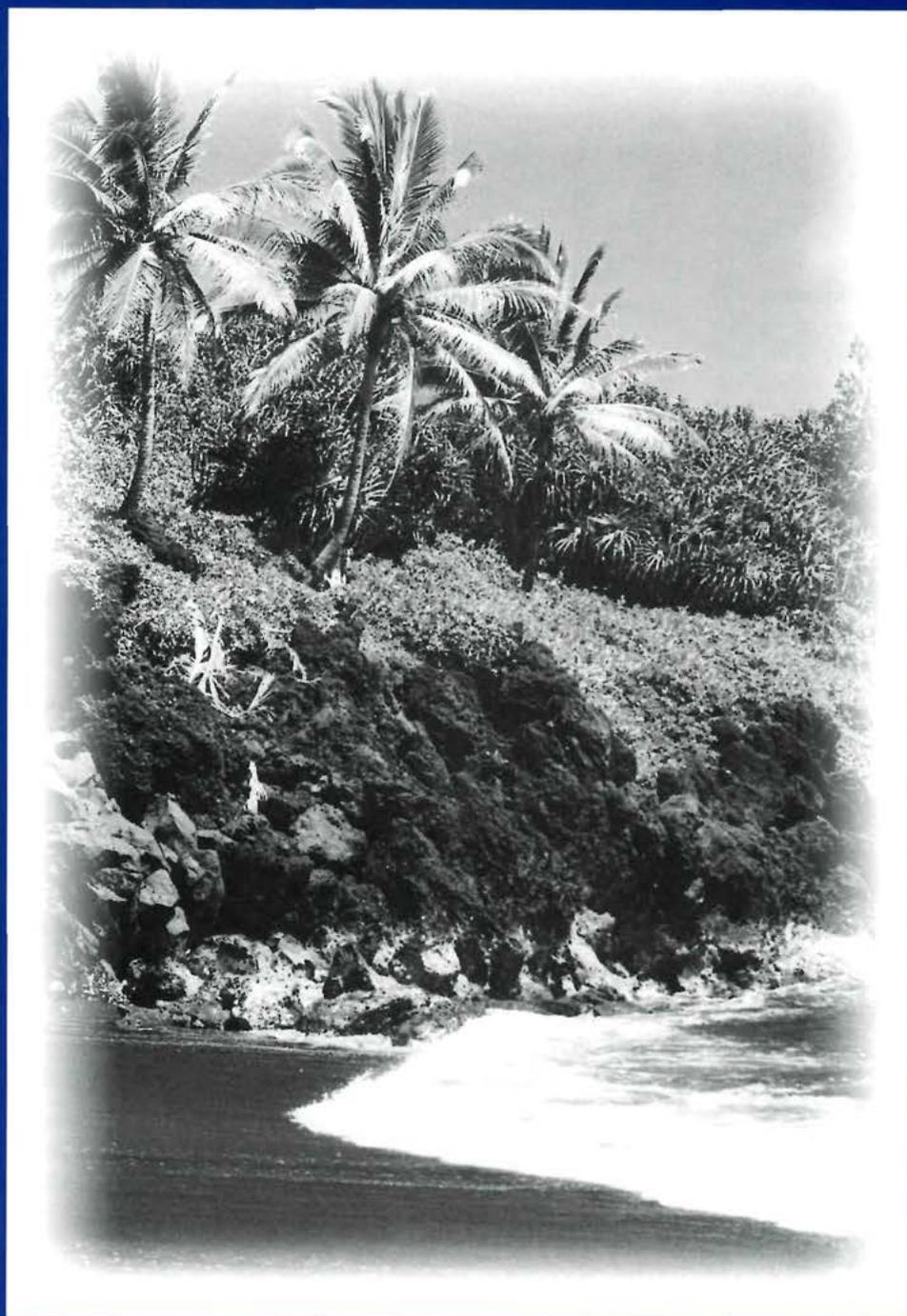


RANGER

The Journal of the Association of National Park Rangers

Vol. XV, No. 1 Winter 1998-99



Critical Incident Stress Management

Letters

Special Issue

A special symposium edition of the *Denver University Law Review* (Vol. 74, No. 3, 1997) is devoted to the National Park System. Your readers might be interested in this issue.

*John Freemuth
Boise State University*

Uniformed Employees

I was poring over the Draft Gettysburg GMP and getting more and more depressed when I saw the Summer edition of *Ranger* on the table. I picked it up and what a breath of fresh air! In it were pictures of uniformed employees talking to the public. Unfortunately, in the same issue is the article by Senator Craig Thomas. His message was simple: the public isn't asking, so we (the Congress) aren't appropriating. This attitude in Congress leads to "the end justifies the means" thinking in the NPS.

The proposed visitor center at Gettysburg is a case in point. If any park needed a new visitor center it is Gettysburg. The means to the end is what bothers me. The park will contract with a wealthy developer who will then create a "Foundation" to raise the funds to build the building. It will be built on private land inside the park boundary. About two-thirds of the money would come from donations and grants and the other one-third from commercial loans to be repaid from fees for programs in the building and tenant rent.

The NPS would pay the cost of custodial services in its administrative offices in the building. The developer may or may not get the contract to build the building. If he does get it, it would certainly be suspect as a conflict of interest, I should think.

When built the museum will be based on interpretive themes developed by outside historians. Eastern National will run the bookstore, the electric map program, the film, and the cyclorama, and a concessioner will operate the restaurant. The Foundation will provide an operating plan to the NPS and will then manage and operate the visitor center. The only uniformed NPS people called for by the plan are maintenance employees picking up trash outside the center. After the loans are paid off, the used build-

ing will be donated to the NPS. The Plan does not even say that at that point the NPS would manage and operate it.

Gettysburg is a major park in the System. This plan, if implemented, will allow millions of visitors to see the park and never come in contact with the "gray and green" in any personal way. There are other means to acquire a new visitor center including using the park "friends" organization to do the same thing only with NPS management and operations at the end of the rainbow. Or I suppose the NPS could invite Disney Enterprises to take over. At least they have demonstrated some quality in their operations.

The Gettysburg plan makes the local NPS superfluous. I believe it to be a great chink in the armor against park privatization.

Keep printing pictures of uniformed employees talking to the public. They are good for my morale!

*Daniel R. Kuehn
Arden Hills, MN
drkuehn@pioneerplanet.infi.net*

Addendum to FBI Academy List

These NPS employees also are graduates of the FBI National Academy, but their names weren't included on the list in *Ranger*, Fall 1998:

- **Granville B. Liles**, 22nd session
- **Harry V. Reynolds Jr.**, 56th session
- **Richard W. Marks**, 91st session
- **Charles B. Sigler Jr.**, 97th session, chief ranger, Shenandoah, National Park
- **Nancy Howell-Streeter**, 140th session, 1985, district ranger, Fire Island National Seashore



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LETTERS

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Letters to the editor are welcomed. Signed letters of 100 words or less may be published, space permitting. Please include address and daytime phone.

Ranger reserves the right to edit letters for grammar or length. Mail to **Editor**, 26 S. Mt. Vernon Club Road, Golden, CO 80401, or e-mail to fordedit@aol.com.

ANPR Calendar

Ranger (Spring issue)
deadline Jan. 31, 1999

Rendezvous XXII ... Spring 2000
undecided location

RANGER

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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.

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Submit copy to editor in WordPerfect 7.0 (or earlier versions) or Microsoft Word format on computer diskette, or send to fordedit@aol.com.

Advertising

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

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Cover: Peaceful beach scene on the island of Maui, Hawaii. Photo by Teresa Ford.

President's Message

After four years and 16 issues of *Ranger* magazine, I am writing to you one last time as your president.

In some ways 1995 seems such a short time ago. I had been in Seattle less than a year, the NPS reorganization was beginning and the implementation of Ranger Careers had started. The culmination of the work of so many ANPR members and NPS managers resulted in promotions for rangers across the Service. Now four years later, many take those GS-9 positions for granted, we're back to talking about regions instead of field areas, and my two terms as president are ending. Four years seems a long time ago, though, when I think about the goals I sought when elected. Much has been accomplished since that beginning.

One of my primary goals was to strengthen the Association's business functions — to make our organization more fiscally and administratively sound. ANPR had evolved in complexity and needed the expertise of a financial professional. Sarah Craighead as treasurer spent endless hours with me as we revised budget strategies, developed auditing procedures and ultimately had the opportunity to hire a new business manager with the professional credentials to bring the Association into a fiscally accountable operation. We now are in a position where we can be audited and thus compete for higher-level grants than was possible before.

The board took another major step that helped strengthen our business operations. Through the tireless efforts of Barry Sullivan, Darlene Koontz and Gary Pollock, a proposed new board structure organized by functional duties was overwhelmingly approved by members in 1996. The 1997 ballot had the 10 new positions and this year

was the first year of operation under that structure. The results so far speak well for the change. For example, Rick Jones as the board member focused on fund raising, is in the final stage of trademarking the ANPR name and logo to give us a marketing edge with potential sponsors. In combination with our professional business manager who has made our accounts ready for outside inspection and review, Jones' work with trademarking and grant research has laid the foundation for moving toward funding an executive director.

My second primary goal was to continue and expand on the powerful advocacy work started by Rick Gale. In the past four years ANPR has been asked to testify half a dozen times on legislation ranging from NPS housing to the future of the NPS. We've written letters to Congress, the Administration and the NPS on a range of issues from term employees and housing to the federal shutdown. As you can imagine, this type of intense work requires a tremendous number of hours of investment. Thus, the board continues to work toward a goal of an executive director who can provide administrative and management continuity to the Association and reduce the time spent by volunteers on this work, allowing the president and board to focus on leadership and mission goals of ANPR.

My third goal in 1995 was to attract and involve new members from diverse disciplines. We have surveyed members about what they want the Association to focus on and what they want *Ranger* magazine to do. Those survey results have helped shape board actions in the past couple years. One of the strongest messages we received was to develop a home page for ANPR. A cooperative effort between Bill Hayden, who volunteered numerous hours to develop our prototype pages, and Teresa Ford, who researched home page options, resulted in accomplishing the first phase of this goal. Check out our new address: www.anpr.org.

Finally, the new board structure gives us the tools we need to increase our membership and member participations. With Melanie Berg, a seasonal elected to the board to represent seasonal concerns, the non-permanent workforce now has a voice for their issues. Mike Caldwell, the new

(continued on page 24)

ANPR would like to thank Pat Buccello, special agent in the Intermountain Region and CISM program manager, for helping to coordinate this issue on critical incident stress management in the NPS.

The NPS Critical Incident Stress Program

What is it and how do I participate?

By Pat Buccello
Intermountain Region

Several articles on the Critical Incident Stress Management (CISM) program in the National Park Service will provide you with hints on how to establish a program, how to access out of park resources, and some insight into benefits NPS employees have gained by using the program.

While CISM in the NPS has been around in varying forms for 15 years, some employees, managers and spouses have little or no knowledge of how to access services or participate in the program. CISM has proven itself too valuable to be limited to just a few of the same parks over and over. It is disturbing that we still receive phone calls or comments from employees that they would like to be able to access CISM services but are afraid their manager will not approve or be concerned that they cannot handle the stress of their jobs.

The public we deal with on a routine basis often comment about how lucky we are to live and work in such beautiful, peaceful surroundings. A glance at the *Morning Report*, however, reveals a portion of the stresses many of us regularly face: heroic rescues, major national and international political visits, assaults on employees, cata-



David Buccello

strophic destruction of resources, fatalities, dangerous law enforcement incidents, wildfires, floods and hurricanes. Piled onto these reports are the unsaid stressors of reorganization; budget shortfalls; downsizing of programs; lack of mobility or limited promotions. Finally, we are affected by the horrendous tragedies of employee or family suicides, terminal illnesses, line of duty accidental deaths and employee homicides.

