

# RANGER

The Journal of the Association of National Park Rangers

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Vol. XVI, No. 2    Spring 2000



**Image: Who Are We and Where Are We Going?**

## Letters

### Farewell to the NPS

After 21-plus years with the NPS, I'm leaving. When I was around 11 years old, our family traveled much throughout the Southwest. I saw rangers and knew right then that is what I wanted to do. I never wavered from that focus.

I love the NPS, the respect the visitor had for us, pride in my uniform and what it represented, and an absolute love for the work I was doing. I often pinched myself to know that I was not dreaming. There was a family atmosphere and I felt part of a team diligently carrying out the mission of the NPS.

I've had so many great memories of the NPS and the fine people that make up this organization. I hate to go, but it is time to move on. I have put my heart and soul into this outfit and I can honestly say that there has been many a happy, well-informed, educated visitor who has left one of my talks or tours.

One of the best compliments that a visitor paid me was after a tour at Betatakin Ruin. He asked how many times I had given this tour. After a rough calculation I said, "Oh, about 400 times!" He then said, "Your enthusiasm was as if it was your first!"

— John Loleit, Petroglyph

### South American Visit

As many of you know, I spent three weeks earlier this year working for the Interamerican Development Bank in South America. I was in Uruguay, Argentina and Chile, a week in each country. Although the bank was paying my salary, I did get to do some IRF work on the side.

I spent time with Juan Carlos in Uruguay. I met some of the graduates of the recent park ranger course that Juan Carlos organized and got the funding for. He listed the IRF as a co-sponsor. The graduates seemed bright and highly motivated. By the time I left Montevideo, six or seven of them had already been hired on a temporary basis by protected area managers.

Juan Carlos invited me to his reserve and I spent the night in his ranger house with his wife, Gabriela, and daughter, Yoquina. His two sons were visiting elsewhere. What a beautiful place he lives in! It is almost on the shore of the Laguna and we could easily see some of the waterfowl for which his reserve is famous. I saw two rhea — look them up in

your books. They are like ostrich but wild. I really appreciated his family's hospitality and I hope you all get a chance to visit him.

JC and I had time to discuss a number of IRF issues. Both of us are disappointed in the slow pace of affiliation in Latin America, but we are going to do better.

In Argentina, I had the chance to talk to Salvador Vellido, the new president of the Argentine Ranger Association. I recommended to him that he meet with the Directorate of the Administration of National Parks because when I asked them about the Association, I got the idea that they thought it was some kind of labor union. The rangers are very well respected by other employees in the administration since the rangers' work stoppage last summer and fall evidently convinced the administration to rehire the technical employees it had been forced to fire.

You all will be interested to know that the other consultants with whom I am working on this Interamerican Bank project and I are forwarding a recommendation to the bank that it fund a study of the park ranger profession in the six countries that make up the Southern Cone of South America, Brazil, Bolivia, Paraguay, Uruguay, Chile, and Argentina. We are asking the bank to look at things such as educational requirements, availability of training, levels of compensation, existence of career paths, and the like. What we are aiming for is some kind of consistency from country to country. Salvador thinks it will be the first time that the term "park ranger" has ever appeared in such a recommendation. Although I cannot predict whether the bank would even be interested in such a study, the fact that it will appear in our final recommendations will give it a certain visibility. We may be able to find another way to fund it if the bank isn't interested.

At any rate, this is what I did related to IRF business in South America. It was a good trip and, as always, I met some very dedicated, enthusiastic park rangers. Meeting them really does give me some hope that things are going to get better.

— Rick Smith, Placitas, N.M.



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### ANPR Calendar

Ranger Rendezvous ..... March 14-18  
Knoxville, Tenn.

Ranger (Summer issue)  
deadline ..... April 30  
(Theme: Rendezvous XXIII)

Ranger (Fall issue)  
deadline ..... July 31  
(Theme: Cultural Resources)

ANPR Celebrates  
25 Years Together ..... Oct. 29 – Nov. 2, 2001  
Jackson, Wyo.

### Send Us Your Views!



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

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

# RANGER

The Journal of the Association of National Park Rangers

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Spring 2000

*Ranger* (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service and the National Park System, and to provide a forum for social enrichment.

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

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

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

### Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380 or [fordedit@aol.com](mailto:fordedit@aol.com). Editorial adviser, Ken Mabery, (505) 287-4538 or [maberyken@aol.com](mailto:maberyken@aol.com).

### Deadlines

Spring issue ..... Jan. 31  
 Summer issue ..... April 30  
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 Winter issue ..... Nov. 15

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

### Advertising

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

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**Cover photo:** Bryce Canyon National Park, photo by Teresa Ford.

## President's Message

The day after my abdominal surgery late last year, I received a phone call from my division secretary informing me of the murder of ranger Steve Makuakane-Jarrell. She didn't want me to be caught off guard later by hearing this tragic news on the radio or reading it in the newspaper. Like the rest of the Service, I was shocked and horrified that this had happened again to someone in our Park Service family.

The National Park Service has responded to the two most recent ranger murders, in part, by facilitating an outside analysis of our entire law enforcement program. The International Association of Chiefs of Police, over a period of 120 days, will conduct a comprehensive study of our program's organization, management, staffing levels, training, and operations. They will identify necessary and desirable program improvements and determine our level of responsiveness to regulation, policy and our park visitors. Cheto Olais and I have been asked to serve as a liaison between the study team and those in the field. I hold great expecta-

tions that they will give us constructive input that will allow us to improve the way we do business and assure greater safety for our rangers. I believe a concurrent benefit of these improvements in our law enforcement program will be an enhanced ability to protect and preserve the priceless treasures that the American people have entrusted us with.

I am also concerned about the recent projected increase in park housing costs. ANPR has always been on the forefront of this issue and I intend to raise it at the upcoming Rendezvous. If you have opinions or insight into this continuing saga, please share it with me or the board members for Professional Issues or Special Concerns.

I hope that many of you are pining away for a Rendezvous, as it has been 15 months since our gathering in Tucson! See you in Knoxville! □



### Video wins Silver World Medal

ANPR's "LOST! . . . But Found, Safe and Sound" video won a Silver World Medal in the category, Home Video: Children's Education, in the 1999 New York Festivals Film and Video Competition. Awards were announced in late January.

The 12-minute video was produced by Anne Tubiolo from the NPS Interpretive Design Center at Harpers Ferry with a generous grant from the National Park Foundation. It is designed to show children, generally ages 4-12, what to do if they become lost in remote areas such as parks or forests.

For 42 years, The New York Festivals has honored excellence in communications media that touch the hearts and minds of readers, listeners and viewers worldwide. Founded in 1957 as an international awards competition designed primarily to reward outstanding achievements in non-broadcast media, in the course of its first 20 years, The New York Festivals achieved preeminence in the area of industrial and educational film and video.

The New York Festivals experienced exponential expansion, from 1,000 entries in 1979 to 16,000 entries in all media in 1999. Industry acceptance and participation are symbolized by the Festivals' prestigious Board of Distinguished Judges and Advisers, comprising a veritable "Who's Who" of world leaders in communications.

The "LOST! . . . But Found" video is available from ANPR through the business office in Larned, Kansas (see address on back cover). It is \$10 for members and \$15 for nonmembers. Quantity discounts are available upon request. □

# Preserve, Protect . . . *and* Provide Enjoyment

*A single sentence in  
the preamble to the  
Organic Act has  
been the subject of  
many debates*



Teresa Ford

By Ken Mabery  
WASO

**G**enerations of Park Service employees have debated what many think is a contradiction contained in the Organic Act that created the National Park Service.

A single sentence in the preamble to this Act has been the subject of many a training class — and even more bull sessions:

“[The NPS 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.”

Putting that in simple terms, the NPS must preserve park resources and leave them unimpaired for the enjoyment of future generations. The debate, of course, stems from a perceived problem: The NPS cannot fully

preserve and protect parks when we have to provide facilities and infrastructure for visitor enjoyment.

There are two aspects of this debate that have received very little attention. First, what has this debate, or rather our manifestations of this debate, done to public impressions? And second, what was the original intent of that enigmatic sentence?

Does the general public know about our internal debate? Do they care? And should we care about their impressions? Let’s address the latter first. We must care about the general public’s impressions and feelings because the public sends strong messages to Congress, which enacts laws that have direct effect on parks and park management. Ultimately, Congress could end this debate once and for all, with amending legislation, when public pressures build to that point.

So, let’s examine the state of public opinion. We can be assured that major segments of the public are aware of our debate. Richard

Sellars’ book, “Preserving Nature in the National Parks: A History,” has been and continues to be a good seller. This book makes a strong point that, throughout most of our history, the Service has emphasized “provide for the enjoyment,” often at the expense of the preservation mandate. We have lost some prime resources because of this emphasis: purposeful hunting of perceived bad predators in many ecosystems; watersheds inadvertently lost to road building; the list goes on. The book goes on to make the case that preserving nature must begin to take precedence, or we risk losing more of the essential resources and, ultimately, the very resources that some of the parks were established to protect. As a consequence of Sellars’ book, an initiative to develop and emphasize NPS natural resource management capabilities began in 1999, with funding from Congress in FY 2000.

The public knows about this debate from a variety of other sources. Formal interpre-

tive programs and informal contacts often communicate it, sometimes very purposefully (programs designed to elicit feedback), others unwittingly (answering visitor questions in such a way that bias is shown for one or the other of the perceived conflicting mandates). Often the press picks up on the debate in response to a park action or planned action (closing facilities due to tight budgets or to rehabilitate sensitive habitats; GMPs that remove facilities), or reviews of articles and books such as Sellars'.

Does the public care? Focus groups conducted as part of the NPS message project have clearly shown that many people don't understand the full depth and breadth of the NPS's work and, therefore, don't see the personal relevance of national parks. This disconnect and the ways in which we deliver our protection messages make them question whether employees are protecting parks *from* the public, or protecting parks *for* the public.

Origins of these feelings have their basis in the way we have interpreted the so-called conflicting clauses. Everything in the parks, or coming into parks, must fall into one of two categories: either it is a park resource and must be protected under the "preserve and protect" clause, or it relates to visitors and their uses and falls under the "provide for enjoyment" clause. Our preferred term for non-employees who enter parks — *visitor* (never tourist) — means one who visits and doesn't remain. In other words, not part of the park system. Even our traditional park organizational structure splits the workforce into two camps: preservation and protection in Resource Management and Protection Divisions, and provide for enjoyment in Interpretation and Maintenance Divisions.

This view of human use in parks fails to recognize that mankind has been, and continues to be, a part of the ecosystem. In a 1998 article in the Cultural Resource Management (CRM) Bulletin, Bob Krumenaker wrote: "The challenge is to incorporate the human into our ecosystem view. . ." He further pointed out that it is "the concept of landscape [that] joins human and natural history together."

Wherever we turn in the national parks,



White Sands National Monument

from the most inhospitable environments to the most hospitable, we find evidence of prehistoric and historic occupation. To a greater or lesser degree these people left their mark on the land.

John Cook pointed out that "American Indians were stewards . . . before us," in an article in the George Wright Society FORUM in 1997. Indeed, most Native American cultures learned to live more-or-less harmoniously with their ecosystem in order to sustain their way of life and develop as a culture. When that balance was interrupted, by drought, for example, the entire culture

**"Early leaders in the national park movement recognized that the national park idea could not survive without public support."**

failed. Their tie to the land was that close.

If we can accept the statements by Krumenaker and Cook, we ought to be able to accept that other cultures, including our own, have been stewards of these areas before they entered the national park system. We now preserve and protect these past cultures under park enabling legislation, the Historic Preservation Act, ARPA and other laws. Why then is it such a stretch to incorporate current human activities into our interpretation of the "preserve and protect" clause? To some degree our difficulty stems from a lack of a definition for the word "preserve." Preserve what? From what? Throughout much of our history, we preserved parks from change, even natural change. We suppressed natural fire and tried to regulate natural floods, and tried to isolate "bad" impacts of man. As an NPS culture, our ideal of the best stewardship practices for parks has always drawn a line between ecosystems and modern man. It is ironic that we have no trouble preserving the effects of man at historic sites; even incorporating man in preservation of ecosystems — we actively preserve and promote the historic scene. Hopefully there will be an ever increasing recognition that humans are an integral part of the land, including lands within parks.

Generally, books and articles written prior to the early or middle 1970s note that NPS facilities were built in direct response to the mandate to provide for enjoyment of park resources. Some of the very same people who wrote the NPS Organic Act took precedent-setting action by lobbying for, and developing, visitor facilities in the earliest parks. Early leaders in the national park movement recognized that the national park idea could not survive without public support. To gain public support, it was necessary to develop public access and facilities. Without these facilities, early parks would have remained inaccessible to most of the public.

