

RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

Vol. XXIV, No. 2 • Spring 2003



Partnerships in Parks — Challenges and Benefits

Letters

Name change

I enjoyed reading your presidential address in the new issue of *Ranger* (Winter 2002-03). You included "AIN" in your list of special interest groups associated with the National Park Service. I thought you should know that AIN has not existed since 1988 when it merged with the Western Interpreters Association to become the National Association for Interpretation — NAI. Such outdated references could pose a question of credibility to some people. Keep up the good work.

— Tom Richter
Chief, Interpretation and Education
Midwest Regional Office

Greetings from Belgium

I send you my encouragement about the future IRF Congress in Australia in March. I hope you will have a very nice and interesting Congress and ranger meetings. Unfortunately, I won't go to Australia, and I have the pleasure and honor to say "good luck, very happy travel, meetings and Congress!"

Your foreign associate member, friend and servant.

— Francis Pierard
Belgium



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Vol. XXIV, No. 2

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

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

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

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Cover: *Parks as Classrooms* program in North Carolina. See story on page 2. Photo by Don McGowan.

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Coming next issue: "The NPS Attic: Curatorial Operations in the Parks"



ANPR Calendar

<i>Ranger</i> (Summer issue) deadline	April 30
Mid-year ANPR board meeting	April 25-27 Washington, D.C.
<i>Ranger</i> (Fall issue) deadline	July 31
Rendezvous XXVI	Nov. 9-13 Plymouth, Mass.

President's Message

The National Park Service is being assailed as never before. Three current situations have the potential to adversely affect our ability to fulfill the NPS mission forever.

In the big picture, these three situations add up to just one problem: the ability of the Service to address the NPS mission, which is to preserve and protect this nation's natural and cultural legacy for future generations, and to gain the sustained support of the American people. Without active, sustained support, Congress is not placing a priority on ONPS funding, which translates into field staff, or on protecting the ability of the Service to meet its mission.

The three pressing situations are: potential changes to the NPS law enforcement program, competitive outsourcing (also known as privatization), and ever worsening budget shortfalls.

It looks like the decisions have been made to centralize the special agent program ("stovepiping"). Some see this as a first step toward moving other law enforcement elements out of direct NPS management control. Can't happen? Special agents will soon be reporting to a WASO Special Agent. Farfetched? Read the Doonesbury cartoon strip for Sunday, Jan. 26, 2003, to get an idea of what can happen. (Copyrights preclude reprinting it here.) Efforts to weaken environmental protections have already taken place at a rate that surprises political analysts.

Environmental safeguards are supported much more broadly than the structure of the NPS. The potential to weaken the NPS's ability to address its mission by moving more protection functions out of park manager's control does exist. If you think that this just affects protection (law enforcement) personnel, think about the integrative teams that we have forged. Think about the full range of tools necessary to manage national parks and then remove one of those key tools. We must be mindful that all functions contribute to preservation, protection and providing for enjoyment. If one is absent or weakened, the National Park Service is weakened or compromised. Can wildland fire be far behind?

Headline news during the last week in January included national distribution newspaper articles about the Administration's push on competitive outsourcing. Head-



lines often addressed privatization of the NPS, perhaps reflecting once again America's love affair with their national parks. Reports ranged from an exaggerated 70 percent of the NPS jobs being examined, to only 1,700 being identified for *study* (see Director Mainella's letter to all employees, Jan. 28, 2003). So, take a look around you. Perhaps seven of every 10 employees could be replaced by a contractor! Or at the low end, one in 10 positions could be contracted out. Some of the confusion is the difference between talking about first year targets vs. targets for the entire program. This is just a numbers exercise: reduce the number of government employees with no regard for the impact on meeting the Congressionally mandated mission, maintaining the public trust, or ability to provide a legacy for future generations. (In this light, my personal reaction is that the exaggerated and scary higher numbers in the press might galvanize enough public opinion to deliver a wake-up call to the American public and their representatives in Congress.)

As employees of an agency with a very focused mission, the outsourcing message is that public service is so undervalued that non-uniformed contractors can replace front-line interpreters, visitor use assistants, maintenance workers, resource managers and others. Or have us use even more volunteers! Which positions are seen most by the public? We know that the public and Congress identifies any uniformed position as a "park ranger." Is it in the best interest of the long-term protection and use management of parks to have more of this fall to non-professional, non-uniformed personnel?

Let us not forget that the NPS has *already* done *more* than its share of outsourcing — more than any other agency that I'm aware of — with concessionaires, cooperating associations, SCAs, VIPs, USGS field stations, Public Health Service

officials, CESUs and more.

Under the necessities of homeland security, war preparation and creating a more responsive government, it is not difficult to see a greatly weakened NPS five or six years from now because budgets have been badly eroded and positions (as well as money and support costs) have been taken away from direct park operations. Already many parks have slipped below the critical mass necessary to insure that resources will be unimpaired for future generations; and we are all aware of daily threats to employee safety.

ANPR has mobilized its resources to address this issue: the ability of the NPS to meet its basic mandate. We are making visits to Capitol Hill. We are an active and visible member of the Americans for National Parks Coalition that champions more funding for field operations. We have open lines of communication with WASO, something that other groups purporting to represent park rangers and park employees would like to have.

We are, however, constrained by two factors: The need for additional ANPR members to work on these issues, and the high cost of supporting a sustained effort. I spoke about both of these situations in the "State of the Association Address (see *Ranger*, Winter 2002-03, pages 4-5). A few talented volunteers have stepped forward and will be used in the near future. Special Concerns Board Member Bill Halainen is preparing a one- to two-year year action plan for advocacy on the Hill and with Interior. Executive Director Jeff McFarland is working on increasing our funding sources along with Fund Raising Board Member Rick Jones.

ANPR must quickly reach out to the public through all media avenues with accurate portrayals of the field situation and the future. We must present actual consequences to park stewardship stemming from the above. We must increase the public's passion for the integrity of their national parks so that their contacts with elected representatives reinforce the messages that we deliver.

Your ideas are certainly welcome. Your energy and commitment are essential.

This is not the time to be shy about volunteering. 

If you're in the Smokies, you've got friends

*A promising trend for
the National Park System
and local communities*

THE NATIONAL PARK SYSTEM has relied on partnerships in one form or another for its entire existence. During the past decade, as park budgets have dwindled and park programs enter new dimensions, the challenge to seek new partners to assist in the planning, funding and management of various aspects of park operations has put increasing pressure on park managers and program specialists to create new linkages.

Some of these are highly successful and lead to improved resource protection and visitor education opportunities. Occasionally, they fail and the resulting aftermath can create a minefield strewn with hurt feelings, economic and political repercussions for future managers to negotiate.

Ranger takes this opportunity to share some winning ideas and some tips on ways to avoid the losers. As NPS Director Fran Mainella stated in a recent memorandum to the field, "In practice, we create partnerships to improve or sustain resource conditions; to improve service to communities; to increase efficiency among park and recreation systems at every level; to make our park, open space, historic place and outdoor recreation network accessible to all; to supplement funding appropriated by Congress; to share technical information and expertise with public and private land managers; and to communicate to the American public and our visitors how the extensive system of parks and conservation areas improve the quality of life."

Partnerships won't go away; if we don't learn to manage them, they might wind up managing us!

— Bill Supermaugh
Badlands

By George Ivey

Friends of Great Smoky Mountains

What do black bears, patrol car video systems and a group of sixth-graders all have in common? They can all be found in the Great Smoky Mountains, and they all receive support from Friends of Great Smoky Mountains National Park.

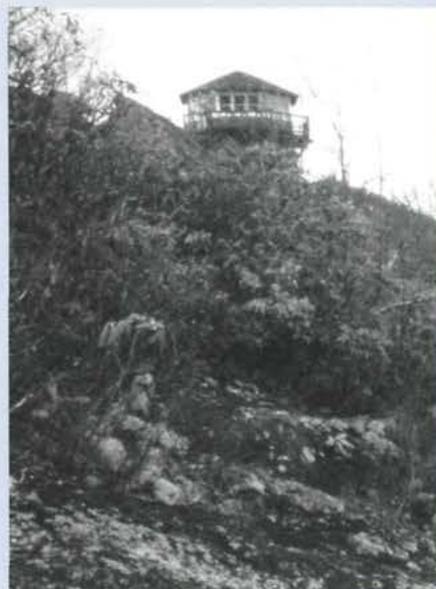
"Just about everywhere you turn here, you will find a project financed by Friends of the Smokies," says Phil Francis, acting superintendent of Great Smoky Mountains.

It all started when local residents Gary Wade and Tom Trotter hiked up to the Mount Cammerer fire tower near Cosby, Tennessee, and found the building in disrepair. "We went to Randy Pope, the park superintendent at the time, and offered to help raise funds to restore the historic fire tower," says Wade, now president of the board of directors of Friends of the Smokies. "Superintendent Pope welcomed the assistance, and the project served as a starting point for all of us to address a wider range of park projects and programs."

Soon after, in late 1993, Friends of the Smokies was born.



Ranger Heather Grossnickle leads a Parks as Classrooms program for students near Maggie Valley, N.C. Friends of the Smokies will provide more than \$90,000 for Parks as Classrooms in 2003.



Restoration of the historic Mount Cammerer fire tower was one of the first projects undertaken by Friends of Great Smoky Mountains.

The non-profit Friends organization quickly raised the funds to restore the Mount Cammerer fire tower. Since those early days, the group has gone on to raise more than \$9 million to help fund a variety of park needs.

Among its many efforts, the Friends group has paid for back-country food storage systems and new bear-proof garbage dumpsters in order to reduce the black bears' dependence on human food sources. They have also helped fund an educational video, "Learning to Live with Bears." The number of problem bears in the park has since declined, while the overall black bear population has increased.

Friends of the Smokies has also provided thousands of dollars to purchase and install in-car camcorder systems for the ranger patrol vehicles. "Among their many accomplishments, the cameras have dramatically improved the DUI conviction rate in the park," says Chief Ranger Jim Northup. "And safe roads are good for rangers and visitors alike."

The donations from the Friends group reach beyond park boundaries, too. By supporting the Parks as Classrooms program, Friends of the Smokies helps turn the 520,000-acre national park into a vast outdoor classroom for tens of thousands of local schoolchildren each year. "It's not just a matter of fundraising," says Jim Hart, ex-

ecutive director of Friends of the Smokies. "Making the park an educational asset for surrounding communities also helps with what we call 'friend-raising,' which is essential for strong relations between the park and its neighbors."

How does Friends of the Smokies afford all of these programs? "Our funding sources are quite diverse," says Hart. "We have thousands of gifts from individuals and families each year, as well as corporate and foundation grants, donation boxes located throughout the park, and specialty license plate programs in both Tennessee and North Carolina."

As with many other units of the National Park System, the Smokies has a long history of philanthropic support. Donations helped finance many of the land purchases to create the Great Smokies back in the 1920s and 1930s — from schoolchildren giving pennies, nickels and dimes to John D. Rockefeller Jr.'s donation of \$5 million in memory of his mother, Laura Spelman Rockefeller.

In the last few years, Friends of the Smokies has strengthened that public-private partnership. Fortunately for the National Park Service, Friends organizations are increasing in both size and number systemwide. "In different communities across the country, these park units have a major impact on protecting our environment, preserving our heritage and stimulating our economy," says Hart. "It's only logical for local people and park employees to team up to ensure that these special places will continue to protect our past, our present, and our future."

For more information about Friends of the Smokies, go online to www.friendsofthesmokies.org, write to Friends of the Smokies, P.O. Box 5650, Sevierville, TN 37864-5650, or call (865) 453-2428. 

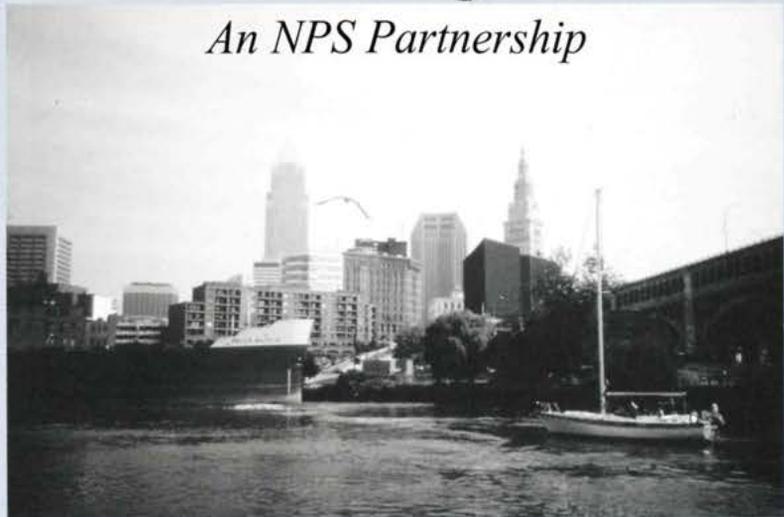
George Ivey serves as director of development and North Carolina director for the Friends of Great Smoky Mountains. He was born and raised in Asheville, N.C., only a mile away from another park unit, the Blue Ridge Parkway, which receives financial support from the Blue Ridge Parkway Foundation.

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Friends of the Smokies expects to raise more than \$600,000 in 2003 from specialty license plate programs in Tennessee and North Carolina. Other funding sources include membership donations, corporate and foundation grants, special events and an annual telethon broadcast in both states.



The Ohio & Erie Canal National Heritage Corridor

An NPS Partnership



By Paul Labovitz
NPS River and Trails Program

More than 170 years ago, a canal was built to connect Cleveland along Lake Erie in northern Ohio to Portsmouth along the Ohio River. This 308-mile canal was carved along the frontier of a growing nation. Its service life was short but its impact on the region and the nation was great. Today, remnants of this canal system hide among the Cleveland-Akron-Canton metropolitan area. Slowly disappearing from pressure by development, the canal route is the focus of a partnership that has the potential to provide more benefits to Ohio than when the canal was built.

How can historic preservation followers, recreation and economic development interests gather and work in partnership to protect and appropriately develop this canal resource? The geography also divides these diverse groups. The National Park Service and a few other groups gathered in 1989 to explore possible ways to partner and focus attention on the canal and its associated features. What has emerged is a partnership that has changed the landscape and created regional cooperation and opportunities beyond anyone's expectations.

