

RANGER

The Journal of the Association of National Park Rangers

Vol. XVII, No. 1 Winter 2000-01



Visitor Use Management

Letters

Protection Rangers and Wildland Fire

I've read with considerable bemusement Joe Evans' "Don't Perpetuate Old Ideas about Rangers" in the Point-Counterpoint piece in *Ranger* (Fall 2000). For another perspective, let's take a snapshot of the wildland fire management portion of a protection ranger's duties and responsibilities.

The Intermountain Region currently lists a total of 64 chief park rangers or the equivalent thereof. Of that number, only five chief rangers are currently qualified at the crew boss and equivalent or higher level positions. Four more are currently qualified as squad boss (Firefighter, Type I), the entry supervisory position in wildland fire. This is a grand total of 14 percent of the chief rangers in the Intermountain Region who have any current wildland fire supervisory qualifications!

Further, of the 64 Intermountain Region chief rangers, 10 aren't in the wildland fire qualification system, meaning that they *never*, throughout their NPS career, held *any* wildland fire qualification, regardless of position, including positions such as security specialist (for which any commissioned park ranger can qualify); status/check-in recorder; or basic firefighter. At 16 percent, this means there are more Intermountain Region chief rangers who never had wildland fire qualifications than there are those with any sort of current wildland fire supervisory qualifications. Pretty pathetic, in my judgment, because who better to direct an incident than a chief park ranger?

But let's not stop there. What about the vaunted Intermountain Region Chief Rangers' course? Was wildland fire management a topic of that course. The answer is NO! Or how about the current Division Chiefs course? The four tracks for this proposed course include interpretation, administration, maintenance, but not ranger activities or resources protection. The fourth track is entitled "Law Enforcement." And Rocky Mountain National Park Chief Park Ranger Joe Evans is the protection ranger representative to the Division Chiefs course Steering Committee.

Another example: I have no idea of the total numbers of regional chief rangers conferences that have been held the past several

years, but suffice to say there have been considerable. To date, the national office of fire and aviation has been invited to only *one* of these conferences!

It is counterproductive to continue to belabor the point. I am left with the conclusion that Joe Evans' wishful thinking about the role of protection park rangers in resources issues and activities is considerably more rhetoric than reality.

— Rick Gale
Past President of ANPR

CRC Should Include Protection

I salute ANPR's *Ranger* journal for its recent Cultural Resources theme edition (Fall 2000), and the NPS for the draft Cultural Resource Challenge (CRC). Being very interested in this subject, I'd like to make an observation: The CRC needs to include our protection program. As Bill Sanders, and others have noted, we need the protection and law enforcement component for this initiative to be complete. Along with the other identified program areas, it is a basic support pillar without which the structure will be exposed and crumble. I must ask why yet another cultural resource initiative without protection involvement? Just as diversity in the workforce makes for a stronger product, so too does an interdisciplinary (or diverse) program approach. The lack of which is short-sighted at best, and may be indicative of abdicating our leadership role in the arena of cultural resources protection.

Having spent a good portion of my career immersed in the field of cultural resource/archeological protection (CR/AP), and attempting to make the NPS a leader in CR/AP, I've seen the BIA and BLM emerge and actually eclipse our program in several areas. They have added full-time CR/AP investigators, while we seem to have hit a plateau with our investigative program, or actually moved backward. In some cases, we've reduced or diverted ARPA support money, and may even have assigned our cultural resource investigators "other duties" (internals, program reviews, stolen property, etc.) away from their original focus. Their expertise has, in some cases, been diluted away from primary emphasis, and needs to be reversed. It often gets back to the age-old problem: there are too few of us. In years past, we've been leaders and very

(continued on page 28)



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ANPR Calendar

<i>Ranger</i> (Spring issue)	
deadline	Jan. 31
Theme: Working among and with Other Agencies	
<i>Ranger</i> (Summer issue)	
deadline	April 30
ANPR Celebrates	
25 Years Together	Oct. 29 – Nov. 2, 2001 Jackson, Wyo.

What issues would you like to see addressed in the pages of Ranger? Contact Teresa Ford, editor, or Ken Mabery, editorial adviser. Addresses are on the back cover.

RANGER

The Journal of the Association of National Park Rangers

Vol. XVII, No. 1 Winter 2000-01

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

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

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

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

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Cover: A hiker explores a trail at Mount Rainier National Park. Photo by Teresa Ford.

President's Message

My timing is off by one issue, but I will forge ahead anyway. By the time you are reading this column, nominations for the next three vacant board positions will be in and ballots will have been printed and mailed.

Each year we seem to repeat the same, agonizing task of trying to recruit volunteers for these positions. Why is this? Perhaps "volunteering" is just not in people's vocabulary anymore. However, I believe a major reason is that the unknown can be scary for some people. Many aren't willing to take on a new job, volunteer or paid, unless they know *exactly* what it will entail and what it will demand of them. Unknown and challenging would be a valid assessment of any ANPR volunteer position. You don't know *exactly* what issues will come to surface that the membership will want to be represented on. You don't know *exactly* who and where to go for answers and guidance. And you sure don't know *exactly* what the best approach to address issues will be all the time! But, that is what makes it fun and fulfilling!

ANPR advances and makes a difference only because people like you continue to support this small, but dedicated group and our common belief in the values reflected in our National Park system.

Will changing the profile and name of this organization help or hinder these efforts? I let the board know my feelings on this proposal at our October meeting in Phoenix. I will wait to hear what the membership thinks over the next year before initiating the next step. I believe this is *exactly* what a president of a volunteer, not-for-profit organization should do — inform and support the membership of this organization in understanding and making a decision on the next path we should follow. Then, we will all walk down that trail together.

What shall we call our next Ranger Rendezvous, scheduled for Oct. 29 – Nov. 2, 2001? You will soon see! We are planning a special logo, T-shirt and sales items to assist in the celebration of our 25th year of existence. We are soliciting major companies for extra special Super Raffle prizes. Expect to receive your Super Raffle tickets in the spring, allowing for *lots* of time to sell *lots* of tickets! We are enlisting well-known speakers, perhaps even another mystery guest! Start preparing your Halloween costumes now, in hopes of winning in the scheduled costume contest! Attending this memorable gathering holds promise to be a highlight of your year. I will see you there! □

Cindy Ott-Jones

This issue of Ranger focuses on visitor use management in the national parks. Turn the pages for a closer look.



Volunteer ranger Greg Sweitzer talks to day hikers near Eielson Visitor Center at Denali National Park in this file photo from June 1995.

Teresa Ford

—The ROAD—

to

Better Visitor Management



Ken Mabery

Boardwalks and fences protect fragile dune areas at Assateague Island National Seashore.

By Kevin Collins

National Parks & Conservation Association

Visitor management. It sounds vaguely Orwellian, doesn't it? The truth is, no one wants to be "managed" when they go to a national park. And who can blame them? They're on vacation. If they wanted to be managed they could have stayed at work and at least gotten paid for it.

Equally, you can't blame the Park Service for not wanting to be seen as nothing more than sour, don't-step-on-the-grass-or-build-your-fire-here types. That's not why people become national park rangers.

But visitor management must be done. There are simply too many people wanting to do too many different things in national parks. If parks are ever to live up to the higher ideals that so many of us have for them, there must be some parameters on the number and

behavior of visitors. Fortunately, some new tools have come on the scene to help park managers make those tough decisions. They are the updated and revised National Park Service Management Policies, and Director's Order #55 that summarizes the policies.

In thinking about what visitor management means and how the Park Service might approach it, I find myself in the odd position of being not of the Park Service, but not quite a typical visitor either. Like most people, I visit national parks primarily to enjoy myself. If it wasn't fun, I wouldn't go. But I also have a better-than-average understanding of the strains the parks are under. I know that my recreation choices can cause damage even though my intentions are only the best.

Last summer I camped in the Bechler River country of Yellowstone. I tried to leave no

trace — but I know I did. And I know other visitors did too because I saw the unavoidable marks that even the most conscientious hiker leaves behind. Knowing I've had an impact, however, doesn't keep me from wanting to go back again next year. I am like many visitors in my unwillingness to deny myself the pleasure of the national park experience just to spare them my personal impact. I tell myself that I can't be expected to take responsibility for what thousands/millions of other visitors do.

And so like it or not, that responsibility falls to the Park Service. Individual visitors may not say it in so many words, but they have basically delegated to the Park Service the difficult task of deciding where they fit in the vast spectrum of visitor expectations and uses.

The Park Service has accepted that task, but with a noticeable lack of enthusiasm. I think it is fair to say that the Park Service has been a reluctant warrior when it comes to visitor management. We're all familiar with the notion that "carrying capacity is when the parking lot is full." Similarly, there is a definite hesitancy to "just say no" when it comes to questionable activities in parks — whether they are new uses or old. Some of that is understandable human nature. It can be difficult to refuse requests from people with whom you may live and work and socialize. Or to deny people who insist that they "own" the very national parks themselves (a technically correct but entirely too simplistic statement). Add to that a lack of clarity on what exactly constitutes acceptable and unacceptable levels of impact, and you have a recipe that can produce passive management that doesn't engage until a problem becomes too obvious to ignore.

NPCA believes that the new Management Policies articulate useful central principles that can guide managers through the maze of visitor management questions toward decisions that are both protective of park resources and consistent across the system. As the recently-released Director's Order # 55, "Interpreting the National Park Service Organic Act," says, "The purpose... was to help NPS managers understand their legal duties in managing the national park system, and to establish policies and procedures that would help ensure the law is properly and consistently applied throughout the national park system."

The management policies serve this function by reiterating the laws governing park management (primarily provisions of the 1916 Organic Act and the NPS General Authorities Act of 1970). Even more useful, is a subsequent section that explains what the agency officially thinks those key statutory provisions actually mean. Some examples:

Enjoyment — includes deriving benefit (including scientific knowledge) or inspiration from a park, and includes enjoyment both by people who directly experience the park and by those who appreciate it from afar.

Park resources and values — are all the resources and values of a park whose conservation is essential to the purposes for which the area was included in the national park system... these resources and values always include, but are not limited to... the biological and physical processes that created the park and continue to act upon it; scenic features; natural landscapes; natural soundscapes and smells; water and air resources; soils; geological resources; paleontological resources; archeological resources; cultural landscapes; ethnographic resources; historic and prehistoric sites and structures; museum collections; native plants and animals; and clear daytime vistas and night skies.

Park resources and values *don't* include any attributes of a park whose conservation isn't essential to the purposes for which a park was included in the park system.

The impairment of park resources and values — is an adverse impact on one or more park resources or values that interferes with the integrity of the park's resources or values, or with the opportunities that otherwise would exist for the enjoyment of them by the present or a future generation.

The Management Policies also tackle the dark heart of the old management dilemma: Is the National Park Service responsible to two equally powerful directives — preserving resources and providing enjoyment of them — and how should it choose between them when they are in conflict. The answer is clear: "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



Deanne Adams

A visitor at Craters of the Moon NM derives benefit from the interpretive sign.

values is to be allowed only to the extent that can be done without impairing those resources and values."

That sentence offers a simplicity and clarity of direction not often found in government documents. The Department's wordsmiths should be proud.

The other great strength of the Management Policies is that they require managers to make prospective determinations that proposed actions or activities will not impair park resources. And it gives them solid criteria to help make that decision. DO 55 summarizes: "Whether an impact meets this [impairment] definition depends on the particular resources and values that would be affected; the severity, duration, and timing of the impact; the direct and indirect effects of the impact; and the cumulative effects of the impact in question and other impacts."

The Management Policies and DO 55 do not eliminate a superintendent's ability to tailor decisions to a park's specific circumstances. But they do provide comprehensive, uniform standards for evaluating what sorts of things are acceptable in national parks. And by using criteria that are explicit and uniform across the system, the policies will foster decisions that are more defensible and readily understood by the public.

NPCA hopes that park managers will embrace the new policies as tools that can help achieve the ultimate goal of effective resource protection. For us, as watchdogs and

advocates, the policies provide a useful yardstick against which we can measure both proposed actions and the NPS response to those proposals.

In just one example, the recently released Big Cypress National Preserve off-road vehicle management plan could be a model for sustainable visitor management of a high-impact recreational activity in a sensitive area. It's worth noting, however, that this plan evolved from a lawsuit that was filed by groups outside NPS after they realized that earlier management actions (more accurately inaction) were allowing ORVs to severely damage the park. Hopefully, application of the new policies will prevent that situation from developing again.

Recently, I had the pleasure of hearing Denis Galvin speak about the roles and responsibilities of the National Park Service. He suggested that there are three broad categories that encompass the mission of the Service:

- ▶ visitor enjoyment and experience
- ▶ resource protection and preservation
- ▶ cooperation with non-NPS entities

The Park Service clearly has mastered the visitor enjoyment and experience piece (what Galvin memorably described as "learn something, enjoy yourself, don't fall down"). Partly as a result of that emphasis on visitor satisfaction, the Park Service regularly receives astronomical public approval ratings. On the resource protection side, however, things are less clear and the Park Service's record is more uneven.

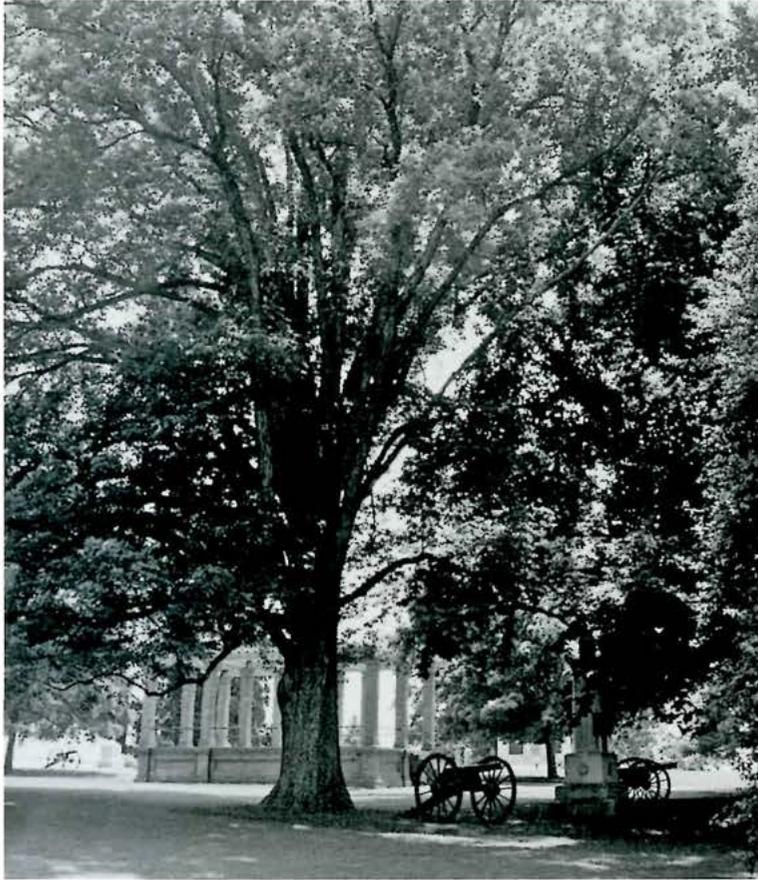
Visitor enjoyment and resource protection are obviously interrelated in many cases. But exactly how are they linked? If the Park Service acts to protect resources by restricting some visitor activity, will its public approval rating suffer? How would that affect political support for the parks in Congress?