Some time in the 1970s, environmental sciences began to emphasize natural processes, with man being viewed an intruder. This science painted the picture that many of our parks were becoming overcrowded.



Deanne Adams

Ranger Ted Stout speaks with visitors at Mount Rainier National Park.

brates, was this system of *national parks*. The use of the word “park” was purposeful. It came from old world traditions, where a park was a piece of open land preserved in its *natural state* as public property for *recreational use*. The use of the word “scenery” in the Act also implies human participation with the landscape, since only humans value resources for their scenic beauty.

In his 1997 article, “The National Park Service Act of 1916: ‘A Contradictory Mandate?’” in the University of Denver *Law Review*, Robin W. Winks analyzed and explained the intent behind the Act from a historical perspective. He started off by recognizing “. . . that intent

changes; and that the law of unintended consequences looms large in any legislation.”

In concluding the article, he stated: “This paper has attempted to judge [the intent of the seemingly conflicting clauses]. It has argued that the language contained in the preamble to the National Park Service Act .

In some cases, studies were able to show that overcrowding contributed to the degradation of the natural and cultural resources. In other cases, poor facility design was the major cause of resource damage, such as building on flood plains or in meadows that were prime breeding habitats. In still other cases, perceptions of what were good and low-impacting facilities changed. This was the case with trains. Grand Canyon’s railroad was abandoned in favor of automobile access. Recently, rail access was re-established to cut down on vehicle crowding and automobile emissions. Motorcoach tours were abandoned in the late 1940s in favor of automobile access, only to be replaced in recent years by bus or tram systems.

About this same time (1940s), park management began to experiment with carrying capacities. Congress and the voting public however, still held that their national parks were being preserved and protected for the enjoyment of generations and didn’t support carrying capacities until 1978. In that year, Congress passed the Redwood Act Amendments, which required the NPS to include carrying capacities in general management plans.

Inherent in the above environmental view is the notion that human impacts are foreign to parks, or at least, they are less tolerable

than other animals’ impacts. Game trails are generally acceptable, but even the least human social trail is not. Bears’ dens that denude plant cover are OK, but human campsites that merely crush vegetation are not.

Can we go back in time and determine what the framers of the Organic Act intended when they wrote that compound sentence? Determine whether they viewed man as a visitor who does not remain, or a part of the park environment? Through a little historic understanding of their background and training, and some knowledge of formal use of the English language in 1916, we can probably come close.

The men who wrote the Act were scholars, trained in the formal use of the English language. We can be sure that they gave a lot of thought to the structure of that mandate. By 1916 when the NPS Organic Act was passed, the United States had established any number of preservation systems, from the traditional preservation of memorials and cemeteries, to state parks, national forests and wildlife refuges. The truly new and unique idea that the world cel-



Kan Mabery

Rangers help visitors at Cape Lookout National Seashore.

. . . is not, in fact, contradictory and that Congress did not regard it as contradictory; that to the extent that a contradictory interpretation can be imputed to the sentence . . . [the] contradiction can be eliminated by reference to the printed record of Congress at the time. Further, it is argued that subsequent legislation, and numerous interpretations of related legislation by courts . . . sustain the view that there was and is no inherent contradiction.”

Indeed, one piece of legislation subsequent to the Organic Act clearly sheds some light on what Congress did *not* intend for all national parks. The 1964 Wilderness Act provides preservation and protection for areas devoid of permanent facilities, motorized vehicles and commercial activities. Congress can designate areas within national parks as wilderness areas, but Congress has never established an entire national park unit as a wilderness area. This is a clear indication that there is indeed a differing mandate — a mandate to make accommodations for visitor enjoyment, along with preservation in units of the national park system. This was further reaffirmed by the 1978 Redwoods Act Amendments, which state that management of parks “. . . shall be conducted in light of the high public value and integrity . . . and shall not be exercised in derogation of the [park] values and purposes . . .”

Regardless of the above discussion, this conundrum has been clarified by two recent actions. Congress provided funding in the 2000 budget for increased resource management programs. Congress has sent a clear message that it wants more emphasis on the preservation mandate. It remains to be seen whether this initiative will result in a true philosophical and management emphasis change for the Park Service, but it is the biggest step in that direction in a long time. It also remains to be seen if we can now handle our “provide for enjoyment” mandate with a broader ecosystem view where humans are participants in the system.

The newest edition of the National Park Service’s Management Policies, our



Badlands National Park

Teresa Ford

primary policy manual, is the other recent attempt to lay the argument to rest, at least within the Service. The draft release in January of this year, includes the Service’s most definitive interpretation of the Organic Act (and the 1978 Redwood Act amendments):

“There are dual elements to the Organic Act’s single fundamental purpose, but those elements are not equal. Rather, the Act is explicit that enjoyment of park resources and values is to be allowed only to the extent that can be done without impairing those resources and values.”

Guidance is further given as to what constitutes impairment of resources. For the next 10-15 years (that being the usual life of a policy), the debate should be laid to rest.

As Park Service professionals who should avoid perceptions of conflicting mandates, the real challenge is to incorporate the human element in our ecosystem view and to recognize the evolutionary nature of the national park concept. This includes the challenge to continue to evaluate how society’s value can best be served by the national parks. Those values are not the same today as the day the Organic Act was signed, or the day a particular park’s enabling legislation was signed. Today’s values include such additions as historic preservation, biodiversity, threatened and en

dangered species protection, wilderness and a host of other concepts, some of which are international (biospheres) while others are local (grazing in Great Basin National Park and Native American access in Alaskan parks). Who can say what our cultural value will be in another 100 years? □

*Ken Mabery currently is working in WASO-Ranger Activities Division on an extended detail assignment. A 22-year NPS employee, he has been a regular contributor to Ranger magazine.*

# Changing the Culture of the National Park Service

**O**rganizational culture. It is something like the weather: everyone talks about it but nothing can be done about it. Or can we?

Quite simply, organizational culture is the sum total of the unwritten and written philosophy and ways of doing business for an organization. For example, we read that the organizational culture of Microsoft is to hire the brightest minds, give them every office convenience and business perks, and then set a high expectation for hard work and hard playing.

Organizational cultures can and do change. Sometimes quite rapidly. For example, the stereotypical organizational culture of a Japanese factory after World War II up through the 1960s was one of a sweatshop that turned out inferior goods with no pride in craftsmanship. Over the course of 10-12 years that changed. Now the stereo-

type is a standard of loyalty to the company; training, organization and support facilities that allow every employee to be a high producer, with little tolerance for mistakes.

During the George Wright Society meeting in the spring of 1999, Boyd Evison talked about the organizational culture of the NPS. That got us thinking. What do our employees think would bring about a change in the culture of the Service?

We have seen a number of programs or thrusts over the last 10 years that set out to change the culture of the Service. The Vail Agenda set out to change the culture by changing the way we do business. The Service brought in broader perspectives from partners, park advocates, park neighbors and other stakeholders. In 1994 the Careers Council set a number of processes in motion that emphasized human resources. The goal was to care for our employees as a top

priority. Two committees in particular, one on quality of career life and one on changing the NPS culture, focused on the issue of culture. Wally Hibbard (then superintendent of Big Cypress) wrote an article for *Ranger* magazine that synthesized the findings and goals at that time. Most recently, since the release of Richard Sellars' book, "Preserving Nature in America's National Parks," there has been a growing movement to change the NPS culture from one of providing for visitor uses as the primary thrust, to a culture that puts resource stewardship as the prime directive.

As we know, employees often see things differently from the official NPS party line. So we asked a random sample of our employees to share their idea of what would bring about a true change in the culture of the National Park Service. Their answers, from the profound to the amusing, follow:

Learn to work as a team. You can focus on initiatives without forgetting about the human resources that go along with the initiative.

— Donna Tipton, *Cape Lookout*

A culture change will occur when the decision making process changes - when we reject expediency.

— John Ritenour, *Glen Canyon*

You cannot produce quality goods if you do not have a quality culture. And you can't fake a quality culture. We've got to return to those enduring values on which all enduring successes always take place.

— Kate Richardson, *Prince William Forest*

Institute a buddy system. Emulate those that set the good example.

— Sarah Bishop, *President of Partners in Parks*

More openness to look at change as a good thing and taking personal responsibility and willingness to look at things differently.

— Maureen Finnerty, *WASO*

Hold the Organic Act as one integrated mandate rather than two conflicting mandates.

— Ken Mabery, *El Malpais/WASO*

Hold superintendents accountable for failures to protect endangered species, wilderness and other resources and reward those who do.

— Frank Bono, *Retired*

We need to change our own perceptions that as NPS professionals we know best how visitors should enjoy and use park resources. We should not make decisions based upon tradition and

personal cultural preferences.

— Barry Cooper, *Aztec Ruins*

The new NPS culture brings into the decision making process all of the diversity of human cultures found in the regions surrounding the parks; uses scientific and cultural resource research to understand the parks and to inform decision making about park management and use; works with neighboring land managers and regulators to develop common, mutually acceptable, sustainable goals for the landscapes and regions containing the parks; and consciously and visibly adopts sustainable practices in all aspects of its own management of parks.

— John Dennis, *WASO*

Fire all leaders.

— Bob Moon, *IMR*

In my opinion the only factors that will cause a real NPS culture change are a loss of programs or funding, or a fear that a loss of programs or funding will occur if we don't act.

— Scot McElveen, *John Day Fossil Beds*

Discipline managers who refuse to follow the mandates of the Organic Act.

— Cliff Chetwin, *IMR*

Remember that no one elected us. Don't be so self absorbed.

— Mary Bradford, *Retired*

We need to recommit ourselves to providing the highest quality of experiences to the visitors. And, the Service needs to start treating every employee in accordance with the role they play: that of an essential contributor to the accomplishment of

one of the most grand and noble missions charged to a federal agency.

— Kevin Moses, *Great Smokies*

A nuclear holocaust.

— Sherrie Collins, *Grand Canyon*

Seasonals force us to focus on our culture.

— Tom Clark, *Capitol Reef*

Employees need to respect co-workers. Individual differences, abilities, and interests need to be viewed as assets.

— Heidi Rieck, *Cuyahoga Valley*

Not through budget initiatives.

— Destry Jarvis, *WASO*

Provide a copy of *A Sand County Almanac* to every employee.

— Boyd Evison, *Retired*

Institutions like the NPS are intrinsically incapable of 'guiding' culture change. The best the Service can do is open the door and welcome change in.

— Ivan Kassovic, *Grand Canyon*

We need an organizational sociologist.

— Dick Sellars  
*Santa Fe Support Office*

The easiest way is to have money.

— Denny Galvin, *WASO*

The culture change is already happening, but at a pace most of us don't recognize because it's happening incrementally and the signal is being drowned out by all the noise. Rapid culture change, if it is even possible, might only occur

if we are humiliated by the courts after we're sued for allowing the loss of some well-known resource the public identifies with.

— Bob Krumenaker, Valley Forge/  
Northeast Regional Office

A frontal lobotomy.

— Anonymous

We must have the courage and commitment to truly go by our NPS Policies. When there is an unavoidable conflict between conserving resources and values and providing for the enjoyment of them, conservation is to be predominant.

— Vic Vieira, Retired

To effect cultural change in the NPS, we first need to stop stereotyping employees on the basis of what unit they work in and what division.

— Art Jawad, Yellowstone

The NPS needs to reinstitute a 10- to 12-weeklong, full-blown orientation session, preferably at Albright Training Center because of its location (immersed in the splendors of Grand Canyon and away from distractions). We need to get to new employees right away and teach them/tell them what the organization is all about - its history, values, ethics, goals, etc. It's imperative that we do this soon, or we risk becoming a true bureaucracy, all paper and no heart.

— Bill Halainen, Delaware Water Gap

A demonstrated organizational willingness and commitment to forgo the tendency to be timid as we acknowledge the cultural shock that a new century will bring. Words won't cut it, realistic

and sustained actions are the hope of tomorrow.

— Bill Briggie, Retired

Comply with and apply to employees the 'Visitors' Bill of Rights.' Question all authority! We must move away from the 'Old Guard' attitude.

— Joe Reichert, Denali

Two words . . . Meteor impact.

— Bob Panko, Everglades

A stronger sense of commitment to restoring agency unity and employee morale. Continuing to encourage diversity while still recognizing the value of the current workforce in order to rebuild a team (or family) atmosphere once again. And a total revamping of leadership at the highest levels to ensure competency and sensitivity to human as well as park values.

