

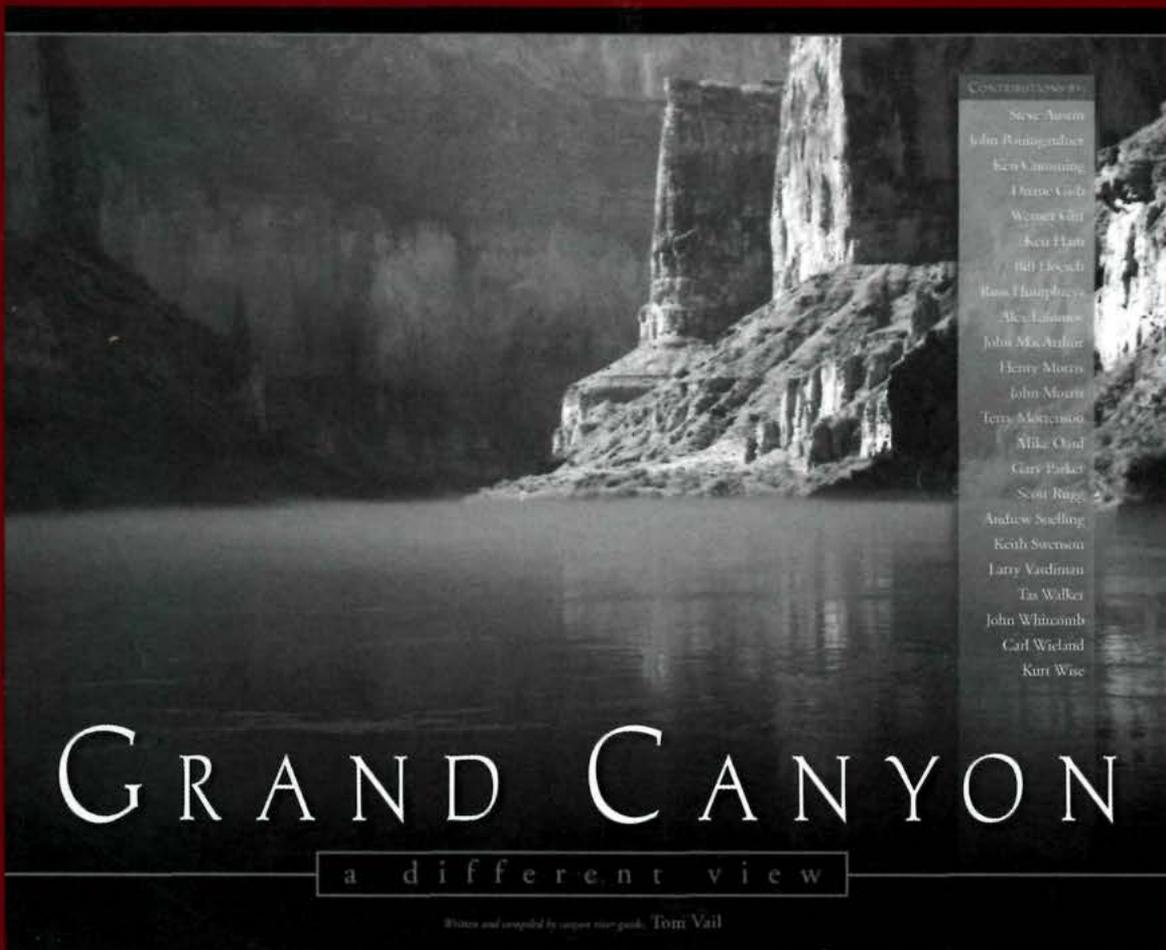
# RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

The Association for All National Park Employees

Vol. 20, No. 3 • Summer 2004



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## GRAND CANYON

a different view

*Written and compiled by canyon tour guide, Tom Vail*

**Resolving Controversy: Issues, Sites and People**

# Letters

## Exceptional article

The article in the Spring 2004 issue of *Ranger*, titled "The Value of the National Park Service," is one of the best articles I have ever read in the journal. It has something to say and says it succinctly, clearly and forcefully. Every member of Congress should have a copy, especially Appropriations Committee members.

Bill Orr, retired  
Petaluma, Calif.

## Needs widespread coverage

It is a shame that Bruce Craig's and Rick Kendall's articles in the Spring 2004 issue of *Ranger* were not published in the New York Times or Washington Post Magazine. Their messages are critical to our times and to the health — even the existence — of **Our National Park System**.

The drive toward privatization and general commercialization of the parks is, however, not new. The so-called A-76 process is more than 20 years old and the National Park Service has more than enough experience with it and with the history of privately owned concessions in the parks to demonstrate beyond any reasonable doubt that outsourcing is neither cost effective in the long run nor is it consistent with the stewardship of the natural and historic resources entrusted to Park Service care.

The ideologues driving the privatization engine may talk about "trimming fat," but that is only a mask for getting the government completely out of the park management business. Make no mistake about it, they will privatize all park management and sell off these precious assets to the highest bidder if they can. The gradualism inherent in the A-76 process is only a means toward a much more radical goal. This president has said he opposes public schools and his policies are fostering their demise and privatization. His actions regarding the parks are similarly consistent with that perspective.

NPS must reach back into its history and demonstrate how privatization does not save money. It cannot, low initial bids notwithstanding. Once outsourced, it will be next to impossible to take the function back, while knowledge, skills and motivations are gone forever with the loss of uniformed park staffs. It simply must not happen!

In the late 1980s many of the same people now pushing outsourcing came all-too-close to doing a number on the National Park System by a commission similar to the one

that closes military bases. Powerful forces in Congress spoke of reducing the system by up to half its numbers. That radical effort was defeated only by an aroused citizenry and actions by all the organizations supporting **our** National Park System. It is time for those forces to rise up again. The stakes are high.

Dwight Rettie  
Newport, N.C.

## Photo not appropriate

While I enjoy *Ranger* magazine, I must admit my disappointment with the photo on page 4 (Spring issue). Two children sitting on a cannon is a poor photo for a group whose interest is preservation (and safety!). As a black powder certified officer and an interpreter, the photo bothers me. Just asking to pick images more carefully. Thanks! Had to get it off my chest.

— Bert Dunkerly  
Blacksburg, S.C.

**Editor's note:** The photo came from the NPS Digital Index website. It is never *Ranger's* intent to disrespect preservation and we will be more careful with future photo selection.

## Budget story must be told

Congratulations to ANPR for allowing Jeff McFarland, executive director, to participate in the press conference (held March 17) on the stealth budget cuts at the National Press Club. The media response shows it was a story that needed to be told. I was proud to be a member of ANPR.

— Rick Smith  
Placitas, NM



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**ANPR Calendar**

*Ranger* (Fall issue)  
deadline ..... July 31

*Ranger* (Winter issue)  
deadline ..... Oct. 31

Rendezvous XXVII ..... Nov. 15-19  
Rapid City, S.D.

**Coming next issue: Black American Experiences in the National Park Service**

**LETTERS**

**Stay in touch!**  
Signed letters to the editor of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401; [fordedit@aol.com](mailto:fordedit@aol.com).

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

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

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

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

### Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380; [fordedit@aol.com](mailto:fordedit@aol.com). Editorial adviser, Mark Herberger, (605) 433-5552.

### Deadlines

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

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

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## President's Message

The cover of *Ranger* magazine proudly proclaims that we are "Stewards for parks, visitors and each other." Occasionally projects come along that feed into each of those three stewardship roles: parks, visitors and employees. Such was the case during the last four months.

Shortly after Ranger Rendezvous, we shared the vision for **Mission 16** with our partners: "ANPR is a primary instrument in devising and managing a 10-year program culminating in 2016 that provides NPS units with an identifiable and sustainable level of resource stewardship staffing." (emphasis added) This program will integrate all three aspects of ANPR's stated stewardship. When successful, **Mission 16** will bring staffing levels up to standards for proper long-term park preservation. The breadth and professionalism of visitor enjoyment opportunities will be brought back to 1970s and early 1980s levels. In the process of providing stewardship for parks and visitors, **Mission 16** will enhance stewardship for employees as we gain the time to meet professional standards through training and work assignments.

Shortly after communicating this with our partners, we began to get requests for assistance with a public report on the budgetary plight of the National Park Service. In February and continuing into March, ANPR was in almost constant contact with the framers and writers of NPCA's report, *Endangered Rangers*. (If you have not read it by now, please visit NPCA's website — a link is on ANPR's website.) Almost immediately after its release, ANPR started working on a companion report. From the outset, we knew that ANPR should build on this important report. As political, professional and media groups started to dig into the report and request further information, we were listening.

More than 30 ANPR members contributed to *Beyond the Endangered Ranger: A View from Within the National Parks*, released on Earth Day, April 22 (excerpt appears in this issue on page 18; entire text at [www.anpr.org](http://www.anpr.org)). Our partners were there to help. Just as we helped with the release of the first report, partners helped get ours in the hands of the press. ANPR's executive director delivered it to members of Congress. Each of you should continue distribution by

sharing it with your local press and other interested parties.

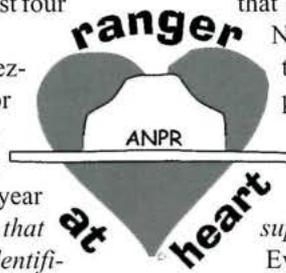
What has ANPR done for stewardship of each other? Public awareness of the budget situation is necessary if there is to be change.

**Mission 16** and the *Beyond the Endangered Ranger* report are two tangible products of that support that we can show every NPS employee. Then show them the new membership recruitment poster (download it from our website) and solicit their help. As the poster states, "We need your support so we can better support you."

Every park superintendent has received this poster and was encouraged to post it appropriately. If it hasn't been posted in your park or office, and others that you visit, ask if you can post a copy. The membership board member and committee have done their work. Now it is your turn to carry their work a step further.

Over the last three years it has been my personal goal to recruit two new members each quarter. It hasn't been difficult because ANPR is doing things that bring benefit to our family of employees. I measure success by seeing their names in *Ranger* magazine. Make this personal. 

*Ken Mabery*



# Science & Creationism in Park Interpretation

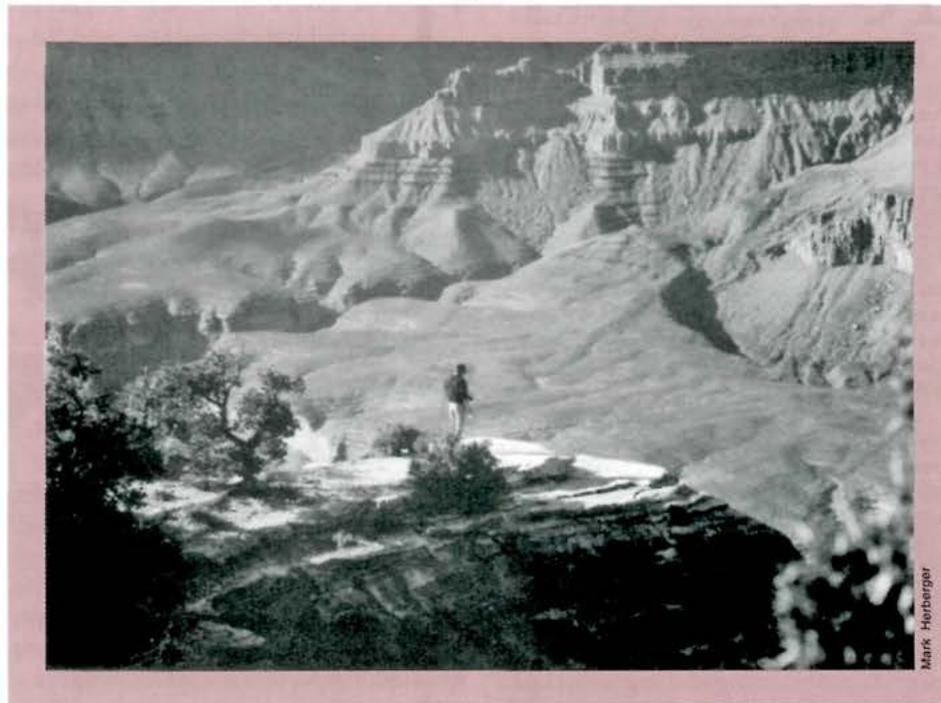
By Kim E. Sikoryak  
Intermountain Region

**P**arks mean something to people—just not the same thing to all people. That’s why parks are controversial. Rangers embrace controversy as an energizing force for personal exploration of multiple points of view. They recognize controversies as powerful engines for civic engagement. Broader perspectives make for better-informed decisions—a necessity for a successful democracy.

NPS policies regarding interpretation are embodied in Management Policies 2001, Chapter 7 and in Director’s Order #6. Both of these documents require that park interpretive services regarding natural processes and the history of the Earth respect church/state separation and that they be based on “the best scientific evidence available, as found in scholarly sources that have stood the test of scientific peer review and criticism.” (Director’s Order #6: 8.4.2)

As rangers, we have a responsibility and proud tradition of acknowledging multiple points of view and respecting that visitors come to the park with their own set of beliefs. We are challenged with balancing those rights of visitors with their right to receive current and accurate information. Some visitors may not agree with church/state separation, but most accept that rangers, as federal employees, are bound to honor the Constitution. A greater proportion of visitors contest our explanation of what constitutes “best scientific evidence” because they often do not understand the philosophy and methodology of science. To be honest, that knowledge is often not perfect among rangers as well. Here’s a little refresher.

Interpretation of natural resources in the National Park System is based on current scientific theories because the federal government is enjoined by the First Amendment of the Constitution against propounding a religious view—any religious view. This basic tenet is sometimes challenged with the contention that “creationism” is an alternative scientific theory or, conversely, that scientific explanations are actually a body of religious beliefs. Both of these contentions have been judged without legal standing in federal courts. (An index of these court decisions appears as Appendix A in “Teaching About Evolution and the Nature of Science”



Mark Herberger

by the National Academy of Sciences, which can be read in its entirety on the Web at [www.nap.edu/readingroom/books/evolution98](http://www.nap.edu/readingroom/books/evolution98).)

Creationism describes a surprisingly diverse set of beliefs held by a number of groups, primarily Christian biblical literalists. Some maintain a young age for Earth (usually around 10,000 years before the present), others subscribe to the idea of an ancient Earth (millions or billions of years old). But all contend that the universe, Earth, and all life was created by a supernatural being generally identified as the God of Abraham (the monotheistic deity recognized by Jews, Christians and Muslims). The other key contention of biblical creationists is that there is scientific proof that their beliefs are true. When early court decisions ruled that creationism was not science, but religion, most of the organizations that foster creationist beliefs renamed the beliefs “creation science.” When later court decisions continued to rule that “creation science” was not science, some groups renamed their beliefs “intelligent design theory.” All three names can still be found in use.

Scientists define their work in a variety of ways, and science is not a monolithic endeavor. Nonetheless, science, as a methodology for exploring and explaining the world, can be characterized by its strict adherence to a few key tenets.

The explanations of science, such as the neo-Darwinian theory of organic evolution, are subject to the following tests. (Adapted from McLean vs. Arkansas Board of Education, 529F. Supp. 1255, 50 (1982) U.S. Law Week 2412.) They must be:

- **Guided by natural law**—science does not presuppose supernatural forces.
- **Explanatory by reference to natural law**—science builds on established theories.
- **Testable against the empirical world**—science relies on observation and inference.
- **Tentative and subject to revision**—all conclusions are open-ended, never final.
- **Falsifiable**—some definable evidence is identified which, if observed, would prove the theory false.