These are questions that the Management Policies can't answer. And they won't solve other management problems like budget constraints, or congressional interference, or just too many competing demands.

But they do provide a management goal to shoot for. One that can ensure the continuing protection of our nation's wonderful natural and cultural resources. And that, I think, is why people join the National Park Service in the first place. □

Kevin Collins is the director of NPCA's Motorized Abuse Program.

BACK TO A BASIC: Teaching Visitor Use Management



Gettysburg National Military Park

By Ken Mabery

Regional Ecosystem Office, Portland, Ore.

It has been years since the Park Service has provided systematic instruction on visitor use management. In recent years, relatively few people have been able to get into the Visitor Experience/Resource Protection (VERP) training. While the VERP course and process provide a systematic framework to address parkwide use issues, they require a commitment of time and an interdisciplinary team. That's usually too expensive for most parks. The Service's planning process has long employed some form of zoning (now called land prescriptions) as a use management tool, often without giving front-line rangers the appropriate knowledge to identify, assess and deal with allowable uses and impacts.

It is ironic that the Natural Resource Management Challenge has played a role in the resurgence of use management. Within the last two years, at least two courses added

modules dealing with this topic, and one course was developed entirely to instruct use management techniques.

The seminal techniques are not new. The basics have long been known. These basics leave a lot of room for field rangers to employ imagination and experiment with options that fit local conditions.

The first basic is to employ a process to evaluate visitor uses, followed by management techniques to alter uses or their impacts. There are several processes to evaluate uses; the VERP model employs a very good process. An 11-step process can be found in Directors Order #2: Planning Process. Others can be found in any text on carrying capacities or limits of acceptable change (LAC). The simplest process is often the best, however, because simple processes are less likely to be forgotten.

Evaluating Visitor Uses: A Four-Step Process

➤ Identify existing uses and assess the

resulting impacts. Use types are fairly finite: hiking, camping, motor vehicle uses, horse use, rollerblading, gliders, aircraft, balloons, climbing, water craft uses, skiing, snowmobile use, cave use, organized sports, extreme sports (base jumping, etc.), frisbee play, hackiesack, guided tours (commercial and park offered), assemblies (weddings, church services, etc.), filming, agricultural uses. Once uses have been identified, impacts can be determined. Any given use may or may not have a discernable impact on any of the following categories of resources: air, water, soils, geology, vegetation, wildlife, scenic (sometimes called aesthetic resources), historic and/or prehistoric.

➤ Identify and assess trends. What can be said about the future of the use and its impacts? Is it a use, like extreme sports, that can be expected to increase, or are the aging demographics of the local user likely to cause a decline? Detailed plans often require special studies to assess changes in demographics, but for field needs, good assessments can often be made based on regional information available from state tourism departments or state Councils of Governments. Good sources for recreational use trends are the SCORP, or State Comprehensive Outdoor Recreation Plan, and the park's General Management Plan (GMP) if it is less than 5-7 years old. Statewide chambers of commerce and recreation associations may also have useful data.

➤ Identify appropriate uses (especially high-demand emerging uses) and appropriate locations for the uses. You may have to work with recreation industries outside of the park on this one. High-demand uses won't necessarily go away just because they are deemed undesirable in the park. Without appropriate accommodation, the use may be driven "underground;" that is, the use may continue in a manner and place(s) unseen by park employees. The danger is that when the resulting impacts become known, they are often more severe and less recoverable than managed use.

➤ Adopt strategies and tactics to keep use impacts minimized and manageable. There are seven basic strategies to manage im-

pacts. These can be used in combination:

Seven Strategies to Minimize Use Impacts

1. Increase use opportunities and facilities.

Also called “spreading the load.” This strategy is generally avoided in these austere times. New facilities usually mean more development and maintenance funds. However, for some uses, this may be just a matter of re-directing them to lessor-used sites: joggers, skiers, climbers, hikers, campers and sightseers are usually appreciative of kindly rangers that share that “special” out-of-the-ordinary place to go. Even places as heavily visited as the National Mall in Washington D.C., have underutilized sites.

2. Reduce visitor uses at sites.

Although this can be a GMP-level decision, field-level tactics can be employed. Based on a carrying capacity determination (see above), things can be done short of closing a site or facility: reduce the ease of access; reduce the availability of information or publicity on the site (take the site off of maps and brochures and remove directional signs); put the site on a reservation-only system; establish eligibility requirements (minimum requirements for a climbing, caving or river permit); or require queuing and controlled access.

3. Modify the character of visitor use.

The park GMP can be the best guide for this strategy. What were the alternate strategies for use at the site? Use character can be voluntary (initial climbing restrictions at Devil’s Tower), or mandatory. Modifying the character of use can be by altering the hours of operation or use, altering the season(s) of use, or altering the availability of support services. This strategy almost always requires an accompanying education strategy (see #4 below), and a reduction of use strategy (see #2 above).

4. Alter visitor attitudes and expectations through education.

Well-informed visitors almost always are willing to cooperate. But they must be informed to the point that they can make correct judgement decisions. This may be as simple as “don’t feed the [bear/deer/squirrels/whatever]” campaigns because visitors already have some knowledge that feeding animals is not appropriate. Or the campaign might take years and em-

ploy multiple educational approaches. Take a look at Australia’s National Parks for some of the best educational campaigns directed at modifying visitor behaviors.

The educational efforts should be catchy. Media can deliver inspirational messages (legends or parables), or have clever phrasing (“respect rattlesnakes’ right to privacy, stay on the trails”) to capture visitors’ attention. And don’t overlook the power of setting a good example. Kids especially like to mimic rangers, but adults will also get the message when every ranger they see takes the time to pick up cigarette butts and field strip them. Visit the Liberty Bell at Independence—people are hesitant to touch the bell until the ranger touches it first, giving them permission just through a simple act.

This strategy, more than any other, has the potential to build long-term supporters and advocates for the park’s message.

5. Employ site management techniques.

Although this can be a GMP-level decision, there are some field techniques that can enhance site designs. Often facilities that we term “attractive nuisances” are poorly managed facilities. Pulling a trail back—out of arm’s reach from easily damaged resources—or out of sight of a sensitive archeological site—can often eliminate or reduce impacts. Adding a boardwalk around sensitive root systems eliminates compaction and erosion, and clearly lets visitors know where they should walk. Where trails can’t be moved or modified, adding a psychological barrier—such as dense or prickly vegetation or a bramble of branches—often will allow an area to recover. Likewise, moving a trail slightly to improve a desired viewpoint can eliminate social trails. Site hardening at campsites and trail surfaces, and use of soil cement on critical segments of dirt roads reduces or eliminates impacts. Site hardening can be permanent (improvements at popular wedding sites) or temporary (natural-looking, movable barriers), depending on need. Enhancing or reducing signage and changing design characteristics also will modify visitor uses.

6. Separate or make accommodations for conflicting desirable uses.

Special user groups can be quite helpful in determining the needs of their group and identifying potential solutions. Visit Douglas County or

Jefferson County’s (in Colorado) parks sometime. They have done a wonderful job of managing conflicting uses (hikers, mountain bikes and horse users on the same trails), through extensive involvement from all of the user groups.

7. Finally, when all else fails, or none of the above have completely resolved use problems, regulatory means can be employed.

Regulations (including Compendium restrictions) don’t necessarily mean compliance. When regulatory means are employed alone, they almost always lead to a law enforcement problem. When used in combination with some of the above strategies, regulations will be much more effective. Most regulations will take more than a year to get published in the CFR, so the above strategies will need to be used, anyway.

Managed visitor uses

A number of years ago Grand Canyon needed to reduce the maintenance and, thus, the amount of use at several canyon overlooks along the South Rim Drive. Small changes were made: the viewpoints were removed from park publications; signs were removed from the roadside, and speed limits were not reduced on approach. If possible, restrooms and even overlook barriers were removed. In short, the park started treating the overlooks as if they weren’t there. Use began to fall off. Today, some of these overlooks get fewer than a dozen visits a day.

Almost every park has the necessary ingredients to address visitor use management issues. Every park has employees from diverse disciplines and backgrounds to contribute imaginative solutions. Employing the simple techniques contained in this article while the Service increases the sophistication of its visitor use management training, can help significantly in the short term.

When choices are made, remember to choose techniques that will tend to create advocates for the preferred actions among the affected visitors. □

Ken Mabery is the resource management specialist assigned as the NPS representative on the Northwest Forest Plan in Portland, Ore. He recently completed an 18-month detail assignment in the Washington Office, where he helped to design the “Visitor Use Management for Managers” course.

International work brings special challenges

By Barbara Pitkin
Department of Interior

How do you enhance your visitors' experience when the nicest hotel in town is a mud hut with no running water, no electricity and lots of bugs?

How do you beef up communication among your park staff when it's a three-day walk to get to the nearest phone?

How do you go about protecting your park's resources when your most persistent poachers are moms who cut down firewood to cook dinner?

These are just some of the thorny issues faced by National Park Service staff when they participate in the many short-term overseas opportunities offered by the Department's Office of the Secretary.

In 1995 the Department inaugurated a major program of overseas technical assistance funded by the U.S. Agency for International Development, the World Bank and other donors. Operating in such countries as Ecuador, Guatemala, Indonesia, Mongolia,

Tanzania and Nepal, the program offers opportunities for Department staff to apply their skills in often challenging settings. Many Park Service staff participate across our portfolio of projects.

Our Work in Nepal

Steve Zachary, education specialist at Lassen Volcanic National Park, has led several teams to Shey Phoksundo National Park in Nepal to help train park staff in the basics of park management. Zachary's teams have included Jim Gale, chief of interpretation at Hawaii Volcanoes, and Stephen Willis, supervisory law enforcement ranger for the Tuolumne District at Yosemite.

Shey Phoksundo is Nepal's largest national park covering 355,500 hectares. To meet with park staff, Zachary and his teams need to travel by small local aircraft and then walk for 50 to 100 miles over difficult mountain passes at elevations ranging from 7,000 feet to more than 12,000 feet.

For the most part, the Shey Phoksundo rangers are poorly trained. They are paid only irregularly and most wish they were posted somewhere less remote. Their diet consists of the few locally obtained roots and tubers, their living conditions are basic—with no electricity or running water, and the surrounding culture of Tibetan people is not their own.

Nonetheless, they have a job to do, and Zachary and his teams are there to help. With Zachary's assistance, Shey Phoksundo staff have revamped their visitor cen-

ter, developed trail maps, produced bird and mammal checklists, set up a self-guided nature trail, and established a junior ranger program in the local communities.

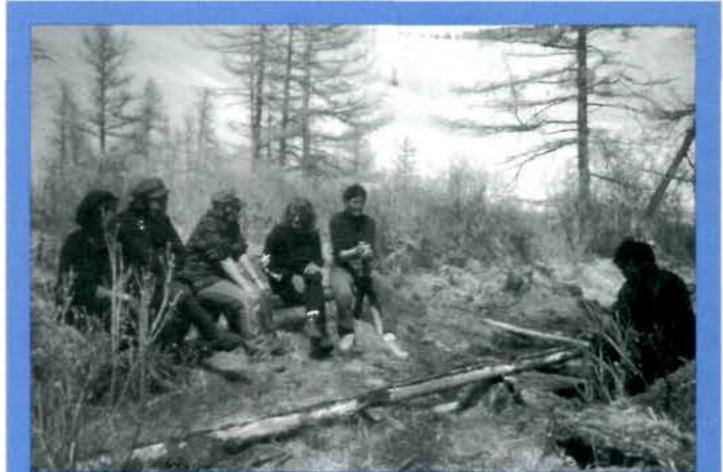
Says Zachary of his work in Shey Phoksundo: "It is incredibly rewarding and challenging. Not only have I benefited enormously from this experience, but so has my park. I return from Nepal energized and motivated and filled with new ideas to strengthen our education program."

Meanwhile, in Mongolia . . .

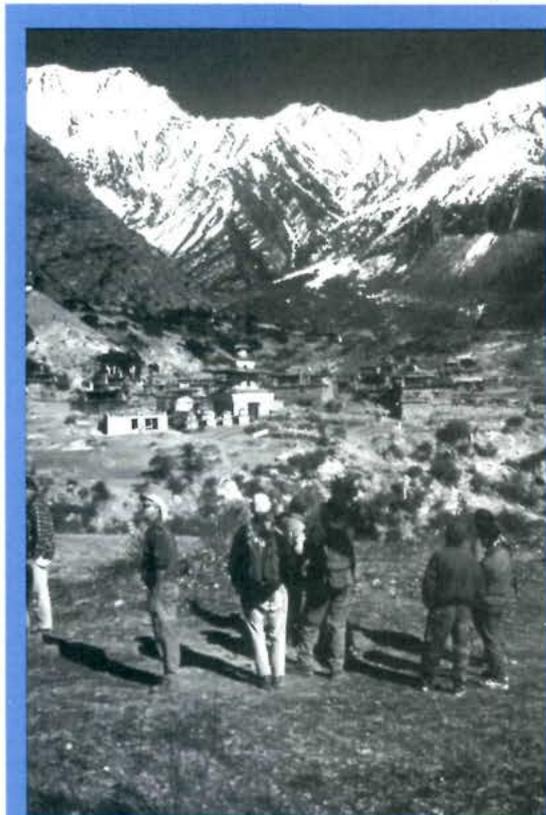
Clay Alderson, superintendent of Klondike, spends about six months a year in Lake Hovsgol National Park in Mongolia, another remote park with plenty of tourism potential—and lots of challenges.

Alderson and his teams must battle the legacy of communism, which has left park staff unfamiliar with the concepts of visitor services, fee collection and community participation. Much of Alderson's time is spent working to change attitudes and ideas at all levels of management—a formidable challenge!

Alderson's team has included Cathy Cook, chief of interpretation at Redwood; Michael Terzich, project manager at Grand Canyon; Kevin Apgar, concession manager in Anchorage, Alaska; and Terry Penttila, regional recreational revenue business man-



Jal Tumursukh, director of Lake Hovsgol National Park in north-central Mongolia, discusses resource protection strategies with his staff and DOI's in-country team.



The NPS team in Shey Phoksundo National Park, Nepal, with local park staff.



Tarangire National Park, at 260,000 hectares, is the fourth largest park in Tanzania and has one of the highest densities of elephants of any park in the country.

ager for the Intermountain Region.

The work has had its rewards: bridges, roads and signs have been repaired, a park radio communication system has been established, a new visitor center has been purchased, and a new interpretive program for the park has been initiated.

Says Alderson of his experience: "This assignment keeps me on my toes. There's always an unexpected obstacle on the road to progress . . . but it is also the most satisfying work of my career."