The Evolution of an Employee-Driven Program

The CISM program evolved in the early 1980s simultaneously in four of our larger parks: Great Smoky Mountains, Grand Canyon, Yosemite and Shenandoah. During this time period, CISM was referred to as Critical Incident Stress Debriefing (CISD) in reference to a concept developing among mental health professionals involved in emergency services. The CISD pro-

gram found that exposure to an event that overwhelms the individual's coping mechanisms, either occurring in a single event or cumulative events, led to burn out or Post Traumatic Stress Disorder (PTSD). Professional clinicians began work with emergency service providers in establishing a program of structured debriefings. Mental health professionals, accompanied by trained employees identified as peer supporters, led debriefings.

Rangers involved in emergency services in the parks mentioned above sought out their own training and began establishing CISD programs in their parks. Significant leaders in this arena were J.R. Tomasovic, YOSE; Sherrie Collins, GRCA; Greg Stiles, SHEN; and Rick Obernesser and Bob Marriott, GRSM. It is important to note that this was, and still is, an employee-driven program not one mandated by OSHA, Congress, or NPS management. These rangers recruited mental health professionals, wrote guidelines, and located training, many times with managers not knowing such a program was needed let alone being started in their parks.



The CISM Program Today

The CISM program today encompasses much more than single debriefing services, hence the shift from CISD to CISM terminology. CISM peer supporters have been requested individually by parks for single short-term incidents; as a strike team by regional offices to assist parks with long term or extensive incidents; as one on one peer support for a personal critical incident; as trainers at refreshers; and by other agencies such as USFWS, USFS, BLM and local agencies. The NPS CISM program is directed by a program manager, selected by CISM peers and WASO/RAD. Oversight and guidance is provided by the deputy chief, WASO/RAD. To date, funding sources have been nonexistent, with RAD being able to find extra dollars in soft-money programs to support training. Callouts are funded by the requesting park, regional office, or, when appropriate, added to SAR or major law and order accounts. Increased use of the program has brought support from managers at all levels, and the concept is a regular module in both FLETC basic and FLETC Law Enforcement for Managers training.

How Do I Participate?

The CISM program, under the support of

WASO/RAD, conducts an annual basic peer support class to train employees from all divisions. Presently, the program maintains a roster of 150 employees who have received recognized training locally or through the NPS. These employees have volunteered to be available for callout as needed. Though 150 may sound like an adequate number, in one 36-hour period this past September, we fielded requests for four major multi-day callouts throughout the country. We easily ran through the roster of qualified available peers in that time period and identified regions of the NPS that sorely lacked trained peers.

The next basic training is tentatively planned for February 1999 in the west and March 1999 in the east. This is an increase in courses and will only occur with funding support from regions and WASO.

The NPS program has relied heavily on two mental health professionals: Dr. Kevin Gilmartin and Jack Harris of Gilmartin/Harris Associates, Tucson, Ariz. Gilmartin/Harris have become the patron saints of the NPS CISM program. Internationally recognized as experts in their field, and in high demand by multinational corporations and high-level government organizations, they have responded to NPS line of duty deaths, horrific

SARS, and Hurricanes Andrew and Marilyn among many other incidents. They exemplify the benefits of using professionals who understand the organization's climate for effective CISM programs.

If you are interested in becoming a peer supporter, consider calling one of the resource unit leaders listed at the end of this article. Talk with them about the program, your expectations and theirs. Talk with your supervisor and your peers for feedback on your participation. Employees from all divisions are needed. Read Jack Harris' accompanying article (page 11) on what a peer supporter does.

Though this all sounds like "the right thing to do," repeatedly we have found supervisors reluctant to allow employees to respond to callouts due to their own staffing shortages, the inability to receive backfill/overtime monies, and a misunderstanding of the program. It is indeed hard to empathize with a park that is bemoaning a heavy poaching season in their reluctance to release a patrol ranger to cover a park experiencing a line of duty death. We hope education about the benefits of CISM will increase the support of the program throughout the Service.

Despite the frustrations that occasionally occur, most peer supporters can speak to the positive effects they have seen the program produce. Being a peer supporter is stressful in itself. These employees are not immune from their own personal stresses and take on the role of listener to others. Yet many currently involved in the program have done so for years with few asking to drop out.

A memorable quote from a South Florida park employee who sat in the devastated shell of her house during an initial visit from an NPS peer support and employee assistance team was, "I never felt so relieved as when I saw those green and gray uniforms coming up my walk."

We talk a lot about the Park Service family. The NPS Critical Incident Stress Management program — employee initiated and employee maintained — puts actions behind that slogan. □

Pat Buccello is a special agent in the Intermountain Region and CISM program manager. She is stationed in Zion National Park.

The Critical Incident Stress Management program puts actions behind the slogan, "Park Service family."

Immediate Contacts

The following CISM-trained employees can be contacted for more information or to dispatch resources. Shenandoah dispatch should be used for after-hours emergency: (540) 999-3422.

Bob Marriott, Deputy Chief, WASO-RAD, CISM Oversight (202) 208-4874

Pat Buccello, Special Agent, IMRO, CISM Program Manager, (435) 772-0180

Resource Unit Leaders

Jill Hawk, District Ranger, BLRI, (828) 298-0293

Karen Frauson, Supervisory Park Ranger, ZION, (435) 772-0176

Andy Fisher, Supervisory Park Ranger, CACO, (508) 487-2100

Rick Obernesser, Supervisory Park Ranger, YELL, (307) 344-2105

Sherrie Collins, Park Ranger, GRCA, (520) 638-7840

Is Your Incident Critical?

Setting up a Park CISM Plan

By Sherrie Collins
Grand Canyon

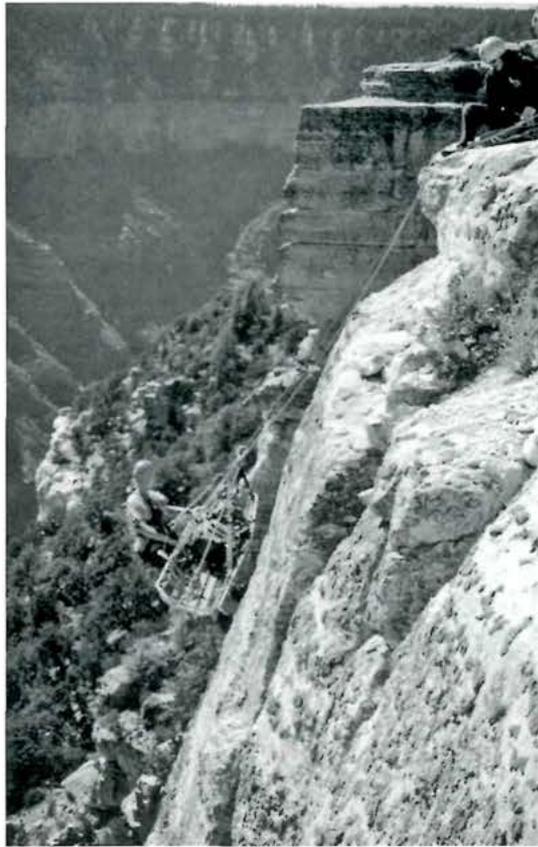
Assisted by Rick Obernesser
Yellowstone

The National Park Service Critical Incident Stress Management program is much more than conducting debriefings after tragic events. Its an employee driven wellness program designed to help each of us stay productive and positive in both our personal and professional lives.

The program is not magic or psychobabble nor is it complicated or fancy. The program is about each of us learning positive coping strategies for stress; validating our thoughts and emotions about overwhelming trauma or loss. Its about actually listening to our friends neighbors peers and employees and supervisors.

What makes a critical incident?

A critical incident can come in many shapes, sizes and forms. It is any situation where one comes face to face with their vulnerability or sense of mortality. These situations often have a deep emotional impact, on the individuals involved and can potentially overwhelm their ability to cope. Based on this definition, critical incidents can be large and impact an entire park staff, ie, a natural disaster, or a very personal event such as the loss of a loved one. Characteristics of a critical incident include an event which is sudden and unexpected, loss of one's sense of control, disrupts our beliefs, values and basic assumptions con-



Ken Phillips

cerning how the world works. The incident may involve the perception of a life damaging threat and may include elements of physical or emotional loss.

Any park can be impacted by a critical incident, experience an employee fatality, see cumulative stress build up in their work force. Every park should have a critical incident stress management program embraced by both park management and individual employees. Otherwise it's doomed to failure. A good CISM and peer support program should include the following activities/resources:

- Stress management training
- Peer support personnel from all divisions
- Referral list of counseling services
- Informal defusings
- Family liaison
- Death notification
- Spousal support
- Formal debriefing capabilities¹

Preplan . . . Preplan . . . Preplan

One of biggest problems facing parks today is lack of pre-planning for critical incidents in their park. When you are "up to your neck in alligators," it's too late to learn to swim.

One important manual you will need is the "Agency Administrator's Guide to Critical Incidents." This manual was distributed to each park in June 1996. If you can't locate it in your park, try the Fire Management Office; the National Wildfire Coordination Group produced the manual. Use this manual as a guide in developing your plan or standard operating procedures. If you can't find, you can order it. Information on ordering can be found at the end of the article.

Here's a checklist of critical incident prep work that should be done beforehand:

- Determine what type of peer support program your park needs. This needs assessment should be based on types of incidents seen in the past, potential for disasters, resources available.

- Conduct training for all employees in stress management and critical incident stress awareness. Once your SOP for CISM is in place, review it during in-service training.

- Decide if your park needs an in-house CISM team or will you rely on out of park resource.

- Contact the EAP providers in your local area and find out what specific resources they have available (CISM, grief counseling, victim assistance). Interview them and assess their capabilities/interest.

- Contact local CISM resources and find how to activate a CISM team if you need one. There are state and regional CISM teams all over the country and many parks are regularly using excellent local resources to help them solve problems. ICISF (International Critical Incident Stress Foundation) is a good starting point for finding teams. Another starting point would be your state EMS or emergency service office. Consider establishing a MOU or MOA for

the services. Most of these teams are volunteer-based and do not charge but paying for travel expenses, etc., can be helpful.

► Know how to activate the NPS national CISM team.

Here are some tips in developing your CISM/Peer Support program:

All mental health professionals are not the same

This is a common pitfall, especially when you initiate a CISM response from the EAP. Look up the local resources for the EAP in your area and find out if they have CISM trained mental health professionals. If they do, invite them out to meet the park staff. One of the biggest mistakes you can make in providing a CISM service is assuming that all mental health professionals can conduct CISM defusings and debriefings. *This is not true.* Mental health counselors, regardless of the letters after their name, must have specialized training. And they should have an idea of what NPS employees do for a living. That’s why the pre-visit is so important in establishing rapport and credibility. If the mental health professional doesn’t “click” with the employees and the peer supporters don’t bridge that gap the program will fail. If the EAP can’t provide the service, look elsewhere. What resources are local and regional CISM teams using? Once

you find a good mental health professional, nurture them! They are worth their weight in gold.

Peer support, not peer counseling

We have moved away from the term peer counseling toward peer support, emphasizing to managers and peer supporters themselves that we are not in the business of counseling. Our role is to provide support and help to fellow employees. This help includes guiding an employee in need to a mental health care professional. Peer support staff are not a substitute for a professional psychologist. Our experience indicates park employees will seek out peer support staff to help deal with problems that are not at all related to critical incidents. This may include significant and serious personal issues. Peer Support staff listen without judgment, maintain confidentiality, and help clarify issues and help friends and co-workers through problem solving *only when appropriate.* Peer supporters must understand their own limitations and know when to guide the employee to a professional counselor.

CISM is not just a “ranger thing”

Your Peer Support program should encompass the entire park staff. Many people think that critical incidents are the result of big traumatic emergency events and only im-

employees in order to develop good stress mitigation skills. This includes management. Frequently managers, whether they are superintendents, division chiefs, or incident commanders, feel it’s inappropriate to be included in defusings or debriefings because employees will not be open in their expression of emotion. And although there may be times when this argument has some merit, managers still need an opportunity to defuse their stress as well. We have seen tremendous benefit when superintendents come to share their feelings with their employees and listen to impact felt by the event.