— Greg Gnesios, former NPS; now BLM

A willingness to accept the fact that many who are not employees of the NPS care as much as we do, have as much right as we to determine policy, and know as much as we about our parks. Now, more than ever, our partners must be heard.

— Jim Tuck, Grand Canyon

As biological organisms evolve, within reason so must the policies and practices to manage resources and people. We need to bring many folks along in this process to work with the resources on our planet.

— Steve Cinnamon, Midwest Region Office

Every leader in the NPS needs to show value for our employees through clear expectations, empowerment (trust), constructive critique and accountabil-

ity, consistently applied over time.

— Barbara Goodman, Timucuan Preserve

Geologic time (not that that's a bad thing).

— Phil Young, Santa Fe Support Office

Buy in by the policy makers and those who implement policy; which is most of us!

— Ed Gastellium, North Cascades

The critical element to making changes permanent is to have the entire group see the changes as their doing.

— Jim Carson, Jean Laffite

Ensure that managers have the tools they need from the latest in management concepts to the latest info on resources management techniques. Relish "outside" input rather than ignore it!

— Claire Harrison, Retired

The culture will change when we can admit that every family has its black sheep, and are willing to get rid of ours, rather than protecting them. We remain willing to protect incompetent (occasionally even dishonest) employees, even as we talk about our devotion to excellence.

— Betsy Chittenden, WASO

Culture change comes slowly and it has to be reinforced — a lot! Consistency and clarity are important attributes. And, the change has to be considered worth making in order to be accepted by those who are actively engaged in the culture being changed!

— Bill Supernough, Badlands

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

— Gaius Petronius  
Roman Arbiter, 210 B.C.

### Willing to stay the course and make a difference?

**First of all**, we employees need to make a decision. Are we willing to stay the course and make a difference? I hope so, because we joined this agency for some great reasons. Now having said that, despite all our issues and problems, we can improve. It will take some time and effort from all of us.

I would suggest the following:

1. All levels of supervision and management must look at the environment of the NPS (our society and its structure, our traditional and potential visitors/stakeholders, NPS value to others, and existing and new technology). This environment is not the same as “the good ol’ golden buffalo days.”
2. Determine how our agency envisions itself making a difference in our society at large; and
3. Ensure we really know the core competencies needed that will enable the NPS to improve our staffs’ ability to continuously protect resources so visitors can experience America; their association with the NPS. When we complete this, lets not use the excuse that it cost too much. Pay now or pay later!

This message is most important for the NLC. However, I am not excluding the rest of us. Do not just stop after the *talk*; implement. Our top leadership owes us a rational environment that values trust and human dignity. Ask yourselves, what is the biggest contribution you can make to ensure that all employees are contributing to the *goals*?

— J.T. Reynolds, Grand Canyon

## NPS needs to narrow its focus and priorities

By one definition, culture is the norms, beliefs, values, traditions and behaviors that permeate a work system and significantly influence what will and won't get done — and (probably more to the point) *how* things get done or don't get done. These norms are seldom written or discussed and are learned by working in the organization and becoming part of it.

Most of what I've studied indicates that the organization can't prescribe or proscribe norms or culture. It tries to do so by through rational explanation, incentives or force and authority (e.g., training programs and performance plans; and/or rules, guidelines, policies, etc. — scar

tissue of mistakes). Seldom do these things change culture.

Because unacceptable (to the organization) norms and culture arise from unsound beliefs, attitudes and values, to change them means the organization must focus or concentrate on building sound core values in the workforce. Over the past couple decades, the NPS hasn't given enough priority to assuring that all employees (not just new ones) understand and are committed to the values of the organization. This requires gentle pressure, relentlessly applied! Those who can't buy in ought to (and will) go elsewhere. Unfortunately, in recent years I think there have been a number of folks who have left the NPS (in

various ways) because they had the perception of the "sound" values, beliefs, behaviors, etc. for the organization, but didn't see them being demonstrated in how the NPS was holding people accountable, assigning leaders and managers. So they left.

For a number of years now, I've felt the NPS has not exhibited enough focus or narrowing of priorities (what was it Tom Peters used to say? "If you have 15 priorities, you have none!") It has been in too much of a scatter-shot mode and to be all things. Consequently, the core has disintegrated, and it's "losing its a--!"

— Bill Wade, Retired

## Find a path and don't lose sight of the goal

A part of change is transition, where I believe we now stand. Senator John C. Calhoun described this transition as: "The interval between the decay of the old and the formation and establishment of the new, constitutes a period of transition which must always necessarily be one of uncertainty, confusion, error, and wild and fierce fanaticism."

Part of the confusion that Calhoun describes is associated with fanatics who lock in on one process and lose sight of the goal. A German philosopher, Friedrich Nietzsche, observed: "Many are stubborn in pursuit of the path they have chosen, few in pursuit of the goal." At least the NPS seems to agree on the goal.

Now let's find the path and not lose sight of the goal.

Another element of change must be leadership. However, the existing leaders need not formulate the change, but they do need to let it happen. A French politician, Alexandre Ledu-Rollin observed: "There go my people. I must find out where they are going so that I can lead them." All of us need to look at how to effect change at our level. Also, during the early stages, examples of success are so very crucial. Albert Schweitzer admonishes: "Example is not the main thing in influencing others, it's the only thing."

Finally, from my own observations on change, not everyone in our organization will adapt to the new culture. When Exxon went

through a massive reorganization a VP observed: "The leavers have adjusted better than the stayers." From past efforts at downsizing the central offices, I believe that we attempted to adjust to the change and tried to please everyone in the process. My final quote is a favorite from Bill Cosby, "I don't know the key to success, but the key to failure is trying to please everyone."

Change takes place when the organization so values the goal that the number of examples of its application exceeds the remaining examples of the old culture. The leaders of the movement are those who set the examples."

— Bob Moon, Denver Support Office

"Things will get better, despite our efforts to improve them."

— Will Rogers

"Habit is habit, and not to be flung out of the window by any man, but coaxed downstairs a step at a time."

— Mark Twain

"The dogmas of the quiet past are insufficient to the present struggle."

— Abraham Lincoln

# What is a National Park Ranger?

By Bob Krumenaker  
Northeast Regional Office

**I**s a national park ranger . . .

- ✓ A commissioned employee who does LE, SAR, EMS, or patrols?
- ✓ An interpreter?
- ✓ A superintendent/manager of national parks?

All three of these are actually classified by the government as “park rangers.” Does your definition also include . . .

- ✓ A resource management specialist?
- ✓ An administrative officer?
- ✓ A park historian or landscape architect?
- ✓ A B&U foreman or person who wears the uniform and cleans the restroom in the visitor center?
- ✓ A biotech?
- ✓ A purchasing agent?
- ✓ A fee collector or front desk person in the VC, in uniform?
- ✓ A cooperating association employee at that same front desk?
- ✓ A scientific researcher working for another agency or academia?
- ✓ A president of a park Friends group?
- ✓ The regional director?

The public thinks anyone who works for the NPS is a park ranger. Or at least anyone in uniform. Of course, they also think most of us sit on horses and spend a lot of time peering into the wilderness, “ranging.” I think most employees in today’s NPS laugh at that, and would limit the use of the title “ranger” to the 025 protection and interpretation staff, and maybe include the superintendent. My own bias would be to add at least the next three on the list above (the professionals) and maybe the next two (field folks doing stuff on the ground). I could probably even be convinced that the NPS administrative and support folks are rangers of a sort. I would not extend the definition to be so broad as to include those who do not work for the NPS, though they provide no less critical contribution to the mission. ANPR defines its members (not necessarily rangers) as “those entrusted with and com-



Ranger Charles Leven points out features of the home’s interior at Eleanor Roosevelt NHS.

Ken Mabery

## PERSPECTIVE

mitted to the care, study, explanation and/or protection of those natural, cultural and recreational resources included within the National Park System and persons who support those efforts.” I think one can imply that ANPR defines rangers as those that *do* some or all of those things, with those who support but don’t do so themselves welcome as members but not rangers themselves.

At one time there were only a few people who worked behind the scenes in parks, and they did everything. (Were they all called “rangers” then?) Now, there are a lot more people behind the scenes (not enough, of course), most are more specialized, and many who wear the uniform proudly are trained biologists, historians, archeologists or managers, in addition to the front line people with specialized training in LE, SAR, EMS, interpretation, etc. The rangers of today are a much more diverse group in every way. That diversity includes not just gender, race, ethnicity, and disability, but also education, training, expertise, and “ecological niche” in the parks. Parks are more complicated organisms than they used to be, requiring rangers of greater and greater specialization.

I have only recently, for the first time in my 23 years associated with the NPS, been clas-

sified as an 025 “park ranger.” I’m in a lengthy detail as a deputy superintendent. I wear the same uniform I always have, and deal with many of the same issues I have for years. And, as a park manager, many more, covering the entire spectrum of operational and political issues that engulf any park. I am very proud to call myself a ranger, and because of the culture of the NPS, it’s the first time I can do so officially. Yet my badge has always said “National Park Ranger.” Am I any more a national park ranger today than I was before this detail started, or than I will be when I return to my post in the regional directorate seasoned by this experience? I don’t feel any different. My heart, head and soul have not changed. The “national park ranger” label should be an inclusive badge, proudly worn by that exclusive group of people who work for the NPS and devote their work lives to protecting and managing the national park system. □

*Bob Krumenaker is the acting deputy superintendent at Valley Forge NHP. His “normal” job is deputy associate regional director for planning and resource stewardship in the Northeast Regional Office. He began his NPS career as volunteer at Canyonlands in 1977.*

# A New Culture:

# *Reinvention and the NPS*

By Mary "Jeff" Karraker  
Fort Point NHS

**O**n Aug. 25, 1916, President Woodrow Wilson signed into law the National Park Service Organic Act. "There is created in the Department of the Interior a service to be called the National Park Service, which shall be under the charge of a director. . . . The service thus established shall promote and regulate the use of the Federal areas known as national parks, monuments and reservations hereinafter specified, except as are under the jurisdiction of the Secretary of the Army, as provided by law, by such means and measures as conform to the fundamental purpose to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment for the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

This directive, based on the work of Frederick Law Olmsted Jr., was to become revered by the employees, who would follow in the steps of that first minimal staff.

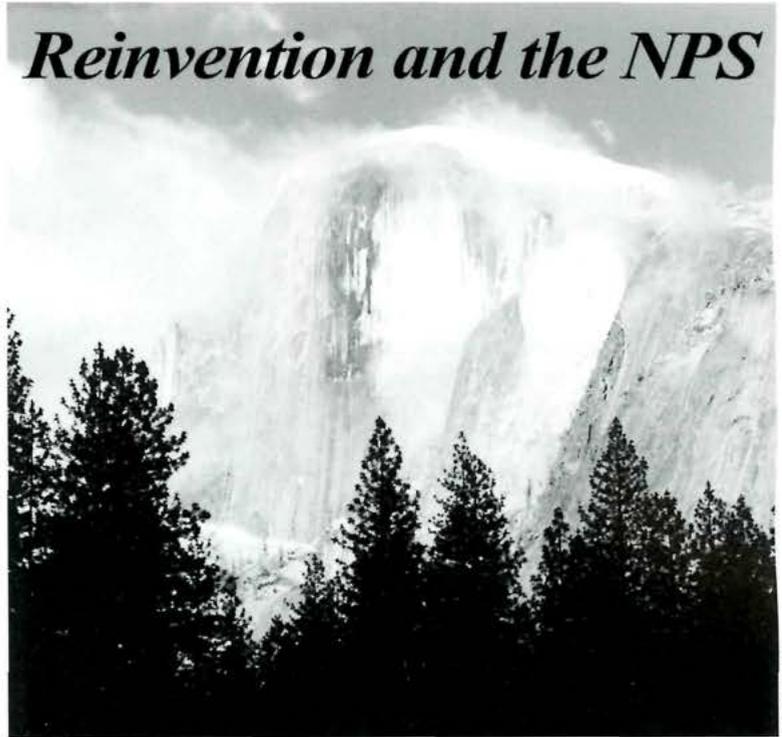
Rising from the culture of the U.S. Army, the Service adopted uniforms, organizational divisions, sworn-duty mentality and a family life patterned on military tradition. Wardens and rangers were entrusted with what are now termed "the crown jewels" of the nation. In the early part of the 20th century, these jewels were often isolated, uncivilized preserves deemed to be worthless to commerce and never to become islands in a sea of humanity. The job of guardian tested the ingenuity, mettle and stamina of all takers. The first director, Stephen T. Mather, was provided with the grand salary of \$4,500, an assistant director at \$2,500, a chief clerk at \$2,000, a draftsman at \$1,800, a messenger at \$600, and as many more employees as Mather desired as long as the expenses did not exceed the budget of \$19,500 for that first year.