The Cuyahoga Valley National Recreation Area (now Cuyahoga Valley National Park) contained significant canal remnants that are the centerpiece of the park's cul-

tural resources. Cuyahoga Valley was created to provide recreation opportunities as an urban recreation area in the late 1970s. The Ohio and Erie Canal physically connected Cuyahoga Valley to both Akron and Cleveland but there was no active plan to make this connection real. That all changed in the late 1980s.

As Cuyahoga Valley developed plans for the construction of a hiking and bicycle trail using the former canal towpath, the NPS also worked to assess interest in extending the canal towpath trail concept into both the north and south to make that physical connection to the populations' centers. As the NPS met with other groups both north and south, there was strong interest in canal resources and the Ohio and Erie Canal became the thread that tied the region together. What had inspired the settlement and development of eastern Ohio would again now be the catalyst for renewed preservation, conservation and recreation development. The most exciting aspect of this regional initiative would be the great economic development potential.

The NPS Rivers and Trails Program was invited to help facilitate the partnership effort. Several years of organizational development with existing partners, and the formation and fortification of two new non-profits helped raise awareness of the was

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All photos supplied by author. Above is a view of the Cleveland Canal terminus.



At left is the Inn at Brandywine Falls at Cuyahoga Valley. Above is the Towpath Trail at Cuyahoga Valley.

well on its way to being one of the most exciting developments in the region's history.

The partnership consists of many members. Federal and state agencies like the NPS, the Ohio Department of Natural Resources and the Ohio Department of Development play pivotal roles. Cleveland MetroParks, Metro Parks, Serving Summit County and Stark Parks are county park districts that provide significant recreation and conservation lands for the region. The Ohio and Erie Canal Corridor Coalition and Ohio Canal Corridor Inc. serve as the non-profit advocates for the regional initiative. Local historical societies, bicycle clubs, museums, businesses, convention and visitors bureaus, government agencies and or-

ganizations and individuals from every walk of life make up this most interesting group.

Today the project can claim many successes. A continuous trail will connect Cleveland with New Philadelphia along over 100 miles of the route of the Ohio and Erie Canal. This trail is the northeast segment of the Ohio to Erie Trail that will link Cleveland with Columbus and Cincinnati, a distance of almost 320 miles. Park districts along the route continue to acquire and develop new parklands and facilities to provide opportunities for recreation and conservation. Cleveland MetroParks opened the Canal Reservation, their first new reservation in over 30 years. Numerous historic preservation projects are underway to restore and adaptively reuse historic struc-

tures that may not have survived without the context of the canal corridor partnership. The Ohio and Erie Canal Association exists to insure that the potential of this partnership is enjoyed by each of the four counties along the route. Federal investment is matched at a rate that exceeds 10 to one. New businesses are opening along the route, providing much needed economic stimulus for the changing economy of northeast Ohio.

Individually, no one entity could have accomplished so much over the past 13 years. Working together in partnership, a diverse group of organizations, municipalities and individuals has created a resource that has changed the way a region looks at itself. Renewed community pride coupled with enhanced quality of life provides increased stimulus to continue the notion of resource stewardship. The NPS has helped protect, conserve and interpret important natural and cultural resources, beyond what it can do within a national park unit. Partnership building is responsible for that, and we the partners like the results. 

Below, St Helena Ili Canal at Fulton, Ohio.



For more information contact Paul Labovitz, program leader for the NPS Rivers and Trails Program, Midwest Region. He can be reached at 2179 Everett Road, Peninsula, OH 44264; 330-657-2950; paul_labovitz@nps.gov.

Beaver sign is evident along the watered canal.



Partnerships – Past, present and future

Imagine the possibilities

By Marty Sterkel
Midwest Region

Spring in Maryland is a special time. The coolness of winter still hangs on in the early morning, but the days are full of sun and flowers. The gray of winter is replaced by the glowing green of new growth in the woods. Today was a perfect day for a walk along the Chesapeake and Ohio Canal trail.

The Rogers family often shared outdoor activities and today the whole family was assembled for a morning hike down the trail. Mom, Dad and their two children parked at the start of a trail and off they went. It was late morning and the weatherman was right when he predicted a warm day. The Rogers family had only gone about a mile when Mr. Rogers commented on how tired he was already. He often took walks, but today he had no energy and it was clear to Mrs. Rogers her husband was not feeling well. Within minutes Mr. Rogers had to stop. He felt pain in his back and was perspiring much more than he should. He was having a heart attack.

Just as he was sitting down, two bicyclists approached wearing bright colored vests. They were volunteers for the C&O Canal working in partnership with the National Park Service to patrol the 184-mile trail along the historic canal.

Trained in first aid and radio use, they call for medical emergency help and then assisted Mr. Rogers. Their service and timing saved this father and husband's life. Mr. Rogers was evacuated just in time to receive the necessary medical attention that made the difference between life and death.

The C&O Canal bicycle volunteer trail patrol program has more than 200 volunteers. Every participant receives park orientation, visitor contact training, bicycle repair and interpretation. They all receive background checks. Volunteers are efficient reporting to law enforcement rangers and serve as a primary visitor contact on the trail. Volunteers furnish their own bicycles, but a recent donation of 20 mountain bikes

will help.

Referred to as "the eyes and ears of law enforcement rangers in the park," bicycle patrols have been instrumental in ARPA cases. Recently they have

started after-hours patrols, and park protection and security levels have increased significantly. Before this partnership, some visitors complained of never seeing park representatives on the trails. Now, regular praise is received on behalf on these talented and dedicated volunteers.

This outstanding example of a partnership focusing on the real-life benefits of collaboration and assistance to park visitors is just one story of many. Thousands of partnerships flourish across the NPS. Partnerships and volunteers have been a part of the NPS culture since the beginning of the park system. This legacy is a great base to build from as new strategies and partnerships are enhanced and created in the new millennium.

Our history is full of successes tied to philanthropy, and in the forefront are the triumphs of the National Park Foundation. Our partner by congressional charter whose mission is to raise funds on behalf of the NPS, the foundation continues to assist parks and expand their menu of services.

The director has developed a Partnership Council with broad-based program and park representation. The new council will advise NPS senior management, identify new partnerships and enhance existing relationships, and provide guidance and strategic direction in a more consistent, collaborative and representative manner. Currently the council is working on ways to tell the story of partnerships, share successes, build capacity, and move the culture of the NPS forward in a positive way.

Parks and program managers continue to be creative, and knowledge of their suc-



cesses will be more accessible in the near future. Can you imagine training in specific skills and competencies enhancing how we do our jobs and serve the public — to be a better partner? Can you imagine the possibilities of the great successes of the past posted on the Internet and easily available? To position our agency embracing new opportunities and become less reliant on appropriated funds? Imagine the ability of working efficiently while conserving limited resources. Imagine the level of trust generated by working shoulder-to-shoulder with friends and partners who share our passion for parks and special places; special places in your neighborhood or your favorite national park. 🏠

Marty Sterkel is the NPS assistant regional director for partnerships. He has 30 years of experience in parks and recreation with local, state, non-profits and federal agencies, including 20 years with the NPS, all in support and regional offices. He enjoys hunting, fishing, duck calling, bike riding and traveling for pleasure. He lists his greatest achievement in the outdoors as not drowning while duck hunting. His best memory with a fly rod: landing a 15-pound steelhead on a three-pound tippet and letting it go.

All photos courtesy of the NPS



The college, the park and the builder of partnerships

By Sarah G. Bishop
Partners in Parks

Sitting at the table and around the edge of the conference room were faculty from Fort Lewis College; senior managers and staff from Mesa Verde; a board member, consultant and staff from Partners in Parks; leaders of the local archeological society; the director

“The close relationship between Fort Lewis College, Mesa Verde and Partners in Parks is a natural one in which everybody wins. Not only are real-world experiences made available to students in a variety of disciplines, but the Park gains skilled and eager learners, and perhaps even future Park professionals. Partners in Parks has been the catalyst in helping this successful relationship to work as well as it has.”

—John Ninnemann, Dean,
Arts and Sciences

of the Mesa Verde Museum Association; and one of last summer's interns — more than 30 people in all. This was the planning session for the second year of an internship program at Mesa Verde, a partnership with Fort Lewis College that Partners in Parks helped establish and is funding.

College students are selected as interns by park managers to work in a variety of park programs. To date, four students have worked in the archeological survey and conservation programs and the natural resource management program. They were carefully instructed and supervised by park staff so that their work would meet professional standards. Because the internships earned them academic credit, the students' work was reviewed by college faculty. They also received a \$3,000 stipend. A next step is to expand the internship opportunities to all the major departments at the college to support all the professions at the park, such as business management, visual arts, communications and education.

Funding for last summer's program came from the park and the Colorado Plateau CESU. This summer Partners in Parks will support five interns with funds from three foundations; the park will support two and

the Museum Association will support one or two. We are already looking for ways to keep this program going, including endowments for named internships.

So how did this partnership come about? Partners in Parks was instrumental in getting college faculty and park staff together to consider an internship program. We helped the parties overcome that human condition — inertia. From the beginning we all agreed that the students needed significant assignments whose results contributed to the park's management. They also needed committed mentors at the park and faculty supervision to ensure the credit worthiness of their work. Finally, the interns would receive a stipend.

The keys to success were enthusiastic people from the college, park and Partners in Parks. With just a few people pushing hard, soon others saw attractive opportunities and jumped on board. The fact that the leadership for this program comes from each of the three principal organizations means no one person is stuck with all the work. Now many more people are involved with the planning and execution of the program, so the work load is spread out even more.

We have an effective recruitment mechanism — academic prerequisites, faculty screening and an internship fair with park staff. Internship projects must contribute to park programs, not just be procedural exercises. We have an effective supervisory mechanism — selected park staff have been enthusiastic and successful student mentors. College faculty and park staff evaluate the quality of the work done. Partners in Parks will become the fiscal agent, managing funds from all the sources that support this program.

What's more, Partners in Parks has committed to finding the funds to make this program permanent. The three principal partners, as well as the Mesa Verde Mu-

seum Association, are looking for sources of support. Partners in Parks sees this as its major responsibility in helping bring the partnership to maturity.

We have great plans for the future. We want to establish a course at the college, which students from other colleges in Colorado might attend, that introduces the interns to the National Park Service. We want to establish partnerships between other colleges and national parks in the state, which will offer many more internship possibilities. With a network of college/park partnerships, parks can recruit from any college or university in the state. Colleges can expose their students to a variety of professional opportunities.

Perhaps the most annoying aspect of this otherwise successful program was the funds transfer mechanism between the park and college, and the timing of the college's academic sessions. We think we will have solved both these problems by this summer.

Trying not to sound like a motivational speaker, this successful partnership that is still building is the result of the enthusiasm

and persistence of representatives of the partners. It is also the result of hard work, particularly with program administration, and sufficient fund raising early on. 🏡



Intern Laura Ninnemann prepares a site map for scanning.

“My internship at Mesa Verde was both personally and academically enriching, and has greatly enhanced my educational experience at Fort Lewis College. Larry Nordby, Don Corbeil and Greg Munson were outstanding mentors, and the entire Archaeological Site Conservation Program team was both welcoming and supportive. Without this internship opportunity, I would not have discovered several new career paths, nor would I have gained the new practical skills I now possess.”

—Laura Ninnemann

Sarah Bishop is president of Partners in Parks. She may be reached at (970) 527-6691 or partpark@mindspring.com.

Partnerships along the National Trails System



Autograph Rock (above) is a Santa Fe National Historic Trail site on a privately owned ranch in Oklahoma. The site development, including a parking area and accessible trail, was a partnership effort among the National Park Service National Trails System Office in Santa Fe, the ranch owners and the Cimarron Heritage Center. Construction was done by community volunteers.

The “**Bead Wall**” in the Trail of Tears exhibits (below) resides at the Cherokee National Museum. The beads were handmade by many Cherokee Nation members as a graphic visual and touchable representation of the 16,000 Cherokees who were forcibly removed on the Trail of Tears and the 2,000 to 4,000 who died. The exhibits were a partnership effort among the NPS National Trails System Office in Santa Fe, the Cherokee National Historical Society, the Cherokee Nation and the Trail of Tears Association, with assistance from the National Center on Accessibility and the Smithsonian Institution Accessibility Programs. The 2,000 square feet of exhibits were designed to clearly provide the Cherokee perspective on removal and to implement the concepts of Universal Design so as to be accessible to all visitors.

The Trail of Tears exhibits won first place at the National Association for Interpretation Media Awards in the indoor exhibit category in 2002. (Photos supplied by John Conoboy.)



NPS National Conference

The National Park Service is planning a national conference this year. It is scheduled for Nov. 17 – 20 in Los Angeles. The working title of the conference is “Joint Ventures: Partners in Stewardship.”

This will be a key event for both NPS employees and existing and future partners to look at successes and learn about the benefits of these relationships.

Organizers are planning for 2,000 participants and almost 300 exhibitors. □

Partnerships like the one involving the Chesapeake and Ohio Canal have created recreational opportunities for the public. The story is on page 5.



“Surely the great United States of America is not so poor we cannot afford to have these places, nor so rich we can do without them.”

— Newton Drury
NPS director, 1940-51

When good ideas go bad

By Marianne M. Mills
Badlands

I no doubt deserve my enemies but I don't believe I deserved my friends.

—Walt Whitman

In this era of friendships and partnerships, doing more with less, thinking outside the box, bringing outside in and sometimes turning inside out, it has become increasingly difficult to reveal the “whole story” for fear of being branded a naysayer or not nurturing a “can-do” attitude. First, I will acknowledge I was asked to write this piece on the darker side of partnerships, not because I have a bleak outlook on these work relationships but because I am extremely experimental and have definitely met up with the good, the bad and the ugly. Second, I am a huge proponent of working across divisional, park, agency, community and all those other imaginary lines. I will start, not finish, with the mantra *partner, partner, partner*. That said, I have also developed four guiding principles that I try – and sometimes fail – to keep in mind when I find a great grant, am approached by an organization that wants to do something for us, or when in general I need a friend. Here goes.