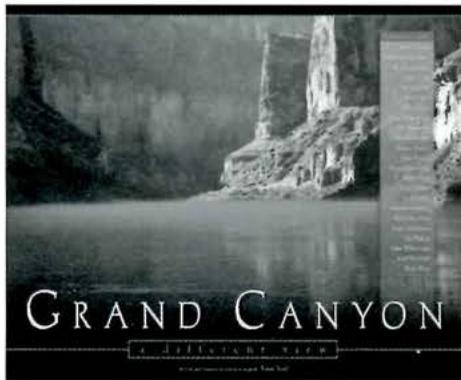
Creationism fails these tests and displays a number of characteristics of pseudoscience. (Adapted from “The Possible and the Actual” by Francois Jacob, Pantheon Books, 1982.) These include:

- **Anachronistic argument**—refuting a current theory by criticizing an earlier version.
- **Preoccupation with mystery**—citing unexplained phenomena as reason to reject theory.
- **Acceptance of myth as evidence**—citing traditional or folk belief as evidence.

- **Selective use of data**—rejecting valid data that does not agree with your position.
- **Irrefutable hypothesis** — citing untestable arguments (“God did it!”) to make your point.
- **Argument from spurious similarity** — using false analogy to make your point.
- **Explanation by scenario** –citing unsubstantiated prior conditions to make your point.
- **Research by exegesis** — considering certain texts or persons as unquestionable authority.
- **Refusal to revise in light of valid criticism or new evidence**—disregarding new observations or evidence that does not support your argument.
- **Implying dualism where none exists** — maintaining that one must choose between two explanations, even if other explanations are available.

This is not a criticism of creationism, or any other faith, as a legitimate religious belief. It simply verifies that creationism is not science.

Part of the reason why some visitors take issue with the interpretation of scientific ideas is that the public often does not understand the nature of science: what it is and what it is not. (Adapted from “Ten Myths of Science,” *School Science & Mathematics*, Volume 96, Jan. 1, 1996, page 10, by William McComas.) Misunderstandings include:



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From Craters of the Moon to Big Bend, the interpretation of geologic time and phenomenon highlights one of many long-standing challenges park rangers face when dealing with multiple points of view. A new book, *Grand Canyon: A Different View*, has not only rekindled interpretive challenges in NPS areas containing significant geologic resources but also spotlights constitutional and political issues for managers in park areas, regional offices and the WASO headquarters.

- **A hypothesis does not become a theory; a theory does not become a law.** A hypothesis is a specific, often very narrow idea about the natural world that is being tested for validity. A theory is a complex, general explanation that represents the combined understanding resulting from many extensively tested hypotheses and much observational data regarding natural laws. Laws are broad patterns of relationship seen in nature, like the tendency for massive objects to attract one another (gravity). A law does not explain the pattern observed, it just notes it.
- **A hypothesis is not a guess.** It is a proposed explanation for a natural phenomenon that is undergoing testing.
- **No general, all-purpose scientific method exists.** Different researchers in different scientific disciplines use a wide variety of techniques and approaches. But all work must meet the criteria of sound science.
- **Science is not only about experiments.** Though many scientific fields use experiments to test hypotheses and develop theories, others use non-experimental techniques. Astronomy, for example, is an almost totally observational science.
- **Science is not invulnerable to fraud.** Though scientific writing is reviewed before publication, not every experiment or observation in science is exhaustively checked. Mistakes and dishonest reporting occur, though instances of outright fraud are rare.
- **Science can never provide final or absolute truth.** Scientific work is always open to revision if new data and new ideas are presented. No matter how detailed and valid a scientific explanation may seem, no field of investigation is ever closed.
- **There are questions that science cannot answer.** Many questions cannot be answered by using the scientific method. For instance, religious beliefs and supernatural powers are beyond scientific explanation. Also, moral and ethical questions cannot be answered

by scientific investigation. Science can predict the effect of dropping a bomb on a city, but can never determine whether to do so would be a morally justified action.

Not all visitors will accept the validity of the basic methodologies scientists use to understand park resources. Our job is to help people explore park resources and understand the methods that professionals use to study them. Ultimately, visitors decide for themselves what the park means to them, personally.

The public needs to understand that park rangers and superintendents are required to manage park resources based on law and sound science — and that includes decisions on how to interpret the park. If visitors misunderstand resources, or the service’s responsibility to them, then it’s our job to explain. If they understand, but choose to disagree, that’s their right. In the real world, that can sound easier than it lives. But a firm understanding of scientific methodology and NPS policy can go a long way toward keeping visitor contacts interpretive rather than confrontational. 🏠

*Kim Sikoryak is the interpretive specialist and regional cooperating association coordinator in the Intermountain Regional Office of the National Park Service. His NPS career began at John Day Fossil Beds in eastern Oregon, where he progressed from park aide to chief interpreter during his 10 years there. After completing a short assignment with the support staff of the associate director for natural resources in Washington, where he worked on projects involving the interpretation of critical natural resource issues, Sikoryak served as the chief of interpretation at Haleakala on Maui. Later he served as interpretive specialist and cooperating association coordinator for the Southwest Region in Santa Fe. Other assignments have been as chief of interpretation at Redwood National and State Parks, a unique joint management venture between the National Park Service and three California state parks. Sikoryak transferred to the Intermountain Regional Office in November 1996.*



Andersonville

## Andersonville: Managing Controversy through Interpretation

By Chris Wilkinson

Andersonville

**D**eep in the heart of the southwestern Georgia countryside is one of the most controversial Civil War sites in the United States. Andersonville—the very name conjures up images of starving, diseased ridden men, mere shells of themselves. A seething mass of ghastly humanity burnt raw by the blistering summer sun of Dixie. These prisoners were once the stalwart backbone of the Union Army, but months of confinement reduced them to the dregs of war. Thousands succumbed to conditions that were below subsistence level.

Andersonville National Historic Site commemorates not only the Civil War prison where 12,920 men succumbed to disease, but also attempts to provide an understanding of the Civil War prisoner experience. Fur-

thermore, it interprets the role of prison camps throughout history, the sacrifice of Americans who died in these camps, and it preserves monuments that have been placed within the site. The park grounds also contain the National Prisoner of War Museum and Andersonville National Cemetery, where more than 18,000 veterans are buried; burials continue up to the present.

The National Park Service manages more than 40 sites that deal with the American Civil War. Yet, none of these has quite the aura of controversy surrounding Andersonville. Located within the heart of the Deep South, the prison site has proven highly contentious. Details of the prisoners' confinement have provoked recriminations of blame and accusation for years. Some scholars have even intimated that Andersonville

was nothing more than a concentration camp. Conversely, those from the South have pointed out that by the latter part of the war the South could barely feed its own men let alone Union prisoners. Moreover, there is no documentation of willful, deliberate malfeasance.

The question arises: how does the interpretive staff at Andersonville deal with the controversy? As a park guide at the site I find it useful to look to the park's enabling legislation for guidance. This allows me to help manage controversy through interpreting the park's mission. The role of the site is to provide an understanding of the overall prisoner-of-war story in the Civil War. So, I look at prison experiences of the soldiers, both North and South. There were more than 150 prisons during the conflict, with an esti-

◀ .....  
*Park ranger Chris Wilkinson performs in character during a living history demonstration at Andersonville. Living history is one of our most useful interpretive assets, especially concerning school groups and bringing future generations in as friends and advocates of the National Park Service. Living conditions at Andersonville were barely at subsistence level. Most Union soldiers lived in makeshift shelters known as shebangs. They passed the time sweltering in the hot sun while waiting for a liberation that would never come.*  
.....▶

mated 410,000 men held within these sites. Though Andersonville was the most prominent, at least 1,000 men perished at 12 other prisons. Nearly all of these sites have been obliterated by the dizzying pace of development in America.

The Andersonville experience is a microcosm of all Civil War prisons. This does not belittle the fact that as far as total numbers and deaths, Andersonville stands alone. Yet it is instructive to provide interpretation that heightens awareness of soldiers' experiences at all Civil War prisons. This is the only true way the park can honor its mission.

In the center hall of the National POW Museum is the main Civil War exhibit. Here is a large map with adjacent pictures and drawings of Civil War prisons spanning the country. I point these out to visitors after my interpretive program. Many visitors come from the North seeking information about their ancestors. Some are surprised to find that there were Civil War prisons right in their own backyards. They begin to make the connection that the prison experience was felt by soldiers on both sides. This universal connection also allows many of those who live in the surrounding area to find that men from the Confederacy ended up in the same type of sordid conditions as Andersonville. The only difference was that their experiences were largely forgotten after the war.

It is often said that the winners write history — and that is indubitably so. Nonetheless, I find it enlightening to relate the fact that soldiers on either side were touched in the same manner at these prisons throughout the war.

Is there really any difference between the words of Eugene Forbes of New Jersey who was imprisoned at Andersonville and John H. King of Georgia, incarcerated at Camp Chase, a prison compound in Columbus, Ohio? Forbes said, "Took a walk around camp. Deplorable sight. Some without cloth-

ing, some in the last agonies of death; others writhing under the pangs of disease or wounds." King related, "With our bodies wasted by starvation, without fires, sufficient to warm our emaciated forms, there came a season of real suffering, of real pain, that ended only in the death of many a helpless victim." Thus, by using primary sources drawn from both sides the visitor realizes that being a prisoner on either side was truly awful.

Furthermore, a number of visitors broach the topic of Captain Henry Wirz, prison commandant of Andersonville. Wirz achieved a sort of shadowy fame after the war when he was executed for war crimes due to his administration of the prison. Many ex-prisoners related the demonic behavior of Wirz, inciting a literature that promoted the prison as the embodiment of all that was evil. Scholars now tell us that Wirz was not the only prison administrator, North or South, who was lacking in managerial qualities. In comparison, I balance the near hysteria surrounding Wirz by providing awareness of men such as George Ahl and David Todd. Ahl was an assistant at Fort Delaware, a Union prison. He was known to beat the prisoners with a rawhide whip or wooden club while torturing others on a daily basis. By the same token, in the South there was David Todd, brother of Abraham Lincoln's wife and a man whose hatred for Union soldiers was second to none. Todd was involved in sadism to the point that the Confederacy relieved him of his duties in Richmond. From these examples, visitors can see how prisons all over the country had many of the same qualities, and by extension, prisoners were mistreated in many of the same ways.

Finally, during my interpretive program at the prison site I stop at an area that brings attention to the quixotic nature of the prisoner experience. The Tennessee monument

is a direct representation of the divided loyalties felt by men during the war. Tennessee was officially a member of the Confederacy, yet there were many Union sympathizers throughout the South. Tennessee placed more than 50,000 men in the Union army, and 725 ended up dying at Andersonville. By highlighting the complexity of Southerners holding Southerners prisoner this allows the visitor a window into an experience that heretofore has been infrequently mentioned. History is rarely as clear as hindsight makes it seem. The challenge of interpretation at Andersonville is to help lift the fog that inevitably clouds understanding.

Andersonville represents more than just the prison site during the Civil War. It also serves the purpose of bringing the Civil War POWs into the historical consciousness of the visitor.

As a member of the park staff it is my duty to interpret Andersonville as representative of a universal prisoner experience. By raising awareness of what these men, North and South, went through we are doing justice not only to them, but also to our shared history and our park mission. 🏠

*Chris Wilkinson has been a fee collector and interpreter with the National Park Service for about two years, with assignments at Cape Hatteras, Canaveral and Andersonville. Since writing this article, he has accepted a permanent park guide position at Jewel Cave in South Dakota. Additionally, he has been published in academic and literary journals.*

# Is It Safe?

Congress approved funding for a vehicle barrier to be constructed along 30 miles of shared border between Organ Pipe Cactus (to the left of the fence) and Mexico (to the right of the fence). The project began in FY04 with an expected completion in FY06.



Organ Pipe Cactus

By Lisa Eckert  
Devils Tower

Imagine a unit of the National Park System that is 96 percent designated wilderness and internationally acclaimed as a biosphere reserve. However, this park shares 30 miles of international border with Mexico, and a state highway bisects the park. Bigger than life itself are socioeconomic issues of people illegally entering the United States in desperate throes in order to make a living illegally. And, a park ranger was murdered there on Aug. 9, 2002.

When I first arrived on a three-month detail at Organ Pipe Cactus as the park's superintendent in December 2003, I was amazed at the Sonoran Desert's lushness, the night sky clarity, and the often comical and humanistic poses of saguaro cacti. Joining the volunteers for "happy hour" we would marvel at the sunset's reflections and alpenglow on the Ajo Mountains.

But . . . is it safe to visit or work at Organ Pipe? Park ranger Andrea Fisher presented a campground program with that title, "Is It Safe?" Throughout the program, she would reiterate, but what is "it"? Is "it" the park visitor? Or is "it" the Sonoran pronghorn antelope (whose numbers are less than 30)? Or, the park rangers?

All of the above are being impacted by people crossing illegally into the country every day. When I asked the typical question, "What's the annual park visitation?" and then asked, "Hmm, what's the estimated number of undocumented visitors?" each number was about the same for 2003 – 240,000. Approximately one-quarter million illegal drug smugglers or immigrants (often called undocumented immigrants or UDIs) pass through the park each year. Those on foot take three days and two nights. Imagine

all of those illegal campsites, human waste and trash *in wilderness*. Those with vehicles avoid the port of entry and route themselves cross-country and on old roads. Two hundred miles of illegal roads and 250 miles of illegal trails have been created in the past decade *in wilderness*. "Why now?" can probably be best answered by the "squeezed balloon" effect: the border was "sealed" in California.

In February the Department of Interior's Law Enforcement and Security office introduced the Department of Homeland Security's Arizona Border Control Initiative. The Border Patrol needed more access to public lands in order to meet its mission of deterring terrorists and stopping UDIs. This would be a "top-down" initiative and soon, federal land managers along the border would be told the specific access requests (Organ Pipe's federal neighbors include Cabeza Prieta National Wildlife Refuge and Tohono O'odham Indian Nation).

Imagine being at the meeting where Border Patrol announced that their No. 1 access request is motorcycles throughout the park — on a cross-country basis. Swirling thoughts day and night included (and still do) the leadership responsibilities that all of us have as park stewards. Actually, that part wasn't the hard part. This was: trying to communicate our mission and laws for their comprehension and also, trying to understand their objectives. And, sure enough, I needed to respond to phone calls from Washington and the press to discuss the idea that we were pursuing a "Border Strategy Analysis" (Environmental Assessment or Environmental Impact Statement) planning process that was then in its infancy. What I didn't expect is that many of the inquiry calls came from people within our own Depart-

ment of the Interior.

The challenges are many. Resource degradation (and probably impairment) is ongoing due to the illegal activities. As a result of park ranger Kris Eggle's death and to prevent illegal vehicle entry, a vehicle barrier is currently being constructed along the border. Could the Border Patrol wait and see the effects of the barricade (though people on foot could still cross)? Should resource degradation in the park be exacerbated by Border Patrol in pursuit of the illegals? Could the Border Patrol do their job by remaining on the border? The issue of "exigent circumstances" arises when speaking with Border Patrol — could that circumvent Section 7 of the Endangered Species Act or the Wilderness Act?

I am unsure what will happen with this amazingly complex issue but I kept the incoming superintendent, former superintendent and the regional staff apprised and asked for advice. I am grateful for all of the support that resulted from the rapidly assembled interdisciplinary Intermountain Regional Team. I am hopeful that a planning process is still in place. It wasn't done because it was required by NEPA. It was done because it was needed and I was relieved that there was an existing framework.

For the latest information on this issue, go to [nps.gov/orpi](http://nps.gov/orpi) and click on "management docs." 

Lisa Eckert is the superintendent at Devils Tower. Previously she was at Knife River Indian Villages where she was in the Midwest Region's Developmental Superintendent Program. Eckert has worked in fee collection, law enforcement, technical rescue, outreach education and interpretation in eight park areas. She is a lifetime member and former board member of ANPR.

