

# RANGER

The Journal of the Association of National Park Rangers

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Vol. XV, No. 4    Fall 1999



Environmental *Excellence!* The Challenge of the 21st Century

# Letters

## Housing Rebuttal

I was interested to read the articles in the last issue (Summer 1999) of the *Ranger* magazine on employee housing. As a past president of the Association, and in my career with the Service, this is an issue that has long been of interest to me, and I have dealt with it on many levels.

I was somewhat disappointed, to see that none of the articles dealt with the fact that the Service is now faced with new direction and mandates imposed on us by the Congress to reevaluate and reform our Servicewide Housing Program. Additionally, some of the information in the articles is inaccurate, which indicates to me that there exists a misunderstanding of the current housing policy and Congressional direction. I would like to take this opportunity to attempt to clear up some of these apparent misconceptions, as well as to clarify the purpose and intent of the contracted needs assessments recently completed.

The current direction the Service is receiving from Congress on housing was perhaps best summed up in the recent report of the House Appropriations Subcommittee on the Service's FY 2000 Budget request (Hs.Rpt. 106-222, on H.R. 2466, FY 2000 Interior Appropriations, June 1999.) The committee's report speaks to a number of the issues raised by the *Ranger* articles, and I hope your members will take time to read it. It begins:

"For several years, the Committee has been concerned about the cost and extent of the Service's employee housing program. The Committee has been very supportive of the need to assure that quality housing is provided when it is necessary to protect

resources and serve visitors. However, the cost of providing housing has been staggering. Over the past 10 years, the Committee has appropriated nearly \$200 million to repair and construct Park Service employee housing . . . While we have supported the agency in the past, we are convinced that the Service has not done all it can to assure that it provides housing only when absolutely necessary. . ."

We must be fiscally responsible and responsive to the concerns of the Congress and the American taxpayers. We also must continue to identify the critical needs of the Service and then focus the limited dollars we have on maintaining those needs. We must look for alternatives to in-park housing, especially in areas where the local community can supply housing within a reasonable commuting time. These are the very issues we have begun to explore, as a part of the contracted needs assessment.

However, Bruce McKeeman's article does not accurately present scope of the contract, the actual work done or the results, and misrepresents the housing policy. For example, his statement that the recent contracted needs assessment only considered housing for permanent employees and compared local housing markets only on the basis of affordability. In fact, the contractor's assessment considered all paid staff (including seasonals, term, subject-to-furlough, etc.) and determined the employee's ability to compete in the private market taking into account lease-terms in the private rental market, vacancy rates and affordability.

Furthermore, the contractor did not ignore the fact that historic structures need to be preserved and protected. On the contrary, when there was not a determined housing need, the contractor's report stated that the further use of historic structures for preservation would be determined after a condition assessment had been done. This recognizes that the NPS does have an obligation to preserve and protect historic structures and the use as housing is allowed in the housing policy, however, it is not the only allowable use of an historic structure and it may or may not be the best use.

In Fred Moosman's article, "We Protect the Area by Our Presence," he suggests that the NPS offer reduced rents as a form of

(continued on page 28)



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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.

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**ANPR Calendar**

Ranger (Winter issue):  
 "Seasonal Issues"  
 deadline ..... Nov. 15

Ranger (Spring issue)  
 deadline ..... Jan. 31

Rendezvous XXIII ..... March 14-18,  
 2000  
 Knoxville, Tenn.

# RANGER

The Journal of the Association of National Park Rangers

Vol. XV, No. 4

Fall 1999

*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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**Cover:** Park erosion control project at Madison Campground in Yellowstone. Photo by VIP campground hosts Sam and Mary Cissel.

## President's Message

**R**anger magazine continues to be a forum for member's differing points of view. ANPR especially appreciates the NPS Directorate taking time to read the magazine and respond to our members' perspectives (see Letters, previous page). As this editorial letter succinctly states, "There exists a misunderstanding of the current housing policy and Congressional direction." The Association has been, and will continue to be, involved in the housing issue as it affects our member and other NPS employees.

Our "Lost! But Found . . . Safe and Sound" video already is creating an impression! I received a delightful e-mail message from a fellow chief ranger, stating there wasn't a dry eye in the room after showing our video to the park staff. He complimented the Association's actions, and all involved,

with this top-quality product. He now hopes to convince his cooperating association to sell it. Imagine if only half of our membership would do the same! This video gives us another way to serve the public, and supplement our finances — a wonderful combination! My personal thanks to **Bill Wade and Anne Tubiolo** for being the lightning rods behind this project!

Please enjoy this issue of *Ranger*, "Environmental Excellence." We hope this will be an especially stimulating and informative issue dealing with topics vital to the very core of our careers. I challenge you to use this issue, in particular, to recruit new members to the Association. It expresses our continuing quest to better understand the precious resources that we protect daily. □

*Cindy Ott-Jones*



Tony Sisto

**Coming in the Winter Issue of *Ranger*: Seasonal Issues**

Left, seasonal interpretive ranger Tiffany Potter at Yellowstone National Park.

# Sustaining the Lands, Waters and Human Spirit

By Charles Wilkinson  
University of Colorado



Dennis Young

Rangers offer environmental education programs at Golden Gate National Recreation Area.

**T**oo often, resources are consumed for short-term economic gain, while sustaining them and society in the long-term is ignored. In Aldo Leopold's terms, a land ethic requires the preservation of "land health." As he wrote in *A Sand County Almanac*, "Health is the capacity of the land for self-renewal. Conservation is our effort to understand and preserve this capacity." And "the most important characteristic of an organism [including the land organism] is that capacity for internal self-renewal known as health."

Today we use the term sustainability to articulate our commitment to long-term land and water health. Broadly put, it calls upon us to meet the needs of our generation without compromising the ability of future generations to meet their own needs. At its core, sustainability is a moral idea, premised on intergenerational equity, the ethical obligation to those still to come, a blood commitment that they will have the same or greater bounty with which we have been blessed. We should strive to live within our ecological means because failing to do so means passing on a burden of sacrifice and loss to other people, people who actually will inhabit our places. Though we do not know them, passing the burden to them would show no respect, love, or morality, precisely the qualities our species values so.

High-sounding words, exactly the kind

of talk that causes some people to say that sustainability is vague, all puff and no substance. But it is worthwhile to look closely at sustainability and at some of the many different venues where people are hard at work putting sustainability into practice on the ground as a working policy.

I think of sustainability as operating on two levels. First, sustainability has great appeal as a broad societal objective — as a symbol, as a statement of some of the fundamental values we hold as a people. Sustainability has this appeal because it combines the philosophical and moral force of fairness to future generations with the practical edge of being necessary to our economic and social well-being. In this broad, symbolic sense, sustainability embodies a shared national goal in much the same way that freedom and equality do. Such broad formulations—idealistic and never fully attainable, yet undeniable in their essential verity—are critical for setting an agreed-upon context for making public choices on difficult and contentious issues.

I referred to people who say sustainability is vague, and so in many ways it is. It is young. Freedom and equality were young

once, too, but both, while maintaining their symbolic force, have also matured into specific programs, including voting rights acts, the right to peacefully protest, fair housing laws, and scores of other.

Sustainability, like freedom and equality, also operates on a more down-to-earth level and has been gaining specificity quite quickly. We recognize three aspects of sustainability — ecological, economic, and cultural. We increasingly focus on a place, usually defined by natural, rather than political, boundaries, and usually, especially here in the West, a watershed. The objective of sustainability — what it is we will strive to sustain — is expansive. We mean to sustain the traditional commodity-oriented outputs — megawatts, board feet, acre-feet, animal unit months, visitor days, and so forth — but we refuse to define our future in those terms alone. Modern sustainability goes further and also seeks to sustain such things as free-flowing rivers, long vistas, species diversity, tribal, ranch, and farm communities, and solitude, beauty, and wonder. We also recognize a procedural element, a presumption that the best place to start, and hopefully end, is with an open collaborative process fully involving all the stakeholders: federal, state, and local agencies; tribal governments; business interests; environmental organizations; and other affected citizens groups.

Further, sustainability calls for reduced

*The author adapted this article from the keynote address he delivered to the first NPS Intermountain Region Resource Conference in Corpus Christi, Texas, earlier this year.*

consumption and rigorous conservation of resources, insuring that they will be used efficiently. Most of our conservation efforts are in their infancy, but comprehensive, sensible conservation programs can resolve

“The truest way to understand what sustainability means comes not from these kinds of descriptions, though they help, but from seeing how sustainability has actually been implemented in real places.”

or ameliorate literally every environmental problem, including the Armageddon Forces. Conserving from existing uses is a source of “new” resources, whether energy, timber, or water. Across the board, we ought to ask of every existing policy and every new proposal: is it strong on conservation?

Yet the truest way to understand what sustainability means comes not from these kinds of descriptions, though they help, but from seeing how sustainability has actually been implemented in real places. It is through real-world efforts that you best understand and define sustainability and how it differs from traditional approaches.

Take the Northwest Forest Plan, President Clinton’s 1993 initiative in the federal, tribal, and private forests west of the crest of the Cascade Range. One aim is to sustain ancient forests, salmon, and other species, including the spotted owl. The plan also strives to sustain scaled-back but stable timber and commercial fishing industries. This comprehensive plan may be the most extensive effort in sustainability ever undertaken and the people of the Northwest are well familiar with it. Some oppose it. Some like it. Some would like to see it improved, which may well happen. But you don’t hear many say that the Northwest Forest Plan is vague.

Two other examples are useful to show that we comprehend the specifics of sustainability, not so much in broad classroom-type formulations, as in real efforts in real places.

At Yellowstone, we have employed the device of ecosystem management, one of the methods we can use to further the goal of sustainability. You can see sustainability there as a concrete, working policy. At Yellowstone, the things we have decided to sustain are evidenced by such programs as

grizzly bear recovery; bison, moose, cutthroat trout, and elk management; fire policy; coordination of information on campsite vacancies throughout the ecosystem; restrictions on roading for logging and

mining; protection of the geothermal resources; and now, wolf reintroduction. Some of these policies overlap, and all are being changed and modified to reflect new data, but you can quite clearly define what we are trying to sustain, and the ways we are going about it, in Yellowstone.

Compare this to the Grand Canyon, where sustainability must be fundamentally different than at Yellowstone or in the Northwest because the *place* is different. Yellowstone’s lodgepoles are the Canyon’s piñon-juniper; Yellowstone’s geysers the Canyon’s exposed geology; Yellowstone’s grizzlies the Plateau’s humpback chub; Yellowstone’s fires the Canyon’s flash floods. And the Grand Canyon has a whole set of unique opportunities and challenges — extraordinary Ancient Puebloan sites, thousands of years old; and the products of post-World War II development — Glen Canyon Dam, Lake Powell, the Four Corners Power Plant.

The broad principles of modern sustainability have been applied in many discrete ways in the Grand Canyon. All of these can and will be improved upon, but look what people at the Grand Canyon have accomplished in recent years. The attempt to save endemic fish species through the Endangered Species Act. The effort to sustain the fish, the riparian areas, and the quality of recreational raft trips through the Grand Canyon Protection Act. The program to restore air clarity through the EPA regulations for reducing emissions at Navajo Generating Station and through the work of the Grand Canyon Visibility Transport Commission. The determination to achieve economic sustainability by continuing to manage the Colorado River to provide significant amounts of water and electrical energy. The beginning efforts, which will stiffen, to preserve archaeological sites. The regime to

limit airplane over-flights in order to protect the solitude. The new Grand Canyon General Management Plan, which deals with overcrowding in the national park by sharply limiting automobile traffic. The implicit, but still firm, decision to sustain and preserve the living river and deep canyon walls and all their 1.7 billion years of world history by never, despite all the many proposals over the years, plugging Grand Canyon with any dam.

No one can say whether westerners will be using the term sustainability generations from now. My guess, though, is that they will and that it will be the overarching framework for our relationship with the natural world. That’s not because sustainability holds out some automatic solution, but because it offers a sensible way, at once idealistic and practical, for public bodies and plain citizens to conceive of, and build toward, a fair and promising future, toward sustaining places in a full and vibrant sense. □

*Charles Wilkinson, Ph.D., the Moses Lasky Professor of Law and Distinguished University Professor at the University of Colorado, is the author of many articles and books including, Fire on the Plateau (1999), Crossing the Next Meridian (1992), and The Eagle Bird (Revised Edition, 1999). He currently is serving as the facilitator in the negotiations between the Timbisha Shoshone Tribe and the Department of the Interior concerning Timbisha rights in Death Valley National Park.*



**Charles Wilkinson**

# Environmental Leadership

## — A Key Element of the Preservation Imperative —

By Robert Stanton  
NPS Director



At its heart, environmental leadership is about using new approaches to fulfill the National Park Service's traditional mandate. It is a philosophy and a commitment towards better protection of our natural and cultural resources.



In 1916, the Organic Act established the National Park Service to "promote and regulate the use of the... national parks... which purpose is to conserve the scenery and the natural

and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." Today, this mandate is closely related to the idea of "sustainability" — making decisions and engaging in practices that meet the needs of the present generation without compromising the ability of future generations to meet their needs.

I feel strongly that our mission obliges the NPS to demonstrate environmental leadership by incorporating sustainable practices into everything we do; by improving our environmental compliance; and by educating others about our efforts. Providing power to visitor facilities; providing systems for visitors to move through parks; leading interpretive programs; and enforcing the law are things we do every day. They are part of our jobs. But they are also opportunities for us to do our jobs in a manner that demonstrates our commitment to environmental excellence.

Our responsibility for environmental leadership is both individual and collective. Environmental leadership is not something that you should wait to be told to do; it should be an important consideration in decisions you make every day. I am proud of the innovation and dedication shown by

many of our employees who have taken the initiative to make the NPS a leading organization in its environmental practices. I would like to share with you a few of the projects that have inspired this effort and reflect its goals.

