

RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

Vol. XVIII, No. 4 • Fall 2002



International Endeavors

Park rangers share expertise worldwide

Letters

Canine carpings

I don't like dogs in the backcountry!
No dogs! No dogs! Oh, woe is me!

I do not like their barks and cries.
I don't like any breed or size.
I do not like them on the loose.
I don't like when they chase the moose.
I do not like them on the trail
But it seems to never fail:
A truck pulls up
A dog jumps out –
“Get out of here, you crazy lout!”
I don't like dogs in the backcountry!
No dogs! No dogs! Oh, woe is me!

They run through the brush,
They howl at the moon
The onslaught starts the first of June
And until the time that summer is over
I've got to chase everyone's Spot and Rover.
There's never a leash,
The owners play dumb:
“. . . But this is the place that we always
come!
He loves to play . . . He needs to run . . .
So please, kind ranger, don't spoil our
fun!”
They beg and they plead and they say to my
face,
“He doesn't chase wildlife. He'll give them
space.”
I shake my head no
I stand firm on my ground
I will not tolerate anyone's hound!
I shout my answer
I yell my retort:
“I'll give you a ticket! I'll write a report!
You've broken a rule! It's against the law!
I won't allow one more step of his paw.
You've made a mistake
Now you must go away,

So take your dog with you and have a nice
day.”

They scowl as they leave
And they mumble a curse
They don't like the sound of my obstinate
verse.
They pull from the lot and I turn to my cabin
And what do you think is the next thing to
happen?
I set down my foot and I step in a pile
. . . And I know with regret that they have
the last smile.

I don't like dogs in the backcountry!
No dogs! No dogs! Oh, woe is me!

— Lori Iverson
Grand Teton

An informative issue

Thank you for another informative issue of *Ranger* (Summer 2002). I particularly enjoyed “Heroes Among Us and Civility” by Steven Gazzano. The concept that “civility” assumes we will disagree, it requires us not to mask our difference but to resolve them respectfully, is excellent.

I would like to see a follow-up article on what happens when this does not take place. Unfortunately, that is sometimes a reality and occurs even in well-respected bureaus like the National Park Service. It is one of the reasons why we established “whistleblower” protection laws and agencies like the Office of Special Counsel. It is also one of the reasons that organizations like PEER or other citizen activist groups become important.

As a field ranger for 37 years, now retired, my experience was that concerns for career advancement can sometimes override ethical behavior or the greater public interest. That is human nature, I guess, but it's important to give employees tools to deal with unethical conduct. Civility is not always enough.

I think *Ranger* is publishing more substantive articles and commentary, something that, for a while anyway, was not occurring. I want to thank you (and all the other contributors) for your efforts in helping make *Ranger* interesting reading.

— Ron Mackie, Ahwahnee, Calif.
rmackie@sierratel.com



Board of Directors

Officers

President	Ken Mabery, CCSO
Secretary	Melanie Berg, BADL
Treasurer	Lee Werst, CAVE
Past President	Cindy Ott-Jones, GLCA

Board Members

Education and Training	Mark Harvey, YOSE
Fund Raising	Rick Jones, GLCA
Internal Communications	Bill Supernaugh, BADL
Membership Services	Kathy Clossin, BLM
Professional Issues	Bill Sanders, HOFU
Seasonal Perspectives	Steve Dodd, N. Ariz Univ.
Special Concerns	Bill Halainen, DEWA
Strategic Planning	Ed Rizzotto, NAR-BSO

Task Groups

ANPR Chronicler	Don Ross, MEVE
International Affairs	Tony Sisto, PWRO
Mentoring	Bill Supernaugh, BADL
Promotional Items	Marianne Karraker, GLCA
Rendezvous	Dan Moses, NOCA
Retirement	Frank Betts, Retired

Staff

Executive Director	Jeff McFarland
Business Manager	Jim VonFeldt

Ranger Magazine

Editor	Teresa Ford
Editorial Adviser	Marianne Mills, BADL

Professional Ranger Section

Administration	Heather Whitman, YOSE
Interpretation	Brian Suderman, YELL
Protection	Kevin Moses, BISO
Resource Management	Sue Consolo Murphy, YELL



ANPR Calendar

Ranger (Winter issue)
deadline Oct. 31, 2002

Rendezvous XXV Nov. 18-22, 2002
Reno, Nevada

Ranger (Spring issue)
deadline Jan. 31, 2003



LETTERS

Stay in touch!
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. Send to Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401; fordedit@aol.com.

RANGER

The Journal of the Association of National Park Rangers

Vol. XVIII, No. 4

Fall 2002

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

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

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

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

Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380; fordedit@aol.com. Editorial adviser, Marianne Mills, (605) 433-5505; MarianneMMills@email.msn.com

Deadlines

Spring issue Jan. 31
Summer issue April 30
Fall issue July 31
Winter issue Oct. 31

Submit copy to editor in Microsoft Word format or Rich Text Format as an attached file to fordedit@aol.com or on computer diskette to the address above.

Table of Contents

Features

International Activities	2
Sister Parks	3
Experiences in Croatia	6
Polish-U.S. National Park Ties	8
Incident Leadership Down Under	9
Canadian Community Monitoring Network	10
NPS Training & Development	11
Automated External Defibrillators	13
Backcountry Ethics Issues	14
Vintage Editorials	16
Down Under Tour	17
ANPR Actions	18
Professional Ranger	20
In Print	23
ANPR Reports	23
Ranger Rendezvous XXV	25
All in the Family	26

Cover: *Salvadora Morales, a Park Flight intern from Nicaragua, leads a migratory bird interpretive walk at Sequoia and Kings Canyon. Photo courtesy of Carol Beidleman, NPS.*

President's Message

The board and ANPR members continue to discuss the future roles of ANPR. We are poised with much strength as we enter our second 25 years.

➤ Members clearly want to build on traditions of excellence and pride.

➤ The ANPR Board of Directors is engaged and has the energy and dedication to make things happen.

➤ Our new executive director brings energy, fresh approaches and continuity of work between Rendezvous.

➤ Partners greatly enhance each organization's capabilities, goal achievement and spheres of influence: National Parks Conservation Association, George Wright Society, National Recreation and Park Association and Partners in Parks are among the most active.

➤ Finally, but of paramount importance, ANPR has receptive ears among the National Leadership Council.

ANPR was contacted three days before the WASO reorganization (or "portfolio adjustment") was made public on www.inside.nps.gov and asked to comment. Three days doesn't sound like a lot of time, but building on every one of our above strengths, we were able to quickly and insightfully respond (see the text of our letter on page 18). All of our key points were addressed in the revised plan, save one. Indications are that point will also be addressed as the plan unfolds.

Consider now the formidable issues facing our agency and how ANPR might help shape the future:

In the next three to five years we will see retirements in unprecedented numbers. This brain drain and loss of expertise comes while the NPS:

➤ Lacks an effective recruitment, intake, training, advancement and leadership development program.

➤ Forces external to the Service require sacrifices. Three years of record-breaking fire seasons and homeland security needs are impacting virtually every cor-

ner of the Service and every division. A greater number of visitors see fewer gray and green uniforms; we may never know the full impact to natural and cultural resources that can't dial 911 when they are in trouble.

➤ Institutional capacity, or critical mass, to get ahead of needs continues to erode (as just one example, two of the western regional offices have been losing an average of five positions per year for the last five to six years; positions that formerly helped the field).

➤ New programs that are absolutely essential to the future welfare of the NPS nevertheless divert already thin staff capabilities from field operations as they are developed and institutionalized.

The motto on the front of *Ranger* magazine is "Stewards for parks, visitors and each other." We need to have frank discussions about ANPR's role in meeting that mantra. The core members remain strong, but we continue to slowly lose members. Is this a result of changing individual needs or do we need to examine biases developed in other times?

An old saying in the newspaper and advertising industries is: "If your issue is not a public issue, it doesn't exist." To maintain our role as a professional, social and advocate organization, the time may be upon us to increase public awareness of the roles Park Service employees fill in preserving their places of heritage, hope and healing. 🏠

Ken Mabery

See page 23 for an introductory message from new ANPR Executive Director Jeff McFarland.

Copyright © 2002. All rights reserved.

Articles and images in this publication are the sole property of ANPR and *Ranger* magazine, except where otherwise indicated. Republication in whole or part is not allowed without written permission.

International activities



Amy Pate, NPS



door recreation throughout this country and the world.”

The NPS works to protect and enhance parks and protected areas internationally through strengthening the management, operation and preservation of outstanding natural and cultural resources and critical habitats. It exports America’s recognized leadership in natural

and cultural heritage resource management worldwide as well as assists in the attainment of U. S. foreign policy objectives.

Through international cooperation, the NPS also improves its capabilities to achieve its mission of resource preservation and visitor enjoyment. Among other benefits, the NPS international program works to protect shared migratory species and increase understanding of shared and/or similar cultural resources and provide the Service with new perspectives and techniques in protected area management. The NPS exchanges technical and scientific information and shares knowledge and lessons learned with its counterparts in other nations.

The NPS is involved in a variety of international activities. Much of the most important and effective work is conducted by individual parks through the **Sister Park** program. There are currently over two dozen NPS sites actively involved with sister parks around the globe. The NPS Office of International Affairs frequently helps facilitate the creation of sister park relationships, after which the parks themselves decide the extent and nature of their cooperation.

The International Volunteers in

Parks program places over 100 international volunteers in U.S. national parks each year.

Ranging in experience from university students to veteran park managers, IVIPs spend from three weeks to 18 months in a U.S. national park, and frequently teach as much to the host park as they gain from the experience.

The Park Flight Neotropical Migratory Bird Program works to protect migratory birds and bird habitat in both U.S. and Mesoamerican (Mexico and Central America) parks and protected areas. Park Flight, a cooperative initiative between the NPS, the National Park Foundation, the National Fish and Wildlife Foundation, U.S. Agency for International Development and American Airlines, develops bird conservation and education programs and creates opportunities for technical cooperation.

Further information on these and other NPS international activities can be found at OIA’s website: www.nps.gov/oia.

Jonathan Putnam is an international cooperation specialist with the NPS Office of International Affairs. Previously he has worked at Fire Island, Katmai and Great Sand Dunes.

Above left, Chilean park rangers receive rappelling training at Organ Pipe Cactus.

Below, Salvadora Morales, a Park Flight intern from Nicaragua, leads a migratory bird interpretive walk at Sequoia and Kings Canyon.



Carol Biederman, NPS

By Jonathan Putnam
NPS Office of International Affairs

The national park concept has been described as “America’s best idea.” Countries around the world look to the United States as a leader in park and protected area management. Numerous park systems, ranging from Costa Rica to Saudi Arabia, were created with significant assistance from the National Park Service. Many park system directors and senior leaders have visited U.S. national parks and/or received NPS training. At the same time, the NPS often learns about innovative practices from other countries’ park agencies. For these and other reasons, the NPS has been involved in international park matters almost from its inception.

The international role of the NPS is clearly stated in the Service’s mission statement:

“The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and out-

International coordination creates family ties



Sister Parks

Article and photos
by Bill Supernaugh
Badlands

Sister Parks or Pairs or Twins — the concept of a formal relationship between international park units — continues to flourish. Among the most recently established “family ties” are those between Badlands National Park and Hungary’s Hortobágy National Park. While not twins, the Northern Great Plains of South Dakota bear an ecological and scenic similarity to the Hungarian *puszta* or steppe.

The National Park Service signed a countrywide agreement with the Hungarian Authority for Nature Conservation—Ministry of the Environment (ANC-ME) in 2000. The agreement was supplemented by a two-year action plan that called for the identification of sister-park relationships within each of the respective park systems. To further this, the NPS Office of International Affairs escorted three representatives of Hortobágy to several parks and protected landscapes in the Midwest. Hortobágy possesses a mixed wetland and steppe environment supporting a wide variety of wetland and prairie dependent birds, and herds of grey cattle, an ancient breed of cattle of Hungarian descent. Additionally, small herds of Przewalsky horse, a relict endangered species, contribute to the herbivory.

During the summer of 2001 Jonathan Putnam of the NPS International Affairs Office escorted Hortobágy Park Director István Gyarmathy and biologists Szilvia Gori and Attila Molnár to Badlands to review the management and interpretation of a prairie ecosystem with similarities to Hortobágy. Each grassland supports ungulate grazers (bison vs. cattle) and each has a rich avifauna. Interest also was expressed in learning more about fire ecology and the control of exotic vegetation. Badlands is a keystone in the national preservation efforts to restore a viable population of black-footed ferret (*Mustela nigripes*) and ac-

tively monitors and manages both the ferret and its primary prey species, black-tailed prairie dogs. Hortobágy has a remnant population of steppe polecat, *Mustela eversmanni* or *M. putorius*, a European cousin to the black-footed ferret, and has a strong desire to better characterize and more effectively manage and perpetuate this relict species.

Following the Badlands field visit, a series of future objectives were developed between the two parks’ staff and endorsed by Putnam. These were:

- The development and execution of a Sister Park agreement between Badlands and Hortobágy.
- Technical assistance in the review and development of interpretive media and exhibits.
- Technical assistance in the development of monitoring protocols and habitat evaluation in support of polecat restoration efforts.

In pursuit of these objectives, a September 2001 reciprocal visit by Badlands staff was arranged but had to be deferred following the events of Sept. 11. Finally, three staff members of Badlands — Bill Supernaugh, superintendent, Marianne Mills, chief of resource education, and Doug Albertson, wildlife biologist — traveled to Hungary in May 2002 in furtherance of the previously agreed upon objectives. What follows is part travelogue and part journal; but it attempts to capture a sense of the country and the personal and professional excitement that accompanies an international assignment!

Friday, May 10: We departed Rapid City, S. D., enroute to Budapest, Hungary, via Minneapolis and Amsterdam. The trip was accomplished uneventfully with the exception of my misdirected luggage that arrived at an undisclosed U.S. destination due to a

routing error in Rapid City. (I wonder what was in that nice Cabela’s duffel bag that arrived in Budapest with my shipping tag on it?)

Saturday, May 11: The Badlands travelers were met shortly after noon at Budapest’s Ferihegy Airport by a driver from Hortobágy and transported to our accommodations within the walled Castle Hill and Buda Palace grounds, a guesthouse operated by the Hungarian Academy of Sciences. The park employs a number of drivers for just such transportation purposes and to serve as couriers between the park and its central offices. We were met later in the afternoon by Zsuzsanna Vajk, a guide arranged for by Hortobágy, and treated to a walking tour of the historic Buda Palace vicinity before driving into waterfront Budapest for dinner. Upon arrival back at the guesthouse I was reunited with my missing luggage 10 hours late and an unknown number of extra frequent flyer miles later. *Note:* Always put your business card on your checked luggage so the air carrier can call to find out where you are headed and where you are staying!

Sunday, May 12: The morning was spent with guide Rita Bartis on a sightseeing tour of Budapest historical attractions. These included the Citadella, Gellert Hill, Parliament Building, St. Stephen’s Basilica, Hero’s Square and Margit Island in the Danube River with its 13th century ruins, thermal springs and a guided walk through this heavily wooded center-city recreation site and protected landscape. You quickly get a sense of the historical landscape and events that makes our country’s seem like recent doings by comparison.

Following lunch, the Badlands team departed Budapest with our Hortobágy driver for the town of Tiszafüred, which lies im-



Hortobágy Vice Director István Gyarmathy provides a boat tour of the wetlands area of the park.

7,000-hectare Tiszafüred Bird Reserve is a Ramsar Site, and the canals and oxbow lakes protect a number of sensitive bird and plant species. In the afternoon we received an aerial orientation to Hortobágy, flying over the wetlands, prairies and cultural landscapes that make up this 75,000-hectare biosphere reserve. Our park-furnished plane was a Polish manufactured four-seater powered by a huge radial engine from a U.S. Stearman biplane — a remnant of post-World War II reconstruction efforts — creating an

nance related to this event.

Supper was provided in the 19th century inn of Hortobágy to the accompaniment of a local orchestral group playing both classical and folk tunes.