Eighth grade science teacher Barb Mayer traveled from Hawaii for a summer in the Badlands during her Nature Education Internship sponsored by Badlands Natural History Association.

Read the fine print

Maybe I should just say, “Read the print.” I’ve been a reviewer both inside and outside of the government for funding and partnership proposals and it’s apparent that many applicants have not read, did not believe, or did not understand the basic criteria to even be considered for the project. You need to insure that you can meet their deadlines and keep up with your own work schedules. I inherited a project once from another individual who got the National Park Service into a project without fully informing management of the time commitments expected from the park. A four-page accomplishment report, including all expenditures, was to be submitted quarterly. We were to photodocument the work constantly. We were to issue a press release at least monthly promoting the project. When I came on the scene, the partnership had been in place for nine months. Nothing had been done. The partnering — and funding — organization in this case was not particularly sympathetic with our reasons for failure to live up to our end of the bargain. Your partners also have to report their accomplishments to someone else — stockholders, board members, the general public — and both the partner and the NPS fail when you have not read the fine print, what you have to do to meet their expectations, in a partnership project. You need to also know what you cannot do as a part of the federal government. There are restrictions on use of logos, promotion of ideas or images, and other activities. Make sure you can commit to their requirements, both legally and within your work schedule.

At minimum, most partnerships require a sincere public affairs effort and a pretty detailed financial report. Remember to let them proof the releases before they go out. Develop an outreach plan that details key messages, target audiences and methods of

delivery as a part of the proposal or submit to them for comments when you are starting the actual work. Many images are at stake, not just the NPS image. Track expenditures closely. Honestly, track them as close or closer than your work budget. Spend at least an hour or so per week updating project accomplishments, expenditures, problems and public affairs. It will make it much easier in the long run. The federal government doesn’t have the best reputation as an accountable partner. We can start to improve that image by doing our homework, understanding what’s expected of us, and remembering that external partnerships — working outside of the agency — is very different than our internal corporate community.

One size does not fit all

As I’ve frequently been heard to grumble, I will someday write a book titled “While You’re Up, Go Get Me A Grant.” Within the NPS, we have all sorts of inside “soft money” funding sources that are really mini-grants. Un-

Make sure you can commit to their requirements, both legally and within your work schedule.

fortunately, we write poor descriptions and justifications but still miraculously get funding, sometimes simply through sheer tenacity. This will not work in the outside funding world. Preparation of a good funding proposal that will compete outside of our Project Management Information System takes weeks, even months. Typically, as a government entity, we cannot even compete for most grants. The money must be transferred to a 501 (c) (3) organization. Handily enough, our cooperating associations, like Badlands Natural History Association, are such organizations. A cooperating association director can set up a specific account within their accounting system to track grant monies. However, you have not just given the cooperating association the responsibility or the right to manage the grant. The expenditures and deposits are merely tracked by the association. Where have I messed up in this category? Well, not telling the BNHA executive director that I’m going to do this doesn’t indicate that I view her as a partner. Instead, it came across as if I just viewed her as a checkbook. This does add to their workload and there may be accounting ramifications that they need to run by their board or the association accountant.

The other one-size-does-not-fit-all area where we frequently miss is: Do you have tangible, genuine matching funds, sometimes called in-kind funds or services? If all you can provide is permanent salaries, it is likely you do not fit this partnership. When you commit those salaries, remember you are committing real people and real time, so when you state that “.4 FTE of a permanent GS-11 salary” is being put toward this project, you should expect that GS-11 to spend 40 percent of their work year on this.

What's in it for me, them and us

I've already mentioned the public affairs portion of partnerships. Most grants and proposals are done primarily for corporate and community good will. That's why so many corporate granting criteria state, "This corporation funds projects in communities where the corporation has facilities." However, I think we need to ac-

knowledge that each volunteer agreement is also a formal partnership. Someone on the park staff needs to take the time to get to know each volunteer to understand why they wanted to volunteer in the first place, and when feasible, "give" them something that supports their reason. The easiest needs to fulfill are those who volunteer to give something back to the agency, the public or the government. By contributing to the project or work they have agreed to, their need is basically met. Also fairly easy to satisfy are those who want the work experience or the exposure to the agency. Again, through whatever work they have agreed to, they are gaining experience and learning about the agency. Remember that they

should learn about the entire organization and agency, not just their narrow job. Expose them to the entire park structure and all its functions at least through an organizational chart and by introducing them to staff in other divisions. Have them take the online Fundamentals courses for exposure to the entire agency.

The trickiest needs to meet are those who specify that they are volunteering in hopes of getting a paid position and those who volunteer for the social interaction. Disgruntled volunteers

Your interest in their input needs to be genuine and consistent.

are simply more disgruntled employees if you ignore the reasons they entered in to this partnership. I've worked with

many volunteers who are motivated by the social interaction and a sense of belonging to something. These people are typically unhappy and unmotivated when our manner of managing them is to just greet them daily (Frankly, sometimes, some of us don't even do that.) These people need their supervisor to take the time to chat with them — maybe about the job, maybe about their lives. If you do not have the time or the inclination to do this, you will fail in this partnership. I have had several United States to South Dakota on the belief that I really didn't MEAN they wouldn't get paid, and when they get here and find that they are, indeed, expected to work full-time and complete their projects and yes, not get paid, they quit or become sores in the workplace. There are also people who live near the park who clearly are volunteering with the expectation that they will be rewarded with a paying position. You need to clearly explain the process and the purpose of the project and the program and answer their questions. Additionally, volunteers, like paid staff, should be aware of how they're doing. I admit to not having a lot of stock in our agency performance appraisal system but I do honestly let volunteers know how they are doing



Intern Marina Suarez, left, a senior at Trinity University in San Antonio, Texas, served as a John C. Clark Paleo-Education Intern at Badlands under the partnership with the Student Conservation Association.

and ensure that they know what I will and won't recommend them for in future job searches.

Remember also that most people who are motivated enough to volunteer are typically people who like a challenge or enjoy learning new skills or information. Give volunteers some responsibility and some variety. If you give volunteers the idea that they are staffing the information desk because "we have more important things to do," they will also come to resent the visitors, the desk and the duty. Additionally, the information desk is simply one of the most important things we do and we should not treat it as a chore but a joy. (Sorry. A personal diatribe.) When you show that you care about the individual, you indicate a broader sense of commitment to larger issues, such as customer service, preservation and protection.

Keep your friends close . . .

The entire quote goes like this: "Keep your friends close but your enemies closer." How I have found this thought helpful is in seeking out partnerships with diverse and sometimes seemingly unfriendly friends. Our natural resource management specialist here at Badlands has carved out an extremely successful partnership by working to develop a local weed management organization that brings together park neighbors, as well as local, state and federal agencies. The neighbors involved are unhappy with the park for our perceived lack of concern in the impacts our exotic plants have on their agricultural lands. Individuals who would probably never consider



This boardwalk was constructed by volunteer labor provided by the Telephone Pioneers of America. The recycled lumber was made available through a Unilever Recycling at Work grant coordinated through the National Park Foundation.

All photos courtesy of the NPS

(continued on page 12)

Is the National Park Service a groveling sycophant or a social conscience?

By Frank Hays
Manzanar

A revolutionary idea came to fruition in the 1870s when the United States became the first country to designate areas to be preserved as national parks. National park units preserve some of America's most important cultural and natural resources. Western writer and historian Wallace Stegner called national parks America's best idea and noted that parks "reflect us at our best rather than our worst." Stegner added that without parks, "millions of American lives . . . would have been poorer. The world would have been poorer."

Stegner's perspective of the value of national parks encounters a paradox at Manzanar National Historic Site. Manzanar, located at the foot of the Sierra Nevada in eastern California, tells the story of Japanese Americans who were denied constitutional rights and were interned in one of 10 war relocation centers because of their ethnicity.

How the National Park Service tells the story of the internment is an issue currently being addressed at Manzanar. Some people advocate an active role for the NPS in informing social conscience through its interpretations of the internment of Japanese Americans. While an image of the NPS' role as social conscience resonates with many, a recent letter to the park reflects the opposite sentiment. Calling the NPS "a groveling sycophant," the writer suggests that the NPS has succumbed to the "Japanese American propaganda machine" and neglects and even refuses to tell the truth about the war relocation centers.

In this article, I will focus on efforts the NPS has taken and is taking to engage the public in a dialogue as it develops the overall management plan for and interpretation of Manzanar.

The first challenge at Manzanar is to provide an adequate context through which

All photos courtesy of the NPS

Telling the story of mountains, valley and barbed wire at MANZANAR NATIONAL HISTORIC SITE



the public can be engaged in a discussion of social issues related to the internment of Japanese Americans. Manzanar is characterized by an abundance of sagebrush and dust; only a few remnants of the camp are visible. Without physical reminders it is difficult to explain to visitors that this was indeed an internment camp.

When you visit Manzanar today, you can be so inspired by the location's beauty that you miss the important story told there. Manzanar is located in one of the primary recreation areas for many millions of Southern Californians. We are surrounded by recreational opportunities such as fishing in countless alpine lakes and streams, hiking in the Sierra Nevada mountains and climbing Mount Whitney. In fact, some visitors have mentioned that with its location near such beautiful mountains, the camp experience couldn't have been so bad. The camp has been likened to a summer camp in the mountains rather than an important site in the history of the struggle for civil rights.

To ensure that visitors gain a sense of

history and place, the Japanese American community pushed hard for reconstruction of various camp features. These include the barbed wire fence that surrounded the camp, one of the eight guard towers, a barracks building and other significant camp features.

Reconstruction, as many readers know, is one of four treatment options for historic sites; the others are preservation, rehabilitation and restoration. Reconstruction represents the alternative with the least historic authenticity and is defined as "the depiction of one period in history using new materials based on archaeology and other research findings."

Usually, the NPS discourages reconstructions. The following abstract from a session on reconstruction at the 1997 Society for American Archaeology outlines the debate regarding reconstruction:

"The reconstruction of historical and archaeological sites and features has long been a controversial subject among professional archaeologists and historians. Some preservation purists claim

that the public is unnecessarily misled by many reconstructions that have not been absolutely verified by archaeology and documentary records.”

The abstract goes on to note that others have advocated a more liberal approach, emphasizing the educational and interpretive value of reconstructions.

The NPS has clear management policies about reconstruction. As stated in its 2001 Management Policies:

“No matter how well conceived or executed, reconstructions are contemporary interpretations of the past rather than authentic survivals from it. The National Park Service will not reconstruct a missing structure unless:

“Four criteria are met — there is no alternative that would accomplish the park’s interpretive mission; there is sufficient data to enable an accurate reconstruction; the reconstruction occurs on the original location; and the NPS director approves the reconstruction.”

Thus, members of the Japanese American community and others had to demonstrate cause to allow reconstruction be made a part of the park’s general management plan.

Today, not much physical evidence of the camp remains. Only three of more than 800 buildings still stand. Nevertheless, there is abundant evidence of foundations, sidewalks, rock gardens and the camp road network. That these remnants speak volumes can be heard in this quote from “Farewell to Manzanar” by Jeanne Wakatsuki Houston and James D. Houston:

“It is so characteristically Japanese, the

way lives were made more tolerable by gathering loose desert stones and forming with them something enduringly human. These rock gardens had outlived the barracks and the towers and would surely outlive the asphalt road and rusted pipes and shattered slabs of concrete. Each stone was a mouth, speaking for a family, for some man who had beautified his doorstep.”

However, not everyone sees the crumbling foundations, rock work and other physical remnants from the same perspective. One Los Angeles Times article from 1997 criticized the lack of facilities and appearance of the site:

“Manzanar was created as a memorial to remind future generations that in times of crisis, the Constitution can be dangerously fragile. Yet today, Manzanar looks more like a vacant lot than a hallowed memorial. The site is littered with beer bottles and graffiti. There are no visitors’ centers, no rangers on duty, no guided tours or displays. Cattle graze the area, trampling archaeological sites, while tourists who pull off the highway leave confused and disappointed.”

We have taken great strides to begin to address the problems noted in this article. Many people, particularly in the Japanese American community, have long recognized the problems noted in the Los Angeles Times and have been actively engaged in the development of Manzanar’s general management plan. Even at that time, people like T. Shiohari expressed strong support for reconstruction efforts, noting:

“I strongly urge the NPS to depict the typical conditions when the Japanese race was first evacuated into the centers, and also the conditions near the end of the war where gardens, schools, recreation facilities were made available.”

Sue Kunitomi Embrey, the current chairperson of a citizen’s advocacy group known as the Manzanar Committee, also participated in the dialogue about the park’s management plan. In fact, the Manzanar Com-



A contemporary view of Manzanar NHS.

mittee was instrumental in having one of the 10 former internment camps designated as a national park unit. Embrey reported the sense of the group in a letter:

“We strongly recommend the reconstruction of some of the rock gardens located throughout the camp area to give the viewer an enhanced visitor experience. We support the placement of one or more barracks in the demonstration blocks... A demonstration block would not be complete without the inclusion of latrines, mess hall and laundry building. We encourage the addition of these structures in the demonstration block. It is absolutely essential that one or more guard tower be reconstructed.”

These and other similar views greatly impacted Manzanar’s general management plan. The approved plan calls for reconstruction of the camp’s barbed wire fence, camp entrance sign, guard tower and barracks buildings. The fence and camp entrance have already been reconstructed and we will reconstruct one guard tower in the next few years. We will relocate and restore one or more of the camp barracks buildings that still exist in the local area.

The NPS has worked closely with the Japanese American community in determining the initial development and management of the site. However, I must reject “groveling sycophant” as an accurate description of NPS efforts to develop and interpret the site. Even within the Japanese American community, there are disagree-



A historic view of the Manzanar site.

ments about how to tell the internment story. These often focus on whether the relocation centers like Manzanar ought to be called concentration camps. Two quotes from the *Rafu Shimpo*, a newspaper published in Los Angeles, illustrate each side of this controversy. A letter by Kelly Shinatku stated that:

"You may say 'bah humbug,' but I believe that future generations must not forget what this government did to its own citizens. Using the term concentration camps when referring to the internment of Japanese Americans imparts to those who did not live through the camps an unambiguous picture of what happened."