By Gary Davis and Kate Faulkner

# A renewed commitment to protecting marine ecosystems at CHANNEL ISLANDS NATIONAL PARK

Channel Islands National Park, off the coast of southern California, includes five of the eight Channel Islands: San Miguel, Santa Rosa, Santa Cruz, Anacapa and Santa Barbara. Half of the park, approximately 125,000 acres, is submerged lands and marine waters within one nautical mile of each island. Additionally, the Channel Islands National Marine Sanctuary, administered by the National Oceanic and Atmospheric Administration, includes the six nautical miles surrounding the park islands.

In spite of the designation of the Channel Islands as national park, national marine sanctuary and a host of other international, national and state recognitions, we have failed to sustain healthy marine ecosystems, fisheries or recreational opportunities to view unimpaired nature. Since 1980 when the park and sanctuary were designated, five abalone fisheries have closed because the populations collapsed (one species is legally endangered); rockfish fisheries are in jeopardy (remaining bocaccio and cow cod popula-

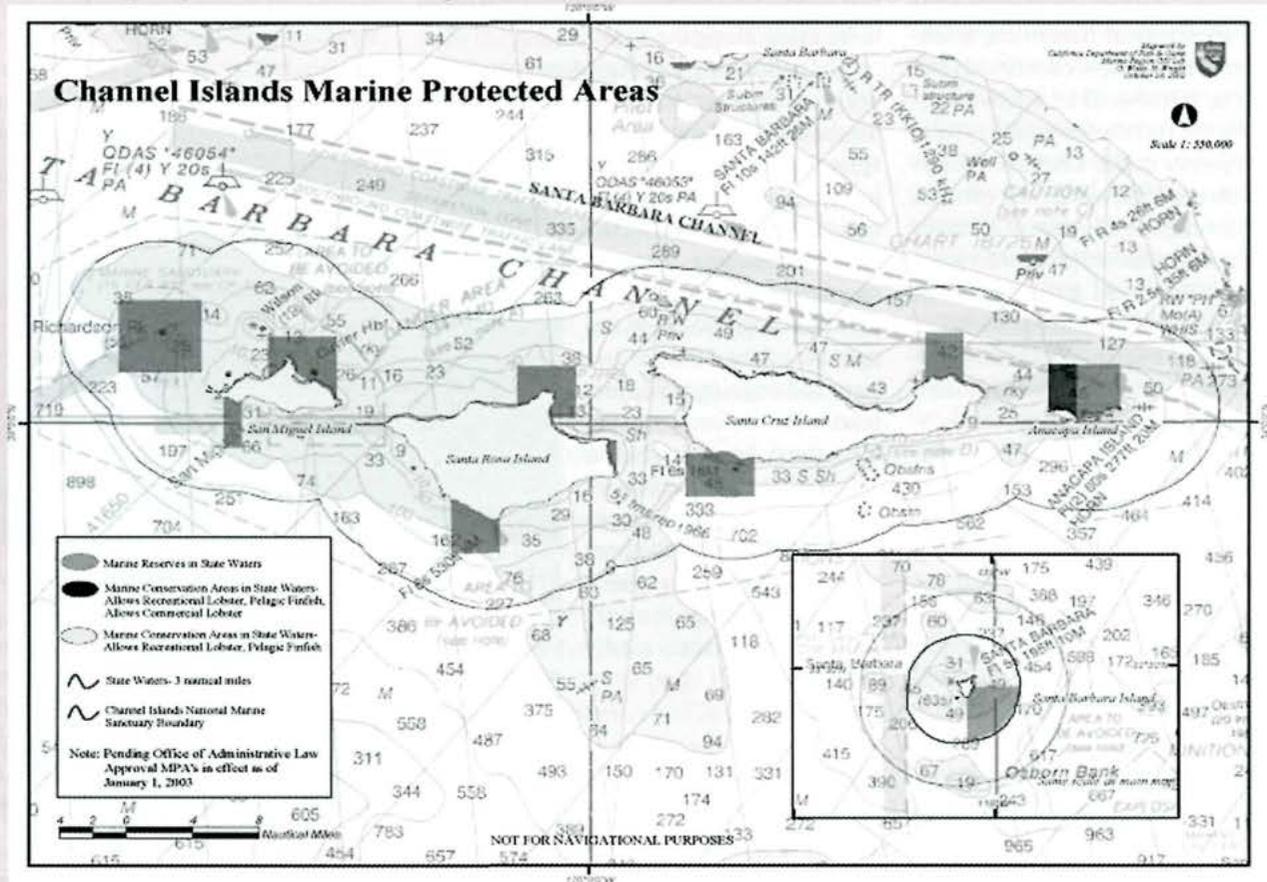
tions are less than 5 percent of historical levels); and large red sea urchins are gone, largely replaced by unfished purple sea urchins, brittle stars and small sea cucumbers. Even more disturbing has been the loss of kelp forests in the park and sanctuary when they were designated are now gone, destabilized by the harvest of predators and the proliferation of grazers.

What went wrong? The traditional method of managing fish harvest (species by species regulations that allow removing all of the large animals and leaving only small individuals to produce the next generation) failed even though they limited seasons, sizes, daily numbers taken and numbers of commercial licenses. Apparently those strategies failed because they reduced popula-

tion peak reproductive capacity below critical levels, reduced population densities below critical levels, didn't consider ecological interactions, didn't have no-take reserves for replenishment, and didn't monitor population demographics. Catch rates experienced by people fishing with increasingly effective technology and knowledge remained stable, while population abundance and densities, monitored by ecologists, declined precipitously. These diametrically opposed views of resource conditions not only obscured effects of fishing, but created an atmosphere of mistrust in local communities that further delayed effective remedial actions.

In 1998, a small group of sport anglers, after witnessing declines in the species they enjoyed catching, proposed establishment of "no-take" areas, or marine reserves, for

Figure 1. Channel Islands National Park includes the five northern Channel Islands and the surrounding one nautical mile of water. The state of California established 12 marine protected areas in 2003. More than 20 percent of park waters are now closed to harvest.





NPS/Dan Richards

The California Sheephead is one of the easily identified residents of the kelp forest community. The Sheephead is a protogynous hermaphrodite, i.e. it begins life as a female with older, larger females developing into males. Males have been found as old as 50 years and can grow to three feet in length. The Sheephead plays an important role as predator of kelp forest grazers such as urchins. By protecting the predators that limit the numbers of grazers, the marine protected areas will help maintain the kelp forests that are important habitat in marine ecosystems.

the Channel Islands. Marine reserves have been used successfully in many other countries to restore marine ecosystems and sustain fishing outside of the reserves. This was the start of a four-year, multi-stakeholder process that would include input from commercial and recreational fishermen, scientists, environmental groups, economists and the public. The initial goal to achieve consensus among the stakeholders on a system of marine reserves at the Channel Islands was never achieved. However, the process did result in developing a system of reserves that met the goals of most stakeholders and was ultimately approved by the state of California and implemented in April 2003.

Now the work begins. Evaluating the power of marine reserves to restore depleted resources, sustain fisheries and protect ecosystem integrity will require ecological monitoring, public education and law enforcement.

The National Park Service is partnering with the California Department of Fish and Game, the Channel Islands National Marine Sanctuary, the Partnership for Interdisciplinary Studies of Coastal Oceans at the University of California, Santa Barbara, and others to increase NPS activities in these areas. The results will greatly influence how broadly this management tool is embraced in California and throughout the nation. This also has important conservation implications for coastal national park units. Opposition by

resource users has slowed the implementation of marine reserves along the west coast of the United States, but personal experiences with the Channel Islands Reserves by local communities will facilitate the important social and economic decisions that need to be made along the coast.

The park's long-term kelp forest monitoring program was instrumental in documenting the decline of marine ecosystems. Now, the monitoring must be expanded to adequately measure the changes resulting from the new reserves. Education of the public of the location and purpose of the reserves is a large and ongoing task. And, marine law enforcement patrols must be expanded to ensure that the reserves are not exploited by those hoping to unfairly reap the benefits of no harvest by others. This is a challenge the park and marine sanctuary gladly accept. 🏠

*Gary E. Davis is the National Park Service's visiting chief scientist for ocean programs. He is a marine ecologist and certified fisheries scientist from San Diego, Calif. He began his career in 1964 as a park ranger, and served as an aquanaut on the 1969 Tektite I Project at Virgin Islands National Park. As a research scientist in the 1970s, he explored how Dry Tortugas, Everglades and Biscayne contributed to sustainable fisheries and to the integrity of ocean ecosystems in the Florida Keys. In the 1980s, he founded a prototype environmental "vital signs" monitoring program at Channel Islands. That program became a model for the National Park System and led to the recent establishment of a pioneering network of marine reserves in the park. He has authored or edited more than 140 scientific articles, including the 1996 book, "Science and Ecosystem Management in the National Parks." He resides in Thousand Oaks, Calif., with his wife Dorothy, and maintains offices in Washington, D.C., and Ventura and Monterey, Calif.*

*Kate Roney Faulkner is the chief of natural resources management at Channel Islands, a position she has held since 1990. The primary natural resources management programs at the park are long-term ecological monitoring, restoration of park islands through eradication of non-native species and reintroduction of extirpated native species, and support for scientific research. Prior to coming to the Channel Islands, she worked at the national parklands of northwest Alaska. She has a bachelor's degree in natural resources management from the University of Michigan and a master's degree from the University of Minnesota.*



NPS/Dan Richards

Kelp forests, one of the largest and most threatened ecosystems in Channel Islands National Park, occur in the marine waters surrounding all five of the park islands. The kelp forests provide the habitat and food source necessary for many marine organisms. Upwelling of cold water and nutrients in many areas supports large and diverse populations of fish, pinnipeds and seabirds. These productive waters, less than 3 percent of California's coastal zone, have historically produced about 15 percent of the state's coastal fishery harvests. The park's kelp forest monitoring program has documented declines in both the extent of kelp and the diversity of life within kelp forests. Marine-protected areas will support a more natural assemblage of predators and prey and will contribute to healthier and more persistent kelp forests.

# Tribal Partnership Success at Pipe Spring National Monument

By John Hiscock  
Pipe Spring

“The National Park Service should help conserve the irreplaceable connections that ancestral and indigenous people have with the parks. These connections should be nurtured for future generations.” The National Park Service should “[a]ctively acknowledge the connections between native cultures and the parks, and assure that no relevant chapter in the American heritage experience remains unopened.”

— National Park System  
Advisory Board, Report 2001

**P**ipe Spring National Monument is a 40-acre historic site on the Arizona Strip—that slice of Arizona geographically separated from the rest of the state by the Grand Canyon, and in many ways more closely tied to Utah and its history.

The monument was personally promoted by Stephen Mather and purchased from descendants of Mormon pioneers in the area. The 1923 enabling proclamation was brief. The area was set aside as “a memorial to western pioneer life,” and to protect a significant structure, called Winsor Castle, built by Mormons for protection from “hostile Indians.”

Arguably, to Mather and most park visitors in the 1920s, the park was more important as a shady watering hole along the arduous, hot, dry and dusty road between neighboring park giants, Zion and the Grand Canyon, than as a popular historic attraction. By 1930 even those inter-park travelers who stopped at Pipe Spring were diverted by a shortened route connecting Zion, Bryce Canyon and Grand Canyon, through the Zion-Mount Carmel Tunnel. Overshadowed by the magnificence of the surrounding natural parks, the stories told at Pipe Spring were kept simple, local, and constrained. Tours of the fortified ranch house and demonstrations of ranching and domestic pioneer life such as horsemanship, baking and quilting were the mainstays of the interpretive program. To be sure, these programs were satisfying and comfortable to visitors and the predominant, local Euro-American, and Mormon, population.

However, to the park’s immediate neighbors, the Kaibab Band of Paiute Indians, whose reservation encircles the monument, the limited and monocultural interpretive program was disingenuous and chafing. Little was mentioned of the use and occupancy of the springs by their people and their ancestral Puebloan and archaic predecessors for thousands of years prior to the pioneers’ arrival at the site. Nor was the virtual decimation of the Kaibab, whose population dropped from an estimated 1,175 around the time of pioneer contact, to 76 by 1906, a topic of interpretive programs. The NPS provided little insight or distinction regarding the illustrious “hostile Indians” or even the general relationships between the Indians and Euro-American pioneers. Years of increasingly poor relations with the NPS and a change of NPS management in the mid-nineties spurred a request on the part of tribal government for interpretive inclusion, or a move to have the monument deauthorized.

The ethical answer was simple: diversify the interpretive story to include the culture and history of the Indian people and the interactions between pioneer and Indian people. The practical solutions, however, were problematic.

How could the Native American story be adequately told in a physical setting dominated by pioneer structures? How could tribal members be attracted to working for the NPS at Pipe Spring, a site that symbolized the downfall of their people and society? And, once a balanced historical story was instituted, would the pride the local Euro-American population had in the site be injured, and long-standing support lost?

Fortunately, certain emphases of the administration in the latter 1990s in the areas of partnerships, diversity hiring and cultural inclusivity provided momentum for improvement.



Local youth, including Kaibab Paiute and Navajo girls, were employed as interpreters in 1971 and routinely costumed as pioneers.

Trust building partnership ventures with the tribe were encouraged and pursued throughout the latter 1990s. New cooperative water system developments were creatively planned and completed, and hydrologic research by the USGS on the monument and reservation jointly planned, initiated and still continuing. Human remains in the Pipe Spring collection were repatriated to the Kaibab Paiute, pursuant to NAGPRA, and an ethnographic overview of the Kaibab connection with monument lands and resources completed. Local management made a commitment to the tribe to fully include its culture and history in the monument’s interpretive program. Tribal members were first contracted and then ultimately employed on the staff at Pipe Spring to provide fresh interpretive perspectives. With the help of the Zion Natural History Association, new and inclusive interpretive publications for the site were developed in consultation with the tribe. And, a new long-range interpretive plan was developed with the tribe as primary consultants and contributors.

The most significant partnership venture between the tribe and monument took shape during the interpretive planning meetings. During discussions regarding how best to portray the tribe’s culture and history as related to Pipe Spring, an idea was floated to collaborate on an expanded, partnership visitor center and museum. The monument’s 864-square-foot visitor center, along with additional space for administrative offices,

was leased from the tribe in a facility built in 1973 for the NPS, and also for tribal purposes. It was suggested that a nearby, vacant, tribal building be rehabilitated to accommodate expanded NPS administrative offices, and, the entirety of the emptied space in the old building be converted to a larger, 2,256-square-foot visitor center and museum serving Pipe Spring and the tribe. The proposal was approved by the tribe and NPS with support from Secretary of Interior Bruce Babbitt. Funding for the project would come from tribal investment funds, tribal grant funds, and NPS 20 percent fee demonstration program funds. Supplemental funding also was committed from the natural history association, for rehabilitation of its sales area adjoining the museum, and from Grand Canyon Parashant National Monument and Grand Canyon National Park, for exhibits in the orientation lobby of the visitor center.

Building modifications and museum exhibits for the new visitor center were completed for a grand opening in May 2003. The exhibits related to the Kaibab people and the monument include coverage of prehistoric occupants of the area and traditional culture of the Kaibab Paiute; the Spanish-Ute-Navajo slave trade in the southwest and its

dramatic impacts on the Kaibab Paiute; the Mormon exodus to Salt Lake City, colonization of southern Utah and Arizona, and tense relationship with the federal government; general Mormon-Indian relations and conflicts with the Ute and Navajo during the 1860s; and, the building of the Mormon fort at Pipe Spring and its operation as a church tithing ranch.