Thursday, May 16: We spent the day afield, venturing into the southwestern portion of the park. Zám and Angyalháza Szelencés areas (wetland restoration programs) with Szilvia Gori and Attila Molnár. During the afternoon we visited Kecskeri puszta and Kecskeri puszta. These are areas where the European souslik (*Spermophilus citellus*), similar to our 13-lined ground squirrel, might support polecat populations. As always, half our group had their eyes fixed on the ground, identifying and comparing plants, and the other half had their eyes on the horizon, searching for new “life-list” birds!

Friday, May 17: We left our accommodations in Tiszafüred, moving to Góré where we stayed for our last three nights at the park’s raptor rehabilitation center. This facility and a series of boardwalks in the marshes of Egyek and a bike trail provide public access through the Egyek Pusztakocs Demonstration Area. We traveled with Attila Molnár and Szilvia Gori to Nagyiván, meeting with Dr. Gábor Kovács and visiting Kunápolnási swamp, birdwatching. During late afternoon, Jonathan Putnam and Olympic Superintendent David Morris joined the group with Andras Schmidt, the personal secretary to Janos Tardy, the director of ANC-ME. The swamp was a former Soviet gunnery range and ordnance scrap was evident. The access road is signed with warnings to the public in much the same way as the South Unit of Badlands, a former aerial gunnery and bombing range. The combined groups drove to the southern pusztas, where the Pentezug (Przewalsky horses) are pastured.

Saturday, May 18: Upon our arrival in Hortobágy, we were escorted to the traditional Shepherd’s Day event with Vice Director István Gyarmathy and László Lisztes. We viewed costumed folk representing various cultural activities and occupations competing in a wide range of traditional events. After lunch we drove to the foothills of the Carpathian Mountains in the northeastern region of Hungary. We visited Szabolcs with the other NPS group,

mediately to the east of Hortobágy. Our accommodations were at Kemény “castle,” a guesthouse operated by Hortobágy. In the evening we dined at the Hableány Inn with Hortobágy Director Csaba Aradi, Vice Director István Gyarmathy, and biologists Szilvia Gori and Attila Molnár. After an eye-opening 150 kph trip, we learned that our driver, Tibor, was recruited from among the taxi drivers of Budapest — and it showed!

Monday, May 13: We were driven eastward to the city of Debrecen, headquarters of the Hortobágy Directorate, for a meeting with Director Aradi and Vice Director Gyarmathy. On the way we were met by biologist Molnar and asked to inspect a road-killed polecat adjacent to an agricultural field known to have a population of hamsters, a potential food source for the polecat (I’m not making this up—there also is a commercial trapping demand for hamster pelts). While this demonstrated the presence of this elusive weasel, population demography data is lacking. Following a tour of the headquarters facility and an introduction to their up-to-date GIS system, we received a short, narrated slide show presentation about the operational area of the Directorate and its organization. After lunch, Istvan Gyarmathy led us on a walking tour of Debrecen, Hungary’s second largest city. Once again we were struck by the juxtaposition of a modern city infrastructure of light rail and pedestrian malls set against a 600- to 700-year-old cityscape.

Tuesday, May 14: Our day started by visiting the disjunct Tisza-Lake portion of Hortobágy with motorboat guide Lajos Vass, István Gyarmathy and Szilvia Gori. The

interesting power-to-weight ratio. The remainder of the afternoon was spent hiking onto the “Great Fishpond,” a former oxbow lake that had been converted in 1915 from an alkali marsh or “Bad Land” to aquaculture. The Halasto Demonstration Area is also a Ramsar site and provides critical breeding and migratory habitat for waterfowl. As such it is ranked as one of the most important bird habitats in Europe.

Wednesday, May 15: We departed for the village of Hortobágy within the national park, together with Mariann Oláh and Mariann Kiss, education and tourism specialists. We toured the Máta Stud Farm complex, and met with Zoltán Gencsi, director of the Hortobágy KHT, and István Sándor, vice director. This former state farm during the Soviet era is now owned by the Ministry and operated by the Public Company for Nature Conservation and Genetic Preservation. This market-based effort maintains a breeding farm for the Hungarian Noniusz horse, and leases large portions of the puszta (or steppe) for traditional intensively shepherded grey cattle, water buffalo and curly-horned Racka sheep. A variety of tourist-related services are also provided. We were conveyed by horse-drawn carriage onto the steppe and treated to demonstrations of riding skill and traditional shepherding techniques by horsemen and herdsman in historic garb.

During the afternoon the group visited the future visitor center and demonstration animal park, and visited the southern steppes. This area was the site of a significant battle during World War II and artillery/bomb craters were noted. There has been no significant attempt to locate or remove expended or potentially live ord-

István Gyarmathy, Attila Molnár and Szilvia Gori to explore a former vineyard that is undergoing the early stages of ecological succession on its way to becoming a basaltic prairie on a volcanic hillside. This hot, dry adventure was followed by sightseeing in Tokaj (a world-famous, grape-growing area), and visiting a most welcome wine cellar to taste varieties of Tokaj wines.

Sunday, May 19: We returned to Hortobágy for Horsemen Days, with Dr. Csaba Aradi and László Lisztes. Dr. János Tardy, deputy state secretary of the Ministry of Environment, joined the group briefly. We witnessed a spectacular demonstration of horsemanship and competitions. Many of the movements derive from battlefield drills – or those with origins as old as the days of Tatar invasion and Turkish domination – and involve the riders using their horses as defensive barriers, cracking their long bull whips inches from the horses unprotesting heads and climbing upon their mounts while in motion, using a girthless saddle!

Our Hungarian hosts treated us to a memorable and fun-filled farewell party in the old Meggyes-csarda (inn), a restored roadhouse and museum located on the Salt Road, a historic transportation route from Transylvania to the Hungarian heartland.

Monday, May 20: The Badlands team faced a 5:30 a.m. departure from Hortobágy on the road to Budapest with the indomitable (and seldom passed) driver, Tibor. Mills and Albertson left from Ferihegy Airport to return to the U.S. through Frankfurt, while I departed Budapest for Prague, capital of the Czech Republic, by train. Following a chance to explore the Krivoklatsko Protected Landscape Area, a biosphere reserve and the location of Albertson's previous Peace Corps assignment in the mid-'90s, I continued on to Warsaw. There I joined Bill Schenk and a separate Midwest Region mission to Poland on May 26. Now I'm armed with the dubious and ephemeral capability of greeting and thanking my hosts, ordering a beer and finding the bathroom — in three new languages!

□ □ □

There were several direct and indirect outcomes from this visit. Vice Director Gyarmathy viewed our visit as one of introduction and orientation, with additional technical and working exchanges arising from our personal knowledge of each other's administrative site. These operational objectives were agreed to:

1. The next exchange of staff should take place this fall, with the focus being on the education and interpretation specialists participating in a visit to Badlands. Resource Education Chief Marianne Mills has agreed to draft some learning objectives relative to exhibit planning, media presentation and curriculum-based education programs.
2. Superintendent Supernaugh and Vice Director Gyarmathy will continue to revise a draft memorandum of cooperation for a "Sister Parks" relationship between Badlands and Hortobágy, with a projected August 2002 signature date.
3. A follow-up exchange of Badlands staff would ideally consist of a three-person team, two of whom would participate in a highly focused orientation and technical assessment in their area of expertise. The third would remain for a month or six weeks to engage in a more protracted technical assistance endeavor.
4. The makeup of the next Badlands team is tentatively agreed to represent the following disciplines:

► **Education:** The Badlands education specialist (currently vacant) could follow up on the fall visit by the two Hortobágy education/interpretive specialists and assist in developing programs and exhibits in the new Hortobágy visitor center.

► **Landscape management:** A person with a background in fire, grazing and exotic vegetation control could contribute much to this topic. Badlands's supervisory fire technician has tentatively been identified as having this suite of skills.

► **Ferret/polecat management:** There is a need to develop a better understanding of polecat numbers and distribution as well as prey availability and habitat requirements. Wildlife biologist Albertson is skilled in

these areas and can conduct several field trials of techniques used at Badlands, such as night spotlighting on sousek grasslands or capture methods for eventual telemetry studies.

The indirect benefits are too numerous to list, but include a renewed sense of park and protected area mission coming from a deeper understanding of our own role in providing a stewardship model that works at home and abroad. Also, there is a continual reinforcement that while we may have the oldest national park system, we don't have all the answers, and the approach used by some of our global colleagues may provide a higher level of resource protection than wilderness designation, our most stringent form of restrictive use. Another approach that differs from the NPS involves the separation between the natural and built environments. Cultural and historic sites generally fall under a separate ministry and while protected, are the responsibility of a different set of administrative stewards than the natural areas, even when these sites are contained within a park or protected landscape.

An international assignment goes a long way toward dispelling some long-held stereotypes of other cultures and governments. The cities and villages of Eastern and Central Europe were surprisingly (to me at least) modern, but shaped by centuries of historic people and events. There was also a rising level of individual and collective prosperity evident throughout our visits. These are vibrant, exciting places right now and their professional protected area staffs share our passion for the identification, protection and interpretation of their ecological heritage.

If you are interested in sharing your skills and experiences on an international level, contact the Office of International Affairs at www.nps.gov/oia. Also, take advantage of ANPR's relationship with the International Ranger Association and look into attending one of the IRF World Congresses, such as the upcoming March 2003 Congress in Victoria, Australia. More details are available at www.asnevents.net.au/rangers/ 

Bill Supernaugh, Badlands superintendent, is the ANPR board member for internal communications.



A traditional water well headframe sits on Hortobágy's puszta (or steppe). This ancient form of engineering used by shepherds has become somewhat of an icon of the park.

Article and photos by
Lisa Eckert
Devils Tower

It's been a year since three of us were in Croatia together teaching 20 young people of diverse ethnic cultures who had been displaced by the war. Those memories still hold magic for me and will be a highlight of my career with the National Park Service. While the NPS has a long tradition of sharing knowledge and skills with our counterparts from many nations, the work in Croatia may be unique because of the variety of organizations and the goals achieved.

Croatia lies on the boundary between two climatic regions with completely different natural conditions, the Mediterranean and the central-European continental regions. Accordingly, it is a country well-endowed with great biodiversity and a variety of outstanding natural and cultural resources. The significance of these assets, both for their intrinsic value and as a magnet for tourists, has long been recognized through the establishment of national parks and other nature preserves. The full potential of these resources was dramatically interrupted in 1991 with the beginning of some four years of regional conflict. The result of this war is a badly damaged economy, especially in regions of the country where the fighting resulted in the emigration of large numbers of young people.

Croatia's Ministry for Environmental Protection and Physical Planning requested assistance from the U. S. Department of Interior for the management of its protected areas. With funds from U.S. AID/Croatia and the DOI International Assistance Program, a novel approach was blended to protect national



Plitvice Lakes National Park, Croatia

park resources by providing job skills and temporary employment (the country's current unemployment rate is 22 percent) to 20 interns of varying ethnic cultures. The 10-week program commenced late August 2001 at Plitvice Lakes and Paklenica national parks, both established in 1949 under Yugoslavia.

Ten interns were assigned to each park to complete interpretive projects identified by the park staff. These tasks addressed development of interpretive messages for park visitors. Just as in the early days of our country's parks, interpretive messages in the Croatian parks traditionally was designed around facts. DOI selected three of us to provide initial training and continuing guidance throughout the 10-week project. Claire Comer, interpretive specialist at Shenandoah, and I joined team leader Doug Morris, Shenandoah superintendent.

The team soon concluded that what first appeared to be a barrier — the lack of previous experience by the interns — was probably a blessing. Without such opportunity to look backward at “how we have always done it,” the interns quickly embraced

Show

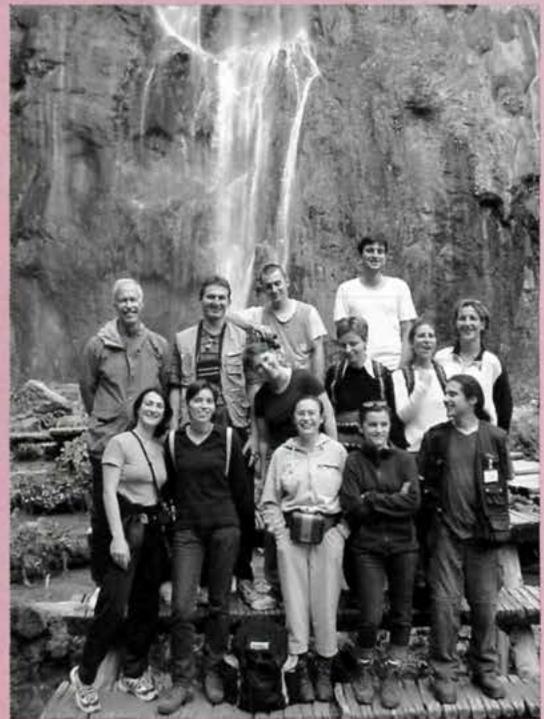
Mozete le mi pokazati —

“Can you show me?”

the concepts and design process that we promoted. After only eight hours of interpretive examples (a sample guided hike followed by classroom discussion), the interns had a homework assignment to de-



OVERLOOK: A Paklenica intern hikes in karst country.



TIME OUT: Group of students from Plitvice Lakes pose with NPS team instructors Doug Morris, upper left, and Claire Comer, middle center.

me!

“It is important to know that in one moment, we can make a difference.”

— Anita Stipetic
Croatian intern

scribe an aspect of the park (tangible concept), as well as an intangible and universal concept. We wondered if the messages we sent had been received, especially with the use of a language translator. The students were excited to share their results. Here is Anita Stipetic's example:

(She translated from Croatian to English as she told her story.)

“My title is ‘Only Change is Temporary’ and a subtitle is ‘One day of life in Plitvice Lakes.’

“All around us in life is change. Here in nature we change, especially we see new water in the waterfalls. The other water never comes back. Nothing stands still.

“Plitvice Lakes a long time ago was not here. There are many legends about the appearance of these lakes. And, far away in the future the lakes will be gone. Life of this lake could be the length of one human life. These lakes are the home for living creatures without which could not live. This is the story of one of them.

“This is a creature to whom human life looks like forever. It is called a mayfly. It lives for only one day. It is from the order of insects called *Ephemeroptera* meaning ‘lasting of one day.’

“This organism lives in water in its first



FOCUSED LEARNING: Paklenica National Park interns with team instructor Lisa Eckert, right, learn their new desktop publishing program.

stages and is significant food for fishes. It is an indicator in water that the water is high quality. When the mayfly becomes an adult, it leaves the water and can fly. But it cannot eat because it has no mouth parts. Its only task in that one-day life is to care for the next generation. In the summer evenings you see mayflies. They may be putting eggs in the water for the next generation.

“The next morning at the shore of the lake are tiny dead bodies. This group of organisms is only one part of the ecosystem. Many visitors may not even notice the mayflies but they teach us a lesson.

“For what we see in one day, is somebody's whole life.

“For what we see as a whole life in nature is one moment.

“It is important to know that in one moment, we can make a difference. The mother of one mayfly may never see her baby. If today you make something good for nature, you may never see the result. But you should believe like the mother mayfly.”

Stipetic's homework was woven into one of the 10 state-of-the-art wayside exhibits (giant posters) the interns produced. The interns also designed a junior ranger program, a curriculum-based education program, conducted community and visitor surveys and completed a cave brochure. The program was so successful that a similar project was funded for a

second year and was underway in 2002. Another two of Croatia's eight national parks, Mjet and Krka, were chosen with another team of three NPS advisers. And what about the first group of interns? Several of the original 20 interns received full-time positions with the Croatian Ministry of Parks. One of our interns was selected as the project director for the Mjet project. Ten students were funded to attend interpretive skills training at the National Conservation Training Center. Others are seeking internships in the United States and are willing to serve as volunteers.

Mozete le mi pokazati was the closest likening I could come up with when trying to translate “interpretation.” The phrase in my guidebook meant, “Can you show me?” Initially the phrase was used on three-ring notebooks we had prepared for the interns — and used as a noun. But the three of us also used the phrase as a verb as we learned about the country's history and its people.

We all may have learned more than what we had imparted, and we definitely felt richer for the experience. For information about overseas details, visit the Internet at <http://www.nps.gov/oia>. 



Lisa Eckert is a 20-year veteran with the National Park Service and the superintendent at Devils Tower. She also is a former board member of ANPR. Doug Morris and Claire Comer also contributed to this article.