In response, editor George Yoshinaga reported a conversation he had with another former internee, also named George: "Like this writer, George is dead set against referring to the relocation camps as 'concentration camps.' He was in Manzanar."

At the present time, the NPS has decided to use "internment" as the best way to avoid being caught up in a whirlwind of controversy that could obscure the significance of the site.

Secondly, since the designation of Manzanar as an NPS unit, the Manzanar Advisory Commission, with members from the Japanese American, Native American, ranching and local communities, have actively participated in a dialogue about the development, management and interpretation of the site. And of course, in accordance with the 1969 National Environmental Policy Act, public involvement has been solicited for all major management actions.

The NPS continues to consult with a variety of groups and individuals in the development of the park's interpretive programs. Much like the Manzanar Advisory Commission, the review panels are composed of different groups within the Japanese American community, veterans, local Owens Valley residents, Native Americans, academics and NPS staff. Mockups of the park's proposed interpretive exhibits were recently produced and displayed in Los Angeles and the Owens Valley in order to solicit public comment about their content.

This extensive review and planning process will facilitate, if not ensure, that a truthful, balanced context will be presented to the visiting public. It is through such efforts that the NPS can fulfill what must be

its role as the caretaker of sites of social conscience rather than, as some fear, become the source of that social conscience.

The forthright, candid interpretation of sites such as Manzanar will help us avoid repeating the mistakes of history. A statement by Robert Sproul of the Fair Play Committee in 1944 eloquently summarizes a longstanding and powerful goal for parks such as Manzanar:

"Whenever and wherever the constitutional guarantees are violated in the treatment of a minority, no matter how unpopular or helpless, the whole fabric of American government is weakened, its whole effectiveness impaired. Each such violation establishes an evil precedent which is inevitably turned against another minority later and eventually the very principle on which our nation is founded, namely, the dignity and worth of the human individual."

When good ideas go bad *(continued from page 9)*

donating their time to the government volunteer at least a few hours each year to help with weed control and spend time reviewing weed management plans. I will emphasize this: **Your interest in their input needs to be genuine and consistent.**

When choosing your friends, do what you can to get the history of issues and opinions. Ensure that park management is aware of partnerships that involve contentious groups or individuals. Go back to the what's-in-it-for-them idea and, if you cannot meet their motivations without compromising ours, it's a partnership to avoid.

A final thought which may become my fifth guiding principle: *If you don't have the time, don't consider the crime.* I am stretched way too thin, but in our zeal for money and friends and money and stuff and public affairs and money, I find myself putting in for projects or partnerships that I do not have the time to genuinely support. In general, I find that subordinate staff resent being assigned these projects unless they have written the proposal and can call it their own. I frequently get a grant possibility sent to me that is a good idea and would indeed be nice, but I am currently having to do an honest professional triage: what work needs to be done for survival, what is cosmetic and what should just be left to die. If your survival work basket is full, you should not commit to the cosmetic.

Manzanar and similar sites should help to communicate the lessons of history, to ensure that the dignity of the human individual is upheld, both in America and in the world.

It is important to remember the words of U.S. Supreme Court Chief Justice Charles Evans Hughes, as quoted by Michi Nishura Weglyn in the book "Years of Infamy":

"You may think that the Constitution is your security — it is nothing but a piece of paper. You may think that statutes are your security — they are nothing but words in a book. You may think that elaborate mechanism of government is your security — it is nothing at all, unless you have sound and uncorrupted public opinion to give life to your Constitution, to give vitality to your statutes, to make efficient your government machinery." 

Frank Hays is the superintendent at Manzanar.

You should also be able to admit to management what you feel is cosmetic and what should be left to die. The "nice to have" or "nice to do" projects are typically more fun, more splashy and have more public appeal, but it's a candy coating to a shallow experience if the must-have stuff isn't done.

The wise Ben Franklin supposedly said that the only way to have a friend is to be one. Friends come in all shapes, sizes and exteriors. They may be long term; they may be fair weather. They may be an issue friend but a philosophy foe. The best way to avoid the partnership pitfalls is to genuinely want success in the venture for all involved — not just yourself. After the project is over, keep in touch. Even for those of us who are remarkably commitment shy or commitment burned can learn to form lasting relationships through open, honest partnerships. 

Marianne Mills is the chief of resource education at Badlands. Her permanent NPS assignments have included Christiansted, Buck Island Reef, Klondike Gold Rush and Crater Lake in the past 16 years. She also worked seasonal jobs and internships at Wupatki, Grand Canyon, Indiana Dunes, Everglades, Katmai and Shenandoah. A native of Roseville, Ill., she holds bachelor's degrees from Northwestern University and Western Illinois University, and a master's degree from the University of Washington. She also is halfway toward completion of a law degree at Yale University.

The National Park Ranger Saga:

Never-ending story or managed evolution?

By Bill Sanders
Hopewell Furnace

PERSPECTIVE

Sometimes the national park ranger saga seems like a story that never ends. We're constantly recycling unanswerable questions around the basic one: What is a park ranger? Because we can't unanimously agree, we are deviled by all sorts of process questions like: How best to manage park rangers; How to recruit and diversify rangers; How does one become a park ranger; How many rangers does it take to... (change a light bulb); What are the real "core" duties of all park rangers; Why do some rangers get to "opt out" of some core ranger skill duties; Why don't 'they' understand the needs of rangers; Why aren't there ever enough rangers; Why don't rangers get paid adequately, (or do they?); Why don't interpretation rangers feel they are treated like "real" rangers; Why don't rangers understand what a ranger is; Why don't managers understand what rangers do; Why doesn't OPM understand what a ranger is; and on and on and on. And, "Oh my, ain't it just awful about those rangers?!"

Perhaps it's because everyone *believes* they know what a ranger is and thus what a ranger should do, what a ranger is worth, what a ranger should look like, what a ranger should know, and so on. Perhaps it's the "traditional" ranger image. Maybe the ranger image is both rangers' greatest asset and also their greatest liability. Images do not lend themselves to change. Rarely will an image match reality.

Personally, I believe the reason we can't seem to agree on "park ranger" is because park rangers are a constantly-evolving species. Rangers are not what they used to be and they are not what they will be — it's inevitable, it's evolution. Evolutionary change is especially evident today with protection rangers, but interpretation rangers must constantly evolve as well. It's not going to happen magically. We know that spring comes slowly to the high country, yet over time we see clear evidence that the glaciers are slowly moving. Rangers have always evolved, though the pace is most times glacial.

Today we hear renewed calls to improve ranger law enforcement; many suggesting it is time to abandon the ranger concept in favor of single-function law enforcement. Some changes are minor, some major, but they are all calls for accelerated change in the face of crisis. But we've heard most of these ideas before. In the main, they are old, unanswered calls for change revisited, part of the never-ending story of rangers. One example is the International Association of Chiefs of Police report on ranger law enforcement. In the year 2000, the IACP once again recommend many of the same things their decades-earlier study had suggested. Ranger work and ranger skills had changed, but ranger management hadn't changed very much in a couple decades. Can we ignore the rising chorus once again? Shouldn't we have accepted and managed change in the ranger occupation decades ago? Why choose to simply let the pressure build into crisis proportions?

In the early 1990s we launched an initiative to prepare the park ranger workforce for the challenges of the 21st century. We lost our resolve to change along the way as the requirement to "downsize" and shrink budgets overtook us. We simply tabled much of the heavy lifting necessary to complete the changes called for in Ranger Careers. We knew what to do and how to do it, we had plans in place. But there was too much change going on, the change was all too fast, too costly, and too divisive. It was easier to await crisis than to manage change.

Today within our agency culture, it is not an overstatement to say we still despise change. We often appear to interpret *conserve* "unimpaired" as "without change." Beyond resources, we commonly seem to apply the "without change" standard to our Service and to our rangers. Tradition trumps progress. Yet, change is inevitable. Like it or not, the glaciers will retreat and advance, global warming will change the environment for all, and steadily increasing world human populations will compel rangers to adapt as well.

As rangers evolve, they cannot be expected to thrive on a tradition of excellence

alone. Rangers, as well as the Service itself, will require tangible sustenance to fuel vital change.

Tangible sustenance includes implementing and funding the changes called for in Ranger Careers, addressing the improvements suggested in all the various law enforcement studies, and it means Administration and Congressional support to enable the Service to manage change. Rangers will have to be hired into meaningful careers, not mere jobs. Rangers will require leaders with broad vision, new and different ranger skills including ever-increasing political sophistication, and better academic preparation at all levels. Ranger work will have to be valued and compensated appropriately. Both protection and interpretation rangers will need more and better training, equipment, numbers, supervisors, managers, and support. Interpretation and protection rangers will have to move toward synergistic mutual support. To succeed in conserving park resources unimpaired, both individually and collectively rangers must evolve and adapt.

Similar to the predator/prey cycle, rangers must adapt to environmental changes in concert with their competitors. There are new entities preying on park resources and visitors today... predators more numerous, more virulent and more violent than the ones rangers traditionally held in check. As parks become shrinking islands of residual habitat, each generation of rangers must fend off ever more challenges than their predecessors faced. Rangers must not fall behind the evolutionary curve or they risk extinction.

Park rangers must be dynamic, not static. Evolutionary change has and will come to park rangers. Change will be ever more rapid and must be accepted by rangers and managers alike as the way of nature. It won't be easy, but evolution is crucial to survival of the ranger concept. The Service's choice is to continue to recycle the old never-ending debates or to resolve to manage the continuous evolution of park rangers toward a dynamic professional occupation best suited to carry out the mission.

What is a park ranger? Today's ranger is but a snapshot: a hint of things to come, a reflection of things past, a point on the ranger evolutionary time chart. 

Bill Sanders is ANPR's board member for professional issues and the superintendent at Hopewell Furnace.

ANPR ACTIONS

Stovepiping Issue

ANPR President Ken Mabery sent this letter dated Jan. 6, 2003, to Department of Interior Secretary Gail Norton. Copies also went to NPS Director Fran Mainella:

The Association of National Park Rangers represents approximately 1,000 national park professionals who work across the spectrum of jobs and duties required to fulfill the mission of the National Park Service. ANPR just celebrated 25 years of service to NPS employees and the organization that is the National Park Service. Our members have significant experience in park management that goes back over 40 years.

At our recent Ranger Rendezvous in Reno, Nevada, our membership (almost all paid their own way and took annual leave to attend) spoke unanimously to preserve the ability of parks to have direct control over the management and supervision of the park protection function. Protection of the resources entrusted to our care and visitors who come to experience those resources is the foundation of the National Park Service. It is what makes parks and it must be under the direct control of park manage-

ment *in conjunction with* the interpretation, resources management and stewardship, maintenance, and administrative functions. They are all tools to manage parks and must be kept together to manage effectively. It is important to understand that *frequently these tools are integrated to get the job done*. To separate out one of these tools dilutes the effectiveness of the others.

The Association of National Park Rangers strongly believes that the Service, and Park Rangers, should have the authority and responsibility to manage rangers towards achieving the mission of the National Park Service. Clearly, there must be a Service-wide system for managing the park ranger profession; it cannot be a park-by-park enterprise. However, we should not turn to a wholly separate, insular management system for protection rangers, or the law enforcement function, or any part of the function. Americans do not want, and would not be well served by, a national police force replacing their beloved park rangers in the national parks.

Realigning management and supervision of the protection function (so-called "stove piping"), or any part of the function, is contrary to the effectiveness and the efficiency of the protection function within parks. The following specific recommendations would enhance the protection function in parks, increase the safety of NPS staff and meet changing national priorities:

1. Keep management and supervision of protection employees working in parks assigned to park management. Protection manager positions should be established in parks, regions, and the Washington office sufficient to manage the law enforcement function at all levels in a consistent, integrated, agency-wide fashion.
2. Continue to offer oversight of commissions and training through NPS regional offices, NPS Ranger Activities Division in WASO, and FLETC.
3. Enhance the park protection function by increasing the number of commissioned rangers in parks consistent with the recommendations of the IACP report (October 2000).

4. Strengthen policy to reflect a clear mandate for protection rangers to manage the law enforcement function without inappropriate interference by non-commissioned managers at any level.
5. Enhance the effectiveness of NPS regional Special Events Teams (SET) by increasing financial support to improve their effectiveness. Keep management of SET's within the regional offices of the NPS.
6. Develop a small cadre of investigators available for special investigations or assignments within parks to assist with unique or internal investigations.
7. Implement the Field Training Officer program as recommended in many reports on the NPS law enforcement program.

We recognize that some of these recommendations require increases in NPS budget. Protection of our American icons deserves nothing less. The Association of National Park Rangers believes that a well managed park ranger profession (encompassing protection *and* interpretation), as described in existing Ranger Careers documents, coupled with clear policy directives barring interference with investigations, and other refinements, can effectively address the current problems of law enforcement in the parks without resorting to stove piping.

As always, ANPR stands ready to meet with you or assist in anyway to help fulfill the protection challenges that face us today, and will continue to face us in the future. The protection of the NPS system, its resources, and the safety of the staff that work to protect them are of paramount importance to our members. We feel that these goals can best be accomplished with increased staffing levels and keeping the management and supervision of the protection function within the parks that these people serve. □



Excerpt from the NLC Journal

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Hearing from the Association of National Park Rangers

Director Mainella welcomed to the NLC meeting ANPR President Ken Mabery and

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board member Rick Jones, thanking them and the Association for strong support of the Service.

She said ANPR is an active and valued NPS partner. Mabery said that while ANPR speaks for the traditional park ranger role and values, it feels a distinct affinity for all NPS employees, because it the responsibility of all employees to advocate and to accomplish the NPS mission.

He said the public image of the uniformed park ranger is a very positive one, that the public identifies "ranger work" as virtually all work performed in parks. For this reason, he said the "gray and green" should at all times be visible to park visitors, and NPS functions should be carried out by NPS employees. He said the Park Service should be cautious about directing staff to assignments outside parks unrelated to park purposes. He said that ANPR is concerned about the capacity of the NPS to do its work, and he recommended that park budgets and field staffing levels be increased and new emphasis be placed on professional development. He offered that ANPR intends to spark action to better fund and staff the National Park Service, and he expressed the hope that the NPS might develop a formal relationship with ANPR, similar to the one it has with the George Wright Society.