As a result of the partnership with the tribe, interpretive exhibits beyond the primary scope of the 1800s' history of the monument were added. These include the continued impact of Euro-American settlement and ranching in the area on traditional Kaibab Paiute lifeways; the impact of federal and church assimilation programs, including Indian boarding schools; the establishment of the Kaibab Paiute Reservation and tribal government; federal tribal "termination" programs of the 1950s; and contemporary tribal life, government and programs.

The new visitor center and museum fulfills the park's goals and the tribe's interest in including interpretation of tribal culture and history for the public. The context of Mormon pioneer history has also been greatly enhanced, thus securing ongoing support from the local Mormon community.

And, vital orientation information for the remote portions of Grand Canyon and Grand Canyon Parashant accessed from the Pipe Spring area is available for visitors.

A strengthened level of trust, interest and cooperation has been secured between the monument and the tribe. The mutual benefits of this relationship are hoped to continue indefinitely.

Additional partnerships in the works include cooperatively designed and improved waysides for monument trails; a joint curatorial storage facility on reservation lands; and further improvements to a shared, culinary water system. 🏠

*John Hiscock has been superintendent of Pipe Spring since 1994. Prior to that he was the regulatory and policy subsistence manager in the Alaska Regional Office, concessions management specialist at Zion, and a park ranger at Mammoth Cave, Great Sand Dunes, Death Valley, Lehman Caves and Jewel Cave. He received his bachelor's degree and also attended graduate school in history at the University of California, Santa Barbara, and earned a law degree from the University of Utah.*



Pipe Spring

**The Pipe Spring fort, built in 1870 for protection from "hostile Indians," was an important link in Mormon colonization of southern Utah and northern Arizona.**

# Establishing the Field Training and Evaluation Program

By J.R. Tomasovic  
FLETC

**T**he need for a field training program for National Park Service law enforcement rangers has been recognized for decades. In studies of the law enforcement program conducted by the International Association of Chiefs of Police, and by employee groups such as the Fraternal Order of Police, the need for a field training program had been paramount.

The outlines of a field training and evaluation program based upon established models such as the San Jose model were first developed by the NPS Law Enforcement Training Center at FLETC in 1996. In 2003 the NPS committed to the establishment of a Field Training and Evaluation Program (FTEP), to be implemented with the first NPS class to graduate from FLETC in FY 2004.

When I was detailed to FLETC in January 2003 as program manager for the FTEP, my task was to flesh out program outlines that had been on the shelf at FLETC and turn them into a comprehensive program that fully met the needs of the NPS for creating a safe and well-trained law enforcement workforce, while having the least possible impact on field operations. Several decisions had to be made quickly: where to host field training? Who would be the field training staff? How long would the program last? The logistics of housing, travel and training were daunting obstacles.

Key to the success of the program was buy-in from the field. Fortunately, there was little question as to the need for a program. There was demand both from the field and from the director. The problems were in the details. An announcement was made calling for parks to volunteer to participate in the program. While several parks were eager to participate initially, some had reservations about the requirements for the program, such as the requirement that their parks be fully in compliance with DO and RM-9.

Upon the selection of field training parks, each area was asked to nominate a field training lead (FTL) for the park and field training rangers (FTRs). FTLs and FTRs would be brought to FLETC to learn the operation and content of the Field Training

and Evaluation Program. Now, all we had remaining to do was come up with what, exactly, would be the operation and content of the Field Training and Evaluation Program.

We looked at the field training programs of other federal land management agencies, in addition to the model field training programs of the San Jose (California) Police Department, the agency known as the pioneer of law enforcement field training.

Working with our FLETC partners, we developed a program in four phases over 12 weeks that takes a trainee from simple skills such as area orientation to managing complex law enforcement incidents. The program includes training, testing, evaluation, remediation when necessary, and when required, removal from law enforcement. Based on the experiences of other agencies, we expect 5 percent to 8 percent of trainees to not make it through the program due to their inability to apply the training they received at FLETC into actual use in the field.

In order to give our trainees the best chance of success, we had to give our field training staff excellent training. Based on our selection, we knew they had outstanding skills they could demonstrate to the trainees. We needed to give them the knowledge and skills needed to train and evaluate their trainees.

We looked at leading education and leadership programs from both the government and private sectors and added them to our program. Field training staff would learn situational leadership skills that allow them to assess the developmental levels of their trainees, and respond with training and instruction that meets trainee needs.



As one of many national park areas participating in the Field Training and Evaluation Program, Badlands is unique in that it is partnered with Mount Rushmore to provide a greater variety of protection experiences for the trainees. Ranger Mark Gorman, left, is the park's field training lead. Ranger Chris Smith, right, is one of four trainees at Badlands.

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**In order to give our trainees the best chance of success, we had to give our field training staff excellent training.**

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Quality control was essential in establishing the program. In order to assure quality, we had our program audited by the San Jose Police Department and the Virginia Beach

Police Department. We were pleased when letters of endorsement arrived from these departments after their representatives went through our field training ranger program.

We were equally proud when other federal agencies, including the Naval Criminal Investigator Service, adopted the same course of instruction for field training officers. The NPS model field training course, developed with our FLETC partners, is now part of the advanced curriculum of at FLETC. In fact, the most recent batch of NPS field training rangers went through a FLETC class that included NCIS and BLM personnel.

Finally came the logistics. Housing was a problem in many parks — and dealing with the housing situation required some creative solutions. The NPS Law Enforcement Training Center is now the owner of a singlewide modular home currently located at Grand Canyon. The FTEP also has contracted for private apartments and government quarters.

Compensation for field training rangers and leads was, and continues to be, a difficult issue. Another DOI agency has elevated field training staff to a GS-11 level. Clearly this would not be possible in the short amount

of time given to implement the program, although it remains a desired outcome.

We were, however, able to address the issue of overtime for the field training staff. Clearly, the additional time of managing a training program would impact park operations. With all the intangibles of managing a variety of field training sites across the country, handling the additional work through the standard overtime process would be cumbersome, inefficient and a burden on parks. We were able to gain approval to allow FTLs and FTRs to receive administratively uncontrollable overtime (AUO) at 10 percent when no trainee is in the park and at 20 percent when a trainee is in the park. This required some additional training for all involved as to the proper use and operation of AUO.

To manage training records, including daily operations reports on each trainee ranger, we adopted a state-of-the-art digital reporting system from Adore, an industry leader in automated documentation of training records. FTRs use Palm Pilot PDAs to document their training and observations and upload training records to the NPS LE Training Center on a daily basis. The reports are archived and remain in the training history of the trainee.

To assure quality of training, we developed and continue to refine a system to poll the trainee rangers to assure their training experience is a quality one, and to get the

opinions of the trainees' home parks as to the quality of ranger they receive from the program.

When our first class designated for the Field Training and Evaluation Program left the center in February 2004, we were eager to watch the system we had put together go to work, and eager to work the bugs out of the system as soon as possible.

One deficit that became immediately apparent was that field training parks were not getting adequate background information on their students from FLETC. The FLETC training records include test grades and pass/fail scores from practical exercises, with no other information about the trainee's attitudes, strengths and weaknesses that are essential to assure a training program tailored to the specific needs of the trainee.

To meet this need, we began assigning NPS detailed instructors to monitor and evaluate NPS students at FLETC, using the same observation format as the field training program. This information will be passed on to the field training rangers to assure that they know the needs of their trainee the day they trainee arrives in their training park.

We've expanded our intranet presence on InsideNPS in order to meet the needs of our field training staff for continuity and consistency of information. It is essential for the Field Training and Evaluation Program to be a consistent national program and not morph into a regional or park-based program to assure fairness in the evaluation component of the program.

What of the future of the Field Training and Evaluation Program? Through careful monitoring of the program, we hope to make

enhancements as needed to ensure it meets the needs of the field. We know that as our training staff transfers around the service that we will need to continue to train new field training leads and rangers. And we need to assure that the program can adequately expand or contract to meet the changing levels of trainees coming into the service.

The FTEP has broken new ground in the NPS in a number of ways, most notably in the way it was able to come together, develop a quality program, and implement this program in an extremely rapid manner. Through the hard work of a number of individuals, cooperating parks and agencies, the NPS now has a Field Training and Evaluation Program that favorably compares to the best in the country. 

*J.R. Tomasovic has worked with the National Park Service for 28 years, all but one year in visitor protection in both the 025 and 1811 series. He has been stationed in Shenandoah, Glen Canyon and Yosemite; served as the deputy chief at Golden Gate and Death Valley; chief ranger at Gulf Islands; and acting chief ranger at Grand Canyon. Currently he is the senior program manager at FLETC. Tomasovic attended Colorado State University in the College of Forestry and is a graduate of the FBI National Academy. He completed graduate work at the University of Virginia in leadership and organizational behavior.*

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# NPS Roots



NPS Historic Photo Collection

Horace Albright

By Ryan W. Booth  
North Cascades

The National Park Service loves its history and traditions. I have always been interested, but never took the time to fully understand the history and significance of the early founders of the Service. Stephen Mather and Horace Albright had always occupied a place in the stars for notable and amazing figures of history. Why were they important though? Even more importantly, what could they teach us today?

I'm a Gen-Xer. It's a title that I'm sometimes uncomfortable with. I have not made a lot of money or lost it for that matter from Internet startups. I barely use the computer for most things except word processing and e-mail. I read a lot and listen to NPR. I have always loved history since I was a boy. I get to transfer that love to the visitors who stream through North Cascades every summer. The one thing that makes me like my generation is the question that I often ask, "How will this affect me?" I want to know how history, the federal government or this new gadget will make my life better or worse or indifferent.

That brings me back to Mather and Albright and my recent historical journey to the beginnings of the NPS. Against all odds, these two men worked diligently to get national parks on the maps of most of the people of this country. Congress just created parks and left them to fend for themselves. The president and the interior secretary sometimes managed these areas, but mostly ignored them or asked the Army to run them. The American people had no idea that these parks existed and only the hearty

"Do not let the Service become just another government bureau. Keep it youthful, vigorous, clean and strong."

— Horace M. Albright, 1933

## PERSPECTIVE

few ever visited one of them. Mather and Albright changed that.

They produced one of the most amazing public relations campaigns in government history. They managed to bring together the railroads, civic groups, national park enthusiasts, congressmen, editors, wealthy businessmen and women's groups to push Congress to establish the National Park Service and provide a better way to run the national parks. They also managed to reach out to the American public through various publications to tell them about these wonderful areas preserved for the future. The national parks represented some of the most magnificent areas in the U.S. Go out and see them!

Mather and Albright managed to create an agency and, more importantly, a vision of America with national parks as the centerpiece of who we are as a country. The national parks represent some of the most amazing places anywhere in the world. Mather was picky about the places he allowed into the system. He also was interested in hiring the best and the brightest people to work out the mission of this agency. They had to balance preservation with public use — no easy task. He worried deeply about the *esprit de corps* of the NPS rangers. Mather and Albright also wanted the visitors' experiences to be memorable and positive. They worked closely with concessionaires to provide the best possible service to the visitors.

Why does this matter today? Why do we keep talking about these two dead guys at every seasonal orientation and at every large NPS event? Who cares? Mather and Albright were not career bureaucrats or the

typical Washington political hacks. They both cared too much to be either of those. They were different — and no one in Washington, D.C., or anywhere else in the country had ever seen anything like it. They won over the critics by their youthful love and enthusiasm for the national parks.

What have I learned from these two? I've learned that I can't become too complacent in my job. If this vocation becomes routine, than I'm not working vigorously enough and not convincing anyone of the importance of national parks for all future Americans. In an era that stresses the importance of fiscal responsibility, a.k.a. "service level adjustments," we must strive even harder to convince people that the national park idea is one worth fighting for. If we fail, our mission will disappear and this agency will cease to exist. No one has ever said that national parks are forever. I take that challenge very seriously in my day-to-day interactions with visitors. I speak about the necessity of national parks and the NPS. Every generation must find a reason to keep these special places alive for the future.

I've also learned that it's OK to love what I do and to take pride in the work of the NPS. I can't count the number of visitors who have said they wished they had a job like mine. I am doing something noble for this country. I am giving back to those around me. I want desperately to give something back to those around me in the future.

Finally, if you and I don't take the time to reflect on the past and who we are and where we've been, how can we plan for the future? Mather and Albright have given me the courage to believe that my life in the NPS is a life worth giving. Those strong traditions manage to tug at my heart strings and help me find a place in a complicated and conflicted world. The history of the service gives me hope that we have been through difficult times as an agency before and we have managed through them. We have survived because of the dedication of NPS employees to the mission that we all serve. That's our saving grace and we must never lose sight of it. 



Ryan W. Booth is the assistant Skagit District interpreter and volunteer manager at North Cascades.

## Administration

**Feedback: Do We Really Listen?** — Many National Park Service employees feel that surveys are a waste of time and money because all too often the results end up as documents sitting idly on a shelf. Even where surveys do guide change, that change is often at one level/organization — human resources, budget and finance, contracting — but the actions taken by people at this level might not be clear to others.

In both of these cases, the full value of a survey is not realized. A survey can spur lasting change at all organizational levels, and it can be a strong communication tool, not only from employees to the organization but also the other way around.

I conducted a survey recently that was sent to all members of my park's Administrative Services Division (approximately 40 employees). The four main purposes of surveying the employees were 1) to gain a better understanding of what each thought of his/her job and how he/she contributes to mission accomplishment; 2) to hear what each thinks is important around here as the first step toward understanding where we are headed and why they want to be a part of it; 3) to have each employee provide a vision of excellence and describe the obstacles and/or opportunities for reaching excellence; and 4) to give the superintendent and the management team an indication of the variety of opinions and ideas of Administrative Division employees.

After gathering the completed surveys, I prepared a report that not only summarizes the results of the survey but also facilitates some real changes and improvements in business practices we can make in our operation. Each employee took some time and effort in completing the survey, and it is important to use the survey data to improve our organization.

The survey was developed as an assessment tool to 1) take the "pulse" of administrative employees and obtain employee needs information; 2) motivate and guide change efforts and identify the most promising opportunities for improvement; 3) determine the effects of organizational and/or other changes; and 4) diagnose organizational climate, teamwork, and management style problems.

Surveys are tools that enable managers to truly understand the needs and desires of employees and how employees want to con-

tribute to the organization. With this understanding, managers are in a position to make decisions to satisfy those needs — and this will lead to improved performance.

It is important to listen to and respect the views and concerns of our employees. Consider these commitment and retention statistics to see the potential benefits that can be realized from surveys like the one given to this group:

1. Less than half of all employees feel a strong personal attachment to their organization.
2. Sixty percent of employees don't feel their organizations develop them for the long term.
3. Only 40 percent of employees feel their organizations show care and concern for them.
4. The average employee has 12-15 jobs during his/her career and five to seven by the time he/she turns 30.
5. Only 24 percent of employees are truly loyal to their organizations, meaning that they have a strong personal attachment to their organizations and plan to stay for the next two years.

Interesting? Compelling? Thought-provoking? These five statistics, gathered during the U.S. National Employee Relationship Report Benchmark Study of business, government and non-profit organization employees, are all of these and much more.

Individually and collectively they paint an important — and enlightening — picture of today's employee: Not easily satisfied. Conscious of alternative opportunities. Ready and able to make a move. Willing to take risks.

The worst outcome of a survey would be having the results ignored, or discussed but never used, and not communicated back to employees. This would obviously frustrate employees and would give them the impression that their input was not really wanted. Telling people what happened to those sheets of paper they filled out shows respect for their time, cooperation and feelings. Gathering feedback from employees is the *first* step to understanding how employee involvement, commitment, and retention can be improved in our organization.