Until recently, Dangling Rope Marina in **Glen Canyon NRA** operated diesel generators 24 hours a day, 365 days a year, using 65,000 gallons of diesel fuel per year, which barges transported over Lake Powell. The potential for environmental damage to the marina in the event of a fuel spill was significant, and the cost to the Park Service for fuel delivery was considerable. **Glen Canyon** now has a 115-kilowatt photovoltaic array, which along with propane generation, has eliminated the need to ship diesel. Photovoltaic cells provide 50 percent of the electricity for Dangling Rope Marina. This is the largest photovoltaic system in the Service. This energy-efficient system saves money and minimize environmental damage. A 59 percent improvement in energy efficiency has been realized, with an annual savings of \$270,149. In addition, diesel fuel exhaust has been eliminated and the park is at much lower risk for an environmentally catastrophic fuel spill.

At the Wildrose Ranger Station in **Death Valley**, photovoltaics installed on the residences have reduced electrical demand on diesel generators by 46 percent. The results have been savings of 8,500 gallons of diesel per year, diminished noise pollution and emissions.

Clearly, the photovoltaic systems at **Glen Canyon** and **Death Valley** are laudable examples of the NPS's environmental leadership. As a result of a willingness to explore new approaches, these systems are cleaner and quieter, run less risk of causing major resource damages and offer new opportunities to teach visitors about sustainable practices. In addition to making the areas around them more enjoyable places to visit, they are now more satisfying places for park staff to work.

The new propane-fueled shuttle bus systems at **Acadia** and under development at

**Zion** are stellar examples of environmental leadership. Every visitor who uses the voluntary shuttles at **Acadia** is informed that his or her choice to take a clean-fueled bus means less congestion on park roads, fewer cars parking on the sides of roads, and better air quality. The same will be true for the mandatory system that will be inaugurated at **Zion** next year. Because these systems are heavily used, they provide opportunities to spread our message of environmental leadership to our visitors, through signage and interpretation.

In addition to saving energy and reducing pollution through greater conservation and sustainable design, we are making strides towards full compliance with environmental laws and regulations. We have developed a Servicewide environmental audit program to ensure compliance and assess further pollution prevention and sustainability opportunities.

On the front lines, this will mean eliminating the use of hazardous materials whenever possible, and substituting "green" products in their place. **Yellowstone** is undertaking a bold effort to eliminate the use of toxic cleaning products. So far, the park has reduced its inventory of cleaning products from a total 130 to just 20 environmentally preferable ones. In 1997, the superintendent of **George Washington Memorial Parkway** challenged her staff to mitigate ecosystem damage over a "Swamp Trail" located on **Theodore Roosevelt Island**. The park used recycled wood-plastic polymer, rather than lumber, in construction of an elevated boardwalk. The lifespan of the recycled lumber exceeds that of traditional treated lumber by 30 years; will result in lower maintenance costs; and reflects a commitment by the park to promote and use recycled products.

Other environmentally friendly solutions are more low-tech, but equally as innovative. In an effort to minimize solid waste and encourage recycling, **C&O Canal NHP** has embarked on a Trash-Free Park program. All trash receptacles have been removed, and visitors are provided bags and asked to take their trash when they depart. The park has developed a comprehensive interpretive program to educate visitors on the need to minimize their impacts on our natural

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# Environmental Leadership

— Not Just For Breakfast Anymore —

By Don Barry

Assistant Secretary for Fish, Wildlife and Parks

I once had a conversation with a Park Service employee involved in the agency's construction program who earnestly attempted to justify a "back of the bus," low-priority ranking for the renovation of a failing sewage treatment system in a park. The low ranking was justified, he noted, because the spilt sewage only ran into a riparian area of the park that was rarely used by park visitors and was, therefore, out of sight from the general public. Hmmm. For some reason, this explanation was neither comforting nor persuasive. Quite the opposite, it was depressing. It also ensured that the project got moved to the front of the line, its low ranking notwithstanding.

I've often thought back on that conversation to try and assess what the problem was . . . and why the Park Service's pollution of a park river was not viewed as an unacceptable environmental embarrassment, but only as a, well . . . low priority. Rest assured, if this sewage problem had occurred upstream from the park, we all would have been circling our wagons in alarm. Instead, it was NPS generated you-know-what going into the service's river which was somehow viewed as more tolerable. Did this mean that when the Park Service looked at itself in the environmental mirror, its white hat/green blood self image over-powered and erased the reflected image of a polluter?

As an advocate for environmental quality, I realize that there is more to the environment than just the natural components we normally recognize. There is a very important human aspect to the environment that includes the quality of life experienced by our visitors and our employees. Environmental Leadership means demonstrating innovation in protecting and enhancing the environment for all of the people who pass through the parks as well as protecting the resources under our stewardship. The human environment includes the built environment as well as the environment pro-

vided to us by nature. Preserving the myriad of historic and archeological sites that teach us about what is best and sometimes worst in human nature is an essential element

of the National Park Service mission. The human environment includes the facilities that are built for the visitors to park units. These facilities generate the first important impression on visitors regarding what the NPS is all about.

While it is no longer believed that providing visitor facilities is the primary mission of the National Park Service, everyone still understands the critical importance of that objective of the agency mission. Every visitor center the Service builds should be a model of sustainability and a demonstration of the NPS commitment to being a leader in the environmental field. Any waste of precious resources such as water or energy should be an anathema to every NPS employee and the agency should educate every visitor to feel the same way. The facilities should be the greatest assets for sharing the lesson of sustainability. As has been said in the past the NPS is a demonstrator of how things should be done and not a regulatory agency.

At the heart of environmental leadership is the natural environment, and how the NPS acts within it to protect it from degradation. The Service needs to apply the same scrutiny to its own actions as it does to external threats. Fortunately, in the Service, I believe that the attitude that there is no urgency in stopping the discharge of sewerage in the parks is rapidly becoming a relic of the past.

I am particularly excited about the grass roots environmental leadership movement that has sprouted recently throughout the national park system. It has been incubating in many places and under many names, but all of them add up to what Bob Stanton and I like to refer to as environmental leader-



ship. The groundswell of activity by personnel in the field and in the Washington office has been very gratifying to watch. Like most successful programs, it is made up of many small activities mimicked repeatedly by an ever expanding circle of believers. Let me share with you a few of the notable examples.

**Rocky Mountain** has become the first park in the country to be a "Clean Cities" park. The mission of this program is to establish a self-sustaining, cost-effective alternative fuels program by developing the necessary infrastructure to accommodate the alternative fuel vehicles that the park and the adjacent county partners may purchase.

**Yellowstone** has two green energy projects, involving the use of electric snowmobiles beginning in the year 2000 and the installation of three photovoltaic projects. Yellowstone has also launched a creative recycling program involving adjacent counties. In the past, it was hundreds of miles each way in order to recycle glass, but now nine counties and two states have joined together to make cement out of the waste glass. This saves on transportation, reduces the mining of silica and the excess goes to Bozeman, Mont., to be used in another product road base. In another project, five counties have joined the federal agencies to build a municipal waste composting facility, managed by a private firm, on Forest Service lands. And finally the park has initiated another project involving the Old Faithful viewing platform, which is made exclusively out of plastic from milk jugs.

At **Channel Islands**, the newest housing on the islands have been completed with solar power used as a source of heat. Not only did the park staff include important sustainable elements in the design and construction, but completed the project for a low cost. It isn't surprising that this has occurred in the Pacific West Region (PWR), given the consistently strong support provided to environmental leadership and sustainable development by Regional Director John Reynolds. PWR has also instituted an agreement with GSA to be a partner in GSA's environmental initiative: "Planet GSA." The GSA motto: "Buy green, build green, drive green, save green," could be adopted wholesale by the NPS.

*(continued on page 19)*

# Professionalism in Visitor Services

By Thomas M. Baker

Sleeping Bear Dunes National Lakeshore

**V**isitor Services, no matter at what agency, is past due for being elevated to a professional level.

Our own agency has completely omitted this most crucial of duties from the Ranger Careers/Essential Competencies agendas. Why would we not care about the level of service being offered at the most essential contact point for our visitors?

As my wife and I travel, we are constantly amazed at the uncaring, untrained and often offensive behavior of the people behind America's information desks. It hardly matters which agency is the host: state transportation welcome centers, Chambers of Commerce, visitors' bureaus, federal installations . . . yes, even (gasp!) National Park facilities.

All are guilty of that unavoidable gaffe: if they breathe, have a pulse and accept low wages, then they're good enough for behind the desk. How did we get so far off track as to be drawn into such an inane thought pattern!?

What a concept: "We'll put our least skilled, least trained people into our most representative positions. The visitors will understand . . ." Is this really how we want the service represented? I think not. Worse than that: is this how we provide excellent service to our visitors? Double-not.

Truly, Kathy and I have had some wonderful information desk experiences, such as with the young people behind a remote Canadian desk. These folks were so knowledgeable and helpful that they literally were the high point of our day – and we were able to experience their region in an entirely different light. What seemed to be a relatively bleak landscape suddenly became wonderfully alive and vibrant.

One person can make that difference. This, of course, is not the norm. In evaluating the level of service throughout the course



**QUESTIONS:** Kean Miyata provides information to a visitor at Zion National Park.

Teresa Ford

of our travels, I rated 80 percent as lifeless and impersonal; 10 percent were absolutely rude, resulting in ruining our entire day; I graciously rated 10 percent as truly excellent experiences.

A thought to keep in mind when figuring that bad and good were equal is that the weight of a bad experience is easily 10 times the weight of an excellent experience; and what a truly sad state of affairs that 80 percent were lifeless and impersonal.

Maybe we should examine some criteria.

## Visitor Services Realities

**Fact:** The majority of visitors make only one contact with personnel of any given agency encountered in their travels. For us that means that most visitors' contact with a uniform occurs at our specific contact stations, whether that is a visitor center, fee booth or other visitor contact point.

**Fact:** Most people develop an impression of any personal contact within seconds,

reinforcing that impression during the following several minutes. This includes business, personal and leisure contacts.

**Fact:** For parks that now collect fees (we are one of them), it is more important than ever that our visitors receive the best possible service, and not leave it to the outside chance that the person we hired just happens to have his heart into it.

**Fact:** Despite steady increases in ONPS funds, the actual dollars committed to Visitor Services is constantly dwindling. (We are, however, gaining ground through fee demo, which could and should be used in providing better, more consistent services to our visitors.)

**Fact:** It's easier to place bodies than to place quality workers in any given job; quality takes time and effort.

**Fact:** Our public service agencies (including NPS) have completely dropped the ball in providing quality workers for public contact positions.

## Services for the Future

By future, I mean tomorrow . . . literally, *tomorrow*. Is the present reality what we truly want? Have

we completely lost sight of the type of service we should be offering to our visitors? Don't our visitors *deserve* the best possible service we can give them?

No. Yes. Yes. Succinct and to-the-point.

Several years ago, the Service required every visitor center to post a statement entitled "Visitor Center Principles." It was a pledge to our visitors that we would provide them with the very best service. They are extremely valid points – ones that we should put into daily practice. How many of you have even read them since they were issued and posted? Funny thing, I'm not a daily reader either.

Perhaps we should make a point of reading them at least once a week, and especially having our staff read them once a week. Dare we go so far as to cc:Mail a copy to our superintendent once a week with an update of what is being done to achieve them? Possibly a bit rash, but it is the type of attention this matter deserves.

*It is time to elevate the status of visitor services to a professional level!*

## Reality-Check

These services belong in a separate division/team/whatever-the-current-politically-correct-name-is. It is equally obvious to me, after 10 years in the Service (and many more before that in dealing with visitor services agencies) that none of the established divisions has any real heart for it. Ranger divisions are increasingly tied up with the pure law enforcement aspects of park operations. Interpretation's only interest seems to be programs and the more formal aspects of interpretation.

True interpretation takes place more often at contact stations than it ever could in the field. Programs are wonderful – we all love to do programs! But who really goes to the typical program? As far as I can tell, it's usually Park Service junkies. (And I use that term in the most endearing sense possible.) Program audiences are fraught with people who love to go to programs, and they do as many as they possibly can. Can somebody please tell me what new ears and minds we are reaching with our programs?

Isn't one of the basic tenets of interpretation to expand people's minds to the incredibly diverse world around them? I think that Tilden and Olsen would agree with me. I don't think that we should stop doing programs. Quite the opposite. We should expand interpretive opportunities at every turn. I think we are making great strides in the areas of providing educational services, for instance.

But, by the same token, I also think we are missing the boat when it comes to interpretive opportunities at the information desks. Any person who is truly dedicated to doing a good job at the desk knows the incredible potential for interpretive moments.

Most visitors enter any given park with a single-minded purpose. Whether it's Old Faithful or gators or sand dunes, they usually think that the attraction that brought them to the park is pretty much all there is to see. Of course, we all know that this couldn't be further from the truth. Hence: *interpretive opportunity!*

I relish the opportunity to expand the horizons of the casual visitor. I love to have them heading out the door, remarking to

their spouse, "I can't believe how much there is to do here! We should stay a couple more days." That truly makes my day. And that scenario presents itself dozens of times each day. Even when we are at our peak, handling over 1,000 people a day at the desk, we can still sneak in a few of those moments if we work at it. Of course, it takes conscious thought to capture those moments — it doesn't occur by happenstance! And that is where proper training comes into play.

I like to see every possible opportunity taken advantage of. Unrealistic, to be sure, but certainly a goal to strive for . . . a golden carrot, if you will.

## Separate Field Needed

This will never happen without looking seriously at Visitor Services as a separate, essential, professional field within the service's structure. We need to establish competencies, goals and objectives. More importantly, we have to put those tools to work for us in providing service to our visitors!

I can hear the fiscal objections resounding across the countryside, but I don't think that my vision is so fanciful as one might think. When we assess the realities of uniformed people collecting fees at a booth or at a desk, to the visitor they are *the* contact person. Translation: Even though their main job is to collect fees and account for park revenues, they are, in every sense of the term, involved in Visitor Services. As such, they should be trained in the same manner, with the same objectives as any Visitor Services personnel.

I envision a team of professionally trained people fulfilling all of a park's needs for visitor contact stations, whatever form that station may take. Given that it is an essential service to our visitors and has become a larger operation than any established division has the time or resources to manage appropri-

ately, it is time to move Visitor Services into the arena as an organizational entity of its own. It is the only way that we will ever achieve the level of service that our visitors deserve – and demand!