Director Mainella instructed Acting Associate Director Brian O'Neill, working with the Office of Policy and Regulations and the Office of Solicitor, to review the Service's relationship with ANPR and develop a proposal for a strengthened partnership. The NLC members voiced strong support for this goal, but cautioned that such a relationship would require the NPS be clearly separated from any effort of ANPR to inform the Congress. □



Letter to Wall Street Journal Editorial Staff

Thank you for your recent article on the death of Kris Eggle and the dangers faced by park rangers in Organ Pipe Cactus National Monument. It is an ongoing struggle to deal with the drug problem along the U.S.-Mexican border.

The following letter to the editor is from Ken Mabery, president of the Association of National Park Rangers. As you will read, ANPR feels that Kris Eggle's death should

be a wake-up call to the federal government and to the American public.

I hope that you further serve this important issue by publishing this letter. Please do not hesitate to contact me if you have any questions. Thank you.

— Jeff McFarland
Executive Director, ANPR

To the editor of the Wall Street Journal:

We would like to congratulate you on your article, "The Death of a Ranger Shows Venerable Job's New Hazards," in the Jan. 22, 2003, issue. The Association of National Park Rangers grieves Kris Eggle's death and believes that it should be a wake-up call for the National Park Service, the Congress, the President and the Department of the Interior.

Since Kris' death, the National Park Service has responded by substantially increasing the number of law enforcement rangers patrolling the U.S.-Mexican Border in Organ Pipe Cactus National Monument. That is an improvement, but it is by no means enough. In the present day NPS, rangers are regularly expected to handle situations and tasks that should not be handled alone. Shrinking personnel levels and inadequate park funding have reached critical levels. In fact, the staffing situation is akin to a human body in shock. Park extremities, like those of the body, shut down first as has been happening for several decades — resulting in fewer patrols, almost no presence in the backcountry, trails not maintained, campgrounds closed, resource threats overlooked, and information sources not being updated. Then, as shock worsens, core functions are threatened. Today, little more than core functions are being maintained. Because of increased demands for compliance, consultation, contracting, and annual planning, the predominant amount of staff time and energy is subsumed in these administrative processes rather than in providing service to park resources and to the public. At today's levels of human and financial resources, we do not see how the NPS can possibly meet its mission of passing the parks to the next generation unimpaired.

It is important to emphasize that the NPS cannot achieve its mission alone. After all, it must carry out the Administration's policy and make do with the annual funding provided through the congressional appropriations process. Thus, responsibility for the vitality and future of our national parks also

resides with the Congress, the President, and the Department of the Interior. Unless each branch and level of government is doing its part, we have at best a disjointed and inadequate federal commitment.

We would now like to turn to several points from your article. First, there are different types of rangers in the National Park Service. To suggest that only those who carry a weapon are rangers is absolutely incorrect. Some rangers are not law enforcement officers. Instead, they are skilled and knowledgeable in interpreting our natural national treasures and history and they conduct search and rescue of the lost or stranded, fight fires, and carry out many other "as needed" responsibilities. The ranger's role is also critical to maintaining stewardship of national and cultural resources, including places such as the Statue of Liberty and the Shenandoahs. Secondly, it undervalues the role of the law enforcement ranger to suggest that s/he does "little more than enforcing littering regulations and asking rowdy campers to keep the noise down" or that "[m]ost rangers regard law enforcement as a sideline to their main role." Law enforcement rangers are trained and commissioned federal law enforcement officers. Yes, they deal regularly with the routine tasks mentioned in the article, but they also regularly address serious crimes, including those that impact people and the environment.

Finally, we want to mention that few, if any, federal law enforcement officers are prepared to deal with the kind of situation that resulted in Kris Eggle's death. Policing that border is sometimes more akin to warfare than to police work. And we believe that the National Park Service must recognize the evolving role of the law enforcement ranger and do a better job of preparing and supporting those engaged in very hazardous duty.

Kris' death was indeed a wake-up call. We just hope that those making important policy and funding decisions are paying attention. □

— Ken Mabery
President, ANPR

The Professional Ranger

Administration

Senior Executive Service—Is It for You?

Recent events within the National Park Service regarding Senior Executive Service employees leads General Schedule and Wage Board employees to wonder whether the SES is something to pursue or something to avoid. Following is information on the SES program so you can consider the benefits and the drawbacks for yourself.

The SES was established by the Civil Service Reform Act of 1978 and became effective in July 1979. CSRA envisioned a senior executive corps whose members have solid executive expertise, public service values, and a broad perspective of government and who would be held accountable for their performance. Key issues that the SES was designed to overcome:

- There was no effective, government-wide system for selecting, preparing, paying and managing the government's top managers. They were governed by a variety of systems with multiple sets of complex rules and regulations.
- Minimal attention was given to an executive's managerial skills and expertise. Individuals were placed in positions responsible for managing billion-dollar federal programs and for supervising thousands of employees with little or no

managerial experience. There was widespread recognition that greater emphasis had to be placed on certifying the managerial competence of the Government's senior executives.

- Agencies had limited authority to appoint executives or to reassign them as needed to meet mission and program changes. The rank-in-position system limited rotation and reassignment opportunities for career employees and prevented the best use of executive talent. It was difficult to reward executives whose performance was outstanding or to reassign or remove executives whose performance was unacceptable.
- At the time, many of the top career positions were held by individuals who entered the government at junior levels and spent their entire careers in the federal service, many in the same agency or agency component. Executives needed to broaden their perspectives and view their responsibilities in the context of the larger corporate and public policy interests of the Government.
- In creating the SES, CSRA established a unique executive corps, with the same executive qualification requirements for all members. It provided for one distinct personnel system for senior

executive positions designed to provide greater agency flexibility for selecting and developing their executives, within a governmentwide framework that preserves the larger corporate interests of government. It also shifted to a rank-in-person concept to facilitate executive mobility.

The recent "controversy" with SES appointees in the NPS was over reassignments and transfers. Here are the rules on SES reassignments and transfers:

- SES members may be reassigned within their agency to any SES position for which they are qualified, but career appointees must have 15 days advance written notice (60 days if the reassignment is between commuting areas).
- SES career appointees may not be involuntarily reassigned within 120 days of appointment of a new agency head or a new noncareer supervisor who has authority to make an initial appraisal of the appointee's performance. The first 60 days of any detail(s) during the period do not count against the 120 days.
- Career appointees may transfer voluntarily to another agency but may not be transferred involuntarily. SES members are entitled to accompany their positions in a transfer of function between agencies.
- Failure to accept a directed reassignment subjects the individual to removal under adverse action procedures. If separation is for failure to accept directed reassignment to a different commuting area, the individual is entitled to discontinued service retirement (if eligible) or severance pay, unless a memorandum of understanding or other written agreement provides for such geographic reassignments. Removal under these circumstances is appealable to the Merit Systems Protection Board.
- A career appointee may be transferred to another agency to an SES position for which he/she is qualified, with the consent of the appointee and the gaining agency, except where there is a transfer of function between agencies.

For more information on the SES, you can view the "Guide to the Senior Executive Service" at <http://www.opm.gov/ses/pdf/SESGUIDE-managers.pdf>. □

— Heather Whitman
Yosemite

Why write for *Ranger*?

- Shares ideas; say it where 1,400 readers will see it
- Viability for your thoughts and issues
- Improves your writing skills (peer reviewed)
- Adds "published writer" to your resumé
- Be creative beyond day-to-day government writing style
- Professional recognition among your peers

We are looking for good articles/ideas in these areas:

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

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

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Interpretation

"I believe in the program wholeheartedly. The thing I like best about it is that it elevates National Park Service interpretation from a haphazard, anyone-can-do-it activity to something professional."

— A participant in the Interpretive Development Program

To stretch increasingly to the heavens, a skyscraper relies on a growing framework. Intense professional engagement at the recent Interpretive Curriculum Coordinators/Certifiers Workshop used the structure of previous workshops to advance the sophistication and practice of interpretation. The workshop's rigorous training and testing for 40 coordinators/certifiers ensured consistency and integrity in the application of national standards for interpretation.

Just as interpretation in the NPS has matured, so has the Interpretive Development Program. More than 350 full-scale training courses have taken place throughout the NPS. Employees from 190 areas have submitted more than 2,900 interpretive products for certification review. Recently, park ranger Amy Glowacki of Lowell joined park rangers Gloria Updyke of Shendandoah and Kevin Bacher of Mount Rainier as a member of the elite **Benchmark 10** for certifying in all 10 benchmark competencies in the Interpretive Development Program. Achieving the competencies takes insight, focus and courage. Fifty NPS employees have completed five or more of the competencies.

The program continues to receive recognition from professional groups and academic institutions. Stephen F. Austin University in Nacogdoches, Texas has initiated a master's degree resource interpretation with opportunities for distance learning for on-campus students. Achieving the competencies of the Interpretive Development Program serves as the backbone of the degree. For information about the program, contact Training Specialist David Larsen, Mather Employee Development Center.

The 2001 NPS Management Policies require that "all NPS interpretation will meet the certification standards for the essential competencies identified in the interpretive development program" (7.4). To

support this mandate, the program offers professional development in three ways. Managers and supervisors use the national standards for interpretation to ensure a consistent quality of interpretation. Interpreters have opportunities for assessment and coaching through peer-reviewed certification. Supervisors and interpreters use the ever-growing training curriculum for training and self-development. The consistent quality of interpretation that comes from the Interpretive Development Program ultimately results in protection and stewardship of resources and memorable and meaningful visits for the public.

New developments in the program will enhance its relevance to managers, supervisors, and interpreters. An expanded, user-friendly curriculum at www.nps.gov/idp/interp will provide access to in-depth learning resources. Supervisors will receive practical tools to set standards, support training and evaluate performance. NPS leaders will have an increased understanding of how the Interpretive Development Program can support management goals. The Interpretive Development Program supports the GPRA program by researching and evaluating interpretation's impact upon visitor satisfaction and understanding.

Evolution of the Interpretive Development Program provides a clear indication of the professional nature of NPS interpretation. With national standards, an expanded curriculum and peer review, no longer dare we think that "just anyone" can master interpretation. □

— Tom Richter
Midwest Regional Office



Interpreters: Ranger needs a new permanent columnist for this section. Please contact the editor at fordedit@aol.com. Your contribution is important! Please help report the news to your colleagues in this space quarterly.

Protection

Swiftwater rescue: Be ready! — Springtime is here, and our streams and rivers will soon be swollen. Many of us either work or live near streams and rivers with swiftwater potential. In either case, we once again have to make ourselves physically and mentally ready for a swiftwater rescue incident. We should remain ever-mindful of them, but springtime in many areas significantly increases their likelihood.

First off, we should carry basic equipment in our patrol vehicles. Two PFDs (personal flotation devices), two throwbags, two helmets, two fleece helmet liners, extra torso insulation layers, and carabiners is the minimum. Carry more if you can, but hopefully, rescue units will arrive soon with the motherlode of gear.

Mentally preparing ourselves is a whole different business, and it's a lot more involved than throwing a bunch of shiny rescue loot in your rig. In fact, it's too complex to cover in great detail here, which points to one step we can take to mentally prepare: Attend training and learn. Training opportunities abound. Find one and enroll. Become skilled.

I would be remiss if I did not state what might be obvious to some: swiftwater rescue is an extremely specialized rescue discipline, and it is not for the untrained or



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.

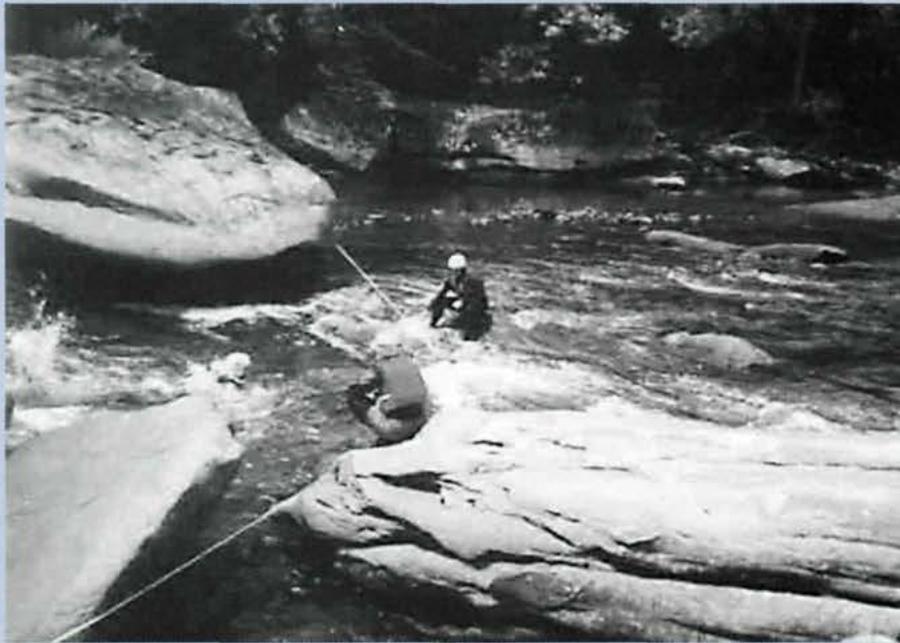
This notebook has fill-in-the blank forms about:

- your desires about final arrangements
- civil service, military & Social Security details
- insurance facts, bank accounts and more
- synopsis of life, obituary & family history
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\$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
Fort Collins, CO 80526



Kevin Moses

Rangers practice the "strainer drill" on the Meadow River at New River Gorge.

unskilled. Just having the gear doesn't cut it, nor do rusty skills. Some swiftwater rescue incidents are genuine full-on emergencies. Like in an avalanche, somebody's not breathing! What are you going to do about it? Soberingly, the answer in some cases will be "very little or even nothing" because taking action would get even the most skilled rescuer killed. The first rule in any type of rescue is don't become a victim yourself.

