

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

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Directors of the NPS: A Legacy of Leadership & Foresight

Letters

What you missed . . .

I unfortunately did not attend the Rapid City Ranger Rendezvous (November 2004) and recently read about it in *Ranger*. There I found the text of the keynote speech by ranger Alden Miller. If for no other reason, reading his speech made me for the first time truly regret not attending. What a perfect synthesis of history and vision in simple, powerful words! It is a great tribute that he has chosen to work with the NPS (and, hopefully, become an ANPR member!). If members haven't read this, they should, either in the Winter 2004/05 *Ranger* (page 8), or at the excellent and informative website www.anpr.org.

And while I'm at it, I and others who did not attend the last Rendezvous also missed the inspiration of Barry Lopez, the passionate challenge of Rick Smith's keynote, and simply having fun with old and new friends in this wonderful organization.

The message here, which initially started simply as a tribute to ranger Miller, is that the ANPR Rendezvous, no matter where it is or what size of attendance, has proven to attract the intellect, passion and professionalism of this organization we have all (fortunately) chosen to work for, and the challenging minds from those that support us. This hasn't changed.

So . . . I expect to see everyone in Charleston, S.C., this coming December. Be there!

Tony Sisto
San Leandro, Calif.



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ANPR Calendar

Ranger (Fall issue)
deadline July 31

Ranger (Winter issue)
deadline Oct. 31

Ranger Rendezvous XVIII Dec. 4-8
Charleston, S.C.

Coming next issue: The Future of
NPS Law Enforcement

Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with National Park Service employees; to promote and enhance its professions, spirit and mission; 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 parks professionals and those interested in the stewardship of national parks; provides a forum for discussion of common concerns of all employees, and provides information to the public.

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

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President's Message

In 2002 ANPR made a commitment to enhance the ability of the association to fulfill its mission and better serve the membership through the creation of an executive director position. It was hoped that the executive director would provide our association with a more effective voice to advocate for parks and all park employees.

This was a grand experiment with great potential for the future. The ultimate success of this endeavor hinged on one very important aspect—fundraising. ANPR had the resources to sustain the position for only a few years. Continuation of the executive director required a fundraising effort that would bring in enough revenue to sustain the position. While we may have succeeded in our advocacy, we did not succeed in raising enough funds to maintain the executive director beyond an initial three-year contract. As a result, the contract for the executive director was not renewed when it ran out this spring.

Maintaining the executive director during the past three years has placed a great strain on the financial resources of the association. I assure the membership that our financial situation is stabilized and I anticipate improvement over time. I would also like to thank Jeff McFarland for his dedication and hard work on behalf of ANPR. He has demonstrated his commitment to the principles of the Service, the association and all park employees on more than one occasion. Thank you, Jeff.

Now we need to look ahead. The board member for fund raising activities, Sean McGuinness, is working on programs to increase revenue. Kirsten Talken-Spaulding, board member for membership services, is working to bring new members to ANPR. Tom Bowling-Schaff, board member for special concerns, is monitoring opportunities for ANPR to continue its advocacy. Erin Broadbent is pre-

paring an insightful and pertinent agenda for the Ranger Rendezvous in Charleston. Rather than looking back at an unsuccessful endeavor, we should give our attention to these important projects.

I urge the membership to support the work of ANPR by volunteering to assist with these and other endeavors. I also urge everyone to come to Charleston this December. Let us come together to build a strong and vibrant future for parks, visitors and each other. 🏞️

Lee S. Kerst



LEADING THE NPS: This photo, dated about 1927, was taken while Stephen Mather, right, served as director of the National Park Service. The other two men, Arno Cammerer, left, and Arthur Demaray, center, also would serve as directors. This edition of *Ranger* takes a look at the legacy of each NPS director during the nearly 100 years of the NPS.

Cover photo: NPS Director Stephen T. Mather on horseback at Glacier National Park, 1920s. Photo courtesy of National Park Service Historic Photograph Collection.

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REACHING A PINNACLE: This historic photo of Stephen Mather atop his horse at Glacier has become a legend within national park circles.

“Dear Steve: If you don’t like the way the national parks are run, why don’t you come down to Washington and run them yourself?”

— Interior Secretary Franklin Lane



PERFECT PARTNERSHIP: Stephen T. Mather (second from left) with partners and dignitaries at the Pipe Spring Fort in 1928. Left to right are Heber J. Grant, president, Church of Jesus Christ of Latter-day Saints; Mather; Carl R. Gray, president, Union Pacific Railroad; Utah Senator William King; Harry Chandler, publisher, Los Angeles Times; and Jonathan Heaton, former owner, Pipe Spring Ranch. See accompanying article on next page about the Mather-Pipe Spring connection.

On a cold mid-December day in 1914, Stephen Tyng Mather arrived in Washington to meet the challenge presented to him by Interior Secretary Franklin

Lane. “I’m not asking you to sit at a desk and run a department, I’m looking for a new kind of public official, one who will go out in the field and sell the public on conservation, then work with Congress to get laws passed to protect the national parks,” Lane said. “The job calls for a man with vision. I can’t offer you rank or fame or salary — only a chance to do some great public service.”

Mather promised to stay for a year to see what he could do. He ended up staying for 15 years, orchestrated the establishment of the National Park Service, became the Service’s first director, and started a new era for the national parks.

Approaching a century later, a total of 16 individuals, including Mather, attained the title of director of the National Park Service. This edition of *Ranger* magazine is dedicated to the 15 men and one woman who have served and continue to serve the “greatest idea America ever had.” Each director, past and present, brought an individual style and leadership presence to the position and each has imparted a unique set of milestones, sometimes positive — sometimes controversial — upon the office.

This issue contains a series of short articles or brief biographies highlighting some of the interesting facets behind each name. In order to provide extra depth to narratives, *Ranger* magazine contacted the eight surviving former directors and asked them to respond to several questions. Four directors responded by press time, and their extra anecdotes are presented throughout the issue.

— Mark Herberger, *Ranger* editorial adviser

NPS Directors — Through the Ages

Stephen T. Mather

May 16, 1917 — Jan. 8, 1929



A wealthy, gregarious businessman, Stephen T. Mather came to Washington from Chicago in January 1915 as Interior Secretary Franklin K. Lane's special assistant for national park concerns. His vigorous efforts to build

public and political support for the parks helped persuade Congress to create the National Park Service in 1916. Appointed the first NPS director in May 1917, he continued to promote park access, development and use and contributed generously to the parks from his personal fortune. During his tenure the Service's domain expanded eastward with the addition of Shenandoah, Great Smoky Mountains and Mammoth Cave. Periodically disabled by manic depression, Mather left office in January 1929 after suffering a stroke. He died a year later. □

Suggested reading: *Steve Mather of the National Parks* by Robert Shankland. 3rd edition; New York: Alfred A. Knopf, 1976.

Horace M. Albright

Jan. 12, 1929 — Aug. 9, 1933

Horace M. Albright came to the Interior Department from California in 1913 at the age of 23. After Mather's arrival Albright assisted him in overseeing the department's national parks and monuments and working for passage

of the National Park Service legislation. Appointed NPS assistant director in May 1917, he acted as director for nearly two years while Mather was disabled by depression and launched the bureau's operations. From 1919 to 1929 he was superintendent of Yellowstone but contin-



ued to play a leading role in servicewide affairs. As Mather's successor in January 1929, he engineered the further expansion of an essentially western, natural park system to a truly National Park System encompassing historic sites and memorials. He left for a private business career in August 1933 after obtaining the agriculture and war departments' national monuments and military parks and the national capital parks, but he retained close ties to the NPS until his death in 1987. □

Suggested readings: *The Birth of the National Park Service: The Founding Years, 1913-33* by Horace M. Albright as told to Robert Kahn. Salt Lake City: Howe Brothers, 1985; *Creating the National Park Service: The Missing Years*, University of Oklahoma Press, 1999; *Wilderness Defender: Horace M. Albright and Conservation* by Donald C. Swain, Chicago, University of Chicago Press, 1970.

Stephen Mather's 'Pet Project'

By John W. Hiscock

Pipe Spring

The establishment of Pipe Spring National Monument in 1923 showcased Stephen Mather's consummate skills as a businessman, negotiator and promoter for the National Park System.

By 1920, in Stephen Mather's third year as director of the National Park Service, the park system consisted primarily of large and small natural and scenic parks and monuments, a number of archeological parks and a few historic areas. In September of 1920, on a trip that included the dedication of Zion National Park, Mather took a special interest in a small and little known historic site on the remote Arizona Strip, north of the Grand Canyon, known as Pipe Spring. There, in 1870, Brigham Young had directed the construction of a sandstone masonry fort for protection of Mormon colonization routes and ranching activities from Navajo and Ute raids. On that first visit, Mather met Jonathan Heaton and his family who owned the site. Although it was Mather's first trip to the region, he demonstrated immediate interest

in the area as a national monument and discussed the idea with the Heaton's.

Mather consistently recognized the importance of developing a constituency for the National Park System. This meant getting people to the parks by the most comfortable transportation feasible. Recognizing the potential for visitation to Zion, the north rim of Grand Canyon, Bryce Canyon and Cedar Breaks, the director began negotiations and fundraising endeavors for improved roads with Utah politicians, the Church of Jesus Christ of Latter-day Saints and the Union Pacific Railroad in the early 1920s. And a dusty but well-watered little oasis on the Arizona Strip fit right into his plans. The shade and cool water of the springs offered a welcome break for travelers—many carried by Union Pacific partners—making the long, arduous trip on the dirt track between Zion and the north rim of the Grand Canyon.

Mather was committed to the idea that "this pet project of mine" would "be a big stimulus to the work that is now going on to develop the tourist possibilities of this southern Utah and



Stephen Mather stands on the ruins of the west cabin walls at Pipe Spring in 1928.

northern Arizona country." By 1921 Mather returned to Pipe Spring, this time with President Carl Gray of the Union Pacific Railroad, and had contacted church president Heber J. Grant for his assistance in purchasing the site. A proclamation was prepared and signed by President Warren G. Harding on May 31, 1923, prior to the acquisition of title. The purchase was completed in April 1924 for \$4,250: \$1,000 from Union Pacific, \$1,000 from the church, \$500 from Mather, \$250 from Grant and the remaining \$1,500 from church fundraising efforts.

Mather's Pipe Spring became a watering hole for park visitors and ultimately a valuable component of the park system, as an important representative example of Mormon colonization of the west and Mormon-Indian relations. 

John Hiscock has been superintendent of Pipe Spring since 1994.



Zion NP Archives

Horace Albright with his Lincoln touring car in front of the Zion Lodge, 1925.

Albright Retires

"I made my departure from the National Park Service as quietly as possible, asking that there be no goodbye ceremony. I tried to put my thoughts about the future of the Service into a farewell message, which was sent to the field just before I left."

— From *The Birth of the National Park Service* by Horace M. Albright

In this letter, perhaps one of my last official statements to you, let me urge you to be aggressive and vigorous in the fulfillment of your administrative duties.

The National Park Service, from its beginning, has been an outstanding organization because its leaders, both in Washington and out in the field, worked increasingly and with high public spirit to carry out the noble policies and maintain the lofty ideals of the service as expressed in law and executive pronouncement. Do not let the Service become "just another government bureau"; keep it youthful, vigorous, clean and strong. 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. Today we are concerned about our natural areas being enjoyed for the people. But we must never forget that all the elements of nature, the rivers, forests, animals and all things co-existent with them must survive as well.

I hope that particular attention will be accorded always to that mandate in the National Park Service Act of 1916 and in many organic acts of the individual parks which enjoins us to keep our great parks in their natural condition. Oppose with all your strength and power all proposals to penetrate your wilderness regions with motorways and other symbols of modern mechanization. Keep large sections of primitive country free from the influence of destructive civilization. Keep these bits of primitive America for those who seek peace and rest in the silent places; keep them for the hardy climbers of the crags and peaks; keep them for the scientist and student of nature; keep them for all who would use their minds and hearts to know what God had created. Remember, once opened, they can never be wholly restored to primeval charm and grandeur.

I also urge you to be ever on the alert to detect and defeat attempts to exploit commercially the resources of the national parks. Often projects will be formulated and come to you "sugar-coated" with an alluring argument that the park will be benefited by its adoption. We National Park men and women know that nature's work as expressed in the world-famous regions in our charge cannot be improved upon by man.

Beware, too, of innovation in making the parks accessible. For a half century, elevators, cableways, electric railways and similar contrivances have been proposed from time to time and have been uniformly rejected. The airplane while now an excepted means of transportation should not be permitted to land in our primitive areas.