CISM is not an emergency

Immediate notification to the national team resource leaders of a critical incident is important however; having a team mobilized to your park within 12 hours may not be appropriate. People are usually raw after a critical incident and may not be ready to re-experience the whole event within the first 24 hours. Debriefings are most effective post 48 –72 hours. People are rested, have processed the event and are better able to share thoughts, emotions and impacts they are experiencing.

Defusings are informal gatherings of people directly involved in a critical incident for the purpose of exploring initial impacts or venting and providing stress education. A defusing is a modified version of a debriefing and usually lasts 20 minutes to an hour. It is best done within one to two hours after the incident. It can be led by one trained peer support person who was *not* involved with the incident. Defusings are not effective and therefore, not recommended for disaster incidents.

With the awareness training that has taken place concerning critical incident stress, many employees have learned that the sharing or venting of emotions after an incident is helpful and therapeutic. As a result of this change in public safety personnel, many managers will see employees displaying raw emotions post incident. This does not necessarily mean that the employee is not coping or is in crisis. Quite the contrary. We worry more about the employees that shrug off a critical incident as no big deal. Venting of emotions is our goal. It often comes in

(continued on page 10)



Ken Phillips

Outreach

Spreading the Word about Peer Support and CISM

By Erran Seaman
Olympic National Park

The two young firefighters in the front row sat looking up at me. They had buzz-cuts and tattoos. I took a deep breath and started my talk.

"I read a story on the back page of the newspaper a couple of months ago. It was about an area in China where every person is given a teacup when they are born. They keep it their whole life. Every time it gets broken, chipped or cracked, it is mended with gold. So it gets *more* valuable by being broken. Isn't that a great metaphor for our own human life? Stressful events are painful, but are not 'bad;' the work of repairing ourselves after difficulties makes us wiser, more mature and more valuable people."

Under his breath, one of the tough-looking firefighters said "Cool!" I sighed with relief. This audience was with me. They didn't think I was some dork talking about "touchy-feely" stuff!

I am new to the NPS Peer Support and Critical Incident Stress Management (CISM) program. And what's more, I am not even a ranger, I am a biologist at Olympic National Park. I became involved with CISM after one of my employees lost her life on the job. The technicians who work on my field research frequently do wilderness search-and-rescue work in the park because of their expert off-trail hiking and navigation skills. That is how three of my employees came to be on the search helicopter that crashed in September 1998, and I first learned about the CISM program. I was impressed with the program, and with the fact that the Park Service cares enough about its employees to support CISM.

After I took the basic CISM training last March, I wanted to expand employees' awareness of the program. So, for seasonal training I put together a one-hour presentation that I called "Stress Management: Healing Your Fractures With Gold." My goals were: 1) to help seasonal employees identify

stress in their jobs and lives; 2) to give them tools for handling stress themselves, and 3) to let them know about the support that is available (peer supporters, EAP). The presentation was oriented more toward individual health and strategies than toward major incidents.

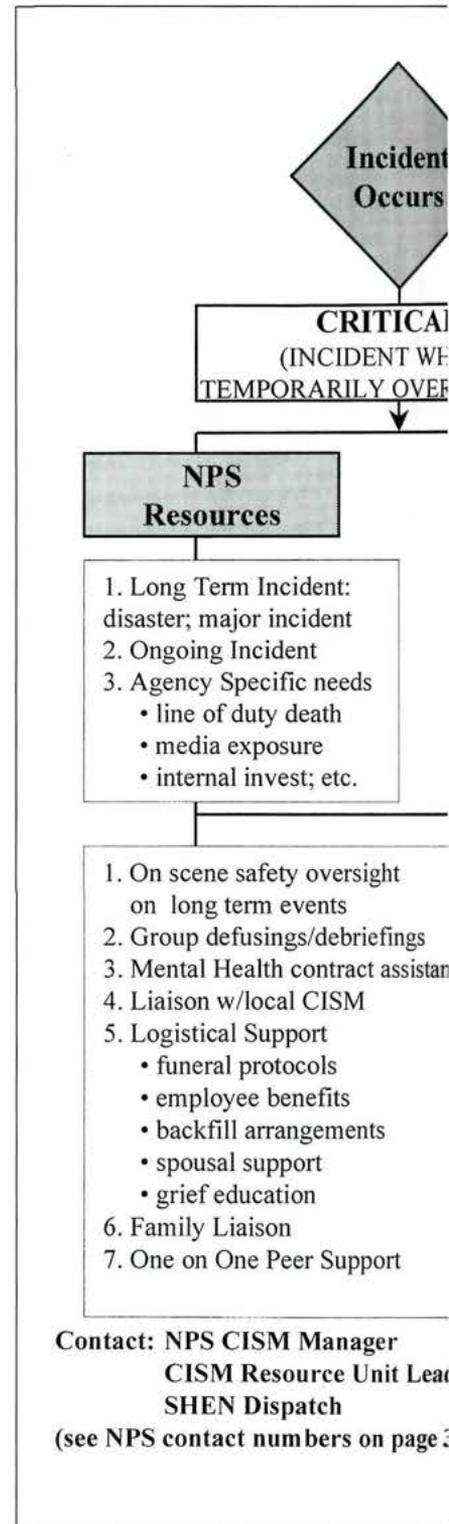
I used a variety of techniques to actively involve the audience in the presentation, and sprinkled the talk with anecdotes from my personal experience to help make it more real. After a brief introduction, I gave everyone a pencil and a copy of the Holmes Stress Test so they could privately assess the level of stress in their personal lives. Then I went to a flip chart and asked them to identify stresses that were specifically related to their jobs. This groundwork validated their perceptions of stress and assured them that the NPS and the peer support network care about their well-being. Next I described nine things they can do to deal effectively with stress (see page 8). I also talked about critical incidents, critical incident stress and how to talk to co-workers who are affected by stress. I wrapped up by describing the Employee Assistance Program (EAP) — what it is and how to use it.

In conclusion I said, "You are almost guaranteed to encounter emotionally stressful situations in your job this summer. You have a choice of how to deal with them. Ignoring the feelings will probably impair your ability to function in the future; processing the feelings will help you grow. Depending on how big the stresses are *for you*, you may choose to use different resources to process them: friends, trained peer supporters or professionals. This is the gold for mending those cracks!"

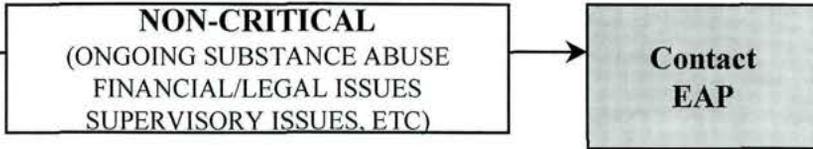
The notes, handouts, and overheads I used for this talk are available to anyone who wants to use them or modify them for their own training sessions.

Peer support is a valuable part of this

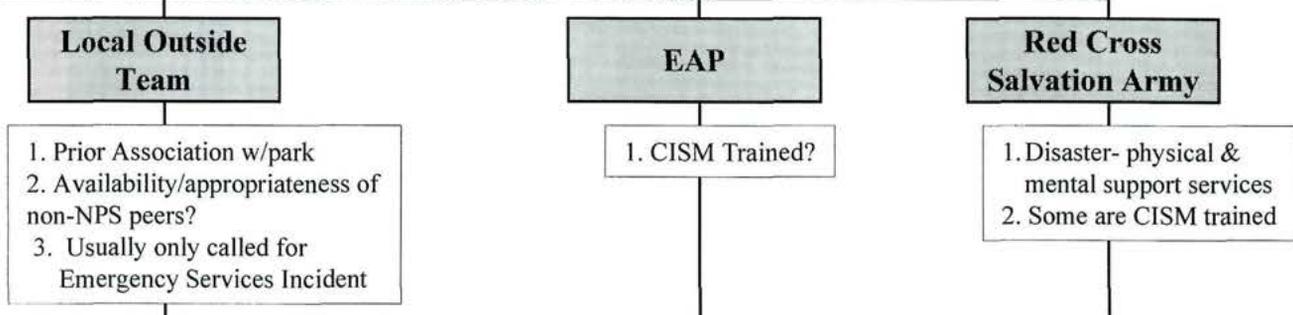
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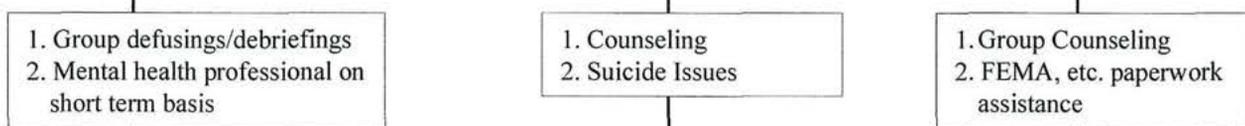
CISM FLOW CHART



WHICH CISM RESOURCE TO USE



WHAT THEY CAN PROVIDE



Contact: State EMS Office

Contact: EAP Contractor

Contact: State Red Cross Office

program, and employees should know about the support that is available before a major incident occurs. Good daily habits (conflict

resolution, stress management, how to handle the stress of critical incidents while they are happening, etc.) can prevent issues from

growing into serious problems. □

Erran Seaman is a biologist at Olympic National Park.

Stress Strategies

Talk about your experiences. This is the most basic and important thing you can do. Just saying things out loud can help you to see things in a new light or come up with solutions to problems. A listener can also provide insight. But the main job of a listener is to let you talk.

Eat well. Give your body what it needs to take care of itself so you don't get more run down. Share meals with other people as much as possible.

Plan. Having a written plan and proceeding one step at a time keeps life feeling manageable. Disorganization, confusion, too many projects . . . feels overwhelming.

Get moderate exercise. Although it takes energy to get going, it gives you more back. Exercise is one of the best mood-boosters, it is a natural anti-depressant. But avoid competition which is stress-inducing.

Act positive, tolerant, and forgiving. Give praise to others and yourself, look for the positive. Avoid criticising. You will feel better, and people around you will feel better! Intolerance, a negative attitude and blame increase frustration and anger. Forgive others for their shortcomings. Do your best and forgive yourself for being imperfect.

Recognize and accept your limits. Set reasonable goals and expectations for yourself, and you will feel better as you attain them. Unrealistic expectations lead to more stress as you are unable to live up to them.

Relax, rest, and play. Yoga, meditation, fun . . . all reduce stress. Get adequate sleep, usually eight hours a night. Insufficient sleep increases the risk of getting sick.

Avoid alcohol and drugs. Since these make the *symptoms* of stress go away, it is tempting to believe that the stress is gone when it really is not. As a result, it is easy to stop talking about issues and fail to heal or grow. Using drugs or alcohol to deal with stress is like mending the china teacup with chewing gum!

Help others. Listening to others and doing things to help them out can be very healing for yourself. But be careful not to hide your own difficulties behind helping others; keep talking about what's going on with you too.

Case Incident: Badlands

By William R. Supernaugh
Badlands National Park

"It is my sad duty to inform you that two of our friends and co-workers have been killed. Wiebka Marks and Darrin Harvey were found earlier this morning, victims of a double homicide."

With these words, I began a hastily convened all-employee meeting at Badlands National Park the day after Memorial Day, Tuesday, May 27, 1997. Shortly thereafter, the wheels were set in motion, which provided valuable insight into the application of critical incident stress management in the workplace under real-time conditions.

We recognized an immediate need to provide an outlet for grief and anger but were unsure where to turn for this service. Initially, the park contacted the Pennington

County Sheriff's Office, which was known to have a well-established Critical Incident Stress Management (CISM) program in place. Later that same morning, we had arranged with Dr. Fred Magnavito, a licensed mental health care professional and consultant to Pennington County, who also serves as a clinical psychiatrist at Fort Mead Veterans Administration Hospital, to meet with park staff and offer general counseling and grief-coping strategies. Dr. Magnavito suggested including Mount Rushmore Park Ranger Andy Fisher, who also served on the Pennington County CISM team. With the initial arrangements set up, management staff turned to the myriad of details that were beginning to crop up. In no particular order these included liaison with the Pennington County Investigators responsible for cover-

ing the crime scene, locating and providing security for Darrin's defensive equipment, notification of next of kin, researching survivor benefits for the families of the slain employees, coordinating memorial services with the two families, coping with the multitude of questions and personal reactions that swept through the park staff and many, many more items that seemed to arise with the passing of every hour.