Prior to the Organic Act, the Service traces its responsibilities to the preservation of Yellowstone National Park in 1872. As the story has been handed down, a group of adventurers came upon the thermal wonders and after much debate around the campfire,

determined that these sights were too outstanding to be commercialized and thus the first gem in the crown was set. In the westward expansion movement, there were many such sights awaiting "discovery" by the newcomers. There appeared

to be more game and fish than could be consumed. There were beaver, bear, bison and wild horses for the taking. The fact that there were already indigenous peoples depending on the resources of this wild land was never a constraint. The stories of the beauty bounty spread by telegraph and newspaper. Returning explorers found an audience hungry for news of the unknown West.

For the timid, the armchair adventures would have to suffice, but the hardy souls began to plan excursions into the unknown. Still others foresaw that the true rewards were to be found in outfitting and supplying those who would push the known geographic horizon toward the Pacific Ocean. In an effort to build a constituency, which would demand further legislation and funding for parks, agreements were struck with rail companies for the purpose of "civilizing" the newly acquired parks. In exchange for rights-of-way and leasing considerations, the railroads would make capital improvements to accommodate tourists in the heart of paradise. Grand hotels were constructed at Yellowstone, Yosemite and the Grand Canyon to name a few. Roads were graded through wilderness, and grandstands were constructed for the purpose of allowing visitors to view wild bears feeding on the leftovers from dining room tables.



Summer snow on Half Dome, Yosemite National Park

Teresa Ford

## Structure of the Service

The National Park Service as a bureau in the Department of Interior has a director who may be a political appointee or a career employee. The current director, Robert Stanton, is a career employee. His office oversees seven regional offices, which in turn direct 376 units of the system, managed by superintendents and their staffs. As the number and complexity of the parks has changed, so have the laws that define them. The General Authorities Act of 1970 included all areas administered by the National Park Service in one National Park System, clarifying the authorities applicable to the system. Areas of the National Park System, "though distinct in character, are united through their interrelated purposes and resources into one national park system as cumulative expressions of a single national heritage; that, individually and collectively, these areas derive increased national dignity and recognition of their superb environmental quality through their inclusion jointly with each other in one national park system preserved and managed for the benefit and inspiration of all people of the United States . . ."

In the early years of the Service, parks were generally western mountain parks, southwestern archaeological monuments or



Teresa Ford

Crater at Haleakala National Park

eastern Revolutionary or Civil War sites. Spending your ranger career in the latter was characterized as having “done the cannonball circuit.” Rangers at any of these kinds of parks were generalized experts at their jobs. They could regale visitors with stories gleaned from the old-timers, lead a hike, trace Native American ancestry through petroglyphs or pottery, ride a horse, identify wildflowers, explain the route of the sorrowful Blue/Gray encounters and losses, find a lost child, lead a song at a campfire, fire a black powder weapon and do what ever had to be done with a certain humility and pride.

Following World War II, the parks were truly embraced by the public. The citizens craved them. The politicians knew that a new park in their district or state would enrich the local coffers, upgrade roads and services and be remembered at ballot time. By the early 1970s the Service recognized that the burgeoning urban populations were not represented by the remote western areas or underutilized historic parks. New types of parks were brought into the system. Urban parks with environmental education programs began to show up in places like San Francisco, Washington, D.C., and New York City. In addition to the national parks, monuments and sites, there were different categories of parks, such as national recreation areas, national seashores and lakeshores.

The ambiguity of the Organic Act would become apparent as the government, society, commerce and technology evolved. The true meaning has been tested in the courts,

but still is variously interpreted as a balancing act to preserve, but also allow recreation. That task has been difficult to manage, especially in parks located near urban areas. These are, after all, the people’s parks. In a recent examination of the evolving natural resource management in the National Park System, Richard West Sellars (1997) puts forth a theory that juggling of the two premises has actually brought about an imbalance in park management efforts. In addition to stewardship of the resource, the Service tried to also meet all the needs of the visitor. Since those needs were more immediate, intense, and could produce political points, the resource was often neglected. The growing popularity of the parks found the Service ill-prepared to meet the demands. Had the Service taken on too much and stepped outside of its organizational mode?

In their list of five basic assumptions of the classical model of organization, Lee Bolman and Terrence Deal state that “to function effectively, organizations need rationality. Thus they need to shield their internal working from environmental turbulence and develop norms of rational behavior.” The Service must deal with the turbulence of nature and the public. As we know and understand more about each, the complexity of the task grows. Staffing, budgets and facilities are planned in the best of times. Natural disasters, new political thrusts and legal actions show up at the worst of times. The organization has been ill-prepared to deal with the constant turbulence.

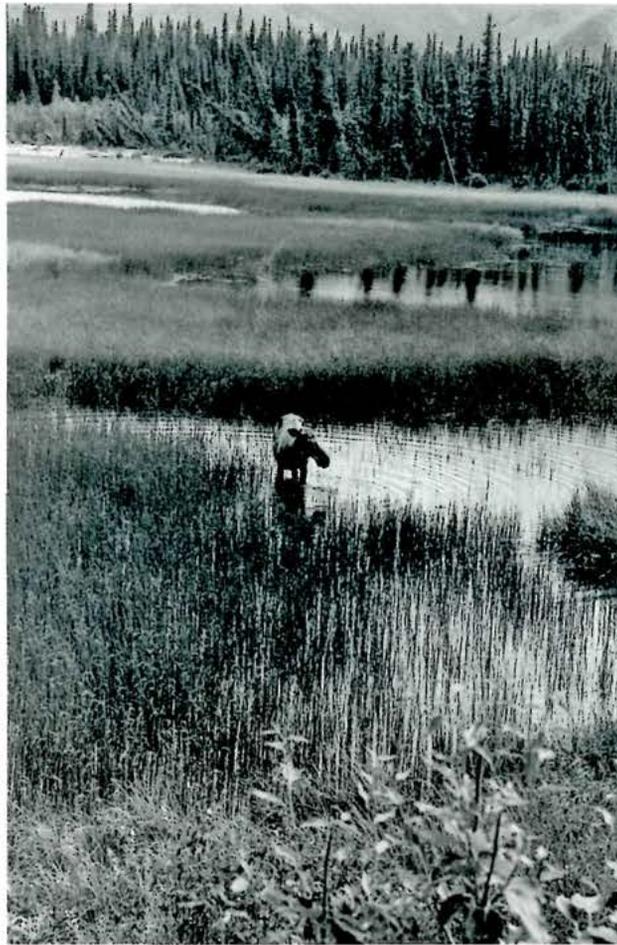
## Emergence of Partners

The drive to join with entities outside of the Service is not a new idea. The frontier Army and its early civilian counterparts had a familiarity with the country and how to survive and benefit from the resources and surroundings. After the Act of 1916, the effort to organize and account for employees and budgets created a curious melding of outdoorsmen, administrators and newly hired city folk arriving at partially organized parks, actions not unlike those taken since the 1970s. The nation west of the Missouri River was a challenge for all comers, but none more so than those first park employees. For those parks in the Rocky Mountain and the Sierra ranges, guardianship meant learning how to live like the pioneers to the area. A caretaker in a park faced long winter months of snow, freezing temperature and primitive shelters. Trips out for supplies and mail were major undertakings. As iron rails opened access to the parks, sutlers came to supply the needs of the travelers and those living and working in and near the parks. Over time, these early-day entrepreneurs would work under contract to the parks and would become concessioners.

Early rangers learned to dress like the locals and adopted their unique ways of dealing with isolation, heat, cold, lack of amenities, dangerous encounters with weather, loneliness, wild landscapes and animals. During the addition of new or expanded Alaskan parks, in the late 1970s and early '80s, park rangers and their families found similar conditions as they lived out their fantasy or nightmare of working in the most northerly state. Much of what has been good about Reinvention found its beginnings in these two disparate times. Distrust, the perceived heavy hand of bureaucracy and fear of Washington, D.C., was most successfully dealt with by entertaining different points of view and making the effort to know the person behind the ideology. From the early days of the Service and through its brief history, personnel have had to learn to deal with a variety of ideas and attitudes. Often the opposition knew more than the ranger did. The key to the resolution of inequities, misinterpretation or fear was to find a common ground. A lack of success could bring continued rancor. The players could include local government, loggers, business owners, tribal elders, ranchers,

miners, scientists, guides, teachers and sportsmen. Successful negotiations produced positive results. Observes Doug Walker (1998), chair of the Nature Conservancy's Washington state board of trustees, "We know now that one group (i.e., environmental advocates) working alone cannot stop the escalating extinction of plants and animals. Conservation projects require the cooperation of many organizations and government agencies."

Throughout the system, park managers have joined with friends groups, concessioners, commerce and tourism councils, schools and civic organizations to jointly find a means of meeting each others needs. Often the Service has not been able to educate its public about the true nature of its mission. The confusion over the true purpose contained in the Organic Act becomes more puzzling when applied to some of the new categories of parks in the system. There is legislation that contains clarification on the subject. Congress (Redwood Amendment to the Organic Act, 1978) and the courts (National Rifle Association vs. Potter, 1986) have made it clear, however that the National Park Service and system have one purpose, not two: resource preservation, with recreation in that context. We can only provide enjoyment for future generations if we preserve the fundamental values of the parks unimpaired. Those values are, first and foremost, the natural and cultural resources the parks were established to save. Note that the Organic Act says purpose, not *purposes*. The NPS interpretation that "conserve" means "preserve" or "no consumptive use" prevailed in court. The Redwood Amendment gave the secretary "an absolute duty, which is not to be compromised, to fulfill the mandate of the 1916 Act to take whatever actions and see whatever relief as will safeguard the units of the National Park System." (Krumenaker 1998). These mandates must not be taken lightly for there are still those who feel that the parks are merely reserves for expendable resources and that with the right circumstance and successful argument the areas will be sold to the highest bidder.



Denali National Park

Teresa Ford

### Reinvention and Reorganization

The 1980s and '90s saw many changes in the way America viewed its work. The example of the efficiency of Japanese manufacturers, the rise of the management gurus starting with Drucker and leading to Covey and beyond. New park areas were proposed and enacted, environmental education and outreach programs stretched the employees ability to take care of the day-to-day management of the parks. Hours of operation were extended, but no concomitant staffing or facilities or supplies were included in funding. There was still much of the New Deal about the administration of parks. Parks were to be the answer to all of society's ills; children were to become disciples of the environment. Education and outdoor experiences were to be the saviors of the crowded urban neighborhoods. Efforts to reach out to the underserved populations appeared in the form of foreign language brochures, captioned video programs, signing of interpretive programs and accessibility training for

employees. By the time Vice President Al Gore introduced the National Performance Review, many employees knew that the Service must operate more efficiently and needed to adopt some of the management tools that private America was using. In 1993 the Government Performance and Results Act was implemented within the government. The Service introduced a strategic plan in 1994, and by 1997 had a strategic plan that focused on measurable outcomes. There has been much training, planning and reorganizing since 1994. One of the chief concerns from the earlier efforts was that the Service didn't envision the type of organization it wanted to be in five or 10 years. The action of reorganization started without a plan. In spite of the need for change, the lack of true goals has often made employees reluctant to join in the effort to streamline the organization

It remains to be seen how the Service will remodel itself. For many, the high-flying goals of being the biggest or best in the nation is not measurable in terms of true worth and service. Perhaps new employees will bring a better understanding of the overt need to shine to all but the devoted following. Much of what the Service is now doing has to do with commercialization and local tourism rather than resource preservation and education for all visitors. Rangers are few and far between and parks would be run remotely, if it were not for volunteers, students and friends' groups. One has only to show up in the gray and green and offer a smiling hello or good morning to visitors, who had no reason to think they would see a ranger in their park. This, too, has value. The future changes must be for reason and not for show, if the Service is to build the loyalties found in employees from the not-so-long ago, "good old days." Leadership at all levels is needed to create the new culture of the National Park Service. □

*Jeff Karraker is site supervisor at Fort Point National Historic Site in Golden Gate National Recreation Area. She is a 24-year veteran of the National Park Service. She can be reached at [jkarraker@aol.com](mailto:jkarraker@aol.com).*

# Our Image of Resources Stewardship

By Doug Morris

Shenandoah National Park

**W**e have worked hard for many years to define and enhance the image of the park ranger. Such efforts reflect an uneasy blend of perpetuating our best traditions and of timely change that responds to a changing society. And almost always, I believe, we have been successful. Even as we adopt state-of-the-art equipment and training to perform law enforcement, EMS, search/eescue and other tasks of comprehensive visitor service, we seem successful in our determination to also be perceived as educators and stewards of resource values. It is a fragile victory, however, and a steady stream of new issues and events continue to renew debate about policies, practices and, inevitably, our image. The purpose of this article is to urge yet more emphasis on another dimension of our image – Resources Stewardship.