Since the National Park Service sets the standard for such matters, it is even possible that our elevation of these services would have a positive influence on other agencies to raise their levels of service. And, then, wouldn't we all be happier travelers? □

*Thomas M. Baker is the visitors services supervisor at Sleeping Bear Dunes National Lakeshore. He has been an NPS employee for 10 years.*



**WARM WELCOME:** Ranger Colleen Smith stands ready to greet visitors and answer questions at the entrance station to Trunk Bay at Virgin Islands National Park, St. John.

Teresa Ford

# A Ranger's View of the NPS Mission

By Joe Evans

Rocky Mountain National Park

**T**he servicewide pilot training course, "The Chief Ranger," held earlier this year at the Albright Training Center, emphasized leadership, stewardship and teamwork for new and potential chief rangers. It was developed by a small cadre of chief rangers from the Intermountain Region.

We had tasked ourselves with coordinating this training as one of four goals resulting from our November 1997 Regional Chief Rangers Conference in which we debated, sometimes heatedly, "the role of the ranger beyond law enforcement." Simply raising

the issue as a conference agenda item caused considerable indignation among most of the participants. Yet, frank statements by senior NPS managers and subsequent, excellent articles in this magazine confirmed that there was indeed a disconnection between what park rangers (protection) thought of themselves and the perception of others in the agency.

Accepting this perception gap as a reality, the idea for this course was to assume a responsibility for training new and future leaders of the ranger profession. It was our belief that the transition from a district ranger, interpreter or foreman to a division chief is a difficult one, primarily due to the need to

think differently. Thus our primary goals for this training were to:

- help ease the transition from a field (tactical thinker) to a management (strategic thinker) position and
- establish a firmer framework for "resource-based" decision making as a member of a management team.

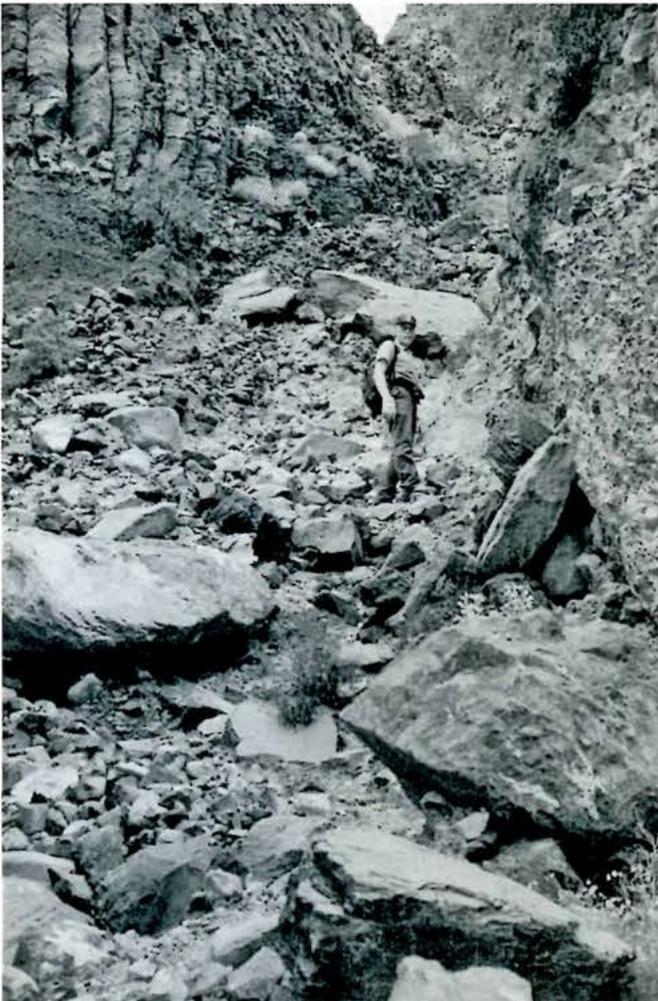
Selection criteria for students was weighted toward those who had been chief rangers for fewer than two years. Nominations also had to include a short essay on what the nominee felt was the intent of Special Directive 94-3 (Ranger Careers).

It was against this backdrop that the cadre found itself sitting in the back of the classroom at Albright listening to students introduce themselves and briefly explain why they signed up for this training. It was a heartfelt moment for us to listen to 26 strangers from around the

Service spontaneously express their passion and commitment to "the resource" and to the National Park Service mission. A commitment no less profound than the indignation we heard from our peers the year before, when it was suggested rangers were no longer committed to the agency mission.

The park ranger has been a constant in the management of parks for more than 80 years. In that time, the way parks have been managed has continually evolved, often, at a sluggish pace, but at times with blinding speed due to a singular event or act of courage. As with all disciplines, the level of sophistication of ranger work has also increased, while the core mission has not. The overall goal of resource protection was no different for Harry Yount, when he patrolled in Yellowstone's backcountry than today's ranger monitoring sensitive detection systems placed to protect an Anasazi ruin from grave robbers. The Ranger Activities Morning Report is sprinkled with several examples of rangers making excellent "resource" cases. I am confident these reports are but the fruit of the labor of the more extensive protection and monitoring activities being done by rangers across the agency today. Simple examples from my park are the management of seasonal area closures to climbing activity to protect nesting raptors; monitoring of the habitat of the boreal toad, a threatened/endangered species; and documentation of backcountry visitor use impacts.

The current Natural Resources Initiative (NRI) is an excellent opportunity for rangers to articulate the value of their role in its implementation. I personally think it is an excellent initiative and one demanding those "acts of courage" necessary to keep its momentum from being lost in the sluggishness of bureaucracy. I am disappointed in the degree of acknowledgment the NRI gave to the value of a protection (law enforcement) component in resource preservation. Yet, I believe our agency has also given the park ranger function considerable financial and philosophical support through the Ranger Careers program initiated by Special Directive 94-3. Ranger Careers has given rangers the avenue to complement and support the goals of the NRI, as well as those for cultural



Liz Appling Roberts

**ROCKY ROAD:** Tuweep Area Ranger Clair Robers patrols the Lava Falls route into the Grand Canyon.



Stuart Schneider

**HIKING VISTAS:** Ranger Kevin Moses and an American Hiking Society volunteer hike to spike camp after a long day of trail work on Sand Creek Trail at Great Sand Dunes.

resources, and ultimately contribute to the environmental excellence of the National Park Service. The challenge before the park ranger (protection) today, is to continue the momentum of grassroots efforts to refine the concept of resource-based rangers as intended by Ranger Careers and to reaffirm our role in the agency. On the national level, this has included the development of a “Protection” ranger competencies package, the previously mentioned chief ranger’s course, and the Pacific West Region’s position paper, “Resource Protection – A Team Approach to a Dilemma,” to name a few.

I like to believe that we have reestablished a beachhead of confidence with senior managers through these efforts upon which we can continue to build. A beachhead supported by the efforts of many in the agency. The ultimate challenge still lies with the individual chief ranger in how she/he manages her/his work unit. We should not be held accountable for the direction of our programs as much as we should individually hold ourselves accountable. In the broadest sense, Ranger Careers was not a reinvention of the wheel requiring more on a ranger’s plate. The initiative was simply

asking that we ensure that our rangers have a fundamental understanding of the natural and cultural systems within their parks and the critical issues facing them. Rangers need to be able to articulate this knowledge to visitors and interested parties. Rangers should be able to conduct basic inventories and monitoring of resources, recognize when resources are being adversely affected, and utilize protection measures to mitigate damage or loss.

In seeking environmental excellence, the National Park Service can only be as strong as the weakest spoke in the wheel. Countless reports have documented the threats to park resources, from air and water degradation, to the poaching of wildlife and plant species, to the theft of historic and cultural artifacts. If anything, the perpetrators of these threats are growing more sophisticated, thus demanding renewed vigilance by park staffs as well as a greater understanding of resources as addressed in the NRI. Yet science and research are only as good as the quality and integrity of the resource being studied, protected, interpreted and maintained. Resource preservation shouldn’t be a question of which division “owns” which program, but how

the different functions (spokes of the wheel) can best complement each other to achieve environmental excellence based on a park’s issues and complexity.

The park ranger brings to the table of environmental excellence a long and dedicated history of sleeping on cold, wind-swept ridges waiting for the dawn of another hunting season along a park boundary or staying up all night in a battlefield, desert or swamp in response to a potential threat to a park resource.

Is this law enforcement? Yes. Is it resource protection? Yes. These programs are not mutually exclusive and, in fact, complement each other in an unusual and unique marriage of tasks. This marriage is what has distinguished the National Park Service ranger for decades. It is one of the proverbial spokes in the greater wheel of park management that is striving for environmental excellence. □

*Joe Evans has been the chief ranger at Rocky Mountain National Park for the past eight years. He has been the chair of the Rocky Mountain Cluster RAC Group for four years and was the lead in developing the pilot chief ranger’s course. Over a 25-year career, he also has worked in Yosemite, Petrified Forest, Grand Canyon, Hawaii Volcanoes and Yellowstone national parks.*

“The park ranger brings to the table of environmental excellence a long and dedicated history of sleeping on cold, wind-swept ridges waiting for the dawn of another hunting season along a park boundary . . .”

# Changing the Way We Work

## A Strategy for Improving Environmental Management in the National Capital Region

By Einar S. Olsen  
National Capital Region

**A**s natural resource stewards for the National Park Service, we rarely consider that our own agency may be contributing to environmental pollution. Yet, this has occurred on several occasions, sometimes resulting in citations and fines against the parks. Most of the NPS environmental violations involve maintenance and concessions.

There is much we NPS employees can do to ensure that our park operations are complying with all environmental laws and regulations, are not polluting the environment, and are utilizing sustainable practices. We can conduct environmental audits of our facilities, buy products with less toxic ingredients, build facilities using earth-friendly materials and minimize the use of energy. We can also be more aggressive in environmental law enforcement and ensure that we are prepared to respond to oil and hazardous substances spills. We can promote more environmentally sensitive transportation options for getting to our parks and can give



**MAJOR CLEANUP:** National Capital Parks – East in Washington, D.C., is cleaning up illegal dredging of the Anacostia River at the Anacostia Marina.

preference to mass transit modes within the parks.

Responding to a challenge from Don Berry, assistant secretary for fish and wildlife and parks (see page 5), the National Capital Region and other regions have embarked upon an effort to improve our environmental practices. In NCR, we are developing a strategy for environmental compliance assurance, pollution prevention, and sustainable practices.

The action plan consists of tasks to evaluate our existing environmental management situation, assign responsibility for completing actions, and encourage environmental entrepreneurship at the park level. For instance, do our superintendents have a performance element addressing environmental compliance and pollution prevention? Have we challenged our employees to come up with new ways of ensuring clean operations? Our long term goal for the region is to develop a modified Environmental Management System (ISO 14001) following the Code of Environmental Management Prin-

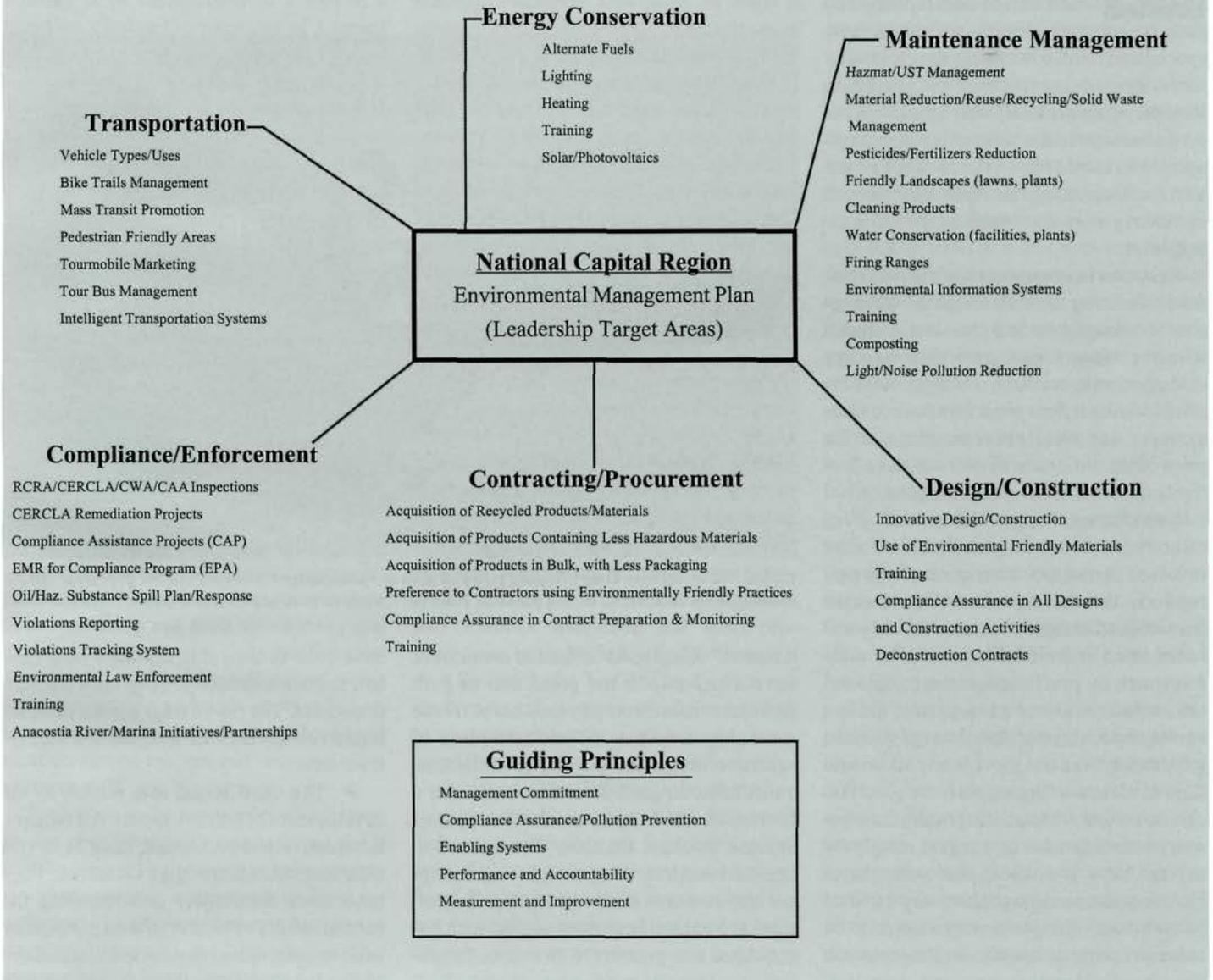
ciples (CEMP) for federal agencies as directed by Executive Order 12856. The principles include the following:

1. **Management Commitment** – Agency makes a written top management commitment to improved environmental performance by establishing policies that emphasize pollution prevention and environmental compliance.
2. **Compliance Assurance and Pollution Prevention** – Agency implements proactive programs that aggressively identify and address potential compliance problems and utilize pollution prevention approaches to correct deficiencies.
3. **Enabling systems** – Agency develops and implements the necessary measures to enable personnel to perform their functions consistent with regulatory requirements, environmental policies and overall mission.
4. **Performance and Accountability** – Agency takes measures to address employee environmental performance and to ensure full accountability of environmental functions.
5. **Measurement and Improvement** – Agency develops and implements a program to assess progress toward meeting its environmental goals, and uses the results to improve environmental performance.