During the course of informing the Midwest Regional Office of the death of two employees, Ranger Activities Specialist John Townsend inquired as to our preparations for providing counseling and support for the park community. He gently insisted to me that while our initial steps were in the right direction, perhaps we needed to broaden the scope of our assistance program. As I agreed to JT's suggestion, I asked myself, "What am I letting us in for?" The answer, it turned

out, was not long in coming!

By the following morning, Wednesday, May 28, Team Leader Andy Fisher who, as it turned out, was not only part of the local CISM organization but the Servicewide network as well – arrived at Badlands with Tom Casey from Jewel Cave. Soon after, Rangers Martha Dwyer and Ed Dunlavey from Grand Tetons and Connie Cox from Lake Roosevelt arrived. The sixth member of the CISM team, Pete Reinhardt, arrived from Crater Lake that evening. The team conducted an initial needs assessment with me and Chief Ranger Scott Lopez, quickly determining that intervention sessions providing general information about the incident and general CISM techniques should be available upon request or at the discretion of the team members as they felt necessary. Team members also contacted the immediate families of both victims, contacts they maintained throughout the assignment. While impressed by the team's initial response and sympathetic ear, I frankly had limited expectations or foreseeable outcomes in mind.

An early step taken was placing Dr. Magnavito in a sub-contractor position with the Employee Assistance Program, thus insuring his availability and appropriate compensation. A general debriefing session was conducted on Wednesday for members of the Protection Division who were initial responders to the incident.

By early Thursday, intervention sessions were scheduled with employees from each organizational unit. These continued through Friday afternoon with 96 percent (67 out of 70) of the park staff availing themselves of the sessions. In addition, the team conducted a Critical Stress Debriefing session for the Wall ambulance team who had responded to the crime scene and transported not only the victims but the assailant who was comatose from a self-inflicted wound.

The park, just entering its heavy use season with an already understaffed law enforcement program, now tragically reduced even further, was bolstered by the arrival on May 30 of Park Rangers Eric Haugland from Scotts Bluff and Greg Hoffman from Theodore Roosevelt. The use of detailed personnel to augment the visitor service and law enforcement programs provided a timely breather for an already burdened park staff.

The team served in yet another way by accepting responsibility for providing liaison and support between Darrin and Wiebke's families — now onsite — and the park during the ensuing days up to and immediately after the two separate community funeral services on June 2 and 4 and a parkwide memorial service and tree dedication conducted in the headquarters complex on June 5.

In retrospect I could not have anticipated how much I grew to depend on Andy and his team to attend to the many details of the incident while freeing up park management and support staff to continue with the business of running the park and meeting visitor expectations. Too, I could not have anticipated in the early stages of the response just how important it would later prove to be, to have an adequate number of skilled peer counselors available to reach out to the entire staff in a short period of time. I truly believe that those intervention sessions and follow up individual counseling sessions helped maintain our collective sanity then and in the months to follow.

As part of my delegation to the team, I asked for a completed after-action report, to include a manager's guide for future such incidents and recommendations for Badlands National Park to better prepare itself for future CISM responses. The ensuing document has proven to be an important item in our subsequent efforts to become better prepared. Cross divisional Peer Counselor training for staff; identification of an available on-call mental health care professional; development and updating of local resource lists for CISM team members; and broader use of regional resources to provide backfill for employees who may need to take time off were the primary recommendations offered by the report.

I cannot adequately express the gratitude we feel to the individual members of the team, their supervisors and superintendents, and the staff of the Midwest Regional Office that helped coordinate and pay for the CISM response. Thank you to all.

The manager who believes "it can't happen here" is naïve and the CISM plan that sits on the shelf unread and untested is worse than no plan at all for it harbors a false sense of security. I speak from experience;

Bill Supernaugh is superintendent at Badlands National Park.

Stress and Politics

By **Mary Martin**

Mojave National Preserve

September 19, 1995, the day politics became reality. I had spent the day in the park and, since we were too new to have cell phones, radios, etc., the park staff had been unable to contact me with the startling news. That evening, Marv Jensen, our Superintendent, called me at home with the devastation news—the Department of the Interior Appropriations Bill had come out of conference committee with a \$1 budget for Mojave National Preserve.

This was unexpected. We naively convinced ourselves that logic and good reason would prevail with the conference committee. Remember 1995? A change in parties in the Senate and House, furloughs, ANWR deauthorization, EPA fighting for its life? The House bill carried Congressman Jerry Lewis' (R-Calif.) \$1 rider, the Senate bill did not; in conference, we fully expected the rider to disappear. Lewis transferred our anticipated budget to the BLM to manage our nation's newest park unit, leaving \$1 for the NPS, in July. After the bill came out of conference, our only hope was a Presidential veto which, now that we were dealing with Washington politics from the political reality, seemed impossible. Marv needed to immediately leave for Washington, D.C.

Starting a new park is exciting, but emotional exhausting. Among the many things occupied the staff was the personal trauma (even under the best of circumstances) of everyone uprooting and moving families. In fact, just that morning our administrative officer shared the exciting news of his new home purchase . . . complete with golf cart.

After Marv's call I instinctively, for some reason I'll never quite understand, called Rick Gale and asked for a CISM team. Those that know Rick can predict his reaction — Martin, if you need the team, the best are on their way. Right he was — Pat Buccello and Rick Obernesser were in route the next day.

Why did I think we needed the CISM team? That question still puzzles me. In our short existence we managed to put together a great team. The Mojave staff was (and is!) top notch, but many were (are) also independent, hard-chargers. I expected the reaction to a CISM team to be met with a certain degree of resistance, if not cynicism; perhaps a manifestation of my own feelings. I knew most of the staff was in the midst of dealing with their move; children not settling into their new environment, spouses still looking for employment, houses just purchased or in the purchase process. Now to be potentially without a job faced with an unknown future, losing a park we loved, was too much to expect of any individual.

I had never been an enthusiastic supporter or champion of the CISM. My previous peripheral experience had involved counselors who were in the program or selected for the program for all the wrong reasons. Sure, some of my best friends have worked hard on establishing the NPS team. I could understand its value in traumatic situations, such as natural disasters; but I was, at best, a skeptic and braced myself for the staff reaction.

The next morning as we were coming together in disbelief, I told the staff that Pat and Rick were in route. Much to my surprise, there was full support and no skepticism. John Reynolds (then deputy director) called with Bruce Shaeffer and Maureen Finnerty to offer support and encouragement. Maureen came to Mojave the next day.

Pat and Rick showed up and immediately went to work, professionally handling the situation. They met with employees, spouses and families. The feedback I began receiv-

ing from employees and families was extremely positive. Folks felt the CISM team was just what was needed. Pat and Rick helped develop individual action plans and added to the ability of individuals to cope with the situation. The team, and Maureen, helped the park accomplish the difficult—deal with the trauma and plan for the future.

I admit it . . . I'm a convert. My impression of the CISM being "touchy feely fluff" was off-base. I strongly believe that a successful program is directly dependent upon the professionalism and abilities of the coun-

selors. Selecting anyone less than those folks who are superstars willing to take on the challenge for the "right" reasons are to destine the program to failure. We were fortunate that Rick Gale had the foresight to select two top-notch individuals and immediately dispatch them to Mojave. □

Mary Martin is superintendent of Mojave National Preserve.

Is Your Incident Critical? (continued from page 5)

spontaneous defusing among peers themselves. If people are displaying emotions after an event, that's generally a good thing. Consideration should be given to allowing employees time-off and providing backfill while arrangements are made for calling in CISM resources. Initial actions taken by management could include employee meetings to provide information about what is being done and what will happen over the next several days. This will reassure staff that management supports them.

Confidentiality has its limitations

As a defusing or debriefing begins, the team leader or peer support member will go over a list of rules, one of which includes, what is said in the room is confidential. This confidentiality is limited to the request of each person to keep what is said private. There is no legal confidentiality protection. A defusing or debriefing is considered a public meeting in the eyes of the law. Participants should be cautioned to refrain from making operational or factual disclosures that could become a matter of record in potential litigation.

Final thoughts

The implementation of a critical inci-

dent stress management program is essential for all park managers. To say it won't happen here is naïve and negligent. We need to plan for the worst case scenario. Our parks are venerable to natural disasters, terrorism threats are a reality, and employee suicide and line of duty deaths are on the increase. Your CISM program can be as simple as a SOP identifying resources to call or an in-park team that provides peer support services to employees. That decision should be based on a needs assessment of potential and real critical incidents occurring in your area, candidate pool for peer support within the park and availability of outside resources. Your preplanning will pay off in the long run. In echoing the philosophy of Steven Covey, leadership consultant, providing this support to employees will make big deposits in their emotional bank accounts. It will foster trust and improve communications. It's a win-win program. □

¹ Small park staffs may not have adequate personnel to form an entire CISM debriefing team or mental health contractors. When this occurs, establish threshold criteria for bringing in outside resources.

Sherrie Collins is the chief of the Branch of Emergency Services at the Grand Canyon. Rick Obernesser is the chief ranger at Yellowstone.

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What's This Thing They Call Peer Support?

By Jack Harris

Relationship problems, the transition to a new park, career concerns, problems with a supervisor or coworker, personal issues, stress related concerns, death of a loved one, critical incidents or just need someone to talk to.

What do all these have in common? They are the kind of things that NPS employees find themselves talking to members of the peer support team about. The NPS peer support team is comprised of a cadre of people who, in addition to performing their regular duties, are interested in and have been trained to help their co-workers deal with stressful and other difficult situations that people from the National Park Service face on a regular basis. Peer support team members come from all areas of the Service, including law enforcement, maintenance, interpretation and support staff. They have a special interest and often personal experience in those kinds of problems that may be affecting members of the NPS. Because of their experience, training and desire to help others, they are in an excellent resource.

In today's society, many of the traditional social support systems (such as close-knit neighborhoods, church, close proximity to extended family) that people used to turn to in time of need or crisis are no longer there. In some ways, this can be more of an issue for NPS employees who work in parks that are far away from the family and friends they grew up with. Without traditional support systems, people often internalize their stress and problems . . . which, over time, can lead to a variety of issues including relationship and work related problems, health issues, substance abuse, accidents and deterioration in the one's quality of life. Today, far too many Americans and in particular public service employees have become emotionally over-invested in their professional roles. In increasing numbers, more people look to the workplace as the major source of their emotional support and, as a result,



over-invest in the work place. On top of all that, NPS employees are subjected to more than the average stressors. There is a need for a well-trained and empathetic cadre of peer support people. Your peer support team helps fellow employees deal with the problems in living, transient crisis, the day-to-day difficulties they encounter, as well as traumatic and critical incidents.

Peer support is not some psychological mystery or a bunch of psychological mumbo

jumbo. Instead it is just one employee helping another through a tough time. Since peer supporters are NPS employees, they have a unique understanding of the job and the organization itself. In addition, they have probably experienced similar situations. The key to peer support is listening . . . knowing how to listen and knowing what to listen to. Coupled with specific information about stress, intervention strategies, crisis intervention and access to other available resources, the peer supporter can be of tremendous help to his/her fellow employees.

So the next time you find yourself wishing there was someone you could talk to, why not pick up the phone and give one of your peer support people a call. What have you got to lose? After all, who better to talk to than someone who knows the Park Service and who is concerned about you? Give it a try. It just might help and

feel good to talk with someone who has been there, cares about you and can really understand! □

Jack Harris, of Gilmartin & Harris Associates in Tucson, Ariz., is the lead instructor and adviser to the NPS CISM program.

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Dealing with Death

IN THE WORKPLACE

By Pat Buccello
Intermountain Region

The past several years have seen an increase in one particular area of CISM services: dealing with death in the workplace. Death of co-workers, either through sudden, traumatic circumstances or following lingering medical conditions, occurs routinely in all workplaces.

Are there special needs in the NPS? The answer is probably both yes and no. The following are observations on issues that have arisen during CISM responses to death in the workplace and a few suggestions for dealing with your own response when tragedy strikes.