Polish – U.S. national park ties

Article and photos by
Dale Engquist
Indiana Dunes

NPS teams visited Poland on two occasions in the late 1980s. Although there was talk then about cooperation and even a sister-park relationship between Kampinos outside Warsaw and Indiana Dunes, nothing developed at that time. In April 1997, at the request of the U.S. ambassador to Poland and with the assistance of the Division of International Affairs, Midwest Regional Director Bill Schenk and Indiana Dunes Superintendent Dale Engquist traveled to Poland to tour Kampinos, Bialowieza and Bierbrza national parks and discuss cooperative activities.

They returned to Poland the following year, and on April 15, 1998, in Warsaw, an understanding between the NPS and the Board of Polish National Parks (KZPN) was signed. The sister park relationship was officially established with the signing of a memorandum of cooperation between Indiana Dunes and Kampinos.

Cooperation began almost immediately. The NPS hosted a visit by five officials from Polish national parks to



INSPECTION: Midwest Regional Director Bill Schenk, center, and Kampinos Director Jerzy Misiak, right, inspect new exhibits at Kampinos.

the U.S. in August 1997 and endorsed the successful application of the KZPN to the Marie Skłodowska Curie II fund for grants for two research projects — one on European bison and their lack of resistance to disease and another on wetland protection and water balance in

Kampinos. Both projects have just been completed and are soon to be published.

Indiana Dunes and Kampinos have had exchanges of personnel with an educator and resource manager or scientist from each traveling to the other park for three-week working visits in 1998 and 2000. Recently the parks agreed to the next working group exchange. This fall Indiana Dunes will send another educator to work on, among other things, development of sister schools, and its landscape architect to work with Kampinos in planning new tourist facilities. Assistance by Indiana Dunes and the Harpers Ferry Center helped to develop a concept and design for permanent exhibits at Kampinos' new center at Izabelin. The new exhibits were dedicated by the U.S. ambassador to Poland and Engquist on April 24, 2001, as a part of Poland's celebration of Earth Day in Warsaw. The exhibits are some of the most modern in Poland's parks and have been well received.

A visit by the director of the KZPN and six other Polish parks officials (mostly park directors, including Kampinos Director Jerzy Misiak) to the U.S. in August 2001 precipitated discussions about further cooperation.

The discussions continued during the 10-day visit to Poland earlier this summer by Engquist, Schenk, Badlands Superintendent Bill Supernaugh, Linda Stoll of Wind Cave and Dusty Shultz of Sleeping Bear Dunes. They visited eight of Poland's 23 national parks and met the directors of another eight on the tour. Engquist and Misiak have agreed to extend their sister-park agreement for an-



FOREST POSE: Back row, left to right, Bill Schenk, Bogdan Jaroszewicz, Julie Schenk, Bill Supernaugh and Dusty Shultz; front row, left to right, Cal Calabrese, Dale Engquist and Linda Stoll.

other five years. A new amendment to the understanding between the NPS and the KZPN is being negotiated. As currently drafted, the new amendment calls for new sister parks based on the successful model of Indiana Dunes/Kampinos. The most likely one will be between Sleeping Bear Dunes and Slowinski National Park on Poland's Baltic seacoast. It also calls for new working group exchanges on common issues and problems and the development of a joint international exhibit tentatively entitled, "Bison – Symbol of Conservation in the Northern Hemisphere." 

Dale Engquist is the superintendent at Indiana Dunes.



ATOP GORCE: Left to right are Tatra Director Zbigniew Krzan, Tatra Deputy Director Dr. Szwagrzka, Pieniński Director Michal Sokolowski, Gorce Director Janusz Tomaszewicz and a Gorce assistant.

When bad things happen to good people

Incident leadership and strategic thinking Down Under

— What can we learn —

By Rick Gale
Boise, Idaho

I was privileged to present a series of six sessions in 2001 about incident management leadership, safety and strategic thinking to a variety of fire managers (wildland and rural) in three Australian states (Western Australia, Victoria and Tasmania) and New Zealand.

The first lesson learned is that there is not much new under the sun. The challenges facing emergency managers and leaders in the United States and those facing our colleagues in Australia and New Zealand are virtually identical. The differences are in the responses to those challenges and issues.

Australian and New Zealand incident controllers operate under a variation of the "STICC" principle. In the STICC model:

- S means situation (here is what I think we face)
- T means task (here is what I think we should do)
- I means intent (here is why I think we should do it)
- C means concern (here is what I think we should keep our eye on)
- C means calibration (now talk to me)

United States incident commanders usually do a bang-up job with articulating the situation and the task. Some ICs articulate the rationale for the task. Most ICs mention their concerns, particularly for safety issues. Very few ICs in this country ever ask for, or even want, the feedback loop — "now talk to me." NPS ICs need to adopt *all* the STICC principles on every incident.

On the other hand, based on the sessions Down Under, incident commanders and incident controllers need to focus more on three critical areas of incident leadership.

The first of these is **risk assessment**. Typically, ICs analyze a given course of action based on the probability of that strategy/tactic being successful. Rarely do ICs analyze proposed actions from the perspective of the consequence of failure — what will the results be if this action does not work.

The second area of improvement for IC leadership is **situational awareness** — what are the external influences on my incident. Again, most ICs do a good job of looking at these external influences. Fewer ICs adequately develop an understanding of these external influences. Fewer yet ICs project

what impact these external influences might mean to their incident. Finally, if you do not do something about it, if the IC does not take some affirmative mitigating action, all the good situational analysis is essentially useless.

The third area for improvement for most ICs is **decision making**. Typically, decisions are made by the rational (scientific) method. This is an excellent decision-making process when the incident gives the IC time to reflect. However, in crisis situations, ICs need to practice the naturalistic (recognition primed) decision-making model. This can best be described as "listen to your belly!"

Again, the key is learning from each other. None of us has the market on smart ideas and good approaches to incident leadership. We need to be smart (and not conceited) enough to integrate good processes and procedures. 

After a 41-year career, Rick Gale retired in January 2002 as chief of fire and aviation for the National Park Service. He is a former president of ANPR and one of the founding members of the Association. He now runs Organizational Quality Associates Inc. from his home in Boise, Idaho. He can be reached at RTGale@aol.com.

What can membership in ANPR do for you?

- Quarterly *Ranger* magazine with thought-provoking articles
- Employee voice to upper management and Capitol Hill
- Social functions with all disciplines from NPS
- Sponsored training with discounts to members
- Annual Ranger Rendezvous with professional workshops and other venues
- Access to partner organizations
- Sales items that enhance pride and morale
- Sponsored detail opportunities to international parks
- Facilitated mentoring program

The Association of National Park Rangers is an organization looking out for your interests for 25 years. As a member, you have access to many benefits. Included are:

If you want to have an avenue to express issues that are important to you and your career, become an active member of ANPR — and make things happen!

For more information: contact Kathy Clossin at glades_quilter@yahoo.com or (775) 635-2580.



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



ROAD MAP for my heirs

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

This notebook has fill-in-the-blank forms about:

- your desires about final arrangements
- civil service, military & Social Security details
- insurance facts, bank accounts and more
- synopsis of life, obituary & family history
- list of disposition of personal items
- anatomical gift wishes

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

Make check payable to ANPR.

Send to: Frank Betts
4560 Larkbunting Drive, #7A

The Canadian Community Monitoring Network

Helping communities link local environmental monitoring to decision making

By Maureen Lynch
Alberta, Canada

Ecological change in our natural environment is an important indicator of environmental health and can provide scientific data to help policymakers make more informed decisions.

That is the premise of the Canadian Community Monitoring Network, a new initiative of the Canadian Nature Federation and Environment Canada's Ecological Monitoring and Assessment Network. CCMN has 14 pilot sites across Canada that aim to help communities monitor change in their local environment to strengthen links between environmental monitoring and local policy and decision making.

As regional coordinator for the towns of Black Diamond, Turner Valley and Okotoks in Alberta, I work within the Yellowstone to Yukon wildlife corridor along the Sheep River in western Canada to help communities with local ecosystem monitoring, link-

ages to sustainability initiatives, ecosystem monitoring protocols and a standardized approach to monitoring ecosystem change. The goal of CCMN is to provide communities with the opportunity to generate information on ecosystem trends and monitor ecosystem attributes. CCMN offers an interactive web-based database and a nationally consistent approach to presenting results and disseminating information.

Meetings with local town councils, community groups and residents in the towns of Black Diamond, Turner Valley and Okotoks have led to the identification of community stakeholders and information-sharing opportunities within the three communities. Through additional gathering of information on community programs and activities, a contact list of the main players of environmental monitoring, sustainability, land use and environmental decision making in the three communities has been established. This list is being used to conduct a governance analysis survey of monitoring activities within the three communi-

ties. Face-to-face meetings, presence and visibility within the communities, and exchanging information have all been successful methods of communicating. Meetings and regular contact with local media have been effective in generating regular media coverage of CCMN activities in the local newspaper and radio station.

Project successes have included the building of community linkages with the Sheep River Preservation Society to form the first tri-community, citizen-led watershed group, and the first annual tri-community River Clean-up Day. More than 150 volunteers and five llamas last May gathered six tons of garbage, including everything from tractor tires and car parts to kitchen sinks. Decision-maker involvement included six town councillors and a town manager, and a mayor who hosted the clean-up barbecue and prize draw, funded through donations from local business merchants. All three communities provided support through their councils and town staff and the event successfully helped to protect the aquatic health

Quotable Quotes

Here's what some partners say about their involvement in CCMN activities:

"I think it's a great thing for everyone to be learning, especially when you live in the area. It's important for town council to support programs that involve our environment, youth and everything that directly affects our drinking water."

— Kristie Tucker, Black Diamond town councillor, on her participation with local Oilfields High School students in the CCMN/RiverWatch monitoring day on the Sheep River in Black Diamond, Alberta

"Schools need to be doing this. There's too much being taught out of a textbook. You've got to take them outside at every opportunity."

— Jim Christie, OHS biology teacher, on the merits of his students' participation in the CCMN/RiverWatch monitoring day

"It's amazing in the sense that we can sit in a classroom and look at overheads and textbooks, but here there are so many teaching opportunities and we see a practical application of what we're doing."

— Christine Pearson, OHS biology teacher

"We finally get to go outside and do something instead of learning about it in a book. Everyone learns differently. Not everyone learns from books. The more you're able to use your hands in things like this the more you remember."

— Linnea Morris, OHS biology student

"The kids are out there and it's always the contact that make the biggest impression. That's the first thing. The second thing is actually collecting the data, and the third thing is having fun. This has been a complete success."

— Stuart Peters, RiverWatch project coordinator

of Sheep River. The result was a community-initiated event, supported by local town council, merchants, citizens and the media.

Students from two local high schools in June monitored the water quality of the Sheep River with the help of CCMN and Alberta RiverWatch, an award-winning not-for-profit organization that works to create community-driven water monitoring activities across the province. Students were given the tools and resources to test the turbidity, temperature, velocity and pH levels of the river and submit their data to the provincial RiverWatch water-quality database. Two town councillors participated with the high school students, and this provided links to local decision making and an opportunity to engage all three communities in water-quality education. Students, teachers, media and town councillors were pleased that the communities would use monitoring data collected by local RiverWatch high school activities.

CCMN provides communities with the necessary tools and assistance to begin the process of community-based monitoring and inclusive decision making. In my experience as regional coordinator, I have found that involving town councillors in grassroots ecological monitoring initiatives allows local decision makers to gain the necessary awareness and knowledge that leads to action on community environmental issues. In addition, I have learned that assisting communities in the collection of scientific data, through such community activities as River Clean-up Day and RiverWatch high school monitoring activities, enables them to create positive and proactive decisions toward the environment and allows decision makers to understand trends that may lead to a more balanced approach between social, economic and environmental decisions. Collective efforts within the three communities provide opportunities to address local level policy and decision making processes that reflect the desires of community residents and the legacy they will leave for future generations. 

ANPR member Maureen Lynch is a regional coordinator of the Canadian Community Monitoring Network. Her professional experience includes work as a Student Conservation Association resource assistant with the NPS Washington Office, Wrangell-St. Elias and Denali. She lives in Black Diamond, Alberta.

Training & Development: A transformation process

By Mike Watson
Mather Training Center

Some sweeping changes and improvements to the Servicewide Training & Development Program are afoot:

- The National Park Service Fundamentals Program will begin full-force next fiscal year to involve all new permanent employees in an intensive five-part mission and orientation program during their first two years of employment. Congress added \$3.5 million to the T&D base that fulfills a dream by many NPSers to offer something akin to the old Fundamentals of NPS Operations training.
- T&D will implement a new training software management program over the next two years known as THINQ, which will provide online training registration, track core competencies attainment, and automate the generation of individual training histories.
- A proposed establishment of three new components in the Servicewide Training & Development community:
 - A *customer relations function* that engages T&D in continual learning with and from those who have stakes in the T&D Program — participants, program managers, partners. The goal of this function is to listen and to communicate T&D information and services more effectively, to anticipate future organizational needs, and to work across organizational levels.
 - An *organizational development function* that facilitates planned changes at all levels of the organization (agency, regional and parks). The Organizational Development function will consider individuals and the various levels of the organization to identify and understand trends, assist people and organizations with ways to accomplish work together better, and apply learning more consistently throughout the organization.
 - A *leadership/advisory council* consisting of a cross-section of leaders and users of T&D programs that advises the chief of T&D and the T&D community about its effectiveness and how to improve; that considers social and professional trends that the T&D Program should respond to; and that makes connections with partners to enhance the ability of the T&D Program to go beyond agency boundaries.
- The reformulation of the Learning Opportunity Delivery function to better reflect the needs of the Service and the NPS workforce, to incorporate curriculum/instructional design systems, and to use more technology to deliver training directly to employees' worksites in a timely fashion.

How has this come about? A gathering last May in Savannah, Ga., of the T&D community and its customers and partners culminated a planning effort to transform the T&D Program by recommending, refining and endorsing these changes and improvements.

The effort to transform T&D began over a year ago when Associate Director of Administration Sue Masica brought the T&D community together in Gleneden, Ore., to start the process of self-examination and change. Not only were trainers invited to the meeting, but a cross section of human resource specialists, park managers and personnel, and partners participated. Private organizational development consultants led the group in unifying its relationships as a T&D community, in creating a strategic direction and action plan to guide future T&D programs, and in clarifying all roles in order to deliver extraordinary service to T&D customers.

Out of that first meeting, a tripartite mission statement emerged for today's Servicewide

T&D Program:

- ▶ The NPS is committed to individual and organizational effectiveness in order to accomplish its strategic goals.
- ▶ Training and development is a catalyst for the NPS to engage in continuous learning, professional growth and organizational effectiveness.
- ▶ The professional T&D community focuses on working with agency leaders to predict and develop strategies/approaches that contribute to a workforce capable of accomplishing NPS strategic goals.

To achieve this new mission, **five strategic goals** for the program were defined:

1. Develop a more flexible and effective T&D organization that is responsive to NPS leadership and strategic goals.
2. Build a competency-based, integrated system for managing employee performance.
3. Ensure all employees are grounded in the history and mission of the NPS and understand their contributions to our success.
4. Develop and implement a measurement system to monitor the effectiveness of what we do.
5. Develop an agile workforce that is capable of responding to changing organizational and personal needs.

Finally, **five guiding principles** were developed to guide the program:

1. Our actions support the NPS strategic plan and workforce challenge.
2. We serve the NPS workforce. We take direction from NPS leadership responsible for establishing strategic direction for the bureau. We provide services to employees to enhance their capacity to respond to organizational needs.
3. We partner with Human Resources to produce a workforce capable of achieving the NPS strategic goals.
4. We create development opportunities with government partners and private organizations to increase our capabilities and performance.
5. We get better results for the NPS by working as an interdisciplinary multilevel team.

Participants at the Oregon meeting left feeling pretty heady about the progress they

made. To keep momentum going and to implement the new T&D Program, Masica formed a small group of individuals called the Strategic Implementation Steering Committee. The Oregon consultants continued to facilitate SISC meetings over the course of the last 14 months, setting frameworks to transform the T&D Program.