To evaluate our present performance, we are partnering with the U.S. Environmental Protection Agency which is conducting environmental management reviews of National Capital Parks-East and of the regional office programs which have the greatest potential impact on the environment. These outside reviews will provide us with a report card on our practices and will identify areas which need improvement. This will provide us with further information on which areas to target. The reviews will look at organizational structure, management commitment, resources, formality of program, communications, evaluation and reporting, and planning and risk management. Once we receive the results, we will work with the EPA to improve our performance.

Based on the efforts of a regional workgroup, we have already identified ar-

**A Strategy for Environmental Compliance Assurance, Pollution Prevention and Sustainable Practices  
(Implementation of Code of Environmental Management Principles [CEMP] for Federal Agencies)**



areas in which we can improve environmental performance. These environmental target areas include maintenance management, energy conservation, design/construction, contracting and procurement, compliance/enforcement, and transportation (see chart). Many of the actions in these categories are underway, especially in the environmental compliance and enforcement arena. For example, environmental compliance audits of park facilities are occurring on a three-year rotational basis in NCR. Significant envi-

ronmental remediation work is being carried out at eight sites. And the NPS is actively participating on an environmental crimes task force to address illegal pollution activities. We are also striving to improve marina operations by benchmarking with other marinas which have excellent environmental performance.

We have identified environmental managers in all parks who will coordinate park efforts on this initiative. Parks are encouraged to exchange information on environ-

mental efforts and to focus their energy on the environmental leadership target areas. The regional workgroup is also available to assist the parks in strengthening their programs. Through all these efforts, we hope to ensure that the NPS commitment to resources preservation can become a model for all to follow. □

*Einar Olsen is regional chief ranger of the National Capital Region. He also serves as the designated regional environmental manager.*

By Kent Turner  
Lake Mead NRA

**R**anger Careers has focused discussions since the 1970s on how much resource management can be accomplished by park ranger generalists in an increasingly specialized field. It is a fitting time to ponder these issues anew because the upcoming Resource Careers likely will generate similar discussions in the ranks of resource managers who must balance the need for generalist resource management practitioners with increasing needs for enhanced scientific capabilities.

Resource management itself is at a crossroads, defining the differences between resource management and science. Generalist resource rangers, and generalist resource management specialists, could get lost in the shuffle without clear goals for resource management and clear understandings of the roles of the various activities which collectively constitute resource management.

Even though Ranger Careers has given clear direction that rangers should be more involved in resource management, my perception is that the response to this across the Service is still largely "personality driven," based upon individual interest. The reinforcement by proclamation that ranger duties include resource management did not confer any additional definition of what the job should entail nor provide any additional time or means to accomplish the job. You can not expect broad integration into resource management by rangers simply by saying "now it is clear that your duties include resource management, may the force be with you." Ranger careers seemed to be launched without coordinated discussions among rangers and resource managers at all levels of the organization as to their respective roles, responsibilities, and opportunities.

I offer here four broad roles for rangers within resource management.

➤ The first relates to the traditional and generally well understood resource protection function. In reviewing or establishing park resource management programs, I frame resource management as a collection of several focus areas, all of which need to be occurring simultaneously to constitute a full program. The primary focus area is to "do

# Roles for Rangers in Resource Management



Teresa Ford

**LONG VIEW:** Ranger Henry Molina scans an area at Shenandoah National Park for peregrine falcons nesting in the rock cliffs. In this photo in June 1997, visitors were kept a safe distance from the birds.

no harm." Rangers have had and continue to have a key role in the protection of park resources from direct physical harm. These damaging activities include trampling of sensitive resources, poaching, collection, vandalism, illegal off road activity, and a host of others. Rangers are the front line of defense for these activities. There needs to be coordination at every park between rangers and resource staff concerning the cultural and natural resources at risk, with coordinated and prioritized strategies for patrol, monitoring, and protection.

➤ The second broad role relates to problem identification. It is frequently said that rangers can function as the "eyes and ears" of the park. This is true and it is a crucial role. However, "eyes" must be 20-20 and ears can not be tone deaf. We need rangers with finely tuned eyes and ears, who, through coordination with resource staff and others, and through their own familiarity with and time on the ground, know what to look for, how to know when it is out of kilter, and how to document it. I have had the pleasure in many parks of special tours by rangers who

have been in their districts for a long time and know it intimately. They are a tremendous asset. The Service has a great need for trained observers with a regard and feel for their areas.

➤ The third broad role relates to the development of public support. All rangers, interpretive and protection, need to have a clear understanding of park resources. They need more than solely understanding the natural history or history of their parks; they need to understand the societal influences and issues which may threaten preservation of park resources. They need to understand the park's resource management objectives and be able to effectively communicate them with the public. Perhaps the largest contribution towards conservation achieved by the NPS has been the nurturing of an environmental ethic and sense of stewardship within the American public. NPS areas will only be protected if their protection is important to the public. We have to have rangers with solid information on park resource strategies and the relationship of park resources to broader societal issues.

## PERSPECTIVE

► The fourth broad role, another traditional ranger area, is people management. Rangers have key roles in the development and execution of programs and plans which protect park resources from park visitors, whether it be realignment of a trail in a meadow, closure to swimming of a spring with sensitive resources, or management of a special event within a park. A broad understanding of park resources and knowledge of location of specific resources are necessary to make appropriate decisions.

In addition to the broad roles outlined above, there are numerous other roles rangers can play within a strategically based resource management program. I am aware of rangers at a variety of parks that monitor and treat exotic plant infestations, execute prescribed fires or natural fire for resource purposes, monitor archaeological sites, build and maintain fences for resource protection, grab samples for water monitoring programs, provide logistics for field monitoring programs, conduct or assist in wildlife management activities and census, manage legal consumptive uses such as grazing or mineral extraction, conduct backcountry campsite, roads and trails condition assessments, conduct vegetation and soils monitoring, and map and inventory caves and other features. The key to successful involvement is the development of a parkwide strategy for resource management and continued communication among rangers and resource management staff.

In addition to the above roles which rangers can play in resource management, there are two compelling reasons to have rangers involved in resource management. First, involvement in resource management keeps rangers aligned with the NPS mission. Our responsibilities as an agency are not just to deliver professional law enforcement, or search and rescue or medical services, but to deliver those services as important components of an overall package which provides a unique recreation experience while protecting resources unimpaired for future generations.

The second compelling reason for rangers to be involved in resource management is for the development of managerial skills. The National Park Service as a whole does a great job of developing operational managers, people who make the parks available,

pleasant and safe for visitors. The Service does a somewhat lesser job in developing strategic managers with skills to shape a strategy for the preservation of the resources of their park within a broad context of regional influences. Increasingly real gains in park resource preservation involves time spent in public forums developing regional conservation plans, developing regional air or water quality standards, or regional zoning and development plans. Rangers constitute the Service's largest pool of potential upper level managers; they must become involved in these public arenas, developing the necessary skills for park preservation early in their careers.

With all this need and potential, why is it that ranger involvement in resource management still seems hit and miss? Many resource programs are still themselves managed by one or two overwhelmed generalists who may not have the time or expertise to assist rangers in defining a broad based program. The resource management programs with larger staffs are moving more into scientific specialists and many programs may be too technical for involvement on a limited basis. Unfortunately, in some cases past performances of rangers needing to abandon projects in mid-stream color people's perceptions of what can be accomplished by rangers. By this I mean that often rangers have been given time dependent tasks, and when they are inevitably called away for an incident the tasks do not get done. Resource managers in general are too busy with their work to effectively engage rangers in resource management, and rangers in general have too many duties which conflict with devoting large blocks of time to resource activities.

How can we bridge the gap and have rangers consistently involved in effective resource management?

The National Park Service, at all levels, from central offices to parks, has to take the time to develop clear understandings of the roles and responsibilities of rangers and resource managers. There must be clear definitions of ways for ranger involvement in resource management, as well as support for training and funding support for ways to

create more dedicated time for resource management.

Park staffs must develop comprehensive strategic plans for resource preservation that outline clear roles for rangers as well as all park staff. Parks must be committed to plan implementation and allowing time and funds to have everyone involved.

Resource managers need to understand the significant capabilities rangers can bring to an overall resource management program, and the value to the Service of taking the time to involve the entire staff.

We need to bridge the gaps in communication and understanding between rangers and resource management. Resource managers and rangers need to patrol the park together and see it through each other's eyes. Cross-training opportunities and joint resource projects provide other means to walk in each others shoes. In the past I have asked our resource staff to take a day on a busy weekend to listen to the park radio traffic to see rangers' duties.

We have to find a way to provide rangers with dedicated time devoted to resource management. You can not have a monitoring crew called off to an incident. Perhaps this could be done through scheduling for resource dedicated rotations or more use of backfilling positions.

Lastly and most importantly comes accountability and responsibility. Perhaps success in all of our work areas is "personality driven." No one is going to have the time to spoon feed you. It is up to individuals to learn their park resources and seek ways to become involved. And it is up to the Service leadership to hold top managers responsible for the condition of their resources, the development of comprehensive protection strategies, and the inclusion of all park staff in their roles in resource stewardship. □

*Kent Turner has been the chief of resource management for Lake Mead National Recreation Area for the past 10 years. Prior to that he was a resource management specialist for Cape Hatteras National Seashore for seven years. He was the recipient of the NPS Director's Award for Natural Resource Management for 1997.*

# Ranger Stewardship

## Three Concepts for the 21st Century

By Dave Simon

NPCA Southwest Regional Director

**A**s I write these words, there are 4,056 hours left until the new millennium. For most of us, practically speaking (that is, those of us who also eat and sleep), that really leaves about 960 hours of work time. (Many fewer, by the time you read this.) Not much time to get ready for an individual, an organization or a nation. Will the national parks and those who see themselves as their stewards and protectors be ready? Will ANPR be ready?

Let's admit it: America won't be "ready" for the 21st century. Neither will ANPR, NPS or NPCA for that matter. Most of us are rarely ready for tomorrow, let alone the future. No matter how much visioning we do, how many action plans we create, and how many Vail Agendas we write, we aren't going to enter 2000 like a relay runner who gets a head of steam before grabbing the baton. But neither will the world we inhabit January 1, 2000 be substantially different than today. This transition will not be like stepping through a stargate. The day will come and pass in most of the units of the National Park System like many others have for the past 84 years since the NPS was established. The park visitors and staff may notice something, but the resources won't.

But ANPR members should, and do, care about their role in the stewardship of the parks in the next century. Why? Because this organization is comprised of doers, of strivers, of people who go out in the rain to help others. In many ways, it is ANPR's history, its self-image, and the organizational culture of its members to strive for preparedness and be poised for effective response. ANPR needs to be ready to help rescue the national parks, because the National Park System is taking on water from a thousand leaks. Here then, are three big concepts on which this esteemed organization and its members might focus on:

**1. Spend more time worrying about Y2Y than Y2K.** The National Park System is suffering from resource decay. Our failure to address and rectify many of the threats facing the natural and cultural resources may still find us guarding the nation's storehouse of treasures, but one with many more empty shelves than ever before. Its time to ask and answer the question about why most of the threats first identified in the 1980 *State of the Parks Report* are still out there. As two generations of reports have said, NPS needs a new emphasis on resource stewardship and science/research driven decision-making for both natural and cultural resources. One of the biggest challenges of the 21st century is to implement

the concepts of conservation biology, such as linking broad landscapes through reserve design (e.g. Yellowstone to Yukon). Now that Ranger Futures has arrived, its time for Resource Futures, broadly defined — a serious Natural Resources initiative; Cooperative Ecosystem Study Units; better integrating science into management and holding managers accountable, dealing with the challenges to

cultural landscapes, buildings, and artifacts; building career paths for resource professionals, new park protection legislation and policy, etc. We make the next century the century of resource stewardship and without ANPR's strong support for these critical needs, it won't happen.

**2. Ask more from yourself, give more to others.** There is a strong connection between what I shall call the general "health" of NPS employees (e.g. morale, professionalism, pay, working conditions, etc.) and the condition of the parks. ANPR has been a strong advocate for the NPS employee and has always sought to improve the quality of the NPS. ANPR, however, now must set new and even more rigorous standards for itself; not just in technical proficiencies and improving professional requirements but extending into other areas. Ignorance and apathy are the two biggest threats to the parks. ANPR and its members must redouble its efforts to help educate the American public about their national parks. ANPR and its members need to be evangelists within their own professions—writing, publishing articles, teaching citizens. Perhaps there is even a role for ANPR in evaluating the condition of parks and the performance of park managers? At this same time, ANPR should help identify new ways to recognize and reward merit that go beyond awards and plaques.