In other cases, though, rescuers will be able to safely intervene *if* they possess basic equipment, a basic understanding of swiftwater dynamics, and the skills learned in any basic course. Notice this statement is conditional. *If* rangers are ready, they can safely intervene in some cases. That's a pivotal *if*, so be ready!

Another swiftwater rescue tenet is the "rule of prepositions" as they apply to varying degrees of rescuer safety in relation to the water. A rescuer is safest when affecting a rescue from "off" the water (throwing a throwbag). The next safest place is "over" the water (on a highline). Third is "on" the water (in a boat). And the least safe place for a rescuer is "in" the water (swimming rescue with rescue PFD or boogie board).

This is not to say rescuers should never enter the water. If they are skilled, well-equipped and the situation dictates, a swimming rescue may be the safest response. But as a rule of thumb, "in" the water is usually the last place rescuers want to be.

Common swiftwater rescue scenarios include: swimmer in the water, with or without PFD; pinned boater; foot, undercut rock and strainer entrapments with head above or below the water; victim trapped in a recirculating hydraulic; and others.

Add to this already complex cocktail of possibilities other variables: victim condition (level of consciousness, hypothermia, other injuries); victim's actions and those of well-meaning but clueless bystanders; rapidly rising water; limited supply of skilled rescuers; and multiple victims. If enough of these variables coalesce at the wrong place and time, it could spell a recipe for chaos — another good reason to train hard.

Let's take one of the more common situations and highlight the initial steps for rescuers upon arrival on scene. The situation is this: A conscious person is stranded atop a rock mid-stream with Class IV whitewater all around them. Remember, the actions discussed here are only the *initial* actions.

The first step in any rescue is to survey the scene. Look for hazards, size up the operation and call for additional resources. Next, don at least a PFD, gather throwbags and victim gear, and head to the water's edge. Position at least one skilled rescuer, if available, downstream with two throwbags (always carry two — it's faster to deploy a second bag than to combat reload and re-deploy the first bag).

Now, before chucking the throwbag pell-

pell to the victim, who might assume he's home free and swan dive into the drink, newly acquired rope in hand, the rescuer must first gain communication with the victim. Whitewater often precludes verbal directions, but try shouting concise orders so they can read your lips. Other options are hand and arm signals, a bullhorn or PA, and hand-written commands.

The next step is to throw the rope, which is a skill most folks think they can do until they try it. Once the victim has a firm hold on the rope, the final initial step is to use it to shuttle a PFD, helmet, fleece skullcap and fleece jacket to them.

Beyond this, the initial steps in this type of situation are limited. Maintain communication with and keep the victim calm; keep the rope taut and out of the current; prevent bystanders from making the situation worse; and decide what type of extended operation will be most appropriate. Most will require rescuers to reach the far shore, which often becomes its own mini-operation, and initial rescuers should think ahead.

Once additional resources arrive, the extended operation will kick into gear, and that is beyond the intended scope of this article. But at least the victim is stable. Plus, suited up in the gear shuttled to them, they might warm up a bit, and if they do slip into the froth, they have flotation and head protection, and rescuers can either pendulum them to shore with the rope or catch them downstream with another.

Simple, right? It is . . . *if* the ranger is ready. □

— Kevin Moses
Big South Fork

Resource Management

Cultural resource professionals, and perhaps many others in the National Park Service, will be anxious to see what happens in the wake of Kate Stevenson's departure from the position of associate director for cultural resources and partnerships. There are opportunities for the person in this position to lead cultural resource programs forward, perhaps powered up by a Cultural Resources Challenge similar to that which has provided significant funding and personnel increases for natural resource programs.

Many parks, especially those traditionally branded as "natural resource" units, lack professional cultural resource posi-

tions that are badly needed — archeologists, museum curators, historic architects, historians and others. Expertise in these disciplines is still largely concentrated in service centers (such as the Midwest Archeological Center) and regional offices, which means park rangers and managers lack on-site specialists to guide resource monitoring and protection efforts.

NPS historical and landscape architects met in New Orleans last November to discuss Servicewide issues related to cultural landscapes and historic structures. In this time of understandably increased attentiveness to national security and potential threats to national icons, it was interesting to hear their concerns about altering the beautifully planned landscapes around national monuments in Washington, D.C., and elsewhere — perhaps with too much haste and too little input from specialists who could help design protective barriers that fit the scene envisioned by original architects. As we all work to improve protection of humans and parks, we must seek interdisciplinary, interagency and public input on how to do so without damaging national treasures.

A reminder that this year's George Wright Society/Cultural Resources 2003 conference is April 14-18 in San Diego, Calif. If you can only attend one resource-oriented meeting occasionally, this is the one that will offer the broadest array of park natural and cultural resource presentations, given and attended by resource specialists, CESU and university researchers, park superintendents, and senior managers from regional offices and WASO. Dozens of concurrent sessions scheduled over four days address the theme of "Protecting Our Diverse Heritage." Field trip choices include Old Town San Diego, Balboa Park Cultural Landscape and Museums, Cabrillo National Monument and Anza-Borrego Desert State Park. For more information, see <http://www.georgewright.org>. □

— Sue Consolo Murphy
Yellowstone

Climbing: Training for Peak Performance

Clyde Soles, Mountaineers Books, November 2002, ISBN 0-89886-898-X, paperback, 224 pages, \$18.95

By Steve Yu
Yosemite

Clyde Soles' "Climbing: Training for Peak Performance" is slickly produced, informative and a quick read.

Soles, the former editor at Rock and Ice Magazine, starts with performance and nutrition fundamentals, moves on to mental and flexibility training, aerobic and strength conditioning and recovery. He ends the book with example programs for climbers of varying levels of fitness. The four appendices consist of suggestions for dining out, a glycemic index, a glossary and a list of resources.

The book as a whole reads easily and is refreshing in that it is written not for the 20-something rock-jock with the body of a Greek demi-God, but for the everyman who has a 40-hour-a-week job. Soles emphasizes smart training and injury prevention, and espouses a more balanced training philosophy, not the monomaniacal "train for climbing by climbing" theme heard in most other training manuals.

Soles lacks any medical or training credentials, and states this in the second sentence of the book's preface. Although I prefer a writer with these types of credentials for credibility's sake, Soles does an admirable job debunking the training and supplement hocus-pocus found in the magazines, nutrition stores and late-night TV.

Although Soles makes one curiously contradictory statement in the introduction, "The techniques, when thoughtfully performed, can make you stronger and healthier but not necessarily a better climber," the book is well thought out and planned. If nothing else, following the techniques outlined will keep you from getting injured and get you more fit, resulting in more and higher quality rock time. □

Steve Yu is a supervisory park ranger in the Valley District of Yosemite. He has been rock climbing since 1987 with experience ranging from high-end sport-climbing to Yosemite Big Walls. He has worked in Grand Canyon, Yellowstone, Joshua Tree, Sequoia-Kings Canyon and Denali.

Guardians of the Wild: A History of the Warden Service of Canada's National Parks

Robert J. Burns and Mike Schintz, University of Calgary Press, ISBN 1-55238-018-1, soft cover, 390 pages

By Maureen Lynch
Alberta, Canada

"Guardians of the Wild" offers an insider's look at the Canadian Warden Service, from the perspective of Robert Burns, a former Parks Canada historian and Mike Schintz, a 39-year veteran of Canada's National Park Warden Service. Together, they trace the growth of the Warden Service from its formative years in the early 1880s to present day, showing how the role of the park ranger has evolved in response to an expanding park system, altered societal expectations and technological changes.

The book is a well-documented account of the integral role the Canadian Warden Service plays in Canada's national park service, discussing how the position of today's national park warden has grown to encompass such duties as resource management, law enforcement and public safety.

The authors examine how wardens have reacted to evolving national park philosophies and explores the important role wardens have played in implementing national policies. The book, through words and pictures, shows the Warden Service as a way of life in the early days of Canada's national parks and details how trends in visitor activities and changing attitudes in society have impacted the service.

The preface aptly introduces the book as "the tale of the great outdoors, bureaucrats' struggles, bears, incredibly hard work, poachers, enormous devotion to duty, humour, and human and animal tragedy." The book is all that and more. It provides a glimpse inside the life of the Canadian national park warden and pays tribute to the role as a devoted, dedicated protector and manager of Canada's national parks. □

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.



Executive Director

Lending Faithful Support to One Another — Associations are a very American phenomenon. The Frenchman, Alexis de Tocqueville, came to the United States in 1831 and traveled throughout our young nation. His observations of American society and politics are commonly considered to be among the most insightful of the time and were published as *Democracy in America*, in two volumes. He acknowledged and revered the American volunteer spirit, the evidence of which he observed at every turn:

"I must say that I have seen Americans make great and real sacrifices to the public welfare; and I have noticed a hundred instances in which they hardly ever failed to lend faithful support to one another."

Indeed, there were many aspects of our developing society that intrigued him, but none more so than our penchant for voluntary association to promote a desirable principle or condition.

"Americans of all ages, all conditions, and all dispositions constantly form associations ... If it is proposed to inculcate some truth or to foster some feeling by the encouragement of a great example, they form a society. Wherever at the head of some new undertaking you see the government in France, or a man of rank in England, in the United States you will be sure to find an association."

Had he lived 150 years later, he might have been referring to ANPR. And the need for our association is certainly as great today as it was a little over 25 years ago. NPS employees still desire to reunite with "family." And they still need an independent voice in Washington, D.C. In fact, I would suggest that there may never have been a time when the need was greater.

The Bush Administration is changing the policy landscape. The National Environmental Policy Act, the Endangered Species Act and other conservation laws are themselves at risk of political extinction. The Department of the Interior is aggressively pursuing a regulatory philosophy of resource extraction over preser-

vation. Furthermore, NPS is being subjected to an increasing number of mandates from the Department — like the recent law enforcement edicts that the Director, the National Leadership Council and the Protection Ranger Leadership Board have struggled to handle in the manner most appropriate to the needs of the Service. Add to this funding that is not only insufficient to address the maintenance backlog, but is not keeping pace with current operational needs. Finally, we are now faced with the prospect that many NPS jobs could be classified as "commercial" and outsourced under OMB Circular A-76.

ANPR, individually and as a steering committee member of Americans for National Parks, within the constraints of our resources and our tax status as a 501(c)(3) nonprofit organization, will do everything we can to support the mission of NPS and the proper treatment of NPS employees.

What we need from you is two things — your continued support and your willing and enthusiastic efforts to spread the word among other NPS employees of ANPR's good work. The more members and support we have, the better we are able to advocate for you and tell your stories.

Now is the time, as Alexis de Tocqueville might have said, "to lend faithful support to one another." Spread the word, bring in a new member and help us better serve you.



Current NPS Assignment and E-mail Information Needed!

We continue to need your assistance in updating the information in our membership database. In particular, we would like to make sure that we have your current park (or office) assignment and e-mail address recorded correctly. *So, please send an e-mail to the Business Office (anpr@larned.net) and to me (jeffmc@erols.com) with your name, current assignment and e-mail address you want us to use (personal address is recommended).* Thanks! And a special thanks to those of you who have provided this information to us over the last several months. □

ANPR Awards Program

ANPR inaugurated an awards program with the presentation of the President's Special Recognition Award to Bill Wade at the Rendezvous last November in Reno. The purpose of this award is to recognize an ANPR member for long-term contributions toward furthering the goals of the organization and/or the National Park Service. This new award will be presented annually at the Ranger Rendezvous.

Additionally, several other awards have been created, but unlike the Special Recognition Award, will be presented as necessary when determined by the President's Award Committee with the concurrence of the Board of Directors. These new awards and their criteria are:

Member Excellence Award — In recognition of a member's efforts toward accomplishing the mission of the organization. An example would be an ANPR member taking the lead on a topic of concern to the association, such as last year's Wupatki golden eagle issue.

Service Award — To recognize an individual from outside the NPS who has contributed toward furthering the goals of the organization.

Partner Award — To recognize an organization or individual that has worked in concert with ANPR in order to accomplish a goal or complete a project, which furthers the mission of the organization and/or the NPS.

Corporate Award — To recognize a business or corporate entity for their support of the mission of ANPR and/or the National Park Service.

Recommendations for these awards should be made to the President's Award Committee chaired by the incoming/past president. Other members of the committee include two board members, the executive director and two ANPR members. The committee will accept written award nominations from the membership for review and will make recommendations for awards to the Board of Directors. The board will decide on accepting the committee's recommendations to present an award at the spring board meeting. Awards decided on at the spring meeting will be presented at the next Ranger Rendezvous. □

— Lee Werst, Carlsbad Caverns

Education and Training

Pre-Rendezvous Training

ANPR is working to schedule three different pre-Rendezvous training opportunities for the upcoming Ranger Rendezvous XXVI in Plymouth, Mass. Neither membership in ANPR nor attendance at Ranger Rendezvous is a requirement to attend any of the pre-Rendezvous training courses. There will be a tuition charge for each course to cover instructor and meeting room expenses, but we are working to keep the costs down and to make the training opportunities affordable to everyone. Each course is open to all employees/people in all job classifications, grades, and lengths of service, but enrollment will be limited to 30 participants.

Watch for future course registration announcements on the ANPR and NPS websites when we confirm arrangements for these training opportunities. The three courses are:

► Leadership, Problem Solving and Decision-Making

Friday and Saturday, Nov. 7 and 8

This two-day (16-hour) course will be oriented to the "emergency response" arena, but the contents will be highly applicable to anyone with leadership and decision-making responsibilities. (The course may be applied toward the 40 hour annual supervisory training requirement). See ANPR's website at www.anpr.org for more details on the course topics.

Instructors are Bill Wade and Rick Gale of Organizational Quality Associates Inc.

Tuition is \$250. You may register online by credit card, or you may download and mail in the completed registration form with payment by check, credit card or SF-182 on ANPR's website. Enrollment is limited to 30 participants.

► Introduction to Resource Stewardship

(Course under development)

This three-day (20 hour) course introduces employees to the natural and cultural stewardship mission of the NPS. It explores the roles and responsibilities of all employees in carrying out that mission. NPS history, strategic plan and goals, current policies, principles and practices will be covered through lectures, group discussions, case studies and field exercises.