Line-of-Duty Deaths

Statistics are unreliable on how many line of duty deaths have occurred in the history of the NPS. The recent homicide of Ranger Joe Kolodski, GRSM, serves as a grim reminder of the increasingly violent offender protection rangers encounter. The senseless loss due to violence brings the strongest of reactions from co-workers. Yet just as heartfelt are the line of duty deaths we have experienced in recent years from auto accidents, SAR responses, resource management and maintenance activities.

Having responded to numerous line of duty deaths, the CISM peers have observed the following issues:

- Employees beyond the victim's workgroup will be affected. Do not disregard the emotions of the mechanic that worked on the victim's vehicle, the personnel clerk who checked him in, the entrance station ranger that waved to him daily, the division clerk who processed his time. Opportunity needs to be presented to all employees to attend memorials, grief counseling, or debriefings.

- The impact can extend beyond the workplace. In the relatively small world of NPS areas, line of duty deaths can be expected to affect other employee spouses and their children. Frequently forgotten can also be an affect on concession employees, NPS volunteers, and local community members. These groups are often hesitant to seek grief counseling because they don't want to interfere, yet when CISM outreach is extended, they routinely express a need and an appreciation.

- The victim's workgroup will not return to normal without some assistance. Everyone responds to the sudden death of a co-worker differently. Co-workers can be expected to feel some of the following emotions:

- Survivor guilt: "It should have been me."

- Anger at the agency: "If only we had better vehicles, training, schedules, supervisors."

- Anger at the OSHA/NPS investigation: "He/she is dead. Let them rest in peace."

- Fear of their own vulnerability, afraid to go back on the job, yet unable to talk to someone about their fears.

- Flashbacks experienced when they re-visit the location or respond to a similar job duty.

- Physical reactions lack of energy, sleeplessness, headaches.

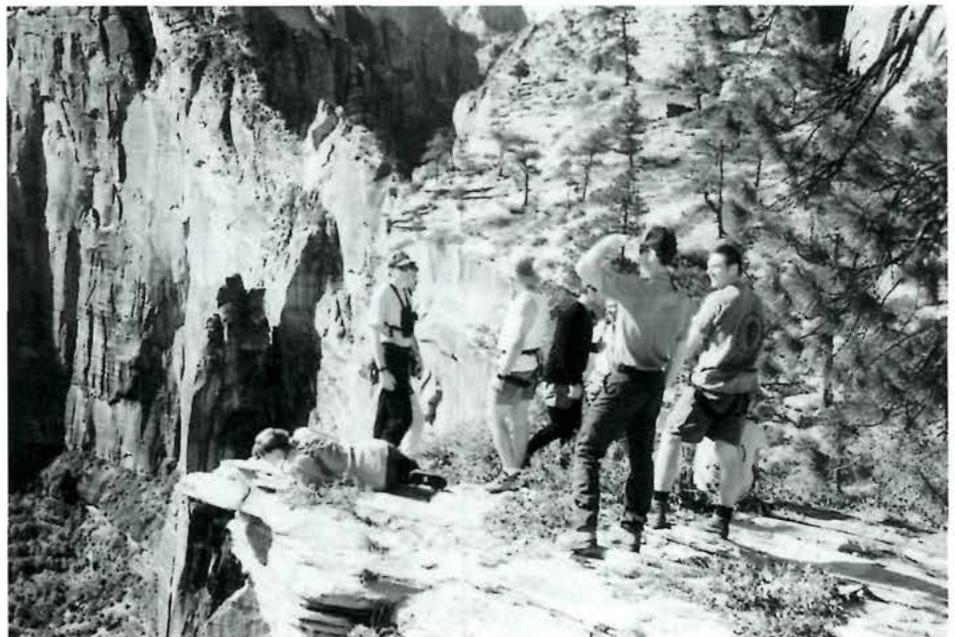
- Emotional reactions irritability, uncontrollable crying, lack of concentration.

Suicide

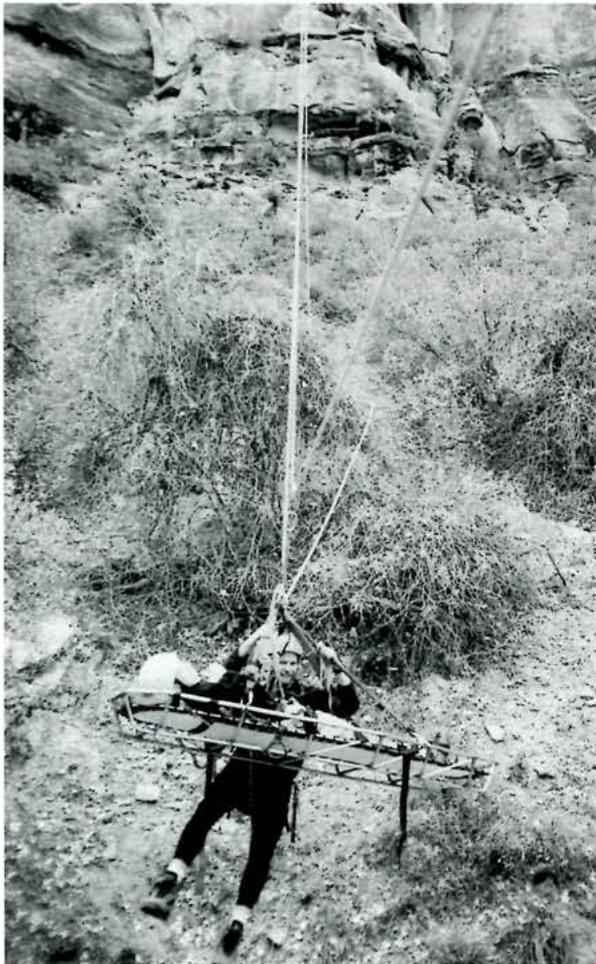
An alarming number of NPS employees commit suicide. Concrete statistics are not maintained, but a review of available NPS data by the Public Health Service indicates that our agency has a suicide rate approximately 30 percent higher than comparably sized organizations. It is beyond the scope of this article to explore the reasons behind the suicides.

Two issues repeatedly occur that co-workers can expect to feel or may observe in others after an employee suicide:

- Survivor guilt: "If only I had listened to her more; gotten her to a counselor; confronted her drinking."



David Buccello



David Buccello

sponses can be the same as the issues addressed above but the extended exposure of this stress must be recognized.

Some Do's and Don'ts In Dealing with Death in the Workplace

Many articles are available to review what psychologists have described as the stages of grief. CISM resource unit leaders (see page 3) can be contacted for handout materials on the issues of suicide, grief counseling, and line of duty death. Organizations such as hospices or Concerns of Police Survivors (COPS) can provide a wealth of materials with which you can build a file in preparation for dealing with death in the workplace issue ahead of time. Be proactive; be prepared before crisis occurs. Be ready to help others.

DON'T:

- Say, "I know how you feel." Everyone responds differently; don't project your feelings or expectations on those grieving.

- Say, "At least he died peacefully" or "I'm glad she died doing something she loved." This does not allay the loss.

- Ignore the loss thinking this will help them forget the situation. They won't forget the loss and they may remember that you never showed you cared.

- Take away their control. Let the bereaved participate in planning memorials; give them as much information as you can about the investigation; let them pack up deceased's belongings if they want.

- Assume that the agency takes precedence over the deceased's families desires during funerals, memorials, etc. First and foremost, the deceased is a son or daughter, a spouse, or a parent. The family wishes must be respected in all planning.

DO:

- Say, "I am sorry for your loss."
- Be comfortable with silence. Be prepared to listen if someone wants to talk.

Listen do not offer hollow platitudes.

- Send a card or note. Make a phone call. Not an email message or a quick voicemail. A few minutes of your time and thought mean much more.

- Offer a concrete way to help, not a hollow offer of "If there is anything you need." Ask if they need some help with child care; a ride or pickup at the airport; mow their lawn or stack their wood when you know they are overwhelmed; bake a casserole; volunteer to take on an uncompleted aspect of an overdue project.

- Remember that holidays, anniversary dates, or special events can trigger grief responses. Recognize this with the bereaved and, again, be prepared to listen if they want to talk.

- Consider bringing in outside relief for co-workers. Ask a neighboring park for help with backfill. Bring in an outside investigator to assist.

- If you are a neighboring park, consider making that offer of backfill before being asked. Your time will come to need similar help and your actions can set an important example.

- Anger at the agency: "If only her supervisor had given her a decent evaluation; they should have made her take time off; they worked her too hard."

It is not uncommon for employee suicides to occur within the work area or employee housing. The extra stress this precipitates cannot be underestimated. Additionally, traditional stages of grief, as with line of duty death should also be expected.

Serious Illness

A review of the list of employees in need of leave sharing due to serious illness issues is sobering. Again, our close-knit work areas bring a face and a friendship to AIDS, cancer, and a host of illnesses that can bring us to know a person in the workplace who may be dying. While the stress on the patient is foremost in importance, knowing that your co-worker is suffering can be a situation beyond the normal coping mechanisms of some employees. Expected re-

The NPS does not presently have suggested guidelines for dealing with a death in the workplace. Perhaps this is such an unpleasant issue that we avoid confronting the prospect that guidelines for funerals, employee benefits, and investigations may be necessary.

At the ANPR Rendezvous (December 1998 in Tucson), a workshop entitled "Dealing with Death in the Workplace" was offered. During this session, a more in-depth examination of issues was presented along with an open discussion of how we should handle future responses.

Unfortunately, there *will* be future incidents. Are you prepared? ☐



Pat Buccello is a special agent in the Intermountain Region and CISM program manager.

ANPR Reports

Internal Communications

The past few months have led to several changes in communications within ANPR. We now have our website on line at www.anpr.org. Many thanks to Bill Hayden at Glacier for his hard work on the initial design of the site and his ability to understand my many confusing e-mail messages describing how we wanted the site set up.

The site will be managed by *Ranger* editor Teresa Ford. Although we are up and running on the Internet, the site is not a finished product. There are several sections still under construction and additional text is needed. There is also a need for input as to how the site can best serve membership needs. I will gladly accept any suggestions or offers for developing text, which can be added to the site. The site will receive periodic updates, and I hope to be able to provide information on internal ANPR topics as well as late-breaking news.

The website will serve as our primary internal communications tool and will replace quarterly Situation Reports. Due to the high cost of first-class mailings, we will attempt to limit those mailings and use the website to pass along information and receive membership input. The *Ranger* will continue to be our quarterly ANPR publication. I will meeting with President Cindy Ott-Jones, Teresa Ford and Tony Sisto to set up themes and develop ideas for future publications. I would like to see *Ranger* themes planned a year in advance to allow more time for soliciting and developing articles.

Any ideas or suggestions concerning internal communications are always welcomed.

— Dan Moses
Dinosaur

Membership Services

I have enjoyed my first year as board member for Membership Services. The next issue I will highlight what we have done during 1998 to improve our Association and provide you a glance at the state of ANPR's membership. Here are some reminders on items of importance to the members.

Membership Directory

We're working on an ANPR membership

directory. A draft was reviewed at the Tucson board meeting. Please let me know if you don't want any of the information about your membership included. Pending approval by the board, we hope this could be distributed some time during 1999.

Recruitment

The new membership brochures are out! They look great and should help us in our recruitment efforts. If you would like a few extra *Ranger* magazines to use for recruitment, let me know. Just think how much we can grow if everybody recruits one new member.

Insurance

One of the benefits we advertise is "Health insurance for seasonal and permanent employees." I'm working with Seabury and Smith, the insurance carrier, on updating our policy offerings to members. There is the possibility of new offerings as well. I will keep you all posted.

For general information on the policy for ANPR members call Seabury & Smith at 1-800-424-9883.

Travel

Unfortunately, Omega Travel is no longer able to provide ANPR members with travel benefits. If you have any leads on a travel agency that may want to take Omega's place, let me know.

Website

The site is now up and does have membership applications and a benefits of membership section. If you think of anything else that should be part of the webpage give Dan Moses a call.