Testing Ourselves in Tanzania

One of our largest programs is in Tanzania, home to spectacular wildlife and crushing poverty. Hope for conserving African wildlife rests on the twin goals of strengthening the management of protected areas while enabling local people to financially benefit from their wildlife. Our teams have joined hands with the African Wildlife Foun-

ation to advance both those goals.

Our work in Tanzania centers on two national parks popular on the tourist circuit: Tarangire and Lake Manyara. The parks are home to elephants, lions, hippos, cheetahs, storks, flamingoes and pelicans. The parks are surrounded by local people, the most famous of which are the colorful and exotic Massai.

NPS staff in Tanzania have helped with all aspects of park management — from the design and maintenance of park roads, the design of interpretive facilities, fire management and law enforcement. Enhancing the visitor experience in the parks will help build and sustain a high level of revenue generation — for the government and for local entrepreneurs.

The rewards for staff working on this project have been considerable. "This was the best experience of my life," said Arnie Kovin, engineer equipment operator at Point

Reyes National Seashore, of his experience training African park staff on roads equipment operations and maintenance.

New Frontiers in Guatemala

A new program is now being launched in the Maya Biosphere Reserve in Guatemala. The Mayan Biosphere Reserve forms the core of one of the largest tracts of intact tropical forests in Latin America and is one of the most important regions in the world in terms of biological diversity. The program is slated to include assistance on fire management, park management and administration, infrastructural design and maintenance, and interpretation.

How You Can Participate

The program is constantly evolving. Our needs for technical assistance are continuous. The best way to keep abreast of the programs and opportunities is to periodically check out our web site at www.doi.gov/intl/biodiversity.html

We welcome your interest and hope you can join us in our work! □

Barbara Pitkin works at the U.S. Department of the Interior as the program manager for a biodiversity conservation technical assistance program funded by the U.S. Agency for International Development and other external donors. She manages conservation programs in countries throughout the developing world, including Ecuador, Guatemala, Honduras, Mongolia, Nepal and Tanzania. Previously, Pitkin served as the senior program officer for Africa at the Biodiversity Support Program, a consortium of World Wildlife Fund, The Nature Conservancy and World Resources Institute. She also has worked at the World Bank and the U.S. Agency for International Development in Liberia, West Africa. Pitkin holds a master's degree from the Johns Hopkins School of Advanced International Studies and a bachelor's degree from Brown University.

All photos courtesy of Department of Interior

What issues would you like to see addressed in the pages of Ranger? Contact Teresa Ford, editor, or Ken Mabery, editorial adviser. Addresses and phone numbers are on the back cover.

In Search of Discretionary Time

By Rob Danno
Bryce Canyon

In recent years, many chief rangers have taken another run at fully field-implementing multi-disciplinary/specialized skills intended for our protection rangers — as described in the Ranger Careers position descriptions. This back-to-the-future approach is in response to some credibility and reputation questions concerning protection work groups.

Many of these specialized skills have also been well outlined in the “Intermountain Region Core Competency Task Book for Protection Rangers.” A pilot program, it has outlined the eight areas of competency for all NPS protection rangers. These include:

- Universal Essential Competencies (required of all employees)
- Law Enforcement and Resource Protection
- Resource Knowledge and Stewardship
- Resource Education and Interpretation
- Visitor Use Management
- Fire and Aviation
- Risk Management/Public Safety
- Leadership (required of all employees)

Many protection rangers have found it difficult to spend any significant time in the areas of Resource Knowledge/Stewardship and Resource Education/Interpretation. Many lament this situation and complain about being “workload driven.” Basically, if we weren’t running from call to call, maybe we could diversify our work week some.

Some protection rangers would gladly look at performing these and other multidisciplinary duties if time were available. However, rangers often comment that time is not the only factor driving the performance of myopic field functions. Rather, some protection rangers have little interest for performing any duties other than reactive



Manage workload with new technology: Consider using mobile radar monitoring signs to slow traffic in problem areas so you can free ranger for other duties.

Rob Danno

emergency services. Obviously we can do something about the management of time; however, you must have a core desire to perform the complete range of ranger duties, as described in your Ranger Careers position description, if we are to fully implement them.

It is critical to understand that the mere advocacy of a multidisciplinary protection ranger approach shouldn’t be viewed as non-supportive of our emergency service role, especially law enforcement. On the contrary, we view the multidisciplinary specialized role as a source of pride, clearly defining the special nature of the national park ranger’s functions. The possession and demonstration of this skill variety is what makes us unique — special. Further, this skill variety enhances our already respected law enforcement competencies. Simply stated, it makes us better.

Assuming that many of you want to diversify and function in the traditional multidisciplinary manner, here are some suggestions:

1. Avoid performing in the “Summer Mode” during the other three seasons of the year. As the seasons and visitation change, change with it. Don’t just sit behind the wheel of that cruiser and wait for the “big one.” As we all know, this is a major problem in many park areas. Use this discretionary time wisely. Get in the backcountry, on the boundary, along that windy ridge, or spend time developing an off-site environmental education, Hug-a-Tree, DARE or other program.

2. Some protection rangers have evaluated their most pressing protection issues and developed specific classroom programs to proactively address these and other issues. For instance, one ranger developed an environmental education program, which addresses the international animal parts trade. He worked closely with the U.S. Customs Service and acquired several seized border-crossing specimens and used them as classroom props. This program was used to work toward long-term solutions, through education, and in concert with highly proactive field enforcement operations.

erations.

3. If your staff is essentially vehicle based, create mechanisms that encourage them to park and get out! Several options exist for meeting some of their position description elements. Some parks have assigned designated road segments to each ranger for roadside identification, documentation and removal of exotic plant species. Others protection rangers have conducted specific wildlife monitoring details, while others highlight maximizing visitor contacts at view points, trailheads, picnic areas and campgrounds. Many avenues exist to make routine patrols more diverse and effective, yet don’t give anything up in regard to response readiness.

4. Invest discretionary time into in-service interpretive training. Some parks have provided their protection rangers with access to the Interpretative Development Program and moved them through the 101 Module (Informal Contacts). This is an excellent method of reconnecting protection rangers with these core interpretative functions, values and skills. This training addresses the resource education component of our position descriptions and improves both the quality and quantity of our informal contacts.

5. Manage workload with new technology. Analyze your workload and outline where your staff spends the majority of their time. Many parks acknowledge spending a tremendous amount of time with routine road

patrol functions. Most are focused on managing traffic and conducting speed enforcement.

One possibility is to purchase and install fixed and/or mobile radar monitoring signs to slow traffic in problematic areas. These highly effective units are on duty 24 hours a day and can greatly reduce the need to spend as much time managing traffic activity. The time saved can be placed into putting rangers on the trail, performing resources management projects, increasing project work and more. Bryce Canyon National Park has four units in the field and they have proved to be highly successful.

Additionally, the use of remote electronic sensors, cameras and trail counters have improved patrol coverage, targeted specific problem areas and developed data that has helped to determine more effective patrol scheduling.

Numerous options and opportunities for increasing the availability of discretionary time exist in your specific park area. In the spirit of the recent Discovery 2000 general conference, where we were asked to support that which is "primary" to our agency, fully supporting and implementing the intent of our Ranger Careers position descriptions provides quality direction and a consistent future for protection programs. These position descriptions were designed to be consistent with supporting "Resource Based Ranging" philosophy and approaches. In most cases, the time to diversify truly does exist, but do you have the will to implement them as intended?

Remember: *Real Rangers, Range – Real Rangers Sweat.* Create the time to range. □

Rob Danno is a 19-year NPS veteran, having served as a ranger in Whiskeytown, Sequoia/Kings Canyon, Grand Canyon, Western Regional Office, Virgin Islands, Channel Islands, Yellowstone, Chiricahua / Fort Bowie and for the last two years, as the chief park ranger at Bryce Canyon. He earned his bachelor of science degree in park administration from California State University, Sacramento, and a master of arts in environmental education from Humboldt State University, Calif. Danno has a strong interest in multidisciplinary ranger operations and countering the loss of traditional ranger field skills. He currently is a member of the IM Region Special Event Team.

All Aboard the Bryce Canyon Shuttle!

When Bryce Canyon became a national park in 1928, few could have anticipated the overcrowding that exists today. The park's remote location, coupled with poor dirt roads, kept visitation to a minimum.



system in June 2000. Although still a new service, the National Park Service has declared the shuttle system a success. In its first year, more than 300,000 visitors used Bryce Canyon's voluntary shuttle system

to experience the park.

As an incentive to ride the shuttle, entrance fees are reduced for shuttle users. Participating visitors also have the satisfaction of knowing they are helping to protect park resources and restore tranquility to Bryce Canyon National Park.

As one visitor commented, "Your new shuttle system is fabulous! Thanks for initiating a transportation system to save the park's natural beauty for present and future generations." □

— Jan Stock, Bryce Canyon

See related story on page 15.



ROAD MAP *for my heirs*

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

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

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

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

Make check payable to ANPR.
Send to: Frank Betts
4560 Larkbunting
Drive, #7A
Fort Collins, CO 80526

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

AEDs: Coming to a Visitor Center Near You

By Sherrie Collins
Grand Canyon

Automatic external defibrillators, or AEDs for short, are the new rage in the medical community, especially in terms of public access defibrillation (PAD).

This program, pioneered by the American Heart Association, is trying to promote widespread access of AEDs to emergency medical service providers, first responders and lay persons. This promotion led to the Cardiac Arrest Survival Act (May 2000), which directs federal agencies to place AEDs in federal buildings. What this means to the National Park Service is still vague, but one thing is sure, AEDs are coming.

Recent studies and research have proven that defibrillation is the key element in the chain of survival¹ from sudden death. Most sudden cardiac arrest events are the results of the sudden onset of a heart dysrhythmia known as ventricular fibrillation (V-Fib). V-Fib is a treatable rhythm. The treatment is to defibrillate the heart in order to allow the heart to restore its own pacemaker and rhythm. Time is critical. The longer the time from collapse to defibrillation, the lower the chance for survival. For every minute that lapses, the victim loses an additional 10 percent chance for survival. Ten minutes is not much time.

Communities should aim to reduce "call to shock" time interval

Collapse	911 Call/CPR	Arrival at Scene	First Shock	Advanced Care
0 minutes	1-2 minutes	3-4 minutes	1 minute	1-2 minutes
				
Total: 10 minutes				

Thus, for the last five years the AHA and other public health training advocates have been strongly lobbying for greater access of AEDs in public areas. The public training of CPR is being modified with greater emphasis of public training in defibrillation.

Cardiac Arrest Survival Act

The Cardiac Arrest Survival Act passed both the Senate and House and is awaiting final changes. However, President Clinton signed an executive proclamation May 19, 2000, directing the Secretary of Health and Human Services to establish a program for placement of AEDs in federal buildings. Both the

act and proclamation direct Heath and Human Services to:

- make recommendations for the placement of AEDs in federal buildings
- assist federal agencies to implement programs (sorry, no money)
- determine criteria for selection of federal buildings
- require maintenance of equipment
- provide immunity from civil liability for any personal injury or wrongful death.

GSA has taken the lead in writing guidelines for placement of AEDs in federal buildings. The NPS did have the opportunity to contribute its concerns and unique problems facing government buildings in the parks. The draft guidelines, recently released, make recommendations regarding placement of AEDs in federal buildings. AEDs should be available to a victim of sudden death with a "optimal" response time of three minutes or less. This is defined as the time it takes a lay responder with an AED, walking at a rapid pace, to reach the victim. Each facility must assess the level of risk in its environment:

- Demographics of workforce, age of workforce (anyone over the age of 35 is at risk for sudden death)
- Visitor Access

- Specialty Areas – where strenuous work is conducted, e.g. exercise area
- Physical Layout – difficult to gain access to, multiple floors, etc.

Once you evaluate this risk assessment, you then develop your PAD program, training program and purchase your unit(s)! OK, before you run out to the nearest AED distributor, let me share some key planning components.

This law, as far as I can tell, mandates a federal program of making recommendations to federal agencies but does not require every federal building to have an AED. So there is room to conduct a risk/needs assess-

ment for optimum placement of the devices.

Do You Need an AED Program?

Conducting a risk assessment visitor mishaps is the first step. What is the history of sudden death events in your park? What are the demographics of the visitors and how do they change throughout the year. AHA recommends that one criteria for a PAD program is a ratio of one cardiac sudden death every five years.

From here you move onto a needs assessment, which most parks with an EMS program have done. What you want to look at is how your AED program should be implemented. Will you train only EMS providers (EMTs, IEMTs and paramedics) or will you train all employees in CPR and AED and allow all employees access to AEDs? Do you want your AEDs stationary (wall mounted, under visitor center desk) or mobile in patrol vehicles? Either is effective. At Grand Canyon we moved the AEDs, which were in the ambulances, to the patrol vehicles to ensure rapid response. In the last three cardiac arrest events on the South Rim, the time from 911 call to first shock was under four minutes. I'll save outcomes for later.

OK, so you've worked all of this out and you've decided that your park needs 25 AEDs. Great, now to burst your bubble.

Medical direction is required. AEDs are prescriptive devices. You must have a physician authorize their use by your park staff. If your park already has a medical director on contract, great. You are light years ahead in implementing a comprehensive program. But, if you are like most of the parks, that's a tall order. Currently Ranger Activities in WASO is working on a contract for a national medical director/physician who could umbrella such a servicewide program. But we are not there yet. In the interim some of the manufacturers will sell you their medical director who will sign off on your protocols and program. I have no personal experience and can't offer any advice here. But it's worth looking into. The bottom line: no doc, no shocks.

What To Buy

Although we call them automatic external defibrillators, none of them is automatic. They all are semiautomatic — the operator must push a button to shock. Every major manufacturer of AEDs is on GSA contract.

The cost per unit averages between \$2,500 and \$3,500, depending on how many bells and whistles you want. Consider where it will be housed. Many models come with heavy-duty plastic casing to give added protection. If rangers will be tossing them in the back of their patrol rigs, you'll want that.

You can choose between lithium batteries or rechargeable. Rechargeable, if not used often, will develop memories and have to be replaced yearly (even the best ni-cad). The lithium batteries claim five years or 500 shocks. Don't believe it. They fail to admit that's five years sitting on the shelf, not in an AED that conducts a self check every 24 hours. On average you should plan on replacing them every two years. Medtronic/Physio-control had some mishaps with a certain series of lithium batteries (exploded during morning check test!) but they say all is better now. Some models have a battery-wear meter for the lithium so you know when they are dying. That's a nice feature. Rechargeable batteries work well in wall-mounted units, but not if you go mobile.

Mono or Biphasic Defibrillation

Without putting you to sleep with real technical jargon on waveforms, machines come with either mono or biphasic defibrillation. Old paramedics only remember monophasic. Biphasic is a new type of waveform that defibrillates at lower energy. The bottom line is that both work. Current research is leaning toward improved outcomes with biphasic but AHA hasn't recommended one over the other. What is important is that biphasic machines need less energy, therefore, they're lighter and smaller (smaller batteries). So if you plan on putting these in your bicycle panniers, go biphasic. You can always ask your physician for advice.