**3. Technology and Values for the Information Age; reaffirm and re-tool.** No one knows more about the "how" of doing your job than you do. ANPR is to be commended for the manner in which it tries to keep its members up to speed with the changing "tools of the trade." Nonetheless, parks these days are increasingly beset with both new proposed uses (base-jumping today, jetpacks tomorrow?) and new technologies (personal watercraft, cell phones), not all of which belong in the parks. Will all hand-tool work in wilderness give way to chainsaws and helicopters? Who knows what new technologies are around the corner? New NPS wilderness policies will state that changes in *technology* or the *level/intensity of use* in parks will trigger NEPA concerns. At the same time, all of us realize that the parks are increasingly targets of American commercialism and profit seeking. ANPR needs to



Stuart Schneider

**REFRESHER:** Backcountry ranger Kevin Moses and a trail crew from the American Hiking Society take a water break and talk about Leave No Trace principles.

help park managers and park protection advocates sort out the good new tools, ideas, and techniques from the bad, in order to keep the parks the havens that they should always be. At the same time, as the insiders who live it everyday perhaps can help NPS turn inward for a thorough critique of how this well-meaning, but bureaucratic agency can cut the enormous time spent on its internal machinery of procedures and paperwork.

ANPR is a beacon of park professionalism, a lighthouse that has helped the parks stay off the shoals. As time marches on, even lighthouses can move, but the lightkeepers should not. Let's keep the fires burning. □

*Dave Simon is the Southwest regional director of the National Parks and Conservation Association. He can be reached at 823 Gold Avenue SW, Albuquerque, NM 87102; (505)247-1221; fax: (505) 247-1222; dsimon@npca.org*

*The National Parks and Conservation Association (NPCA) is America's only private nonprofit citizen organization dedicated solely to protecting, preserving, and enhancing the U.S. National Park System. An association of "Citizens Protecting America's Parks," NPCA was founded in 1919 and today has nearly 400,000 members.*



**PITCH IN:** The recycling bins at Assateague Island National Seashore beckon visitors to pitch in.

Teresa Ford



## 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.

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## We All Share a Common Purpose

By Doug Scovill

Mojave National Preserve

**I** thought it might be easy to return to the park ranger ranks at Mojave National Preserve after a 21-year stint in the Washington Office.

Instead, I found it quite a challenge. I pondered my experiences over a 37-year career as a park ranger, regional archeologist, archeological center chief, chief archeologist, chief anthropologist and once again a park ranger.

A message coalesced in my mind: the people who work in the parks, the support offices, the regional offices and the Washington Office are in a symbiotic, interdependent relationship with one another. I hope what follows will provide a perspective to this "truism" and generate some thought on how to ensure we commit to improving the quality and effectiveness of this interdependence. We all share a common purpose.

In the early 1960s while at Gran Quivira National Monument in central New Mexico, I prepared the text for a new interpretive metal photo sign to place at the entrance of the 17th century Franciscan mission church and convento. The interpretive text focused on the amount of labor the Indian community put into the building of the church, with emphasis on the timbering and transporting of massive 16-inch beams from mountains more than 14 miles away.

I was appalled at first, then madder than a wet hen when the finished metal photo arrived at the park. The regional office staffer had changed my text — not edited it, but rewrote it to fit his "interpretive values." And his interpretive values described how the National Park Service had found this historic beam in an early 20th century dug-out near the park, lugged it back to the park, and replaced it over entrance to the ruined church.

Being young and of a somewhat combative nature, I fired off a scathing denunciation of this act of literary vandalism to the regional director. Bless him, he sent his deputy and associate for operations to Gran Quivira to see what this young Turk was screaming about. This event and few less onerous ones left me with an "us-them"

attitude toward regional office staff, which unfortunately other park people I knew reinforced. I learned several years later this attitude towards regional office staff was wrong. Read on.

In 1969 I became one of "them" when I was assigned to the Southwest Archeological Center in Globe, Ariz. The center reported to the WASO Archeology Division. A directive spewed forth from Washington that all parks must have an archeological research management plan. My task was to see that the parks in the old Southwest Region got their plans done. So out went the usual directive to the park superintendent: get the plan done. A few plans came dribbling in. They were awful.

Still a young Turk, I sent critical reviews of the draft plans to the superintendents. I followed up my reviews with a visit to the parks with the goal in mind of motivating them to write a better plan. They were to write the plan, I was to critique it and they were to revise it. Well, one superintendent taught me a lesson that I have carried with me to this day. He told me of all of the demands on his time and the time of his staff, both from day-to-day operations and from meeting regional office requirements. He said, "Look, I don't have an archeologist on staff and I am not going to get one. We are trying to get you the plan, but it means you are not going to get a good plan unless you do it. And you have the expertise, we don't."

Then, somewhat sternly, he counseled me to be part of the solution, not part of the problem. Remember always, he lectured, we all share a

common purpose: the mission of the National Park Service. Pretty radical, isn't it. *We all share a common purpose.*

Later I learned another lesson: a well-crafted WASO policy directive that is sold, not told, to the field can result in long-term, profound and unanticipated changes in the quality and effectiveness of a resource management program. The WASO reorganization of 1973 separated organizationally the park historic preservation program from the federal historic preservation programs. It created an assistant director, Park Historic Preservation with three divisions — history, historic architecture and archeology. Robert M. Utley was appointed assistant director. He was one of those rare individuals who had mastered the intricacies of the WASO bureaucracy. He was a nationally acclaimed scholar of U.S. Western history and a dynamic leader. He clearly understood the power of policy, properly implemented, to give long-term direction to changing the way the NPS ran its business. He was an energetic visionary who sought to invigorate the languishing historic preservation program in the units of the national park system. He crafted a policy directive, signed by the director, charging him to develop and



**BIRD DUTY:** Kevin Moses and campground host Margie McAbee capture and relocate Colorado blue grouse at Great Sand Dunes.

Bob McAbee



Kevin Moses

**FIRE WATCH:** A Zion firefighter on drip torch duty watches over a controlled burn at Great Sand Dunes.

We stressed the purposes, objectives and benefits of joining in common cause to develop a first-rate program to preserve, protect and manage to high standards the historic and prehistoric resources of the national park system.

There was no instant success, by any measure. Utley left the service in about 1976, but his vision stayed; the course he set remained; and policy directive he crafted is as valid today as it was in 1973. The policy infused those of us who remained with the commitment to build for the service a quality park historic preservation program.

Here are some of the changes that occurred during the late 1970s and early 1980s that I trace back to the policy of 1973:

- Interdisciplinary teams were formed in all 10 regions.
- A new fund source was created.
- The Cultural Resources Preservation Program, and its funding increased.
- The Submerged Cultural Resources program was established.
- The Curatorial Services Division was created.
- Ethnography was added to the mix of historic preservation disciplines to address the issues of park resources of cultural significance to contemporary Native American and other ethnic groups.

The force of policy in the hands of committed employees who persevere is formidable. The history of the National Park Service has demonstrated this many times over.

The 1995 downsizing of the Washington Office with the commitment to place surplus staff in a park position found me at the head of the line. I was reassigned to Mojave National Preserve, a 1.6 million-acre patch

“The force of policy in the hands of committed employees who persevere is formidable.”

of the California Mojave Desert. My experience here over the past four years has reinforced my belief that we are in a symbiotic, interdependent relationship with one another. The natural and cultural resources teams of the Pacific Great Basin Support Office embraces wholeheartedly the principle of service to field, and their actions demonstrate it. The chiefs of resource management of the Desert Cluster parks under the leadership of Kent Turner (Lake Mead) work together sharing resources in common cause and focusing on our common priority objectives. It is a refreshing change from an “us-them” syndrome that places narrow self-interest over the productivity inherent in cooperation.

I hope you will educate yourself on the contributions of others to the achievement of the service’s mission, each out to others in the spirit cooperation, to take time to learn what others face in getting their jobs done and how you might support them, and be a win-win player on the National Park Service team. *We all share a common purpose.* □

*Doug Scovill is recently retired as chief of resource management at Mojave National Preserve.*

implement a fully professional program for the preservation and protection of park historic and prehistoric resources. A commanding element of the policy directive was that, like WASO, each of the then 10 regional offices was required to have a counterpart interdisciplinary team of regional historian, regional historical architect and regional archeologist. Telling the regions and the parks what they must do — even when it comes with a policy manifesto from the director — is easy. Getting them to do it is another matter. Utley knew well that for this vision to succeed he had to convince the regional directors and the park superintendents to embrace it.

I came on board as chief archeologist in June of 1974, the third member of Utley’s interdisciplinary team. Shortly after, with Utley at the helm, we took a dog-and-pony show on the road to sell the regional directors, regional resource specialists and park superintendents on the new policy directive.

# A Paleocological Approach To Managing Paleontological Resources

By Vincent L. Santucci  
Fossil Butte National Monument

**T**he significant values and information associated with a fossil are often not fully understood until long after the remains have been collected from the field. Appropriate field collecting techniques combined with detailed field data acquisition are essential in the science of paleontology. Museums around the world contain fossils that possess inadequate data. Past collecting habits have generated cabinets full of fossils that lack important scientific information. Attempts to reconstruct missing information can result in compromising the scientific integrity of the data. A holistic and multidisciplinary approach to managing paleontological resources provides the greatest opportunities to interpret the ancient landscape. Paleontologists interested in conducting research within National Park Service areas should employ holistic strategies as part of their field collection of fossils and the associated geological and paleoecological data.

As new methods and technologies reshape the paleontologist's approach to excavating fossilized remains, the ability to assimilate new levels of information increases. In some cases, "conservation paleontology" or preserving fossils *in situ* is the preferred resource management decision. This strategy is based upon the assumption that future technology may be able to extract greater amounts of information from the paleontological resources.

A paleoecological approach to managing non-renewable paleontological resources is a holistic strategy for research and field collection. The study of paleoecology, like modern ecology, considers the relationships between organisms and the environment. Thus ecosystems and paleoecosystems are defined by both biological and physical components. In our efforts to define an ecosystem, or even a paleoecosystem, we attempt

to define the natural boundaries. Researchers and resource managers are cognizant that ecological boundaries do not generally coincide with administrative boundaries (i.e., ranges of bison, grizzlies, or wolves existing within and around Yellowstone).

Ecosystems are dynamic entities and evolve over time. The interrelationships between organisms and the changing environment will be continually redefined. A paleoecological perspective incorporates a temporal component to understanding ecosystems. The paleoecological perspective provides an opportunity to assess the factors related to temporal changes such as climatic trends or extinction events.

There is some value in viewing ecosystems from a dual-uniformitarian perspective. This view recognizes that the "present is the key to the past" and that the "past is the key to the future." Our ability to best understand our universe, from the limited slice in time we occupy, is enhanced by any knowledge gained from the past.

A multidisciplinary approach to understanding past ecosystems is the recommended approach to managing paleontological resources. Research collecting should look beyond the fossilized floral and faunal specimens. All paleontological resource collecting should require that researchers obtain any associated geologic or paleoecologic data. This associated information can enable greater levels of interpretation of ancient sedimentary environments, past climates, historical biogeography of paleospecies and other information.

Just as modern ecosystems don't end at park boundaries, likewise, paleoecosystems extend beyond these same geographic boundaries. Fossil Butte preserves approximately 8,000 acres of ancient Fossil Lake. Within the park boundaries are important exposures of the deep water portion of the fossiliferous Green River Formation. Fossil rich deposits representing near shore and shallow water segments of the lake, which preserve a different assemblage of organisms,

are not within the monument. Since the fossil record does not end at the park boundary, research should consider the resources outside of the park.

In 1994, The Morrison Formation Extinct Ecosystem Project, was initiated as a multidisciplinary endeavor designed to determine the nature, distribution, and evolution of ancient ecosystems that existed in the Western Interior of the United States during the Late Jurassic. A team of specialists were assembled to gain a more complete picture of the Morrison ecosystem. Isotopic dating, regional tectonics, and trace fossil analysis were some of the lines of evidence used to interpret the ancient climate and changes in the paleohydrology.

The value of a multidisciplinary approach, one that goes beyond park boundaries, provides greater opportunities for interpreting ancient landscapes to the public. Part of the responsibility within the National Park Service is to provide the highest level of scientific understanding to the park visitor. Presenting a broad perspective of the ancient setting can often be a very effective means of interpreting paleontological resources to the park visitor. □

*Vince Santucci currently is serving as chief ranger at Fossil Butte National Monument. Most of his career has been spent in the field of paleontology.*

**Bob Stanton** *(continued from page 4)*

resources.

We must also be vigilant in discouraging crimes that damage park resources. **Biscayne** practices a holistic approach to damage assessments and enforcement of environmental laws. If a boat grounds in the park, rangers and resource management specialists investigate together. A grounded vessel not only damages the composition of the submerged bottomland, whether it is sea-grass or a coral reef, but could damage a submerged archeological site, such as a historic shipwreck. Earlier this year, rangers prosecuted a person who had been operating a boat in the park while under the influence. His repeated groundings had damaged the sea grasses that are critical to the ecosystem of Biscayne Bay. Because rangers and resource managers had fully documented the damage to park resources (and the judge understood the importance of those resources), the defendant was not only found guilty and fined the maximum, but was also forced to pay the park \$106,000 in restitution for damage to park resources. The resulting publicity makes it that much less likely that future boaters will make the same mistake.

You will read other examples of environmental leadership in this issue of Ranger magazine, and you can find more on the Internet at [www.nps.gov/renew](http://www.nps.gov/renew) and the National Green Alert Bulletin Board. Our challenge now is to have the spirit of these activities permeate the entire organization. In the future, job descriptions and performance criteria will establish accountability for environmental responsibilities. We are incorporating a commitment to environmental leadership into the NPS Management Policies, the Strategic Plan, and all NPS directives.

I am proud of the leadership that has been shown by these "green" projects, and many others throughout the Service. It is my hope that all NPS employees will become environmental leaders by engaging in environmentally sustainable practices. This is our responsibility. But I firmly believe it is one we can meet, if we make environmental leadership a key consideration in all of our management decisions. □

**Don Barry** *(continued from page 5)*

One can not consider for long the environmental sea change sweeping through the park system without focusing on the revolution occurring in dozens of park maintenance shops across this country.