Park usefulness and popularity should not be measured in terms of mere numbers of visitors. Some precious park areas can easily be destroyed by the concentration of too many visitors. We should be interested in the quality of park patronage, not by the quantity. The parks, while theoretically are for everyone to use and enjoy, should be so managed that only those numbers of visitors that can enjoy them while at the same time not overuse and harm them would be admitted at a given time. We must keep elements of our crowded civilization to a minimum in our parks. Certain comforts, such as safe roads, sanitary facilities, water, food and modest lodging, should be available. Also extra care must be taken for the children, the elderly and the incapacitated to enjoy the beauty of the parks.

We have been compared to the military forces because of our dedication and esprit de corps. In a sense this is true. We do act as guardians of our country's land. Our National Park Service uniform, which we wear with pride, does command the respect of our fellow citizens. We have the spirit of fighters, not as a destructive force, but as a power for good. With this spirit each of us is an integral part of the preservation of the magnificent heritage we have been given, so that centuries from now people of our world, or perhaps of other worlds, may see and understand what is unique to our earth, never changing, eternal. 

Arno B. Cammerer

Aug. 10, 1933 — Aug. 9, 1940



Arno B. Cammerer replaced Albright as assistant director in 1919, serving as Mather's right-hand man in Washington and acting for him in his frequent absences over the next decade. Headvanced to the new

rank of associate director in 1928, then succeeded Albright as director in August 1933. Under his leadership the NPS became involved with recreational area planning and management, supervised the Civilian Conservation Corps in both national and state parks, and began to survey and record historic sites and buildings outside the parks. Strained relations with Secretary of Interior Harold L. Ickes impaired his effectiveness and health, and he stepped down after a heart attack in 1940 to become the Service's eastern regional director. He died in that position the following year. □



Arno B. Cammerer was serving as associate director at the time of this photo, Jan. 31, 1933.

Newton B. Drury

Aug. 20, 1940 — March 31, 1951



Newton B. Drury declined appointment as director in 1933 but accepted the job in 1940. He was the first director without prior national park responsibilities but came with strong conservationist credentials, having

served as executive secretary of the Save-the-Redwoods League in California. During World War II he successfully resisted most demands for consumptive uses of park resources. Less eager than his predecessors to expand the park system, he opposed NPS involvement with areas he judged not to meet national park standards. Differences with Interior Secretary Oscar L. Chapman over Chapman's support for dams at Dinosaur contributed to Drury's resignation in 1951. He died in 1978. □



Superintendent Edmund B. Rogers, left, and NPS Director Newton B. Drury relax on the porch of the Old Faithful Inn, 1940.

Arthur E. Demaray

April 1, 1951 — Dec. 8, 1951

Formerly a draftsman with the U.S. Geological Survey, Arthur E. Demaray moved to the NPS when its headquarters was first staffed in 1917. His brief tenure as NPS director in 1951 before his planned retirement was a reward for his long and distinguished service, after 1933 as associate director. In the second spot during the tumultuous New Deal and the difficult wartime years (when he remained in Washington while the headquarters office relocated to Chicago), he proved an effective administrator. Perhaps his greatest accomplishment was to maintain good working relations with Harold Ickes during the irascible secretary's 13-year regime (1933–46). Demaray died in 1958. □



Demaray — Short Tenure as Director, Long Record of Public Service

By Chris Wilkinson
Jewel Cave

It would be a shame if Arthur Demaray ends up a footnote in the annals of National Park Service history. Here was a man who occupied the most powerful position in the Service for only eight months. Yet Demaray's directorship was a reward in return for 34 years of forward thinking service. During this time, he helped build the NPS into the premier land management agency within the federal government. If Demaray is to be a footnote, perhaps we would do well to remember that footnotes are the very foundation upon which history is built.

Demaray was one of the first civil servants hired by Horace Albright after the NPS was created in 1916. For over half his career he would serve as the associate director. This position would seem to wed the incumbent to deskbound duty in the Washington bureaucracy. Yet these were different times, and men such as Demaray believed it was of vital importance to visit the special places being preserved for the American people. Demaray had that adventurous spirit which defined many of the early rangers. Here was a man who did not just administer from behind a desk, but visited parks searching for that special insight only field experience can lend.

In the summer of 1935 Demaray had planned an extensive tour of 26 NPS units. By taking this grand tour he would be able to view the vast improvements being brought to the parks by New Deal-era programs. It must have been adventure and a sense of service that led Demaray to embark upon a notable detour during this trip. Crossing the Midwest he soon entered the dust bowl-ridden high plains. Initially, Demaray had planned to make a short stop in western Nebraska at Scottsbluff National Monument. There he was to take a look at the Civilian Conservation Corps work at the site. It soon came to his attention that acting site superintendent Harold Cook would be relieved of his position due to regional political machinations. Cook requested a meeting with Demaray concerning his tenuous position. As an added bonus, Cook invited Demaray to view one of the area's great marvels, the Agate Fossil Quarries, which had been discovered on ranchland owned by Cook's father. The visit would allow Demaray to not only solve an administrative problem, but also view a magnificent fossil site.

On July 4, 1935, Demaray arrived at Agate Springs Ranch. Immediately he set to work resolving Cook's status at Scottsbluff. Demaray met with Cook over lunch, then proceeded to seek out local opinion as to Cook's ability. Following these impromptu meetings, Demaray wired Washington to give his estimation that

Cook was by far the most qualified candidate for the position. Though Cook would only continue in the position a short while longer, Demaray's visit cultivated a relationship with the NPS that would eventually bear fruit.

In addition, Demaray found time to meet Cook's father, James, who many years earlier had found mysterious fossils covering his ranch land along the Niobrara River. He was given a personal tour of the hills and bottomlands, which held secrets to Nebraska's distant past. Here lay the bones of giant prehistoric pigs, camel-gazelles and land-beavers. Looking into the past must have helped Demaray envision the future, a special place preserved for posterity. The Cooks discussed this very matter at length with the associate director. Though it would be another three decades before Agate Fossil Beds became a national monument, Demaray's visit was the genesis for building recognition and consensus to protect this special landscape.

Demaray's trip has become a footnote in the history of Agate's preservation. Yet, this footnote illustrates the vital work he performed on behalf of the NPS. These footnotes are the legacy of Arthur Demaray and the foundations upon which the Service's rich history has been built. 

Chris Wilkinson is a park guide at Jewel Cave.

Conrad L. Wirth

Dec. 9, 1951 — Jan. 7, 1964

Trained as a landscape architect and previously employed by the National Capital Park and Planning Commission, Conrad L. Wirth joined the NPS as an assistant director in 1931. With the coming of the New Deal he supervised the service's Civilian Conservation Corps program in the state parks. His administrative ability marked him to succeed Demaray, whom he served as associate director before advancing to the top job in December 1951. Wirth's crowning achievement was Mission 66, a 10-year, billion-dollar program to upgrade park facilities and services by the 50th anniversary of the NPS in 1966. After the 1961 change of administrations Wirth fell out of favor with Secretary of the Interior Stewart L. Udall and departed in early 1964. He died in 1993. □

Suggested reading: *Parks, Politics, and the People* by Conrad L. Wirth. University of Oklahoma Press, 1980.



Mastermind of Mission 66 Effort

NOTE: Reprinted with permission from Eastern National Park and Monuments Association.

Conrad "Connie" Wirth was born in Hartford, Connecticut, in 1899, to Theodore and Leonie Mense Wirth. The senior Wirth, horticulturist, park planner and administrator, and best remembered for his directorship of the greatly admired Minneapolis park system, imbued the second of his three sons with a lifelong passion for parks for the people. Conrad earned a bachelor's degree in landscape gardening from Massachusetts Agricultural College (now the University of Massachusetts). In 1926 he married Helen Olson, his tireless helpmate and supporter of the National Park Service until her death in 1990.

After a few years in the private practice of landscape planning, Wirth embarked upon his federal career in 1928 as a member of the National Capital Park and Planning Commission. In 1931 Horace Albright brought him into the NPS as an assistant director for land planning. He continued in this capacity under Arno Cammerer and Newton B. Drury, and was named in 1951 as an associate director by Arthur E. Demaray.

During the Roosevelt administration, Wirth distinguished himself with his brilliant implementation of Civilian Conservation Corps pro-

grams in support of federal, state and local parks. He conceived Mission 66 and masterminded White House and congressional support for this

Herculean effort to, in his words, "...overcome the inroads of neglect and to restore to the American people a National Park System adequate for their needs."

The program and Wirth were criticized by many in the conservation movement as self-serving development. But Park Service employees were heartened by the 10-year, \$1 billion program that ended during the Service's 50th anniversary year in 1966. It produced not only such tangible items as 2,000

new employee centers and the training centers at Harper Ferry and the Grand Canyon, but also fostered a spiritual rejuvenation within the NPS family. It was a time when things were held together with something more serviceable than paper clips and baling wire. 🏠

George B. Hartzog Jr.

Jan. 9, 1964 — Dec. 31, 1972

George B. Hartzog Jr. joined the NPS as an attorney in 1946. He moved to field assignments at Great Smoky Mountains and Rocky Mountain national parks, then made his name advancing the Gateway Arch project as superintendent of Jefferson National Expansion Memorial from 1959 to 1962. After briefly leaving the Service he returned as associate director in 1963 with the promise of succeeding Conrad Wirth in January 1964. A dynamic, politically astute manager, Hartzog welcomed some 70 new areas to the National Park System during his nine-year tenure as director. He also greatly enlarged the Service's role in urban recreation, historic preservation, interpretation and environmental education. Closely identified with the expansionist policies of the Johnson-Udall administration, Hartzog was less appreciated by its successor and was dismissed in late 1972. □

Suggested reading: *Battling for the National Parks* by George B. Hartzog Jr. Mt. Kisco, NY: Moyer Bell, 1988.



Director Conrad L. Wirth speaks at the dedication of the Death Valley Visitor Center, Nov. 12, 1960.

Charleston Convention & Visitors Bureau



Director George B. Hartzog, left, and former Director Horace M. Albright were photographed while attending a dinner at Hilltop House in Harpers Ferry, West Virginia, to celebrate the 50th anniversary of the NPS — Aug. 29, 1966.

NPS Historic Photograph Collection

Q & A with George B. Hartzog

Ranger: Can you bring us up to date with what you are doing now?

Hartzog: Following my “involuntary separation” from the National Park Service, in short, fired by President Nixon, I returned to the private practice of law. I was first admitted to the bar of South Carolina in 1942; now practicing in Virginia and the District of Columbia.

Ranger: Do you keep an interest in issues and topics that affect the National Park System and National Park Service?

Hartzog: I try to stay informed on NPS issues through the Director’s Council, the NPS News Digest, the publications of E&AA, the Association of National Park Rangers, *Eastern National*, the White House Historical Association and the NPS Grapevine.

Ranger: While serving as director of the National Park Service, what are some of your most positive memories?

Hartzog: It took a book to recount my “most positive memories.” Perhaps my best response to your request is to summarize the results of the three objectives I established for myself when I became director:

1. Expand the National Park System, resulting in the largest expansion of the system in history, plus reserving from state and Alaska native selection, 80 million acres of national interest lands.

2. Make the programs and the parks relevant to an urban America, through youth program innovations, such as Summer In The Parks and Parks for All Seasons; emphasis on programs aimed at restoring a sense of community in society, such as living history, National Environmental Education Development and environmental education study landmarks; new congressional enactments establishing the National Park Foundation, the Volunteers In Parks program, the Historic Preservation Act of 1966, Wolf Trap Farm Park for the Performing Arts, Golden Gate and Gateway.

3. Update management policies and rein-vigorate the agency’s personnel system to include women and minorities in park management. Appointed first career woman, minority and Native American as park superintendent; and, first African-American to head a major police force in America—the U.S. Park Police.

Ranger: As director, can you retell one of two of your most serious challenges?

Hartzog: There were a multitude of them: eliminate the firefall in Yosemite; dlk reduction

in Yellowstone; let natural fires burn in Grand Teton; the Fontana Lake Road in the Smokies (still percolating); professionalize the ranger ranks, etc. I have chosen two accompanied by the reaction of my colleagues:

1. Decentralize the Washington and regional offices and abolish 56 volumes of administrative manuals and handbooks, including the three I had written, i.e., law enforcement (the Ranger Manual), concessions management and land acquisition. Reaction was swift, galvanizing our resident poet laureate, Bob Barrel, then chief of master plan studies in the Santa Fe Regional Office. Bob, who came to us from the Ivy League, was famous for his poems, mostly aimed at what was then called “The Hall of Heroes,” (sarcasm intended), the corridor in the Interior Building occupied by the director and his staff. By way of explanation, I always ended my memos to the field with “thank you very much,” whether delivering good news or bad. I enjoyed the *Dirge* as much as anyone else and later rewarded Bob’s outstanding record by appointing him general superintendent of parks in Hawaii, where he retired.