The last option you will be offered is whether to have tape records of what is said on scene. Let me speak on behalf of all solicitors and AUSAs: **don't get the voice record option.** Anyone who wants to record for posterity and court what you said during the stress of working a cardiac arrest incident is nuts. Don't go there.

You will need to purchase additional software to download the cardiac arrest event log. The AED's computer stores in memory the event, times and EKG strips. Those need to be downloaded and sent to your medical director for quality assurance. And, of



RV accident at Yellowstone last summer.

course, there is the trainer model (\$500), which has been gutted of its ability to actually shock. This brings me to my last point.

Training: Who's Going To Use These Devices?

Your needs assessment may have addressed this point already. In the past EMTs, IEMTs and paramedics were the only out-of-hospital providers authorized to use defibrillation. Public access defibrillation means the public has access to rapid defibrillation by *trained* laypersons or responders. To encourage more laypersons to learn to use AEDs, most states have passed Good Samaritan laws to provide immunity. Some even extend this protection to the trainers and private companies that carry the device in their facilities. The Cardiac Arrest Survival Act does the same for federal agencies and its employees. So you can now train any NPS employee or volunteer.² The training can be more intensive than CPR. Most medical directors require at least biannual training. The machines are safe, but AEDs are not without risks if used improperly. You need to be proficient, recognize cardiac arrest, know CPR and know how to operate the machine. I often joke that it is ranger proof. The AED is controlled by a computer chip and follows an algorithm for determining when a shock is advised. There is a voice prompt to guide you through the protocol. I used to hate "the voice." Old paramedics never want to be told what to do, let alone have a machine tell them. But I have come to find that the AED serves as my assistant (especially when working as a solo paramedic) while I concentrate on stabilizing the patient's airway and administering drugs in those first few minutes. The point, however, is that you need routine training.

Do you allow the visiting public to use the AED if they are trained? This is a tough

question. Many proponents of the PAD movement would say yes. They say they should be mounted, in plain view (like a fire extinguisher) for anyone trained to use. I'm a little nervous about making that leap, but then 30 years ago we thought only physicians could perform CPR, so you decide.

The Bottom Line

So initially you thought you might need 25 AEDs. After reviewing the above considerations, hopefully you have a more realistic view. As you can see, the costs can go as high as \$4,000 per unit with training factored in. AEDs do save lives, but only if you can rapidly access the victim. Not every park unit needs an AED, especially if your area has first responders nearby who can reach your facility reasonably quickly.

The wilderness and backcountry probably won't see improved outcomes in survivability because reaching someone in sudden death in less than 10 minutes is rare. We don't need an AED in every government building in every park. That would be unreasonable.

One important consideration, possibly not assessed in your needs evaluation but mentioned by President Clinton in his executive proclamation, is that we need to do this to protect the lives of federal employees. And maybe that's the best reason right there. At Grand Canyon, the first AED purchased in 1990 was after the sudden death of a maintenance employee while riding a snowmobile on the North Rim. Response from the South Rim took over 25 minutes and was too long to make a difference. Since then Grand Canyon has had five AED saves. These were park visitors given a second chance at life. I've had two employees die in my arms; I don't want another. Maybe that last AED, bought with end-of-the-year funds, will ensure that never happens³. □

¹ The "Chain of Survival" stands for Early Access, Early CPR, Early Defibrillation, Early ACLs and is the emergency cardiac care goal of improving out-of-hospital sudden death survival.

² With medical director approval

³ The OFS call for FY02 submitted by Ranger Activities included \$3 million for the purchase of AEDs for parks.

Sherrie Collins is the emergency services director at Grand Canyon.

The Pacific West Regional Resource Protection Initiative

By Bob Martin

Redwood National and State Parks

Rangers oftentimes find themselves facing the dilemma of balancing visitor use management with resource protection. The Pacific West Region has taken steps to address this issue, and one day it may culminate in a national strategy.

At the Pacific West Region's Chief Rangers Conference in 1997, concern was shared about the condition of NPS resources across the country and our inability to adequately address the increased pressures on these resources from poaching, looting, vandalism and other illegal activities. Addressing the group of over 120 chiefs and field-level protection supervisors was Regional Director John Reynolds. A common thread in his talk was improving the level of care we afford our resources. Closing out his comments he stated, "...bring your intellectual capital back into the game, create the talk of the NPS' future and walk it." Over the ensuing years many meetings and phone conferences took place, position papers prepared and plans put in place to address the issues.

The PWR Position Paper: "Resource Protection – A Team Approach to the Dilemma"

National park rangers are responsible for a myriad of enforcement and emergency services duties, as well as other non-emergency functions. These include search and rescue, emergency medicine, resource management and trails work, structural and wildfire suppression, public relations and information, traffic enforcement and patrol, safety and health inspections, investigations of people crimes, supervision and management of personnel and programs, and resource protection. The visitor-related incidents occurring in parks demand much attention of our limited workforce, while the very reason the parks were created, their nationally significant resources, are not properly protected.

The NPS' 1991 Report on Wildlife Protection Needs Assessment disclosed that 105

different species of wildlife, including threatened and endangered species, are being poached in nearly half of our national park areas. The report emphasizes that the detection of incidents is perhaps more a result of the size and amount of patrol time of a park unit's protection staff than an accurate reflection of the extent of poaching activities. Many in the NPS protection field think the numbers cited in this report are low. Studies conducted in remote areas of Idaho indicate that for every one poaching case investigated, 40 cases go undetected. That same study revealed that adequate evidence (enough to prosecute and convict) was found in only one of every 200 known cases of wildlife poaching. Similarly, studies conducted by the California Department of Fish and Game disclosed that only 2 percent of all poaching cases were even detected by their wardens. In 1992 a similar report, "Native Plant Protection," indicated that 99 species of plants were being illegally taken from 41 units of the NPS. These reports, and recent reports from the Department of the Interior's Inspector General, the National Academy of Sciences and the GAO all found NPS resource protection efforts woefully inadequate.

With the levels of commercialized poaching, looting, pot-hunting, grave robbing, etc. occurring on our park lands, something *must be done* — and soon. Resources are the very reason that NPS areas were established. If we fail to address this issue, the resource may be so radically altered that some units may no longer be worthy, or eligible, for national park status. One NPS unit, Fossil Cycad National Monument in South Dakota, was decommissioned after its resources were plundered to such an extent that it was no longer worthy of national "protection."

To address this dilemma, we proposed the following:

- Insist that park managers and protection staffs place a heavy emphasis on protection of their park's resources.
- Ensure that all resource management and science initiatives include a resource

protection element (law enforcement staffing and support) to address the real-time enforcement and protection issues occurring across the service.

- Fund advanced resource protection training. Rangers going through basic law enforcement training at FLETC and at Seasonal Ranger training courses should be given more thorough training in resources protection.

- Create, fund, equip and train resource protection specialists or dedicated resource protection teams in parks or subclusters of parks with significant man-caused resource protection problems.

- Create a "For Future Generations" educational initiative to educate the public through park interpretive, outreach and environmental educational programs on NPS preservation issues, illegal commercialization of park resources, park use ethics and resource protection efforts.

- Fund a toll-free national "Report a Park Resource Violator" hotline, as well as fund a reward system.

- Train all park employees as to their resource protection responsibilities.

Actions to Implement Initiative

Here's what's happening so far with our Resource Protection Initiative (RPI):

Regional Director John Reynolds sent letters to all protection rangers and park superintendents advising them of our resource protection concerns and asking for support to ensure RPI remains a high priority. In a letter to PWR superintendents, Reynolds stated, "I am asking the Ranger Activities Council to meet with the Natural Resources Advisory Committee within the next year to jointly identify opportunities for collaborative resource protection efforts. It will be a very high priority for the coming years. The implementation of these recommendations will serve to enhance our overall ability to protect our valuable park resources. I was very encouraged to see protection rangers as well as other disciplines seriously engaged in this process."

The outcome of PWR director's request was the "Resource Stewardship – Rebuilding a House Divided — The Pacific-West Region's Resource Stewardship Strategy for 2000 and Beyond." This document, developed by an interdisciplinary group of chiefs

of resource management and protection, is meant to provide guidance and ready reference to the superintendent and division chief. It contains a series of articles that cover a wide range of topics, with chapters entitled Resource Protection Planning, Funding the Resource Protection Function, Improving Resource Protection Through Position Management and Performance Management, Changing the Culture From Within and Getting the Word Out. The aforementioned "PWR Resource Protection Initiative" and the "PWR Resource Strategies" are available on the Internet. Simply go to http://www.redw.nps.gov/pro/pwr_resource_protection_initiative.doc where you can download the Resource Protection Initiative. You can go to http://www.redw.nps.gov/pro/pwr_resource_strategies.doc for a copy of the RP Strategies. Comments and suggestions for improvement are welcome.

Another exciting aspect of our protection initiative is the development of a series of specialized resource protection courses designed to adequately prepare rangers and other key personnel for their resource protection mission. Course titles include Introduction to Resource Stewardship; Resource Stewardship for Protection Rangers; Intermediate Resource Protection; Advanced Resource Protection; Interdisciplinary Resource Protection and Resource Protection Strategies for Program Management. Several of these course are offered now and others are in development. These courses have been supported by the Intermountain, Alaska and Pacific West regions. To receive more information on these courses, go to http://www.redw.nps.gov/pro/pwr_resource_protection_courses.doc.

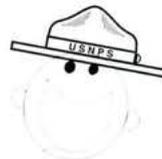
Bob Martin has been an ANPR member since his first season with the NPS in 1981. He has served in various field ranger and leadership capacities in a wide variety of parks in Virginia, Pennsylvania, Mississippi, Alabama, Washington, Alaska, Utah and California. He has developed and instructed resource protection courses, served as a guest instructor at FLETC, addressed national and international professional conservation officer organizations and written articles on resources protection. He holds a bachelor's degree in criminal justice management. Currently Martin is chief ranger at Redwood National and State Parks. He wrote this article on behalf of the Pacific West Region Ranger Advisory Council.

"Too often, enforcement is looked upon as a necessary evil, even as an anachronism that must be accepted simply because it exists. Nothing can be further from the truth. Without adequate law enforcement, the finest research and management will have little or no effect in protecting the resources. Scientist and manager alike must realize that wildlife (and this could also be said for other resources as well) depends on three-way teamwork, and must help give enforcement the stature and tools it needs to operate. Enforcement officers tend to feel alienated to some degree because they are not always considered essential or professional. If law enforcement is to meet present, let alone future needs, it must receive administrative interest commensurate with . . . its importance as a member of . . . the team."

— William B. Morse
The Wildlife Management Institute
Portland, Ore., 1973

While written 25 years ago, the above words hold true today. Rangers care about the resources. It is the resources that attracted us to work in the NPS. It is incumbent that all future national resource management/protection initiatives include the need for law enforcement as a vital link in the NPS' Resource Management/Protection Strategy. Protection rangers are the agency's visitor use managers, educators and resource protectors. We, along with other groups within the NPS, have a vital role to play in steering the agency into the future. □

We need your ideas!



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
or to 26 S. Mt. Vernon Club Road
Golden, CO 80401

"I know that my recreation choices can cause damage even though my intentions are only the best."

(see article on page 2)

Junction School receives much-needed facelift

By Ellen Little

The Junction School obtained its historical significance as the place where, in 1912, 4-year-old Lyndon Baines Johnson began his formal education and where he returned as president to sign into law the Elementary and Secondary Education Act in 1965. It was a classic Johnson gesture, tying sweeping national reform to the places and experiences that had profoundly influenced him “back home.”

The Junction School, built in 1910, was modified several times to accommodate changing needs, including one stint as a private residence. In 1972 the National Park Foundation purchased the property for the park. It was repaired and stabilized in 1978, and all non-historic additions were removed. Over the years it had received so little preservation work that it became necessary for an extensive restoration to preserve the structure.

The fee demonstration project to rehabilitate the school to its 1912-1920 appearance began in March 1999; it was completed in May 1999. Ray Moore, buildings and utilities supervisor, and John Ryan, exhibit specialist, were responsible for overseeing the project and providing technical assistance.

The now-renovated Junction School is an



Katie Deadrich sits alongside President Johnson when he signed into law the Primary/Secondary Education Act in 1965. She was his first teacher.



Left, workers help restore the historic Junction School at Lyndon B. Johnson NHP. Above, the renovated school hosts heritage groups and workshops. All photos courtesy of LBJ NHP.

important part of the LBJ National Historical Park education initiative. Last summer two teacher workshops and a special two-day cultural program featuring teachers from Central America were held on site. The park intends to make the facility available for heritage-based community events such as “My History is America’s History,” a program initiated by the National Endowment for the Humanities, and to further expand interpretive opportunities.

Today’s visitors learn about the Junction School as they pass by on the park tour buses. In the future they will have the opportunity to spend more time at the site to reflect on this important piece of the LBJ story.

We owe a lot to President Johnson. He changed our lives as he changed our history, and it all began on a small homestead outside Stonewall, Texas. The hardships he faced growing up in a small rural area helped to

mold his character. His family ties gave him the values he held toward family and the elderly. His educational struggles gave him strength to make a difference so others wouldn’t have to struggle. His environmental policies helped protect us with clean air and clean water. He changed the way we think and act toward our environment as he strengthened our National Park System.

In his State of the Union address in 1965, Johnson said:

“A President’s hardest task is not to do what is right, but to know what is right. Yet the Presidency brings no special gift of prophecy or foresight. You take an oath, step into office, and must help guide a great democracy. For me, the answer was waiting in the land where I was born.”

The Junction School, his birthplace and boyhood home, and the ranch Johnson loved so much with the famous Texas White House, all are part of the legacy he entrusted to the NPS. The fee demo program has helped to preserve this legacy for future generations. □

Ellen Little has temporarily left the NPS and is teaching eighth grade science in Del Rio, Texas. She volunteers in interpretation at Amistad National Recreation Area, and also helps the educational division with curriculum-related activities. She hopes to return to the Park Service soon.



SUPER CONCERNS

Editor's Note: This column allows superintendents to briefly outline their top resource/management issues. Rather than dwell on famous historic events, natural wonders or budget limitations, we hope to offer new insights to individual parks and show the challenges of field management. To contribute to this column, contact the editor at fordedit@aol.com.

By Eddie Lopez
Zion National Park

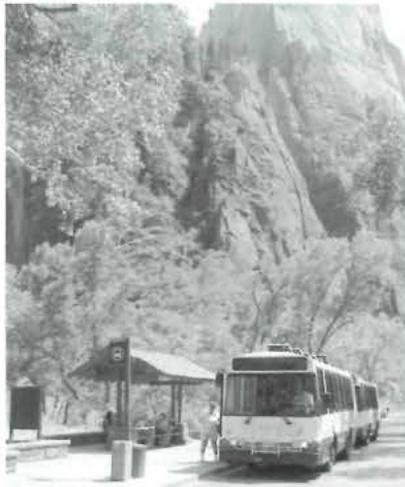
After years of planning, countless hours of staff time, substantial ground disturbance, and millions of dollars, Zion National Park unveiled a new transportation system May 26, 2000. Along the way, park staff and the public speculated, "Will all of this effort be worth it?"