— Mike Caldwell
New Bedford Whaling NHP

Special Concerns

The 105th Congress adjourned Oct. 21, 1998. In addition to a number of park-specific bills, two measures of particular interest passed and were sent to the President for signature.

Senate Bill 1693, originally introduced by Sen. Craig Thomas, R-Wyo., as Vision 2020, was passed by both houses as the National Parks Omnibus Management Act of 1998. The parks act contains eight titles.

Omitted from final passage were provisions on commercial filming and an extension and expansion of the fee demonstration program. As reported in the Summer issue, Congressman Hefley's (R-Colo.) amendment eliminated references to commercial filming in favor of covering that issue in a stand-alone bill that would include all land management agencies. The loss of the fee demo language occurred as a result of a point of order filed by Congressman John Kasich, R-Ohio, the chairman of the House Budget Committee. The committee apparently objected to significant expansion of a program to raise fee revenue, which would go straight to the National Park Service, without the intermediate step of action by the congressional appropriators.

The existing fee demo program was extended (although not expanded to more parks) through Fiscal Year 2001, by a provision in the Omnibus Consolidated and Emergency Supplemental Appropriations Act of 1998¹. The monies raised as a result may be spent through Fiscal Year 2004.

The parks act also provides for a study and report on the National Park Service law enforcement program and development within two years of a management development plan.

□ □ □

The Law Enforcement Officers' Good Samaritan Act, originally introduced by Congressman Jim Kolbe, R-Ariz., as H.R. 3839, was passed as an element of the Omnibus Consolidated and Emergency Supplemental Appropriations Act of 1998².

The Washington Office, Ranger Activities Division is currently seeking clarification on if and how this act will benefit enforcement rangers.

□ □ □

The 106th Congress is due to convene Jan. 6, 1999.

¹ Congressional Record, Oct. 19, 1998, p. H11122 – sec. 327

² Congressional Record, Oct. 19, 1998, p. H11184 – sec. 627

— Steve Shackleton
WASO

Strategic Plan

I am pleased to report that ANPR's strategic plan is taking shape, and although much work is needed to complete the document, the framework and some of the details are already in place. But before going any further with detailing what's in the plan, I want to explain just what it is and why it's important.

The strategic plan is a vision document. It speaks to what ANPR is all about, what we think are the most important goals for the next several years, and how we plan to accomplish them. It's a road map in the sense that it explains who we are, where we're going, and why. It's not a detailed work plan, full of specific tasks, due dates, and the like. But a work plan will be the next step, once the strategic plan is complete.

As of this writing, the draft strategic plan has five strategic goals. They are broad statements of the ultimate conditions that ANPR would like to achieve. Each of the strategic goals consists of one or more five-year goals that are more specific in nature, and are themselves further refined into annual or two-year goals that identify specific results that are to be achieved.

Over the past several months, I've had many discussions with the other members of ANPR's board, and while we have good general agreement on the strategic goals and most of the five-year goals, there are still a lot of details that are going to require further discussion. I expect that we will accomplish most of the work before Rendezvous, and remain on track to present the strategic plan to the membership in Tucson.

Keeping in mind that this is still a draft version, the five strategic goals are presented below. The first three have to do with ANPR's mission, and the last two deal with strengthening the organization in order to accomplish the mission.

1. *The Association of National Park Rangers is recognized both nationally and internationally for its professionalism, experience, and leadership on issues that are of importance to the community of park rangers and the future of the National Park System.*

2. *The Association of National Park Rangers provides to its members and the public a*

wide variety of services, educational opportunities, information, and career-enhancing opportunities that strengthen the NPS community.

3. *The Association of National Park Rangers provides its members, their families, and others with an interest in the ranger profession and the national parks, with opportunities for social enrichment which contribute to the well being of the membership and the NPS community.*

4. *The membership of the Association of National Park Rangers is representative of all ranger disciplines and associated professional specialties, is broadly based with employees at all levels of career development, reflects the diversity of the NPS community, and is stable or expanding in size at a level that provides credibility to the Association's efforts and views.*

5. *The Association of National Park Rangers is a financially stable and secure organization with diverse sources of revenue that provide sufficient funding for the furtherance of the Association's purposes. Membership dues, while remaining an important component of ANPR's finances, are secondary in importance to the value that each member brings to and derives from the Association, and are not the primary means of financial support for the Association.*

While the strategic goals above serve as the foundation for the plan, it contains much more detail than can be provided within the space limitations of this column. If you would like to see the entire draft, or have comments or suggestions, please feel free to call or e-mail me.

— Gary Pollock
George Washington Memorial Parkway

Retirement

Investment "Forecast" and New Mutual Fund

What I read regarding future projections of the market is optimistic. An editorial in the October issue of *Kiplinger's Retirement Report* states that "the biggest pitfall in long-range forecasting and in long-term investing is to let current conditions dominate your thinking and to project them into the future. Instead, one should focus on the broad trends in population, world politics, trade, science and technology. These are the powerful forces that will determine the future." There are two new books that look into the early decades of the next century. They are *World Boom Ahead*, by Knight Kiplinger and *The Roaring 2000's* by Harry Dent. Their projections are similar with Mr. Dent predicting a whopping 21,500 and perhaps a 35,000 Dow by 2008. Mr. Kiplinger states that long-term investors can realistically expect total return in the S&P 500 (large company U.S. stocks) to run around 12 percent a year for the next couple of decades. This is a little higher than the historical 11 percent but well below the returns of the past 15 years. Needless to say, although I will, put all your TSP contributions into the C fund and forget it.

Hopefully none of you panicked during the recent pull back of the stock market. Your savings plan (TSP) is "monthly valued" – meaning that under its record-keeping system earnings are credited, loans and withdrawals are paid and interfund transfers occur only once each month in participants' accounts. You probably had three periods (July, August and September) while the C fund was down when your contributions were credited to your account. That means, while in this period, your addition to the fund bought more shares of the S&P Index. While this may have been only a minor amount, these shares will be worth more as the market rebounds as these shares cost you less. Also there is a lesson in this to point out the folly of trying to time the market and move funds from the C fund to the G fund. Chances are that you will get out of the C fund while it is down and then climb back in as it rebounds at a higher cost.

Jane Bryant Quinn, one of my favorite writers, recently reported on a new mutual
(continued on page 24)

The Professional Ranger Interpretation

Telling Everybody's History Workshop

The Northeast Region along with the Mid-Atlantic Council, Eastern National, and the Colonial Williamsburg Foundation sponsored a two day "Telling Everybody's History" workshop in Williamsburg on Nov. 12 and 13. Participants of this workshop included a variety of employees such as front-line interpreters, planners, interpretive supervisors and chiefs, historians, and superintendents from the Northeast Region. They gathered with others from various regions and with members of the private sector and the Mid-Atlantic Council to explore a number of issues.

Professor James Horton from George Washington University and Superintendent Gerard Baker of Chickasaw National Recreation Area kicked off a panel discussion about telling everybody's history. During this discussion a number of interesting ideas were generated and explored. Dr. Horton proposed that telling "everybody's" history (as opposed to presenting a one-sided story or a story with disjointed attempts to include other groups) requires us to realize that we are all connected. Utilizing those connections is what ties the stories we present together to form a collective history.

During this session and in the next panel, the difficulties, sensitivities, and necessity of interpreting controversial issues and challenging our own as well as our audience's comfort zones were explored. This second session about "Attracting Non-Traditional Audiences," also included some important ideas on constituency-building. Iantha Gantt-Wright of NPCA presented steps that parks could use to build and strengthen various constituencies—those who visit parks and those who may not. Barbara Birney of Colonial Williamsburg followed up with advice that parks need to be prepared for the day when the constituency they are trying to build finally shows up at the park.

Jim Miculka, national coordinator of Trails and Rails, the partnership with the NPS and AMTRAK, continued the discussion stressing the importance of creative marketing, outreach, and partnerships as we move toward the millennium and strive to tell everybody's history. This workshop

was a good example of such efforts. During the evening of the first night, participants got to experience first hand one of the ways Colonial Williamsburg interprets sensitive and controversial issues while providing multiple points of view.

As the participants observed the somewhat controversial interpretive program "Affairs of the Heart," they gained insight into some of the inter-relationships between slaves and masters. Through a series of vignettes or scenes, the audience got to witness some stirring interactions which connected members to the people being portrayed and provoked participants to think and talk about things they hadn't necessarily thought about before.

The program presented by Colonial Williamsburg illustrated several points relevant to NPS interpretation - the need for research that supports the development of well-balanced and inclusive programs, the need for interpretive skill in presenting controversial and sensitive issues, and the need for sound interpretive planning. This need for interpretive planning was addressed the following day during a session on "Using a Comprehensive Interpretive Plan." Richard Kohen of the Intermountain Support Office presented how one region approaches interpretive planning. Nicholas Westbrook of Historic Fort Ticonderoga talked about how his site kept their plan contemporary by meeting quarterly to address and update it. During this session, participants exchanged concerns about the planning process and the usefulness of plans in parks, as well as ideas on how to go about developing dynamic plans that guide but don't restrict interpretive program growth.

This exchange of ideas, concerns, and needs was recurrent throughout the workshop. It became evident that "telling everybody's history" is a common goal, but there are numerous and some relatively unexplored paths leading toward this goal. This workshop shed light on several of those paths, helping to clarify some of the issues that face the profession while generating momentum to address them.

The combined efforts of workshop sponsors, presenters, and participants along with active support from regional leadership moved the Northeast Region closer to attaining one of its goals in interpretation and

education. In the region's interpretive and education strategy *The Road Ahead*, presenting inclusive thematic programs that present diverse perspectives and multiple points of view is of primary importance. Look for more of these efforts to continue in upcoming months as this "Telling Everybody's History" or "Untold Stories" project continues to gain momentum.

— Tina Orcutt
Booker T. Washington NM

Resource Management

The National Leadership Council strongly endorsed the **Natural Resource Initiative** (NRI) at its September 1998 meeting, and agreed to the following four major goals:

- To preserve the parks so that this generation benefits and learns from them while managing them so that future generations enjoy the same benefits.
- To improve the management of the parks through a greater reliance on scientific knowledge.
- To develop and employ techniques that protect the inherent qualities of parks; restoring systems that have degraded and collaborating to minimize degrading influences that originate outside.
- To promulgate broadly the knowledge gained in parks, by the NPS and others, for the benefit of society.

They also directed that a framework be established to guide implementation of the initiative that is more closely tied to NPS programs, the proposed FY2000 budget, and GPRG goals. While the structure of the initiative has changed somewhat, progress remains slow, and field awareness is limited at best, we are finally poised to move ahead. A steering committee was established under the leadership of Deputy Director Deny Galvin to guide implementation. Other members include Alaska RD Bob Barbee, Associate Director for Natural Resources Mike Soukup, USGS/BRD Director Denny Fenn, Superintendents Karen Wade (GRSM) and Doug Morris (SHEN), Dick Sellars, author of "Preserving Nature in the National Parks," and Rick Harris, WASO Strategic Planning office. It's an impressive group, evidence that the NPS establishment is taking the need for major change seriously.

The framework adopted by the steering committee has 12 items, a mix of programs and ways of doing business.

- Inventory
- Monitoring
- Collaboration
- Resource Planning
- Science in the Parks
- Fully Professional Staff
- Exotic Species
- Native and Endangered Species
- Environmental Stewardship
- Air Quality
- Water Resources
- Parks for Learning

A revised concept paper and implementation plan is in the works and should be available for review by midwinter; and the NLC directed that this paper (unlike the very close-to-the-vest "Challenge Paper" which preceded it) should be widely distributed throughout the NPS.

So far—and ever since this effort began, almost a year ago—you've heard a lot about what *will* happen, and the structure. Very little about substantive change or the details, and the details (of course) are what count. Only a small handful of people have been involved, and people in the parks are understandably skeptical. One thing that has finally changed, though, is that the veil of secrecy has finally been lifted. The key players have been urged to go on the road around the NPS and invite as many people as possible to get involved, influence the program, and (hopefully) buy in. Dick Sellars and I will be at Rendezvous and will welcome your interest then.