One major undertaking by the SISC was to define the core business practices of the T&D Program for the future. Only by doing this could the NPS T&D community paint an organizational picture of what its structure should be to carry out its new mission, strategic goals, guiding principles and core business practices.

The **four NPS T&D core business practices** are:

1. Connect with Customers

- Ask customers what they want
- Communicate learning opportunities
- Evaluate customer satisfaction

2. Provide Learning Opportunities

- Define core curriculum based on competencies
- Design and develop learning opportunities
- Determine delivery methods and sources
- Offer an annual program of learning opportunities to meet organizational and employee needs
- Conduct on-going evaluations of programs and apply lessons learned

3. Improve Organization

Effectiveness

- Increase understanding of how organizations work by looking at systems and processes
- Work with clients to determine individual and organizational needs
- Facilitate solutions for growth and change
- Assist clients in evaluating outcomes
- Share lessons learned with the larger organization

4. Integrate Training & Development, Human Resources and Equal Employment Processes

- Identify processes that can be integrated
- Integrate these processes
- Evaluate effectiveness

These T&D core business practices were

the focus of the Savannah meeting. The first day was highlighted by a "Change Possibilities Panel" session on current and future trends in the training and development profession.

Pat Gallagan, senior publications editor of the American Society for Training and Development, began the session by stating that e-learning is changing everything in the training world. Large corporations are moving into the e-learning arena, offering new programs delivered by new technologies at a rapid pace. She predicted that large corporate groups will dominate the e-learning enterprise and that users of such services will have to embrace such programs to stay competitive, even when such changes are sometimes difficult to accept. Gallagan also pointed out that ASTD's benchmarking studies of leading-edge companies in America have found that high-performing companies devote 4 percent of their payroll to the training and development of their employees. The median investment of all companies studied is at 2.5 percent of payroll.

Kathleen Ricci, a work-life specialist for the FDIC, followed Gallagan's presentation. She recently transferred from the U.S. Air Force where she had similar duties. She advised all trainers to tie everything they do to their agency mission and to communicate their successes to the organization on a regular basis. She said a major study of workers found that employees place a much greater value on having quality time with their families than high salaries and raises. Ricci predicted that generational issues in the aging workplace will increase and that trainers will be faced with developing programs to address them.

Tony Brown, a learning solutions manager with the Coca-Cola Company, rounded out the panel. He reminded the group that people are the greatest asset of any organization and that T&D programs support their people. He emphasized that training must add value to the organization or it will fail. He cautioned trainers not to evaluate on how much training it delivers, but on how well it closes performance gaps. He noted that training functions must instill the same message across the entire organization, especially when it is decentralized like Coca-Cola. Brown also advised the group to have more overt communications with senior leaders to stay effective, and to produce early and visible results when un-

dergoing any reorganization.

The remainder of the Savannah meeting was hard work. After the SISC introduced a draft organizational concept for T&D, the group reacted by developing best-case and worst-case scenarios. Some role-playing in these arenas livened up the session on the second day. Burning midnight oil that night, the SISC took a multitude of feedback and suggestions from the group exercises, and presented a much-improved redrafted organization concept for T&D on the morning of the third and final day.

The outcome of the meeting endorsed a reconfigured NPS Training & Development community that explores and responds to new missions and duties that blend with worthy programs of the past. As mentioned before, three new major groups will be established in the NPS T&D organization — a Customer Relations Unit, an Organizational Development Unit and a Leadership/Advisory Council. Learning Opportunity Delivery Units (such as NPS Training Centers) will continue to deliver training and development opportunities to NPS employee groups, based on core competencies and employee needs and on organizational goals. New technologies for T&D delivery and for administering the T&D function will be implemented. All T&D units and their activities will support the newly defined T&D Core Business Practices.

Like the Oregon meeting, participants left with a positive outlook for the NPS Training & Development community and program. Hard work is now in the hands of the SISC and new Chief of Training Martha Aikens, who began her T&D assignment one week before the Savannah meeting. Fully engaged in that meeting, Aikens vowed to complete the work started in Oregon and solidified in Savannah to better serve the organization and the NPS workforce.

Headly stuff, indeed. 

Michael D. Watson is the superintendent at Stephen T. Mather Training Center, Harpers Ferry, W.V., and an ANPR member. He can be reached at Michael_D_Watson@nps.gov or (304) 535-6218.

Use of AED saves life

By John Broward
Hawaii Volcanoes

Hawaii Volcanoes park employees received word in July of an unconscious adult man at the park's current eruption area. Eruption crew members Rob Ely and David Oien responded with one of the park's automated external defibrillators (AED) and other medical gear.

They found a 67-year-old man who had a previous history of heart-related problems. The patient was unresponsive — he had no pulse and wasn't breathing. A local doctor and another park visitor were performing CPR. Ely set up the AED and followed protocols by delivering three shocks. The patient had a return of pulse and breathing after the third shock. Ely and Oien estimated that approximately 10 minutes had passed between the time the patient went unconscious until the arrival of the AED. According to the American Heart Association, a person has only about a 2 percent chance of survival after 10 minutes without breathing or a pulse. This is even with an AED. However, without the AED, this patient probably would have died. The patient was transported to Hilo Medical Center by the county ambulance stationed in the park and in stable condition.

This was the second time an AED was used at Hawaii Volcanoes since the park acquired them late last year — and the first time the AED was successfully used to save a life. The park currently has three units available and is hoping to acquire more of these machines, which cost approximately \$3,000 each. The goal is to have a unit easily accessible to all park employees and train them on its use. The American Heart Association trains people to use AEDs as part of a CPR course that lasts from four to eight hours (depending on the level of the course).

AEDs have proven to be an excellent tool to increase the chances of patient survival. AEDs have saved many lives throughout the world and are becoming increasingly available to individuals with minimum training. This incident represents how the right training, fast response and the application of this easy-to-use electronic machine can save lives. 

For further information on this incident, contact John Broward at (808) 985-6036 or John_Broward@nps.gov.

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

A gift membership to ANPR includes a subscription to Ranger magazine.

See page 9 or inside back cover for details.

ANPR's award-winning "Lost . . . But Found, Safe and Sound" video also available on CD!



Designed to show children, ages 4-12, what to do if they become lost in remote areas such as parks or forests.

\$10 for ANPR members; \$15 for others; quantity discounts available; credit card payment (Visa/MC) accepted

Contact ANPR's business office:
P.O. Box 108, Larned, KS 67750-0108
(316) 285-2107 • anpr@larned.net

- * Silver World Medal, New York Festivals Film and Video Competition
- * First Place Gold Camera Award, 33rd Annual International Film and Video Festival
- * Finalist Award, Houston International Film Festival
- * Gold Seal item at www.toyportfolio.com

Backcountry ethical issues

By Dr. Ben F. Tholkes
Western Carolina University

Experiential educator and friend Dr. Jasper Hunt has written, "The study of ethics is the study of why one state of affairs is morally better or worse than another state of affairs."

Every day we make ethical decisions whether we realize it or not. Sometimes these decisions are well thought out and implemented, other times these decisions are made without realizing the consequences of the decisions. Many people feel that one of the criteria for a field to be considered professional is a well-developed code of ethics.

The field of medicine has a well-founded code of ethics that is constantly being examined and revised as needed. Unfortunately, in the field of prehospital (especially backcountry) emergency care, ethical decisions have yet to be thoroughly examined. This article intends to provide backcountry rangers and other search and rescue personnel a forum to begin discussions and to share opinions concerning SAR ethics.

Over the years I have had the opportunity to assist with a number of search and rescue missions with the National Park Service and the National Ski Patrol. Eventually, I began to look at some of the decisions we were making as rescuers and the impacts these decisions had on our patients. I began to wonder how, or if, medical ethics should apply to the field of backcountry rescue. The scope of this article is limited to three ethical issues; however, many more issues could be examined if space and time permitted. Unfortunately, ethical issues do not lend themselves to easy answers, but they can result in lively discussions. This article aims to present some ethical issues and provide a forum for further discussion.

The first issue deals with the concept of *informed consent*. In an article on medical ethics, Emily Friedman says, "Patients who have the capacity to make decisions about their treatment must be permitted to do so voluntarily and must have all relevant information regarding their condition and alternative treatments."

PERSPECTIVE

This issue came up during the rescue of a fisherman near Mount Rainier. We had two choices for the evacuation of the fisherman. One route would include a vertical raising on a steep rock face; the other choice was a long, slow, relatively safe ascent through the deep woods. The question we had was: should we ask our patient for input into the evacuation decision or should we as trained professionals make the decision? There are many times during a rescue situation when decisions need to be made concerning patient treatment, transport and route of evacuation. Are these decisions being made with the *informed consent* of patients or are the decisions made strictly by the rescuers? The medical profession believes strongly in the concept of patients' rights and the rights of a patient to be informed during all phases of treatment. Do these rights also apply to patients injured in backcountry areas? I asked this question at a National Association for Search and Rescue conference and the majority of the trained rescuers felt they should make these difficult decisions for their patients. The NASAR participants felt they had the training and expertise to make decisions for their patients and felt their patients may not be physically or mentally able to make a good decision. I think most backcountry rescuers would agree with this opinion.

On the other hand, if you truly believe in patient rights and personal autonomy, you might feel a little uneasy about making decisions for a patient. Where does it say that once a person is injured, they are no longer able to make decisions for themselves? What if a patient doesn't wish to be hoisted up a vertical rock face? What if a patient would rather be carried out than loaded on a helicopter? What if a patient doesn't want to be strapped to a backboard for the next four to five hours? If you were the injured person, would you like to be consulted about these decisions? *Issue one: do you feel it is important to consider the ethical issue of informed consent in relation to backcountry rescue situations?*

Ethical issue number two deals with the difficult problem of deciding whether it

is better to withhold treatment or to withdraw treatment once it has begun. There are many situations in backcountry rescue when a patient's chance of survival is in question. Time, distance from medical facilities, rough terrain and extent of injuries all affect a patient's chance of survival. What we need to determine is: Is it better to begin a treatment (rescue breathing, CPR) knowing that this treatment will not be successful and will need to be stopped (withdrawn) before more advanced medical help can arrive? Or, is it better not to start (withhold) treatment rather than begin treatment that we feel would not benefit the patient?

Except in extreme situations, most emergency care providers have a difficult time with the idea of withholding treatment. We are trained to provide emergency medical care, save lives and deliver our patients to medical facilities as quickly as possible. As a society, we consider death to be the ultimate evil and the greatest punishment. We do everything in our power to sustain life and cheat death even if we know who will win in the end. Author Charlene DeLoach says that we, as care providers, have an obligation to act because "someone should speak out for the defense of the unconscious. They have a right to live, not a 'right to die with dignity.' There is no dignity in death." Obviously, DeLoach thinks we are never justified in withholding treatment and there are probably many backcountry rescuers who would agree with this feeling. However, are we justified in beginning a treatment that we know will not result in success and that will soon need to be withdrawn?

Once again, time, distance, terrain and extent of injuries all stand between rescuers and a successful rescue. What are the consequences of beginning a treatment which we know will need to be withdrawn before additional medical help arrives? Is it less traumatic to the patient, family and friends if treatment is withheld rather than withdrawn? Is it fair to hold out false hope to family and friends by beginning treatment with little hope of success? What if family or friends urge rescuers to withhold treatment based on their assessment of the situation? How do you determine when to withdraw (stop) treatment? How do you explain to family and friends when the time comes that you feel it is time to withdraw treatment? A recent *Wilderness Medicine Newsletter* stated, "In general, the Wilderness

Medical Society recommends performing CPR in the backcountry for not more than 30 minutes. After that time, the patient has almost no chance of survival, and continued efforts in resuscitation may create a situation of diminishing returns . . .”

It may help rescuers to have this 30-minute guideline, but why is 30 minutes better than 15 minutes or 45 minutes? Why begin CPR at all if we know that we may decide to withdraw treatment after 30 minutes? *Ethical issue number two: is it better to withhold treatment when we know it will not result in a successful rescue, or is it better to begin treatment and later deal with the consequences of withdrawing treatment?*

Ethical issue number three does not deal directly with life and death situations like issues one and two, but it does pose a realistic and interesting ethical question. Ethical issue three deals with the idea of establishing self-guided wilderness areas on federal lands. It is no secret that many federal agencies, including the NPS, are suffering from a lack of money and personnel. It may be time to take a realistic view of what services the federal government can and can't provide to the general public. Many backcountry areas are suffering from lack of maintenance, patrol and resource attention. Backcountry rescues can result in a tremendous drain on limited resources. One solution to these problems would be to designate specified areas as “self-guided wilderness areas.” These areas would be true wilderness areas for people who want to see wilderness like it was in the early days of this country. These areas would have no roads, no designated trails, no campsites, no bridges, no backcountry rangers and no trail signs. Anyone wishing to use these areas would receive a backcountry permit, which would only specify an entry and exit date. Route of travel and campsite location would be determined by the party. If visitors became lost or injured, they would be responsible for their own care, the government would not perform any search and rescue operations in the self-guided wilderness areas. The only time a federal presence would be seen in the area would be if any illegal actions are reported or if resource damage must be examined. The idea of self-guided wilderness areas would be appealing to many wilderness purists. It would save the NPS a tremendous amount of money in trail building, maintenance and rescue

costs. It would also eliminate the entire issue of NPS liability for visitor injuries since visitors would be responsible for themselves. The ethical issue that arises in this situation is whether we can truly allow visitors to be responsible for their own actions and safety.

Serious ethical concerns arise when we consider the establishment of self-guided wilderness areas. We need to begin by, once again, considering the issue of informed consent. How can visitors to self-guided wilderness areas truly consent to taking responsibility for themselves? How much information must be provided to visitors to insure that they realize the consequences of their actions? Who is competent to make the decision to enter a self-guided wilderness area? If someone is lost or injured in a self-guided wilderness area, would we truly be able to leave them to their fate? If someone unknowingly entered a self-guided wilderness area, would they be subject to all the self-guided wilderness policies?

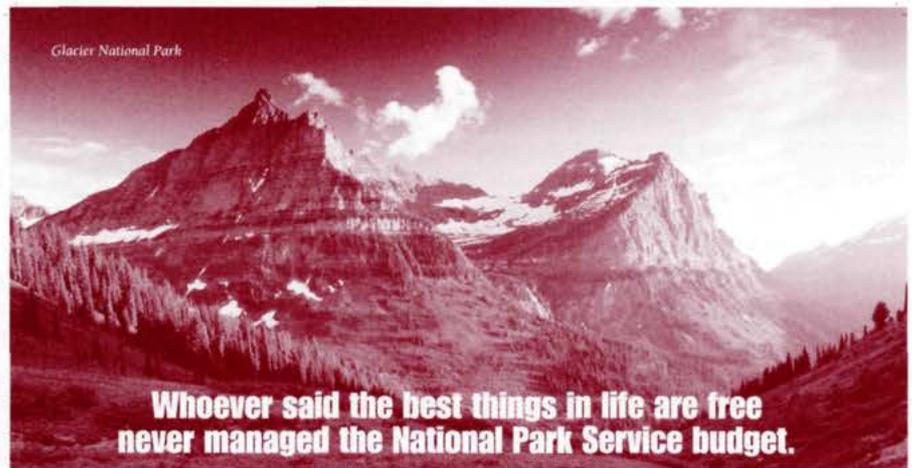
There are many positive sides to the establishment of self-guided wilderness areas. The NPS would save substantially on trails, maintenance, rescue and liability. It

would help the local economy near the parks, as professional guide and rescue services would open new businesses near the parks. The users of self-guided areas would need to be skilled and, hopefully, sensitive to the needs of the area. *Ethical issue number three: are we willing to allow visitors to enjoy the benefits and assume the risks of self-guided wilderness areas?*

So where do we go from here? I would be glad to hear from anyone interested in these (or other) ethical issues. Other forums for discussion could be on the ANPR website or at a future Ranger Rendezvous.

Ethical issues do not have easy answers. The value of presenting ethical issues lies in presenting a forum for discussion, a sharing of ideas and feelings, and, hopefully, a clearer understanding of our values and how they relate to our actions. 🏠

Dr. Ben Tholkes is an associate professor at Western Carolina University. He worked for seven seasons at Mount Rainier and currently is a VIP at Great Smoky Mountains. He would like to thank Kit Pitkin at Great Smokies for help with this article.