There is no place in a park where the possibility for pollution is so great nor where the opportunity for pollution prevention is so strong. **Grand Teton** maintains over 300 vehicles and pieces of mechanical equipment with the park's two maintenance shops constantly engaged in painting, sanding oil filter changing, tire repair, air conditioner recharging (freon), body work, welding, brake repair and so forth. Innumerable opportunities abound to spill, drop or even pollute through legal means of disposal. Desiring something better, oil, antifreeze, tires and oil filters are all recycled within the park. Every element of the waste stream has been identified and its disposal or reuse analyzed. The use of solvents has been completely eliminated by a small parts hot water washer. And the best part of this success story is that it was generated by the employees in the maintenance division with encouragement from management.

The Northeast Region, under the leadership of Regional Director Marie Rust, has also been doing pioneering environmental work. Recently the region established a "Green Team" that has launched sustainability audits with the first two being completed at Fort McHenry NM and Acadia. Assateague Island NS is changing to removable bath houses for beach visitors so these structures can be removed when a hurricane threatens and be returned when nature's wrath has subsided.

Not every success story in this arena takes place at large western parks. **George Washington Birthplace NM**, for example, has become a model of environmental compliance although it is small (550 acres) and historical. GEWA was the first park to complete an environmental audit under the auspices of the WASO Operations Division. The park is now in complete compliance with all federal and state environmental laws, has active recycling and composting programs, and was called by EPA auditors the cleanest federal facility with the best envi-

ronmental management program. The park superintendent credits the assistance of the Hazardous Materials program at the Washington Office for making it all possible.

In other critical ways the Washington office of the NPS has been contributing to this grass roots environmental effort. Recently, Bob Stanton elevated the position of environmental coordinator for the agency to report directly to the deputy director. As first steps, the environmental coordinator and his advisory group are working to institutionalize the environmental leadership initiative. The new draft management policies will have a statement on environmental leadership as well as a new Director's Order on the subject.

Another important area for environmental improvement is the critical area of concessions management and operations. Also, for the first time, new concessions regulations will make the quality of the concessions applicant's proposed environmental management practices a co-equal factor for ranking and awarding concessions contracts and will require best practices in this arena from our partners in providing visitor services. In some parks the concessions have already climbed on board and are using non-toxic, environmentally safe laundry detergent, thereby saving money and preventing pollution. They also are beginning to offer guests the choice of new linens or keeping the same ones for the entire visit, cutting back further on water usage and pollution. Just as our facilities say much about what we stand for, so does our selection and management of concessions.

Every choice we make, every product we buy, every concessionaire we select, every building we put up, is a reflection of our dedication to protecting the environment. An agency that has the preservation of resources in perpetuity as its mandate should be reducing the environmental effects of its own operations.

Let's take the NPS into the next century as the federal leader in environmental issues. Let's merge our money and environmental policies and walk the environmental talk into the next millennium. □

## ANPR Reports

### Retirement

**The Last Will and Testament of Joseph P. Dimaggio** — He was one of the most beloved baseball players of all time. The word so often used to describe his playing style was “elegant” — not your typical sports superlative. Joe DiMaggio set a record for hitting safely in 56 consecutive games. He set an example throughout his life as evidenced by the outpouring of tributes after his death last March.

Joe had four great-grandchildren, and in a will, established testamentary trusts for each of them. Two of the trusts will be funded with \$250,000 and the remaining two with \$500,000; otherwise, the trusts are generally identical. These trusts are intended to last only until the beneficiaries reach financial maturity. Each beneficiary will receive one-third of the principal from his or her trust upon reaching age 30, one-half of the balance at age 35, and all the remaining principal at age 40.

DiMaggio also owned a firm called Yankee Clipper Enterprises. His will directs the liquidation of this firm and the addition of all proceeds from the sale to his residuary estate. After the payment of debts, taxes, a \$100,000 bequest for a nephew and the funding of the trusts for the great-grandchildren, the balance of the estate is to be divided into three trusts of unequal value. Son, Joe Jr., will receive 45 percent of the residuary estate in trust, while one granddaughter will receive 40 percent and the other 15 percent. No reason is mentioned in the will for the unequal treatment.

The article I got this information from goes on at length about what will happen at the death of the beneficiaries, etc. You probably are wondering why I chose this subject for this report. Think about this: if Joe DiMaggio had a *revocable living trust* instead of a *will*, the world would never have known about his wealth. He could have done the same wonderful things for his beneficia-

ries with a trust. Wills are public because they are open through the probate courts. Therefore, the general public can inspect Joe’s last will and testament and this private information was even exposed on Court TV’s website. I would also guess that his estate was diminished substantially by probate lawyers and court costs, which can be avoided by using the revocable living trusts, which are not subject to probate.

### Your TSP

The C fund has had its ups and downs this year. This is not the stellar performance of the last several years. Believe in the following truisms: Be happy with 10 percent. Don’t do dumb things like switch funds when you see a bad month or year(s). Remember dollar-cost averaging. When the stocks are down more shares are purchased for the same amount of money invested. You are in the TSP for the long haul. The TSP is not a short-term investment.

### Y2K

It appears the Y2K, at least in the U. S., probably will be a non-event. The press is making a big deal out of the Federal Reserve beefing up the money supply before Jan. 1, 2000, but they always do that just before Christmas. This year, due to those who believe the sky will fall and so they make a run on bank reserves, the Fed is going to up its usual increase. However, if you feel better about it, have more cash available than you usually do.

The one fly in the ointment may be a global recession perhaps lasting up to six months due, not to the readiness in the U. S., but to the lack of compliance by foreign countries. This also may present a good buying opportunity. You should prepare by having good, up-to-date, investment and banking records.

The Thrift Savings Board, in its website, claims its system is Y2K compliant. We’ll see. □

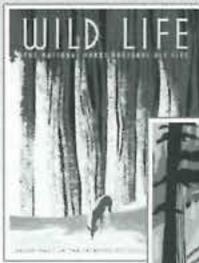
— Frank Betts, Retired

### Please share your photos

If you have scenic photos or shots of rangers working in national parks, please consider sharing them in *Ranger* magazine. Contact the editor at:

fordedit@aol.com; (303) 526-1380, or mail to Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401. After photos are published, they can be returned if you place your name and address on the back.

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## Partners in Parks Provides Skilled Volunteers to Parks

By Sarah G. Bishop

➤ A retired Colonel in the Army Corps of Engineers, who is a professional engineer with a doctorate in hydrology, helped a resource manager at Antietam National Battlefield solve a stream erosion problem. His proposed solution was so practical and inexpensive that the resource manager won a grant from the NPS Small Parks Initiative for materials and the park's maintenance staff will be able to complete the job.

➤ A botanist who works in a small firm that provides architectural, engineering and planning services is conducting an inventory and making a specimen collection of lichens in several parks in the National Capital Region. If she enjoys this project as much as she anticipates, she will create other non-vascular plant collections.

➤ Graduate student interns at several battlefield sites of critical importance to

national parks are writing nominations to the National Register of Historic Places. National Register recognition will help protect the historic significance of these sites.

➤ An amphibian expert is about to organize a species inventory assessment project in a park and train volunteers to be her field assistants.

These four examples of expert assistance to national parks have several things in common:

➤ The experts are volunteers who require minimal guidance or supervision from park staff;

➤ The volunteers focus on park-identified needs that coincide with their interest and expertise;

➤ Park managers receive welcome assistance on matters of importance to them.

Could you use this type of help in your park?

Partners in Parks is a non-profit organization whose mission is to protect and preserve the natural and cultural treasures in

our national parks. It establishes long-term partnerships with parks, recruiting and organizing volunteers who contribute their time and talents to these special places. It is looking for new opportunities to bring competent and committed individuals together with park managers who are seeking creative solutions to research and resource management needs. With new legislation that gives the National Park Service a research mandate and Director Stanton's Natural Resource Initiative as guidance, Partners in Parks is looking forward to building fruitful and lasting partnerships.

Partners in Parks is a new member of this fall's Combined Federal Campaign. It is looking forward to attracting new supporters so that it is capable of expanding its services to national parks. □

*Sarah G. Bishop, Ph.D., is president of Partners in Parks. For more information, she can be reached at 4916 Butterworth Pl., NW, Washington, DC 20016; 202-364-7244; fax 202-364-7246; partpark@cqi.com*

## New Video Available

"LOST! ... But Found, Safe and Sound"™ is finally a reality! The 12-minute video was produced by ANPR with generous grant funding from the National Park Foundation. It is designed to show young children (generally ages 4-12) what to do if they become lost in remote areas such as parks or forests.

The video follows the actions and thinking of seven-year-old Kelly, who on a beautiful day takes a long-awaited hike in the woods with her parents and brother. She runs ahead, gets separated from the rest of the family, and becomes lost. After initial panic and aimless running to find her parents, she realizes she is lost. Then she begins to recall the time when the park ranger came to her classroom and told her and her friends what to do in this kind of situation. Gradually, as day turns into night, Kelly takes the appropriate actions and after spending the night alone in her "nest" in the woods, is found the next morning by "Leni" the search dog and his handlers, Brooke and Marion. Although cold, Kelly is fine because she learned and remembered what to do.

"LOST!...But Found, Safe and Sound"™

was produced by Anne Tubiolo from the NPS Interpretive Design Center at Harpers Ferry. It is set in Shenandoah National Park, but is appropriate for use in any geographic setting. Bill Wade provided oversight and technical supervision for the production. The video is accompanied by a handout that summarizes the main points to be remembered by children and that also provides some additional information for parents to consider prior to undertaking a jaunt into the woods or other undeveloped settings.

In a letter accompanying free copies of the video being provided by ANPR to each park superintendent, President Cindy Ott-Jones suggests that the video can be used in certain children's interpretive programs, as

well as for "off-site" presentations to schools and other children's groups. Additionally, she suggests that it be considered as a sales item for cooperating associations and concessionaires.

The video is being submitted for several awards for interpretive media and public safety programs. Wade says, "Every parent should have a copy of this to show the kids and their friends. Additionally, it makes a perfect gift to be given to families with children. This video will save lives!"

The video is available from ANPR (currently through the business office in Larned, KS). The cost is \$10 for ANPR members and \$15 for non-members. Quantity discounts are available upon request. □



## 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](http://www.nationalparks.org).

*National Park*  FOUNDATION

## The Professional Ranger

### Interpretation

News from the Washington Office — The **Interpretive Planning for Managers Course** at Stephen T. Mather Training Center was a great success. Thirty field interpreters were trained in the art and science of the Comprehensive Interpretive Plan. Andy Kardos and his staff of interpretive planners are to be congratulated for planning such a valuable training experience that received very positive responses from participants. As required in the Director's Order #6, each park is responsible for preparing a Comprehensive Interpretive Plan consisting of a long range interpretive plan, annual interpretive plan and interpretive database. A new **Chiefs of Interpretation Workshop** was also held August 16-20; as of this writing 42 participants had applied.

A special request for \$242,000 in Fee Demonstration Funds for Parks as Classrooms® was distributed. Twenty-three parks benefited from the additional \$242,000. Parks receiving these additional funds should make sure that publicity for the Fee Demonstration Program is carefully planned. The public needs to know where their fee dollars are going. The 1998 Parks as Classroom® Annual Report is written and will be distributed when final design and printing have been completed.

Bob Huggins continues to work with the **Partners in Resource Education** on several projects including Hands on the Land (HOL) which is being funded by an EPA grant. HOL is a cooperative effort between the NPS, BLM, USFS, USFWS, and NRCS. Each agency has identified two natural resource units (EVER & OLYM are the NPS participants) and all ten units are linked together to provide a joint educational effort. A web-site has been developed that offers virtual tours of the sites, teacher materials, workshop opportunities, and eventually "real time" workshops and educational programs via satellite downlink.

**Toni Dufficy, NPS Liaison with NASA's Goddard Space Flight Center**, has successfully completed her one-year detail as the first park ranger at NASA and has returned to Everglades National Park. Allan Morris from Fort Davis NHS has been selected for the next NPS-NASA detail and

reported for duty at Goddard Space Flight Center in August.

As required by D.O. #32, the new five-year agreement for cooperating associations was written, approved by the DOI Solicitor's Office, and distributed to regional directors and cooperation association executives with instructions on signing and returning to WASO. Questions regarding the signing of this document should be directed to Glenn Clark, Servicewide Cooperating Association Coordinator at 202-565-1058. **The Cooperating Association Annual Report** for fiscal year 1998 has been prepared and will be distributed to field directorate, superintendents, and cooperating association executives. In 1998, recorded earnings in Total Aid to the NPS was \$22,561,502.

Orders were taken from parks for the revised **VIP brochure**. About 230,000 brochures will be sent in mid-September. An order for hat patches is also being placed.

— Tina Orcutt

Booker T. Washington NM

## Protection

### DARE Conference

DARE officers from around the world participated in the 12th annual national DARE Conference in July Washington, D.C. The U.S. Park Police did an outstanding job sponsoring this year's conference. Along with dozens of Park Police DARE officers, 20 rangers who teach the DARE program nationwide also assisted. Rangers from Wrangell-St. Elias, Yellowstone, Grand Canyon and more gathered.

Along with the self-esteem lesson and the violence lesson, I also talk about the environment and try to educate kids about being good stewards of the land and our parks. Children of today may become tomorrow's poachers, illegal dumpers or pot hunters. Or maybe they won't because of quality positive interaction of a National Park Service ranger.

— Steve Clark  
Lake Roosevelt NRA

## Now is the time to join ANPR



The Association of National Park Rangers has been an organization looking out for your interests for 21 years now. As a member, you have access to many benefits. Included are:

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- ▶ Facilitated mentoring program
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For more information on these programs, contact:

**Mike Caldwell, Membership Services**  
33 William St.  
New Bedford, MA 02740

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

## Resource Management

After more than a year and a half of development, NPS Director Bob Stanton publicly announced the **Natural Resource Initiative** on Aug. 12. He chose for a backdrop the 100th anniversary celebration of Mt. Rainier National Park, whose theme, appropriately, was "One Hundred Years of Stewardship." Steadfast readers of this column already know the major themes of the program but may not know that the NPS is proposing more than \$100 million over the next five years to rejuvenate natural resource management. As I hoped and wrote more than a year ago, this has indeed become an NPS initiative for natural resources rather than a natural resources initiative for the Service. The latter have come and gone, being well-intended efforts of the faithful. But now, we've seen the mainstream—or at least the leadership—sign on, commit, and yes, lead the way.