DIRGE, 1965

Behind closed doors in Washington, in a locked and guarded room,
There meets a small, selected group—the harbinger of doom.
One man alone controls the key, he keeps them out of touch
And his only words that are overheard are “Thank you very much.”

From the grim gray halls of Washington to sunny Santa Fe,
In Frisco, Richmond, Omaha and Philadelphia-ay
The vassals of this overlord all know that they’re in Dutch.
They await their fate and they fear to hear the “Thank you very much.”

Retirement pay is figured close, RIF points are counted up
Each night the drink is stiffer in the after-hours cup
Morale is low, and around each heart dread, icy fingers clutch
For there’s little doubt some will be out, with a “Thank you very much.”

Midmanagement’s the dirty word, some offices will close
Or will they shrink? The active brain behind that lengthy nose
Coldly prescribes efficiency; no “family problems” crutch
Can change his plan, if you’re the man, it’s “Thank you very much.”

His key unlocks that guarded door . . . was that a muffled shriek?
And then, unblinking, from on high, with barely-parted beak,

The eagle swoops upon us rabbits in our hutch
The talons bite—through pain and fright rings
“Thank you very much!”

2. When President Johnson sent the 1969 fiscal year (July 1, 1968 – June 30, 1969) budget to Congress, there was not enough money included in it for the National Park System to continue field operations at acceptable levels of preservation and visitor use. During the preparation of the budget, I had protested to Secretary Udall, explaining that unless money was increased we faced some very difficult choices: permit deterioration of the resources and visitor services; close some parks entirely; or curtail operations at all of the parks for a portion of each week or year. My pleas fell on deaf ears. When the bill was under consideration by Congress I communicated the same message to the House and Senate Appropriations Subcommittees. The Congress *did not increase* funding for the operation of the National Park System. I closed all parks two days a week.

Ranger P.J. Ryan at Petrified Forest who published a newspaper called Thunderbear, described the time that Congress, despite my warning, did not provide sufficient funds to continue field operations at an acceptable level. In the meantime, a Washington newspaper dubbed the resulting outcry “The Washington Monument Syndrome” because this popular memorial also operated on a reduced schedule. P.J. Ryan, who refers to me as the Wizard, describes his role as a Petrified Forest ranger, when tourists were stopped at the gate:

As there was nothing specific in our job descriptions about being torn limb from limb, it was considered wise and prudent that we wear old clothes and paint the entrance station. In addition to old clothes, I added a Norwegian accent as everybody likes Norwegians.

“OPEN THAT GATE!”

“Ay yust bane day painter, Moom, Ay don’t hav’ day kay.”

“Whose in charge around here?”

“Vell, vy don’t you try tose fellers in Vashington, Ay yust bane paintin’.”

A few hearty souls tried to push down the gates with their cars to the detriment of their cars. Judging from cartridge cases, one frustrated visitor had emptied the family Luger at one of our best locks during the night.

Meanwhile, at Carlsbad, the locals were offering to pay the wages of the park staff if only the golden cornucopia of visitors



would flow again. People were also writing letters. After about three weeks of this, Congress asked if something could not be done to lift the Curse. The Wizard told them the magic word, MONEY. It was spoken, and all was as before. There was some talk of reprimanding the Wizard, but it died away. After all, no one wants to be turned into a Pumpkin.

Secretary Hickel recommended and the new administration of President Nixon approved, a supplemental appropriation for the National Park Service of \$17 million to put the park system back on a normal, operating schedule for the balance of the fiscal year ending June 30, 1969. Congress appropriated the money and operations were restored to a normal schedule.

Ranger: Do you have any words of wisdom for the Association of National Park Rangers?

Hartzog: It would be presumptuous of me to give your membership advice. You are much smarter than my generation. I am proud of every one of you! The parks are in good hands. Enjoy every day you are privileged to work in the midst of America's treasures. The memories will ensure a joyous old age. 🏡

In all things of nature
there is something of the
marvelous.

— Aristotle



Mayor John Lindsay of New York and NPS Director Ronald Walker sign the agreement under which the Park Service received, without cost, 14,000 acres of New York City land. The acreage became part of the new Gateway National Recreation Area, 1974.

The Third Way

By Chris Wilkinson
Jewel Cave

Every new employee of the National Park Service has probably experienced the nervousness that comes with the first day on the job. A new position and a whole new world can lead to anticipation, hope and fear. When the three of these coalesce a new ranger learns what it really means to be “on the spot.”

Now imagine yourself in the spot Ronald Walker found himself on his first day as director of the National Park Service. Walker had no experience working for the NPS. He was in the ultimate term position, heading up a premier government agency, steeped in the tradition of such notable names as Stephen Mather and Horace Albright.

Many new employees find their own way by introducing a personal touch to the agency. Walker's personal touch to policy turned out to be a third way, which in hindsight can be seen as a logical approach to a recurring problem. Numerous times during its history the NPS has been forced to straddle the gulf between two diametrically opposed views: expansion and regression.

There are voices within the nation that believe a vigorous National Park System should be ever expanding, looking to protect new resources of natural and cultural significance. Conversely, there are others who believe the system has grown to disproportionate size and needs to scale back while refocusing its efforts.

Though the name Ronald Walker will never be spoken in the same reverential tones as Mather, Albright or George Hertzog, it is worth noting that in his short tenure Walker foresaw and attempted to use a third way to help the NPS carry out its mission: stabilization. Walker had

the vision to see that future budgets would not allow for the staffing and funding necessary to incorporate the high number of units being brought into the system. He believed that the NPS should first take care of existing parklands before embarking on greater expansion. To help him attain this ideal Walker brought a highly respected career ranger to the

Ronald H. Walker

Jan. 7, 1973 — Jan. 3, 1975



President Richard Nixon appointed Ronald H. Walker, an advance man on his staff, to replace George Hartzog in January 1973. Lacking park experience, Walker made Russell E. Dickenson, an

NPS careerist, his deputy. Walker advocated a policy of “stabilization,” foreseeing that NPS funding and staffing would be inadequate for a continuing high influx of new parks and program responsibilities. Fourteen areas nevertheless joined the park system during his two years as director, including the first two national preserves. Nixon's resignation in August 1974 presaged Walker's replacement five months later. ☐

director's office. Walker picked as his deputy, Russell E. Dickenson, who had spent his time as a career field ranger and manager with the NPS. Dickenson would become Walker's closest confidante while helping him navigate the roiling waters of Washington's bureaucracy.

Unfortunately for Walker, he was unable to convince Congress that a readjustment of priorities would better suit the mission of an ever evolving NPS. In retrospect, Walker's logic proved quite prescient in a number of ways.

First of all, his successor, Gary Everhardt would follow in Walker's footsteps by immediately implementing stricter criteria for NPS units. These parameters included studying whether or not a proposed site could find an equal amount of protection outside the NPS system and public enjoyment would be provided just the same. The implementation of these standards led to park units that were truly of national significance, enhancing the system's integrity.

Walker's selection of Dickenson also proved of long-term value. Dickenson eventually ascended to the directorship in 1980, serving for nearly five years, during which time he followed Walker's lead by emphasizing improvements to existing park units rather than adding new ones.

Walker's two-year term as director, while short, left a lasting imprint on the system. By emphasizing stability of existing units, he led the Service to further protect what already existed before it once again would expand. 🏡

Chris Wilkinson is a park guide at Jewel Cave.

Gary Everhardt

Jan. 13, 1975 — May 27, 1977



Gary Everhardt began his NPS career as an engineer in 1957 and rose to the superintendency of Grand Teton in 1972. Favorable notice there propelled him to the directorship in January 1975. As director he oversaw a great increase in

park development and interpretive programming for the bicentennial of the American Revolution. The return of an NPS careerist to the job was applauded by park employees and supporters, but Everhardt's leadership fell short of expectations, and the new Carter administration returned him to the field as Blue Ridge Parkway's superintendent in May 1977. □

William J. Whalen

July 5, 1977 — May 13, 1980



William J. Whalen joined the NPS in 1965 as a Job Corps counselor. He advanced to posts in National Capital Parks and Yosemite before becoming superintendent of Golden Gate in 1972. His experience in the burgeoning urban parks

field contributed to his appointment as director. The most significant event of his tenure was President Jimmy Carter's proclamation of much Alaska wilderness as national monuments in 1978, doubling the acreage under NPS jurisdiction. Whalen was expansionist in other areas, overseeing the addition of more park areas outside of Alaska than his two predecessors combined. Except for the Santa Monica Mountains, a modest 17,600 acres, all of the non-Alaska areas were under 10,000 acres.

Whalen's tenure saw heavy use of omnibus park legislation — bills that created parks in various states and congressional districts. One bill created 19 different parks, while another created 10 more. Visitation increased by less than 5 percent during his term, but operational budgets increased from just over \$700 million in 1976 to more than \$1 billion in 1980. Whalen also increased annual construction spending over that of his two predecessors by more than 50 percent.

Friction with park concessioners led to congressional calls for his removal in 1980, and Interior Secretary Cecil D. Andrus returned him to Golden Gate. He left the NPS in 1983. □

Russell E. Dickenson

May 15, 1980 — March 3, 1985

Russell E. Dickenson began his NPS career as a ranger at Grand Canyon National Park in 1946 and served in a wide range of park and central office assignments — most prominently as head of National Capital Parks, deputy director,



and Pacific Northwest regional director — before ascending to the directorship in May 1980. Having risen through the traditional ranks and enjoying the respect of his colleagues, Dickenson was enthusiastically welcomed to the job and supported in his effort to restore organizational stability after a succession of short-term directors. As when Walker's deputy, he preferred improving the service's stewardship of its existing parks to seeking new ones. The only Interior Department bureau chief to be retained by the Reagan administration in 1981, Dickenson obtained its support and that of Congress for the Park Restoration and Improvement Program, which devoted more than a billion dollars over five years to park resources and facilities. Dickenson retired in March 1985. □



NPS Historic Photograph Collection

DIGNITARIES: NPS Director William J. Whalen greets the vice premier of China at the Lincoln Memorial during the premier's visit to the United States in 1979.

Q & A with Russell Dickenson

Ranger: Can you bring us up to date with what you are doing now?

Dickenson: I am, at last, mostly retired, having recently completed a 15-year tour on Eastern National's Board of Directors. My traveling/flying days are over so I am fulfilled and content with family, bringing a great grandson (who resides with me) into a world that badly needs his developing appreciation of the natural world and national parks.

Ranger: Do you keep an interest in issues and topics that affect the National Park System and National Park Service?

Dickenson: I keep up-to-date on NPS issues and problems; I receive WASO news clips and, on occasion, have advised past directors, as I do the current director, on occasion. Yellowstone's travails with snowmobile issues and administration interference with studies have been of real concern.

Ranger: While serving as director of the National Park Service, what are some of your most positive memories?

Dickenson: In 1980, under Secretary Andrus, it was heart warming to see the field rally to this new appointed director, and I felt the entire Service move forward, together, as a team. It was a real surprise when I was retained in 1981, after Secretary Watt and the conservative Republicans took over.

Ranger: As director, can you retell one of two of your most serious challenges?

Dickenson: Challenges? Too numerous to mention, but most were serious, with potential

harm or damage to NPS values and traditions. Suffice to say that as director, I served under two presidents and four different Interior secretaries.

Ranger: How did you become interested in our country's national parks?

Dickenson: My first interest in national parks — real interest — came about through a college-sponsored geology field trip to Grand Canyon. This probably accounts, as well, that I began as a park ranger at Grand Canyon in 1946.

Ranger: Do you have any words of wisdom for the Association of National Park Rangers?

Dickenson: No words of wisdom. I would like to see a renewed commitment to visitor service and interpretation, and an effort to really indoctrinate new recruits to the Service, with team spirit. Only with the true support of the American people and the thoughtful intelligent management of the Service by its dedicated members, can the NPS long endure. 🏠

William Penn Mott Jr.

May 17, 1985 — April 16, 1989



William Penn Mott Jr. worked for the NPS as a landscape architect from 1933 to 1940 but devoted most of his later career to California's local and state parks. From 1946 to 1985 he served successively as Oakland's park superintendent,

the East Bay Regional Park District's general manager, director of the California Department of Parks and Recreation under Gov. Ronald Reagan, and general manager of the East Bay Zoological Society. Following his appointment as NPS director in May 1985, Mott issued a 12-point plan to protect the parks and their resources, better serve the public and improve the Service's management. He took a strong interest in park interpretation and returned the NPS to a more expansionist posture after a near-moratorium on park additions during President Reagan's first term. When the Bush administration replaced him with its own appointee in April 1989, Mott remained on the rolls as special assistant to the western regional director overseeing planning for the Presidio of San Francisco. He died in 1992. □

Suggested reading: *Prophet of the Parks: The Story of William Penn Mott Jr.* by Mary Ellen Butler. Ashburn, VA: National Recreation and Parks Association, 1999.