The new system not only transports people, but also has fundamentally changed the way people use and understand the park. Visitors who now want to experience the main canyon must park at the new Zion Canyon Visitor Center just inside the south entrance, or park in the gateway town of Springdale and take a free shuttle to the Visitor Center. From there, propane-powered shuttle buses then transport visitors along the six-mile scenic drive, stopping at eight locations along the way. Towering cliffs hug this winding stretch of road. The canyon narrows in places to less than a quarter mile wide. Before the new system was in place, thousands of cars crowded this narrow canyon each day. Shuttle buses now run at set intervals during the busiest time of the year, March through October.

Why did the park take such a leap of faith to sever the connection between humans and their cars? Are the impacts of a major construction project within the boundaries of Zion a fair trade-off to address the ongoing resource damage and degradation of the visitor experience occurring up canyon?

The road systems constructed within national parks in the 1920s were built mainly for private automobiles and minimal use. This was effective until the 1950s when tourists began overwhelming parks and impacting resources. Soon after this, Mission 66, a program to improve the infrastructure in national parks, was initiated to improve roads, campgrounds, picnic areas and park facilities. Even at this early stage, there was controversy over the disturbance of natural and cultural resources by the ever-increas-

Zion Transportation: Cutting Edge Technology or Double-Edged Sword?



ing number of visitors to park areas. The dual park mission, first to protect and preserve the natural resource, and second, to provide for their use and enjoyment, seemed an impossible task.

Zion's visitation over the last 10 years has continued to increase at an average of 10 percent per year, with close to 2.5 million visitors in 1999. This equates to more than 800,000 autos driving through the park each year. With limited parking in the main canyon, resource damage was significant. Vehicles frequently trampled roadside vegetation, exhaust fumes degraded air quality, and the natural soundscape was almost nonexistent due to the noise of constant traffic. Even in the 1977 master plan, a shuttle system was suggested as an alternative method of transportation. The traffic was so heavy on Zion Canyon Scenic Drive, many visitors were limited to driving through, looking unsuccessfully for parking, then leaving without a chance to enjoy the outstanding hiking trails and off-road beauty of Zion.

This is where we get back to the two-fold mission of the National Park Service. Daily, Zion was experiencing extensive resource damage created by over 2,000 cars competing for a total of 300 parking spaces within the main canyon. To address this issue, a design was developed for the construction of a new visitor center, which would displace two loops of a very popular campground; a 21,500-square-foot bus maintenance facility that replaced over five acres previously used for park maintenance storage; and shuttle stops throughout the main canyon.

What are some of the impacts that were to

follow? In addition to the visual impacts on the resource, there were impacts to the park staff. Hundreds of hours have been spent in planning meetings, design concept reviews, and the development of an environmental assessment. The entire park staff played a key role in completing projects directly related to the transportation system.

Now that the system is operational, it is our Maintenance and Resource Management Divisions that feel the brunt of the new workload on a daily basis. Resource Management is faced with revegetation of disturbed areas and the upkeep of thousands of native plants and grasses planted as part of the construction contract. The Maintenance Division takes care of a new visitor center, a large irrigation system, two additional comfort stations and shuttle stops throughout the main canyon. Another large impact, until federal highway funds are available, is the need to temporarily repair our park roads due to the change in use. After just one season of shuttle bus use, the roads have begun to show signs of serious degradation.

In its first season of operation, it may seem that the impacts are weighing heavily on a more negative side. However, many of these impacts are temporary. Although every division has a list of added responsibilities with the changes that were made to implement the shuttle system, most will agree that the shuttle is crucial to the protection of the resource. Although there are some visitors who still would prefer to drive through the park in private vehicles, the majority of responses overwhelmingly support the system. Traffic gridlock has been eliminated, the roadside vegetation is recovering, and air quality has improved. With less noise in the canyon, hikers can hear the water running and the birds singing.

Zion broke ground Aug. 21, 1998, for a new visitor center. Two years later Zion is an extraordinary example of the cutting edge of technology while continuously confronting the double-edged sword. Even though the impacts to the resource and staff have been significant, the decision to implement a transportation system in Zion National Park has exceeded our expectations. □

Eddie Lopez is assistant superintendent at Zion National Park.

ANPR ACTIONS

Housing Issue

ANPR President Cindy Ott-Jones sent this letter to NPS Director Stanton in mid-October 2000:

We greatly value the relationship that the Association of National Park Rangers (ANPR) has developed with you and the National Park Service over the last 25 years. We feel the attendant opportunities we have been granted to comment on policy matters have given our membership a voice in guiding and strengthening the Service and its Mission. In the spirit of that representation we take this opportunity to comment on the new and improved *Draft Director's Order (DO) 36, Servicewide Housing Guideline*.

Before commenting on the guideline itself, we think it is important to state for the record that in general the NPS Housing Program would be unnecessary if the NPS could staff parks with personnel who provide critical services 24 hours per day. Because this obviously is not feasible, the *only* effective option is to provide quality, affordable park housing for these personnel in appropriate locations that would allow them to effectively respond, in a timely manner, to threats against resources and visitors.

Rather than commenting on individual words or phrases in the draft document, we are more concerned with the overall tone of the guideline. We are confident that as long as the desired outcomes of DO-36 support the basic mission of the NPS, as is defined in Title 16 United States Code § 1, then competent employees of the NPS can wordsmith this Director's Order to achieve those desired outcomes. However, we do have some concerns as to what the desired outcomes of the current *Draft Director's Order 36, Servicewide Housing Guideline* are.

The NPS has always supported resource preservation as its top priority, and should utilize its Housing Program to primarily preserve park resources and assure visitor safety. This revision of DO-36 should set these "true" needs as a priority result, and not assess the success of this policy simply based on the quantity of reductions in park housing nationwide.

One primary concern we have is who will

prepare the *Reference Manual (RM) 36, NPS Housing Management Handbook*? Many of our members have voiced the perception that these guidelines and policies will be formulated with minimal representation by those with the greatest knowledge on how NPS housing directly supports resource preservation – the required occupants. Since many of the specifics that will implement DO-36 will be found in RM-36, we believe that a broad spectrum of NPS employees, including a group of these required occupants, could formulate a document that best represents Servicewide housing needs in support of the basic mission of the NPS. If the internal NPS rumors that RM-36 will be

ANPR is working on a letter about the Cultural Resource Challenge. Look for details in the next *Ranger*.

prepared by a single regional NPS housing office are correct, we believe this would be detrimental to the process. Alternatively, we would be happy to provide a group of ANPR members, with personal and professional knowledge related to the NPS Housing Program and Required Occupancy issues, to assist with the preparation of a draft RM-36.

Additionally, a cross-section of employees should be assembled into a Housing Policy Advisory Group (officially established in the RM) which would assess policy effectiveness and suggest modifications as needed. This advisory group should include employees from all levels from field personnel to upper level management.

Probably the biggest issue we have regarding Draft DO-36 is in the details of the definitions of the terms used in the document. The presumption of what these terms may mean causes us great concern given the power vested at the park superintendent level to establish the definition and quantify "reasonable levels." These "reasonable levels" include the level of protection, protocols for response, reasonable responses for parks, and reasonable level of deterrent protection. While we do not discount park managers' need to be involved in the process for

individual parks, our concern remains as to what process will be used to quantify these "reasonable levels" and define such terms. Also, what does the term "emergency" mean in relation to the number of employees living in parks? In the housing contract assessments done in 1998, only life/safety emergencies were considered as qualified to justify NPS housing. Is this an accurate or acceptable definition of "emergency" for an agency whose primary mission is resource preservation? We think not, and we think a group representing a greater diversity of disciplines would have defined "emergency" in more accurate terms for the NPS.

While life/safety emergencies can be accurately quantified in parks, resource preservation emergencies are very seldom detected, and are therefore hard to quantify. There is not much science applicable to support this assertion, and what has been done is isolated to the resource preservation emergency of wildlife poaching. One study in remote portions of Idaho revealed that for every wildlife poaching case investigated, 40 wildlife-poaching cases go undetected. This study also found that in only one of every 200 known cases of wildlife poaching is enough evidence located to prosecute and convict the violator. Similar studies conducted by the California Department of Fish and Game revealed that only 2 percent of all poaching cases were even detected by their wardens. One can only imagine how these numbers roll up when considering all NPS resource preservation emergencies for plants, animals, and minerals, and cultural, archeological, and paleontological resources. Our point here is that if resource preservation in perpetuity is *truly the overarching priority of the NPS*, then a "reasonable level of deterrent protection" would logically have to quantify with a high number if an objective and consistent process were used by all superintendents. And a high "reasonable level of deterrent protection" should logically translate into additional NPS Housing placed in strategic locations throughout parks. Consistently defining the terms in

(continued on page 26)

The Professional Ranger

Interpretation

Many of you attended the Discovery 2000 conference; many of you who didn't attend undoubtedly learned much about the conference through a variety of ways. Discovery 2000 was by design intended to be thought provoking long after the conference ended.

There were many sessions that were indeed successful at provoking much thought and dialogue - and virtually every session regardless of whether it was in the education, leadership, cultural, or natural resources track connected to interpretation. One session in particular prompted me to think about the future of interpretive/educational programming in parks a little differently.

Dr. Gary Machlis of the University of Idaho, visiting chief social scientist for the National Park Service, presented sessions on key trends in the near future. Consider the following information from the booklet, "A Look Ahead, Key Social and Environmental Forecasts Relevant to the National Park Service," prepared for the Discovery 2000 conference:

► The number of Americans is expected to increase 8.9 percent in the next ten years, from 275.3 million to 299.8 million.

What will this increase in population mean in terms of visitation to National Park System sites? What types of pressures will this increase pose on our resources, facilities, and services?

► While the population of younger Americans, ages 5-7 and ages 18-29 is expected to remain relatively the same, the number of older Americans is projected to increase. In 2000, Americans 55 or older number 58.8 million. In 2010, the projected 27.7 percent increase will bring that number to 75.1 million. Older Americans will comprise a quarter of the population.

How will this demographics shift affect visitation? As more older Americans visit parks, what types of programming will parks need to offer to meet their needs?

► The ethnic diversity of the country will also change. It is expected over the next ten years, that the number of African Americans will increase by 14.7 percent, Native Americans by 21.7 percent, Hispanics by 39.3 percent and Asian and Pacific Islanders by 40.7 percent.

What can parks do to ensure that the stories they tell are inclusive and reach out to the broadest number of people? What types of programs and recreational activities might parks consider to reach out to an ever-diversifying population?

► The number of disabled Americans is expected to grow from 4.1 million to 5.6 million, an increase of 36.6 percent.

As the number of disabled Americans increases in the U.S., so too will the number of disabled people visiting national parks. What types of recreational opportunities and programs might parks develop to reach out to this group of Americans who have a wide range of physical and/or mental impairments?

As Dr. Machlis was quick to point out, these are predicted trends and of course, subject to change. The point withstands, however, that as the American population changes, so too does the visitation across the National Park System. What do we need to be thinking about to reflect these trends and meet changing needs and demands? Do we consistently consider such trends in our planning efforts?

The statistics above are just a few from Machlis' presentation; there are others about increasing households and pressure on land, growth of gateway communities, etc. They are all important for park managers to incorporate into their thinking and planning. The trends this article presents are ones that will have an impact on interpretation in the relatively near future. If we as a profession strive to make our resources relevant to the largest number of people so as to encourage resource stewardship and protection, they are trends we need to think about and act upon soon.

For more information, contact the National Park Service Social Science Program at 202-208-5391.

— Tina Orcutt
Booker T. Washington

Resource Management

Last time in this space I suggested that the FY2001 budget for the **Natural Resource Challenge** (NRC) could go either way, depending upon the mood of the House-Senate Conference committee. You'll recall that the House offered \$9.4 million and the Senate \$10.8 million. I'm happy to report that the Conference Committee was more generous than we could have hoped for, resulting in a whopping \$15.25 million base increase for NPS natural resource programs. The President signed the Interior appropriations bill, which to many people's surprise, passed early, had few riders, and hosted few political battles despite (or perhaps because of) it being an election year.

The Service was to have revealed details of the **Cultural Resource Challenge** (CRC) at its planned cultural resource conference last May, but that meeting was postponed until this winter (see www.cr.nps.gov/cr2000/ for an update) when it became clear that bringing hundreds of NPS people into Santa Fe for a meeting immediately after the Bandelier fire would have been politically ill-advised. For the longest time it was almost impossible to pry any information about the CRC out of the small group of people "in the know." That changed when draft (but highly polished) copies of the CRC proposal were distributed at the big NPS Discovery 2000 conference in September. Conspicuously absent from the draft, however, were the proposed budget numbers, and those remain known to only a few. Reliable rumor suggests that the scale of the CRC will be twice that of the natural resource challenge. As with the NRC, until people not just understand, but are brought into the initiative as owners and stakeholders, there won't be much interest. We certainly need to invest more in cultural resources but we'd have been better off, in my opinion, had we sponsored a single "Resource Challenge" rather than do it this way. Spread out over several years, the enthusiasm is diluted, and there's an unfortunate element of competition between cultural and natural. The hope, nonetheless, is to have the first elements of the CRC as a major component of the FY2002 budget.

The long-awaited replacement **software for the Resource Management Plan** (RMP) is moving along; a contract is expected to be let this winter and the tentative target date

for servicewide implementation is November, 2001. While the future of the RMP itself – the plan, as distinct from the software – remains in limbo, the software sounds like it will really be a help to parks. It will resurrect the best functions of the old RMP software while linking with all the modern servicewide software programs. I'm told (by Gary Mason of WASO natural resources, co-project manager along with Lincoln Fairchild of cultural resources) that every one of the critical functions identified by an interdisciplinary task force last year will be in the new program. That means it will, amongst other things, allow for more detail than PMIS or OFS, have short abstracts for direct importing into those programs, provide for project/budget/accomplishment tracking after a project is funded, account for non-NPS funds, and have text and resource-management-specific field search capabilities. Most importantly, in this era of sloooooow internet connections that bind up everyone using those other programs, RAMS (the new acronym, although I can't tell you what it stands for!) will be fully functional on local computers and exchange data with the PMIS and OFS in batch mode. So you won't have to work nights and weekends to assure that you can get data into the program.

In last summer's column, I discussed a lawsuit challenging the **Section 106 regulations** for cultural resource compliance. While there has yet to be a ruling in that suit, the Advisory Council for Historic Preservation (ACHP) is taking steps to assure continuity in the event that the regulations are thrown out by the court. The Council is suspending the current regulations and immediately adopting them as guidelines pending the adoption of new regulations. What does this all mean? It would appear that the ACHP is scared, and taking every legal angle it can to see its will be done. The Park Service has announced that it intends to treat the guidelines as if they were regulations, so there won't be any real affect at the park level. One interesting aspect of the new regulations, scheduled to be adopted in November, is an attempt to better integrate and coordinate the NEPA and Section 106 processes, particularly as they affect cultural and natural resources and values in the national park system. For more information, check out the Council's web site at www.achp.gov.