If you are interested in the report, please contact me, and I will send it to you. Although all parks and employees are different, the results should give you an idea of what we face in Yosemite. This survey was

intended to be the first guide for our park to join together and make some important decisions about our work and workplace.

Through this survey, we saw that the administrative employees have desire to help customers (both internal and external), want to create a workplace where people will start communicating and working together, and want to be assured that they can make decisions on their own.

While two-thirds of the world's employees are proud to work for their organizations and feel part of the family, only slightly more than half feel a strong personal attachment. Even worse, only six in 10 believe their organization deserves their loyalty. We must work to improve our workplace so employees are proud to work for the National Park Service. □

— Heather Whitman  
Yosemite

## Interpretation

**Interpreting to a Captive Audience** — Approximately 2.5 million years ago, humankind experienced its first great idea when an unwitting *Homo habilis* snatched a river cobble from the ancestral Olduvai Gorge and fashioned the first stone tool. With each subsequent innovation, the number of potential great ideas in the world has decreased by one, leaving fewer original thoughts to be generated with each passing year. Perhaps my opinion is tainted by the fact that I can count on one hand the number of times that I had a truly new and innovative idea that would fundamentally change the face of interpretation, the NPS or the world. But with each of these instances, a bit of research led to the discovery that my idea had already been implemented or was, simply put, hare-brained. My most recent original thought was dispelled on a trip to the Smithsonian last year.

Though the Visitor's Bill of Rights tells us otherwise, I have long felt that interpreting to a captive audience could be an effective means of instilling a take-home message. True, we do not want to inflict interpretation on visitors, glomming onto an unwilling visitor's leg while he or she tries to escape our unsolicited exposition. But there are more subtle means of endearing your resource to the unwitting visitor through the crafty insertion of a non-personal interpretive service into an intensely private setting. Yes, let us meet our sovereign visitors where they are — and judging by the most popular question we receive at the information desk, park visitors are in the bathroom.

According to the National Association for Continence (a real organization—I really could not invent such a name), 59 percent of men and 48 percent of women regularly read in the restroom. Reading materials range from periodicals and novels to the ingredients of shampoo bottles or the contents of one's wallet. If more proof were necessary, there is an entire subset of the publishing industry that caters to the habitual water closet intellectual (and if the corporate world sees profit in a phenomenon, you know that it is more than just an aberration). So, perhaps it is time to consider interpretive waysides in park restroom stalls as a service to our scholarly visitors.

The Smithsonian's National Museum of American History already provides non-personal interpretation in their restrooms (yet another great idea already implemented). In fact, these interpretive panels chronicle the great and noble history of the toilet itself. However, these waysides are posted at the entrance to the restrooms as opposed to in the stalls (and as I forged intellectual and emotional connections to the loo, I found myself to be in the way of other harried users) so there is still room for further innovation and experimentation.

This summer, with many parks facing service level adjustments that have reduced the number of seasonal employees that we are able to hire and programs that we are able to present, perhaps we should seek to get interpretive messages to the public in any way possible. I will be giving restroom interpretation a try in some of our campgrounds using graphically and textually interesting waysides printed in-house, laminated, and affixed in stalls with double-stick tape. True, some waysides may be vandalized or stolen, but paper, laminant and tape are relatively inexpensive. And as interesting as toilets may be, I intend to interpret natural and cultural features of interest on our panels. Perhaps there are some other visionaries (like the Smithsonian) that already provide interpretive services to audiences in dispose. Or perhaps I can put this idea squarely in the "harebrained" column. □

— Rick Kendall, Lake Roosevelt

## Maintenance

**Getting It Done**—The most important part of any effective maintenance program are the people. These dedicated folks undertake dozens of tasks to keep a park running day after day. Cleaning restrooms, collecting trash, running and repairing utility systems,

*It doesn't hurt to remind ourselves from time to time that maintenance staffs are working very hard, under difficult conditions, to make their park a safe and enjoyable place for all who decide to visit or work.*

.....

repairing buildings, roads and trails and a myriad of unplanned emergency repair work are the most obvious. All of this requires dedication to working safely and efficiently. But there is so much more that goes on during the course of a day or week that all maintenance crews and supervisors adjust and respond to that make the job of keeping the park clean and safe for visitors and staffs one of the most difficult.

During the last few years the National Park Service has worked hard to implement a facility management software program to help parks document existing workloads, create and implement preventive maintenance programs, generate accurate cost estimates, and most of all, plan and implement effective work planning. The Facility Management Software System (FMSS) is the current program; its predecessor, for those who can remember that far back, was the Maintenance Management System (MMS).

The general purpose of these programs was and is to help parks plan their work while at the same time ensure that available resources are directed toward the most mission-critical maintenance activities and facilities.

A basic objective of this Internet-based computerized work planning effort is to reduce what is called the maintenance backlog. A pretty big job to say the least.

Everything I have seen and heard from the field is that FMSS is working well. It can be a labor-intensive effort to get the basic program up and running, but once there it is a very valuable and useful tool. Combined with the current increase in servicewide construction programs to rehabilitate and replace failing park infrastructure, FMSS will greatly help parks and maintenance operations better manage and reduce their current maintenance backlog.

What challenges today's maintenance staff is that they are still trying to play catch-up with the work at hand. In addition, most maintenance operations are still significantly understaffed. It is one thing to say we should focus on only the most critical maintenance needs as defined by FMSS and the mission

of the park, and it's another to convince field maintenance staff that some things are just not going to get done due to a lack of staff or funds. Most maintenance folks I know and have worked with over the years have difficulty with the concept of "service adjustments". If something goes unrepaired or cleaned less frequently, the impression by visitors or sometimes even other park staff is that maintenance is not doing its job. Like any profession, they take a great deal of personal pride in the work they do and find it difficult to accept anything less than full-service to visitors or staff.

During this transition to a new paradigm of managing and controlling work using FMSS while at the same time making necessary operational adjustments due to flat budgets and staff shortages, it is important to be aware of the effects this has on the person in the field getting the job done today. Your park maintenance staff is out there everyday trying their best to accomplish the work that needs to get done. They are continually trying to adjust and respond to all the park needs no matter what kind of budget and staffing shortages they may be facing. It is not in their nature to let something go undone or unattended to.

I know that most, if not all, parks already understand and appreciate their maintenance staff and all the good work they do. But it doesn't hurt to remind ourselves from time to time that, like you, maintenance staffs are working very hard, under difficult conditions, to make their park a safe and enjoyable place for all who decide to visit or work. □

— Larry Harris, Mojave

## Protection

**EMS Clinicals and Ride-Alongs**—Unlike full-time EMTs and paramedics, most ranger/EMTs do not treat patients every day they go to work.

Some work at parks that are busy year-round, such as Great Smoky Mountains and Shenandoah, and see their share of sick and injured people. But often, the ranger/EMT is able to transfer patient care to ambulance personnel within five minutes of arriving on scene. Plus, they frequently bear scene safety, traffic direction and accident investigation responsibilities.

Others work at parks in remote settings where ambulance personnel may not have access to patients, such as Lake Mead and Glacier, in which cases the ranger/EMT usually is the primary care provider for extended durations. But oftentimes their EMS caseload

is significant only during peak visitation periods, not year-round.

We are committed to providing the highest quality of treatment to our patients. The best way to achieve this is to maintain our skills. In turn, the best way to do this is to treat patients often. So, we have a quandary: How do we maintain our perishable EMS skills, thereby ensuring our patients receive the highest quality of care?

One answer lies in clinical rotations and ambulance ride-alongs. This means we immerse ourselves, several times a year if possible, into an environment where we are surrounded by full-time medical professionals, we observe them as they work, and we treat patients ourselves. Lots and lots of patients.

There are five arrangements available to most ranger/EMTs. Of course, each is contingent on an approved agreement among supervisors, the cooperating entity and park medical directors.

■ **Emergency Room Clinicals.** By far, spending time in a hospital ER is the most effective way to increase hands-on, face-to-face interaction with patients. Though not the best setting for improving field skills such as patient packaging, it cannot be surpassed in terms of patient volume and its wide spectrum of chief complaints, medical and trauma. Outstanding opportunities exist for conducting patient assessments (an imperative skill that is often glossed over), airway management, CPR and other procedures. For park medics, a 12-hour ER shift will usually yield six to 10 IVs and meds administrations. With every patient, lay a hand on their wrist, obtain vitals, listen to breath sounds and ask lots of questions. Spend time with patients and listen to them.

■ **Operating Room Clinicals.** In many cases, rangers can augment their ER time with time spent in the hospital's OR. The primary — and often only — procedure rangers will perform in the OR is endotracheal intubation, and this will be limited to parkmedics, paramedics and possibly intermediates with advanced airway man-



Flight paramedic Andrew Slem prepares the ship's gurney for patient transfer on a Bell 430 air ambulance at Cades Cove in the Great Smokies.

agement training. Additionally, the OR is a sterile setting, and rangers can learn much about sterile fields simply by observing OR personnel at work. Though the scope of skills covered in the OR is more narrow than that of the ER, its value to ranger/parkmedics is indispensable: In several hours' time, one can perform maybe a half-dozen intubations. For most ranger/medics, it'll take a year or more to do the same number in the field.

■ **Ground Ambulance Ride-Alongs.** Second only to time in the ER in

terms of overall value is time spent doing ride-alongs with a local ambulance service. Ranger/EMTs will not only contact a lot of patients, they'll do so in a field environment, and they'll usually be permitted to perform any skill they're certified in. Additionally, they will acquire a fair amount of exposure to radio transmissions between paramedics and ER docs — again something most rangers do not do enough of. It's amazing how much we can learn just by listening to the medic call in his or her patient assessment and to the physician's questions and orders.

■ **Air Ambulance Ride-Alongs.** For parks close enough to an aeromedical ambulance service, conducting ride-alongs on flight missions is another medium in which rangers can expand their EMS experience. Often rangers are limited strictly to observation. However, much can be learned from watching, especially considering most incidents requiring air evacuation are serious in nature, and flight personnel are often the best of the best. And as a bonus, rangers will further their helicopter experience, which only serves to strengthen us as well.

■ **Ski Patrol.** Rangers volunteering as ski patrollers can also improve their EMS skills. Again, not all rangers work near ski areas, but for those who do, volunteering as a patroller provides an almost ideal setting, one that in many ways mimics some of the problems rangers face in

backcountry EMS incidents, such as similar injuries, inclement weather, rugged terrain and possibly limited equipment.

We can never provide care for too many patients, and each one we treat increases our experience level and confidence. We have a responsibility to ourselves and, to a greater degree, our patients to remain as skilled rescuers. The above efforts will help us emerge as more competent EMS providers. Our patients deserve that much. □

— Kevin Moses, Big South Fork

## Resource Management

Park staffs should be forewarned that, after a long dearth (or respite, depending on your perspective) without new Resource Management Plans, the draft Director's Order on the revamped version, Resource Stewardship plans, was out for review this spring. The DO calls for all parks to prepare these documents to guide resource management programs in parks, and emphasizes that the plans should *not* just be for or by resource managers or those with lead responsibility; they should be interdisciplinary in nature and inclusive in preparation.

The Natural Resource Challenge had several primary initiatives, one of which was a new emphasis on **research or science and learning centers**. The original hope was to have one in each of the 32 networks established across the NPS, but to date only about a dozen have received funding. Nonetheless, efforts continue to build — figuratively, if not literally — not only those initially approved centers but others.

There has been fairly widespread confusion about the intent and purpose of these centers; even within the NPS a common assumption is that these entities are to be environmental education centers primarily designed for secondary school students. Instead, the goal is to promote credible research in and for parks, and also to enhance the transfer of scientific information from and about parks to many audiences.

A common model of the NPS Science and Learning Centers, such as the one at Point Reyes or Rocky Mountain, has both a science adviser and an education coordinator who work together but also “broker” research and educational efforts with varied users and audiences. Acadia is working with new non-profit organization who will help run its facility, while Crater Lake, which has not received Natural Resource Challenge funding, is actively working with a variety of

partners to develop a science and learning center.

With the impetus of the 1998 National Parks Omnibus Management Act language calling for parks to use good science for improved decision-making, these and other science centers will likely become even more important in the future.

Employees and visitors often question the hows and whys of research studies permitted in parks — and resource managers should ensure that indeed research proposals are suitably scrutinized for quality and minimum impact. But critics should also know that the demand for good scientific information, related not just to immediate park management questions but for the broader advancement of understanding about the world's natural and cultural resources, is a growing need and expectation of parks.

“Parks for science; science for parks” is part of our mission, even as we protect park lands and the visitor experiences they offer. The NPS website has some helpful science links to anyone interested in reading more about learning centers and/or research in parks. □

— Sue Consolo Murphy, Grand Teton  
scmurphy@ispswest.com

### ANPR Mid-Year Board Meeting

The ANPR Board of Directors met April 24-25 near Fort Necessity in southwestern Pennsylvania to attend to the business of the association. The major topics of consideration were finances and fundraising, membership and the strategic direction of ANPR.

Here is a summary of actions taken by the board:

1. To endorse the executive director's fundraising tools in concept and to direct that he continue to refine the documents with the board's assistance.
2. To authorize the executive director to enlist and manage the additional efforts of a particular fundraiser on a contingency or commission basis.
3. To direct the board member for strategic planning, the executive director and the board member for internal

# ANPR ACTIONS

### Actions by ANPR President

Most of the time has been spent re-energizing people (myself included) after the Rendezvous “feeding frenzy.” The most significant amounts of time have been spent working with:

- The executive director to improve our organizational posture for fund raising.
- The Rendezvous chair and agenda co-chairs to examine past practices for improvements.
- The membership services board member and committee members to produce new recruitment materials (see the website for letter and poster).
- Americans for National Parks partners on outreach and advocacy, including significant input on the March 2004 *Endangered Rangers Report* and working with ANPR members on our own report, *Beyond the Endangered Ranger: A View from within the National Parks*, released on Earth Day (April 22).

communications to expeditiously develop a final draft of the strategic plan for presentation to the board.

4. To amend the ANPR bylaws to add a new provision enabling the board to remove an absentee board member following such member's second unexcused absence from a board meeting. Action to remove must be supported by not less than two-thirds of the board.
5. To ensure that our communications characterize ANPR as “*the* association for all National Park Service employees” and should not preclude the continued use of the tag line, “Stewards for parks, visitors and each other.”

- The Mission 16 steering committee to provide a task directive and input on initial actions.

In addition these actions were taken:

- Responded to an average of two press inquiries a month. Most of the time we are keeping ANPR's name out of the press.
- Put PBS's “P.O.V's Borders” (a web-based “diary”) in contact with Cindy Purcell of Zion. She kept a diary of her life as a ranger from Feb. 19 to March 9 and posted it on their website. Ten web pages were posted complete with photos. (See page 26 for more.)
- Sent a letter to the new congressional National Parks Caucus offering our assistance.
- Sent a letter to Congressman Norm Dicks for his support for operational base funding during the congressional budget hearings. The letter was delivered two days after the hearing, thanks to ANPR Executive Director Jeff McFarland.

— Ken Mabery



### Letter to Family of African Ranger

*This letter from ANPR President Ken Mabery, dated May 2, 2004, was sent to the Mkhize family of South Africa to express condolences for the loss of Khulane Mkhize, a 27-year-old park ranger killed by an elephant while leading a wilderness trip in late March in Hluhluwe-Imfolozi Park.*

The rangers of the United States Association of National Park Rangers send you our condolences for the loss of Fortune Mkhize. We mourn with you over the death of a dedicated game ranger who daily worked to take care of the places and wildlife that so many of us love. We cannot ease your pain of losing Fortune, but we hope you will accept our gratitude for the work he did in protecting wildlife and people.