James M. Ridenour

April 17, 1989 — Jan. 20, 1993



James M. Ridenour served as director of the Indiana Department of Natural Resources for eight years before becoming NPS director in April 1989. Less willing than Mott to accept park system additions driven by local economic develop-

ment interests, Ridenour spoke out against the "thinning of the blood" of the system and sought to retain the initiative from Congress in charting its expansion. He favored alternatives to full federal acquisition of proposed parklands, stressed the importance of working with other government bodies and private entities to protect lands in and outside the system, and sought to achieve a greater financial return to the NPS from park concessions. He departed with the Bush administration in January 1993. □

Suggested reading: *The National Parks Compromised: Pork Barrel Politics and America's Treasures* by James M. Ridenour. Merrillville, IN: ICS Books, 1994.



NPS Director William Penn Mott (front row in a T-shirt) gathers with NPS regional directors and staff at a Washington, D.C., meeting during his tenure.

NPS Historic Photograph Collection

Q & A with James Ridenour

Ranger: Can you bring us up to date with what you are doing now?

Ridenour: I have retired from the position of professor and director of the Eppley Institute for Parks and Public Lands at Indiana University. Laurence Rockefeller gave me \$50,000 to start the institute, and that investment has grown to about 15 employees and generates about \$1 million in business every year. My goal was to provide distance education training and educational programs for National Park Service employees using high-tech delivery systems. I am proud to say it is working and that the institute has many partnership agreements with the NPS. We are working on the creation of a master's degree that would be appropriate for Park Service personnel and would be available both over the Internet and on campus.

I have moved back to my old hometown and am involved in a variety of activities including serving as the chairman of the museum board. We are in the midst of building a new county historical museum that will open in the fall of 2005. Our designer has worked on NPS projects around the country and is also doing the Mohammed Ali museum in Louisville. We are also designing and developing a linear park along the Wabash River and a new YMCA. All of these things represent my volunteer activities. I occasionally am involved in consulting projects, some relate to NPS issues and others include chairing hearings (in March 2005) for NASA.

Finally, we bought an RV and have been roaming around in the West to some extent — and visiting the Los Angeles area to see our children and grandchildren. This past winter we worked in a trip to Maui and visited Haleakala and the old leper colony on Molokai. The winter before we loaded up the whole family and visited Yosemite for Thanksgiving.

Ranger: Do you keep an interest in issues and topics that affect the National Park System and National Park Service?

Ridenour: Yes, I keep an active interest in NPS issues. I get a copy of the news clips regularly and that keeps me in touch. I appreciate getting the clips and it allows me to stay up to speed and is helpful, especially when I get calls from the press for comments on issues. On occasions Director Mainella calls and we discuss various issues. This past winter I was especially pleased to come to Washington to meet with Director Mainella and to have dinner at the Hartzogs.

Ranger: While serving as director of the National Park Service, what are some of your most positive memories?

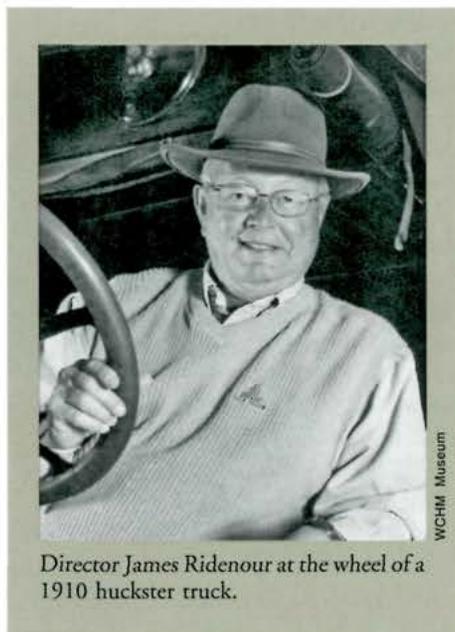
Ridenour: I credit myself with developing an atmosphere at NPS and the Congress that allowed us to change the fundamental way NPS does business with the concessions operations. The potential of the sale of the assets of the Park and Curry Company to a foreign corporation really riled my blood. I did not want that to happen and spent a lot of political capital to see that it didn't — and it didn't! Out of that grew a more aggressive effort to structure agreements with concessionaires that better served the interests of NPS and the parks.

Also, we picked up the drumbeat to reintroduce wolves to Yellowstone and managed to keep that project moving forward despite tremendous opposition from some western interests. I am happy that turned out so well.

We were able to get the seeds planted for the professionalization of the ranger series, putting recognition where recognition was due, and we greatly increased the scientific capability of the Service. Our goal was to ensure that decisions were being made with as much understanding of the science as possible.

I was pleased that the Alaska oil spill didn't turn out as bad as I thought it would. A lot of NPS people and others worked hard on oil spill issues — and Mother Nature showed she had some healing powers of her own.

I was fortunate to serve under a great president — George H.W. Bush. He, basically, allowed me to run the National Park Service, and I can honestly say that he never interfered in the



Director James Ridenour at the wheel of a 1910 huckster truck.

workings of the agency. He and Mrs. Bush were interested and engaged in what the NPS did and took part in many of our activities. I got the chance to escort Mrs. Bush on her first trip to the Grand Canyon, and the president visited Grand Canyon, Mount Rushmore, the Everglades and other NPS sites.

I can't leave this section without saying a positive word on the work of Interior Secretary Manuel Lujan. I think history will judge him to be a pretty darn good secretary. I will admit that he had some far right wingers under him who didn't like the NPS and tried to color his opinion over the level of support he should give us, but I found him to be fair and open minded. He even invited me to bypass some of the bureaucratic stumbling blocks between him and the NPS when I felt the need — and I did.

Ranger: As director, can you retell one of two of your most serious challenges?

Ridenour: On a day-to-day basis my biggest challenges came from our biggest state — Alaska. The issues Alaska presents bring up many complications and a variety of opinions. There was and is a significant anti-federal government feeling among Alaskans. At the same time, more people from the lower 48 states hold opinions on what should and shouldn't be done in Alaska than on any other state. We are seeing this today with the dispute over drilling on ANWR.

Further, you have the issues related to native Alaskan issues. First of all, how do you decide exactly who is a native Alaskan? The subsistence issues are tough. The original issues of subsistence probably related to hunting game or catching fish for one family's needs. Now the natives argue that subsistence is a totally differ-

ent concept. The argument goes that to subsist you need money for snowmobiles, college tuition, television set and more. In order to make enough money to subsist, you have to have a fishing fleet or sophisticated hunting operations. There is a consistent tug of war over Alaskan issues and the NPS is always in the middle of one battle or another.

The other issue of extreme importance is the overexuberance of Congress to create new parks — without the accompanying funding to take care of the parks we already have or the new one created. It galled me to see funds going to parks that were not of national stature when we weren't getting enough funds to take care of the Yellowstone and Yosemite of our system. Just because a congressman or some local pressure group wants to put that arrowhead on the map for some local attraction doesn't mean it is a national park. Efforts like that water down the quality of the system and spread the ranger force too thin.

Ranger: How did you become interested in our country's national parks?

Ridenour: I have spent most of my professional career involved with parks and recreation topics from a public policy standpoint. My undergraduate and graduate degrees are in parks and recreation management. My volunteer work now is in trails creation, museum development and other recreationally oriented topics.

I have always felt that our national parks were the envy of the world, and we have a huge obligation to conserve, restore, preserve and protect our system. They are important in understanding our history and culture as well as providing space for "breathing" in our country. As an example, I was not too happy to see all the money going to the Santa Monica Mountains project while I was director — but now that I visit the area frequently I can see what a tremendous asset they are to the overcrowded masses in the Los Angeles area. They are a very precious, pressure-relief valve.

People need these park areas. They serve our country well. I was very proud to be the director of one of the world's most worthwhile ideas — the NPS.

Ranger: Do you have any words of wisdom for the Association of National Park Rangers?

Ridenour: First of all, the people of this country and the employees of the NPS need to continue to fight to take care of these great treasures. Further, they need to spread this concept of national parks to other places around the globe.

Closer to home, our national park leaders and

employees need to become better at finding solutions to problems. We must become more flexible and more practical.

There is not a politician in the country running on a platform of increasing taxes, so the tax-supported “pie” is not getting larger and it becomes a matter of increasing or decreasing the NPS piece of “pie” at the expense of another agency. That means NPS must find ways to increase revenues or decrease expenses if we are to survive. As an example, I tried to work out a land exchange between a Michigan developer and Sleeping Bear Dunes National Lakeshore. A bitter battle that divided the community had been going on for years in this area—and some of our NPS employees were quietly and not so quietly fueling this fire. The NPS owned disjointed land parcels that would be of value to the developer, and the developer definitely owned land that far better served the public. A land exchange was the obvious answer.

With the encouragement of some NPS personnel and various interest groups, the idea of an exchange was scuttled. I went back to work to get Congress to agree to buy the development land in question but it was a very tough fight. The result was that the land will be purchased for around \$8 million. That is \$8 million that could have been spent elsewhere on NPS priorities had the NPS supported the land exchange in the first place. In addition, Sleeping Bear Dunes still has the headaches of dealing with the disjointed land parcels surrounded by the developer properties.

A leading congressman, a firm NPS supporter, told me that NPS better wake up and smell the coffee on these kind of deals—that they better learn to be more flexible and amenable to land exchange where the adverse impacts to NPS would be minimal and the gains would serve the public well.

The bottom line is that common sense goes a long way to solving many issues, and an inflexible, intransigent attitude is rarely of great help. So, NPS, start structuring NPS training and education programs that teach broad public policy, strategy and negotiations because those traits are badly needed in government today. 🏠

I feel, and feel to this day, that wearing the uniform of the director of the National Park Service evokes a tradition running back to Stephen Mather and to Horace Albright that gives whomever the occupant of the job may be a kind of immediate recognition and authority on the Hill, which is where it counts.

— Roger Kennedy

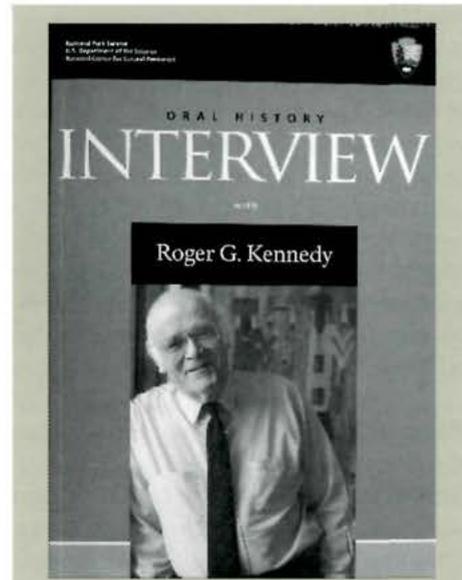
Roger G. Kennedy

June 1, 1993 — March 29, 1997

Roger G. Kennedy’s multifaceted career included banking, television production, historical writing, and museum administration—the last as director of the Smithsonian Institution’s Museum of American History—before the Clinton administration chose him to head the NPS in 1993. He was especially concerned about expanding the Service’s educational role and moved to enlarge its presence beyond the parks via the Internet. During his tenure the NPS restructured its field operations and sharply reduced its central office staffs as part of a governmentwide effort to downsize the federal bureaucracy. Kennedy resigned at the end of President Clinton’s first term in 1997. □



Suggested reading: *The Human Element* (PDF) c 2001, The George Wright Society. All rights reserved. First published in *The George Wright Forum*, Volume 18, No. 2.



Oral History Interview with Roger G. Kennedy conducted by Janet A. McDonnell, National Park Service National Center for Cultural Resources, 2005. This recent publication represents an important role the National Park Service is undertaking to collect, document and preserve the institutional memory of the Service through interviews with its senior leaders. These interviews provide means to more fully document the careers and contributions of these individuals and their tenures with the Service.

Q & A with Roger Kennedy

Ranger: Can you bring us up to date with what you are doing now?

Kennedy: I have two books in the works, one on fire policy (which is really about people in dangerous places policy) for publication by Hill and Wang next spring. It will be feisty, and begins with outrage at scapegoating as a substitute for sound policy. The other is a jointly-authored book with some academics on the varieties of state and national policies with regard to land use. I am lecturing a lot, am associated with the Harvard Center for the Environment, am a visiting scholar at MIT and Columbia, and have recently done some work at West Point and Stanford.