► Writing Proposals for Resource Stewardship Funding

(Course under development)

This three-day (24-hour) course will take participants through the process of developing a well-founded resource stewardship funding program, identifying funding resources, understanding their priority-setting criteria, and developing proposals which are tailored to a given funding source.

Financial Workshops

Many of you have attended one of the financial workshops presented by Frank and Kathy Betts at Ranger Rendezvous. They first started doing the workshops for RR in 1986 at the invitation of Walt Dabney, and they have done them every year since. What you may not know is that they provide this training at parks as well.

In 1995, Steve Holder asked Frank and Kathy to come to Zion and make a presentation there. That was the beginning of their "vocation" of going to the national parks and presenting their financial workshops. They have gone, sometimes at their own expense and sometimes at that of the park's, to NPS sites from Alaska and Hawaii, from Boston to San Diego, and from Seattle to the Everglades. As of November 2002, when I talked to Frank and Kathy at RR in Reno, they had put on 174 classes in 81 different park areas (at some of them more than once), to an astonishing number of 3,784 people!

Frank and Kathy put on these workshops themselves (not as ANPR representatives) but they do promote the Road Map at their workshops. In recent years some of the parks have begun to purchase the books as "course material" for the workshop attendees and they have sold 2,167 copies. They also receive and mail out individual orders for the Road Map. Of the 4,000 copies printed, there are only about 600 copies left from the last reprint. The Road Map is an ANPR sales item and each copy sold nets about \$5 for the organization (do the math!).

Frank and Kathy don't charge anything for the classes, but they do request lodging and sometimes travel reimbursement to help defray their expenses. Sometimes they are signed-up as VIPs or they get per diem. If you're one of the more than 300 park areas that Frank and Kathy haven't been to yet, then consider giving them a call. You'll find that their financial workshops are well

worthwhile.

As Frank said, "We enjoy it and are pleased if we can help a few folks along the way – or we wouldn't be doing it! I guess you could say that it's our payback for a great career and life in the Park Service!"

NPS Fundamentals – Check It Out

The NPS Fundamentals training program is designed to create a workforce dedicated to achieving the Mission of the National Park Service. Whatever your location, career field or grade, you need to know and understand some very important things about the National Park Service, including:

- Its mission and organization.
- The Universal Competencies expected of all employees.
- The values that sustain you in times of change.
- The ways in which you can best work together.

The NPS Fundamentals program is available to all NPS employees. While it is especially appropriate for new employees, a special curriculum has been created for experienced employees. Seasonal employees, park partners, and Volunteers-In-Parks are also encouraged to apply.

The NPS Fundamentals program is the core curriculum for mastering the eight Universal Competencies: mission comprehension, agency orientation, resource stewardship, fundamental values, NPS operations, communications skills, problem-solving skills, and individual development and planning.

The NPS Fundamentals courses cover our governmental structure and the Park Service's place in it; NPS history and mission; operations and basic communications; partnerships, leadership and teamwork; workplace ethics, diversity and safety; and retirement and career planning.

The NPS Fundamentals program is a five-part course, and employees are expected to complete all five courses. Fundamentals I, III and IV are available on the Worldwide Web and can be taken at the employee's convenience. Fundamentals II and V are residential experiences available at various locations around the country each year. Course dates and locations are listed on the Universal Competencies home page at www.nps.gov/training/uc/home.htm. ANPR supports the NPS Fundamentals program. □

— Mark Harvey, Yosemite

Special Concerns

Over the months since the Rendezvous, there has been considerable discussion regarding which of the many issues facing the National Park Service and its employees warrant investment of the limited time and resources available to ANPR. There's a consensus that the focus should be on three broad areas: adequate funding, particularly for operations; defense and support of employees; and defense and support of the system.

► **Adequate funding** — Efforts to remedy the insufficiency of operational funding in the National Park Service should be the cornerstone of ANPR's special concerns/advocacy program, as adequacy of funding touches on just about everything of consequence to this Association — staffing, training, benefits, infrastructure maintenance, supplies and materials. A situation which is bad now will likely only get worse in the near future. With the current administration committed to continuing tax cuts, it seems probable that we will see both increasing federal deficits and sustained pressure on federal agencies to further cut back operating costs. A war will only aggravate that situation, as more and more money will be committed to the military. It may well be that we end up fighting just to maintain what we've got at present, much less obtain any increases in funding for operations of the NPS (ONPS) account.

► **Defense and support of employees** — Some of the attacks on the employees of the National Park Service are overt and directed by the current administration, such as the push for outsourcing - a bad idea that needs to be confronted wherever possible. Some are indirect or systemic, such as the outrageous delays — more than decade in some cases — in obtaining 6(c) coverage for protection rangers. Some are the results of insufficient funding and indifference, such as the increased risks to rangers due to dramatic drops in staffing over the past two decades. We must determine the most consequential of these and work to resolve them.

► **Defense and support of the System** — Even a casual review of the history of

this agency shows that there's never been a time, regardless of administration, when this agency hasn't been challenged by interests that seek to lower our standards for political, commercial or personal gain. But the climate has certainly changed over the past two decades. The sense of common heritage and the common weal (that is, something held in trust for the general good of all) has diminished, and the federal government as an entity has been under almost unceasing attack. The net effect is that the sense of the "sanctity" of the NPS mission has slowly eroded. We are more vulnerable to being forced to compromise, and we must therefore fight all the harder to protect the parks.

Much work has been done already behind the scenes, particularly in our sustained alliance with NPCA's Americans for National Parks initiative. Although this effort is little known Servicewise, it is a major effort by non-governmental organizations allied with the NPS to push for substantial and permanent increases in operational funding. ANPR has been part of this effort since its inception early last year. There are now well over 200 organizations affiliated with Americans for National Parks, including ANPR. Although it appears at this writing that there will be serious cuts in funding in FY 03, it also appears that there will be no net loss in ONPS. If that is the case, then each one of you should thank NPCA for its concerted, focused efforts — first to dramatically increase ONPS, then to assure that it did not fall victim to the substantial budget cuts affecting virtually all domestic agencies this year. ANPR has worked hard to support their work and will continue to do so.

On Feb. 13-14, Jeff McFarland and I conducted several days of meetings in Washington with NPCA, kindred NGOs, NPS management and Hill staff on all of these issues. As always, we made it clear that we were not on government time, not lobbying on behalf of the NPS, representing a professional association rather than a union. We were pleased with the meetings and will continue working hard to educate people on the sorry state of the Service and the need to provide support for its mission and its people. □

— Bill Halainen
Delaware Water Gap

International Affairs

Thanks to the kind contributions from ANPR members (including a large contribution from Rick Gale), and supporting donations from Western National Parks Association, and Eastern National, ANPR will be sponsoring four Latin American rangers to attend the Fourth IRF World Congress in Australia in March. They are:

- Marcelo Ochoa, Argentina
- Mora Ronald, Costa Rica
- Marcelo San Martín Mora, Chile
- Silvia Aguado, Argentina

The California State Parks Association is also sponsoring Lila Alehandra Sainz Bacherer of Bolivia. ANPR will transfer the funds for CSPRA. The transfer of funds will hopefully be made easier by the availability of an ANPR's credit card to assist in the purchase of airline tickets.

Because of the variances in airfares, we are still seeking additional funding to assure full support. If you are interested in making a further donation to the Latin America fund, ANPR would be most grateful. Funds may be sent to Jim Von Feldt, ANPR business manager (address on back cover).

Regarding the Australia Congress, North America had previously been asked to limit the number of candidates to allow other countries the opportunity to send people. At this time, however, the Congress is in a good position to remove this limit. Therefore, if any ANPR members were withholding application to attend because of this limit, it no longer applies.

If you are interested in attending the Australia Congress, please register through the ANPR website at www.anpr.org/anprasorg.htm.

Hope to see all in Australia! □

— Tony Sisto, Pacific West Region

Internal Communications

These are interesting times from the aspect of organizational efficiencies, budgetary allocations and policy direction. Your board of directors has had a busy and, I hope you will agree, a productive winter examining some of these from the perspective of our various backgrounds and experience. Issues have been brought to our attention from a range of sources within and from outside the Association — issues that potentially will affect our members and the National Park Service. These include the Department of Interior's recommendations

and the Director's ultimate decision on how the law enforcement program of the Service will be managed and where the budget emphasis will be placed, the numbers and categories of employees that will be studied under the Administration's competitive sourcing rules, and a number of resource-related decisions that have recently been publicized. ANPR President Ken Mabery has written, on all our behalf, to the appropriate officials expressing the thoughts and concerns of the Association on a few of these important items. The Association has

also chosen to comment on the backlog of 6(c) enhanced retirement packages, an area of concern to NPS employees whose retirement status has not yet been determined although some of the packages were submitted years ago. We have attempted to choose which windmills with which to joust — passing on some that we believe our organization has scant likelihood of influencing the decision but throwing the weight of the Association behind others where the board thinks we can be an agent for change. For the text of these and other correspon-

dence issued by the president and the board, please log onto the ANPR website (www.anpr.org) for the most complete coverage of current issues that we are addressing on your behalf.

Your issue isn't there? Contact me and I'll see that it's brought to the attention of other board members and that you receive a response as to any action we may (or may not) be taking. □

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

Retirement

Thank you for allowing me to respond to a criticism of my articles in *Ranger* brought by a visitor to the ANPR website. I can understand anyone's displeasure at my advice considering how the markets have behaved during the last three years.

On a personal note, after retirement in 1980 after almost 30 years in the NPS without having the opportunity to invest in the TSP or IRAs (they came into being in 1981), my wife and I went back to work. I retired as a GS-13/5 park superintendent and in 1995 I was able to acquire my 6(c) law enforcement/fire annuity that increased my monthly pension by one-third. We realized that we had to learn about these new *tax deferred* investments for saving if we were going to have a reasonable lifestyle when we retired the second time.

We did learn about investing and, due to a wonderful gain in our no-load mutual funds and a few stocks during the '80s, our net worth advanced into six figures. Today, our income in 2002 from interest, dividends and capital gains tops \$50k even though our net worth has decreased due to the sad markets.

Some of this was luck, yes. However, Mr. Conner is right. We are not professional financial planners. But we have studied, read, attended financial seminars and learned. We have found that the learning never stops and we are still learning — sometimes unfortunately, from our

Some criticism

From: unicoreman@hotmail.com to ANPR website — www.anpr.org

Your retirement/financial adviser, Frank Betts, has given some very poor advice to ANPR members since his first article. How long are you going to continue to let this continue? Frank, unlike most NPS employees, made top money during his career so he can easily afford to make major financial mistakes. The rank and file don't have this luxury. You are doing harm to all who have taken Frank's advice. I have no doubt that Frank means well. However, I also have no doubt that Frank knows very little about responsible financial management. Please don't continue to give Frank a forum for his poor advice. Thank you.

Sincerely,
John Conner

own financial mistakes.

My goal in writing the articles for *Ranger* and in the workshops Kathy and I present is to get everyone to understand, particularly FERS employees, the importance of investing and saving so they can retire having a nest egg of tax deferred savings to rely on for the rest of their lives. Handled properly this nest egg can spin off income (which will be taxed) while the principal continues to grow (tax deferred).

I guess the other thing that I think is necessary, that I stress frequently in my articles, is the importance of having a revocable living trust. So when the end comes, the loved ones left behind won't have to go through the agony of probate. Trusts also

have many other wonderful advantages. Long-term health care insurance is a fairly recent issue that I also recommend everyone seriously study.

The comments I receive most are that "no one ever tells us this stuff" or "why doesn't the government tell us this?" Investing should be everyone's second career because retirement could last 20 to 50 years. Therefore, investing may be the most important career.

Finally, employees make their own decisions, based on their understanding of investing and what they have learned — either on their own or through any help they may have received from me or a real financial planner. I'm just trying to help them get going with a soft kick in the you-know-what.

Most things I write or talk about usually are subjects or opinions from current articles or books written by professionals supposedly in the know. Hopefully not too much is erroneous, but no one is right all the time. Nevertheless, whatever I do or say, right or wrong, comes from the heart. □

— Frank Betts, Retired

Call for Papers

Association of National Park Rangers 26th Ranger Rendezvous

Preserving National Park System cultural and natural resources for the enjoyment of future generations becomes a more difficult task with the passing of time. It becomes clear that the realization of this idealistic process of stewardship can only be achieved through interdisciplinary efforts by all those entrusted with and committed to the care, study, explanation, protection, and/or proper management of these resources, and by the knowledge and assistance of others who support these efforts.

Since 1977 the Association of National Park Rangers has held an annual forum to exchange ideas that further the preservation and management of the National Park Service and the National Park System. This professional conference known as the Ranger Rendezvous brings together people from a variety of backgrounds and disciplines to exchange ideas, provide training, and listen to operational or political updates from agency leaders. Participants include representatives from NPS National and Regional Directorate, volunteers, superintendents, interpretive rangers, administrative employees, natural and cultural resource managers, maintenance employees, retirees, protection rangers, historians, planners, visitor use assistants, rangers from other countries, members of academia, environmental organization members, representatives of parks' friends groups, other professional societies' members, and supporters of the National Park System. APPROPRIATE PARTS OF THE CONFERENCE AGENDA WILL BE SUBMITTED to the National Park Service for recognition as an official training or professional conference opportunity.

The 26th Ranger Rendezvous, to be held Nov. 9 - 13, 2003, in Plymouth, Massachusetts, will explore "What YOU Can Do For Stewardship." This theme is meant to be both reflective and forward thinking. We will explore contributions to stewardship that have worked and/or are currently working, as well as models and techniques that are still conceptual.

Proposed papers may address any topic pertaining to the advancement of stewardship in the National Park System or similar lands. Here are just a few examples of the many topics that would be appropriate:

- Successful interdisciplinary efforts that have or could achieve measurable stewardship results especially in a difficult political arena (local, state, or national).
- Are NPS employees still relevant to stewardship or could the private sector do a better, more cost-effective job?
- The public views all NPS employees as "rangers," and therefore view "rangers" as those responsible for stewardship. How does a specific discipline provide stewardship of National Park System resources, either directly or indirectly (Rangers-at-Heart)?
- Partnerships with other entities, groups, organizations, etc. that advance stewardship.
- Specific periods or episodes of U.S. history and their relationship with a stewardship ethic.