We will remember him and other rangers around the world who have been killed while doing their dangerous and vital work. □



These are excerpts from ANPR's report.  
Read the full version at  
[www.anpr.org/beyond-04.htm](http://www.anpr.org/beyond-04.htm)

# A View from Within the National Parks

Earth Day • April 22, 2004 • National Parks Week

## Executive Overview

The Smithsonian Institution has been called the nation's attic. National parks contain the places where history occurred. As such they then represent the nation's foundation. This great nation has chosen to preserve for future generations the best that the country has in terms of its scenic, natural, cultural, recreational and historic legacy. Park rangers have the privilege and responsibility of caring and providing for the enjoyment of this special heritage.

Today the NPS budget is the largest that it has ever been. Despite this fact, this report shows that, per capita, national park employees must provide services to more visitors and protect more acres, with far greater job complexity, than 20, 10 or even five years ago.

This report both supports the accuracy of the National Parks Conservation Association (NPCA) *Endangered Rangers Report* (March 2004), and elaborates on issues that have come up as a result. This report focuses on issues from the perspective of providing basic, routine, mission-focused operations of the National Park Service (NPS). Within the NPS community, this funding is known as Operation of the National Park System (ONPS). Use of programs that the NPCA report termed "short term solutions," including volunteers and partnerships, *while absolutely critical to the long-term vitality of the system, do not deal with the critical core issue.* Each of those programs come with unique expenses that can divert resources from mission-critical work. Nor do the programs get at the heart of the issue: basic national park operations are chronically under funded and under staffed.

Since the routine daily operation of national parks are the subject of this report, side issues of land acquisition, construction, rivers and trails, and other programs that are not park-based, are not addressed. Funds for these other programs are not avail-

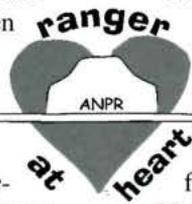
able to national park managers for routine park operations, and therefore are tangential to the purposes of this report.

## Introduction

The term "ranger" is used as it was used in the "Endangered Rangers" report by NPCA (March 2004), and indeed as used by visitors: to denote field national park

service employees. The Association of National Park Rangers (ANPR) promotes the concept of being a "ranger at heart," meaning any employee vested in the mission of the National Park Service, whether uniformed or not, and regardless of job title. "Field" in this report refers to NPS employees based in parks themselves, usually in uniform, and excludes agency employees in offices remote from parks, including regional offices.

National park managers have dealt with the "erosion of base funding" for over a decade. Ten or more years ago managers had multiple options available to deal with eroding budgets. Today, however, all of the easy and most of the harder options have already been employed – leaving little choice but to cut into core mission functions. These cuts result in a reduction or loss of service to the public and stewardship to park resources. As early as 1991, the Vail Agenda report observed: "Budgetary restraints have also played a role in limiting Park Service interpretive programs. Throughout most of the past



**"Do not let the service become 'just another government bureau,' keep it youthful, vigorous, clean and strong."**

Horace Albright,  
NPS Director, 1929-1933

decade, NPS budgets caused managers to cutback [sic] on seasonal positions, many of which were in interpretation. Additionally, lack of funds has resulted in a backlog of out-of-date materials, exhibits, and other interpretive tools..."

From the NPS's June 2001 *Workforce Planning and Restructuring Phase I – Workforce Analysis*, "At least 95 percent of all National Park Service employees routinely work with citizens and customers . . . They are the face of the National Park Service to our citizens and visitors." That percentage is likely still valid today, except many of these employees are now spread more thinly by the need to work with non-visitor customers including contractors, partners and recruiting partners.

Today some important visitor use (interpreted) sites — sites that are crucial to understanding the core story of the nation's history — have been closed to public access. Some national parks are closed several days of the week. Even where sites are open, a multitude of service cutbacks have been made, including reduced or eliminated: maintenance, restroom and trash cleaning; roving interpretation (ranger-to-visitor contact); scheduled ranger tours and programs; visitor center and ranger station hours; lifeguard, waterfront safety and river patrol programs; maintenance of historic buildings; and resource and security monitoring. In addition, some special events have been canceled.

**"The public has become accustomed to easy access to national park rangers and services, but budget constraints mean cutbacks this summer across the country."**

The Associated Press  
March 18, 2004

## Legacy Stewardship

The NPS Organic Act directs the Service to *conserve* the nationally significant resources contained in national parks to an extraordinary level — to a standard that leaves them *unimpaired* for the enjoyment of future generations. The features that make up this system are *the most* significant, rarest, and the most unique icons of America's landscape, culture and heritage.

**“The Park Service operations at \$1.6 billion a year are a tiny part of the \$2.5 trillion federal budget. Parks are obviously high on the public’s list of good things the government does.”**

Editorial, San Jose Mercury News  
March 19, 2004

**“In the \$2.4 trillion federal budget, the (NPS budget) is barely a rounding error.”**

Editorial, Corpus Christi-Caller Times, March 20, 2004

Reaching this standard is a monumental task, one complicated by the current budgetary situation. Documenting the extent of damage or impairment is always challenging, but the dilution of ranger time in the field to perform patrols and monitor the condition of national park resources makes it even more difficult to detect problems, much less ascertain their nature or extent. We do know that many resources that are being stolen, vandalized or destroyed are one-of-a-kind and non-renewable. Stolen archeological or battlefield artifacts cannot be replaced. Nor can geologic resources or fossils. Even if later retrieved through law enforcement action, their legacy value has been lost by the simple act of removal from original context without proper documentation. Some rare plant and animal species could be vandalized out of existence.

All NPS employees contribute to achieving the NPS mission through teamwork. Like the three-legged milking stool, when one leg is removed the stool collapses; and like a photographer’s tripod, it is much more stable than a bipod or monopod. All members of the park workforce provide essential contributions to the team. Protection cannot be effective without science, research, interpretation, and maintenance. Visitor enjoyment cannot be achieved without maintenance, interpretation, safety, and resources that are in good condition.

**“When you lose positions [in parks] someone has to pick up the slack. Guess who it is? The ranger.”**

A park ranger,  
Large western park

In 2000, the first comprehensive visitor satisfaction survey for the National Park System showed that 95 percent of park visi-

tors were satisfied with facilities, services and recreational opportunities. There is a culture, however, in the National Park Service of “hiding the hurt.” The last options chosen are always those that impact park visitors. The perception of visitors from their short visit is not the same as the informed view over time of NPS employees and other professionals engaged daily in resource stewardship.

The typical park visitor does not see the effects of patrol and resource program cuts. Rocks, trees, squirrels and waterfalls cannot call “911” when they are being harmed, so the degree of true damage often goes unnoticed and undocumented.

This report presents the story as seen by the stewardship professionals.

**“We are not here to simply protect what we have been given so far; we are here to try to be the future guardians of those areas as well as to sweep our protective arms around the vast lands which may well need us as man and his industrial world expand and encroach on the last bastions of wilderness.”**

Horace Albright  
NPS Director, 1929-1933

## Recommendations

a) Adopt a structured approach to “right-sizing,” “downsizing,” “realistic-sizing,” “recovery planning,” “service level adjustments,” or whatever other euphemistic term might be applied to

present trends. Such a structured approach to determining what the NPS should continue doing and what to stop doing must include: 1) complete review of the law and legal requirements contained therein, 2) assessment of all policies having a bearing on park management, 3) systematic assessment and consistent application of the stop-gap measures employed regionally or park-by-park.

b) Develop and implement an annual *Park Vitality* quick assessment tool. Not unlike going to a doctor for an annual physical, the quick checks on core mission park operations would provide an easily understood overview of the Service’s stewardship capacity.

**“I have been told that there is a culture of fear and intimidation in your offices, and that managers are not allowed to speak freely.”**

Congressman Jim Moran  
Northern Virginia  
(To Director Mainella)

c) Completely and professionally document and request full funding for mandated programs. At the policy and budget formulation level, establish an 80:20 funding ratio, personnel costs to support costs. Retroactively fully fund mandated programs added since 1990.

d) Identify the parks that are operating at and above 100 percent of their budget in permanent salaries and fixed costs, and provide immediate funding relief.

e) Establish a baseline (minimum) number of positions for basic operations in administration, protection, interpretation, maintenance, natural and cultural resource management. Provide every unit with adequate personnel cost funding plus 20% additional for support costs to cover training, supplies, materials, and travel.

f) Document the shortfalls in employee and management development and provide financial resources to develop employees at all levels to meet that need.

## Closing

*Due to factors enumerated in this report, and adjusted for inflation, the NPS has fewer funds per acre and per visitor than it*

*did 10 or 20 years ago. There is talk about the NPS having to “shift its priorities.” However, there have not been any priority or policy statements about what that shift ought to be, what we should NOT be doing, or what should be scaled back. Congress and the courts have consistently upheld the importance of conserving national parks for future generations. Unless that mandate is reduced—something that ANPR does NOT advocate—more funding is needed for the National Park System. Instead, direction continues to add priorities while the spending power of appropriated funds dwindles, requiring that professional positions be cut.*

**“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, 1940-1951

## ANPR Reports

### Executive Director

**What YOU Can Do for ANPR**— These are challenging times. Increasing responsibilities, shrinking resources, and on and on. Never has there been a greater need for ANPR's advocacy voice. And we *have* responded: testimony before the Senate on competitive sourcing, participation in the "service level adjustment" press conference that generated much press about eroding park budgets, assistance to NPCA on its *Endangered Rangers* report, the release of our own report – *Beyond the Endangered Ranger* – and ongoing leadership on the steering committee of Americans for National Parks. We are active, respected and unique — the *only* advocacy organization that broadly represents Park Service employees.

While we are attending to the business of stewardship advocacy, we must also attend to the health and vitality of the association. We have an energized membership committee that is looking at short and long-term means to increase and enhance ANPR membership. In the meantime, I would like to suggest three important steps you can take to help us better support you.

1. In the next six months, bring in one new member. You are our most valuable recruiting resource. So, help someone better understand that joining us strengthens our voice for the parks and the Park Service family. Make sure they know that it is quick and easy to join online. Share your copy of *Ranger*.
2. By the beginning of June you will receive your Super Raffle tickets. That means you will have a lot more time to sell tickets this year. Do it, please. If you can't get out and sell any, then — at minimum — buy two tickets yourself and send in your ten bucks.
3. Convince one of your colleagues to come to Ranger Rendezvous in Rapid City, South Dakota. If you've never been to Rendezvous, then treat yourself in November. Come to be informed, inspired and acknowledged.

These are serious times and they call for serious, dedicated stewards. Everyday we advocate for the parks and for the Park Service. We tell it like it is. And our voice is recognized as unique and valuable. But to be our best, we need you to spread the word and help where you can.

Are you in? ☐

— Jeff McFarland

### Internal Communications

As I write this piece for *Ranger* I have just seen the announcement for the director's professional education initiative and it prompted me to pass along some thoughts on continuing education.

We get many questions seeking advice on what schools provide a good foundation for a career with the National Park Service and there are probably as many variations on the response as there are respondents to the inquiry. After all, our favorites got us here, didn't they? One of the undergraduate schools that many of us have a fondness for is Slippery Rock University of Pennsylvania. This school, nestled in the rolling hills of western Pennsylvania and about 80 miles north of Pittsburgh, began as a normal or

teachers college and has always enjoyed a strong academic program (and some of us remember when they had a nationally ranked football program as well). For more than 25 years it has been sanctioned to present the Seasonal Law Enforcement Training Program, integrating it into their undergraduate four year degree program in Parks, Recreation and Environmental Education (see the article by John Lisco and others in *Ranger*, Winter 2003-04).

I was reminded again of this fine institution by the arrival of my alumni bulletin, *The Rock*, featuring a photo of SRU graduate student Jessica Zakrie at Santa Monica Mountains. Coincidentally, within days of this, park ranger (protection) Shannon Wojtowicz reported for duty at Badlands, hired off a

SCEP appointment from, you guessed it, Slippery Rock. The undergraduate scholastic program was recently featured in *Outside* magazine's 10-best "fast tracks to adventure" and named the best park ranger program in the country!

What may be less well known is a thesis based, on-line directed studies program that has been offered since the early '80s and is almost unique in our profession. A non-thesis version of their master of science program in park and resource management is also offered. This combination has attracted returning scholars from all the land management agencies, including a number of NPS employees. I know about it because I was one of those returning students not so long ago. Although the program is largely self-paced, expect to work — this is no "gimmie" correspondence course and if you are the typical returning student who has been away from the campus grind for several years getting a career, family or personal life in order, it will take a serious commitment and self discipline to keep whittling away at the course requirements each semester and if you choose the thesis track, it is challenging to meet the academic requirements while holding down a steady job and still meeting the timeframes imposed to complete all the requirements for graduation.

The self-satisfaction that comes from completing any worth while task is its own reward and while a master of science degree may not have provided me with any career enhancements, the fact that I started and completed a course of education that I set aside 25 years earlier was priceless. Consider this as one of your options when next you contemplate professional growth opportunities. For more information, contact the graduate studies program at Slippery Rock University, [www.sru.edu](http://www.sru.edu). ☐

— Bill Supernaugh, adjunct faculty of Slippery Rock University, ANPR board member

### Seasonal Perspectives

**Seasonal Insurance**— After careful research and consideration, the ANPR Board of Directors has decided that it can't continue to pursue the issue of health care coverage for seasonal employees. While the board finds this regrettable, the high cost of insurance, the minimum number of employees required at any one time, and the demographics of potential employees makes this an impossible mission to accomplish.

— Steve Dodd  
Northern Arizona University & Glacier

## International Committee

**International Travel Takes a Hit**— There has been a lot of chatter lately in the NPS and elsewhere about the money “wasted” on government travel. Note, for instance, the recent reduction of official travel for the NPS yet another 10 percent (in addition to an earlier 17 percent reduction). Also note testimony at the recent House Appropriations Subcommittee for the NPS where Director Fran Mainella in her statement said that NPS had frozen all international travel.

Even the Rangers Fraternal Order of Police, in their usual myopic fashion, blundered into the act. In an e-mail R-FOP frothed against the supposed “millions and millions of dollars spent on overseas travel” wasted by NPS (although they suggested that these wasted travel funds should instead be turned over solely to law enforcement to travel, train and make do with as they see fit). Lost in this low level, but vituperative debate — as is always the case when the Congress and the Administration are embarrassed by too few choices of discretionary spending to cut due to stagnant base funding — are the facts about international travel.

For instance:

- In FY 2003 and the first quarter of FY 2004, the NPS spent approximately \$352,000 on international travel (not “millions and millions”). This averages considerably less than 1 percent of total NPS travel costs. The bulk of this travel was to neighboring Canada and Mexico, not exotic overseas travel.
- The approximately \$100,000 spent so far in FY 2004 on foreign travel represents 0.004 percent of the NPS budget. (In comparison, the NPS willingly and rightfully spends approximately \$60,000 per day on overtime and other protection expenses for law enforcement when the national threat code goes to “Orange”).
- In FY 2003, there was more than \$1 million worth of volunteer work through the contributions of 139 international volunteers working in 50 national parks on behalf of the NPS International Volunteers in Parks Program. This contribution is considerably more than the total international travel costs incurred by the NPS each year.
- All NPS international travel goes

through a rigorous approval process by the assistant secretary for fish, wildlife and parks. It is not a discretionary decision that can be made by the NPS director alone.