Concurrent with the ongoing evolution in our capacity to serve visitors has been an evolution in resources management policies. Over the years, we have realized things

weren't what they should be. In 1963, Dr. Starker Leopold led a committee that urged more focus on science-based preservation of natural processes. More recently, Dick Sellars' 1997 book, "Preserving Nature in National Parks," invited introspection about how we have balanced decisions concerning development and preservation. His carefully researched observations became a catalyst for a renewed commitment to natural resources stewardship. Clearly, and confirmed by many other evaluations, the integrity of park resources is being compromised, in ways both understood and still unknown.

In August of 1999, Director Stanton announced his determination that meeting these challenges is among his highest priorities. He further provided a vehicle for doing so, The Natural Resources Challenge. This initiative is many things. It is set of goals that collectively assert improved management of national parks through a greater reliance on scientific knowledge. And, perhaps applying the theory that heart follows wallet, it is more immediately a budget strategy. Our WASO leadership has done outstanding work preparing and promoting a five-year proposal that may bring up to \$100 million and several hundred new positions devoted to natural resources management. This effort has already resulted in base increases of about \$15 million in the FY00 appropriations. The new funding is now being applied to build more effective park resources inventories, to provide several field teams to take on the huge challenge of non-native species, to fund more major park projects, and to create more complete databases and websites.

Sustaining this early success, however, depends also on moving this commitment and energy from Washington, D.C., into the day-to-day work of parks. Toward that end, the Director has appointed a Council of Park Superintendents to lead that expansion. Under the guidance of Special Assistant to the Director, Stan Albright, the Superintendent of Point Reyes Na-

tional Seashore, Don Neubacher, and I serve as co-chairs of that council. Our goals will be defined and communicated over the next several months.

But what does all of this have to do with image? And what does it have to do with the field managers, rangers and maintenance folks who make the real difference in how we are perceived. Let me offer some suggestions that might apply to all of us. For superintendents, it may be how we are viewed by our congressional delegation and key partners. Are we perceived mainly for the proverbial tin cup that we are forever extending to secure funding to repair or build new infrastructure? Or are we equally recognized for outspoken advocacy of programs that preserve the resources of parks? For interpretive rangers, do our many efforts to communicate with visitors include persuasive and constructive information about threats to resource values, and what can be done to address them? And how much of each parks law enforcement program emphasizes resource preservation? Are we planning the work of protection rangers to better understand what resources are threatened, to deter crimes against resources, and to fully investigate criminal activity that may compromise park resources? The latter, particularly, may require a significant departure from traditional patrol assignments.

In many respects, I believe, our responses to questions like these contribute substantially to our image as an organization. And each of us provides such answers with choices we make each day. It is tempting to describe, here, some of the many instructive approaches and choices that reflect a parks determination to emphasize resources preservation. But it's hard to know where to begin and, equally worrisome, what not to include. Suffice to say, there are many outstanding and non-traditional initiatives that can inspire our own decisions. We look forward to recognizing and sharing many of them in coming months.

But, especially, the purpose of the Natural Resources Challenge is to dramatically increase the number of such stories. □

*Doug Morris is superintendent at Shenandoah National Park.*



Teresa Ford

Great Smoky Mountains National Park

# Which Came First: Preservation or Enjoyment?

By Scot McElveen  
John Day Fossil Beds

## PERSPECTIVE

**E**ach of us has a perspective on the hierarchy of the goals found in the 1916 NPS Organic Act. Throughout our careers we each individually develop work patterns and opinions that support our individual perspective. Is it preservation *or* enjoyment? Or is it preservation *and* enjoyment?

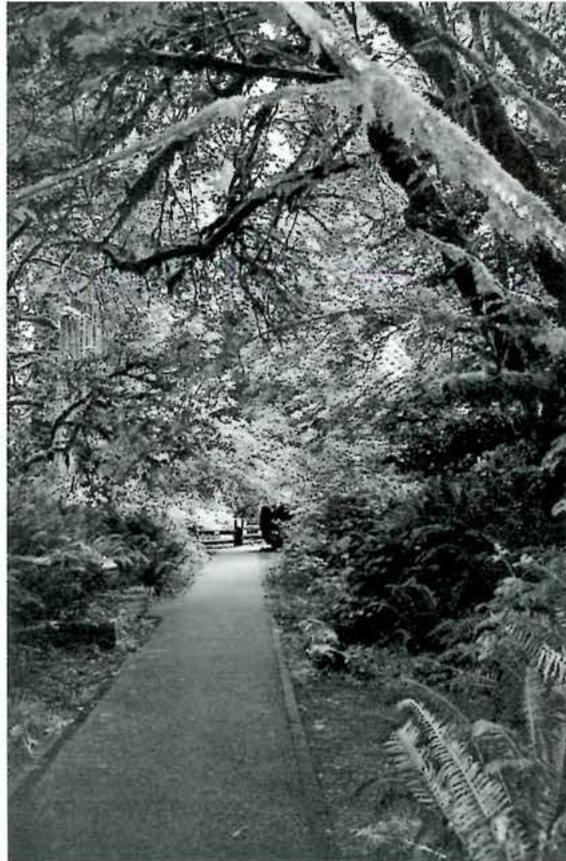
Many of the course sessions at the 1999 chief rangers' training class discussed operational methodology or the role of a chief ranger in specific situations. It seemed that eventually we always came back to that time-honored NPS argument of which comes first, preservation or enjoyment.

As one superintendent in my career told me, making decisions on the balance between preservation and enjoyment is "where the rubber meets the road. It's what defines an NPS manager's career and what NPS managers get paid to do."

In the history of the NPS, our rhetoric has always said that preservation (resource education, resource management and resource protection) comes first, but the way we spend our allocated funding clearly indicates the opposite.

Our NPS culture has traditionally spent and continues to spend the funding primarily on enjoyment (visitor facilities, visitor information and visitor protection).

As recently as fiscal year 1992 a USDI inspector general audit concluded that the NPS spends 88 percent of its funding on visitors and only 12 percent on resources. This report further concluded that NPS funding priorities are in direct opposition to the hierarchy to the two goals in the NPS mission statement of 1916, and that much of the deterioration of the resources entrusted to the NPS for preservation in perpetuity can be directly linked to our inability to adequately



Redwood National Park

If your answer does not include some explanation that you want to see that parks retain the very reasons they were created; the natural resources of air, animals, geology, plants, and water, and the natural processes that allow these resources to function undisturbed; the cultural resources of archaeology, cultural landscapes, ethnography, historic structures, and museum objects, and the processes that create and preserve these resources; and,

if your answer does not include some explanation that you want to see that visitors enjoy park resources by making connections between these resources and processes and their own lives and existence in a physical and social setting that compares in safety to adjacent land areas and/or local communities; and,

if your answer does not reflect that you give these relatively equal priority, attention and funding, then perhaps it is time to reassess your individual commitment to the National Park System and the National Park Service.

### ► How long are parks here for?

As long as the United States of America exists and the American taxpayers, through their elected representatives, vote to continue to have parks (citizen support); and,

as long as the reasons parks exist remain intact. That is, the resources are present in quality and quantity to produce citizen understanding, enjoyment, and support.

### ► What is the relevance of your operational specialty in regard to the longevity of parks?

National Park rangers are relevant to the longevity of parks in several ways.

#### Protection rangers:

✓ provide direct protection to park resources utilizing law enforcement techniques to identify and apprehend those park users that come to parks to remove, disturb, and/or damage park resources for monetary gain, enhanced family/social status, or other unknown personal reasons. While these users

distribute the funding provided us in a balanced fashion. Since 1992 NPS spending priorities, including our most recent budget proposals, have remained virtually the same.

Clearly, as we manage NPS sites we can ignore neither the resources we have been entrusted to preserve nor visitors who come to enjoy them. We have to manage both adequately for as long as our constituents allow it. So, if you buy into this description that we have not always managed our operational programs in a balanced fashion, then what do you do as a chief of interpretation or a chief of protection to make sure your current programs are balanced to meet both goals without any additional staff or funding? The first steps may be to ask yourself and your staffs some basic questions:

### ► Why are you a park ranger?

*Editor's Note: Ranger magazine has made it a policy not to run more than one article by an author in any one year. Scot McElveen submitted this material as part of his article in the last issue of Ranger (Winter 1999/2000), but it was edited due to space constraints. It is strongly tied to the theme of this issue so we decided to use it here.*

are a very small percentage of our total visitors, they have the ability to decimate park resources. This is one area in which we have absolute relevance and responsibility. Many of the other functions of NPS protection rangers can be accomplished by employees or volunteers representing other agencies/organizations, or by employees in other NPS operational specialties. NPS protection rangers have to be *the professionals* in this arena because no other entity has the combination of resource knowledge, statutory law and authority, comprehensive criminal jurisdiction, and targeted operational funding to get the job done. We are the only ones. If we don't do it, who will? National Park System sites cannot exist when the resources they are created to preserve are no longer present or are present in such a diminished capacity so as to prevent American taxpayers from establishing the connections between the site and their daily lives. The National Park System has never lost a site due to our inability to protect people or personal property. Where these situations have existed, either the NPS or Congress has always corrected the deficiency with additional funding, staffing, or regulatory relief. We have, however, lost NPS sites due to inability to protect resources. Fossil Cycad National Monument was deauthorized because we did not provide enough fiscal and human resources to its operation to prevent the majority of the fossils it was created to preserve from being removed. Mackinac Island National Park was deauthorized because we failed to protect the scenery and natural setting it was created to preserve.

✓ provide both direct and indirect protection to park resources by providing resource education to park visitors and neighbors. This increases the longevity of parks in two ways. First, it prevents resource degradation due to removal, disturbance, or damage of park resources by the careless or unintentional actions of park visitors. Secondly, it helps to facilitate the connection between the visitors' daily lives and park resources thereby establishing the citizen support necessary to sustain any governmental program.

✓ are the early detection "senses" of park

(continued on page 24)

## Wilderness Management across Jurisdictional Boundaries

By Uwe Nehring  
Mount Rainier

**L**ast winter (1999) we were trying to stretch the Muir (Wilderness) District budget as far as it would go to fund seasonal rangers in the wilderness of Mount Rainier National Park (MORA). A challenge for all of us these days. In my position as wilderness manager for Mount Rainier, I work closely with the U.S. Forest Service wilderness coordinators on the Baker-Snoqualmie, Gifford Pinchot and Wenatchee National Forests. USFS wilderness coordinators were also facing similar challenges.

Typically our focus has been on the core areas of the park and most of our patrol/trail maintenance efforts were concentrated on the park's Wonderland Trail, Northern Loop and upper mountain climbing activities. In recent years, day use in MORA and USFS wilderness has seen dramatic increases with attendant impacts to the resource and wilderness experience. The Pacific Crest Trail (PCT) straddles the backbone of the Cascades along the eastern boundary of the Park. The PCT lies mostly within the William O. Douglas Wilderness and is managed by the Naches Ranger District – Wenatchee National Forest, with approximately three miles of the trail traversing through MORA. This portion of the PCT ranges in elevation from 3,500 feet to over 6,000 feet and is studded with alpine lakes and stunning views of Mount Rainier, Mount Adams, the Goat Rocks Wilderness and typical Washington Cascades high country. In addition, access to the PCT is provided by State Route 410 over Chinook Pass, a popular day use area and origin for overnight trips into the Norse Peak Wilderness, the park and the William O. Douglas Wilderness. Summers are typically busy in the Chinook Pass area with day users, backpackers, stock users and occasional PCT through hikers.

In order to focus some consistent attention and agency presence in this area we (MORA) recommended a split-funded wilderness ranger position to specifically work

the PCT and boundary areas of the Park and the William O. Douglas Wilderness. Sue Ranger, wilderness coordinator on the Naches Ranger District, embraced the idea and solicited the support of Randy Shephard, the district ranger. The park and the Naches Ranger District drafted an interagency agreement to split fund the salary and a seasonal vehicle.

Debbie Brenchley, the Yakima Unit supervisor for Mount Rainier, and Sue Ranger shared the supervisory responsibilities for the wilderness ranger. Roxanne Everett, a veteran NPS wilderness ranger, was selected for this split-funded position. Brenchley and Ranger jointly worked out housing arrangements, logistics and work schedules for the summer. Everett was issued a portable radio with MORA and USFS frequencies installed for maintaining communications in the field.