Although the best things in life may be free, protecting them certainly isn't. It takes people and costs money. And no one knows that better than a park ranger.

Americans for National Parks salutes you for your tireless efforts to preserve and

protect our national parks. We're working to secure the funds so desperately needed—this year and every year. To learn more, visit www.americansforationalparks.org.

On behalf of some of the very best things in life... we thank you!



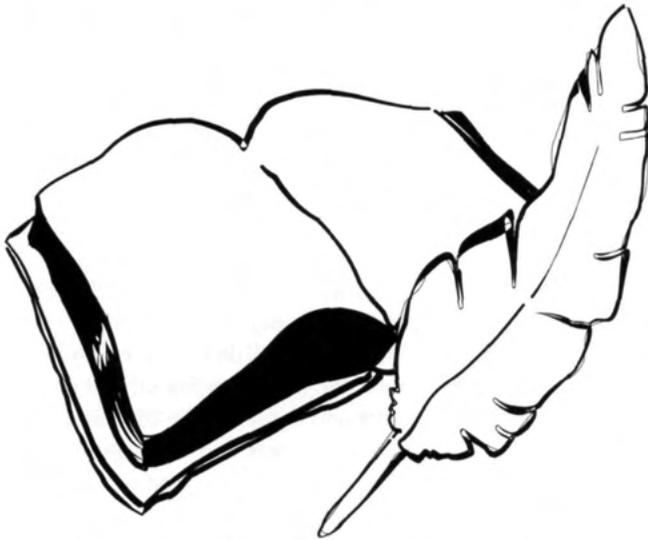
AMERICANS FOR NATIONAL PARKS

Because there's just too much to lose.

1300 19th Street, N.W., Suite 300 • Washington, D.C. 20036 • 1-800-NAT-PARK (628-7275)

www.americansforationalparks.org

Flashback to 1933



COLLEGE RANGERS

We hear on the "Outside" that the new national parks program is going to require that all national park rangers be college graduates in order to hold these jobs.

Of all the high-browed foolishness and ignorance we have ever learned in connection with Uncle Sam's parks, this caps the climax and heaps disfavor upon those responsible for the program and disgusts to the people who have to swallow the dose.

Any man, even the college man himself if he be fair in his conclusions, must know that the practical man mountain bred and mountain raised — would make the best park rangers. A man who doesn't have to take a day or a week off to learn how to build a campfire, saddle a horse, make a bed, find a lost man, cook a meal and treat the strangers — the city bred, the sick and weak in a friendly and hospitable manner.

The boy raised out in the country, with only a common school education is so far ahead of the fellow that has only the college education, that it seems a pity to think that we have such pinheads in charge of our affairs and trying to introduce some newfangled ideas all the time.

If there has ever been a better, more efficient, broader minded force of park rangers than we have had in Yosemite these past 20 years, we are certain they were not found within the wall of some college or university.

— *Mariposa Gazette*, Sept. 14, 1933

A look at opinions of another era

Reprinted with permission of the Mariposa (Calif.) Gazette

PARK RANGERS

They tell us that all park rangers who are not college trained are to be dismissed from the park service.

This is really a regrettable state of affairs. Yes, worse than that it is deplorable and uncalled for.

If there ever was a finer, more efficient more courteous and a more respected lot of men than the general run of park rangers, we haven't met up with them.

There are more college graduates walking the streets, running blind pigs, or engaged in other questionable work than there are of the kind that go to make up the rangers we find in Yosemite.

It wouldn't be an awful loss to our nation if some of the long-hair, narrow brows would take a tumble off Clouds Rest or some other cliff in Yosemite.

We are not opposed to college graduates who know the game, but we know that some of our non-college trained boys know the ranger game to perfection.

— *Mariposa Gazette*, Dec. 14, 1933

Tour of Australia & New Zealand Parks

ANPR member offers to lead special tours Down Under for IRF Congress delegates, alternates and interested parties

If you are thinking of heading Down Under for next year's International Ranger Federation Fourth World Ranger Congress in Victoria, Australia, (see related information on page 24) consider taking advantage of a 16-day post-Congress tour of Australia and New Zealand parks led by ANPR member and park ranger Bob Palmer.

Palmer, along with his wife Sharon, split their time between the United States and New Zealand each year, currently spending about six months in each hemisphere. Bob is a subject-to-furlough ranger at Effigy Mounds and has spent a significant part of his career living and working in parks in New Zealand. After earning his master's degree in Pacific archaeology from the University of Auckland, he began working for the Wellington Regional Council, ending up as the managing park ranger for the Kapiti District Parks. Sharon, who is a Kiwi and a parks, recreation and tourism management graduate of Lincoln University in Christchurch, New Zealand, has spent her career working in environmental public relations for a number of government agencies. She also is a freelance jour-

nalist. Together they run an annual tour Down Under on behalf of the Luther College Alumni Office in Decorah, Iowa.

Drawing on their backgrounds and contacts in the parks and recreation field, the tour will include visits to many national, state and regional parks in both countries. Staff from various Australian and New Zealand land management agencies will join the tour along the way, allowing you to find out more about how these countries manage parks and the issues they deal with on a day-to-day basis.

Also, the tour will give participants an opportunity to see "the best-of-the-best" sites of Australia and New Zealand including visits to Sydney, Cairns, the famous West Coast of New Zealand, Queenstown, Christchurch, Rotorua and Auckland — plus lots of places in between!

A link to the proposed itinerary is listed on the ANPR website, and the itinerary is subject to change as details are finalized. The tour will include airfares from most major airports in the U.S. (or from Los Angeles), all internal Australian and New Zealand airfares, Australian airport departure taxes, four- and five-star hotel accommodation after the conference, deluxe coach transport, breakfast daily, many lunches and dinners, plus entrance fees to all listed



AERIAL VIEW: A pontoon floats the waters of Australia's Great Barrier Reef.

sightseeing attractions. There is a certain amount of flexibility for individuals to take side trips to remote locations (such as a trip to Kakadu National Park or Ayers Rock in Australia) in place of scheduled activities.

If you are interested in seeing a little more of these beautiful countries, send the Palmers an e-mail at compass@rconnect.com or call them toll-free at 1-877-453-0409.

Special Notes

If you are the spouse of a delegate, or if you are not selected to attend the Congress due to limited spaces but would still like to go to Australia and New Zealand, we will offer a six-day "Congress alternative" tour of Victoria and New South Wales. This tour will run while the Congress is in progress — Saturday, March 22, 2003, to Thursday, March 27, 2003.

Also, if you are *only planning to attend the Congress* and not interested in this post-conference tour, the Palmers may be able to help you with a lower airfare as a result of their relationship with Air New Zealand via their tour company, Compasspoint Destinations Inc. Contact them for more details. □

Photos supplied by Bob Palmer.



GLACIATED WALK: See the spectacular Franz Josef Glacier in Westland, Mount Cook National Park, New Zealand.

ANPR ACTIONS

WASO Reorganization

ANPR President Ken Mabery sent this letter dated June 10, 2002, to NPS Director Fran Mainella:

The Association of National Park Rangers (ANPR) supports the need to reorganize the Washington Office. We agree that organizational adjustments are needed to better address protection/ law enforcement roles, cultural and natural resources stewardship, restoration of deteriorating infrastructure, to become more business-like, and improve capability for self-sustaining funding sources. Given the time constraints, we have limited our comments to the issues of most concern to our members: effects on the park ranger profession and the efficient functioning of the National Park Service towards achieving the NPS mission. This letter addresses the broad concerns; an attachment addresses finer details in bullet form.

The 1992 Vail Report led the National Park Service's strategic look at organizational structure and how that structure contributed to meeting the NPS Mission: service to the parks, the resource, visitors and stakeholders. The current reorganization, on the other hand, seems to be driven in part by factors other than the need to better address accomplishment of the mission. Reorganiza-

tion in the middle 1990s built on hundreds of hours of examination and thought by diverse audiences including the Kennedy School of Government, the Council for Excellence in Government, the American Recreation Coalition, and other organizations with conservation and partnership experience. Despite all of their efforts, ripple effects were still being felt in regions and parks as much as eight years later. The proposal before us now seems to have far less field or public involvement. The potential therefore exists for far greater ripple effects, especially to field operations.

We understand that this reorganization is intended to affect only the Washington Office. However, as just one example of unintended consequences during the last reorganization, regions established Associate Regional Directors over clusters. WASO programs brought pressure saying that parallel regional structure was necessary for effective program management and communications. Consequently, regions evolved back to traditional structures, minus the staff necessary to support that organization. We now lack critical mass to accomplish many of the park support functions necessary at the regional level. In the proposed reorganization effort, recognize that parks will require a mirroring of WASO alignments to effectively and efficiently report and coordinate. Likewise, WASO offices will require one-to-one coordination lines. Build re-engineered work and reporting requirements concurrent with implementation of the reorganization.

In the proposal, field operations are now spread across five Associates and the Office of Policy. The only place that field operations come together is in the Director's Office. Over time, this could result in more attention to operations at the Directorate level, and less time available for strategic and policy issues. This seems contradictory to recent NLC decisions to be more strategic.

The epitome of rangership is illustrated by the protection ranger who gets off her horse to spark a child's wonder in seeing a wildflower; or an interpretive ranger who saves a heart attack victim while leading a nature hike; or both of the above responding alongside of maintenance and administrative employees to a wildland or structural fire that threatens park resources. Convergent with the above concern is the effect the proposed

structure will have on the generalist ranger. For some 300+ small and medium-size units of the System, the generalist ranger is the essential component. These units cannot afford enough staff to specialize. ANPR has spent 25 years bridging gaps between the protection and interpretation/education functions. This gap has existed under the current structure, with one Associate. We are skeptical that a single vision and approach will come from five Associate Director's offices and result in effective, integrated field programs. Chiefs' conferences will require minimum participation from five Associates and the Policy Office to be effective, to cite only one coordination concern. Resources-based, multi-skilled specialists need a focus in WASO in order to survive. The career field needs to be consistently managed and focused to accomplish the NPS mission in the most efficient, effective manner possible. We are disappointed that this aspect of the ranger careers program was never fully implemented.

Many programs have grown in complexity over the last eight to 10 years; this is reflected in the WASO proposal. However, without parallel program and staff development at the regional and park levels, effective implementation will not occur. For example, park capabilities to develop and sustain effective volunteer and partnership programs are generally at maximum right now. Increased professionalization of the program in WASO cannot be matched in the field, so new policies and directives risk sitting on the shelf along with other un-funded programs. Maximum organizational efficiency would better be achieved by simultaneous buildup at the field, regional and Washington levels. Of course that cannot occur when parks are so thinly staffed that they struggle to keep up with minimum requirements.

Thank you for the opportunity to comment. We don't envy you your task.

Attachment

Finer detail concerns with the proposed WASO reorganization:

- Interpretation and Education are emerging thrusts according to the 21st Century report and direction from the NLC. Interpretation/Education is one of the most critical components to front line operations. Its identity should be preserved and

If you're serious
about advancing
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. You will find the forms on ANPR's website at www.anpr.org. Go to the link under Membership Services. It's easier than ever to sign up online.

For more information contact Bill Supernaugh, ANPR's mentoring coordinator, at bsuper@gwtc.net.

heightened rather than subsumed under other marginally related programs.

■ Interpretation and Education could just as reasonably reside with the Associate for Natural Resources as the Associate for Cultural Resources. Over the long term it doesn't seem appropriate to align this function with one or the other when the need is to support integrated natural/cultural resource interpretive programs.

■ Given the proposed organization, one could make an argument that Interpretation/ Education is more strongly aligned with training because it shares information delivery, curriculum development and many other competencies with that function. In as much as education and interpretation have a strong link, and education is building links with Education Centers, the strong link in the future may be with Partnership programs. These two alternatives least afford the Interpretation/Education function a resource-neutral organizational basis.

■ The interpretation and protection functions both need a "Chief" to manage their park ranger responsibilities and functions. Deputy Chief positions should also be established to ensure the top management official has the ability to operate and manage strategically along with the other Associates.

■ The International Chiefs of Police (IACP) report, the National Association of Public Administration (NAPA) report and the Thomas report supported completing the professionalization of the ranger occupation begun under the *Vail Agenda*, *Ranger Futures*, *Ranger Careers*, and proposed by *Rangers of the 21st Century* initiatives. The Service should not ignore or lose sight of these prior initiatives.

■ We support the realignment of the US Park Police on parity with the park ranger protection function. ANPR worked long and hard to end the inequities created by having a park technician and a park ranger workforce. We advocate parity (job requirements, staffing, equipment) and equitable treatment for both branches of law enforcement.

■ Consider using the title "*Associate Director, Resource and Visitor Protection*" to better reflect the program in context with existing *Ranger Careers* emphasis and the NPS Organic Act. This title is inclusive of emergency services (a visitor protection function).

■ Placing Regulations and Special Park Uses wholly in Policy seems to ignore the

operational aspects. Although there is a strong policy relationship (an argument that can be made for almost any field program), there is a strong need to continue national-level operational coordination and program oversight/ development.

■ We realize that wilderness use management is a function required by law. However we do not see a parallel non-wilderness use management (frontcountry, use management) function.

■ Establish a ranger career management function to accomplish those things set forth in *Ranger Careers* and *Rangers of the 21st Century*. This function must be able to freely cross Associate Director Offices to integrate recruitment, intake, background investigations, standards development/management, competencies, training, equipment, reporting, compliance, and others as called for in the *Ranger Careers* program. This should be done in parity with the similar office within the park police organization.

■ Create working teams to insure continuity of ranger profession work and advancement of projects of common interest across Associates (such as *Ranger Careers*).

■ Given that the Department has an interest in having a secure and effective workspace for enhanced law enforcement communications, operations, coordination, and intelligence gathering, a serious look should be taken toward establishing a law enforcement/intelligence center located outside the District of Columbia. An appropriately senior NPS law enforcement program manager should staff this center.

■ Among our members, superintendents and park chief rangers show little support for all special agents (1811 series) reporting directly to regional chief rangers. In most cases, parks carved these positions out of their own budgets. Loss of the position would mean loss of funding support from that park. This move would decimate park's ongoing investigation programs by removing the ability to set priorities. In some cases, especially in the west where park managers have seen similar moves in BLM and the Forest Service, there are real fears that Special Agents reporting to Region creates a mole in the park organization.

■ While reorganization concurrent with the office move makes some sense, recognize that this timing will only add to the field's confusion and frustration.

■ Having both the Associate for Re-

source/Visitor Protection and the Chief, USPP on the NLC seems to give the law enforcement function a disproportionate voice on the NLC.

■ The oversight roles assigned to Deputy Director Jones (Fire, Aviation, Public Health, Risk Management and EEO Offices) adds to our concern that effective coordination and integration of field functions will have to occur with full attention of the Directorate.

■ Our members raised the following questions during this short time. If the Service establishes a Q&A section on InsideNPS, responses to these questions might be the beginning of the Service's internal marketing effort:

1. With the former Ranger Activities functions spread out across many directorates, how does the Service plan to attract skilled, experienced rangers from the parks to serve a term in WASO?

2. How will the crosscutting Fees Program be managed? Will Visitor Use Assistants be retained rather than reverting to Fee Collectors?

3. The close working relationship between Regulations and enforcement will need to continue. How will this be accomplished?

4. It seems that interpretation rangers have just as much affinity for natural resources as for cultural resources, in some parks more. Why was Cultural Resources chosen as the new "home" for interpretation?

5. What recruiting sources are being considered for the new Associate Director for Protection and Emergency Services? Although it might be a difficult position to fill, we would prefer a career NPS manager with a strong law enforcement background to an executive from another law enforcement agency.

6. At least one source indicated that a branch of homeland security, or an office of security is being considered. If so, what does this portend for long-term use of park rangers on SET and other detail assignments?

7. What is the timeline for Department, OMB and Congress approved on this proposal?

8. Has NAPA and IACP been asked to comment, given their reports helped trigger this plan? □

The Professional Ranger

Editor's note: Heather Whitman, chief of administration at Yosemite, is Ranger magazine's newest columnist. Look for her contribution about administrative matters in this space each issue.