Besides these financial and policy facts, there are several legal precedents that would direct the NPS to not be isolationists in the world park and environmental program. For instance:

- The U.S. government has treaty obligations under the World Heritage Convention which the NPS has been and should be directly involved in internationally.
- Much of NPS international travel is paid for by, and in connection with, other international programs, such as the Park Flight Migratory Bird Program, USAID, World Bank and other organizations.
- The NPS has obligations under the Migratory Bird Treaty Act for which international involvement is important. NPS involvement in migratory bird programs brings direct benefits back to park resources by helping to protect migratory species that spend part of their lives in our park areas.
- Many trips, through the Department of the Interior’s International Technical Assistance Program ([www.doi.gov/intl/itap](http://www.doi.gov/intl/itap)), are conducted by NPS law enforcement and 1811 investigators, assisting park rangers in developing countries to learn professional investigative, tracking, and law enforcement techniques. Ask rangers in Georgia (former Soviet Union), Croatia, Albania and other countries if they would like to have seen such travel curtailed.

We (the NPS and the U.S. government) stand to lose our standing in the world, if we haven’t already, as the leading force in the establishment of protected areas and parks if we don’t stay engaged internationally. At the IUCN 5th World Park’s Conference in September 2003 in Durban, South Africa, (which I attended on my own time and funds at the invitation of the International Ranger Federation) the clear message I picked up from the world attendees was: Although country representatives, without fail, recognized and honored the United States as the originator of the national park idea, they also without fail stated that the United States and the NPS are no longer seen as environmental or park leaders in the world. This impression was, unfortunately, enforced by the miniscule

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## IN PRINT

### **Her Past Around Us: Interpreting Sites for Women's History**

Edited by Polly Welts Kaufman and Katharine T. Corbett, Krieger Publishing Company, 2003; viii + 261 pp., photographs, notes, suggested readings, index; ISBN: 1-57524-130-7, hardcover, \$33.50

By **Sandy Brue**  
Kenai Fjords

Few sources could weave such wide ranging yet closely related women's issues into one text as does this collection of essays recounting the stories of Native women, colonial settlers, pioneer mothers, domestic immigrants, and wives of presidents. Their stories, their places at home, in their gardens, and in cemeteries are skillfully recounted in each essay. Readers are led to the realization that without women our history has been *one-dimensional, clouded by half-truths, and shrouded to exclude most things feminine.*

The strength of this book lies in its impressive and thought provoking suggestions for scholars, visitors, and historians to look for the hidden stories of race and gender when visiting historic sites. This comprehensive collection explores diverse and compelling subject matter that is sometimes controversial. As a history text or reference the essays look at individuals and groups of women who have participated in creating the past. They offer scholars the opportunity to examine the diversity in women's contributions and investigate their lives from their work to the graves where they rest.

Barbara J. Howe offers suggestions for incorporating women's history into public events to ensure the events are as inclusive as possible. Adding multiple perspectives may move *celebrations from tradition and symbolism to a reality sometimes hard to acknowledge.* Eileen Eagan's chapter on the use of public art offers challenging ideas to honor women's lives in ways that redefine history. She traces the changing public attitudes toward women's history from the Puritan dissenter, Anne Hutchinson, to the Vietnam Women's Memorial. The essays explore how politics and women's lives changed when they received the right to vote. Although each chapter is uniquely

structured with notes, lists of public art or extensive lists of suggested readings, it reads as one voice, recounting stories almost lost and urging research into corners yet unexplored.

These 11 essays suggest alternative ways to view women's lives, the contributions they have made, and their imprint, often overlooked, throughout history. Bonnie Hurd Smith tells us that unraveling women's lives can be frustrating. Few women were literate or left any written record. This text offers new and creative ways to glimpse and interpret the lives of the women who walked before us. National Park Service historian, Tara Travis, discusses how Native women connect to their culture by weaving canyon landscape designs into their rugs. These rugs, sold in the trading posts, offer more insight into Navajo women's history than simply their creativity.

Several chapters recommend new methods of study that reach beyond the traditional written records providing a more inclusive view of our shared past. Pamela K. Sanfilippo, park historian for Ulysses S. Grant National Historic Site, explains how archeological investigation into the spaces occupied by residents of White Haven, childhood home of Julia Dent Grant, the wife of General and later President Ulysses S. Grant, enhances understanding of the Grant family as well as their slave residents. Her multidisciplinary approach of combining archeology, architectural analysis, and oral history provides scholars a more comprehensive basis for understanding their subject.

In Margaret Lynch-Brennan's chapter on Irish domestic servants, we are reminded that most histories have focused on the effects of immigrant men in politics. Ignored are the female live-in domestic servants who worked in the homes of presidents and noted individuals such as Elizabeth Cady Stanton. Lynch-Brennan suggests several themes educators might use to focus students in *non-traditional areas of study including the economic and social reasons for immigration, the cultural and material world left behind and the new world encountered, and the advantages offered to both the employers and the young girls entering service.*

The chapter on creating women's history trails, written by Polly Welts Kaufman, introduces educators to the pride and respect for diverse places and peoples that develops when people who think historical events have no relation to them or what happened

official NPS contingent of seven people who helped staff an NPS booth (the smallest and cheapest available). To her credit, NPS Director Fran Mainella attended and gave a speech at one of the conference sessions. But it was mostly lost among the significant involvement of other countries (for instance, Australia had over 50 people from their different park divisions in attendance).

I could go on. But, the point is the NPS should be *increasing* its official overseas travel, not decreasing it. We were ground zero in the creation of national parks and protected areas. A significant number of our national parks have established important "sister" or "twin" park relations with international parks. Rangers from around the world come to work and train with United States park rangers. United States foreign policy goals include environmental initiatives that the NPS has, and should continue having, a strong role in. Finally, the NPS mission statement and Core Values in our Strategic Plan states that: "The National Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country *and the world.*" (Emphasis added).

In short, we can't afford to isolate ourselves behind a "code-orange" curtain. Keep checking with the DOI ITAP program. Seek opportunities to share your law enforcement, planning, interpretive and other experiences with world parks. Challenge the department and NPS to recognize its critical role in world environmental affairs, and to support them effectively.

We are blessed with a plethora of park skills, knowledge, experience and resources. Let's share them! □

— Tony Sisto  
Pacific West Region  
(temporarily in WASO on assignment)

## Retirement

**TSP approves new fund**—The Thrift Savings Plan's governing board has approved creation of a new "Lifecycle" (L) fund, which essentially would be a "fund of funds," using the TSP's existing five funds to create a target portfolio depending on the individual's expected date for withdrawing the money. The TSP board had been considering such a move for several months, being concerned that participants are not well diversified and are not getting sufficient returns for the level of risk they are taking.

The TSP board had considered, but ultimately  
(continued on page 27)

in their communities make a connection to the past.

One chapter commemorates the roles of women in public events — such as Sarah Fulton’s role in organizing the Boston Tea Party — another discusses reinterpreting historic house museums and women’s history in nineteenth-century cemeteries and gardens. These essays encourage the reader to look where one has never looked before. Each story, to borrow from interpreter Doug Capra in “Tour Boats and Buses and Trains, Oh My!: Interpretation in the Land of Oz,” (2002 Interpretive Sourcebook) is not simply a tidbit of interesting fact but another bead strung on a thread, each thread a strand in the fabric that binds our national story.

This collection blends sites, ideas, and suggestions, and provokes not only those working to interpret women’s history but those seeking to learn the whole story. This is an important guidebook for those who manage historic sites and a challenge to educators and visitors to demand the stories previously hidden in the attics and basements, ignored, and considered minor. Any great nation that survives and thrives must pay respect to the full memory of its past. One finishes the collection knowing that without the entire story—including the unsavory aspects — our history will be forever incomplete, limiting the potential for the nation’s future. □

*Sandy Brue is the chief of interpretation at Kenai Fjords.*

## National Park Ranger: An American Icon

Charles R. “Butch” Farabee, 2003, Roberts Rinehart Publishers, ISBN: 1-57098-392-5, 180 pages, softcover, \$18.95

### By Rick Mossman

Wind Cave

I’m an old fashioned ranger in that I still firmly believe everybody working for the National Park Service — whether they are resource folks, interpreters or administrators — are rangers.

Those of you who know me know one of my pet peeves is when a law enforcement or emergency situation occurs, an interpreter says, “Call a ranger.” I also believe that almost everyone working for the NPS should wear the uniform. The reason I mention this is that Butch Farabee’s new book should



**Butch Farabee, a founding member of ANPR, autographed his new book, “National Park Ranger: An American Icon,” at ANPR’s Ranger Rendezvous late last year in Plymouth, Mass.**

make all of us proud to be rangers and is good reading for every employee of the NPS. Farabee does in-depth research into the makings of his books. To complete his previous book, “Death, Daring and Disaster” in the NPS, (still in print) he spent years at dozens of parks getting the information needed to put that book together.

This book also has taken years of research and, of course, 30 years as a ranger. Farabee starts the book with a chronology of early protectors of land (5,000 years ago), the evolution of the word *ranger* and the beginning of the park ranger from the cavalry soldier to the modern-day ranger. Farabee does not simply talk about the “protection rangers” but also goes through the evolution and description of resource rangers, interpretive rangers, historians and others. He hits upon many of the human interest aspects, such as a chapter devoted to woman rangers, notable rangers over the years, and rangers’ spouses and living conditions (a chapter I found particularly interesting!).

Throughout the book Farabee sprinkles in numerous side bars and historic photos and trivia, which make the book entertaining reading:

- Did you know the word “interpreter” was first developed and used by John Muir?
- Or what year the first ranger was referred to as an interpreter-1884?
- Or that the first female park ranger was in 1914 at Wind Cave?

- Or that the first museum in a national park was in Mesa Verde in 1918?

The numerous historic photos are entertaining including one of ranger Don Dayton (circa 1958) at Glacier rowing a boat into a flooded swollen river to rescue a trapped motorist, Dayton has his tie and flat hat on but no life jacket!

Farabee mentions a lot of the duties and stories associated with protection rangers including SAR, firefighting, law enforcement and notable events rangers have been involved with over the years such as the early days in Alaska, the Yosemite Riot, the capture of Charles Manson in Death Valley, the response to Sept. 11, 2001, and the Winter Olympics in Salt Lake.

Farabee talks briefly about some of the mechanics of applying for a ranger job, and various training schools and associations affiliated with rangers including the Association of National Park Rangers, the National Associations of Interpreters and the George Wright Society.

At the end is a nice appendix including numerous facts and figures about the NPS. A nice timeline of ranger history from 300 B.C. until 1998 and a good list of most of the major laws affecting the NPS and rangers over the years. This listing of laws is one every NPS employee should be familiar with.

Every employee of the NPS would appreciate this book, as would anyone with an interest in the NPS or rangers. This book is just plain fun to read, and if you don’t have time to read it at least flip through and look at the pictures! □

*Rick Mossman is the chief ranger at Wind Cave.*

# Call for Papers & Presentations

## Association of National Park Rangers 27th 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 **exploring** new ideas, using **partnerships** and **preserving** what we have 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.

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 27th Ranger Rendezvous, scheduled for Nov. 15-19, 2004, in Rapid City, S.D.,** will look at **“Following in the Footsteps of Lewis and Clark — Exploration, Partnerships and Preservation.”** This theme is meant to be represent what Lewis and Clark accomplished and what we in the NPS are doing in a similar vein. We will discuss the NPS management of long distance trails including the bicentennial of the Lewis and Clark Expedition; partnerships and how they work between American Indian tribes and the NPS; and the preservation of the types of flora and fauna found by Lewis and Clark or others resources now managed by the NPS.

Proposed papers may address any topic pertaining to the above theme or other important issues facing the national parks and our work in them. Here are just a few examples of the many topics that would be appropriate:

- Partnerships between the NPS and tribal organizations
- Partnerships between the NPS and other organization, what works, what doesn't work
- Long distance trails management
- Reintroduction of endangered and threatened species, i.e. swift fox and black-footed ferrets.
- Bison management
- Chronic wasting disease and its effect on national park management
- Law enforcement and the resource (Are we protecting people or resources?)
- Exotic species (flora and fauna) management within the NPS
- Preserving prairies through fire

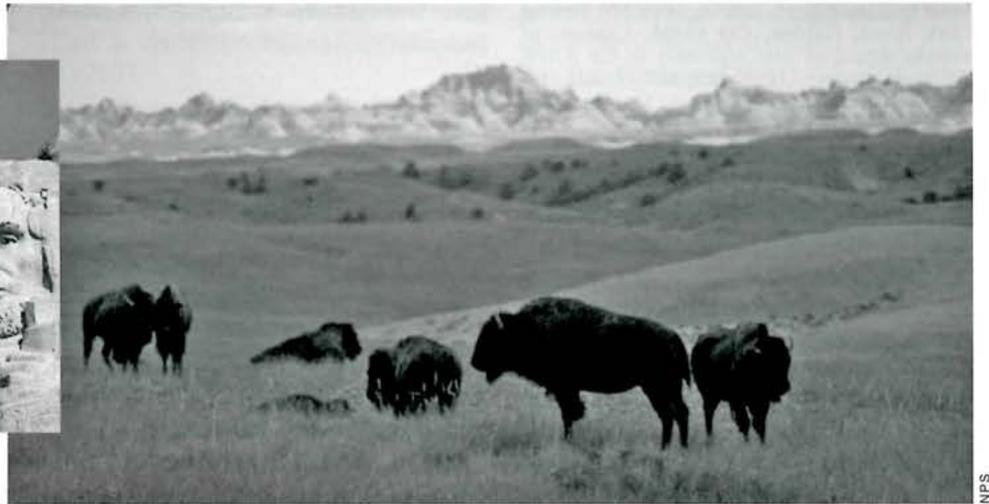
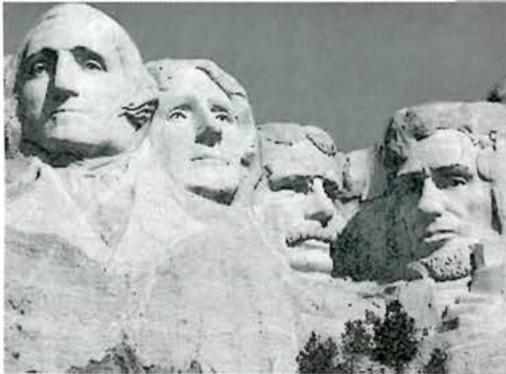
Other possible topics include:

- Cave and KARST management
- “ICON” parks and their management since 9/11
- Border parks and their management
- Cell phones and GPS in search and rescue management

**Abstracts should be 750 words or less and must be submitted no later than July 15, 2004.** Abstracts should contain the authors' names, postal and e-mail addresses, and telephone numbers at the top of the page. Papers/presentations 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 Aug. 15, 2004,** whether their papers have been selected. Complete drafts of papers or presentation outline, not to exceed 20 pages in length, will be **due Sept. 15, 2004,** 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 Oct. 15, 2004.** 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](http://www.anpr.org)) after the conference.

**Abstracts and any inquiries should be sent to: Rick Mossman, Ranger Rendezvous Program Co-Coordinator, HCR 52, Box 174-G2, Hot Springs, SD, 57747, 605-745-4463, Mossman@GWTC.net. Abstracts may be submitted electronically or in hard copy.**

# ‘Exploration, Partnerships & Preservation’



## ANPR’s 27th Ranger Rendezvous: Nov. 15 – 19 in Rapid City, South Dakota

**Proposed Agenda:** The agenda includes scheduling ANPR business meetings at the start and end of the conference on Monday and Friday. For those of you traveling on official business (and the conference is deemed official), these hours outside business meetings include keynote speakers. All of Monday, Tuesday and Wednesday will be filled with official activities including speakers and breakout sessions. Two confirmed keynote speakers are Barry Lopez, writer of the acclaimed books, “Arctic Dreams” and “Wolves and Men,” and Superintendent Gerard Baker of Mount Rushmore. He supervised the Lewis and Clark National Historic Trail and was responsible for developing the traveling exhibit, “Corps of Discovery II,” currently following the trail to commemorate the 200th anniversary of the Lewis and Clark Expedition.

