ranger position with the Burns District of the BLM (OR). Don and **Ellen** have settled in San Luis Obispo CA. E-mail: ddollar@ccaccess.net.

Tim Donnell (ACAD 77-81, BOST 81-84, DEWA 84-88) is a supervisory customs inspector in Calais, Maine.

John Evans and **David Smith** now are working at the Cottonwood Ranger Station in Joshua Tree National Park, Chiriaco Summit, Calif. 92201. They have no phone service at that remote location, but messages will work to headquarters, (760) 367-5543, or to their cell phone answering service, (760) 413-7928.

George W. Fry, an NPS employee from 1936 until retiring in 1973, recently presented an Eagle Scout Award to one of his

grandsons. Fry also is an Eagle Scout, as are his two sons and three other grandsons. He has been registered with the Boy Scouts of America for 75 years. Address/phone: 346 Robin Lane, Gatlinburg, TN 37738; (423) 430-3894.

Pat Grediagin (CANY 77-86, GRCA 86-88, DEVA 90-91, DENA 91, BIBE 91-98) has changed jobs: from River District ranger at Big Bend National Park to Yampa District ranger at Dinosaur NM. Address: 210 Park Lane, Dinosaur, CO 81610.

Eric Oberg (SAAN 93-94, SACR 94-95, JOTR 95-present) has converted from a term employee to a permanent interpretive park ranger at Joshua Tree National Monument. Address: Box 554, 29 Palms, CA 92277.

John Piltzecker (MASI 83, NCP-CENTRAL 84, CHES 85, BOST 86-96, WASO 96-97) is superintendent at New Bedford

Whaling National Historical Park. In 1996-97 he was a Bevinetto Congressional Fellow. Address/phone: 33 William St., New Bedford, MA 02740; (508) 996-4469.

Paige Ritterbusch (LIHO, INEM, HALE, SAMO, SAGU, PORE, SEKI) has transferred from Sequoia National Park as the Mineral King Subdistrict ranger to Redwood National Park as the South District area ranger. Address: 1000 Bonnie Court, McKinleyville, CA 95519.

Hunter Sharp (CAHA 74-76, GUI5 77-80, BISO 80-81, BIBE 81-84, OLYM 84-88, EVER 88-92, YOSE 92-98) is chief ranger for Wrangell-St. Elias National Park and Preserve. Previously he was assistant chief ranger for operations at Yosemite.

Devi Sharp (BIBE 81-84, OLYM 84-88, EVER 88-92, Stanislaus National Forest 92-98) is the chief of resource management for Wrangell-St. Elias. Previously she was the district wildlife biologist for the Groveland Ranger District, Stanislaus National Forest. Address/phone: P.O. Box 273 Copper Center, AK 99573; (907) 822-7200.

Charlie Strickfaden (LABE 84-85, WHIS 86, FOCL 86, MOCA 87, GRCA 87, BISC 89, DENA 89, FONE 90-92, GOGA 92-94, PORE 94-present) and **Heidi (Niehaus) Strickfaden** (PORE 85-present) announce the birth of their daughter, **Megan**, on Jan. 5, 1998. Charlie is a patrol ranger and Heidi is an interpretive ranger (on maternity leave until late spring) at Point Reyes NS. The family is doing well. Phone: (415) 669-1071, work; (415) 669-7030, home. □

Attention, Photographers!

Display your best park-related photos (those with park employees or scenics) at ANPR's first-ever photography contest. It will take place at Rendezvous XXII Dec. 8-12 in Tucson, Ariz.

To enter, send your **print** — any size, color or black and white — to *Ranger* editor Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401. Selected photos become the property of *Ranger* magazine and may be used in the publication.

Questions? Call the editor at (303) 526-1380 or via e-mail: fordedit@aol.com.

Ten Years Ago in *Ranger*

In the Summer 1988 *Ranger*, **Kris Bardsley** from Yosemite wrote the lead article on "Seasonal Concerns." The cover showed a picture of Gerald Ford (remember him?) as a Yellowstone seasonal. Bardsley reported on a ANPR survey of seasonals to determine seasonal concerns. Out of 300 surveys sent out, 200 were returned! In part, responses indicated that EMS was the number one desired training; that the lack of a defined career ladder was the biggest problem being faced; and that over 50 percent of them were members of ANPR. And, summer seasonal applications were well on a downward trend, from more than 35,000 in 1978 to under 15,000 in 1990.