Ranger: Do you keep an interest in issues and topics that affect the National Park System and National Park Service?

Kennedy: Yes indeed. I am chairman of the advisory board of NPCA.

Ranger: While serving as director of the National Park Service, what are some of your most positive memories?

Kennedy: The people and places and battles. There’s a longer account of all that in a booklet just published by the Park Service history office.

I’m very, very proud of my friendship, my continuing friendship, with folks in the Service and with two or three or four, or maybe more than that, people that I worked with in the Department of the Interior and the White House. I feel one of the sweetest things about my 70s is the way in which people in the Service and people whom I dealt with in the White House and in the Department receive me now. I really feel affirmed in what we tried to do together.

— Roger Kennedy

Ranger: As director, can you retell one of two of your most serious challenges?

Kennedy: The assault on the park system and service by the Gingrich Congress, and, much less serious but fun, educating some inexperienced youngsters upstairs in what it means to trust your trained professionals. More on that in the booklet.

Ranger: How did you become interested in our country's national parks?

Kennedy: As a kid, in the 1930s and early 1940s, I guided a lot in the Boundary Waters, and my family has been in the expedition business since the 1860s, operating from Alaska to Lake Superior.

Ranger: Do you have any words of wisdom for the Association of National Park Rangers?

Kennedy: No, I think they have plenty of wisdom — hard earned and innate. 🏠

It has seemed to me that instead the National Park Service has a redemptive role for American society. Parks are more than places of refuge to which to go. They are places in which you go to learn, to be revived, to gather once more at Independence Hall or at Yosemite—your sense of what it is to be an American in America and all of the subtleties that involves.



Over the next 10 years we are going to have to work very hard at the development of places to impart to the public a sense of continuing humane values, including the value of a respectful relationship between humans and other species. The use of place as a teaching tool withers into mere anti-quarianism or sentimentalism about charismatic megafauna if it isn't the carrier for key humane values.

—Roger Kennedy

Robert G. Stanton

Aug. 4, 1997 — January 2001

Beginning as a seasonal ranger at Grand Teton in 1962, Robert Stanton served the NPS as a ranger, superintendent, deputy regional director, assistant director, and regional director of the National Capital Region before retiring in January 1997. That August the Clinton administration restored him to active duty, making him the first NPS careerist since Dickenson to head the bureau. Also its first African American director, Stanton took a particular interest in increasing the diversity of the Service's staff and public programs to better serve minority populations.



Today Stanton is a consultant in conserva-

tion policy, planning and management and provides services to the Natural Resources Council of America. He also is a research affiliate in the Yale School of Forestry and Environmental Studies, serving as McCluskey Visiting Fellow in fall 2002.

From 2001 through 2003 he served as the IUCN's World Commission on Protected Areas ambassador for the Fifth Worlds Parks Congress held in Durban, South Africa, in September 2003.

In fall 2004 semester he was a visiting professor in the Department of Recreation, Parks And Tourism Sciences at Texas A&M University. He taught a graduate course on national parks and assisted in the department's Diversity and Leadership Initiative.

He is active in professional and civic affairs and currently serves on the boards of several non-profit conservation and youth-serving organizations. □

Fran P. Mainella

July 18, 2001 — present



Fran P. Mainella is the 16th director and the first woman to lead the National Park Service. Appointed by President George W. Bush in 2001 and confirmed by the Senate, she has more than 30 years of experience in park and recreation management. She does her work alongside 20,000 employees and more than 125,000 volunteers.

Mainella is committed to enhancing an agency already renowned for its dedication to its mission and its service to Americans and people around the world. She is strengthening programs that preserve natural and cultural resources both inside and outside national parks. Under her leadership, the NPS is reducing a massive maintenance backlog that affects all 388 national parks, and is committed to improving scientific research through an initiative known as the Natural Resource Challenge.

Mainella believes that conservation better serves both park resources and people through partnerships, and she is strengthening volunteerism and outreach programs to achieve this collaborative conservation. Her vision for a seamless system of parks, historic places and open spaces means that collaboration with other land managers, states, nonprofit organizations and corporations is the expected way of doing business.

Mainella restructured the Service's management to meet the changing needs of the national parks and their stakeholders by introducing an associate director for partnerships, interpretation and education, volunteers and outdoor recreation and an associate director for visitor and resource protection, also known as the chief ranger. She offered national parks to Americans as places of unity, hope and healing by waiving entrance fees on Veterans Day weekend in 2001.

From 1989 to 2001 Mainella was the director of Florida's Division of Recreation and Parks. During this time, Florida state parks became a model for volunteer and partnership programs. The National Sporting Goods Association and the National Recreation and Park Association honored the parks with their Gold Medal Award for the nation's best state parks.

Mainella has served as executive director of the Florida Recreation and Park Association and as president of the National Recreation and Park Association and the National Association of State Park Directors. Clemson University presented her with its 2002 Walter T. Cox Award, recognizing leadership in public service, and natural and cultural resource policy. Clemson also named an award in her honor for her work to encourage women to pursue conservation careers.

In 2002 the American Recreation Coalition presented her with its Sheldon Coleman Great Outdoors Award. In 2004 the Florida Parks Department presented her with its Distinguished Service Award for her commitment to the environment and conservation. 🏠

The Professional Ranger

Interpretation

Become an IDP Certifier—This past March I had the opportunity to spend a week in Harpers Ferry, West Virginia, getting reacquainted with the 10 benchmark competencies of the NPS Interpretive Development Program (IDP) as a certifier. For the past two years, I have received monthly envelopes from the IDP staff at Mather Training Center stuffed with two interpretive products to assess based upon the established NPS national standards for different types of interpretive programs. The trip back to Mather in March has committed me for another two years.

Being a certifier is hard work but it is also enjoyable. Amidst all of the other administrative items that clog our days as interpreters, reviewing and certifying interpretive products has been refreshing. It gives me the opportunity to sit down for several hours each month and actually think about the process of interpretation. I get to take a monthly mental vacation to another national park site, partaking in an interpretive talk, an interpretive writing piece, a conducted activity or some other type of program. I also have the regular opportunity to cannibalize a trove of excellent tried and true techniques or ideas that could be adapted into programs that my colleagues and I give at my home park. Being a certifier has also made me a better coach with a more succinct understanding of what makes a program interpretive.

But the above reasons are all selfish, as being a certifier is first and foremost about contributing to the professional growth of field interpreters. To wit, being a certifier is not about my development; it is completely and totally about the development of the people who take the plunge and submit their interpretive products for peer review. The workshop is devoted to producing certifiers that can assess programs positively and provide appropriate coaching feedback for improvement.

New certifiers spend two weeks at Mather learning the spirit and intent of the 100- and 200-level competencies. Countless interpretive programs are viewed, and writing pieces are read and assessed based upon the standards. Certifiers practice composing comments that are positive, constructive and adhere to the standards, not to personal preference or issues that should be left to supervisors. The coursework is unabashedly grueling, including homework of some kind nearly every night. It is no wonder that the Mather staff refer to the course as “interpretive graduate school.” At the close of

the course, you leave prepared to make a significant contribution to servicewide interpretive development.

Once you complete the course, pass the final certifier test and return to your home park, work as a product certifier begins. Each month you and a certifier partner receive two products to review, discuss and determine whether they demonstrate or approach certification standards. Then the two of you must draft coaching comments that you both agree upon. Comments are returned to another certifier who reviews and edits your comments and returns them to the IDP staff at Mather, where they are finally returned to the submitter.

Once per year, usually in the autumn or winter, certifiers also participate in a “pulse week” — one week of work where a team of certifiers complete reviews of 10 interpretive products. Pulse weeks have significantly cut down on the turnaround time between product submission and returning comments to the submitter.

Each year the IDP searches for new interpretive professionals who are interested in becoming certifiers. The Curriculum Coordinator/Certifier Workshop, as the certifier training is officially called, generally happens in February or March with a call for nominations out on My Learning Manager a few months prior (even the application process is rigorous, with both short-answer and essay questions). The IDP generally covers travel-related expenses for attending the workshop.

Being a certifier is a significant commitment, and the certifier and the certifier’s supervisor and superintendent must all be supportive. A significant number of spaces in each certifier class is reserved for new certifiers. If you are interested in contributing to servicewide interpretive development, consider applying to become a certifier in 2006. □

— Rick Kendall, Death Valley

Maintenance

Ranger magazine is looking for someone to handle writing duties for this section. If you are interested in telling others about maintenance happenings, or you know someone who could, please contact the editor at fordedit@aol.com. □

Protection

Rangers Use Prescribed Burns to Keep Fire Skills Honed—In any given year, full-time fire folks spend much of their time on wildfires, prescribed burns, in fire training, on severity

details, or maintaining and using firefighting equipment. This keeps them ever ready for the next fire.

Such is not the case for rangers. Perhaps today more than any other time in NPS history, rangers are struggling to balance more and more responsibilities. Consequently, we don’t have as many opportunities to keep our fire skills sharpened as do full-time firefighters.

However, for those of us who still recognize firefighting as a core ranger skill — and duty — and who wish to do all we can to keep our skills honed so that we can not only be firefighters, but *excellent* firefighters, there is hope. And it comes in the form of prescribed fire.

The hard truth for most rangers is that we typically do not have enough opportunities to get on wildfires. That’s not to say we’ll never get on them. Of course we will if we make it a priority and if we have a supportive chain of command. But odds are that most rangers who still fight fire will only be dispatched to a handful of small fires in their home parks, and if they’re lucky, one or two large project fires during the average year.

Firefighting is a complex operation that requires a high degree of competence at all levels, from FFT2 up to ICT1. Having mediocre skills won’t cut it, and just because misfortune — or worse, tragedy — hasn’t happened due to substandard skills, it doesn’t mean it won’t happen some day. This is unacceptable, and we can mitigate the possibility of it by ensuring that every firefighter on the line is the best that he or she can be at fighting fire.

Training can help us develop our firefighting skills, laying a foundation upon which to build. Continued application of said skills during wildfires provides opportunities for firefighters to grow, thereby becoming excellent at our trade in due time. But when a dearth of wildfires leaves our fire experience logs looking alarmingly sparse, prescribed burns can fill the void as effective substitutes for the real thing.

Like on wildfires, we feel the heat of the flames up close during prescribed burns. In some cases, prescribed fire puts us closer to the flames, depending on how much torch time one gets. And whether laying strips during a prescribed burn or conducting a burn-out on a wildfire, we’re still putting fire on the ground either way. By doing one, we get better at the other.

We develop burn plans, strategies and contingencies, we conduct the briefings, gear up and get to work implementing them. Like on wildfires, teamwork is essential during prescribed burns. It often requires detailed coordination between adjacent forces, some of whom have never worked with each other before.

We wear our PPE, heed the 10 and 18, provide LCES, monitor the weather, and adjust our plans as necessary when conditions require change. We watch the green searching for that elusive smoke and we watch the black for deadly snags. We respond to slopovers, spot fires, and burning snags. We rehab engines, equipment, and caches. We do all of this during prescribed burns just as we would during wildfires, no different.

Although the containment lines are prepared in advance for prescribed fires, we sometimes need to cut the burn off early due to being out of prescription or other reasons. In these cases, we end up digging line just as we would on a wildfire. And digging line in the smoke is digging line in the smoke, regardless of the fire's classification.

Personnel in trainee positions can make significant headway in their task books on prescribed fires. While nothing can truly replace the wildfire experience, there is recognizable worth to increasing one's skills as a trainee during prescribed fires. Some would even say prescribed burns make a better training environment due to their already being contained.

There is no perfect substitute for the real thing. True. But the real thing isn't always available to us. Nor is prescribed fire, but for those who wish to gain prescribed burn experience, ample opportunity does exist. Most regions in the NPS have active prescribed burn programs, most of which are growing. If a ranger's home park does not burn, there's no reason he or she should not be able to burn in another park in the region.

It all boils down to preserving our traditional ranger skills, one of which is firefighting. Fires will always burn in our parks—and we'll always be called to fight them. We must be ready. One

way to help us achieve this is helping out with prescribed fires.

So get out there, rangers. Smell some smoke, sling some weather, lay down some fire, and feel that incomparable rush that can only be felt when the world around you is on fire!

Ready to burn! ☐

— Kevin Moses
Big South Fork

Resource Management

The Department of the Interior announced with fanfare this spring that scientists have documented, more than half a century since last being confirmed in the United States, the existence of at least one ivory-billed woodpecker in Arkansas. The bird was reported in early 2004 by a kayaker visiting the Cache River National Wildlife Refuge, and was subsequently seen more than a dozen times by expert observers from the Cornell (University) Lab of Ornithology and other institutions. At the DOI press conference, Secretary Norton also announced efforts to secure millions of dollars in funds for the recovery of the nation's largest woodpecker.