Related to the Natural Resource Initiative, and potentially more important, is the inclusion in the recently passed **National Parks Omnibus Management Act of 1998 (Public Law 105-391)** a significant directive to the NPS to enhance the availability and use of scientific information in park management. Title II of this bill, which is better known for its provisions regarding concession reform, provides unambiguous direction from a conservative Congress for the NPS to take science seriously. Highlights of the bill include:

➤ **A mandate for acquiring and using research** — "The Secretary is authorized and directed to assure that management of units of the National Park System is enhanced by the availability and utilization of a broad program of the highest quality science and

information."

➤ **Enhanced Inventory and Monitoring** — "The Secretary shall undertake a program of inventory and monitoring of National Park System resources to establish baseline information and to provide information on the long-term trends in the condition of National Park System resources."

➤ **Parks for Science** — A mandate to make parks available for scientific study but only if it "will be conducted in a manner as to pose no threat to park resources or public enjoyment derived from those resources."

➤ **Integration of Scientific Information into Management Decisions** — NPS managers are directed to document the use of scientific studies in management decisions, particularly if adverse effects on park resources might occur. Managers will be evaluated on the trend in resource conditions under their care.

➤ **Confidentiality of Information** — NPS is granted an exemption from the Freedom of Information Act (FOIA) regarding "[i]nformation concerning the nature and specific location of a National Park System resource which is endangered, threatened, rare, or commercially valuable, of mineral or paleontological objects ... or of objects of cultural patrimony." This will allow park managers the ability to legally keep this information from the public, if disclosure might threaten the resource. Previously, only cave information had this protection.

With the exception of the FOIA provisions, this new authority really isn't new. We could already do all these things. But with the DIRECTION to do them, rather than the option, maybe it will be harder for the NPS to ignore them. Skeptics will say "follow the money." With the Service's proposed FY2000 budget calling for substantial increases in natural resource programs (especially Inventory and Monitoring), Congress will soon have the opportunity to put its money where it can really do some good.

If the Service is clever, it will roll the entire Natural Resource Initiative into an implementation plan for the Omnibus Management Act. It will be a terrific way to look good to the Congress, and do good for park resources. The last year's ups and downs with the NRI have clearly shown that the NPS culture can't be changed directly by

saying it will (or should) happen. But real programs, backed by real money and some real accountability, might make a real difference. If it does, the culture might change without our even noticing it.

— Bob Krumenaker
Northeast Regional Office

Protection CISM

As a reminder, for active CISM peers who are involved in Servicewide and local park area programs on a routine basis, a three-day workshop is scheduled for March 2-4 in Nashville, Tenn. Applications must be at FLETC no later than Jan. 28, 1999. Contact Jill Hawk at (704) 298-0293 for more information.

Seasonal Law Enforcement Programs

Here is a list of academies and contact numbers for seasonal law enforcement programs:

Colorado Northwestern Community College, (800) 562-1105 ext. 336.

Cuyahoga Community College, (Ohio), (216) 987-5081.

Hocking College, (Ohio), (740) 753-3200.
Northern Arizona University, (520) 523-0228.

Santa Rosa Junior College, (California) (707) 776-0721.

Skagit Valley College, (Washington State), (360) 416-7829.

Slippery Rock University, (Pennsylvania), (412) 738-2596.

Southwestern Community College, (North Carolina) (828) 369-7331.

University of Alaska Southeast, (907) 747-6611, ext. 223.

University of Massachusetts at Amherst, (413) 545-2484.

Vermillion Community College, (Minnesota) (218) 365-7246.

Western Dakota Tech Institute, (South Dakota) (800) 544-88765.

At Lake Roosevelt NRA, rangers spend a great deal of time instructing at Skagit Valley College in the ranger training program.

(continued on page 24)

Life Membership Categories

Various categories of ANPR life memberships have been established to help the Association generate sufficient interest income from life membership investments to provide basic membership services for life members. ANPR life members are encouraged to increase their life memberships so that the annual interest covers the \$40 per member per year it costs to provide basic membership services. Payment schedules can be arranged through ANPR's business manager or send your payment to ANPR, P.O. Box 108, Larned, KS 67550-0108.

Second Century Life Membership

Second Century Life Membership is open to any life member paying an additional \$125 for his/her life membership, regardless of the original amount paid.

Current Second Century Life Members

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Bryan Swift	Dave Buccello	Bill Pierce	Tommie Lee
Aniceto Olais	Colleen Mastrangelo	Tony Bonano	James Hummel
Mary Kimmit Laxton	Bruce McKeeman	Bruce Edmonston	John Mangimeli
Rick Erisman	Georgjean McKeeman	Glen Bean	Craig Johnson
Jean Rodeck	Bill Carroll	Phil Young	Rod Broyles
Ron Konklin	Jim Brady	Janice Wobenhurst	Mike Caldwell
Tony Sisto	Deanne Adams		

Third Century Life Membership

Third Century Life Membership is open to any life member upgrading to a total of \$500 for his/her life membership.

Current Third Century Life Members

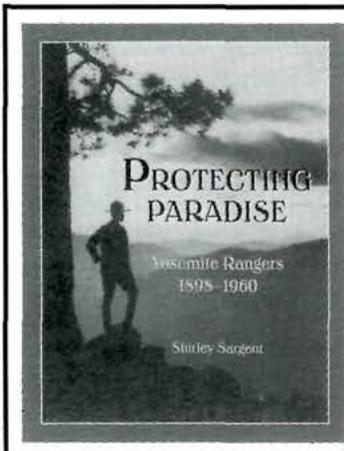
William Supernaugh	Rick Smith	Butch Farabee	Scot McElveen
Steve Holder	Kathleen Clossin	Dan Moses	Carl Christensen
Barry Sullivan	Patricia Tolle	Jeff Karraker	Tessie Shirakawa
Bill Wade	Pat Quinn	Nancy Wizner	Maureen Finnerty

Fourth Century Life Membership

Fourth Century Life Membership is open to any life member paying a total of \$750 for his/her life membership.

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In Print

Green Rider

Kristen Britain, DAW Books, 1998
ISBN 0-88677-824-7

By **Karen Sweeny-Justice**

Big South Fork National River and
Recreation Area

If a park ranger could create a world, it just might be a land where foresters intimately know all the trees they protect, where birds and animals have magical powers to assist and protect humanity, where all that stands between doom and destruction is an elite corps dressed in green.

Kristen Britain, an interpreter at Acadia, has created just such a world in her first novel, "Green Rider." Published in November by DAW Books, "Green Rider" is a fast-paced page turner that leaves readers wanting more.

When Karigan G'ladheon leaves school under less than ideal circumstances, she finds herself thrust into a world of intrigue and danger in order to make good her promise to a dying man. Pledging to bring an important message to the king of Sacordia, Karigan dons the green jacket and brooch that identifies Green Riders. Mistaken as a member of the elite messenger corps, Karigan discovers assassins want to prevent the message she carries from reaching the king, and that an evil magic has been loosed upon the land.

Britain's own background has some parallels to that of her heroine. Back in the late '80s, a visit to Women's Rights NHP led to a VIP position there. Donning the green and gray after graduation from Ithaca College in 1987, she began a decade of seasonal work at parks as diverse as Clara Barton, Lowell, Women's Rights, Acadia, Mammoth Cave and Rocky Mountain. While no assassins have yet tried to stop her, Britain has been hard at work getting the message of the NPS across to visitors.

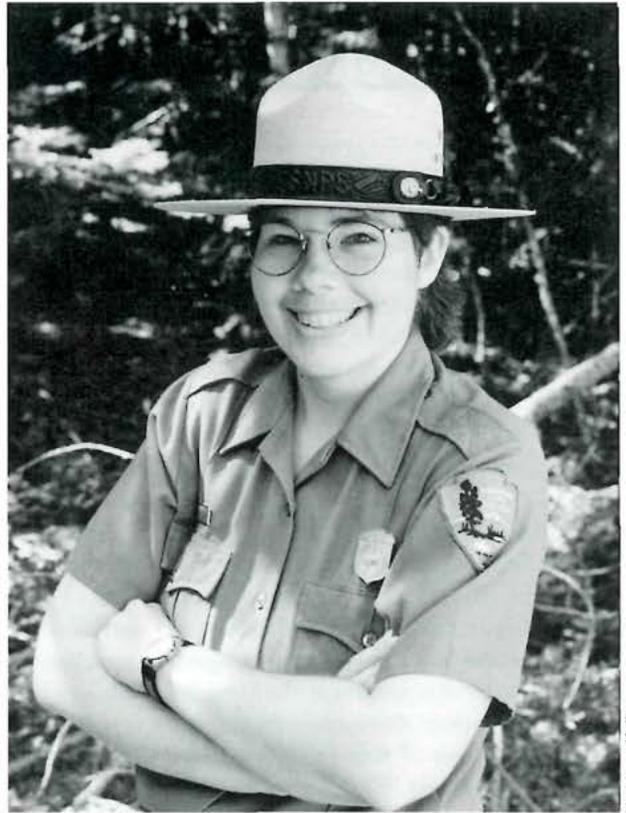
In addition to doing programs, she manages Acadia's interpretive publications, edited the "Where in the World is Tuzigoot?" environmental education booklet, and writes, edits and illustrates site bulletins and booklets.

Work on "Green Rider" began during the winter of 1992, and the first draft of the story was finished the following summer. When a term appointment at Acadia was offered to her four years ago, Britain put down roots and devoted more of her free time to revisions and submissions of the manuscript.

While there are no national parks in the fantasy setting of Sacordia, Britain's respect for, and love of, nature shows through. Even the population of her fantasy land must deal with shortages of paper and threats to protected lands that nurture the last of the original trees.

Readers won't have any problem visualizing some of the areas that Britain has roamed in her own Park Service career.

Compared by Marion Zimmer Bradley to the works of JRR Tolkien, "Green Rider" has been well received. Britain is at work now on "Mirror of the Moon," a sequel that continues the adventures of Karigan and the



Kathleen Kelly

Green Riders. She maintains a website at <http://www.angelfire.com/ky/karigan>. □

Karen Sweeny-Justice is a seasonal interpretive park ranger at Big South Fork National River and Recreation Area.

Blind Descent

Nevada Barr, G.P. Putnam's Sons,
1998
ISBN 0-399-14371-8

Nevada Barr's latest mystery goes underground as park ranger Anna Pigeon heads to New Mexico's Carlsbad Caverns on a rescue mission. When a fellow ranger is injured in a caving accident, Anna discards her fear of small spaces and descends into Lechuguilla Cavern to help a friend in need.

Lechuguilla, discovered in Carlsbad Caverns in the mid-1980s, is estimated to extend for more than 300 miles, only 90 of them mapped.

Worse than Anna's claustrophobia are the signs — some natural and some manmade — that not everyone is destined to emerge alive from this wondrous cave. All of Anna's climbing skills are needed for the precipitous climbs, tiring treks and descents into eerie canyons. In this place of internal terrors, Anna must learn who she can trust and, in the end, decide who lives and who dies.

Barr is the author of five previous Anna Pigeon mysteries. She lives in Mississippi and previously was a ranger on the Natchez Trace Parkway. *Blind Descent* is featured on the website: www.penguinputnam.com.

IRF Update

By Rick Smith



The recently-concluded IRF elections brought two ANPR members into leadership positions.

Yvette Ruan, Hawaii Volcanoes National Park, was elected regional representative for the North American continent. As such, she will represent the interest of ANPR and the Canadian Wardens Association on the IRF Board. Hopefully, she will also soon be representing the ranger association of Mexico. The Mexicans have expressed interest in affiliation with the IRF.

Rick Smith, the newly-elected vice president of the IRF, traveled to Mexico in late October to participate in a law enforcement training course for Latin American rangers. He hopes to be able to speak to the Mexican rangers about their interest in affiliation.

Mexico is one of four Latin American countries interested in affiliating with the IRF. The others are Cuba, Argentina and Ecuador. The Cubans and the Argentines

already have national associations of protected area professionals. Ecuadorian rangers at Galapagos have formed an association and are testing the waters to see if their colleagues on the mainland have similar interests.