Administration

"Government should be results-oriented — guided not by process but guided by performance. There comes a time when every program must be judged either a success or a failure. Where we find success, we should repeat it, share it, and make it the standard. And where we find failure, we must call it by its name. Government action that fails in its purpose must be reformed or ended."

— then Texas Gov. George W. Bush, on the presidential campaign trail, June 2000

Activity-Based Costing in the Department of Interior — By the beginning of fiscal year 2004, the Department of Interior is adopting activity-based costing (ABC), an accounting system designed to break down in detail the costs of all of an organization's activities. Interior officials believe ABC information will help meet three of the five Bush administration management initiatives:

- linking performance and budget
- competitive sourcing
- improved financial management

ABC will benefit the National Park Service by providing improved cost data. The data will help managers analyze their work processes and adjust them in order to be more efficient and effective. In other words, we must create a direct link between the amount and quality of services and/or products we provide and the cost of providing those services/products.

Secretary Norton and other department officials want to know exactly how much it costs to run national parks, encourage water conservation, and operate hundreds of other programs across the seven bureaus. Designed in the 1980s to help manufacturers get a handle on their production costs, a handful of federal agencies have also tried the ABC method, with mixed results.

In a recent interview, Lynn Scarlett, Interior's assistant secretary for policy, management and budget said, "You can't have performance and budget integration unless you actually have ABC. It provides you the building blocks to say how much it costs to run a visitor center, to deliver a unit of water, or to manage a grazing program."

The Department of Interior is the first department to announce it will adopt a new management system—activity-based costing—to help meet the administration's reform goals, but it's not likely the last according to Office of Management and Budget Controller Mark Everson. But Everson stressed that OMB will not require agencies to use ABC or any specific management technique. "We would never mandate one particular kind of approach if the circumstances were better-suited to doing something else," he said. "What we want people to do is like any business, study their business and understand what the best way is to capture the required data so they know what's going on in their operations."

The only Interior agency now using ABC is the Bureau of Land Management, which started developing its system four years ago. The Office of Surface Mining, the Minerals Management Service, and the National Business Center are installing ABC systems this year. Interior wants all bureaus in the department to be managing their programs with the ABC method by fiscal year 2004.

Once ABC systems are in place, the department will require field offices to report the cost of their operations to bureau headquarters and to Scarlett's office, where analysts will study why certain functions cost more to perform than others. Eventually DOI will use this information to develop best practices and reward successful programs with more funding.

"To the degree in our prioritizing we can reward those programs that are effective, it would be the hope that we would incentivize the programs that have not really put a lot of attention into being efficient," Lynn Scarlett said.

In cases where bureaus provide similar services, DOI will try to develop and implement best practices among bureaus. For example, the BLM, the Fish and Wildlife Service and the NPS all provide access to recreation areas. The department could set cost targets for this service that the bureaus would be expected to meet.

In the next few months as we move toward implementation of ABC on a Servicewide basis, managers and employees should expect some changes in budget formulation, distribution and execution. You are encouraged to "open your ears"

and be involved in the changes that ABC will bring to the NPS.

—Heather Whitman, Yosemite

Interpretation

Most readers are probably familiar with the name and general concepts of Leave No Trace. In the 1970s the U.S. Forest Service began to encourage minimum impact camping in many backcountry areas, which later came to be known as Leave No Trace camping, as a result of the sudden explosion of interest in backcountry travel. Eventually the Forest Service partnered with the National Outdoor Leadership School and then the three other major federal land management agencies (the National Park Service, U.S. Fish & Wildlife Service and BLM) and signed a memorandum of understanding signifying an ongoing agreement that these organizations are committed to teaching and promoting the Leave No Trace message.

In 1994 NOLS joined with some outdoor recreation and sporting goods organizations to form LNT Inc., an independent, non-profit organization. Currently the LNT program consists of the federal land management agencies and NOLS promoting and inspiring responsible outdoor recreation and stewardship of America's public lands. LNT markets the program through corporate sponsorships, development of curriculum and teaching materials, sponsoring traveling trainers, fund raising and filling orders for educational materials.

LNT clearly is an educational endeavor. Who better to get involved and spread the word than NPS interpretive rangers?

At the heart of the message are the seven LNT principles:

1. Plan ahead and prepare
2. Travel and camp on durable surfaces
3. Dispose of waste properly
4. Leave what you find
5. Minimize campfire impacts
6. Respect wildlife
7. Be considerate of other visitors

The principles were developed with backcountry users in mind. Many parks with wilderness resources have been actively using LNT principles and materials for years. However, due to increasing impacts in heavily visited frontcountry areas, and the obvious fit of the LNT principles, they are now being officially used in some frontcountry user programs. Think of some of the most common visitor-related prob-

lems in your park. Are things such as pet waste and management, off-trail hiking, litter, user conflicts and collecting natural or cultural objects a problem? All of these and many more common problems associated with visitation are addressed well by one of the LNT principles. The program, when taught and followed enthusiastically, helps keep wild lands more pristine, and frontcountry areas clean and attractive with minimal impacts.

The LNT message can be woven into most of the interpretive tools we use every day in our park units. Brochures or site bulletins can be produced. Articles can be written for park newspapers. It can be integrated into interpretive program themes, or included in pre-program announcements, or even practiced during a walk or hike. Seasonal training sessions can incorporate it. Websites can encourage LNT practices and have a link to the LNT website (www.lnt.org). Outreach or off-site programs are another excellent way to spread the word. Talks to school or scout groups can include an LNT element. The Park Service has just released an excellent ten-minute Leave No Trace video that could be an appropriate part of many presentations. Some park institutes now have backcountry courses with the sole purpose of teaching Leave No Trace.

One of the most effective ways you can get involved is by becoming a LNT Master. Master courses, taught by NOLS or Appalachian Mountain Club instructors along with an agency host, are typically five days and designed for people who are either actively teaching people outdoor skills or providing recreation information to the public. They center around one major outdoor activity and region of the country — usually hiking, horse packing, canoeing or sea kayaking (outdoor skills and ethics booklets are also available for these and several other activities/environments). Participants practice LNT skills, discuss wildland ethics and learn effective teaching techniques, all in a fantastic outdoor setting. Scholarships often are available to help defray the tuition cost.

Masters are encouraged to organize and teach “trainer” courses, a shorter class designed for outdoor leaders, thereby creating a network of LNT educators throughout the country. They also can do shorter presentations and demonstrations for Earth Day celebrations, scouting groups, 4-H clubs

and others. There are currently more than 1,400 LNT masters in North America. However, one doesn’t need to be a LNT master to incorporate the messages into park educational and interpretive programs and materials.

“Education . . . is a preemptive strike . . . to teach the American people how to enjoy the wilderness without destroying it. All other methods merely try to repair the damage after it is done. Stronger wilderness education programs would dramatically decrease the need for law enforcement and cleanup.”

— James Bradley,
former U.S. House staff member

One of the most exciting aspects of the Leave No Trace program to me as an NPS ranger is how perfectly it exemplifies the mission. The principles directly contribute to preserving park resources while at the same time helping visitors enjoy and appreciate them more.

— Brian Suderman, Yellowstone

Protection

Firefighting: A Different Angle on Homeland Security — As long as there are wildland fires, protection rangers will always fight wildland fires.

How can I be so sure? First of all, we know our parks, and who better to have on a crew than those who know the land? We can roll out the topos, knock out a hasty map recon and report to the FMO what kind of vegetation, terrain and moisture firefighters will encounter when they arrive. Why is this? Because we’re out there. Rangering.

Secondly, firefighting is a classic adventure. That’s right — adventure! Most rangers I know can’t resist the allure and promise of adventure. We are still driven, motivated, encouraged by the raw adventure of firefighting — the destination unknown, the battle to fight against a real-world enemy, the inherent peril, airships buzzing all around, physical and mental exhaustion, the camaraderie on the line, and of course, the lush accommodations and delicious food. Sadly, though, it seems today some forget about the adventure of firefighting and give it a backseat to other incentives. But that is another story.

Another reason: An enormous amount of firefighting talent and institutional

memory exists in the collective body of rangers. Squadies, crew bosses, helicopter folks, engine bosses, former hotshots, smokejumpers and overhead make up a good portion of our ranger cadre. And, the more fires we fight, large fires in particular, the further we’ll advance in our firefighting qualifications. Large fires help us gain that crucial field experience that can only be found on extended fire assignments, and as a result, better prepare us to manage our own in-park fires as they arise.

And what about tradition? Pick up any book about early-day rangers and you’re sure to read about their firefighting exploits. Lon Garrison, Gordon Wallace and Horace Albright all embraced firefighting as a necessary, albeit wearying, part of their ranger duties. One would be hard pressed to find a ranger in the 1930s who had never dug a handline. I believe the same remains true for our generation of rangers. And I trust the same will be said for the next generation.

Times have changed and with them, the scope of our duties has changed. That scope, though, doesn’t *exclude* wildland firefighting. Rather, it *broadens* to make room for new duties while maintaining a firm grasp on those traditional duties and skills we have always held a command of; those traditional skills that have always helped define who we are as rangers. Instead of betraying what we’ve always done, we set the bar higher and rise to the challenge of maintaining excellence in a demanding, multi-faceted profession.

Imagine this: An NPS protection ranger arrives on the scene of a rapidly growing, but still stoppable, wildfire and does nothing to fight the blaze except to radio in a size up. Passing hikers, noticing the unmistakable lack of action on the ranger’s part (failing to don Nomex or ready equipment, etc.), inquire about the ranger’s intentions. The ranger informs the hikers that NPS rangers no longer fight fires because other, more important duties beckon.

The hikers then, wishing to ensure they’re clear on what they’re hearing, paraphrase the ranger in astonishment: “So you’re telling us that park *rangers* don’t fight fires in our parks?” Ranger: “That’s correct.” Hikers: “That’s absolutely absurd!” Indeed, the notion of us not fighting fires is just that: absolutely absurd, which brings me back to my opening point: rangers will always fight fire.

Unfortunately though, for many of us, it's the absence of fighting fire that sums up this past western fire season. While our friends from every other discipline (maintenance, interpretation, administration, resource management, visitor use) were deployed to help during another epic fire year when fires reached record size, giant sequoias had close calls, hundreds of homes burned and thousands of residents were evacuated, we — the original firefighters — stood by and watched. And amazingly, coordination centers everywhere were begging for additional firefighters, having been at Preparedness Level 5 since June 21. If more rangers could have been deployed, we would have undoubtedly reduced the death in a significant way.

Why did so many rangers not get an extended fire assignment in 2002? The primary reason is homeland security assignments. Prior to Sept. 11, it was already difficult getting a fire assignment. Our ranks are stretched thin, and now we're adding homeland security assignments to the mix, which further emaciates our skeleton crew.

It is an honor to contribute to the noble cause of homeland security. In fact, this is one area where we alone as commissioned rangers have an opportunity that our fellow non-commissioned NPS comrades won't have. However, what concerns so many of us is that this one task, though important, decreases our ability to tend to our other tasks, some of which are equally important and even comparable to homeland security. For example: firefighting.

So we missed out on big fire assignments this year. Few of us are lucky enough to go out every year anyway, so it's just like missing out on any other year, right? Not quite. The big, unanswered question is this: How long will NPS protection rangers be committed to homeland security assignments? The timeline is indefinite, which warns of other "no fire-assignment years." Dangerously, the cumulative results of this pattern are rusty skills, expired task books, missed trainee assignments, not advancing to that next level, a recurring shortage of firefighters every year, and ultimately, fewer in-park personnel who are

qualified to manage fires when they occur in our home parks.

A solution is available. Hire more rangers. This one action will bolster our ranks, allowing us to not only commit to homeland security details, but also to extended fire assignments, not to mention we'll be more effective in carrying out our everyday duties in our parks.

Right now we have a Congress that is open to our nation's need for highly trained emergency services personnel. Other agencies — the military, U.S. marshals, local police departments — are benefiting from this momentum. The NPS needs to do the same.

Our justification is simple: As our tasks expand, so should our numbers. We can add new duties to our already full plate and still maintain excellence in each. We just have to hire more rangers. With more of us out there, we can better ensure our parks — and thereby a portion of our homeland — receive the highest degree of vigil we can provide.

A closing note: I mentioned above how firefighting is comparable to homeland security. How so? If you were to ask the thousands evacuated from their homes this year due to an encroaching wildfire if they thought their "homeland" was secure right then and there, their answer would certainly be a resounding "No way!" Unless, of course, dedicated, skilled and determined people were valiantly toiling nonstop to protect that homeland! **For all those who did fight the fires of 2002, thank you for doing your part to keep our homeland secure.**

— Kevin Moses
Big South Fork

Resource Management

In this age of increased specialization, resource managers and rangers alike must work hard to keep up with trends in and beyond their field. Rangers in particular may find it difficult to access good informational updates on natural and cultural resource issues and techniques to address them, given other demands on their time and the abundance of references available.

I hope no one overlooks some primary NPS sources that are aimed at internal audiences — specifically, the NPS' own *Park Science* magazine, *CRM*, the cultural resource management publication, and the annual *Natural Resource Year in Review*. These professional quality, semi-technical periodicals are free to NPS readers (and many others) and, in my view, ought to be required reading for those committed to "resource rangers." They are also excellent means for cultural and natural resource specialists to keep abreast of issues and trends across their separate but hopefully equal realms.

A recent issue of *CRM*, for example, focused on "Looting — A Global Crisis," a hands-on resource protection issue with which field rangers familiar with Archeological Resource Protection Act cases can easily relate. The magazine emphasizes that looting goes beyond archeological resources, however, to plundered archival documents and feathers of endangered eagles used in sacred objects. Yes, and to stolen fossils, cactus and illegally taken wildlife parts, even if we usually use a different term to describe those crimes. An electronic version can be found at <http://www.cr.nps.gov/crm>.

Park Science is produced by the Natural Resource Information Division, although the editor's remarks in the spring 2002 issue focus on "cultural resource connections" with natural resource management and his desire to feature more of them. Science is not by definition restricted to natural resources; features in this issue include stories from the Statue of Liberty and Fort Sumter as well as parks perceived as more "natural" resource sites. One fea-



Share your news!

We want to hear from you. Take a minute to tell others your news. Use the form on the inside back cover or visit the ANPR website: www.anpr.org

ture describes an economic impact analysis, a social rather than natural science study. The magazine is available on line at www.nature.nps.gov/parksci.

The *Natural Resource Year in Review* is in its seventh year. It represents a broad spectrum of news briefs and longer features describing park-specific projects and Servicewide initiatives, such as the Natural Resource Challenge. The Challenge has already resulted in more than \$35 million dollars of increased NPS funds — base increases that have supported science and resource management programs done by specialists and others. Read it at www.nature.nps.gov/pubs/yir/yir2001, or limited copies may be available by contacting the editor at Jeff_Selleck@nps.gov. (He also can put you on the mailing list for *Park Science*.)

I wish there were an equal cultural resource partner to both the Challenge and the *Year in Review*. Happy reading! 🏠

— Sue Consolo Murphy
Yellowstone

IN PRINT

Communing with Nature: A Guidebook for Enhancing Your Relationship with the Living Earth

John L. Swanson; Illahee Press; ISBN 0-75963-661-3; softcover or e-book; 888-280-7715 or www.1stBooks.com

Nature guidebooks abound to help us learn to do something in nature — camping, fishing, skiing, rock climbing and more. “Communing with Nature” is unique in that it isn’t another book about doing something in nature, but rather is designed to help us learn “to be” in nature.

Developing a harmonious relationship with nature can open doors for connecting you with the natural world, and also with the depths of your own inner nature. “Communing with Nature” shows how to foster this kind of relationship. More than 80 activities in the book break you out of your limited ways of relating to nature, develop your powers of awareness and plunge you deeply into the mysteries of existence.

Author John L. Swanson, Ph.D., has cultivated growth-enhancing relationships as a licensed clinical mental health counselor for more than 30 years. He now applies his knowledge and experience to help people enhance their relationship with nature.