It's too early as I write this to know the fate of our FY 2000 budget, but right now it looks like we may very well see about 85 percent of the almost \$20 million of base increases requested for natural resources. Indeed, the House appropriations committee report singled out the natural resource initiative for praise amidst some rather negative comment about the Service's management in general. While the 2000 increases are primarily central office-based, about three-fourths of the money and a remarkable nine-tenths of the new positions proposed in the remaining four years are for park base increases or park-based programs.

It's not ALL about money, although there's no doubt a larger pie will make it more likely that we'll actually institutionalize the rhetorical commitments to natural resource preservation and management. The Director himself, in a final edit of the plan, moved the immediate implementation of **Resources Careers** to the top priority of the "just do it" list of immediate actions. As I've previously reported, there unfortunately aren't new funds to help here... but so many parks have already implemented resources careers upgrades that the overall financial impact will likely be much less than we once expected. There will be some pain in some places, though, especially in some small parks.

The full text of the "Natural Resource Challenge: The National Park Service's Action

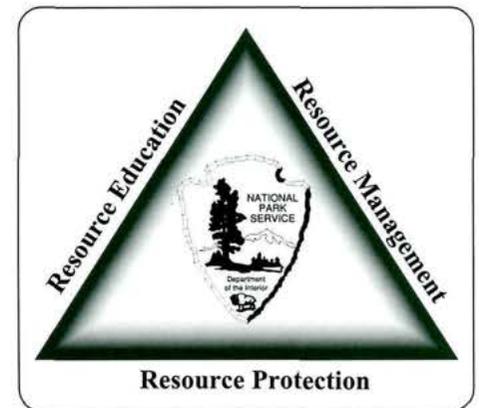
Plan for Preserving Natural Resources" is on the NPS internet site ([www.nps.gov](http://www.nps.gov)). Three thousand printed copies have been distributed to parks, and superintendents have been encouraged to share copies with their partners and friends. At the risk of sounding like the NPS has really gotten its cyber-act together, the approved resources careers benchmark position descriptions and all the implementing instructions and forms are also on the web, but this time on the NPS intranet site since they're not really of interest to anyone outside the agency.

As the theme of this *Ranger* issue is environmental leadership, I need to point out that the natural resource initiative and the environmental leadership initiative are great complements to one another. The ELI focuses on making sure that we take care of our own nest, so to speak—the small percentage of land, but the large percentage of our budget and energy, that deals with the developed footprint of the park. The NRI is the yin to that yang, working to assure that the rest of the park's natural areas truly remain (or are restored to once again be) unimpaired for the enjoyment of future generations. One is of little use without the other. By the way, in classic bureaucratic fashion, suddenly neither of these programs are "initiatives" any more. I guess we'll need new acronyms.

In other news, the latest review version of **Director's Order 12** for environmental compliance calls for the NPS to identify in every environmental assessment or impact statement not just the *preferred alternative* but also the *environmentally preferred alternative*. This has some very interesting implications for a park that may propose a development that is not the best environmental option on the table. While the full disclosure would be refreshing, I have to think that the public scrutiny such a plan would suffer might be an incentive for managers to craft their developments so they really are strong, sustainable, environmentally-sound options. Gee. What an idea. Again, we have Assistant Secretary Don Barry to thank for this one.

Lastly, I want to share a concept that's been percolating in my head for some time.\* I get terribly frustrated when I read about the "new" ranger that's so resource-oriented. Not because I don't believe in it, but because I've yet to see a good definition of what

exactly is **the ranger's role in resource management**. We wax eloquently about the critical role for rangers in resource protection and in resource education but then get vague about the third side of the triangle. I submit that much of the friction between the 025 community and the resource management community stems from concern that the other is trying to take over what I can only call *turf*. I think we can get past much of it if we think about education, protection, and management as three equal areas of specialization. Each is needed, and each has a group of people who have in depth training and expertise. But even those without the specialization need to contribute. To wit :



Interpretive rangers are clearly the specialists in resource education. We expect them to be experts and to be the primary people in parks designing and implementing resource education programs. But protection rangers and resource managers just as clearly need to also do resource education when they encounter the public, though we don't expect either to lead in this discipline.

Protection rangers, similarly, are the specialists in resource protection. They have the in-depth training, expertise, and certification to do resource-oriented law enforcement. But just as protection rangers and resource managers assist with resource education, we need interpretive rangers and resource managers to assist with resource protection in appropriate roles.

So far so good, you've heard this before. But this is where most "ranger future" discussions end. Actually, they usually don't include the resource managers. Stay with me, though, because the next part is new. Or is it?

Resource management specialists have

in-depth training and expertise in natural or cultural resources, and they therefore have the organizational responsibility to design and implement the park's resource management program. But they can't do it alone, either. Both interpretive and protection rangers must assist, in appropriate roles, in resource management. But just as we would not expect a resource manager to be a park lead in either resource education or protection, neither should we think it proper for an interpretive or protection ranger to be the park lead in resource management.

I believe that if we were to include all

three disciplines in the routine discussion of what we do in parks and who does it, we might be able to put behind us the competition over who has what role, and in particular, resolve the issue of the ranger's role in resource management. It's essential. But it's not the lead role in the park in that discipline. Rangers should, in my view, help do qualitative monitoring of park resources (e.g. presence/absence, and gross condition assessments). But I don't think we should expect, or ask, rangers to either design quantitative, statistically valid monitoring protocols, or regularly sample plots. It would be

like asking the park resource management specialist to regularly develop classroom lesson plans or to investigate motor vehicle accidents.

Anyone care to continue the conversation? ☐

— Bob Krumenaker  
Northeast Regional Office

\* Thanks to Jim Brady, Rick Gale, Bill Laitner, Ken Mabery, Scot McElveen, Tina Orcutt, Bill Sanders and Steve Shackleton for listening and encouraging me to pursue this further.

## IRF Update

By Bill Halainen  
Delaware Water Gap

**I**RF President Gordon Miller attended the annual meeting of the Portuguese Rangers Association (APGVN) in the Natural Reserve Paul do Boquilobo north of Lisbon earlier this year. He also was involved in a meeting in Montpellier, France, as well as the annual meeting of the Northern Ireland Countryside Staff Association (NICSA).

Miller has continued with efforts to increase IRF's membership, and recent breakthroughs have been made with Cameroon, Slovenia and Poland. Also, the Czech Rangers Association has just joined IRF, and the Hunan Forestry Department in China has asked to join but IRF doesn't yet have the ability to permit this.

Miller is pursuing the possibility of the IRF registering as a charity in the United Kingdom so that it can attract funds more easily. Bill Wade is investigating incorporation in the U.S. IRF also may need to consider some form of registration in South Africa and elsewhere as required in the future.

There has been action on other fronts:

► A memorandum of understanding between IRF and IUCN's World Commission on Protected Areas (WCPA) has been drawn up and approved by IRF's executive council.

► A similar memo on joint cooperation with Europarc will also be prepared shortly.

► The Internet website is progressing and investigations into potential page sponsors are being pursued.

► Miller plans to meet with a member of our Countryside Management Association's international committee to discuss the establishment of an exchange bureau within the next month and would welcome any other offers of assistance from other continents.

### Third World Congress

According to Congress organizer Merle Whyte, almost 200 notifications of interest in attending the Third World Congress had been received by early April - with many more expected from within South Africa shortly. Although there have been few contacts so far with rangers in other African nations, the Congress has sent out notifications to appropriate embassies and other individuals.

IRF is making a concerted effort to raise funds for scholarships to cover the cost of travel to South Africa for rangers who might otherwise not be able to attend. The U.S. Association of National Park Rangers has submitted a request to the Turner Foundation for \$60,000 in scholarship money for rangers from the Western Hemisphere - principally Latin America and the Caribbean. The request will be considered at the Foundation's July meeting.

Declan Keiley has sent along an update on the "Africa in the Roar" project, in which IRF members will be driving three four-

wheel-drive vehicles from Egypt to Kruger NP, picking up rangers on the way. An outline agreement has been developed with Landrover whereby they will provide vehicles for the project, and it also appears likely that a supporter has been found who will provide camping gear. Rangers may join different legs of the trip at a cost of \$600. This will give rangers a chance to meet other rangers, share a unique trip, and get onto TV. If you'd like an outline brochure, contact Declan via the Internet at keiley.broads@dial.pipex.com, telefax him at 44-1502-715911, or call him at 44-1502-713303.

If you're interested in attending the Congress and looking for more information, contact: The Secretariat, IRF Congress, PO Box 147, SKUKUZA 1350, Kruger National Park, South Africa. The telephone/telefax number is 27-13-7355195; the e-mail address is merle@mpu.co.za ☐

### IRF Calendar of Events

Oct. 28-30, 1999 — Annual Conference, Australian Ranger Association, Darwin.

April 2000 — Annual General Meeting, Scottish Countryside Ranger Association, University of St. Andrews.

Sept. 10-16, 2000 — International Ranger Federation, Third World Congress, Kruger National Park, Republic of South Africa. Contact: John Forrest via the Internet at gra@sco.eastcoast.co.za.



# RENDEZVOUS 2000 — Knoxville, Tennessee

**T**he Hyatt Regency Hotel in Knoxville, Tenn., will be the venue for the first joint ANPR and ANPME Rendezvous of the new millennium. Full program activities will begin on Tuesday morning, March 14, 2000, and conclude Saturday, March 18.

Pre-Rendezvous training, the ANPR board meetings and other events will begin as early as Friday, March 10. Host parks will be Great Smoky Mountains National Park, Chickamauga and Chattanooga NMP and Big South Fork NRRRA.

The Hyatt Regency Hotel is located on a hilltop overlooking the Tennessee River and is within walking distance to downtown and the recently renovated waterfront,

which includes several restaurants and other attractions. The Gateway Pavilion, a joint interpretive center featuring natural resources of the Southern Highlands (including Great Smoky Mountains) and the latest cutting-edge technology from Oak Ridge National Laboratory, also is on this waterfront. The new Women's Basketball Hall of Fame is immediately next door to the hotel, and several local and regional historic attractions are within walking distance.

Knoxville is served by several major airlines. It is less than three hours driving time from Atlanta and is an easy day's drive from Washington, D.C.

## Workshops and Presentations

Rendezvous 2000 will feature many workshops and keynote and panel presentations on a variety of topics of interest to the broad population of NPS employees. A full "free day" (Friday) is planned so that visits, including a few structured field trips, to local parks and other attractions can be under-



**ON THE WATER:** Downtown Knoxville, Tenn., is on the banks of the Tennessee River. Pictured here is Volunteer Landing.

Knoxville Convention and Visitors Bureau

taken. Additionally, the traditional golf tournament will be held that day. Since St. Patrick's Day falls during the Rendezvous, an appropriate fete can be expected.

## Registration

Registration fees will be the same as last year (\$45 pre-registration and \$55 on-site for ANPR or ANPME members, and rates somewhat higher for non-members, and lower for "significant others" and first-time attendees).

Blanca Stransky (recently transferred to DENA) is serving as this year's ANPR program coordinator and Paul Stevens (CAHA) will coordinate the exhibits. If you are interested in conducting a workshop, have ideas or suggestions for workshops or have a lead on a possible vendor for the exhibition, please contact either Stransky or Stevens. If you are interested in helping with any aspect of the Rendezvous, contact Bill Wade at [jwbillwade@aol.com](mailto:jwbillwade@aol.com) or (520) 615-9417.

Don't delay in making your hotel room reservations. The room block is reserved until March 1, 2000, after which unreserved rooms will no longer be available at the conference rate, which is \$80 single/double, plus tax. Make reservations by calling (423) 637-1234, or toll-free at (800) 233-1234. Specify the name of the group — Associa-

tion of National Park Rangers — when making reservations.

## Raffle

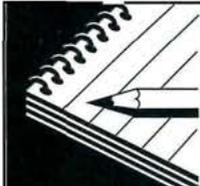
Of course, there will be a raffle. Because there's been an extra-long gap since the last Rendezvous, we expect even finer work than usual! Be sure to bring your winter's project with you and check it in at registration. If you prefer to send it ahead or won't be attending, send it to:

Great Smoky Mountains National Park  
107 Park Headquarters Road  
c/o **Debbie Huskey**  
Gatlinburg, TN 37738

Be sure to include the name and address of the donor and the item's value.

Also remember to be watchful for possible corporate donors and solicit donations from them. Cooperating associations are traditionally generous in donating items, as well as businesses in park-related fields. You still need to include the donor's name, address and the value.