Several other NPS units and state parks also are a short drive from Rapid City, including Wind Cave, Mount Rushmore, Badlands Jewel Cave, Devils Tower, Custer State Park, Bear Butte and the Mickelson Trail.

The usual and anticipated activities that are scheduled will be the Na-

tional Parks Conservation Association’s presentation of the Mather Award, Harpers Ferry Film Fest, exhibitors and receptions. An evening dinner at Mount Rushmore will include the lighting ceremony. The agenda also features the Super Raffle and regular raffle (start sewing, carving or buying items to donate!), ANPR hospitality room, the fun run, a golf outing (weather permitting) and the photography contest.

Rendezvous participants can choose from four Thursday field trips: visits to Wind Cave and Mount Rushmore (with a special hike to the top of the mountain); Minuteman Missile (one of the newest additions to the NPS); Badlands; and Lead, Deadwood and Sturgis, S.D.

Pre-Rendezvous training sessions are being planned. Please check the ANPR website at [www.anpr.org](http://www.anpr.org) for updated information on training, preregistration forms and the agenda.



The lobby area of the Best Western Ramkota Hotel and Conference Center in Rapid City

**Where:** The Best Western Ramkota is located at 2211 N. La Crosse St. in Rapid City. The toll-free number for reservations is 800-528-1234. ANPR has a block of 120 rooms held at \$71 per night (double or single)

until Oct. 22. After that the current room rate will apply. Be sure to give the conference name of **Association of National Park Rangers** to get the reduced room rate. The hotel has an indoor pool, restaurant and complete fitness center.

**How to get there:** Rapid City is located in the western part of South Dakota near the Black Hills. The airport is located near the city, and the hotel provides free, 24-hour airport transportation. The city is accessible by Interstate 90. There are campgrounds in the community and in the nearby Black Hills National Forest. 



### Membership poll — 2007 Rendezvous location

Rendezvous coordinator Dan Moses is working on Ranger Rendezvous locations for 2006 and 2007. The ANPR Board of Directors has approved the Coeur d’Alene Resort in Idaho as the preferred location for 2006.

For 2007, Moses is soliciting input from the membership as to the feasibility of holding the Rendezvous in Alaska. A poll is being conducted on the ANPR website at [www.anpr.org](http://www.anpr.org).

Please go to the website and participate in the poll. Click on the Rendezvous page. Your comments are helpful.

## All in the Family

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

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

**Allen Brookshire** is the new administrative officer at Fort Laramie NHS in Wyoming. Previously he was the administrative technician at Great Sand Dunes. Address/phone: 120 Ridge Road, Torrington, WY; 82240-2200; (home) 307-532-2630; (work) 307-837-2221; [abrookshire@member.afa.org](mailto:abrookshire@member.afa.org).

**Mona Divine** has transferred to the Forest Service after 26 years with the NPS. She moved from deputy chief ranger at Yellowstone to a staff officer position with the Forest Service, and she manages recreation, heritage, lands and minerals for two forests, a national grassland and a national monument in central Oregon. She works out of Bend, Ore. Previous park sites included Buffalo National River and the Alaska Task Force. She also worked on the

NPS Central Incident Management Team. **Richard Divine** also has transferred from special agent in Yellowstone to special agent with the Forest Service stationed in Bend. He covers cases in central and eastern Oregon. He previously worked at Buffalo National River and the Corps of Engineers. Address: [bearpaw@post.com](mailto:bearpaw@post.com)

**Roger and Peggy Moder** have moved to Navajo NM, where Roger is serving as superintendent. Come visit and see some outstanding ancestral pueblo cliff dwellings. Be prepared to hike.

**Charlie Peterson** is pursuing other interests after working for the NPS since 1968. He worked in 10 parks and was chief ranger at Arches, Bryce Canyon and Mesa Verde. Charlie and **Marta** have relocated to their new home, Casa de la Roja, in the red rock desert of southern Utah. Address/phone: 1180 Coyote Gulch Circle, Ivins, UT 84738; 435-565-2850; [cmp\\_48@juno.com](mailto:cmp_48@juno.com)

**Cindy Purcell** of Zion was selected by Public Television Broadcasting to chronicle her life for a few weeks earlier this year on the PBS website. Her contribution is part of the POV Borders section. POV, a cinema term for "point of view," is public television's annual award-winning showcase for independent non-fiction films. Purcell's writings can be found in the archives at this address: <http://www.pbs.org/pov/borders/2004/talk/index.html> □



### Jim Martin retires after 41 years

Jim Martin, superintendent of Hawai'i Volcanoes for 10 years, retired earlier this year after 41 years with the National Park Service.

He was a park ranger since 1962 in many parks including Rocky Mountain, Carlsbad Caverns, Grand Canyon, Cabrillo, Saguaro, C&O Canal, Yosemite, Channel Islands and Hawai'i Volcanoes.

Over the years he rescued those in peril, responded to medical emergencies and led fire suppression efforts. He investigated crimes and stopped those who would destroy irreplaceable resources, or endanger their lives or the lives of others.

He encouraged visitors to explore their parks and helped them develop an appreciation of America's natural and cultural heritage. He served as a positive, professional role model for other rangers, and likely inspired many children to become rangers.

As superintendent of Hawai'i Volcanoes, he walked the land with respect and admiration for those who came before. He recognized that Hawaiian culture was a living and evolving culture, and that the park, its special places and resources, were essential to native Hawaiian traditions. He made the promotion of Hawaiian cultural values and the protection of cultural sites a park priority.

Martin recognized the importance of moving fast in a park where the resources were literally "here today and lava tomorrow." He added significant land to the park, a move that now protects Kahuku, a 116,000-acre acquisition that serves as a refuge for rare and endangered plants and animals, encompasses the southwest rift of Mauna Loa, and protects archeological sites that date back more than 700 years.

Martin shared with many his feelings of fortune for a great career, protecting our nation's resources and providing for their enjoyment by countless visitors. 🏠

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

## Welcome to the ANPR family!

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

Stacy Allen .....	Shiloh, TN	Jane Hendrick .....	Anchorage, AK
John Arata .....	Charles Town, WV	Lloyd & Juliene Hoener .....	Flagstaff, AZ
William Baillie .....	Wakefield, RI	Dan Hollifield .....	San Antonio, TX
Shawn Barry .....	Newport News, VA	Sherry Justus .....	Johnson City, TX
Linda Bishop * .....	Parthenon, AR	Susan Langdon .....	Estes Park, CO
Keith Brody .....	West Mifflin, PA	Andrew Langford .....	Moose, WY
Jim Burnett .....	Athens, TX	Stephanie Laukitis .....	Du Bois, PA
Todd Caudill .....	Berea, KY	A.J. Legault .....	Grand Canyon, AZ
Steven Chabak .....	Decatur, IL	James McGill .....	Laurium, MI
Kevin Crisler .....	Whitney, TX	Kevin McMurry .....	Cincinnati, OH
Melissa Cuzzart .....	Ellicott City, MD	Douglas Michlovitz .....	Bethel, CT
Shane Davis .....	Aurora, CO	Jessica Mock .....	Albany, OH
Joseph Edmiston .....	Malibu, CA	Jerry Pendleton .....	Saltillo, MS
Clifton Edwards .....	Cement City, MI	Adam Prato .....	Ocean Springs, MS
William Ellis Jr. ....	Woodbridge, VA	Kurt Rees .....	Flagstaff, AZ
Alan Ellsworth .....	Milford, PA	William & Sara Reynolds .....	Washington, VA
Rich Fedorchak .....	Moose, WY	Cliff & Beth Spencer .....	Alamogordo, NM
Pete Fonken .....	Torrey, UT	Dave Uberuaga .....	Eatonville, WA
Mark Giese .....	Hilliard, OH	Dave & Jennie Vasarhelyi ..	Sagamore Hills, OH
Justin Glasgow .....	Alpine, TX	Chris Wilkinson .....	Americus, GA
Pam Griffin * .....	Houghton, MI	Rick Wilson .....	Divide, CO
Lawrence Hartmann ..	Gatlinburg, TN		
Kimberly Hebert .....	N. Dartmouth, MA		

\* New life member

## Passing of Dave Spirtes

Fire Island National Seashore staff and park partners were deeply saddened to hear that highly regarded superintendent, David Spirtes, had succumbed to cancer April 15.

He had been at Fire Island for less than a year, but his contributions were monumental. Almost everyone who dealt with him professionally — park staff, Fire Island residents and other park neighbors and stakeholders — respected his quiet forthright nature and honesty, and his determination to arrive at agreeable solutions without sacrificing the integrity of the resources he was entrusted to protect and preserve.

Spirtes, a native New Yorker, began his NPS career 31 years ago as a seasonal park ranger at White Sands. He spent several more seasons at national parks including Grand Canyon, Everglades and Glacier, before committing to a career job at Gulf Islands in 1977. Spirtes was promoted to a subdis-

trict ranger position at Yellowstone, then to chief ranger at Glacier Bay. He also served as chief ranger at North Cascades. In 1994, Spirtes first rose to the rank of superintendent at Bering Land Bridge, then became superintendent of Western Arctic National Parklands in Kotzebue, Alaska. He was selected as superintendent of Fire Island in May 2003.

The recipient of numerous awards for wilderness management, assisting with the Exxon Valdez oil spill response, managing search and rescue operations and safety, Spirtes was honored with the Secretary of the Interior's Meritorious Service Award in 2000. A graduate of the University of Pittsburgh with a bachelor's degree in political science (1970) prior to joining the NPS, he served as a pathfinder and infantryman with the 101st Airborne Division in Vietnam.

His illness appeared suddenly and advanced quickly. He leaves behind a wife,

Kathy, and their young daughter, Alexandra, two brothers, Richard and Peter, a sister, Judy, and a bereaved staff from his National Park Service family.

The family held a private memorial service. Memorials, in lieu of flowers, may be sent to: Friends of Fire Island National Seashore, David Spirtes Memorial Fund, P. O. Box 504, Patchogue, NY 11772-0504, or the Fire Island Lighthouse Preservation Society, David Spirtes Memorial Fund, 4640 Captree Island, Captree Island, NY 11702-4601. 

— Paula Valentine  
Fire Island

## Retirement *(continued from page 24)*

mately rejected, creating a separate fund called a "Lifestyles" fund, in which the investors would pick target allocations themselves and the investments would be adjusted to maintain those allocations. "A Lifecycle fund is easier to explain to investors and does not require that they determine their risk tolerance" said Gary Amelio, executive director.

Lifecycle funds have been around for sometime. Large fund families like Vanguard, Charles Schwab, T. Rowe Price and Fidelity all offer lifecycle funds. Most are funds of their own funds. Fund families offer lifecycle funds in three formulas — aggressive, moderate and conservative — designed to take you from being a young, aggressive investor to an older, more conservative one. Apparently the TSP board plans to make these decisions for you if you invest in the "L" fund.

My own philosophy differs from this plan. Having been retired for nearly 25 years and never being able to invest in the TSP, I have discovered that my wife and I still must be aggressively invested in stocks to live in the lifestyle to which we have been accustomed. In our retirement workshops we strongly suggest that employees accumulate as much as possible

while still working and then diversify that large nest egg to provide income for the next 20, 30 or more years in retirement. We doubt that many of you will need to or be old enough (age 59½) to start taking out your TSP upon retirement. The adage of needing at least 80 percent of your high three salary a year is wrong. After over 20 years of retirement we have learned it's more like 150 percent of my high three. Those of you in FERS will have Social Security plus your FERS basic pension. Between these and the income from your reinvested TSP dollars (that you have rolled over and diversified into a number of IRAs comprised of dividend paying stocks and funds) you will be very comfortable. You worked hard for that TSP nest egg, now have it work hard for you. Invest it — don't spend it.

The new "L" fund won't be available until 2005 (or probably later, much later) so think about it and understand this fund. If I were investing in the TSP today my allocation would be 50 percent in "C," 40 percent in "S" and 10 percent in "I." That's an investment in the world's stock market.

As Warren Buffett says, "Accumulate to create wealth, diversify to preserve it." □

— Frank Betts, Retired



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## Promotional sales

We've added some new items to our inventory! Included are long- and short-sleeved polo shirts, ball caps and briefcases, all from Land's End, along with charcoal with gold-trimmed writing pens. Of course, all items sport the familiar ANPR flat hat logo. Visit our website to view these items and more.

If you are new to ANPR and/or are looking for a way to be more involved, consider some volunteering at the sales table at the Rendezvous in November in Rapid City, S.D. If you're interested, contact me at [makarraker@hotmail.com](mailto:makarraker@hotmail.com).

And, finally, after Rapid City (and three years as the promotional sales coordinator), I plan to turn over the reins to a new volunteer. The position doesn't require too much in the way of time or energy, but enthusiasm and some storage space are necessary! Contact me at the above address or Ken Mabery at [ANPRpresident@aol.com](mailto:ANPRpresident@aol.com).

— Marianne Karraker  
Glen Canyon

*New items sport familiar logo — get yours today!*



short-sleeved polo shirt



ball cap



canvas briefcase



25th anniversary logo pin

See [www.anpr.org/promo.htm](http://www.anpr.org/promo.htm) for more items — all in full color

## New ANPR items!

ITEM	PRICE	QUANTITY	TOTAL
Long-sleeved polo mesh shirts: Men's M - L - XL - XXL Women's S - M - L - XL Colors: gray heather, white, honey gold (circle size and color)	\$ 35.00		
Short-sleeved polo mesh shirts Men's M - L - XL - XXL Women's S - M - L - XL Colors: gray heather, steam heather, (beige), white (circle size and color)	\$30.00		
Canvas briefcase, khaki	\$60.00		
Ballcap, khaki	\$17.00		
ANPR coffee mug (ceramic)	\$ 4.00		
Writing pen	\$ 4.00		
ANPR cloisonne pin or 25th anniversary pin, silver with relief, 3/4-in. round (circle choice)	\$ 2.00		
Mousepad, tan with ANPR logo	\$ 2.00		
ANPR decal	\$ 1.00		
Can koozie	\$ 1.50		
Subtotal			
Shipping & handling (see chart)			
<b>TOTAL (U.S. currency only)</b>			



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# MEMBERSHIP APPLICATION — Association of National Park Rangers

Renewal *or*  New Membership    Date \_\_\_\_\_ Park Code \_\_\_\_\_ Region \_\_\_\_\_  Retired?

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

### Important Notice

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

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

Type of Membership (check one)	Individual		Joint	
	One year	Two years	One year	Two years
<b>Active</b> ( <i>all NPS employees and retirees</i> )				
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
<b>Associate Members</b> ( <i>other than NPS employees</i> )				
Associate	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75

Special Supporters	Individual	Business
	<input type="checkbox"/> Friend (\$250-\$4,999)	<input type="checkbox"/> Ranger Club (\$5,000 & up)
	<input type="checkbox"/> Sponsor (\$500-\$4,999)	<input type="checkbox"/> Old Faithful Club (\$10,000 & up)

**Life Members** (*May be made in three equal payments over three years; indicate if paying in one installment*  *or three*  )

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)



## Share your news with others!

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

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 \_\_\_\_\_

### Send news to:

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 Golden, CO 80401  
 or e-mail: [fordedit@aol.com](mailto:fordedit@aol.com) or  
 check ANPR's website:  
[www.anpr.org](http://www.anpr.org) and go to Member  
 Services page

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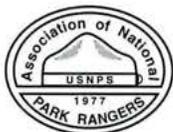
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