ANPR Reports



Executive Director

Greetings! In this first article, I thought it apropos to introduce myself. In so saying, I am reminded of one of my favorite Hal Holbrook as Mark Twain stories. He says that he always preferred to do his own introductions . . . so he could “get in all of the facts.” He then recounts (more or less) that: “I was once introduced by a lawyer who stood with his hands in his pockets and said ‘I bring you Mark Twain . . . a humorist, who is very funny.’ Well, I was dumbstruck by this complimentary thunderbolt. But what was most impressive was not a ‘humorist who was very funny, but a lawyer who kept his hands in his own pockets.’”

In an effort to find a good compromise between “getting in all of the facts” and a quirky “complimentary thunderbolt,” this first article is going to be short and to the point. I have been serving as your executive director since June 15. I am intrigued by your purpose and history, impressed with what you have accomplished and pleased with the warm welcome that I have received. From the outset, it was obvious that your board members are knowledgeable, dedicated, hard working and conscientiously representative of you. Needless to say, I am very pleased to be working with ANPR.

I come to the Association with a strong background in federal policy and in association management. Over the years, I have worked on Capitol Hill and with the American Psychological Association, the American Association for Adult and Continuing Education, the International Association for Continuing Education and Training, and the Society of Research Administrators International. I bring to our working relationship knowledge and experience in the areas of nonprofit governance, federal policy, membership, publications, conferences and special events, outreach and collaborations, and innovative program development. In the process, I look forward to learning from the board and you more about the National Park Service, the broad range of ranger skills and responsibilities, background and information on ANPR, and what’s most important you, the members.

So far, I have been busy reviewing your

strategic plan, working on fund raising and outreach projects, introducing myself personally to board members and those working on the upcoming Rendezvous, and getting up to speed on important issues and background. I am excited and confident that, together, we will do well for ANPR, for the profession and for the NPS.

I look forward to meeting as many of you as possible in November at the Rendezvous. In the meantime, should you need to contact me, call (301) 706-5077 or send e-mail to jeffmc@erols.com.

— Jeff McFarland

Editor’s note: More information about McFarland is on ANPR’s website (www.anpr.org) under the Current News tab.

Internal Communications

I am always surprised when I learn from a longtime member that they have never logged on to the ANPR website (www.anpr.org). Wow, the rotating series of park photos that editor and web coordinator Teresa Ford places on the headers is worth the visit in my view.

Here you can learn about the most recent board actions and President Mabery’s latest letter to the director or a congressional chair on some topic of interest to the Association and its members. For any of you who have to answer students’ questions about education tracks or counsel employees on career choices, check out the “Questions” section of the website. This continues to be a popular site with students, mid-career professionals and retirees ready for a second career — all wanting to know, “How can I become a park ranger?” Feel free to borrow the material that has been posted — and scroll through the many Q & A’s for a short primer on just how one does become a park ranger or NPS employee, volunteer or intern!

Soon — very soon — ANPR’s guide to NPS employment will be published and available as a sales item. This booklet, prepared by ANPR members and reviewed by several NPS human resource professionals, should figure prominently in college career counselors’ offices, seasonal law enforcement academies, and regional and park recruitment efforts or job fairs. We hope it answers your and future employees’ needs. The next time someone asks, “How can I get to be a park ranger?” hand them a brochure.

— Bill Supernaugh
bsuper@gwtc.net, (605) 433-5550

International Affairs

This has been a busy quarter for individuals of the International Affairs Committee.

► ANPR President Ken Mabery sent a letter to IRF President Rick Smith offering to host the Fifth World Congress in the United States. One tentative site is the YMCA camp facility outside of Rocky Mountain National Park. Thanks to Barbara Goodman and Barry Sullivan for working on this proposal.

► Einar Olsen, working with IRF and the International Fund for Animal Welfare, recently succeeded in shipping nearly a ton of donated ranger uniforms and equipment, valued at \$53,000 (U.S. dollars), to the Ivory Coast. He now is working on a request from the Game Rangers Association of Africa for uniform assistance on behalf of rangers in Namibia. The achievement of this partnership is an important step for ANPR in our work with international rangers, thanks to Olsen's efforts.

IFAW has indicated it wishes to continue Ranger Relief and is now working with IRF to identify the next projects for which excess uniforms and equipment could be used. In other efforts, the North American Wildlife Enforcement Officers Association and the Federal Wildlife Officers Associations collected hundreds of uniforms and equipment at the conference and received multi-year commitments from the Gore and Callabassas companies to make donations of imperfect clothing and equipment. ANPR members and others are encouraged to identify projects and recipients for Ranger Relief and contact Olsen by e-mail at enar_olsen@nps.gov.

► ANPR has received donations and commitments from Western National Parks Association (formerly Southwest Parks and Monuments Association) and Eastern National in support of Latin American ranger associations capacity building. These generous donations, combined with ANPR member donations and other donors being

sought, will help selected rangers from Latin America attend the Fourth World Congress in Australia. Thanks to respective executive directors Tim Priehs and Chesley Moroz and their boards for this valued support.

► The Fourth World Congress will be held at Wilson's Promontory National Park in March 2003 in Victoria, Australia. IRF has placed an early limit on the number of participants from the United States, United Kingdom and Australia. The U.S. will initially receive 35 slots. These slots are split between ANPR and the California State Park Rangers Association, divided in proportion to our membership rolls. The Congress organizers have received over 50 "expressions of interest" from the U.S. — well over our limit of 35 delegates. Consequently, the International Affairs Committee developed a process, approved by the ANPR board, for fairly choosing the initial participants. We hope that this number will eventually be increased to give all interested members a chance to attend. Thanks to Deanne Adams for her work on this difficult task. You may review this process on the ANPR website at www.anpr.org/anprasorg.htm.

If you have any international affairs to report, or suggestions for the ANPR International Affairs Committee, please send an e-mail to anthonyandadams@aol.com.

— Tony Sisto, Pacific West Region

Mentoring

ANPR's mentoring program is doing so well that I have exhausted my supply of potential mentors. Several of you have contacted me in the past and expressed an interest in the program based on articles in *Ranger*. Thanks in advance for that commitment and interest, and you now are part of the program and have been assigned a protégé to guide over the life of the program.

(continued on page 28)

Help with ANPR promo items

Marianne Karraker needs your help with ANPR's promotional items. First, she wants to know what additional items you'd like her to order.

And second, she isn't able to attend the upcoming Rendezvous in Reno, so the sales table needs assistance. Can you volunteer a few hours for this important endeavor? Please contact Marianne at (918) 645-8133 or makarraker@hotmail.com.

ANPR promotional items



POPULAR ITEMS!	PRICE	QUANTITY	TOTAL
ANPR 25th anniversary pin, silver with relief, 3/4-in. round	\$2.50		
ANPR decal	\$1.50		
Cloisone pin with ANPR logo	\$2.00		
Can koozie	\$3.50		
SALE ITEMS	ORIG. PRICE	SALE PRICE	# TOTAL
Insulated travel mugs, 25th anniversary logo, stainless steel	\$12.50	\$ 7.50	
T-shirts, 25th anniversary Rendezvous, Jackson, Wyoming, bright green, L or XL only (circle size)	\$15.00	\$5.00	
ANPR coffee mug (ceramic)	\$ 6.00	\$ 4.50	
T-shirts, Rendezvous XXII, Tucson, beige, M only	\$15.00	\$ 2.00	
Mousepads, tan with ANPR logo	\$ 4.50	\$ 3.00	
Leather folder, tan with gold ANPR logo in lower right corner	\$19.50	\$15.00	
Insulated mug, large, black (20 oz.)	\$ 6.00	\$ 3.00	
Pewter key ring	\$ 4.50	\$ 2.25	
Subtotal			
Shipping & handling (see chart)			
TOTAL (U.S. currency only)			

View selected products on ANPR's website: www.anpr.org. Go to Member Services.

Send order form and check — payable to ANPR — to Marianne Karraker, P.O. Box 3351, Page, AZ 86040.

Name _____

Address _____

Phone _____

E-mail _____

Questions? Call the Marianne Karraker at (928) 645-8133 or send an e-mail to makarraker@hotmail.com.

Payment by Visa or MasterCard accepted:

Visa _____ or MasterCard _____

Credit Card # _____

Expiration date _____

Name on account _____

Cardholder signature _____

Shipping & Handling (all orders sent insured mail)

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	e-mail for cost
Orders shipped outside U.S.	e-mail for cost



Courtesy of Reno-Sparks Convention & Visitors Authority

Lake Tahoe

Make your travel plans soon for this year's Ranger Rendezvous. It is scheduled for Nov. 18–22 at Harrah's Resort in Reno, Nevada. The program will focus on the theme of "Interdisciplinary Approach to Park Operations." See the tentative agenda below.

Room rates at Harrah's are \$39 for Sun-

day through Thursday and \$69 for Friday and Saturday. For reservations at these rates, call Harrah's toll-free at (800) 423-1121 and state that you are attending the ANPR Ranger Rendezvous. Give the hotel reservationist the I.D. number S11Park. This will help facilitate your reservation request and save time in keying in your reservation for the conference rates. These rates also are good for pre-Rendezvous training reservations.

ANPR will sponsor three training courses prior to Rendezvous. (Refer to ANPR's website — www.anpr.org — for details and

to register.) The courses are Administration for First Line Supervisors, Maximo 101 and Political Reality.

Special Rendezvous activities will include a buffet dinner and Vegas-style show at the Eldorado Hotel and a tour of historic Virginia City during the free afternoon. Of course, we still will have regular raffles and auctions, a super raffle and the photography contest.

If you haven't completed your pre-registration forms, now is the time! See you in November in Reno. 🏠

— Dan Moses, Rendezvous coordinator
mosesdd@aol.com

Tentative Agenda

Monday – Nov. 18

- 0830 – Opening Remarks – Host, park superintendent and regional director
- 0930 – ANPR President – State of the Association Address
- 1030 – Rejuvenate the Spirit – Keynote Address, Author Kathleen Dean Moore
- 1330 – Breakout Sessions – TBA
- 1530 – ANPR Business Meeting

Tuesday – Nov. 19

- 0800 – Raffle Time
- 0900 – Breakout Sessions – TBA
- 1030 – Rejuvenate the Spirit – Decreasing Stress

- 1330 – Keynote Address – NPS Director Fran Mainella
- Evening – Buffet Dinner and Show, "Tap Dogs," at Eldorado Hotel

Wednesday – Nov. 20

- 0800 – Raffle Time
- 0900 – ANPR Breakout Sessions – TBA
- 1030 – Rejuvenate the Spirit – Fun in the Workplace
- 1300 – Free Afternoon: Tour of historic Virginia City, golf or Reno on your own
- Evening – Reception with Exhibitors and Harry Yount Award

Thursday – Nov. 21

- 0800 – Raffle Time
- 0900 – Breakout Sessions – TBA
- 1030 – Rejuvenate the Spirit – Dynamics of the Gray & Green
- 1330 – ANPR Business Meeting
- 1730 – Fun Run
- Evening – Reception with Exhibitors; Film Fest to follow

Friday – Nov. 22

- 0800 – Raffle Time
- 0900 – DOI Secretary/NLC Roundtable Session
- 1030 – Final ANPR Business Meeting

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.

John and Deborah Benjamin (DINO, NCR-W, LAME, GLAC, GLCA, GRCA, BOST/BOAF, LAMR/ALFL) are now at the huge and fascinating Everglades and Dry Tortugas where John is the deputy superintendent. Previously he was the superintendent at Lake Meredith NRA and Alibates Flint Quarries NM. Address/phone: 20210 SW 79 Ave., Miami, FL 33189-2171; (305) 242-7713;

Marcia Blaszk was reassigned to deputy regional director of the Alaska Region in February. She formerly served as the superintendent of the Alaska Support Office (1995-2002). Her previous assignments have included Yellowstone, Shenandoah, Lassen Volcanic, Sequoia Kings Canyon, Point Reyes, Golden Gate and Western Regional Office. Marcia and **Bob**, along with sons **Clint** and **Travis**, are enjoying the Alaska lifestyle and recently purchased a plane. Living the Alaska dream! Address: 6600 Aspen Ridge Circle, Anchorage, AK 99516; rctent@alaska.net.

Kerry A. Buck (ROMO, HALE, DENA, WICA) has moved . . . again. He is the law enforcement specialist at Lassen Volcanic. Having done the job as a collateral assignment in previous assignments, he is happy

now to get paid for it. **Emi Buck** (ROMO, HALE, WICA) returned to the NPS family at WICA after a long absence having a real world job, and is the Lassen permanent fee supervisory ranger and business manager. They are making the transition from the Wild West to the northern California lifestyle. Address/phone: P.O. Box 172 Shingletown, CA 96088; (530) 595-4444.

William J. Carroll (LAME 73-75, SAMA 76-77, HOSP 77, JEFF 77-79, BISO 79-89, BICY 89-98, CHAT 98-02) is the assistant superintendent at Cuyahoga Valley. Previously he was the deputy superintendent at Chattahoochee River.

Kathy Clark (ROMO 75-79, GOGA/USPP 80-92, PGSO 92-02) has transferred to the Intermountain Region Office in Denver to serve as a CIRS coordinator and staff ranger in the Ranger Activities Office. Address/phone: 2174 S. Hoyt Court, Lake-wood, CO 80227; (303) 980-1035 (home); (303) 969-2512 (office).

Bob Krumenaker is settling into his new residence near Apostle Islands, where he is the superintendent. Address/phone: P.O. Box 1466, 433 Pine St., Bayfield WI 54814; (715) 779-7029; krumenaker@aya.yale.edu.

Kean Mihata was planning a move to Wrangell St. Elias last spring until he got a call from Grand Canyon, North Rim, for a permanent-STF protection ranger position. He is now amongst the Kaibab squirrels and Ponderosa pines. Previously he worked in interpretation at Zion for four years. Address/phone: Grand Canyon NP, Apt 1547D, North Rim, AZ 86052; home, (928) 638-1945; work, (928) 638-7071; kmihata@hotmail.com.

Cicely Muldoon (SITK, BUFF, GOGA, WASO, PRES, SAJH) is the superintendent at Pinnacles. Previously she was the superintendent at San Juan Island.

Marty O'Toole (GATE 90, STLI 90-91, MASI 91-93, DEVI 93-97, GATE 97-01) is the fire education/prevention/information specialist at Santa Monica Mountains. Previously he was the site manager at Fort Wadsworth, Gateway.

C. Donnie Smith Jr. (NCP-Central, The Mall, 90-97, THST/GEWA 97-01) is a GS-9 park ranger with the U.S. Army Corps of Engineers at the Wallisville Lake Project east of Houston, Texas. His wife, **Vivian**, is a teacher at Ashbell Smith Elementary in Baytown. They both grew up in Baytown, so they now have "come home." They have three dogs — Mac, a spit, Sassy, a sheltie, and Angel, a mutt, and five Maine coon cats — Lyndon Baines, Lady Bird, Redd Foxx, Tursa and Bitty Butt. They would love to hear from their old NPS friends. Address/phone: 288 CR 4111, Dayton, TX 77535; home, (281) 576-5493; work, (409) 389-2285; refteach@aol.com.

Galen Stark (NOCA, MORA, OLYM, SHEN, CACA, LARO) recently retired as wilderness district ranger at North Cascades after 25 years with the NPS. He and wife **Lynn Arthur** and family will relocate to Puyallup, Wash. E-mail: starthur@juno.com.

Welcome (or welcome back) to the ANPR family!