It's commonly — but incorrectly — assumed that endangered species listing, or that such a discovery as this one, automatically brings funding to study and protect the species. In the case of charismatic species, this has often been true, as with gray wolves, manatees and peregrine falcons. However, the funds and attention garnered by such species are often a result of private individual and organizational efforts as much as they are a reprogramming of government dollars.

According to the U.S. Fish and Wildlife Service, the agency that leads the listing and recovery of endangered and threatened species, as of May 1, 2005, 1,263 species were listed in

the United States — 987 of them *endangered* (388 animals and 599 plants) and another 276 (129 animals and 147 plants) as *threatened*, or "in danger of becoming endangered."

Another 517 endangered and 26 threatened species from foreign countries are on the list. Another 21 animal species are proposed for listing. Species listed are supposed to have a recovery plan, outlining measures to improve the status of the species and its habitat, although only 1,030 of the 1,826 species on the entire list have approved plans.

The Fish and Wildlife Service is also supposed to designate critical habitat for each species, though it's only been done for 478 species, partly due to the controversial nature of endangered species listing, plans and habitat designation or management, and with the time and costs associated with such activities. There is stiff competition for the time and dollars desired to track and hopefully recover these species.

Although the ivory-billed woodpecker was not found (yet, at least!) on NPS land, this news reminds us that there are likely still undiscovered species — even charismatic, relatively recognizable ones — within our agency's jurisdiction.

In Yellowstone, microbiologists have found previously unknown species living in the most extreme geothermal environments, and they suspect that hundreds of species remain to be discovered.

In many habitats, it's likely that only a small fraction of the world's invertebrates have been identified. It may seem moderately shameful that 133 years after the establishment of our first national park, we are in the infancy of a formal inventory and monitoring program. But we should shelve any guilt and celebrate the importance of this effort to document what species we have long known are within our parks.

And we must remember that this, too, is still a beginning. The current I&M program focuses on vertebrate and vascular plant species, leaving much work to be done in other categories of biology and for other park resources. From this program and from the ever-curious observers of park resources, be they visitors or staff from any discipline, may come the next breaking news. Are you watching? ☐

— Sue Consolo Murphy
Grand Teton

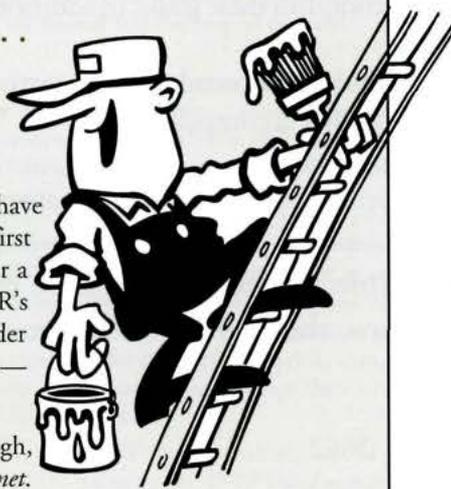
The **National Park Trust** invites ANPR members to sign up for Parkland News, the e-mail news source dedicated exclusively to America's parklands, wildlife habitat and open space issues.

www.parktrust.org
legacy@parktrust.org

Whether you're at the bottom of the ladder or climbing to the top . . . you're welcome to join ANPR's mentoring program.

If you're serious about advancing your career or have knowledge to impart to a younger employee, the first step is filling out an application as a protégé or a mentor. It's easy — you will find the forms on ANPR's website at www.anpr.org. Go to the link under Membership Services. It's easy to sign up online — and could make a difference in your career.

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



ANPR ACTIONS

Actions by Association President

Over the past few months the ANPR president has spent the majority of time on these items:

- Setting up and presiding over an ANPR Board of Directors teleconference.
- Maintaining communication with the executive director to coordinate the transfer of responsibilities of that office.
- Responding to a request by a correspondent from the Boston Globe.
- Working on the drafting of the association's budget for the new fiscal year.
- Numerous conversations with friends and partners of the association to find new methods for increasing membership and fundraising.
- Working with several members and the board member for special concerns to draft testimony on park funding for a Senate subcommittee hearing.
- Providing testimony on behalf of ANPR, along with the board member for special concerns, at a Senate subcommittee hearing May 10 in Washington, D.C.

What do YOU want ANPR to look like in 2016?

Looking for a way to give back to *your* organization?
Step up to the plate and make a DIFFERENCE!

Like all working groups of the *Celebration!* Committee, the **membership group** is committed to achieving a better NPS — and a better ANPR — by the centennial of the National Park Service.

Here's the vision —

ANPR is successful in recruiting a wide range of members from the NPS and related professions, with a range of experience levels and from different geographic areas. Members are retained for all or most of their career, and are widely engaged in association business and activities through a dynamic and responsive agenda.

A wide variety of members are needed to accomplish these goals, in addition to the new ideas you bring to the table:

- Make personal contacts with current and future members in your area
- Compose written materials about ANPR's accomplishments
- Help bring more members to Rendezvous
- Gain great team management experience to benefit your own career

Your organization needs whatever time and talents you have to give! We've got *nine years*. If not now, then when? If not you, then who?

Contact Co-Chairs Dick Martin: 559-565-3662
or Kale Bowling-Schaff: 530-667-5018

ANPR Reports

Mentoring

The ANPR facilitated mentoring program currently has eight individuals paired with more experienced members who serve as advisers and sounding boards for training opportunities and career choices. Mentors are in positions to help guide a newer employee through the intricate web of applications and have a wealth of experience to share, gained over the years in areas such as how rating officials look at applications and ideas for personal development that might make an applicant more marketable. Sometimes just having someone to talk to outside the formal chain of command can help an employee deal with local issues, develop a better 171/612 application or plot a new career track.

The success of the mentoring program really lies with the willingness of a cadre of ANPR members who take the time to share their successes and occasional setbacks with a new generation of NPS employees who are members of ANPR. With the recent pairings I have exhausted my candidate list for mentors and am looking for additional volunteers to participate in the program. Help keep this program viable by taking a few minutes to use the website (www.anpr.org/mentor.htm) to indicate your willingness to serve in a mentoring role, or contact me at 605-433-5550 or bsuper@gwtc.net. □

— Bill Supernaugh
Board Member & Mentoring Coordinator

Retirement

Identity Theft — I'm sure you all have been reading and hearing about the increasing threat of identity theft lately. Last July I lost my wallet while traveling in Canada. I went through a lot of grief canceling credit cards, licenses, insurance information and retrieving other vital information contained in my wallet. I was lucky. I got my wallet back several months later, sent to me by the American Consulate in New York, with all the cards and other information intact, except for a couple hundred bucks in cash. In the meantime, I had replaced all my licenses and other information I usually carry in the wallet.

This incident made me more aware of the problems involved in losing identity information. Kathy and I have looked into how better to protect this personal information. Through Internet sources and e-mails on the subject, we have come up with some defensive ideas to protect you from falling prey to identity thieves.

1. The next time you order checks have only your initials (instead of first name) and last name

(continued on page 18)

Highlights of Legislation in the First Session of the 109th Congress Affecting the National Park Service

Title , Bill Number, Sponsor	Bill Summary	Status
National Heritage Partnership Act – S.243 – 2/1/05 – Thomas (R-WY) H.R.760 – 2/10/05 – Hefley (R-CO)	Directs the Secretary to establish a National Heritage Areas program under which the Secretary shall provide assistance to local coordinating entities to support the establishment of National Heritage Areas. Specifies the criteria that shall apply to determine the suitability and feasibility of designating proposed Areas. States that designation of an Area shall be: (1) by Act of Congress; and (2) contingent on the prior completion of a study and an affirmative determination that the area meets such criteria. Sets requirements for Area management.	S.243 - Placed on Senate Legislative Calendar H.R.760 – Referred to the House Subcommittee on National Parks
Federal Lands Restoration, Enhancement, Public Education, and Information Resources Act of 2005 H.R.599 – 2/2/05 - Udall (D-CO) 1 cosponsor	Amends the Federal Land Policy and Management Act of 1976, the NPS Organic Act, the National Wildlife Refuge System Administration Act of 1966, and Federal law relating to National Forest System Lands, to make available moneys received from fines forfeitures, judgments, compromises, or settlements for violations of rules and regulations applicable to Federal lands under the jurisdiction of the Secretaries of the Interior or the Secretary of Agriculture for certain restoration and public informational activities on such lands. 2/2/05 Referred to House Resources and Agriculture Committees	2/15/05 Executive Comment requested from USDA and Interior. 3/16/05 Hearings held by the Subcommittees on Fisheries and Oceans, National Parks, Forests & Forest Health.
National Parks Anniversaries - Great American Spaces Commemorative Coin Act H.R.988 - 2/17/05 – Young (R-AK) 15 cosponsors	Directs the Secretary of the Treasury to mint and issue silver coins emblematic of certain NPS units that are observing an historic anniversary of their founding. A \$10 surcharge, per coin, will be paid to the National Park Foundation; 50% in support of all National Parks, and 50% in support of the parks celebrating their founding. DETO (100 th 2007), GRCA (100 th 2008), GLAC (100 th 2010), LINC 100 th 2011), YOSE (150 th 2014), ROMO (100 th 2015), DENA (100 th 2017), ACAD (100 th 2018), ZION (100 th 2019), and GETT (125 th 2020)	2/17/05 Referred to the House Committee on Financial Services 3/22/05 Referred to the Subcommittee on Domestic and International Monetary Policy, Trade, and Technology.
National Park Centennial Act H.R.1124 – 3/3/05 – Souder (R-IN) 40 cosponsors S.886 – 4/21/05 - McCain (R-AZ) 4 cosponsors	Establishes the National Park Centennial Fund through 2016 from a voluntary check-off on federal tax returns and the general treasury. Requires a specified percentage of Fund deposits to be used: (1) for the elimination of the backlog of unmet needs as identified in the Facility Condition Index, (2) to protect natural resources and (3) to protect cultural resources.	H.R. 1124 - 3/3/05 - Referred to the House Ways and Means Committee H.R. 1124 - 3/10/05 - Referred to the House Subcommittee on National Parks. S.886 - 4/21/05 Referred to the Senate Committee on Finance
National Parks Institute Study Act - HR.1430 – 3/17/05 Radonovich (R-CA) 1 cosponsor	Authorizes the Secretary to study the feasibility of establishing an academic institution to be called the National Parks Institute and located in Central California, to promote management and stewardship excellence for the National Park System, and to help developing nations manage their natural and cultural resources.	3/24/05 Referred to the Subcommittee on National Parks 3/24/05 Executive Comment Requested from DOI

In addition, there are 45 bills regarding the establishment of new NPS areas, establishment of wilderness within NPS areas, individual park boundary adjustments, and the establishment of National Heritage Areas. *Submitted by ANPR board member Tom Bowling-Schaff. Provided to the ANPR membership for informational purposes. Compiled from the websites of the U.S. Senate, U.S. House of Representatives and The Library of Congress.*

Retirement (continued from page 16)

put on them. If someone takes (or finds) your checkbook they will not know if you sign your checks with just your initials or your first name. But the bank will know how you sign your checks.

2. Do not sign the back of your credit cards. Instead, put either "Photo ID Required" Or "See ID." I have been putting the latter on my credit card for several years now, and more and more cashiers have been asking for my ID. I always thank them for asking.

3. If you are writing checks to pay your credit card accounts, DO NOT put the complete

account number on the "For" line. Instead, just put the last four numbers. The credit card company knows the rest of the number, and anyone who might be handling your check as it passes through all the check processing channels won't have access to it. A better way might be to arrange with the credit card company to pay by phone. To do this, set up the account numbers of your bank account with the credit card company in advance, then call them just before the payment is due and make the transfer. Another personal story, this one regarding making the credit card payment on the phone. Kathy, who does this for us every month, got questioned about a transaction that happened that morning. Someone wanted to charge an

Internet purchase of several hundred dollars worth of merchandise to our card. The perpetrator didn't have all the correct personal information about us so the card company did not approve the purchase. We immediately canceled the card and the card company sent us a new one very quickly. We have no idea where someone got our credit card number. This is another reason to pay by phone. The card company knows you and asks the right questions, your PIN numbers and more, and basically sets up a security "firewall" to highlight suspicious purchases.

4. When signing your credit card receipts make sure your complete credit card number is *not* printed on the receipts. The only printed numbers should be the last four. If all the numbers are printed, cross out all but the last four numbers on the copy retained by the business. This may be how someone got our card number in the above situation.

5. Put your work phone number on your checks instead of your home phone. If you do not have a post office box, use your work address. *Never* have your social security number printed on your checks.