— Bob Krumenaker, Valley Forge

Protection

Ranger Stuart Schneider Honored in Washington at 2000 Harry Yount National Park Ranger Award Ceremony

The banquet rooms at the Officers Club in Fort Myer, Va., are themselves a picture of elegance. Elaborate lighting, crisp linen tablecloths, candles of the richest hues, and fine artwork have been carefully emplaced to provide the perfect setting for grand occasions. But last Aug. 25 the focus was on something different in the room.

On a table near the speaker's podium sat a tastefully sculpted bust of an historical figure. The sculpture honors a man with whom I would have liked to share a cup of coffee and listen as he recounted tales of how it was in the old days. Here was a piece of bronze into which the artist thoughtfully and beautifully etched real human traits to reveal the resourcefulness of a true woodsman and create a lasting tribute to the one it personifies as well as all those like him.

The statuette depicts the bust of Harry Yount, the first National Park ranger. The occasion was the presentation ceremony for the 2000 Harry Yount National Park Ranger Award.

The Yount Award program was initiated in the Midwest Region in 1992 and then



Stuart Schneider, left, accepts the 2000 Harry Yount Award. Pictured on the right is NPS Director Bob Stanton.

nationally in 1994 to recognize those rangers "whose overall impact, record of accomplishments and excellence in traditional ranger duties have exceeded normal expectations, and who reflect initiative, imagination, perseverance, competence, resourcefulness, dedication and integrity."

The Park Service issues a fair number of awards to rangers every year, and each, I'm sure, is significant, and I don't wish to diminish them in any way. But the Yount Award is different. There is no other way to say it: this award truly is special. Its purpose is to celebrate the very roots of *rangering*, and it identifies those individuals who champion the *traditional duties* of those early-day rangers who came before us. The Yount Award is a ranger's award.

Perhaps what gives the Yount Award its depth of meaning is that it's peer-driven. Recipients are first nominated by fellow rangers and then selected from a pool of fellow rangers by fellow rangers. Each year a recipient is chosen from each region to receive a regional-level award, and from these regional recipients, one ranger is honored as the recipient of the national level award.

This year that one ranger is Stuart Schneider. A steadfast advocate of parks and wild places, Schneider began his National Park Service career in 1979 as a seasonal campground ranger at Ozark National Scenic Riverways. Since that time, he has served at Rocky Mountain, Hovenweep, Zion, Great Sand Dunes (where he was chief ranger for eight years), and Niobrara National Scenic River, where he recently assumed the duties of chief ranger.

To an audience of his family and several fellow rangers, as well as Director Stanton, *(continued on page 28)*

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ANPR Reports

Board Meeting – October 2000

The ANPR Board of Directors met for its mid-year meeting Oct. 27-29, 2000, in Phoenix. All members were present except for Mike Caldwell, board member for Membership Services. In addition, Business Manager Jim VonFeldt and *Ranger* Editor Teresa Ford attended.

The board discussed:

- updates from each member
- promotional items — sale of old items and plans for 25th anniversary items
- possible special events for the 25th anniversary Rendezvous in 2001
- nominations for upcoming board vacancies
- National Park System issues to pursue
- a proposed part-time executive director for the organization
- professional development and training sessions for the next Rendezvous
- a member proposal to change the name of ANPR (see pages 24-25)

— Teresa Ford, *Ranger* Editor

Retirement

Beneficiaries — Definition: 1. One who receives a benefit. 2. *Law.* The recipient of funds, property or other benefits from an insurance policy, will, trust or other settlement.

Question: Do you know who inherits (benefits from) your property when you die? How long has it been since you checked your insurance policies, Thrift Savings Account, bank checking accounts, CDs, and safety deposit boxes, stocks, property titles (including house, vehicles, etc.)?

Insurance Policies: Owners of insurance policies normally have spouses or other loved ones (other than minors) as beneficiaries of their insurance policies. These beneficiaries get the cash from the policy, tax free, but the policy amount is still part of the deceased estate. If the policy was taken out years ago or is a FEGLI policy it would be wise to check just to make sure you have the person you want as the beneficiary of the policy.

Thrift Savings, CSRS or FERS Basic Pension or IRAs: When you first signed up for these or any other 401(k), 403(b) or IRA,

you were required to name a beneficiary. Have things changed since, i.e. a divorce, death of a spouse, etc.? Or have you made a new will or revocable living trust changing heirs? What happens if the beneficiary predeceases the owner of the 401(k)? Is there a named successor or contingent beneficiary? Regardless of how your will or living trust reads, whoever is named as the beneficiary on the insurance policy or retirement plan inherits the money.

Minors Inheriting Money: There is an unintended result waiting to happen to folks who otherwise have all the bases covered with a solid financial plan that includes a thoughtful and properly executed will or revocable living trust. If a minor has been named as a beneficiary and comes into an inheritance, the courts will set up a trust to manage the money until the minor reaches the age of majority. Furthermore, all expenses of court action and future management of the inheritance will come out of your estate, hence less money than you intended for the benefit of that child.

Living Trusts and Beneficiaries: Besides the advantages gained by living trusts such as avoiding probate, they also provide a way of distributing your inheritance the way you intended. These trusts can be made the beneficiary of the above mentioned retirement plans. For instance, you have minor children and you want them to benefit by your IRA. With a revocable living trust as the beneficiary of your IRA, upon your death, the trustees of the trust then manage the IRA for

the children until they reach the age of majority or at whatever age the IRA owner has declared within the trust.

(As suggested options: For insurance policies and ROTH IRAs — the primary beneficiary could be the Trust with the spouse as the contingent beneficiary; for pension plans, TSP and traditional IRAs, the spouse as the primary beneficiary would have the opportunity to roll the IRA into his/her name for longer tax deferral.)

Fedweek: A great website is www.fedweek.com. This is a site for federal employees and retirees. All of you should subscribe to their free weekly, "Retirement and Financial Planning Report." This is an informative newsletter with articles on TSP, financial planning, wills, trusts, college funding, tax planning and other subjects aimed at the federal employee and retiree. Fedweek also offers some inexpensive pamphlets on retirement subjects. They provide excellent advice and I highly recommend them.

Next May the TSP will finally introduce two new index funds. The next Retirement column in *Ranger* will discuss these new funds and their place in your TSP. □

— Frank Betts, Retired

Looking for a non-monetary award for a key employee?

Give a gift membership to ANPR, which includes a subscription to *Ranger* magazine.

See page 27 or inside back cover for details.

ANPR Nominations and Elections

ANPR members will vote on candidates in December 2000 for these Board of Directors' positions:

- President-Elect
- Fund-Raising Activities
- Membership Services

Nominations were accepted through Nov. 30, with ballots scheduled to be mailed to ANPR members by mid-December 2000. Look for your ballot in the mail, and find the election results in the Spring 2001 issue of *Ranger*.

IRF Update



By Tony Sisto
Pacific West Region

With hippos and crocodiles looking on from a nearby watering hole, IRF President Gordon Miller opened the Third World Congress of the International Ranger Federation at Kruger National Park, South Africa. Represented at this Congress (Sept. 10-17, 2000) were more than 300 rangers from 58 countries, showing a continuing increase in participation from the first two Congresses in Zakopane, Poland, and San Jose, Costa Rica.

On this first day, most rangers were in their respective park uniforms, presenting a dappled pattern of dark green, gray and khaki under a cloudy African sky. I, along with over 30 other ANPR members from the United States, watched the outside flag-raising ceremony and welcoming speeches from South Africa National Parks Director David Mabunda and South African Environmental and Tourism Affairs Minister Mohammed Valli Moosa. From these speakers, the Third World Congress had begun on a high note of solid understanding and support for world parks. We were welcomed. We were family. And, on the African continent, we were home.

This was the first Congress to be held in a national park. And what a park. Sharing nearly 400 miles of the border with Mozambique and Zambia, Kruger National Park, formally established in 1926, is over twice the size of Yellowstone at 8,000-plus square miles. It's also home to well over half of the mammal and bird species of South Africa. Tony Wilson from Scotland (Scottish Countryside Rangers Association) reached his goal of sighting 200 new bird species during the week of the Congress, most from within our fenced and gated camp of Berg-en-Dal (Afrikaans for "hill and dale"), which served as Congress headquarters.

On early morning game drives with park rangers, many participants saw the "Big Five" mega fauna species (elephant, rhino, hippo, lion, leopard). Most saw all but the leopard, but probably everyone saw giraffe, zebra, spotted hyena, wildebeest, impala, kudu, Cape buffalo and on and on.

With such an abundance of wildlife, keeping continued focus for the week on the



Some of the 33 ANPR members who attended the IRF World Congress in South Africa.

Tony Sisto

conference proceedings itself was only achieved by most participants by 1) getting up at 4 a.m. for the three-hour guided game drives into the backcountry in open vehicles, and 2) by being a captive audience within the electrified fence that surrounded the Berg-en-Dal camp. In short, you don't go outside the fence without an armed ranger guide, or within the strict confines of a vehicle, nor would you want to untrained. This park kills.

Despite this imposed restriction, however, there was more than enough of interest going on with the conference. It began on the first morning with one of the most inspiring and intelligent speeches on the importance of rangers in world protected areas and world wildlife protection that I have ever heard. It was presented by Dr. Ian Player, a world leader in parks and wildlife conservation, and a ranger in South Africa parks for many of his 73 years.

The Congress theme was "The Role of the Ranger Beyond 2000," and the program was centered on the three topics of "Area Integrity," "Communities," and "Ecotourism." Plenary sessions and workshops all were coordinated around these themes. The result on the last day was a written statement synthesizing, as best could happen, the feeling of IRF on these issues based upon participants work. (You may find this statement in the IRF newsletter, or on the ANPR website at www.anpr.org).

However, the six days were more than just a conference, and it would be a disservice to

the conference organizers, the Game Rangers Association of Africa, to simply report on the linear results of the program (see the IRF newsletter for other particulars of the conference). Of more relevance to this report, there was at this Congress, as at the others, a powerful sense of sharing, of renewal, of belonging. Rangers who had often worked isolated from other peers in neighboring countries suddenly found a world of shared believers and professions, no matter language, culture, skin color or education. As in Costa Rica in 1997, rangers from countries of the host continent found themselves at a unique gathering at one place together, often for the first time. Everyone was enriched. No one left poorer.

Ranger Barbara Mertin of Austria made a digital recording on her portable Panasonic of the entire conference for developing a conference "business card," as she called it, to share with other world rangers. Her recording of the "c-click" sounds of the Xhosa language, as spoken by retired South African Ranger Trevor Dearlove, will be a permanent reminder of the conference diversity. Naftali Macharia Kio of Kenya on a bus ride gave his seat companion a lesson in African language commonalities: "tree" is *mti* in Swahili, *muti* in Kilunyn, and *imiti* in Zulu. Standing in line for another evening feast at the Berg-en-Dal, a Ugandan ranger remarked that South Africa "is a very developed country. To know Africa, you must come to Uganda. It is not like this."

Juan Carlos Gambarotta of Uruguay (and the new vice president of IRF), on an early morning game drive, remarked in awe, "What a wonderful country. Large mammals, so many birds, wildlife everywhere."

And Fiona Smith of Parks Victoria, Australia, summed up the conference in a presentation: "From wombats in Australia to elephants in Botswana, the ranger in the field is the common link that helps to put conservation theory into practice."

The International Fund for Animal Welfare, through a generous grant of \$60,000 US, provided for the attendance of nearly 30 rangers from African countries. All 23 African countries present signed up for membership in the Game Rangers Association of Africa, making it for the first time truly an association for all of African rangers.

On the last day, as five giant buses gathered, rumbling their engines like strange beasts from beyond the electric fence, participants milled about in small groups, saying goodbye, not wanting to leave. We had been pampered. Faced with appalling poverty gathered in shantytowns at the border of this fenced park and elsewhere, we realized that the ranger's work beyond 2000 of park and resources protection has to go beyond simple biological diversity. It has to encompass the broad and artificial world of human institutions and contrivances. All of us who work for these institutions in the service of biology now understood this more deeply after the week at Kruger. Goodbyes were hard.

It remains a truth at these conferences that the shared goals of world rangers in protected areas continue to amaze and delight participants. From the professional depth and serious experience of rangers from the front lines of wildlife and resource protection comes, at these Congresses, a buoyant innocence and wonder, a thirst for knowledge and shared experience that transcends culture, race, age, class, language, strength or weakness. The founding of the IRF in 1992, born from the vision and passion of the first IRF President Gordon Miller, has led to this wonderful tri-annual gathering. It is an achievement to not take lightly, with great significance to world parks. ANPR and its members should be both proud and humble at the role it has played in the Federation. □

Tony Sisto is regional chief of concessions in the Pacific West Region. He is a former editorial adviser for Ranger magazine.

IMPRESSIONS OF SOUTH AFRICA

By Meg Weesner
Saguaro

"Africa! The birthplace of humankind! When you go to Africa, your soul knows that it has come home."

These were the words of Ian Player, a founding member of the Game Rangers Association of Africa, in a keynote address to the Third World Congress of the International Ranger Federation.

I was lucky enough to attend the Congress and to spend the two weeks before it traversing the Republic of South Africa from Cape Town in the southwest to Kruger National Park on the eastern border. My traveling companion was Pat Grediagin, district ranger at Dinosaur National Monument. Here are a few impressions from my trip.

South Africa is three times the size of California, and it is just as diverse in its scenery, climate and culture. The Indian Ocean brings a warm current to the eastern shore with coral reefs, forests of tall trees and summer thunderstorms. The Atlantic Ocean brings a cold current along the western coast, making Cape Town feel like San Francisco, even though its latitude is the same as Tucson's. The climate spawns a flora that is unique to the Cape region – the *fynbos*, consisting of many endemic succulent shrubs that can withstand the long summer droughts. Nothing in South Africa – no plant, bird, mammal nor reptile – reminded me of anything I had seen before. Even the night sky,

including the Milky Way, looked different.

There is much to see and do in Cape Town, a city of about 3 million people. I particularly enjoyed the Cape of Good Hope Reserve, the wine country east of the city, and the many museums and gardens. Robben Island, site of the prison where Nelson Mandela was held during most of his captivity, has been open to visitors for only three years, but it is already a World Heritage Site. The setting in Table Bay is beautiful; and the interpretive story, told by guides who were formerly political prisoners, proclaims the triumph of the human spirit over the forces of evil. These sold-out tours attract visitors from around the globe, who hear the message of tolerance, reconciliation, and hope that was nurtured in this prison. At the end of the tour, the guide thanked the citizens of the world for supporting the struggle against apartheid.

Heading east from Cape Town along the coast, we sought the southern right whale, which comes to coastal waters to breed in the southern hemisphere's summer, and the famous jackass penguin, a cute 20-inch tall bird whose call sounds like its namesake. A short drive across the wine country brought us to the Great Karoo, a semi-desert area where we saw our first zebras and several kinds of antelopes. The Karoo National Park is one of nine parks we visited during our three-week visit. The National Parks Board operates visitor centers, lodges, campsites and gift shops and gets 80 percent of its operating budget from income generated in the parks.