Having differing regulations pertaining to wilderness management in the two units presented some challenges for the supervisors and wilderness ranger. For instance, MORA requires permits for all overnight stays in the wilderness and the USFS does not; also, camp fires are allowed on USFS land and they are not allowed within MORA and dogs are allowed on USFS and in MORA they are not allowed. There are some pretty striking differences but one of the goals of this position was to educate the users about the differences, why they existed and affect compliance. Everett's time was split 50/50 between the park and the forest and she was issued appropriate uniforms so she could be easily recognized. One of the greatest ben-



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National Park  FOUNDATION



efits of the shared position was that Everett could respond to a variety of situations that arose on either side of the boundary (fires, injured visitor, etc.). For half of the cost of a seasonal position, we had full time coverage in a critical portion of the park/forest; at least that was the goal. We were somewhat thwarted in realizing that goal because of the record snowpack in the Cascades last winter and trails/routes took a long time to melt out. Due to the flexibility of Brechley and Ranger and their commitment to make this concept work, they agreed to have Everett work in lower elevations where the meltout occurred sooner, and Everett gradually worked her way up to the Pacific Crest where she was to spend most of her time. The park and the forest also benefited by receiving accurate information on snow/trail and creek crossing conditions, documented impacts and visitor use information for this portion of the Cascade Crest.

Randy Shephard, the Naches district ranger and John Wilcox, the Muir district ranger, considered this arrangement to be mutually beneficial to the park/forest and the visiting public. Next season we intend to renew the agreement and maintain inter-agency presence in this portion of the PCT. We are also researching other opportunities to work together in boundary areas and present seamless management to the visiting public. In the near future, the Gifford Pinchot National Forest and MORA may split fund a permanent FMO position. Considering how last season went, the Naches District and MORA will attempt to field the same position this coming summer. The Packwood Ranger District (just south of MORA), which has shared responsibility for the PCT on our eastern boundary may also enter into this partnership.

Despite the different management styles and minimum tool applications of the two agencies, we can demonstrate that we can create partnerships that provide the best protection for the wilderness resource. Arrangements like this can provide seamless management across agency boundaries and bring us closer to ecosystem management on a broader scale. □

*Uwe Nehring is the wilderness manager at Mount Rainier National Park.*

## IRF Update

By Bill Halainen  
Delaware Water Gap

**I**t is now just a few months until September and the Third World Congress in South Africa. Bergendal Restcamp will provide a superb location in Kruger National Park, one of the world's great wildlife parks, and promises to be a unique experience. The organization of the Congress is well advanced and indications are that interest is high and that places will be at a premium.

Efforts to increase IRF membership continue and we welcome the recently formed Austrian Rangers Association and Association of Argentine Park Rangers as our latest members.

The Austrian Ranger Association (Verband der Österreichischen NP-Betreuer/Innen NPB) joined in early fall under the sponsorship of England's Countryside Management Association. The association currently has about 50 members.

The Association of Argentine Park Rangers (AGA) has also formally affiliated with IRF. Says Vice President Rick Smith: "Argentina is one of the premier conservation countries in Latin America and its position of leadership is well recognized, particularly in the Southern Cone of South America. It has long had one of the best and most important ranger training programs in the Western Hemisphere. The rangers are respected by Argentines and the profession is widely regarded as an honorable one."

We will shortly have a representative in Indonesia who will be instrumental in the formation of a wildlife rangers association there. New member associations in South Africa and in Europe are imminent, while the Congress at Kruger should provide impetus for new associations in Africa next year.

For some years now, the Game Rangers of Africa have been training and advising on training in many African countries. Recent IRF involvement in training has extended to the Latin American ranger training course in Mexico and a course organized by Juan Carlos Gambarotta in Uruguay. In Europe, we have been successful in a bid to the World Bank to train new rangers in Albania.

The Jacobs Foundation's Euroranger Project, which will involve rangers in intro-

ducing disaffected young people to the environment, began in January 2000. This effort will involve six or seven IRF member associations. The project has also started to establish ranger standards in Europe with a questionnaire. IRF President Gordon Miller and colleagues from Portugal, Scotland and England are members of an international steering group that also has representatives from other organizations in Slovakia, Austria, Germany, Denmark and the United Kingdom. Mike Marshall, IRF treasurer, is the project officer.

The objectives are:

- To develop and test a European ranger certification program, build consensus among key institutions providing training for professional rangers, and agree on moves toward standardization of training content, delivery and accreditation.
- To encourage young people to undertake stimulating environmental projects in conjunction with professional rangers.
- To establish a detailed database of existing training and development procedures amongst the professional ranger services of Europe.

About 5,000 copies of the "Training and Youth Links" questionnaire have been circulated in 48 European countries. An initial analysis of the response has been prepared and the information will form the basis for the development of future ranger training courses in Europe. A web site—[www.euroranger.com](http://www.euroranger.com)—is under development.

An experimental youth/ranger program began in January in Austria, Denmark, England, Germany, Portugal, Scotland and Slovakia. Rangers are mentoring young people ages 16 to 18 years. An international ranger/youth camp will be held in the summer to complete the study.

Project coordinators are establishing contacts with major organizations working with rangers and with youth services throughout Europe to extend existing certification programs to include more contributions from rangers and to establish a specific certification program appropriate to professional rangers. □

## In Print

### Fire On the Mountain: The True Story of the South Canyon Fire

John N. Maclean; William Morrow and Company, Inc., 1999; available in hardcover, 275 pages, black and white photos.

By Kevin Moses

Great Smoky Mountains National Park

I first learned of the tragic South Canyon fire the day after it happened. It was July 7, 1994, and I was at the morning briefing on another fire in northwest Colorado. As my crewmates and I prepared to go out on the line, the news of what had occurred the day before settled over us with a heaviness that still today I can't quite describe.

On the afternoon of July 6, a wildfire raced out of control up the slopes of Storm King Mountain near Glenwood Springs, Colo. Moments after the blowup, nine hotshots, three smokejumpers and two helitacks were dead, making the South Canyon fire the worst disaster in firefighting since 1949 when the Mann Gulch fire killed 12 smokejumpers and one fire guard in Montana.

In the days, months, even years that followed, much debate and speculation occurred, several formal investigations were conducted, and countless accusatory fingers were pointed, all in the name of revealing what had happened and why it was not prevented. Now, five years after the conflagration, John N. Maclean has written a book that finally uncovers the facts. In his exhaustive work, "Fire On the Mountain: The True Story of the South Canyon Fire," Maclean traces the fire's destructive path from pre-ignition weather patterns to the actual blowup four days later, and on through the recovery and mop-up operations. He follows the actions, and in many cases, inaction, of those charged with the suppression of the fire, and reports with meticulous detail the chronology of pivotal decisions.

In preparing the book, Maclean traveled 50,000 miles across the country speaking with firefighters who were on the mountain when the fire exploded, family members of those who fell, and upper-level fire managers who held decision-making roles at the time of

the fire. The results of his efforts are the answers to some very tough questions that, until now, have evaded rationale. The answers he provides are painfully honest and poignantly drive home the fact that the fatalities could have been prevented.

Perhaps one of the most heartbreaking attributes of the South Canyon fire is its uncanny similarities to the Mann Gulch fire, about which Maclean's father, Norman Maclean, wrote the best-selling book, "Young Men and Fire." On several occasions, Maclean illustrates how weather patterns, topography and other conditions on Storm King on July 6, 1994, mirrored those in Mann Gulch on Aug. 5, 1949. This fact alone should have served as a harbinger of the holocaust to come, and only frustrates more those who know deep in their hearts just how preventable Storm King was.

Maclean's 30 years of experience as a writer, reporter and newspaper editor become evident through his effective coupling of objectivity and gripping, step-by-step narrative. Already knowing the heartrending ending of the story, I often found the book difficult to read, struggling with a hot-and-cold mixing of anger and remorse. The victims were 14 of our best, and it pained me to read about the senselessness of their ultimate sacrifice. More than once I set the book down and walked away to do other things. I

had to clear my mind.

When a tragedy of this proportion strikes, it touches the lives of so many. Through the ensuing ordeal, I imagine one of the few things that can bring minimal comfort to those who experienced unspeakable loss is knowing the truth about what happened. John Maclean provides this small, but indispensable reprieve. In "Fire On the Mountain," he lets the world know the truth about the South Canyon fire, and in doing so, he speaks humbly for those whose voices can no longer be heard, but whose memories will remain forever. And their chief admonition, as Maclean so cleanly states it, is "Let our sacrifice be enough."

Exactly one year after the fire my wife and I attended the dedication of the Storm King 14 memorial in Glenwood Springs. I and thousands of other Nomex-clad firefighters listened as desk-softened bureaucrats promised such an event would never take place again. I secretly wondered if similar declarations were made after Mann Gulch. The promises didn't impress me, but the memorial did.

Sculpted by a former firefighter, it beautifully celebrates the lives of these young Americans who went to battle with the dragon and felt the heat of its breath. If you ever pass through Glenwood Springs, don't miss the opportunity to visit it and spend a little time with 14 heroes. I think you will like them. □

### Why write for *Ranger*?

- Shares ideas; say it where 1,400 readers will see it.
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### We are looking for good articles/ideas in these areas:

- Philosophical/ethics discussion
- "News you can use" events that we all can learn from
- Topics of interest to park employees (i.e. housing)
- Travel of interest to park employees
- New technology/new ways of doing business
- Special places — discoveries you've made
- Photos, photos and more photos!



Contact the editor or editorial adviser for more information or with your ideas:

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## The Professional Ranger

### Interpretation

#### Crystal Owl Award to Dahlen

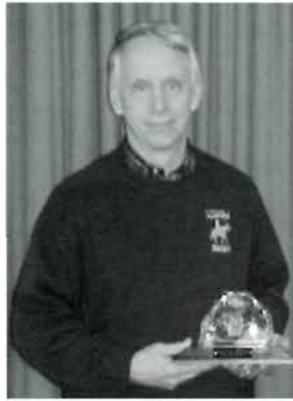
The Crystal Owl Award for Training and Development Excellence is awarded to those who have made long-term contributions that have made a positive impact in the training and development of employees across the National Park Service, or to those who completed a key project that clearly impacts the training and development of Service employees in a major and positive manner.

On Feb. 4 at the Stephen T. Mather Training Center Training, the Crystal Owl Award for Training and Development Excellence was presented to Dave Dahlen, Training Manager for Interpretation, Education, and Cooperating Associations. Dahlen was given this award because over the last 11+ years, his work at the training center has significantly impacted the training and development of National Park Service employees. While his overall effect and scope is noteworthy and deserving of this award, his work over the last five years with the Interpretive Development Program has made a historical impact on both the professional development of interpreters as well as on the

profession itself.

Over the years, Dahlen has been an exemplary instructor, coordinator, and facilitator. It is difficult to estimate how many interpreters' work have been effected by his efforts. Each of those efforts not only is organized and professional, they provide a challenging yet supportive atmosphere that assures all voices are welcome, all points of view are considered, and that participants contribute to the learning of others. Over the last decade, Dahlen has set the standard that hundreds of interpreters recognize and strive to emulate.

Dahlen played an integral role coordinating the Regional Interpretive Skills teams. Thousands of interpreters benefited from the training experiences offered by those teams. This effort also laid the foundation for the Interpretive Development Program. For



Dave Dahlen

the last five years, Dahlen has been the guiding force behind its conception and implementation. He developed a grassroots coalition of more than 300 individuals to create, pilot, revise, and evaluate components of a competency-based professional development program.

The Interpretive Development Program has articulated what effective interpretation is and how it can be measured. Under Dahlen's guidance professional standards that demonstrate job competencies were defined. These weren't easy tasks.

Dahlen planned and facilitated dozens of workshops and pilot courses. He began with a largely fragmented group of dedicated individuals who often held their own knowledge, experiences, perspectives, and even words regarding interpretation as hard earned, exclusive, and worth protecting. Dahlen, through patience, respect, and perseverance, was able to meld that group into a true profession that shares a sense of purpose and a common language. Dahlen's commitment to ensure that all voices are listened to has allowed the profession to discover common ground, find consensus, and move forward.

The results of his efforts in the Interpretive Development Program are growing exponentially. Since the inception of the program, more than 1,200 interpretive products have been submitted for competency review. Visitors and interpreters across the system have noticed enhanced interpretive skills and programming. Interpreters share a common language and standard of competency among themselves and are able, perhaps for the first time, to clearly articulate their profession to others.