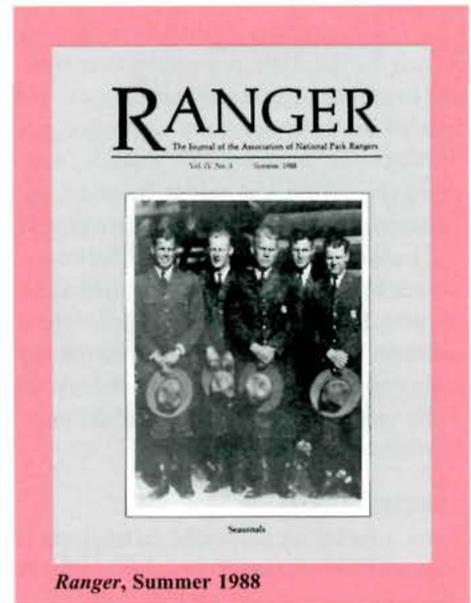
In legislation, Congress expressed concerns that "revenue resulting from increased fees is being used to offset proposed cuts in the budget." And a hearing on a bill to establish a National Park System Review Board, including the director being subject to confirmation.

Hugh Dougher, then of Voyageurs, provided an article on ranger salaries, showing salaries had increased from \$10,000 a year (1984 dollars) in 1880, to \$22,000 in 1984

Welcome to the ANPR Family!

Here are the newest members of ANPR:

Matthew Almeida	Lowell, MA
Benny Batom	San Francisco, CA
John Broward	Crater Lake, OR
Matthew Cook	Athens, GA
Cindy Crowle	Rockport, WA
Anthony Datcher	Mitchellville, MD
Christina Evans	Memphis, TN
Sarah & Craig Gale	Grand Canyon, AZ
Mike & Deborah Gallant	Wimberley, TX
Frank Gasper	Independence, OH
Douglas Halsey	Portland, OR
Andrea Hansen	Nampa, ID
Sue Izard	Moscow, ID
David Malone	Needham, MA
Walter McDowney	Forestville, MD
Brian Peters	USA
Richard Plecha	Columbia Station, OH
Mike Reeder	Orange, CA
Richard Ring	Miami, FL
Clair & Liz Roberts	Fredonia, AZ
Terry Savage	Charlestown, MA
Paul Schroth II	Petaluma, CA
Mary Gibson Scott	Staten Island, NY
Denise Smith	Daly City, CA
Susan Strand	Coolidge, AZ
Daniel Tardona	Jacksonville, FL
Michael Wurm	Dunstable, MA



(an average annual increase of .8 percent). **Keith Hoofnagle** gave the Rangeroon's perspective on ranger salaries

Finally, letters were received from **Rob Arnberger**, then of Everglades, on perceived differences between rangers of old and the "new" breed; and from **Randy August** of Yosemite about the establishment of the Yosemite Lodge of the FOP.

— Tony Sisto, Fort Vancouver

SARSCENE '98 Workshop

The seventh annual SARSCENE Workshop is set for Sept. 23-27 in Banff, Alberta. It will feature SAR games, lectures, trade show and technical rescue day. Registration is \$75 before Aug. 1. Call (800) 727-9414 for details. Co-hosts are the National Search and Rescue Secretariat and the Alberta search and rescue community.

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Board Meeting *(continued from page 9)*

Education and Training

Lisa Eckert plans a multidisciplinary approach for the 1998 pre-*rendezvous* training, to attract a variety of participants. The four proposed courses are integrated pest management, interpretative module, managing the search and rescue function, and the seven habits of highly effective people.

The slides and text for the Lost but Found, Safe & Sound program are complete and at Harpers Ferry Center where they will be converted to video. A workshop on the program will be scheduled for the *Rendezvous*, if the videos are available for distribution this fall as anticipated.

Special Concerns

Steve Shackelton presented an analysis of Senate Bill 1693, the "Vision 2020" legislation, and summarized ANPR testimony presented by Past President Rick Gale on April 1, 1998. Steve will be preparing additional draft ANPR comments on Title I and XI.

Fundraising

Rick Jones will be working with current volunteers to ensure that Managerial Grid, the super raffle, *rendezvous*, and merchandise sales continue to be successful revenue generators. He also will explore capacity building grants, partnerships with companies/corporations, and equipment donations from sponsors. The board recognizes that to accomplish many of our goals, ANPR must broaden our financial base beyond membership dues and member donations.

Seasonal Concerns

Since the first term for this position is one of the transitional one-year terms, Melanie Berg is developing a program which will lay the foundation for the next incumbent who will serve a three-year term. As a seasonal and an employee of a seasonal ranger school, Melanie already has a support structure for seasonal issues that she will be strengthening this year. She is also taking the lead in updating the out-of-print ANPR publication, "How to Become a Permanent Park Ranger."

Professional Issues

Barry Sullivan discussed concerns about the NPS housing policy implementation, and referred to a copy of a memorandum from

Yellowstone Superintendent Mike Finley that stated many of ANPR past and current concerns. Sullivan will draft a letter for ANPR on the continuing housing issues.