We headed south through the great ostrich-farming area of Oudtshoorn and stopped to see South Africa's most famous cave, Cango Caves, which is well decorated but has a long history of tours and damage. Back along the Indian Ocean shore at Tsitsikamma National Park, we walked through towering forests of stinkwood and yellowwood, right next to windy and rocky coasts reminiscent of Oregon or Maine.

Heading inland again to Addo Elephant National Park gave us our first and best views of these pachyderms. A family group walked within 30 feet of our car, and we weren't sure if we should take pictures or



ANPR members Cindy Ott-Jones and Bill Wade.

Rick Jones

OUT OF AFRICA



Photos left and above by Bill Supernaugh; giraffe by Ed Rizzotto; thatch-and-brick bungalow by Tony Sisto.



close the window for safety. Regulations forbid visitors from leaving their vehicles in game areas, and because the large animals are not afraid, one can get really close to dangerous animals.

Climbing the Great Escarpment toward the mountains of Lesotho reminded us of the ranchlands of the western U.S. Windmills turned and cattle grazed, and invasive prickly pear cactus and agaves from North America were weeds. Seeing blackened ground and smoke from fires, started by local people to improve rangeland, made us feel right at home. Royal Natal Park had a large network of trails and welcomed climbers who wanted to scale the cliffs, which were several thousand feet high. Golden Gate Highlands National Park, a sister park to Dinosaur National Monument, has towering sandstone cliffs, a few important fossils, and lots of game typical of the highlands. The rangers there hosted us in fine style with a traditional braai (barbecue), a complimentary helicopter tour of the park, and a ranger-escorted hike into game country.

Our final stop was the 4-million-acre Kruger National Park, site of the Third World Congress of the IRF. The Berg-en-Dal Rest

Camp had great conference facilities, and rangers either camped or stayed in huts with the ever-popular grass-thatched roofs. A tall, electrified fence surrounding the camp kept the tourists inside safe from wild animals, but the vervet monkeys and baboons were smart enough to cross the fence and create mischief. Morning and evening game drives gave most participants the opportunity to see lions, elephants, white rhinos, buffaloes, hippos, zebras, giraffes, warthogs, spotted hyenas, black-backed jackals and many kinds of antelopes. A few lucky folks saw leopards. The South Africans were wonderful hosts, providing cultural entertainment and tasty meat every night.

On my final morning in Africa, I watched the sun rise over the dam at Berg-en-Dal Rest Camp. I then realized that another of Ian Player's memorable comments about the African bush was true – he urged everyone to go out into the wilderness before the sun rises, to take time to connect with Africa's spirit; once you've seen an African sunrise, you know that you must return. □

Meg Weesner is chief of resource management at Saguaro National Park.

Serious About Your Career?

Try the ANPR Mentoring Program

Whether you want to be a protégé or a mentor, the first step is filling out an application. Look for the forms soon on ANPR's website at www.anpr.org. For more information contact Bill Supernaugh, ANPR's mentoring coordinator, at bsuper@gwtc.net.

CLEARANCE SALE! *Everything at great prices!*



SALE ITEMS	ORIG. PRICE	SALE PRICE	#	TOTAL
ANPR coffee mug (ceramic)	\$6.00	\$4.50		
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Croakies (eyeglass straps) - Forest Green, circle style: "National Park Service" or "Park Ranger"	\$4.50	\$2.50		
Rendezvous T-shirts - circle size Ft. Myers - Large only Tucson - M, L, XL and XXL Knoxville - M, L, XL and XXL	\$15.00	\$2.00		
Mousepads, tan with ANPR logo	\$4.50	\$3.00		
Canvas Carry-on Bag - green with tan lettering (National Park Service)- 19x10x10 with two end pockets	\$29.50	\$25.00		
Leather folder, tan with gold ANPR logo in lower right corner	\$19.50	\$15.00		



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CLEARANCE BOX at least 50% off original price	ORIG. PRICE	SALE PRICE	#	TOTAL
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Small Swiss army knife (black, red or blue - circle color)	\$20.00	\$10.00		

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

Do you have requests for sales items at ANPR's 25th Anniversary (October 2001 in Jackson, Wyo.)? If so, please contact Jeannine by e-mail or regular mail.

OTHER POPULAR ITEMS!	PRICE	QUANTITY	TOTAL
ANPR decal	\$1.50		
Cloisonne pin with ANPR logo	\$2.00		
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Hoofnagle Ranger room notecards - winter scene, blank inside	10 for \$7.50		
Can koozie	\$3.50		

Subtotal	
Shipping & handling (see chart)	
TOTAL (U.S. currency only)	

Shipping & Handling (all orders sent certified/return receipt)

Orders up to \$25	\$6.00
\$25.01 to \$50	\$7.50
\$50.01 to \$75	\$9.00
\$75.01 to \$100	\$11.50
Over \$100	call or e-mail for cost
Orders shipped outside the U.S.	call or e-mail for cost

ANPR Board Responds to Member Proposal

Your Board of Directors urges you to review the following proposal (*see next page*) that has been put forth by some of ANPR's active members. It would change ANPR to an all-employee organization and perhaps, change the name to the Association of National Park Employees (ANPE).

Within ANPR we currently have two ways of engaging the membership in dialogue on issues of importance to the organization — exchanges in *Ranger* magazine and discussions at the annual Ranger Rendezvous. This proposal is being published in *Ranger* for your immediate review and discussion with others. It also will be presented by the drafters on the floor of the annual meeting in Jackson, October 2001.

The board urges you to use both forums — letters to *Ranger* and participation in talks at the Rendezvous. During the Oct. 28-29, 2000 meeting the board reviewed a draft of the proposal (some of our discussion points and questions appear below) and won't take any action on the proposal until hearing the discussion at Rendezvous 2001 in Jackson. We need to hear from the membership before action is taken.

Questions to ask as you consider the proposal

Has the mission of our organization changed? We were created to communicate "for, about and with park rangers" for three purposes — to enhance the ranger profession and its spirit; to support management and perpetuation of the NPS and the System; to provide a social forum. Is there still a need for a voice "for and by rangers" and for "a social forum"?

The Ranger name

What is our definition of a ranger? For at least the past decade we have had active involved members, including board members, who were not from the "official" 025 ranger ranks. We've had specialists and managers from natural resources, administration, and concessions, as well as our traditional interpretive and protection rangers and managers. We now have VUAs and park guides who perform many of the tradi-

tional ranger duties, are in uniform, but are not in the 025 series. The public sees all of us in the NPS as rangers, especially those of us in uniform. While those from other disciplines may not have actively benefited from ranger-specific issues (gaining 6c coverage, for example), they saw value in working for the broader issues of the organization (housing; training; criteria for new areas) and in organizing and participating in the annual Rendezvous — the social part of our mission.

Do we continue to be an inclusive organization that welcomes all supporters of park ranger work? Do we need to change the name and mission of the organization in order to be inclusive? If we do want to include all disciplines, do we need to market our intent and make it clearer that all are welcome to join and be active members?

The term "ranger" has an appeal to those outside the NPS and has a marketing value that we are just now beginning to tap into. We have spent the last two years working with the law firm Steptoe & Johnson to get the ANPR logo and name trademarked. The firm has done all the work *pro bono* (\$5,000 value) and we now have a legal trademark. What impact will losing the "ranger" name have in our fundraising efforts?

Membership numbers

Do members join because of the name or because of our actions? We had a peak in membership while we were fighting for the development and implementation of Ranger Careers. Once that issue was won, our membership began to decline. Should we be concerned when we lose members who are only joining for one issue? Membership numbers are still declining but we don't really know why. Will this change make a difference in membership? Not all current protection and interpretive rangers are members — why are they not joining? Informal surveys by board members show a variety of reasons that have nothing to do with the organization such as coping with ailing parents or busy with children's activities and other professional organizations from which to choose (e.g., George Wright, FOP, NAI).

Age of members

We have taken some steps to recruit younger employees. The most established program is that we give a year membership to each new intake and one of our members welcomes

them while they are at Albright training center. Do we need to do more of this type of recruitment?

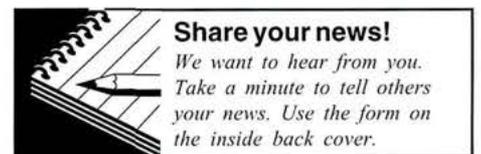
Rendezvous attendance

Should a "social forum" continue to be one of the purposes of our organization? While it is true that attendance at the Knoxville Rendezvous was the lowest we've ever had, it was also the first time we've tried a spring Rendezvous. We were responding to member suggestions for a spring gathering since it is often difficult for the staff in the fall color/hunting season parks to get leave approved. The experiment wasn't successful in terms of attendance from those fall season parks or in overall numbers. Too, our Rendezvous cycle grew to 18 months, our nomination/election cycle was thrown off and, some feel, we lost momentum. The board has decided it was an experiment we don't want to repeat. We are already hearing from members who want to be involved with the Jackson Rendezvous and fully expect a return to our annual fall gathering will help with both membership numbers and more active participation.

Congress

Congress has been very interested in hearing from ANPR on a variety of issues in the past. Rangers are seen as stewards of the parks; as speaking for the parks, not speaking for themselves. Will an "employee" organization have the same response — will we seem to be more speaking for ourselves, rather than the parks? During the past two years we have maintained contact with Congressional committees through our new Special Concerns board position. Congress hasn't taken up any legislation of immediate concern to ANPR, thus we haven't asked the committees for an opportunity to testify.

After reviewing the proposal on the next page and the board comments, please contact board members about this matter. Write to us via e-mail; send a letter to the editor; or call a board member (see back of *Ranger* for addresses and phone numbers). We need to hear your thoughts. □



It's Time to Move Onward

By Rick Gale, Rick Smith and Bill Wade

In a letter to the editor in the last edition (Fall 2000) of *Ranger*, we described a proposal we submitted to the ANPR Board of Directors at the Rendezvous in Knoxville. Moreover, we explained the reasons why the proposal wasn't discussed at that meeting, and that we would provide greater detail about the proposal in this edition of *Ranger*.

In short, we are proposing that ANPR take the bold action to lead the establishment of a more encompassing association of national park employees. For reference, we will use the name "*Association of National Park Employees*" herein to describe this entity; although we aren't necessarily recommending that that name be the final one. What to call it should be part of the discussion.

The proposed action would merge the existing Association of National Park Rangers (ANPR) and Association of National Park Maintenance Employees (ANPME) and create opportunities for NPS employees of other disciplines to be enfranchised under an umbrella organization without having to establish separate associations. ANPR and ANPME would be abolished and would become "sections" of the new Association (see following discussion of configuration).

Proposed Timeframe

This proposal should be put before the assembled participants of ANPR at the Rendezvous Oct. 29-Nov. 2, 2001, Jackson Hole, Wyo. Between now and then, the ANPR president could appoint one or more board members to initiate discussion of the proposal with ANPME. General discussion of the proposal can be considered at the Jack-

son Hole Rendezvous, and the proposal revised to the extent appropriate. It then can be put before the full membership for reaction and suggestions. If agreed to, ANPME could follow a similar arrangement. If approved, incorporation and other legal and business arrangements would follow.

Proposed Configuration of a New Association

Generally, the new association would be open to every employee of the National Park Service and anyone else interested in the professions represented in the NPS; or in the NPS Mission. The new "*ANPE*" would have established "sections" for each primary discipline population in the NPS, along with one for "seasonals." Initially, these sections might be:

- Protection
- Interpretation
- Maintenance
- Administration
- Resource Management
- Seasonals

These sections would operate with semi-autonomy within the larger association to deal with section-specific business and issues. Issues that cross sections, or are in the broader interest of the entire employee population of the NPS, or of the NPS mission, would be taken up by the association, which would represent the membership and/or the NPS in matters such as education, testimony, etc.

Beyond those sections initially established, other populations of employees, including "non-traditional" disciplines or groupings (e.g., fee collection) could "petition" the association for new section status.

The Case for a New Association

► Membership and interest in ANPR have been dwindling over the past several years. It is assumed that a similar situation exists in ANPME. Attendance at annual Rendezvous' has been declining. ANPME was totally absent from the Knoxville Rendezvous after about eight years of jointly attending Rendezvous' with ANPR. There appears to be increasing difficulty to energize the memberships to carry out business and actions. "*ANPE*" could increase the critical mass behind

issues and actions.

► Though data probably don't exist to validate this, the average age of ANPR members appears to be steadily increasing. There are fewer younger, newer NPS employees joining ANPR. This isn't a healthy situation for the association.

► Large employee populations of NPS employees are not represented by any entity other than the NPS itself. Attempts to seek such representation by administrative employees and professional employees ("Park Arts") have failed, largely due to the lack of a critical mass.

► Separate associations representing employee populations in the NPS are, to some degree anyway, divisive in much the same way that disciplines tend to be separated in the NPS. "*ANPE*" could act to unite these disciplines and populations behind certain important issues and actions to the benefit of all employees and the NPS mission.

► An association representing the entire employee population of the NPS could have more clout and most likely would be looked at with more favor (both within the NPS and from the outside) than are the existing parochial associations.

► It appears to be getting harder to retain commitment of ANPR members and even those on the board to carry out the business of the association. Obligations go unfulfilled resulting in additional lack of interest on the part of members.

► It appears that the "standing" of ANPR before the U.S. Congress (and perhaps other entities) is dwindling, as indicated by fewer requests to testify or submit position papers, etc.

► It appears that the sentiment toward the ranger profession among other NPS employee populations continues to fester. ANPR could lead an effort to help heal these differences through establishment of *ANPE* with the purpose of increasing the focus on park protection by increasing inclusion of all disciplines.

We assume that the ANPR Board of Directors would welcome reaction and input to this proposal from any interested person in the form of communication to the president or letters to the editor of *Ranger*. □



You can help.

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

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

National Park  FOUNDATION

All in the Family

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

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

Melanie Berg (GLAC, CUVA) now is a permanent protection ranger at Badlands National Park. Her previous position was a seasonal assistant subdistrict ranger at Glacier. Address/phone: HCR 54, Box 104, Interior, SD 57750; home: (605) 433-5580; badlspitfire@hotmail.com.

Mitch Fong (ROMO, CANY, BOST, ASIS, PORE, SHEN, SEKI, GOGA) has left his park ranger/protection position at Rocky Mountain to work as a special agent with the National Marine Fisheries Service in Vancouver, Wash. He married **Trish Rollin** in September 2000. Address: 1612 NE 66th Circle, Vancouver, WA 98665-0398; rollinfong@altavista.com.