It was Dahlen's drive and determination that facilitated these achievements. Dahlen believes he is only one piece in a puzzle and all those who have contributed their time and energy to these endeavors have contributed the other pieces. Dahlen is far more than just another piece. His dedication to professional development will have long-term and far-reaching impact in the National Park Service. □

— Tina Orcutt  
Booker T. Washington NM



## 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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## Resource Management

Implementation of the first phase of the **Natural Resource Challenge (NRC)** is well under way, and our real challenge will be to spend the \$14.7 million in FY 2000 base increases effectively so that we not only improve the condition of park natural resources and natural resource programs, but we do so in a way that encourages the department, OMB and Congress to generously support the next increment in the FY 2001 budget.

Many parks and groups of parks have submitted proposals for exotic plan management teams, and the competition between excellent plans has been fierce. Three to five teams will be selected, funded and staffed this year. The dollars and FTEs will remain in those places for five years, so a lot of exotic species control projects could be accomplished.

The success of the NRPP-funded prototype models at Lake Mead and Great Smoky Mountains the last few years generated the support for this "institutionalization" of the concept, and the successes these new teams should have ought to generate a clamor for more of them. Ironically, we had been calling these SWAT teams until it was pointed out that the violent connotation may not be helpful to the cause. Nonetheless, what makes these teams effective is that they indeed use special weapons and tactics in a targeted, intensive effort to deal with the exotic plants that threaten the native biota of our parks.

A superintendent's council has been established to keep the focus on the NRC and assure green-blood involvement and sup-

port for implementation. The council will replace the Natural Resource Initiative Steering Committee, which brought the program through the development phase. Superintendents Doug Morris (Shenandoah), who was on the Steering Committee, and Don Neubacher (Point Reyes), who co-chaired one of the NRI work groups, will chair the

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**"A superintendent's council has been established to keep the focus on the NRC and assure green-blood involvement and support for implementation."**

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council.

Two workshops have been held since January to determine the future of the **Resource Management Plan** software. Attendees represented parks and central offices and both cultural and natural resources. A clear consensus quickly emerged from the first meeting that resource management can no longer be successful using stand-alone computer programs for program planning and management, and must be fully integrated into the servicewide standard software for project funding requests (PMIS) and programmatic base increases (OFS).

Those two systems, however, lack a num-

ber of features the resource management community believes are essential and had grown accustomed to in the old DOS-based RMP software. Those features include the necessity to account for and track all contributions to the resource management program, not just the "wish list" of NPS funding, and the ability to provide more detail than short, narrative abstracts for projects competing for major funding sources. The list of critical and desirable features, not surprisingly, grew lengthy, but the group forced itself back to the overriding goal of keeping things as simple as possible and mainstreamed with the rest of the NPS. The expectation is that a new module will be developed for PMIS that allows resource managers to supplement the standard project information required by that program with additional information germane to resource management. It will look, feel and be part of the same software used by every other discipline of the NPS. One suggestion the group endorsed was to name the resource management module something *other than* RMP to distinguish the database from the Resource Management Plan itself.

Meanwhile, the confusion over the role of the RMP (the plan) remains, although an end is in sight (maybe). The Natural Resource Challenge included an action to revise DO-2 (the Director's Order for planning) to explicitly identify that the RMP is an important document distinct from general management plans, strategic plans and implementation plans. The National Leadership Council last fall also endorsed the development of a distinct Director's Order (DO-73) elaborating on the role and content of the RMP. Unfortunately, little progress has been made on these two interlocking efforts. □

— Bob Krumenaker  
Northeast Regional Office

### Do you have photos?

Help us keep our photos updated in *Ranger* magazine. If you have photos of rangers working in national parks or scenic shots from the parks, please consider sharing them. (No slides, just prints or digital files.) Contact the editor at [fordedit@aol.com](mailto: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. Please let us hear from you!



Photo courtesy of Kevin Moses

### 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.

## ANPR Reports

### Retirement

#### Retiring? What Do You Do With Your TSP?

In our workshops Kathy and I get questions on how to take out the money from the TSP when the employee retires. There are a number of ways including leaving it there, (in the C Fund, of course) where it will continue to grow tax deferred. However, the retiree cannot make further contributions.

Full, monthly or annual withdrawals from the TSP may be made. Generally, if the retiree is not age 59<sup>+</sup> there will be an additional 10 percent penalty for the early withdrawal, with a few exceptions. OPM also offers the option of a life annuity through an insurance company.

At retirement we suggest the money be transferred via a *direct custodial transfer* into an **IRA** account in a no-load mutual fund. Never have the money distributed directly (either by check or into a non-IRA account) to the retiree as OPM is obligated by law to withhold 20 percent for income taxes. If the intent of the retiree is to keep this money sheltered in a tax deferred account (IRA) he/she will have to make up the 20 percent from other monies and to deposit it within 60 days along with the 80 percent received from OPM into an IRA account. The retiree will be able to have the 20 percent refunded with that year's tax return.

We suggest that the total amount in the TSP be transferred into the Money Market Fund (MMA earning 5-6 percent annually) of your favorite no-load mutual fund family in an **IRA** account. Use TSP form "TSP-70" to accomplish this type of withdrawal. With the money in the MMA the retiree can then further diversify their TSP nest egg into different mutual funds of the fund family (opened as **IRAs**, of course). This can be done either through lump sum or by dollar-cost-averaging transfers. The advantage of this is that the principal continues to be invested and grow *tax deferred*. **New beneficiaries can also be named when the IRA is opened, another advantage to moving the money from the TSP.**

We also suggest that not all the money transferred to the MMA be reinvested into stock or bond mutual funds. This will give the retiree a source of ready cash for emergencies, etc. Also, dividends and interest

earned on the funds can be *swept* into the MMA to keep it growing. When the retiree takes a distribution out of the IRA MMA it is subject to income tax. Always delay paying taxes as long as possible and keep that great TSP sum, attained during those 30 years, working for you.

The C-Fund in January 2000 was down 5 percent. That means that when OPM invested your contribution into the fund you bought more shares of the S&P 500. You bought low and when the price goes up your shares will be worth more. Please remember this when the S&P loses that much or more in a year. You are buying shares *on sale* through dollar-cost-averaging. When OPM gets their act together, supposedly October 1, 2000, an improvement on the TSP will be that you will see your investment in the C-fund in number of shares owned—not just in dollars. More on the new TSP funds in the next issue of the *Ranger*. □

— Frank Betts, Retired

### Fund Raising

The process of trademarking our logo and name is proceeding slowly. After going through the first round of submitting applications and having them reviewed, we are defending our individuality as an organization to the Trademark Office. Stay tuned.

The sales of our "Lost! . . . But Found" video are accelerating and we have received extraordinary help toward copyrighting this video *and* in the trademarking arena from Marc Paul at Steptoe and Johnson law firm.

Our sincere thanks for his assistance in these matters. A big thanks also to Bill Wade for his tireless work on this extraordinary, potentially lifesaving video.

Super Raffle tickets were distributed a bit late this year due to unforeseen circumstances, so we need your help in putting forth a little extra effort in ticket sales. We have begun taking action on the next Super Raffle, so watch for an upcoming update on that. We are planning some terrific prizes for our 25th Anniversary Rendezvous in Jackson Hole.

Jeannine McElveen has re-established the ANPR mail-order store in a state with friendlier policies regarding mail-order retail. Spring is a great time for ANPR logo accessories! Thanks for your dedication and help, Jeannine!

Currently we are working on alternative fund-raising strategies with the National Park Foundation. We will keep you posted on progress in that area.

If anyone has any new ideas regarding fund raising and the energy to make them work, please contact me and we'll get the ball rolling. As with all non-profit organizations, we need to expand our income base so that we may provide more and better services to our members. I would especially encourage anyone with a desire to expand their capabilities in procuring grant monies to get involved, as we have the perfect venue for you to expand your skills! □

— Rick Jones

### ANPR at 25

Don't miss the 25th anniversary of the Association of National Park Rangers. It is scheduled for Oct. 29-Nov. 2, 2001, at Jackson Hole, Wyo. The gathering is booked for the Snow King Resort, site of the first Rendezvous in 1976.

Rick Smith, Maureen Finnerty and Rick Gale, former ANPR presidents are organizing the program based on the theme, "What we were, what we are, and what we can be." It will look at the three major disciplines most ANPR members practice — resources management, protection and interpretation — examine what rangers did in the late '70s (when ANPR started), what

they do today and what they are likely to be doing in the future.

Additionally, short features are proposed throughout the Rendezvous — possibly called "vignettes of contemporary America" — to allow individuals to relate contacts with people/visitors that have been unusual and memorable.

Organizers will make a special effort to bring back many of the individuals who attended the inaugural Rendezvous.

Storytelling, hospitality and fun will prevail! Watch for more details about this best-ever Ranger Rendezvous. □

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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		
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Pewter key ring	\$5.00						
Brass key ring	\$5.00						
Large belt buckle, brass (3-inch)	\$25.00			Subtotal			
Large belt buckle, pewter (3-inch)	\$25.00			Shipping & handling (see chart)			
Large totebag, cream & forest green	\$15.00			TOTAL (U.S. currency only)			
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 fromTucson							
Tan with dark green imprint							
heavy 100% cotton;							
Circle size: M, L, XL	\$5.00						
and XXL	\$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:  
 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; jmc004@aol.com

## 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.

**Larry E. Henderson** (PEFO63-66, GRCA66-70, ORPI70-72, MORA72-81, CAVE81-87, WUPA/SUCR87-90, GUMO90-99) retired May 3, 1999, after 36 years with the NPS. His last position was superintendent at Guadalupe Mountains. Address for Larry and wife, **Signe**: 1302 S. Country Club Circle, Carlsbad, NM 88220; (505) 887-7666. Their oldest son, **Eric**, lives in San Jose, Calif., is married and works as a computer engineer/mathematician for Hewlett Packard. Son **Scott** lives in Tucson, Ariz., is a CPA in business management, married and has a 5-year-old daughter.

**Kevin Chandler Kavanagh** (ALPO94, 95, 97, JOFL96, HAMP98, GLCA98, BITH98, 99, BLRI99, 00) is a seasonal protection park ranger at Blue Ridge Parkway. He previously held a similar position at Big Thicket. Temporary address (until April 1): 71 Sunbelt Drive, Fancy Gap, VA 24328; permanent address at parents' home: 1810 Notre Dame Ave., Lutherville, MD 21093.

**Luis O. Krug** has served as a protection ranger at Fort McHenry (1989-1992), Chesapeake and Ohio Canal NHP (1992-1997) and Padre Island (1997-present). In March 2000 he will transfer to Palo Alto Battlefield NHS as the park's first protection ranger.

**Kevin Moses** and his wife, **Angela**, are the proud parents of a second beautiful daughter. **Alyssa Nicole**, was born at 12:30 a.m. 07 Dec. 7, 1999. She weighed 6 pounds, 15 ounces and was 20 inches long. Mom, Alyssa, and big sister **Makenna** are all doing well, although they miss Dad (who started a 3-month FLETC training in January.)

**Mark Peapenburg** (GLCA, MOCA, SALL, JELA, LAMR, AMIS) and wife **Chris** (AMIS), along with **Ben, Katie and Laura**, joyfully announce the arrival of **Elizabeth Ann**. She joined the family on Dec. 30 at 7 lbs, 3.4 ounces, and 21 inches. Mark is a protection ranger and Chris is a ranger activities assistant.

**Gary Pollock** SHEN (86-91), YELL (82-86), ROMO (76-80), JOTR (81) has left the position of Potomac River unit manager at the George Washington Memorial Parkway (GWMP) to be the new NPS Bevinetto Fellow. He is "on loan" to the National Parks Subcommittee of the Senate Committee on Energy and Natural Resources for the first year, then to WASO Legislative Affairs for the second year (2001). Home address and e-mail remain the same, but his e-mail at work

is [gary\\_pollock@energy.senate.gov](mailto:gary_pollock@energy.senate.gov).

**Yvette Ruan** (BISC82-84, GRCA84-88, WRO88-92, PNRO92-94, HAVO94-99) is chief ranger at Golden Gate National Recreation Area. Previously she was chief ranger at Hawaii Volcanoes National Park. Address / phone: 978 Eleanor Ave, Rohnert Park, CA 94928; [rnyvet@saber.net](mailto:rnyvet@saber.net).