We also plan to hold the silent auction, with auctioned items to be selected from the raffle donations. Don't forget to bring your checkbooks! □



**Share your news!**  
*We want to hear from you. Take a minute to tell others your news. Use the form on the inside back cover.*

# Support ANPR! Buy special items with ANPR logo!



ITEM	COST	QUANTITY	TOTAL	NEW ITEMS!	COST	QUANTITY	TOTAL
Quill Pen with ANPR logo	\$18.00			Mousepads, tan with ANPR logo	\$4.50		
Bic metal point pen with ANPR logo (gray or black, circle color)	\$1.50			Canvas Carry-on Bag - green with tan lettering (National Park Service)- 19x10x10 with two end pockets	\$29.50		
Insulated mug, large, black (20 oz.)	\$6.00			Coozie lined can holder, green with gold ANPR logo	\$3.50		
Insulated mug, small, gray (12 oz.)	\$4.50			Leather folder, tan with gold ANPR logo in lower right corner	\$19.50		
ANPR Tattoo (2 per order)	\$1.00			"Death, Daring & Disaster" by Butch Farabee (signed by author)	\$11.50		
ANPR decal	\$1.50			"Preserving Nature in the National Parks" by Dick Sellers (signed by author)	\$19.50		
Plastic stadium cups	\$1.00						
ANPR coffee mug (ceramic)	\$6.00						
* Polo shirts -- SALE!!	\$10.00						
* Turtlenecks -- SALE!!	\$10.00						
Pewter key ring	\$5.00						
Brass key ring	\$5.00			<b>Subtotal</b>			
Large belt buckle, brass (3-inch)	\$25.00			<b>Shipping &amp; handling (see chart)</b>			
Large belt buckle, pewter (3-inch)	\$25.00			<b>TOTAL (U.S. currency only)</b>			
Large totebag, cream & forest green	\$15.00						
Penlights (marbled gray only)	\$12.50						
Small Swiss army knife w/ 4 tools, 1½-inch blade, (black, red or blue - circle color)	\$20.00						
Wilson Tour golf balls w/ ANPR logo							
Single ball	\$2.50						
Sleeve (3 balls)	\$7.50						
Dozen	\$30.00						
Croakies (eyeglass holder) - Forest Gr. "National Park Service"	\$4.50						
"Park Ranger"	\$4.50						
T-shirts w/ large two-color ANPR logo							
White - heavy 100% cotton	\$9.50						
Circle size: M, L, XL, X, XL	\$10.50						
Rendezvous T-shirts from Ft. Myers							
Six-color screenprint on forest green, heavy 100% cotton;							
Circle size: M, L	\$5.00						
Rendezvous T-shirts from Tucsons							
Tan with dark green imprint							
heavy 100% cotton;							
Circle size: M, L, XL and XXL	\$5.00						
	\$6.00						
Cloisonné pin with ANPR logo	\$2.00						
Ball cap (beige) with embroidered ANPR logo	\$12.50						

**Shipping & Handling**  
 Orders up to \$10 ..... \$3.50  
 \$10.01 to \$20 ..... \$4.00  
 \$20.01 to \$50 ..... \$5.00  
 \$50.01 to \$100 ..... \$7.00  
 Over \$100 ..... \$10.00

**\* For Shirts:**  
 Polo — Circle color & size:  
 Forest Green (only S) Wine (only S) Navy (only M)  
 Turtlenecks — Circle color & size:  
 Teal (only M) Banana (S, L, XL) Navy (only XL)

Send order form and check — *payable to ANPR* — to Jeannine McElveen, HCR 82, Box 110, Kimberly, OR 97848.

Name \_\_\_\_\_  
 Address \_\_\_\_\_  
 \_\_\_\_\_  
 Phone \_\_\_\_\_

Questions??? Call Jeannine McElveen at (541) 934-2423.

## 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](mailto: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.

**Kathy Brazelton Brown**, chief of interpretation at Great Sand Dunes NM, and husband **Jerry** welcomed their son, **Micah**, into the world on Dec. 1, 1998. Already a week late, he gave Mom less than one hour of labor before making his grand entrance (and the hospital in Alamosa is 45 minutes from the Sand Dunes). He is healthy, happy and has green eyes like Dad. The Browns now have moved into town. Address: 2612 Park Ave., Alamosa, CO 81101.

**Erin Broadbent** (MOCA, SOAR 80-82, TUMA 82-84, WHPP 84-88, WASO 88-90, OIA 90-92, NAMA 92-99) is the new superintendent at Kings Mountain NMP. Previously she was site manager at the National Mall. She writes, "Just a slight difference in the pace. . ."

**Dennis Carruth** (CANA 78,79, LOWE 80, REDW 80, NATR 80-83, CACH 83-84, SACN 84-88, CATO 88-89, CAVE 89-92, BELA 92-96, GICL 96-99) is chief ranger at Capulin Volcano National Monument. Previously he was site manager at Gila Cliff Dwellings National Monument. **Anne R. Coupland** is working for another agency and has an apartment in Santa Fe, but can be reached on weekends at their address in Capulin: P.O. Box 175, Capulin, NM 88414; (505) 278-3134.

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## Welcome (or Welcome Back) to the ANPR Family!

Here are the newest members of ANPR:

Diane Abell  
Thomas W. Banks  
Peter Bathurst  
Michael Bilecki  
Tom D. Byrnes  
John Cantwell  
Paul Czachor  
Susan DeWeerd  
Eileen A. Fenton  
Michelle Fidler  
Billy Flanagan Jr.  
David Griese  
Bill Halainen  
Elizabeth H. Joyner  
Lisa Lackey  
Wayne Landrum  
Lee LeJeune  
Jason Lichtblau  
Jay Lippert  
Brian Keith McCutchen

East Patchogue, NY  
Bainbridge Is, WA  
Staten Island, NY  
Brookhaven, NY  
Slippery Rock, PA  
Daly City, CA  
West Sayville, NY  
Severn, MD  
Lenoir, NC  
Baker, CA  
Bellport, NY  
Sayville, NY  
Milford, PA  
Vicksburg, MS  
El Paso, TX  
Big Pine Key, FL  
Vernal, UT  
Lancaster, PA  
Ocean Beach, NY  
Dumas, AR

Dave Mills  
Brett Moore  
William R. Muzzey  
Susan Paul  
Christopher J. Raynolds  
MDC Reservations & Hist  
Stephen A. Rooker  
Lawrence J. Sandarciero  
Kenneth J. Seymore II  
Greg Shine  
Steve Singler  
Richard P. Stavdal  
Ted Stout  
Gratchel L. Thomas  
Patricia Thompson  
Mark Tripi  
Wayne & Paula Valentine  
Maria Wagenbrenner  
David Walton  
Chris Wright

Fairbanks, AK  
Canada  
Bradenton, FL  
Tucson, AZ  
Saint Louis, MO  
Boston, MA  
Luray, VA  
Kansas City, MO  
Altoona, PA  
San Francisco, CA  
East Moriches, NY  
E. Yaphank, NY  
Ashford, WA  
Chesapeake, VA  
Holbrook, AZ  
Miller Place, NY  
Columbia, NJ  
Bayport, NY  
Lake Powell, UT  
Longmont, CO

**Cindy Crowle** (ORPI, CURE, MEVE, VIIS, GLAC, NOCA, DINO) is the Skagit River district ranger at North Cascades. Previously she was the Green River district ranger at Dinosaur.

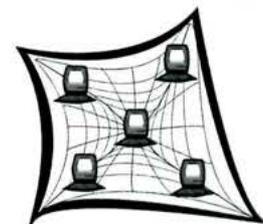
**Scot McElveen** (NATR 83-84, GUI5 84-85, GRSM 85-90, PIRO 90-92, ASIS 92-97, DEVA 97-99) has moved from assistant chief ranger at Death Valley to chief ranger and chief of natural resource management at John Day Fossil Beds National Monument. **Jeannine McElveen** (ASIS 93-94, SSA 94-96, INS, 96-97, DEVA 97-99) is working intermittently for the Paleontology Division doing GIS work and volunteering with Interpretation. Address/phone: HCR 82 Box 110, Kimberly OR 97848; (541) 934-2423.

**Dan Moses** (SHEN 70-82, YELL 82-87, DINO 87-99, PAIS 99) is a management assistant at North Cascades NP Complex. He is working out of the Chelan NRA office in Chelan, Wash. For the past 12 years he was a district ranger and acting chief ranger at Dinosaur. **Diane Moses** resigned her position as an administrative assistant with the U.S. Fish and Wildlife Service and is job hunting at the new location.

**Kevin Moses**, new park ranger in the Little River district at Great Smoky Mountains, has a new address and phone: 413 Virginia Ave., Sevierville, TN 37876; (423) 774-2736.

**Cindy Purcell** (MACA 85-87, GUMO 87-89, BAND 89-95, SEKI 95-99) is the wilderness district ranger at Zion National Park. Previously she was Sierra Crest subdistrict ranger at Sequoia-Kings Canyon. Address: P.O. Box 415, Springdale, UT 84767.

**Jim Richardson** (USFS 81, ROMO 82-86, AGFO 86-88, ZION 88-91, ROMO 91-98) has moved to Santa Monica where he is the new Conejo district ranger. Jim was previously the backcountry area ranger in the Colorado River District at Rocky Mountain National Park. Wife **Cindy**, and daughters **Hilary** and **Kyli** are enjoying southern California at their new home at: 12031 Alderbrook St. Moorpark, CA 93021; (805)552-9432. □



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## In Print

### Liberty Falling

Nevada Barr, G.P. Putnam's Sons, 1999; ISBN 0-399-14459-5, \$23.95

Park ranger Anna Pigeon heads to the scene of crimes at the feet of a national shrine — the Statue of Liberty — in Nevada Barr's latest mystery, "Liberty Falling."

Anna is in New York City to be with her beloved sister Molly, who become gravely ill. What begins as pneumonia becomes drastically worse, and Anna can only sit and watch. To clear her mind she rooms with friends on Liberty Island, and then begins to explore the decayed remains of hospitals, medical wards and staff quarters of Ellis Island.

And then a young, unidentified girl falls — or is pushed — to her death while exploring the Statue of Liberty. Administrators are quick to accuse others, until one of their own also meets his death. Although Anna is warned against it, she plunges into the investigation, sure the deaths aren't accidental.

Look for a full review of this latest thriller in the next issue of *Ranger*.

## Humor in Uniform

### Resource Management or A Bunch of Bull!

During a recent training session for the Rails and Trails program, we were going around the table answering some "im-promptu" questions that we may be asked while riding the train. Our facilitator told us to read the question, but not to let anyone else see it. We were then to ask our question to the person on our right. As life would have it, I was on my husband's right.

The question he asked me was: "What happens to all those lost cows?" Being the humorous person I am, I looked at him and said: "The cow scooper on the front of the train picks them up."

I was laughing so hard I had tears rolling down my cheeks, and everyone else was laughing too. I think this falls into many of those ridiculous but serious questions that visitors ask, (like the wake-up phone call I got at 5 o'clock one morning while working

### The Volcanic Eruptions of El Malpais

Marilyn V. Mabery, Richard Moore, Kenneth Hon, 1999

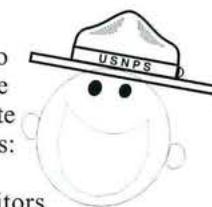
ISBN 0-58096-007-3, \$11.95

Long before the first humans set foot on North America, volcanic eruptions repeatedly rocked the areas around El Malpais National Monument. The ground cracked open and lava sprayed upwards. In fact, the cycle of eruptions was repeated nearly 100 times before Native Americans first saw this land. Great outpourings of lava torched the land with intense heat and paved the countryside with hard, black rock.

The authors describe the activity of volcanic eruptions of the major craters, lava tubes, cinder cones and lava flows of the region. "The Volcanic Eruptions of El Malpais" is a visitor's guide, a hiking guide and a geological guide to exploring the major features within the park. Cave entrances, and even cinder cones often remain hidden among forests and tall trees of El Malpais. The sense of surprise that comes

at the Ozark NSR, to be asked: "How's the river?" My immediate unsaid response was: "wet!")

Humor and visitors make our jobs, and don't we love it!



— Ellen Little  
Volunteer, Amistad NRA

*Ranger* welcomes short submissions for:

- **Humor in Uniform** — NPS humorous anecdotes
- **Quotable Quotes** — pertaining to the national parks
- **"Good" News** — Positive news from parks or members

Send your submissions to:

**Teresa Ford, Editor**  
fordedit@aol.com  
26 S. Mt. Vernon Club Road  
Golden, CO 80401

from stumbling upon the hidden wonders of El Malpais lends a unique sense of discovery not found in more barren volcanic fields elsewhere in the West. □

## Letters

(continued from inside front cover)

compensation. Statutorily the National Park Service is prohibited from doing so.

Several of the articles deal with family issues of daily living in a park. Some of these are presented as advantages, others as disadvantages. These are not unlike issues that many of our employees deal with every day whether they live in park housing or in private sector housing. And while a park perspective is interesting, less than 20 percent of NPS employees are provided park housing. Phil Ward's article adds a balance and a different perspective.

I do not know what editorial review process is used for articles that appear in *Ranger*. But I do think it is important that the facts on a particular issue be validated before printed. This is even more important when the issues are controversial. If *Ranger* is to maintain its reputation as a professional journal, this is critical.

Maureen Finnerty  
NPS Associate Director  
Park Operations and Education

**Editor's Note:** It has long been the policy of *Ranger* to encourage its authors to submit their articles for peer review. In addition, *Ranger's* editorial advisor scrutinizes each article. In the case of the articles mentioned above, one was clearly marked "Perspective," while controversial elements of the second were checked by no less than three people involved at the park level in the recent housing assessments. The above letter is clearly on the mark in pointing out that a great deal of confusion exists.

### 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 Day	Yamhill, OR
Linda Emerson	Hopkinton, MA
Christina L. Evans	Memphis, TN
R.J. Marsh	Yosemite, CA
Richard F. Ryan	S. Wellfleet, MA
Laura M. Schnebelen	Columbus, OH

## 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 board members with lists of members by area. It is, therefore, vital that you enter the park and region 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 *Ranger* sent quarterly)  \$100

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

### Return membership form and check payable to ANPR to:

**Association of National Park Rangers, P.O. Box 108, Larned, KS 67550-0108**

*Membership dues are not deductible as a charitable expense.*

### Administrative Use

Date \_\_\_\_\_

Rec'd \$ \_\_\_\_\_ Check # \_\_\_\_\_

By \_\_\_\_\_

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

- To assist the ANPR board in planning Association actions, please provide the following information.

\_\_\_ Do you live in **park housing**?

\_\_\_ **Number of years** as a NPS employee

\_\_\_ **GS/WG level** (This will not be listed in a membership directory)

\_\_\_ **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)



## Share your news with others!

*Ranger* will publish your job or family news in the All in the Family section.

### Send news to:

Teresa Ford, Editor  
 26 S. Mt. Vernon Club Road  
 Golden, CO 80401  
 or e-mail: [fordedit@aol.com](mailto: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 \_\_\_\_\_

## Directory of ANPR Board Members, Task Group Leaders & Staff

### Board of Directors

#### President

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vacant

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