6. Photocopy the contents of your wallet (licenses, credit cards and other cards) on both sides. You will then know what you had in your wallet and all of the account numbers and phone numbers to call and cancel them. When I lost my wallet we had the phone numbers to immediately cancel the card. A police report should be filed quickly with the local jurisdiction. In our case, we filed a police report with the Royal Canadian Mounted Police. Also, carry a photocopy of your passport when you travel—especially abroad.

7. If a theft occurs, call the three national credit reporting organizations and the Social Security Administration *immediately* to place a fraud alert on your name and social security number. This will alert any company that checks your credit that your information has been stolen and they have to contact you by phone to authorize any new credit. (If your social security number is stolen, an application for credit can be made over the Internet in your name.)

- Equifax: 1-800-685-1111
- Experian (*formerly TRW*): 1-888-397-3742
- Trans Union: 1-800-888-4213 or 1-800-680-7289 (office hours)
- Social Security Administration (fraud hot line): 1-800-269-0271

Be careful out there! ☐

— Frank Betts

IRF Update



World Congress • July 14-21, 2006 • Stirling Scotland — BOOK NOW!

Early bird booking is now available through the IRF Congress website at www.ranger-irf.com/scotcover2006. By booking early, you will save at least \$150. You will also provide the Congress organizers with much needed early funding for organization and contracting requirements. THIS EARLY BIRD SPECIAL EXPIRES THE END OF JULY 2005, SO BOOK NOW!

The only requirements of attendees are: 1) you are an ANPR (or CSPRA) member; and 2) you agree to participate in the Congress program and business sessions.

If you have been to past Congresses, you know the value of these social and professional meetings. If you haven't, you will be exposed to rangers and managers from over 30 countries, sharing stories, experiences and solutions to similar problems. Take the time now to check out the website and register. (See below re. ANPR assistance).

Apply to the Muir Fund for a Week in Scotland: ANPR will be providing financial support for at least two ANPR members to attend the IRF Congress. The main requirements for applying to this fund are:

1. You became a first-time ANPR member in the past five years, and have remained a member since joining;
2. You are currently an NPS employee (permanent or seasonal);
3. You are able to attend the full week of the Congress (July 14-21, 2006); and
4. You submit a 200-word essay on why you would like to attend the Congress, what you could add to it, and what you hope to gain from it.

Those chosen will be provided free registration for the Congress (which includes room, board and all Congress programs for the week approximately \$1,000 in value). Unfortunately, we will not be able to provide airfare. If you register early and are later informed of ANPR support, we will reimburse you for your registration amount.

To apply: Send an application with your name, address, work location and contact information, along with the above required information, to me at: ANPR International Affairs; 1348 Glen Drive; San Leandro, CA 94577. Or, you may download a one-page application form from the ANPR website at www.anpr.org. A small group, working with the ANPR president, will choose the winners.

IRF Business: In the April edition of the IRF newsletter, *Thin Green Line*, IRF President David Zeller gave a thorough report on the recent actions of IRF around the world. I encourage ANPR members to keep up with the efforts of IRF. You can review their site, and read current and past issues of *Thin Green Line*, along with much else, at www.ranger-int.net.

Canadian Ranger Association Re-Forms: The Canadian National Park Warden Association (L'Association des gardes de parc nationaux) has a new website at www.parkwardens.ca/. Check it out and give them your support!

California State Park Rangers Association (CSPRA): CSPRA has a new president, Ron Brean, and a new executive manager, Laura Svendsgaard. She can be reached at executive.manager@cspira.com. And, the website is www.cspira.com. ☐

— Tony Sisto

Nature Noir – A Park Ranger’s Patrol in the Sierra

Jordan Fisher Smith, Houghton Mifflin Publishing, 2005. ISBN: 0618224165, hardcover, 216 pages, \$24.

Review compiled by Dan Moses

For those of us who have worked as field rangers at some point in our careers, this book will cause reflection and vivid remembrance of some of our personal work experiences. For those who have never had the experience of working as a field ranger this book will bring to life the real experiences of a field ranger, perhaps much different than what you had envisioned. This book has received rave reviews from national newspapers and fellow authors.

Barry Lopez, author of *Arctic Dreams* and *Of Wolves and Men*, says, “Jordan Fisher Smith writes of the present moment as if from some vantage point in the future. The effect is eerie and part of what makes *Nature Noir* so compelling. Smith’s is a refreshingly unsentimental kind of truth-telling.”

Mike Davis, author of *City of Quartz* and *Ecology of Fear*, says, “I can’t make up my mind whether Jordan Fisher Smith is John Muir at the crime scene or Elmore Leonard with a backpack. This astonishing book, with its brilliant interweaving of murder, irony and natural history, invents a new genre.”

After working several years as a seasonal park ranger in Yellowstone, Grand Teton and Kings Canyon, Smith decided he needed a more permanent job. Eventually this led to a job as a state park ranger with the California Department of Parks and Recreation. His duty assignment was the canyons of the American River in the Auburn Lake Recreation Area west of Lake Tahoe. This setting was an area that had been earmarked and excavated for a flood control dam not yet built. Various problems, both technical and political, stalled the construction of the dam and left rangers in the position of protecting land slated to be underwater. Smith states, “There probably wasn’t a day when I didn’t wonder how I came to choose this hopeless place on which to lavish my attention.”

In the book he recounts some of the normal day-to-day experiences of rangerdom, such as encounters with people enjoying themselves in, with or despite nature like hiking, camping, whitewater rafting and mountain biking, but also those who drink to excess, shoot off fire-

works and firearms, mine for gold, steal trees, commit assault, commit suicide, parachute from a bridge, toss a parachute-wearing chicken from a bridge and then throw rocks at the Good Samaritans who try to untangle the chicken from the parachute.

Smith brings to life that memorable quote we have all used or heard, “A ranger’s job is to protect the land from the people, the people from the land, the people from each other and the people from themselves.” He reflects on the aforementioned quote, “If you are lucky, you get assigned to people who seem worth saving and land and waters whose situation is not helpless. If not, you save them anyway. And maybe in time, saving them will make them worth it.”

Smith writes, “For decades park professionals have worried that the sort of duties rangers grow used to in a recreation area, controlling crowds, quelling drunken fights and contending with urban criminal element, would change the fundamental nature of the ranger’s role. What has been less widely discussed are the effects of whole careers spent in manmade recreation area landscapes, lifeguard towers, concrete block restrooms, parking lots, snack bars and the muddy bathtub rings from changing water levels of reservoirs on the wilderness aesthetic of people in the ranger profession.”

It is these sorts of insights that make this book so appealing to all who have lived the experiences Smith describes as he weaves scenes and stories with context, history and reflection.

Nature Noir is a book that probably reflects as much on human nature as the environmental setting. “When regular people leave the city limits their behavior doesn’t change much, and habitual criminals are seldom rehabilitated by pretty scenery,” he writes. However, he contends that he maintained the belief, “There was one difference between me and your run-of-the-mill cop. I wasn’t just slowing the inevitable decline of western civilization by arresting the guilty and caring for the wounded. I had been given a sacred charge: America’s crown jewels, those special places legislatures had agreed were too good to ruin.” This seems like the creed that rangers should be destined to live by.

Smith’s reflections on work, life and human nature are truly thought provoking. For those critics who claim we have reached “the end of nature, that there is nowhere left in the world unsullied by the human touch, must lack for imagination,” he says. “Much of what is seemingly known and tamed is in fact unknown and untamed, the world continues to be mysterious and accidental. It may well turn out to be a more

dangerous world for all our efforts to domesticate it.”

Edward Abbey’s *Desert Solitaire* is Smith’s model and inspiration. He calls it the “greatest of all ranger books” and acknowledges the difference between Abbey, a seasonal ranger in a stunning desert landscape, and himself, a career public servant working in a place that had been abused for 100 years and was scheduled for inundation. Smith found beauty in the condemned canyon landscape just as Abbey found in Arches. Smith writes, “A ranger is privileged to be intimate with things few other people spend time with, and your job is to witness and remember.” □

Note: Jordan Fisher Smith will speak at the 2005 Ranger Rendezvous in Charleston, S.C., during the week of Dec. 4. He will discuss *Nature Noir* and conduct a book signing after his session. Books will be on sale through the ANPR sales desk at the Rendezvous.

Dan Moses recently retired after a 34-year NPS career, including a final position as management assistant at Lake Chelan NRA. He plans to move this summer from Washington state to North Carolina.



Hey, Ranger! True Tales of Humor & Misadventure from America’s National Parks

Jim Burnett, Taylor Trade Publishing, 2005, ISBN: 1-58979-191-6, paperback, 192 pages, \$16.95.

Retired park ranger Jim Burnett uses his first-hand knowledge of national parks to tell humorous and anecdotal stories of outdoor misadventures. This book, unlike other outdoor books with more tragic elements, focuses on the lighter side — with tales of skunks in the outhouse, bears at the dumpster and boat-ramp mishaps that send cars plummeting into the water.

The stories take place in such national park sites as Grand Canyon, Glacier, Lake Mead, Buffalo River, Big Thicket and Lincoln’s Boyhood Home.

The book certainly will appeal to readers looking for funny adventures. It concludes with some practical “ranger-wisdom,” illustrated with real-life examples, to help keep readers from becoming a “victim of their vacation” on their next outdoor excursion.

Burnett started as a seasonal ranger at Grand Canyon and worked his way up to chief ranger at Colonial. He is now retired and living in Athens, Texas. □

Leaving the Parks to Protect the Parks

By Franco Paolino
Statue of Liberty

Our mission statement, the 1916 Organic Act, calls upon each employee of the National Park Service—from the grounds worker to the protection ranger—to protect and conserve our park sites and “leave them unimpaired for the enjoyment of future generations..”

The best way for us to fulfill our mission is to make sure that the lands we oversee will be protected even after we leave them. At some point in our careers we will retire our green and gray and hang up our Stetsons and let the next wave of green and gray take over keeping the land unimpaired for their children and grandchildren. But will the future keepers dwindle in numbers? Will there be enough to adequately do the job?

For those of us with children this means raising them to hold the same morals and ideals that we hold and believe by teaching them to care and cherish our national parks and monuments. But we should be doing even more that. And that’s why we must leave the park in order

PERSPECTIVE

to protect it. We must go to children who don’t visit our parks, especially those in the inner cities who aren’t exposed to natural environments, and bring them into our parks. We must interest them in our parks. We must teach them to visit, respect and care for the environment and the resources. They are the future caretakers of the land and we must reach them before it’s too late.

Whether you’re an interpreter, maintenance worker or a protection ranger, you can help. Here are some ways to do that.

Most city police departments, such as the New York City Police Department, have youth groups during the summer months. The youth group programs are similar to a summer camp for inner city and at-risk youths where police officers take children on trips and to educational programs. This not only keeps the children out of mischief during the summer months but also builds a bond between the police officers and a community’s children.

One of the easiest things to do is to call the

local police station and speak to officers who run the youth group program. Arrange for the group to visit local national park sites and then schedule special tours and programs for them. This is not only a great way to reach the youths, but for protection rangers, it also helps build a working relationship with local law enforcement.

Call your local schools and arrange to visit the students and talk about your job and the importance of the parks. If possible, go as a group with people from other divisions (interpretation, protection, search and rescue, maintenance) to show students the different jobs within the Service. Arrange educational programs with the students throughout the year. This benefits the students and is good recruitment for future employees while also improving community and public relations.

Many parents are familiar with the General Mills™ “Box Tops For Education” program. These box tops are on cartons and jars of various General Mills™ products from cereal to baked goods and popcorn. Save the box tops and send them to your local schools to redeem for money. Ask that, if possible, the money be used for environmental education programs.

The Volunteer in Parks coordinator for your site can contact the local schools to recruit students to join. Speak to the park volunteer coordinator about considering having high school detention students or at-risk students (with parents signed permission) perform volunteer hours at the park rather than serving detention or getting into more trouble by not being productive after school or on weekends. Contact the local high school counselor and the local youth officer of the local police department and let them know about this opportunity. Volunteers can work in various divisions from helping with interpretive and visitor programs to assisting grounds crews clean and maintain the site to helping the trail maintenance crews.

These are easy suggestions that all of us can do. Do you think if the poachers who deplete our resources had been taught to respect the resources as a child they would grow up to poach? Probably not. Would the toughs who vandalize our historic forts and buildings be so quick with a spray can if they had been taught about our precious resources as children? Before one more plant or animal is poached or another spray can is lifted, let’s bring them on our side to protect and conserve — not destroy and deplete. □

Franco Paolino currently works at Statue of Liberty. Previously he worked as a seasonal enforcement officer for the New York City Parks Department. He has volunteered as an EMT on a local ambulance and has served as an auxiliary police officer.