**Tony Sisto** (DENA77-79; YELL79-84; ARO/GAAR84-89; WASO/NCR89-94; Regional Ecosystem Office94-95; FOVA96-00) is moving from superintendent of Fort Vancouver to regional chief of concessions in the San Francisco office. **Deanne Adams** (DENA77-80; YELL80-84; FAPLIC84-89; SHEN90-94; PNR/PWR94-00) will continue her job as regional lead for interpretation, but now from the San Francisco office instead of Seattle. They are looking forward to living together full-time again! New address will be published in the next issue (after the house is found and purchased).

**Bryan Swift** (GRCA, YOSE, DENA, SAGU, LAVO) is the fire management officer for the Intermountain Region. Previously he was chief ranger at Lassen Volcanic National Park. He and **Kathy Loux** have relocated to 8913 W. Harvard Drive, Lakewood, CO 80227; [swiftloux@rmi.net](mailto:swiftloux@rmi.net).

**Heather Whitman** (YELL, RMRO, BLCA, THRO, AMIS) is the city program manager at Yosemite. Previously she was chief of administration at Amistad NRA. Address: P.O. Box 141, El Portal, CA 95318. □

## You are invited to join ANPR



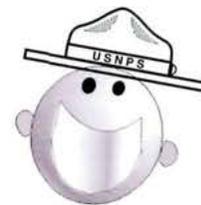
The Association of National Park Rangers has been an organization looking out for your interests for 21 years now. As a member, you have access to many benefits. Included are:

- Quarterly *Ranger* magazine with professional information & updates
- Special rates on distinctive ANPR promotional items
- A way to keep in touch with friends and colleagues
- Major medical and term life insurance for seasonal & permanent employees (Call toll-free at 800-424-9883 for details)
- Facilitated mentoring program
- Discounts on Rendezvous registration & ANPR-sponsored training courses

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*.



*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](mailto:fordedit@aol.com) or 26 S. Mt. Vernon Club Road, Golden, CO 80401

**Steve Renard Makuakāne-Jarrell • June 7, 1952 to Dec. 12, 1999**

Steve Makuakāne-Jarrell graduated from the University of Georgia in 1976. He worked for eight years in the Georgia State Parks system as an interpreter, but during that time his ambition was to work for the National Park Service. In 1984 he finally was hired as a permanent park ranger (interpretation) at Andersonville National Historic Site and Jimmy Carter National Historic Site.

In 1986 at Ranger Skills training at Horace Albright Training Center, Steve met Joni Mae Makuakāne. At the time Joni Mae was a park ranger at Hawaii Volcanoes National Park. Later that year Steve quit his NPS job and moved to Hawaii to pursue a relationship with Joni Mae. He found temporary jobs at Hawaii Volcanoes and USS Arizona Memorial. Eventually Steve and Joni Mae both found permanent NPS jobs relatively close to each other. Steve began working at Kaloko-Honokohau National Historical Park as a park ranger (interpretation and protection), and Joni Mae began working at Puukohola Heiau National Historic Site as a park ranger (interpretation and protection).

Steve had a habit of making a Sunday morning patrol of the beach at Kaloko. He

was proud of the work he and his fellow rangers had done enforcing regulations that prohibit nudity and unrestrained pets at Kaloko. As Kaloko was created to preserve the native culture of Hawaii, and native Hawaiians find complete nudity offensive, Steve felt good about the progress that had been made in preventing this violation. Unrestrained pets had been decimating populations of native shorebirds in the park, and Steve also felt that they



were making a difference for the birds by enforcing pet restrictions. On the morning of Sunday, Dec. 12, 1999, Steve was making a contact pertaining to unrestrained pets. During that contact Steve was senselessly murdered. He was doing the work that he felt proud of and that he thought was important at the end of his life. He gave his "last full measure of devotion" for the National Park System and the National Park Service. Steve is survived by his wife, Joni Mae; daughters, Jamie and Kimmerlyn; and son, Brennen, all of Hawaii; his father and two brothers in Georgia; and all over the National Park Service by friends and coworkers. □

**Makuakāne-Jarrell Family Funds**

Here is updated information regarding the trust funds established for the Makuakāne-Jarrell Family. Two funds may be used for donations. It is important that the checks be made payable to either fund name and *not* to Joni-Mae as indicated earlier (for tax purposes).

- Steve Makuakāne-Jarrell Trust Fund (for Joni-Mae and family)
- Steve Makuakāne-Jarrell Memorial Fund (to offset incidental costs associated with the funeral)

**The address:** The Hawaiian Natural History Association, P.O. Box 74, Hawaii National Park, HI 96718.

**Missing ANPR Members**

Send information to ANPR, P.O. Box 108, Larned, KS 67550-0108.

- |                    |                  |
|--------------------|------------------|
| Matthew Day        | Yamhill, OR      |
| Linda R. Emerson   | Hopkinton, MA    |
| Haywood S. Harrell | Savannah, TN     |
| R. J. Marsh        | Yosemite, CA     |
| Richard F. Ryan    | S. Wellfleet, MA |
| Patrick J. Waddell | Columbus, OH     |
| Peter J. Ward      | Washington, D.C. |

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

Here are the newest members of the Association of National Park Rangers:

- |                         |                   |                              |                        |
|-------------------------|-------------------|------------------------------|------------------------|
| Linda Alick             | Gunnison, CO      | Marc A. Matsil               | Central Park, NY       |
| Anthony Anderson        | Pierre, SD        | Michael K. Mehler            | Atlantic Highlands, NJ |
| Kevin P. Barry          | Alexandria, VA    | Vicksburg Nat'l Military Pk. | Vicksburg, MS          |
| Jordan Barthold         | Columbus, OH      | Great Smoky Mountains        |                        |
| Gail Bishop             | Ocean Springs, MS | Natural History Association  | Gatlinburg, TN         |
| John P. Case            | Scottsdale, AZ    | Mark Nicholas                | Gulf Breeze, FL        |
| Daniel Duhon            | Daly City, CA     | Thea Nordling                | Torrey, UT             |
| Chad Fisher             | Gatlinburg, TN    | Christopher Olijnyk          | Rocky Point, NY        |
| Theresa L. Harper       | Gulf Breeze, FL   | Rebekah K Padgett            | St. John, VI           |
| Jill M. Hart            | Custer, SD        | Pete Peterson                | Warrenton, VA          |
| Riley Hoggard           | Gulf Breeze, FL   | Bill Raftin                  | Flamingo, FL           |
| Gary Hopkins            | Ocean Springs, MS | Dave Rhinehart               | Grand Canyon, AZ       |
| Mark Howard             | Fort Davis, TX    | Cathenne Saunders            | Moose, WY              |
| James & Amy Ireland     | Seward, AK        | Alan Scott                   | Homestead, FL          |
| Jack Kane               | Altoona, PA       | H. O. Simpson                | Pensacola, FL          |
| Kevin Chandler Kavanagh | Fancy Gap, VA     | J. R. Tomasovic II           | Gulf Breeze, FL        |
| Nina .A Kelson          | Pensacola, FL     | Timothy Townsend             | Seward, AK             |
| Debra LaCoste           | Jacksonville, FL  | Michael D. Watson            | Harpers Ferry, WV      |
| Richard J. Larrabee     | Chardon, OH       | Eric Weisman                 | Bethesda, MD           |
| Janette D. Lemons       | Hagerstown, MD    | Alexander Manly Whitten      | Jacksonville, FL       |
| Warren Martz            | Ocean Springs, MS | Jill D. Wick                 | Rangely, CO            |

## Preservation or Enjoyment? *(continued from page 15)*

managers on the condition of park resources. Protection operations must be heavily weighted towards spending time in the field (if yours is not, that's a separate issue to resolve). Protection rangers' responsibilities give them the likelihood of being in all the different areas of the park on a scheduled basis. Protection rangers should be able to document which areas of the park they are physically observing, what frequency they are visiting, and what observations they have on resource conditions. While all other operational specialties (specifically resource managers) have a great degree of responsibility here too, protection park rangers often have the ability to notice changes in resource conditions in the early stages because of their daily field observations. Protection rangers should be able to locate classified structures, endangered species sites, archaeological sites, non-native species infestations, etc. within their park or that portion that they monitor, and should be visiting and recording observations on these sites and resources at regular intervals. The information gathered is then passed on to park managers so that decisions can be made and actions can be taken that protect park resources. The information gathered may also be passed on by the park to visitors to help facilitate the connections necessary for citizen support.

✓ provide protection to park visitors and their property so that park visitors have a physical and social setting in parks that compares in safety to adjacent lands and/or local communities. Within this setting which is comparable to society in general outside parks, park visitors have the ability to concentrate on enjoying park resources in proper ways. This enjoyment cements the connections necessary for citizen support. Unlike resource protection however, other entities can assist us with visitor and personal property protection in parks, unless the park has exclusive federal jurisdiction. State and local entities have statutory authority and law, criminal jurisdiction, and technical skills that may equal or surpass ours in the people and property protection arena. Often local communities, citizens, and agencies feel left out or ignored when it comes to the way parks operate. What better operational opportunity to get them involved in the park than in

protection of persons and personal property where they can receive the praise and positive feedback that accompanies saving a life or returning someone's valued possession? In this process the communications with our neighbors will help us understand their economic needs associated with living next to the park, and will help them understand our stewardship needs associated with their activities in and adjacent to the park.

✓ None of these roles is more important than any of the others, and they each must be allocated portions of individual protection rangers' work time. After all, there are only 2,087 hours in a work year. If you are spending too much time in one role, you are neglecting another, and thereby lessening the relevance of protection rangers and jeopardizing the longevity of the park you work in. If you find that you are unable to philosophically equate the need to provide service to the resources themselves with the need to provide service to current visitors, perhaps another reading of the 1916 NPS Organic Act is in order. We do not have the option to provide public service to today's visitors at such a level that it prevents us from public service to future generations. If your motivation to be a park ranger is service to people, there are a whole lot more people to serve coming in the future than are here right now. You have an obligation under the law to make sure park resources exist for their enjoyment in the future.

### **Interpretive rangers:**

✓ provide indirect protection to park resources through resource education to park visitors and neighbors. Park visitors and neighbors are more likely to behave in a manner that does not damage or disturb park resources if they understand natural and cultural resources and processes and the significance of cultural resources. As was stated previously, intact resources increase the likelihood of the longevity of parks.

✓ are a park's strongest link to citizen support for its programs, goals, and operations. Interpretive rangers' abilities through the media, brochures, pamphlets, walks, talks, demonstrations, exhibits, on-site and off-site education programs, and informal contacts in person, by telephone, by computer,

and by letter are the centerpiece of NPS efforts to link park resources to the daily lives of park visitors and other park supporters who may never get to visit. Establishing that connection with our citizens through enjoyment of park resources that does not create impairment is the only means to ensure the political support and funding necessary to preserve park resources in perpetuity. The work of interpretive rangers is absolutely essential in this regard.

Is it preservation *or* enjoyment? Or is it preservation *and* enjoyment? Clearly we have to do *both*, and under current circumstances we need to do that by balancing the funding and time allocation we devote to each organizationally and as individual employees. We know what the courts (case law) have said. Cases such as National Rifle Association vs. Potter (1986) and Southern Utah Wilderness Alliance vs. Dabney (1998) clearly state that the word *conservation* in the 1916 NPS Organic Act means preservation, and that preservation is the purpose of the NPS. These cases legally define a *purpose* and not purposes. As one my NPS friends likes to put it, "The enjoyment we provide is a wholly dependent function of the resources we preserve." In other words, without quality and quantity park resources, the enjoyment cannot occur.

Without trying too hard you can locate policy statements from various NPS leaders that support either preservation *or* enjoyment as our priority. But policy can never be weighted more heavily than federal law. The 1916 NPS Organic Act with its amending acts is federal law, and it is supported by a small body of federal case law. Can we perform preservation *and* enjoyment in a ratio that ensures both will occur in perpetuity?

I can't answer that for anyone but myself, but we each individually have the ability to organize our work day to do *both*. □

*Scot McElveen is chief ranger and chief of natural resource management at John Day Fossil Beds National Monument.*

## 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)

#### Active (all NPS employees and retirees)

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

#### Associate Members (other than NPS employees)

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

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

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

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

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

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

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

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

### Administrative Use

Date \_\_\_\_\_

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

By \_\_\_\_\_

► **ANPR may publish a membership directory, for distribution to members.** May we publish your:

**e-mail address?**  yes  no

**home address?**  yes  no

**home or office phone?**  yes  no

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

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

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

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

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



## Share your news with others!

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

### Send news to:

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

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vacant

*Work Life*  
vacant

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jwbillwade@aol.com

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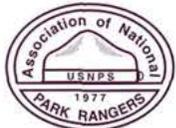
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