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

Tom Cox & Judie Chrobak-Cox	Torrey, UT
George W. Baisley	Browns Mills, NJ
Benny Batom	Oakland, CA
Sharon A. Biglin	Clarks Summit, PA
Sarah G. Bishop	Paonia, CO
Vancouver Pk. Bd., John Gray	Canada
Andrew Bostock	Germantown, MD
Peter Brady	Boston, MA
Allen Brookshire	Mosca, CO
Bruce Bytnar	Raphine, VA
Kelly K. Charbonneau	Eudora, KS
Steve Cohen	Plantation, FL
Eugene Dolan Jr.	East Islip, NY
Cheri Dorshak	Mesa Verde NP, CO
Steven Gazzano	Wellfleet, MA
Glenn Gossard	Page, AZ
John Hannan	Germantown, MD
Gayle Hazelwood	New Orleans, LA
Marianne Karraker	Page, AZ
Martha J. Lee	Yosemite NP, CA
Dave Linville	Brandon, MS
Prashant Lotwala	West Orange, NJ
Pamela Machuga	Cuyahoga Falls, OH
Alvis Mar	Gatlinburg, TN
Bob R. Martin	Coatesville, PA
Chris Pergiel	King Salmon, AK
Ed Petru	San Antonio, TX
Rozanna M Pfeiffer	Staten Island, NY
John J Reynolds	Leesburg, VA
Holly A. Rife	Homestead, FL
Rod & Marie Sauter	Harpers Ferry, WV
Naomi Shibata	Flagstaff, AZ
Alexander M. Tait	Naperville, IL
Linda Tribby	Arlington, VA
Samantha Whitaker	Oakton, VA
Heather Whitman	El Portal, CA
Becky Williams	West Glacier, MT
Shawn A. Wistrom	Paicines, CA
Selestino Zamora	Fort Worth, TX

Park ranger family loses two of its own

A memorial service for ranger **Kris Eggle**, 27, who was fatally wounded Aug. 9 along the United States border with Mexico within Organ Pipe Cactus, was held Aug. 12 at the Ajo Calvary Baptist Church in Ajo, Az. The service was preceded by a procession with full law enforcement escort along the 10-mile route from the town of Why to the town of Ajo. A ranger honor guard accompanied the flag-draped casket, with a ranger Stetson on top. The flag and hat were presented to Eggle's parents at the end of the ceremony. A funeral and interment took place in Michigan.

Eggle is remembered for his outlook, his professionalism and his outstanding abilities. He was born on a family farm in Cadillac, Mich., and graduated as valedictorian from the high school there in 1991. Eggle was also an Eagle Scout and a member of the National Honor Society. After graduation from the University of Michigan, he served as an SCA at Great Smoky Mountains, where he tracked wild boars and bears. He then became a park ranger and worked at Sleeping Bear Dunes and Canyonlands before moving to Organ Pipe Cactus two years ago. Eggle graduated from FLETC this year, where he was first in his class and recipient of the Director's Award. Donations can be made in lieu of flowers to the Ajo Calvary Baptist Church Youth Program, c/o Calvary Baptist Church, 740 W. Rocalla Ave., Ajo, AZ 85321. Condolences should be

sent to his parents, Bob and Bonnie Eggle, at 9051 30 1/2 Mile Road, Cadillac, /MI 49601.

The Intermountain Region has established an internal website — <http://im.den.nps.gov/commemorate.cfm>—to commemorate Kris Eggle. You can offer your thoughts and condolences on this website and view the thoughts of others. The content of the website will be given to Eggle's parents.



U.S. Park Police officer **Hakim Farthing**, 28, was killed by a drunk driver Aug. 10 along the Baltimore-Washington Parkway. A memorial service was held Aug. 16 at Immanuel Bible Church in Springfield, Va., with a police procession through northern Virginia and Washington, D.C., immediately following. Mourners then gathered for a reception in the church.

A second funeral procession departed Aug. 17 from Virginia to Philadelphia for a service at White Rock Baptist Church in West Philadelphia. Interment was at Ivy Hill Cemetery.

The Hakim A. Farthing Foundation has been established. Send contributions to Commerce Bank, Clementon Office, c/o Pat Metelski, 1235 Blackwood Clementon Road, Clementon, NJ 08021; bank phone, (856) 627-3700. The account number is 7855215971 and the account manager is Pat Metelski.

Letters

(continued from inside front cover)

Two last words

I retired April 1, 2001. Just received the Summer (2002) edition of Ranger and absolutely had to have two last words.

1. I was one of the fortunate people who worked directly for Chris Andress in WASO. I was the special park use program manager, and the few words in the article on page 27 weren't enough. As simply as I can put it, he was the best supervisor anybody could ever ask for, the best role model to use, and one of the best friends I've ever had. I worked for him in the same capacity in MARO before hiring on at WASO, then was really lucky when he followed me to be the new super chief. My only regret with Chris was not being able to attend his memorial service. The NPS has lost one of its greatest advocates, one who worked from the inside because he really understood why people were doing what they did — or didn't do, as the case may be. He will be missed.

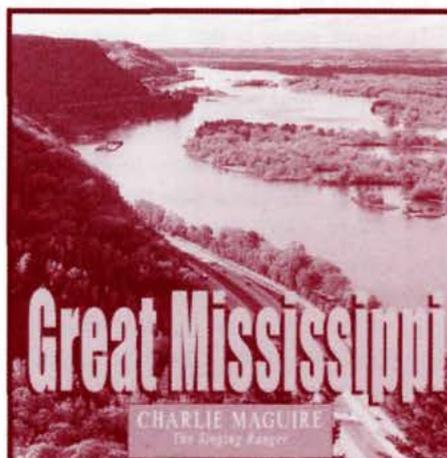
2. Under pre-Rendezvous training, you list a session on Political Reality. Hooray! The major problem I consistently faced dealing with park management was first, they lacked a basic understanding of civics, who trumped who or what; and second, they had little if any training in dealing with people who were the most politically influential for their parks. But most of all, and please pass this on to whomever is putting this on, some of them were so insular they were shocked when any outside contact came to them. Their almost universal reaction was to emulate a clam, or sometimes an ostrich. Both reactions invariably did nothing but get the NPS into hot soup, and the only way to get out again was to give up something we didn't have to if it had been handled right from the beginning.

— Dick Young
North Carolina

Missing ANPR Members

The ANPR business office needs your help to find these people. Please check the list and send information to ANPR, P.O. Box 108, Larned, KS 67550-0108; anpr@larned.net

Kheryn Klubnikin Thousand Oaks, CA
Richard F. Ryan S. Wellfleet, MA
Brandon Weathermon Page, AZ



Celebrate a great river in song
with the new recording by

Charlie Maguire

The "Singing Ranger"

Mississippi National River and Recreation Area
Includes "The Grey and Green"

CDs \$14⁹⁵

Plus Shipping & Handling

Call Toll Free 7 Days a week —

Jefferson National Parks Association, 1-800-537-7962

www.nps.gov/miss

ANPR Reports

(continued from page 24)

If other readers have an interest in sharing your experience, wisdom and common sense with another ANPR member seeking to gain some insight into their next career step, developmental opportunities or a new career track, I sure could use you.

Go to the website and register online to be a mentoring candidate or contact me through the phone or e-mail address below. And for those of you who might want to take advantage of the facilitated mentoring program, don't be put off by my preceding plea for more mentors. If you are looking for some sage advice or a sounding board for your future plans, sign up and we will start the matching process (with maybe just a bit of arm twisting from me to some of my experienced colleagues). □

— Bill Supernaugh
bsuper@gwtc.net, (605) 433-5550

Professional Issues

The Ranger System — Professional Issues continues a dialogue with top management regarding ways to professionalize the park ranger occupation and to provide career-long continuing education for rangers. Rangers need career ladders (pathways) with clear educational and experiential rungs. We developed and submitted a plan that would be a pilot Ranger Field Academy system. If implemented, it could test the concept of establishing a NPS Ranger University system (The Ranger System) that would eventually be extended across the entire Service. At the career entry level, various ranger field academies, operating in selected parks under the leadership of the existing Training Centers, would provide initial two-year career entry orientation and basic competency building/certification. Beyond the entry level, the Ranger University system would provide links into academia and formal training/career development milestones. Of course, until the WASO portfolios are final and top positions have been filled, it is unrealistic to expect major strides.

As background, most other professions have both a continuing education program and some type of peer-based profession-management board to review and grant continuing education credits for training, experience, professional achievements and

formal education. ANPR champions a management system for the park ranger profession and is engaged in continuing dialogue with senior managers toward that end.

WASO Portfolio Realignment — While the official announcement of a major realignment of the portfolios of the associate directors went well beyond our proposals to management, we commented mostly favorably upon much of that effort. ANPR suggested some modifications to the initial proposal and we remain interested in the tweaking and adjustments that are ongoing at this time.

Professional Issues' main focus has been upon the management of the park ranger occupation. We are striving to keep interpretation and protection under the same leadership. The report of the NPS Advisory Board, "Re-thinking the National Parks for the 21st Century," recommends placing major emphasis upon education as a primary responsibility of the Service. The park ranger interpretation function must receive excellent stewardship if it is expected to carry out a world-class, professional-quality education initiative. ANPR will continue to work toward that end.

Subsequent to the announcement of the NPS portfolio adjustments, we note that the Secretary has issued significant direction to all the bureaus regarding the organization and structure of the law enforcement and security functions within the department. We hope to be engaged with the director's advisory panel as the NPS moves forward to implement these secretarial decisions regarding law enforcement.

ANPR intends to offer to work with management where we might be helpful in advancing the ability of park rangers to accomplish the mission of the Service. □

— Bill Sanders, Hopewell Furnace

Retirement

Keeping A Proper Perspective During Financial Calamity — To quote Thomas Paine during the Revolutionary War, "These are the times that try men's souls." Those are fitting words today. Everyone has seen their net worth diminish, dashing hopes of six figure sums in their TSP accounts. The stock market hates uncertainty, i.e. the war on terrorism and future attacks, Enron, Worldcom and other company scandals, government reorganization and more. Contrary to all this, the economy is doing just

fine, thank you. A curious dichotomy in itself.

Fundamental principles behind financial planning still must be followed. Don't get wrapped up in day-to-day headlines and let the dreary business news control your decisions about long-term financial goals. These are insignificant factors in the stock market's performance over the next five years. Stick with your long-term financial plan. Think about goals such as funding a child's education, creating a secure retirement, leaving your heirs a legacy. Don't let the emotions of the day unduly influence your plan. If retirement is just over the horizon you need to go over the numbers to determine whether worrying is justifiable. Remember, for long-term investors, such as yourselves, bear market prices simply mean that stocks are on sale. While it's difficult to believe that now, in a time of such extreme pessimism for the nation, it was also hard to believe that many stocks could lose half their value. You need to keep it all in perspective and see beyond today's headlines. Don't panic!

The Thrift Savings Plan takes a giant step on Sept. 16. The long-awaited change in the TSP recordskeeping system moves the monthly valued system to a daily valued system. Employees now have the ability to move money when they want and check balances on a daily basis rather on a monthly basis. Employees can become "day traders" with their retirement money and lose their money quicker. With the new system employees can switch from one fund to another, chasing good returns or running from bad returns — overnight. However, for those who are long-term investors (all of you, I hope), don't do stupid things like that. Simply stated, you lose your money faster that way.

The good news is that the new system finally has the same advantages as every other mutual fund in the world. Employees will know the price of each share of the funds and how many shares in each fund owned. This will show you that when the price is low, more shares are being purchased. And as the share price grows those shares purchased at a lower price will be worth more when the market rebounds. "Buy low, sell high" and have patience, patience, patience. □

— Frank Betts, Retired

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 (all NPS employees and retirees)				
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
Associate Members (other than NPS employees)				
Associate	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Corporate	<input type="checkbox"/> \$500			
Supporting	<input type="checkbox"/> \$1,000			

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

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

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

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

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

Payment by Visa or MasterCard accepted:

Visa _____ MasterCard _____

Card # _____

Expiration date _____

Name on Account _____

Signature _____

I want to volunteer for ANPR and can help in this way:

- Fund Raising
- Rendezvous Activities
- Mentoring
- Other (list: _____)

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

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

- Do you live in **park housing**?
- Number of years** as a NPS employee
- GS/WG level** (This will not be listed in a membership directory)
- Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)



Share your news with others!

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

Send news to:

Teresa Ford, Editor
 26 S. Mt. Vernon Club Road
 Golden, CO 80401
 or e-mail: fordedit@aol.com or
 check ANPR's website: www.anpr.org
 and go to Member Services page

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

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

Other information _____

Directory of ANPR Board Members, Task Group Leaders & Staff

Board of Directors

President

Ken Mabery, Regional Ecosystem Office
12616 SE Alder, #109 • Portland, OR 97233
(503) 341-6716 • ANPRpresident@aol.com

Treasurer

Lee Werst, Carlsbad Caverns
1300 N. Pate St., Apt. F163, Carlsbad, NM 88220
(505) 628-8497 • lswerst@aol.com

Secretary

Melanie Berg, Badlands
HCR 54, Box 104, Interior, SD 57750
(605) 433-5580 • badlspitfire@hotmail.com

Education and Training

Mark Harvey, Yosemite
P.O. Box 187, El Portal, CA 95318
(209) 379-2235 • mpharvey@inreach.com

Fund Raising Activities

Rick Jones, Glen Canyon
P.O. Box 3907, Page, AZ 86040; home: (928) 608-0820;
fax: (928) 608-0820 • rcoj@canyoncountry.net

Internal Communications

Bill Supernaugh, Badlands
HC 54, Box 103, Interior, SD 57750
(605) 433-5550 • bsuper@gwtc.net

Membership Services

Kathy Clossin, Bureau of Land Management
130 Watt St., Battle Mountain, NV 89820
(775) 635-2580 • glades_quilter@yahoo.com

Professional Issues

Bill Sanders, Hopewell Furnace
213 Colorado Drive, Birdsboro, PA 19508-9049
(610) 404-1872 • wnksanders@aol.com

Seasonal Perspectives

Steve Dodd
5950 Mountain Oaks Drive, Flagstaff, AZ 86004
(928) 526-5779 • Steve.Dodd@nau.edu

Special Concerns

Bill Halainen, Delaware Water Gap
4032 Conashaugh Lakes, Milford, PA 18337
(570) 686-3828 • bhalainen@hotmail.com

Strategic Planning

Ed Rizzotto, Boston Support Office
P.O. Box 407, Hingham, MA 02043

Past President

Cindy Ott-Jones, Glen Canyon
P.O. Box 3907, Page, AZ 86040
(928) 608-0820 • rcoj@canyoncountry.net

Task Group Leaders

Elections

Dawn O'Sickey, Grand Canyon
P.O. Box 655, Grand Canyon, AZ 86023
(928) 638-6470 • dosickey@grand-canyon.az.us

International Affairs

Tony Sisto, PWRO
1348 Glen Drive, San Leandro, CA 94577
(510) 633-1282 • anthonyandadams@aol.com

ANPR Chronicler

Don Ross, Mesa Verde
14920 Road 30.2, Dolores, CO 81323
(970) 882-1234 • dkjross@fone.net

Mentoring

Bill Supernaugh, Badlands
HC 54, Box 103, Interior, SD 57750
(605) 433-5550 • bsuper@gwtc.net

Promotional Items

Marianne Karraker, Glen Canyon
P.O. Box 3351, Page, AZ 86040
(928) 645-8133 • makarraker@hotmail.com

Rendezvous

Dan Moses, North Cascades
622 13th St. NE, East Wenatchee, WA 98802
(509) 884-7093 • mosesdd@aol.com

Retirement

Frank Betts, Retired
4560 Larkbunting Drive, #7A, Fort Collins, CO 80526
(970) 226-0765 • frankbetts@prodigy.net

Marketing Plan

Wendy Lauritzen, PECO
P.O. Box 1292, Las Vegas, NM 8701
(505) 387-5922 • wendy.lauritzen@juno.com

Ranger Magazine Adviser

Marianne Mills, Badlands
HCR 54, Box 107, Interior, SD 57750
(605) 433-5505 • MarianneMMills@email.msn.com

Advertising

Dave Schafer, Lyndon B. Johnson
Route 1, Box 462, Blanco, TX 78606
(830) 833-1963 • dschafer@moment.net

Staff

Executive Director

Jeff McFarland
P.O. Box 2068, Rockville, MD 20847-2068
(301) 706-5077 • eFax: (208) 248-5137 •
jeffmc@erols.com

Business Manager

Jim VonFeldt
P.O. Box 108, Larned, KS 67550-0108
(620) 285-2107 • fax: (620) 285-2110 • jlv@cpavbv.com

Editor, Ranger

Teresa Ford
26 S. Mt. Vernon Club Road, Golden, CO 80401
Home office & fax • (303) 526-1380 • fordedit@aol.com

Stay in touch!

@

www.anpr.org

News, features,
member services — and more.



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

CHANGE SERVICE REQUESTED

Non-Profit
Organization
U.S. Postage PAID
Golden, CO
Permit No. 158