Even though the primary focus is on stewardship in the National Park System, papers may address other stewardship examples from state or local park systems, other federal agencies, or other countries for comparative purposes and the exchange of ideas. Papers should focus on skills, techniques, or insights that advance resource stewardship or assist persons in gaining skills or knowledge that will advance their ability to provide resource stewardship.

Abstracts should be 750 words or less and must be submitted no later than June 1, 2003. Abstracts should contain the authors' names, postal and e-mail addresses, and telephone numbers at the top of the page. Papers will be selected based on how well they address the focus of the conference, organization, and potential for presentation at the conference. The selection committee reserves the right to request modification to the proposals. Authors will be notified by July 15, 2003, whether or not their paper has been selected. Complete drafts of papers, not to exceed 20 pages in length, will be due on Aug. 25, 2003, for review by the selection committee. The selection committee reserves the right to request modification to the drafts. Final papers, to be made available to attendees at the conference, will be due on Oct. 1, 2003. Selected papers will be presented at the conference during breakout sessions. It is the intention of the committee to publish revised and expanded papers on the Association of National Park Rangers' website (www.anpr.org) after the conference.

Abstracts and any inquiries should be sent to: Scot McElveen, Ranger Rendezvous Program Co-Coordinator, jmc004@aol.com. Abstracts may be submitted electronically or in hard copy. If using the U.S. mail, send to: Scot McElveen, 941 Birchwood Lane, Harpers Ferry, WV 25425; (304) 728-9742.



John Fitzgerald Kennedy NHS

NPS photo

New England to host Ranger Rendezvous



Minute Man NHP

NPS photos

26th annual event in Plymouth, Massachusetts

Ranger Rendezvous returns to New England Nov. 9-13 after a 19-year absence. Now is your chance to see this part of the country again — or maybe for the first time — and visit the many National Park Service sites all within an easy distance of the host town of Plymouth.

This annual gathering of ANPR members and friends will take place at the

Radisson Plymouth Harbor. For more information about lodging, visit www.radissonplymouth.com or call (508) 591-5007.

ANPR is planning a full complement of pre-Rendezvous training sessions. Turn back to page 21 to read the details.

Many NPS units and affiliated areas are within an easy drive of Plymouth. Included are Cape Cod, New Bedford Whaling,

Blackstone River Valley, Roger Williams, Touro Synagogue, Adams, Boston, Boston Harbor Islands, Boston African American, Frederick Law Olmsted, JFK Birthplace, Longfellow, Minute Man, Saugus Iron Works, Salem Maritime, Essex, Lowell and the Boston Support Office.

Organizers are planning several events in conjunction with park activities, so watch this space in the Summer issue of *Ranger* or visit the ANPR website — www.anpr.org — for updated information.

The overall Rendezvous coordinator is Dan Moses, mosesdd@aol.com. Besides workshops and speakers, the Rendezvous still will feature regular raffles, silent auctions, a super raffle and the photography contest.

Program co-chairs are Scot McElveen and Lisa Eckert. They welcome your comments and suggestions at jmc004@aol.com or leckert56@hotmail.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.

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.

Bruce and Georjean McKeeman (YELL, GRSM, TONT, YOSE, HAVO, JOFL, GWMP, VOYA, ROVA) are now at Herbert Hoover NHS where Bruce is the superintendent. Previously, he was the deputy superintendent at Roosevelt-Vanderbilt NHS in

Hyde Park, New York. They are enjoying life back in the Heartland and invite anyone traveling along Interstate 80 to stop by for a visit. Address/phone: 403 W. Orange St., West Branch, Iowa 52358; (319) 643-2534; bgmck@Lcom.net

Noel Poe and Mary left Theodore Roosevelt after seven years and moved to Ozark National Scenic Riverways in October to the superintendent's position. They moved from one of the dirtiest rivers (Little Missouri) in the United States to two of the clearest, The Jacks Fork and Current Rivers. They report they have settled in outside of Van Buren, Mo. — Mary with her two horses in a pasture next to the house and Noel with his pool table in the loft and a workshop in the garage. What could be better: a great staff, beautiful park, a meaningful job and opportunities to preserve a part of the nation's heritage?

Patricia Coleman passed away Nov. 25, 2002, at her home in Livingston, Montana, surrounded by family and friends. A memorial service was held at the Gardiner School Dec. 14. Pat unselfishly served not only the Yellowstone community, but also the Livingston and Gardiner Communities with

her medical expertise. Her husband, **Stu Coleman**, is retired from the National Park Service.

Pat's life was dedicated to children. The **Patricia Coleman Foundation** has been set up to maintain that dedication to the children of Montana. Contributions may be made to the Patricia Coleman Foundation, P.O. Box 2162, Livingston, MT 59047. Condolence messages can be mailed to 13 Cedar Lane, Livingston, Montana 59047.



A reminder: ANPR's business office is located in the accounting firm of VonFeldt, Bauer and VonFeldt. The phone number is (620) 285-2107. Please don't hang up, thinking you have the wrong number, when the phone is answered with the greeting of the accounting firm. Accountant Jim VonFeldt, also the ANPR business manager, is pleased to handle your inquiries and business. He also can be reached at jlvc@cpavbv.com or anpr@larned.net.

Welcome to the ANPR family!

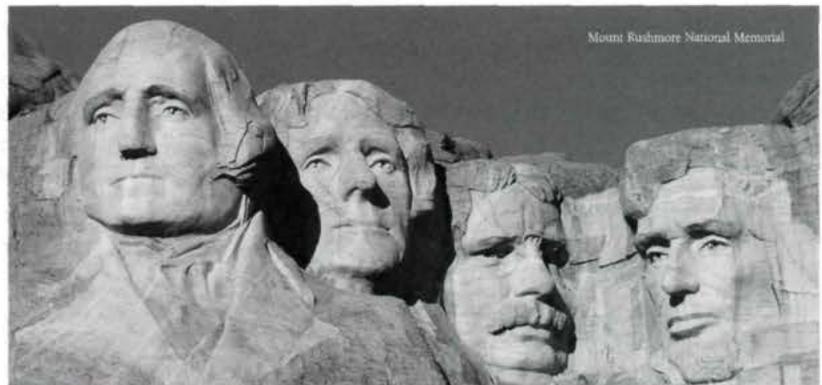
Here are the newest members of the Association of National Park Rangers:

Christopher Benedetto	Ipswich, MA
Russell Brown Sr	San Juan, PR
Jamie Cleaver	Charleroi, PA
Edwin Correa	San Juan, PR
Stewart Crouse	Moose, WY
Stephen Finn	Ridge, NY
Suzanne Gall Marsh	Jamaica Plain, MA
Lawrence Hartmann	Gatlinburg, TN
Patrick Hatcher	Dothan, AL
Janelle Henderson	Fort Collins, CO
Jeff Kitchens	Homestead, FL
Craig Martin	Boise, ID
Eric Martin	Meadow Vista, CA
Matthew Martin	Death Valley, CA
Richard Martin	Three Rivers, CA
Christopher Moos	Spearfish, SD
American Park Network	New York, NY
Zehra Osman	Yellowstone NP, WY
Jon Paynter	Denali NP, AK
Robert Peterson	Staten Island, NY
Lester Reyes	Kaunakakai, HI
Douglas Rowley	Reston, VA
Patty Shafer	Estes Park, CO
Terri Thomas	Burlingame, CA

Missing ANPR Members

Where or where could these people be? Correct addresses for these ANPR members have been missing for many months. Any idea where they are? *The ANPR business office needs your help to find them.* Please check the list and send information to ANPR, P.O. Box 108, Larned, KS 67550-0108; anpr@larned.net

Marjorie Hackett	Arlington, VA
Richard F. Ryan	Wellfleet, MA
Kheryn Klubnikin	Thousand Oaks, CA
Alexander Tait	Naperville, IL
Shawn Wistrom	Paicines, CA



The four most famous guys in rock are not the Beatles.

But if we don't act soon, they just might become rolling stones.

Insufficient funding has created a wide variety of critical needs ranging from deteriorating infrastructure to the loss of wildlife species. And no one understands better than a park ranger that problems like these don't just solve themselves.

Americans for National Parks salutes you for your tireless efforts to preserve and protect our national parks. We're working to secure the annual funds our parks so desperately need. To learn how you can help, visit www.americansforationalparks.org.

AMERICANS FOR NATIONAL PARKS
Because there's just too much to lose.
 A public service message of this publication.

ANPR participates in Serious Games Conference

With funding from the Alfred P. Sloan Foundation, the Woodrow Wilson International Center for Scholars and Digitalmill Inc. organized a conference Feb. 5-6 in Washington, D.C., to explore the feasibility of applying popular video gaming technology to facilitate interactive learning in the sectors of hospitals, national/state parks and high schools.

The conference organizers were referred to ANPR by the National Park Service, and we in turn solicited nominations for representatives by e-mail. ANPR members selected were:

Kendell Thompson, site manager, Arlington House, The Robert E. Lee Memorial

Sean McGuinness, park ranger liaison to the Department of the Interior Law Enforcement Office

David Guiney, director, Interpretive Media Institute, Harpers Ferry Center

Other invitees in the national/state parks sector included: Mike McShaffry, Game Developer; Bob Healy, Duke University; Johnny L. Wilson, Paizo Publishing, LLC; Dwight Rettie; Mark Schaefer,

Ph.D and Patrick Crist, NatureServe; Destry Jarvis; Sean Furniss, U.S. Fish and Wildlife Service; Julie Caniglia, Project for Public Spaces; Chuck Clusen, Natural Resources Defense Council; Sarah Bishop, Partners in Parks; and Ken Rosenbaum, Environmental Law Institute.

With the aid of several general presentations, participants were given the opportunity in small group sessions to:

- Identify and rank the key problems and challenges facing your sector;
- Identify what problems a game-based simulation might best address
- Put together a skeletal design of a game for your sector
- Identify resources needed to build and fund the game
- Discuss how to get the game used by the target audience
- Discuss distribution strategies
- Identify needed supporting materials

Here are a few excerpts from the ANPR representatives' articles. The full text can be found at ANPR's website — www.anpr.org — and in the Summer issue of *Ranger*.

Kendell Thompson: More than once I shared confused glances with my cohorts as it became clear that we were expected to develop a computer game based on public land management — preferably before dinner. Later, Mike McShaffry, a game designer and co-leader of the public lands breakout session, seemed bemused to discover that few, if any, of the public land managers he was tasked to bring into the digital 21st century had ever advanced much beyond the arcade game Asteroids, much less played the multi-layered simulation games now installed on nearly every 10-year-old's computer. He obviously considered these simulation games as common as beer at a barbecue and looked at us like a ranger considering high heels on the Bright Angel.



David Guiney: Presentations by leading games experts revealed some interesting facts. Young people use computers to learn, communicate and innovate... The U.S. military has demonstrated that computer simulations and games can be extraordinary learning tools. In virtual experiences, it is possible to fail *safely* — something that is not possible in real life.

Live the Adventure Join the National Park Service

- Get general information on the park ranger and related fields.
- Learn about types of appointments and hiring authorities used by the National Park Service to fill vacancies.
- Gain tips about preparing for a career in the NPS. Which courses should you take in high school? Which college majors are preferred? How can you become a full-time park ranger? And more!

ANPR's new publication is now available. Visit ANPR's website — www.anpr.org — or contact the ANPR Business Office: anpr@larned.net or (620) 285-2107. Single copies are \$4 each plus \$1 for shipping and handling. Call for details on bulk orders.

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming
a park ranger with the
National Park Service

ASSOCIATION OF NATIONAL PARK RANGERS
Special Foreword by National Park Service Director Fran Mainella

ANPR Elections

ANPR members have elected a new treasurer and returned three board of directors to office. All of the terms run through Dec. 31, 2005. In the recent election, here are the winners:

Treasurer — Wendy Lauritzen of Washita Battlefield

Board Member for Education and Training — Mark Harvey of Yosemite

Board Member for Internal Communications — Bill Supernough of Badlands

Board Member for Strategic Planning — Ed Rizzotto of the Northeast Regional Office in Boston

The board will meet April 25-27 in Washington, D.C., to handle mid-year business.

Help make way for new items!

POPULAR ITEMS!	PRICE	QUANTITY	TOTAL	
ANPR 25th anniversary pin, silver with relief, 3/4-in. round	\$2.50			
ANPR decal	\$1.50			
Cloisonne pin with ANPR logo	\$2.00			
Can koozie	\$3.00			
SALE ITEMS	ORIG. PRICE	SALE PRICE	#	TOTAL
Insulated travel mugs, 25th anniversary logo, stainless steel	\$12.50	\$ 7.50		
ANPR coffee mug (ceramic)	\$ 6.00	\$ 4.50		
T-shirts, Rendezvous XXV, Reno, light gray, M only	\$15.00	\$10.00		
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.

ANPR Promotional Sales

Lowest prices ever for these items! Help make way for new ones!

I've had some great input for new promotional items for ANPR and am looking into them. But I still have a dozen boxes of ANPR products in my storage building and am wary of adding more to the collection.

Please find it in your heart and soul to own just one more ANPR mug or pin, or to purchase a couple things to present to unsuspecting friends and relatives. Thanks for your support!

— Marianne Karraker
Glen Canyon

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

Payment by Visa or MasterCard accepted:

Visa _____ or MasterCard _____
 Credit Card # _____
 Expiration date _____
 Name on account _____
 Cardholder signature _____

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 e-mail her at makarraker@hotmail.com.

MEMBERSHIP APPLICATION — Association of National Park Rangers

Renewal or New Membership Date _____ Park Code _____ Region _____ Retired?

Name(s) _____ Office phone _____
 Address _____ Home phone _____
 City _____ State _____ Zip+4 _____ Home e-mail address _____

Important Notice

In order for ANPR to be an effective, member-oriented organization, we need to be able to provide board members with lists of members by area. It is, therefore, vital that you enter the park and region four-letter codes before submitting your application.

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

Type of Membership (check one)

Active (all NPS employees and retirees)

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

Associate Members (other than NPS employees)

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

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

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

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

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

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

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

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