Jurisdictional issues have recently arisen in the NPS, and Sullivan and Shackelton will draft ANPR's response. These issues affect many of the memorandums of understanding currently in place throughout the NPS.

Strategic Planning

Gary Pollock will use the draft vision state-

ment and goals the board developed with the consultant to draft a strategic plan for this year and the next several years.

Tucson Rendezvous Update

Deb Liggett and Vaughn Baker told of the program planning for the next *Rendezvous*. Some of the suggested workshops: shoot, don't shoot; working in a newly established park; wise use groups; critical incident stress debriefing; NPCA issues update; retirement/financial planning; and using public television to promote your park. □

IRF *(continued from page 24)*

breakaway sessions.

There will be a limited number of poster presentations and opportunities for short delegate presentations, as at previous world congresses in Zakopane, Poland, and San Jose, Costa Rica. A call will go out for 20-minute presentations pertaining to several themes, which are likely to be the ranger and area integrity, the ranger and community, and the ranger and economics.

An initial leaflet will be mailed out this September. GRAA has signed a contract with Mpumalanga Promotions to organize registration and congress details. The outline of a program has been prepared and will be shared with member associations shortly.

Meanwhile, ANPR's Meg Weesner has volunteered to coordinate the preparation of the proceedings of the Second World Congress. The target for publication and dissemination is this fall. If you gave a presentation or led a workshop in San Jose but have not yet sent in a summary of that session, please do so immediately. You can send it by Internet to MWWeesner@aol.com, or mail it to her at 9352 E. Trail Ridge Place, Tucson, AZ 85710.

Course Offering

Mexico's Natural Resources Law Enforcement Agency, PROFEPA, in coordination with the IRF, is offering the "First Training Course for Latin American Park Rangers in Natural Protected Areas." The course will be held in the Valle del Bravo, about 3½ hours outside of Mexico City near the state of Michoacan.

Site: Valle del Bravo

Course length: 6 days

Number of participants: 25

Official language: Spanish

Requirements: Minimum level - technical; good physical condition; active park ranger; bring uniform

Costs: Members of the IRF - \$500; non-members - \$650. Includes meals, lodging, course materials, field trips, and diploma

For more information contact: Lucía Peñuñeri Jiménez, PROFEPA, Periférico Sur 5000, 2 Piso, Col. Insurgentes Cuicuilco, C.P. 04530 México D.F. Tel: 52-5-665-5583; fax: 52-5-665-0741; e:mail: angulo@correo.profepa.gob.mx

Upcoming Events

Nov. 4-6, 1998

Annual Conference, Scottish Countryside Ranger Association, Buchanan Arms Hotel, Drymen, Scotland.

Sept. 10-16, 2000

IRF Third World Congress, Kruger National Park, Republic of South Africa. □



(continued from front inside cover)

transition from being "incident based" to "management based" in their thinking

▶ provide guidance in implementing sound Ranger Careers programs.

Watch for it.

— Joe Evans
Chief Ranger, Rocky Mountain NP

MEMBERSHIP APPLICATION — Association of National Park Rangers

Renewal *or* New Membership Date _____ Park Code _____ Region _____ Retired?

Name(s) _____ Office phone _____
 Address _____ Home phone _____
 City _____ State _____ Zip+4 _____ Home e-mail address _____

Important Notice

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

Dues are based on annual income. Please use current income level to determine your payment.

Type of Membership (check one)

Active (all NPS employees and retirees)

	Individual		Joint	
	One year	Two years	One year	Two years
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175

Associate Members (other than NPS employees)

Associate	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Corporate	<input type="checkbox"/> \$ 500			
Supporting	<input type="checkbox"/> \$1,000			

Life Members (May be made in three equal payments over three years)

Active	<input type="checkbox"/> \$750	<input type="checkbox"/> \$1,000
Associate	<input type="checkbox"/> \$750	<input type="checkbox"/> \$1,000

Library/Subscription Rate (two copies of each issue of *Ranger* sent quarterly) \$100

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

Return membership form and check payable to ANPR to:
Association of National Park Rangers, P.O. Box 108, Larned, KS 67550-0108
Membership dues are not deductible as a charitable expense.

Administrative Use

Date _____
 Rec'd \$ _____ Check # _____
 By _____

- ▶ **ANPR may publish a membership directory, for distribution to members.** May we publish your:
 - e-mail address?** yes no
 - home address?** yes no
 - home or office phone?** yes no

- ▶ To assist the ANPR board in planning Association actions, please provide the following information.
 - ___ Do you live in **park housing**?
 - ___ **Number of years** as a NPS employee
 - ___ **GS/WG level** (This will not be listed in a membership directory)
 - ___ **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)



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 _____

Directory of ANPR Board Members, Task Group Leaders & Staff

Board of Directors

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