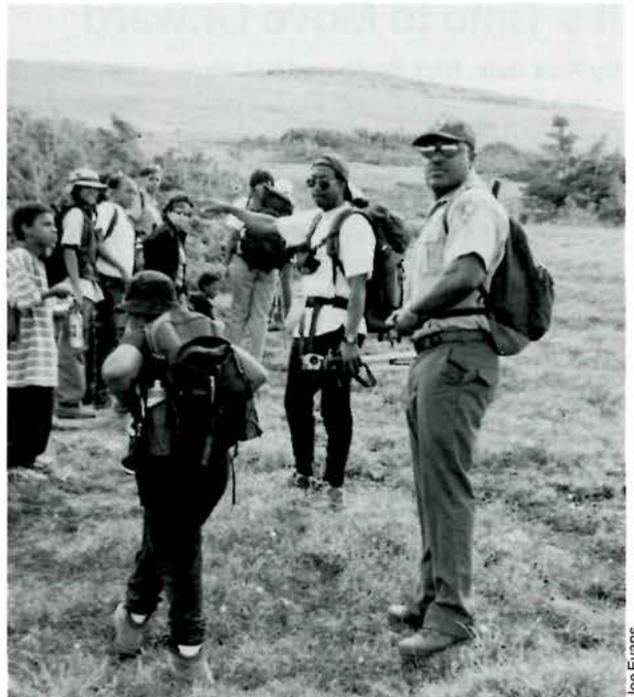
Ken Mabery (CANY, THRO, CHCU, ELMO, SWRO, PECO, FOUN, ELMA, CAVO, WASO-RAD) is the new NPS representative to the Regional Ecosystem Office in Port-

land, OR. This is a multiagency office, staffed by representatives from eight agencies. His and wife **Marilyne's** address: 818 SW 3rd Ave., #80, Portland, OR 97207; maberyken@aol.com

Fred (WACA, BIBE, ORPI, CORO) and **Lesley** (BIBE, ORPI) **Moosman** have moved from Coronado National Memorial to El Morro National Monument where Fred is now the chief ranger. Address: Route 2, Box 43, Ramah, NM 87321; f.l.moosman@mail.excite.com.

Kristin Stoehr (CACO 81-83, SHEN 83-85, YOSE 85-95, EVER 95-00) is the new unit manager at Obed Wild and Scenic River. Previously she was the district ranger at Flamingo, Everglades. Husband **Paul Stoehr** has moved from chief of maintenance at Everglades to assistant superintendent at Big South Fork NRR.

Randy Turner (NATR, CUGA, FOCA, GUI, HEHO, STLI, GATE, DEWA) is now the deputy superintendent for the Manhattan Sites working at 26 Wall St., New York City.



Ranger Brent Flowers leads a field trip in Rocky Mountain National Park for the Jim Beckwourth Mountain Club, a Denver group.

Previously he was the 1999-2000 Bevinetto Congressional Fellow in WASO, having spent 1999 assigned to the Senate Energy and Natural Resources Committee. He spent 2000 in the Office of Legislative and Congressional Affairs. Home address: P.O. Box 24, Madison, NJ 07940; randy.w.turner@worldnet.att.net.

ANPR Actions *(continued from page 16)*

Draft DO-36 is critical to assuring that the NPS Housing Program is on target to achieve our mission, and is logical, trackable, and defensible to Congress.

There are other comments we could make such as ensuring that adequate preservation of historic structures is considered when DO-36 is finalized, but we feel certain that these comments will come to you internally through official NPS communication channels. We wanted to share our thoughts with you, and have you hear from us how vitally important an employee-friendly, compassionately managed NPS Housing Program is to the survival of the NPS and the National Park System. We have not only offered our view of necessary improvements for Draft DO-36, but we also want to assist in providing solutions. We hope you will take us up on our offer to provide representatives from ANPR that can assist in formulating the best possible final DO-36. □

Welcome (or Welcome Back) to the ANPR Family!

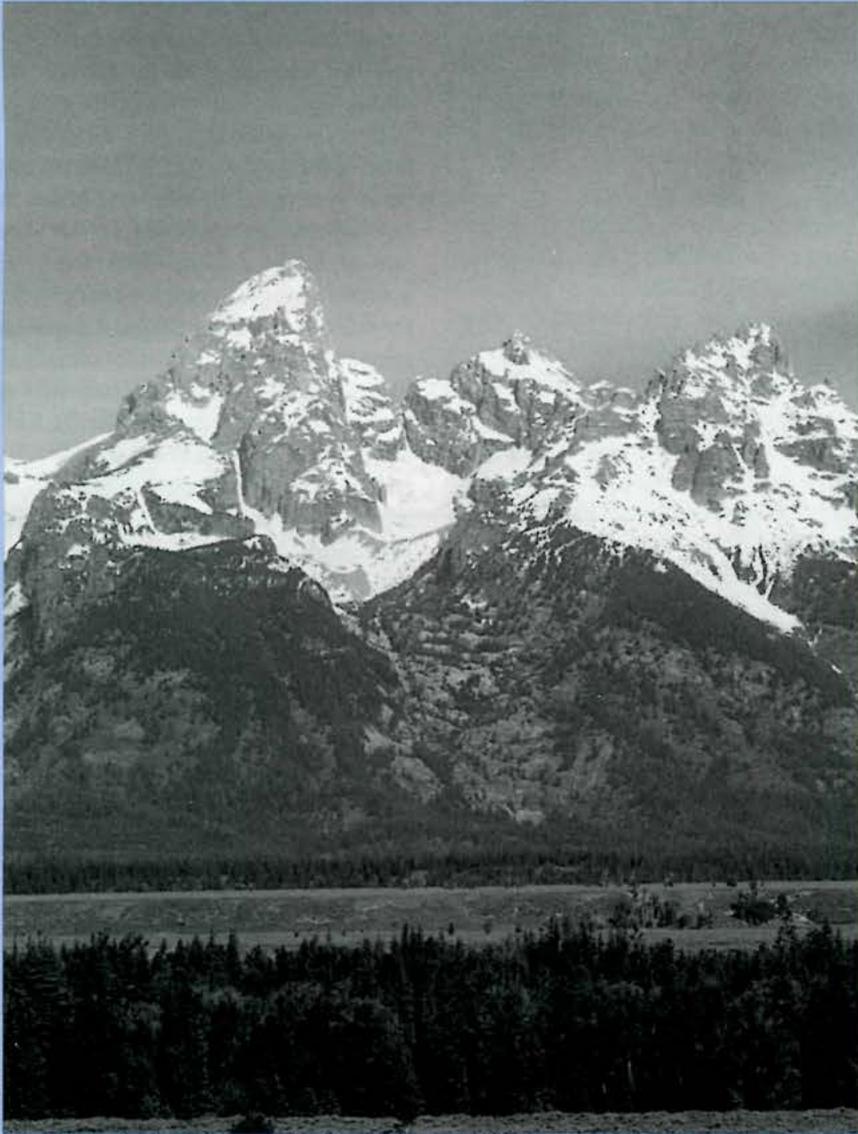
Here are the newest members of the Association of National Park Rangers:

Vincent Di Pietro Freehold, NJ
 Wayne C. Elliott Homestead, FL
 John M. Esposito Jacksonville, FL
 Bill Everhart Reston, VA
 Jennifer Flynn Grand Canyon, AZ
 Larry Frederick Kalispell, MT
 Robert W. Gray Berkeley Springs, WV
 Anita Harper Anaconda, MT
 Janelle Henderson Fort Collins, CO
 Mike & Jan Hill Chester, VA
 Jill Howard Jacksonville, FL
 Brian Humbertson Woodbridge, VA
 Max Lockwood Washington, DC
 Michael Louie Laurel Springs, NC
 Chris Mason Bryce Canyon, UT
 Larry Miranda Fridley, MN
 Suzy Schulman Page, AZ
 Lynne Stokes St Louis, MO
 Marin Water District Corte Madera, CA
 Brandon Weathermon Page, AZ

Missing ANPR Members

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

Ann Belkov New York, NY
 Cathy Buckingham St. Mary, MT
 Matthew Day Yamhill, OR
 Linda R. Emerson Hopkinton, MA
 Ron Fankhauser Harrisonburg, VA
 Cynthia Fret Moran, WY
 Daniel Gagnon Methuen, MA
 Haywood S. Harrell Savannah, TN
 Carin L. Harvey Tucson, AZ
 Craig Johnson Bettles Field, AK
 Jack Kane Altoona, PA
 R.J. Marsh Yosemite, CA
 Jeffrey D. Mow Bettles, AK
 Richard F. Ryan S. Wellfleet, MA
 Phil Voorhees Washington, D.C.
 C. Faye Walmsley Germantown, MD
 Peter J. Ward Washington, D.C.



You'll take in the majesty of the Grand Teton at ANPR's next Ranger Rendezvous.

Teresa Ford

Meet Old Friends and New Ones at Rendezvous in Jackson Hole

The beauty of the Tetons awaits you at the next Rendezvous of the Association of National Park Rangers. Join other members for informative workshops and social sessions Monday, Oct. 29, 2001, through Friday, Nov. 2, at the Snow King Resort, in Jackson Hole, Wyo.

A special program is planned to celebrate ANPR's 25th year.

Snow King, the site of the first Rendezvous in 1977 and revisited for Rendezvous X, has many lodging choices. The ANPR group rate for a standard lodge room is \$85 per night (single and double). Additionally, condos are available in various configurations, ranging from a studio at \$100 a night to a four-bedroom at \$220 per night. These condos are ideal for friends to stay together and cut the per-person cost.

Questions can be directed to the resort at **1-800-522-KING**, or check the website at www.snowking.com.

There won't be a free day scheduled during this Rendezvous, but organizers are planning a rich social program with a number of events and activities. Halloween falls during this week so that could lead to a special event, too.

Shorter program days each day will allow participants plenty of time to socialize. Rendezvous organizers also are exploring some pre- or post-tours to nearby attractions.

Future issues of *Ranger* will provide additional information about the program, social activities, pre- or post-Rendezvous training opportunities and other details. □

Give a friend an ANPR membership

The Association of National Park Rangers has been an organization looking out for your interests for the past 24 years. 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
- ▶ 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 or Mike_Caldwell@mail.aspaonline.org

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



Start saving your best photos (prints, no slides) for the ANPR photo contest. It's planned for the Rendezvous in October 2001 in Jackson Hole. See details in the next *Ranger*.

Letters (continued from front inside cover)

proactive — taking the initiative with inter-agency efforts to catch or dissuade potential looters before their depredations impact parks. We shouldn't wait "until it's on us," or we will have lost the strategic edge to protect the precious and non-renewable cultural resources entrusted to our stewardship.

I've been fortunate to be involved in some high profile cases with BIA, BLM, FBI, USCS, USDAFS and USFWS. Several of these cases are still working their way towards adjudication. Thanks to the financial support, and vision, of WASO-RAD we (the NPS) were able to participate. Now it appears we're saying protection won't even have a seat at the table of the bigger CR/AP game.

I hope that the NPS will reaffirm its cultural resource commitment to excellence by:

1. Recognizing and including the need for protection with their CRC efforts. The Protection program needs Research and Knowledge, Planning, Education, Preservation and Maintenance, Organization and Partnerships as much as the others need Protection in order to be truly successful. The principles of Standards for Care should be applied — the American taxpaying public would expect that protection be a key component in this strategy. Without each other, how can our programs ever know their full potential?
2. Assigning a NPS CR/AP investigator to work full-time with the above agency's investigators. There is an immediate need just here in the Southwest. I'd be willing to bet that other areas could use something similar. This may need to be a WASO position at-the-field level, but it's needed.
3. Supporting electronic CR/AP efforts for the protection of our critical and sensitive resources. The Intermountain Region has built a cache of electronic site monitoring devices. WASO-RAD has staffed an agent/electronic specialist position at the Missoula Tech. Center. These programs need to grow.
4. Making sure that ARPA and NAGPRA money is going to positions that do good CR/AP work. We've needed more

\$\$\$ for CR/AP, and additional positions, all my career (some things will never change). Besides needing and getting more funding, let's make sure it goes to what it is supposed to.

I'm glad that we're continuing to discuss these needed efforts. I have decided to retire from the NPS, and work as a cultural resource specialist ("archy") with the New Mexico SHPO. I can truthfully say CR/AP has been good to me. It's been more than a good career, it's been a great career — from interpretation and resource management tech to protection ranger, firefighter/incident management, onto investigator. Throughout it's truly been super! Thanks for helpin' make it so enjoyable.

I wish us continued success with our efforts, and I'll be watching.

— Phil Young
Santa Fe, N.M.

Great Job, Rangers

NOTE: ANPR Secretary Dawn O'Sickey received this encouraging letter from a ranger in Belgium during the spring elections. (It is printed here with language-barrier mistakes to maintain the context and enthusiasm.)

Today morning I have got the official ANPR 2000 ballot and I am taking time to read and to reply because I believe so much in ANPR.

You are a ranger . . . enjoy it . . . because I consider that U.S. ranger is the *better* ranger specialist.

On September, I will go to the South Africa to attend to this IRF Congress and I think this one . . . will be great . . . Oh yes! I hope to meet you over there . . . Oh yes!

Good luck in your ranger career! My full respect and fond regard going to you, your family, these rangers and these G.I.s . . . these good guys! Thanks, colleague!

— Francis Pierard
Forest Ranger, Belgium

AFTERWORD: While I am no longer an official "ranger" by job description, I am still a ranger at heart, and I found ranger Pierard's passion to be refreshing. May we all carry his words of encouragement with us every day.

— Dawn O'Sickey, Grand Canyon

Protection (continued from page 18)

the National Capital regional director, and representatives from the Eureka Company and the National Park Foundation, which make this award possible every year, Schneider delivered with eloquence his humble acceptance speech. He remarked that he is genuinely grateful and honored for having been chosen as the servicewide recipient, but he explained that the award is actually a tribute to rangers everywhere and the difficult work they perform. And he made special mention of the professionalism and dedication shown by those National Capital Region rangers he and his family had met during their week in Washington.

Schneider commented on how enlightening his time in our nation's capital had been. He reminded us that, as rangers, we shoulder the noble and daunting task of preserving the very heritage of our country and that we are privileged to do so. Schneider also expressed his unfailing love and appreciation for his family and the support they continually provide, once again setting an example for other rangers to follow. Lastly, Schneider thanked God for the countless blessings and opportunities He has provided for our great nation and illustrated how evident His glory is throughout the grand landscapes protected by the National Park Service.

Schneider joined the ranks of only a few others. He is a cornerstone for our profession, and he remains diligent in his endeavors to "further the art and science of rangers," as outlined by the award's annual call for nominations. Those traits etched into the Yount statue are, too, etched into Schneider's character. I believe if ol' Harry were still hanging around today, he'd be more than pleased to have a ranger like Schneider riding in the saddle beside him.

Congratulations, Stuart!

— Kevin Moses, Great Smokies

LETTERS 

Signed letters to the editor 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; fordedit@aol.com.

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.

Note: It costs \$45 a year to service a membership. ANPR suggests additional dues based on your annual income according to the chart below.

Type of Membership (check one)	Individual		Joint	
	One year	Two years	One year	Two years
Active (<i>all NPS employees and retirees</i>)				
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 (<i>other than NPS employees</i>)				
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 (<i>May be made in three equal payments over three years</i>)				
Active	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	
Associate	<input type="checkbox"/> \$750		<input type="checkbox"/> \$1,000	

Associate Members (*other than NPS employees*)

Associate \$45 \$85 \$60 \$115
 Student \$25 \$45 \$40 \$75
 Corporate \$500
 Supporting \$1,000

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

Active \$750 \$1,000
 Associate \$750 \$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
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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) _____

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

Other information _____

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