The Uruguayan Ranger Association has written to ANPR and the IRF to seek assistance on a problem with which we are all too familiar. Evidently, the Uruguayan Congress is considering a law that would bring its protected areas under one management authority. Juan Carlos Gambarotta, the president of the Uruguayan Association, points out that this law is defective in several important aspects. He asked for help in drafting language that would prohibit hunting inside protected areas and that would curtail mining within the areas. He also wanted language that would grant enforcement authority to Uruguayan rangers, an

authority they currently do not exercise. The IRF responded with suggested language. Juan wrote back expressing his gratitude for the assistance.

Meg Weesner and Rick Smith have almost finished editing the speeches that were given at the Costa Rica Congress in September 1997. What has taken so long was the translation of the speeches in two languages, English and Spanish. The proceedings of the Congress will then be published and sent to interested parties.

Finally, ANPR's international committee will meet during the Tucson Rendezvous in mid-December. Its task is to design a fund-raising strategy that will help ANPR seek donations to help defray the costs of attending the South African Congress for delegates from the Western Hemisphere who would be unable to participate without some financial assistance. □



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- ▶ Facilitated mentoring program
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Mike Caldwell, Membership Services
33 William St.
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Prospective members, see the membership form on the inside back cover of *Ranger*.



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All in the Family

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

Send 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, Larned, KS 67550-0108.

Edward V. Bayron, a former seasonal ranger, now is a GS-9 immigration inspector on the U.S. Territory of Guam.

Jim Bellamy (GRTE, CRLA, MORA, ZION, CHIS, BIBE, GLAC, GRBA, HOAL) has transferred to Coronado National Memorial as superintendent. Previously he was Servicewide training manager for supervision, management and leadership at Albright Training Center at the Grand Canyon.

Lisa Eckert (seasonal '79-'86 YELL, EVER, COLM, HALE; perm SHEN, GRCA, COLM, GRFA, DENA '94 - '98) is moving from chief of interpretation at Denali NP & Preserve to superintendent of Knife River Indian Villages NHS, Stanton, ND. □

Membership Directory Planned for 1999

A draft of an ANPR membership directory is scheduled for presentation at the December Rendezvous, where members will review and recommend publication action to the board. Information to be included in the directory will be:

Name(s)
Park/Region/Retired
Position
Home Address
City, State, Zip
Office Phone, Home Phone
Home e-mail address

If for any reason you don't wish to have all or parts of this information included in the directory, please contact Mike Caldwell, Membership Services (phone number/address on the back cover).



Jeff Ohlfs

Smallest Unofficial National Park

By Jeff Ohlfs
Joshua Tree

My wife and I recently visited the smallest U.S. "national park," St. Agnes National Park. Never heard of it? You're not alone. It's more a piece of National Park Service trivia.

Sixteen years ago I first learned about St. Agnes from a small article in the Sunday newspaper magazine, "Parade."

The story centers on the newspaperman-novelist Gene Fowler (1890-1960). Fowler lived in Los Angeles. His close friends included John Barrymore, W.C. Fields, Jack Dempsey, Jimmy Durante and a tie to our own desert oasis, Erle Stanley Gardner.

In the 1950s Fowler constructed a sloping hillside volcanic rock garden in his backyard with boulders as big as mountains. Planted in the garden were succulents and tropicals. A patio was built with flagstone. One interesting item was a dinosaur bone from Colorado given to him by a friend. Fowler used to comment it was the only thing older than him. The garden became his personal sanctuary as well as a hobby.

His wife, Agnes, liked to sit in one corner

(six-by-four feet) under an umbrella. Fowler erected a sign over that little corner that read "St. Agnes National Park." It was an honor bestowed on his "vastly patient and appreciative" wife who stayed by his side despite Fowler's many adventures. They had been married since July 1916.

How did this garden become a "national park"? It was in March 1959 when Fowler's friend, actor Thomas Mitchell, told his uncle James P. Mitchell, U.S. Secretary of Labor for President Eisenhower, of the garden and its sign. Secretary Mitchell was so taken by the garden, he and U.S. Secretary of the Interior Fred A. Seaton (the presidential cabinet official supervising the National Park Service) traveled to Fowler's home. There, Secretary Seaton dedicated the garden the "smallest unofficial national park in the U.S."

Fowler died on the patio overlooking his hillside rock garden and St. Agnes National Park. The residence was sold years ago. Gone are the umbrella and sign. However, the current owners have preserved the hillside rock garden and flagstone patio of St. Agnes National Park.

Welcome to the ANPR Family!

Here are the newest members of ANPR:

Seabury & Smith Insurance	Washington, D.C.	Katie Loper Bliss	San Mateo, CA
Phil Akers	Lake Powell, UT	Scott Malon	Springdale, CA
Chuck Arning	Lunenburg, MA	Mary Martin	Barstow, CA
Brad Baker	Alexandria, VA	Paul Scott Martin	Three Rivers, CA
Becky Lynn Baldwin	Billerica, MA	R. Scott McConchie	Forks, WA
David Barland-Liles	Los Molinos, CA	Ron Mitchell	Santa Fe, NM
Gary Busted	Anchorage, AK	Robert Moelder	Boulder City, NV
Nate Card	Ochopee, FL	Cicely Muldoon	Sausalito, CA
Randy Cleaver	Alexandria, VA	Laurie Necaie	Seaford, VA
Jeffrey Cook, Sr.	White Hall, MD	Clark Noble	Ontario, OR
B.J. Dunn	Woodstock, VT	Thomas Parrack	Yosemite NP, CA
Troy Erickson	Grand Lake, CO	T. Allyn Pharo	Great Falls, VA
Roland Foss	Grand Canyon, AZ	Donald Ross	Dolores, CO
Jennifer Gonsalves	New Bedford, MA	Peggy Royer	Sabillasville, MD
Julie Hannaford	W. Yellowstone, MT	David Saymanski	Portland, OR
Carin Harvey	Los Alamos, NM	Kara Springer	Columbia, SC
Gayle Hazlewood	Atlanta, GA	Bill Spruill	Mitchellville, MD
Bill Hudson	Flagstaff, AZ	Sheridan Steele	Gunnison, CO
Matthew Hunt	West Glacier, MT	Aaron Titus	Dexter, ME
Merrie Johnson	Boise, ID	Donald Weir	Ithaca, NY
Ellen Little	Del Rio, TX	Chris Weisen	Dublin, OH
		Randy Wester	Waipahu, HI



You can help.

Through its private-sector partnerships, the National Park Foundation has raised more than \$21 million over the past five years in direct support for the National Parks. Using a competitive-grants program, NPF channels funds to the following broad program areas:

- education and outreach
- natural resource conservation
- historic preservation
- visitor information services and interpretive facilities
- support for National Park Services volunteers and employees

For more information, visit our web site at www.nationalparks.org.

National Park  FOUNDATION

ANPR is now on the web! Check out our site at www.anpr.org.



ANPR meets in Tucson December 8-12, 1998

As this issue of *Ranger* was going to press, members of the Association of National Park Rangers were meeting for the 22nd Ranger Rendezvous Dec. 8-12 in Tucson. Watch for reports about the gathering in the next issue of *Ranger*.

ROAD MAP for my heirs

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

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

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

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

The book costs \$10, plus \$4 for shipping and handling. U.S. currency only.

Make check payable to ANPR.

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

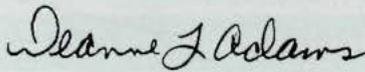
President's Message

(continued from page 1)

membership board member, has a passion about this goal and has spent much of 1998 developing new ways to recruit and retain members. Lisa Eckert, as board member for education, arranged for a diversity of pre-Rendezvous training courses, to appeal to a range of disciplines.

As you can tell, I'm enthusiastic about the new board structure and the board members who have served in 1998. I'm pleased with our results since 1995 and I look forward to working with Cindy Ott-Jones as she carries the Association work into the next century.

Thank you for the confidence you've shown by electing me to two terms as your president. It has been a lot of work, but it has been rewarding and I will miss it. I'll also enjoy having my weekends free once again, however! Please give Cindy a warm welcome and give her the support you've given me these past four years.



Missing ANPR Members

ANPR has lost touch with these people. If you know their whereabouts, please send the information to ANPR, P.O. Box 108, Larned, KS 67550-0108.

Matthew Almeida	Lowell, MA
Eileen Andes	Three Rivers, CA
Matthew Day	Yamhill, OR
Linda Emerson	Hopkinton, MA
R.J. Marsh	Yosemite, CA
Paul Scott Martin	Three Rivers, CA
Brian Peters	Timucuan E&H Pres.
Richard Ryan	S. Wellfleet, MA
Laura Schnebelen	Columbus, OH

Retirement (continued from page 15)

fund that is very interesting. I usually don't recommend specific mutual funds, but what's good enough for Jane is good enough for me. The fund is the Growth and Income Fund offered by TIAA-CREF (800 223-1200). TIAA-CREF (the Teachers Insurance and Annuity Association-College Retirement Equities Fund) is the world's largest private pension fund. Its managers run \$236 billion for some 2 million participants from 8,200 schools, colleges and related organizations. Normally their investments are for academics and are mostly variable annuities. But in 1997, TIAA-CREF offered several of their funds to the general public. What makes these funds so good? Low cost and experienced management. The only TIAA-CREF stock fund now followed by Morningstar is the Growth & Income Fund. Morningstar gives the fund very favorable comments. This is a no-load fund with a minimum \$250 purchase price, minimum \$25 additional investment and a very low, annual management fee of 0.43 percent. The fund holds 509 stocks and looks very much like the S&P 500. Managers of the fund tend to hold the stocks for a while rather than engaging in buy-and-sell strategy. This holds down capital gains taxes for those who invest in this fund in a non-tax-deferred account. Mutual-fund analyst Sheldon Jacobs, publisher of the *No-Load Fund Investor* newsletter calls the fund "a very, very good deal for long-term investors looking to build a core portfolio." This would be a great fund to build a college education account for your kids and a Roth IRA for yourself both through the payroll deduction program.

— Frank Betts, Retired

Protection (continued from page 17)

I urge all parks that are in close proximity of these schools to help out these vital institutions and assist in the proper training and insight into our unique profession.

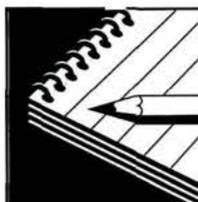
Personal Watercraft (PWC)

There has been an on-going discussion regarding the use of PWC's in NPS areas. Some say they should be banned from the earth; others say they should be allowed anywhere conventional vessels are allowed. The NPS is managing its parks somewhere in the middle. PWC's make up about 11 percent of the vessels registered in the U.S. but comprise over 35 percent of vessels involved in accidents. Forty-four percent of boating injuries reported in 1996 involved PWC's. The problem is that PWC's have a shallow draft allowing them to enter areas not accessible to conventional vessels. That access has the potential to adversely impact wildlife and aquatic vegetation.

A proposed regulation involving PWC's has recently been approved by the Solicitor's Office and signed by the associate director, director and assistant secretary. The proposal clearly establishes a policy that PWC use is prohibited in parks unless specifically authorized. A number of parks where the enabling legislation indicated that water-based recreation with substantial motorized boat use is a purpose of the park (NRA's seashores, etc.) will manage PWC use through the superintendent's compendium, as per 36CFR 1.5 and 1.7.

I encounter PWC's on a daily basis and like any recreational pursuit, there are safe operators and there are unsafe operators. The PWC enthusiasts literally have the power to sink their own sport or to act responsibly. Whatever your view on the subject, one thing is clear, these machines are not going to go away; they are being sold at a rate of 4-1 over conventional boats and are being engineered to reach speeds in excess of 90 mph. Even my new Boston Whaler would have trouble catching that one!

— Steve Clark
Lake Roosevelt



Share your news!
We want to hear from you. Take a minute to tell others your news. Use the form on the next page.

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)	Individual		Joint	
	One year	Two years	One year	Two years
Active (all NPS employees and retirees)				
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 <i>Ranger</i> sent quarterly)			<input type="checkbox"/> \$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
 or e-mail: fordedit@aol.com

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

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

Other information _____

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