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To All Well Disposed Citizens

TAKE NOTICE

Those who are willing and able to appear at the city of Charles Towne in the Colony of South Carolina are hereby requested to favour the recruiting sergeant with their attendance from December 4-8th, 2005. All intrepid citizens will have an opportunity to embrace the many great advantages of this gathering: tour the city's important historic sites, network and make contacts, gain valuable insight through workshops and sessions with a variety of speakers. A generous bounty, as proper for sustenance and comfort, are provided. Those who shall embrace this opportunity may return home to friends with their head covered with laurels.

Your Humble and Obedient Servant,

Erin



Rendezvous contacts

Erin Broadbent, program chair
ebroadbent@aol.com

Dan Moses, overall Rendezvous coordinator and raffle organizer (with Diane Moses), mosesdd@aol.com

Wendy Lauritzen, exhibitors
ohranger@dobsontelega.com

Dan Greenblatt, super raffle
dan_greenblatt@msn.com

Teresa Ford, photo contest
fordedit@aol.com



Charleston, South Carolina, is the place *ANPR members to gather for annual Rendezvous*

Join us for Ranger Rendezvous in beautiful Charleston, South Carolina! Just as the colonial militia was called out periodically to drill and receive instruction, ANPR members are now invited to this unique city for renewal and instruction. Charleston, with one of the most famous historic districts, has seen its share of invasions; this one promises to be more successful than that of Lord Cornwallis's British forces.

South Carolina is home to seven national parks, from Revolutionary War battlefields to plantations, Civil War forts, and rare ecosystems like swamps and forests. Great things are happening with the national parks in South Carolina. The Revolutionary War sites are commemorating the 225th anniversary of the American Revolution. Fort Sumter recently opened new exhibits in a new visitor contact station. Congaree, home to the largest stand of old-growth bottomland hardwood forest in the eastern United States, has installed new exhibits in its new visitor center and was just proclaimed

a national park. All of these sites are within a few hours' drive of Charleston.

ANPR is now accepting suggestions for workshops. Ideas we are looking for include PEPC, safety, supervisory credit, retirement, FMSS, diplomatic and consular immunity, environmental crimes, how to do electronic applications, and how to make a hassle-free move with the NPS.

ANPR has reserved a block of rooms at \$82 a night (double or single). Check hotel and city information at www.francismarioncharleston.com and www.charlestoncvb.com.

The opening session will begin Sunday, Dec. 4, and events will run through midafternoon Thursday, Dec. 8. The board will meet Dec. 3. The weeklong gathering typically features the super raffle and regular raffle, hospitality room, fun run, a golf outing and the photography contest. Check ANPR's website — www.anpr.org — for details as they develop. Online preregistration will be available in mid- to late summer.

Air service is available with most major airlines (Delta, Continental, Northwest, United and US Airways) to Charleston's airport.

In addition, East Coast residents can travel to the Rendezvous via Amtrak's Atlantic Coast service. Amtrak trains are environmentally friendly, non-smoking and fully accessible to wheelchairs. The Palmetto is a convenient train to Charleston. This is a good day train running from New York City, Philadelphia, Baltimore, Washington, D.C., Richmond and other cities to Charleston, terminating in Savannah.

The Palmetto offers reserved coaches, checked baggage (along with carry on), lounge (with sandwiches, snacks and beverages) and business class service. Similar to the airlines, Amtrak's fares vary according to the time of year, day of the week, how far ahead you make your reservation and other factors. Visit Amtrak at www.amtrak.com or calling 1-800-USA-RAIL (1-800-872-7245). 🚂

— Erin Broadbent

All in the Family

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

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

Jonathan B. Crichfield of National Capital Parks East is pleased to announce his marriage to Heather. The ceremony took place Aug. 28, 2004, at the First Methodist Church in Clarksburg, Md. He and Heather met and fell in love in Washington, D.C. Address: 8411 Leland Road, Manassas, VA 20111; (home) 703-330-4913, (work) 202-330-2828; jbcrichfield@yahoo.com.

Daniel J. Jacobs (SAJU 86-88, FOLA 88-92, CRLA 92-04) now is the chief ranger at Pecos. Previously he was the backcountry district ranger at Crater Lake. A native of Plainview, Minn., Jacobs writes that he is happy to be back in the Southwest where he spent many years as a seasonal federal employee. Address/phone: 2801 Plaza Rojo, Santa Fe, NM 87507; (home) 505-438-1157; (work) 505-757-6414, ext. 231; djjacobs1@juno.com.

Deb Liggett (GRSA, GRCA, BIBE, DRTO, VOYA, EVER, DETO, KATM, LACL), a 25-year career employee, has retired. She says to look for her and Jay hiking or paddling in a park near you. Address: 6855 Double Tree Circle, Anchorage, AK 99507; doljrl@gci.net. □

Missing Member

We've lost track of this person! Please send information to ANPR, P.O. Box 108, Larned, KS 67550-0108; anprbusiness@anpr.org.

Daniel Swank Grass Lake, MI

Welcome to the ANPR family!

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

William Armond Sitka, AK
 Diane & Richard Fefferman Imperial, MO
 Jason Hausserman Fort Gordon, GA
 Robert Juengling Billings, MT
 Mathew Klozik Luray, VA
 Robert Laine Manassas, VA
 Lori McAllister Stockton, CA
 Rick Perkins Rockbridge, OH
 Holly Rife Miami, FL
 Victoria Scott Bayonne, NJ
 Dave Walton Kings Canyon NP, CA



It's a boy!

James Michael Torok was born March 29 at 3:14 p.m. in Port Angeles, Wash. He weighed 9 pounds, 1 ounce, and was 22 inches long. Proud parents are Michelle (Supernaugh) and Mike Torok. Even prouder are grandparents Bill Supernaugh of Interior, S.D., and Joe and Margaret Torok of Masury, Ohio. The happy family is at home at 3303 McDougal Ave., Port Angeles, WA 98362.

Rocky Mountain alumni to gather in August

The Rocky Mountain National Park Old-Timers and Employees Reunion is set for Aug. 26–27 at the Estes Park Holiday Inn and Convention Center in Estes Park, Colo. Anyone associated with the park—past or present—is invited.

A special program is planned for Friday night at the Beaver Meadows Visitor Center. Other events include a free park bus tour Saturday morning and a banquet Saturday evening.

The banquet cost is \$30 per person. RSVP for dinner by sending a check payable to the Rocky Mountain Nature Association to Lynn Marquez, Rocky Mountain NP, 1000 Highway 36, Estes Park, CO 80517.

For more information or to reserve a seat on the bus tour, call her at 970-586-1295 or e-mail her at lynn_marquez@nps.gov.

Reserve rooms at the host hotel, the Holiday Inn Rocky Mountain Park, by calling 970-586-2332 or 1-800-803-8737, or book online at www.ichotelsgroup.com/hld/holihl/dlsec.

A block of rooms has been set aside under the code "Rocky Mountain National" if you call in

your reservation. If you are reserving a room online use the code "RMN" in the group booking code box. Rooms are \$85 (single/double), not including taxes. Have a credit card handy to hold your reservation. Block rooms must be reserved by Aug. 9.

For other accommodations check the Estes Park Chamber of Commerce website at www.estesparkresort.com or call 970-586-3543 or 1-800-378-3708. Also check the new Estes Park Convention and Visitor Bureau website at www.estesparkcvb.com or call 970-586-577-9900 or 1-800-443-7837.

The special evening program on Friday will begin at 7 p.m. in the auditorium at Park Headquarters (Beaver Meadows Visitor Center), at the park entrance on Highway 36. It is free and open to the public. □

SARSCENE 2005

The 14th annual search and rescue workshop is planned for Oct. 5–8 in Charlottetown, Prince Edward Island. It includes four days of presentations, demonstrations, a trade show, SAR games, training sessions and awards.

Co-hosted by the National Search and Rescue Secretariat and the PEI Emergency Measures Organization, SARSCENE 2005 kicks off on Oct. 5 with the ninth annual SARSCENE games. The workshop is a unique opportunity for SAR personnel to share their expertise and ideas, with more than 600 participants from air, ground and marine organizations across Canada and around the world.

You can drive, cruise or fly to Prince Edward Island, voted the No. 1 island in North America by Travel and Leisure Magazine. Don't miss the early registration deadline of Aug. 31.

For more information visit the website at www.nss.gc.ca, call 800-727-9414, fax 613-996-3746 or e-mail sarscene2005@nss.gc.ca.



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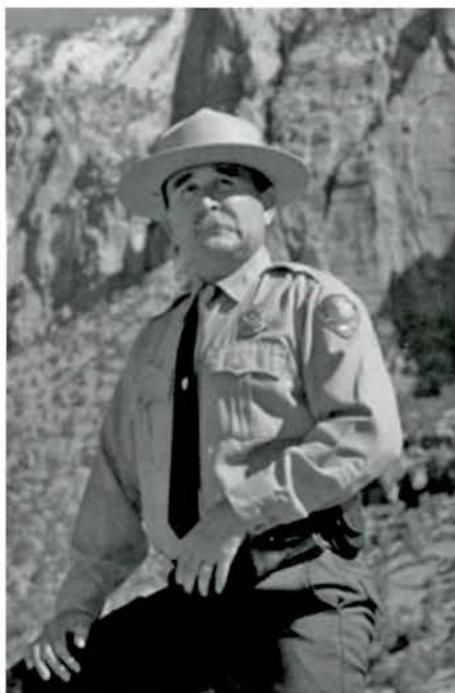
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Aniceto 'Cheto' Olais – Harry Yount Award winner

Aniceto "Cheto" Olais, chief ranger at Zion and a longtime member of ANPR, has been named this year's winner of the national Harry Yount Award. This peer recognition is given to that individual whose overall impact, record of accomplishments and excellence in traditional ranger duties has had significant impact in creating an appreciation for the park ranger profession on the part of the public and other members of the profession.

Olais, representing the Intermountain Region, was selected from the seven regional Harry Yount Award winners. The other six were Timothy Simonds, chief ranger, Olympic; Chuck Young, chief ranger, Glacier Bay; Bradley Clawson, district ranger, Delaware Water Gap; Robert Still, park ranger, Buffalo National River; Edward Wenschhof, chief ranger, Antietam; and James Lee, chief ranger, Gulf Islands.

Olais' nomination was prepared with input from several park superintendents, the staff at FLETC and many rangers from across the country. They cited his outstanding leadership, exemplary contributions, high standards of performance, excellence in traditional ranger duties and skills, dedication to the park ranger profession and overall excellence in service.



Cheto Olais

best in the country. He also helped develop the non-lethal training ammunition program for the Service. Recently at Zion he revived a project that had languished for 15 years, and the newly completed Emergency Services Building sets a new standard for professionalism, design and environmental efficiency.

His reputation for high standards is widely known, and people often ask, "What's it like to work with him?" They have heard about the uniform standards, equipment inspections and fitness requirements—and may be expecting to hear complaints. Many rangers have answered that question with a variation of: "It's not easy, but at the end of the day you know you've accomplished something."

Process is important, product is the result. He knows who he is and what he stands for. It is refreshing and inspiring. He communicates in person and manages on foot. This outstanding work ethic and love of the land is rumored to derive from his parents and growing up on a ranch working with horses. His wife, Laura, and children Aleana and Kelec, ground him and are partners in everything he does.

He has worked in virtually every aspect of rangers, fee collection, interpretation, resource management and protection. He knows his resource and loves sharing it with others. Continually organizing hikes, rappelling trips, and tours for community groups, he makes his park look good by bringing people together in it. The FBI works better with the county sheriff because of him; civic groups understand the park mission better, because of him.

At a time when rangers are under pressure, Olais stands for the values that outstanding members of this profession have always held close. He believes a ranger should be an ambassador for the Service, multi-skilled, responsive to park visitors and involved in managing all park operations. He knows that you can train and equip rangers to deal with emergency services and law enforcement and not lose their identity. He is involved in discussions at every level to ensure that a professional ranger force led by Park Service managers stays that way.

Olais embodies the spirit of the Harry Yount Award. Through a career of excellence as an interpreter, generalist and protection ranger, he has modeled, fostered and raised the bar for traditional ranger values.

Always willing to share what the Service has to offer, he is an outstanding instructor in almost every ranger discipline. Since 1982 he has been detailed regularly as a State Department instructor in a variety of ICS, wildland fire and law enforcement courses—often in Spanish—for Latin American and Caribbean countries. Most recently in 2004 he spent two weeks teaching wildland fire and law enforcement management in Honduras. In 1995, after observing an alarming increase in drug and illegal alien traffic in the formerly sleepy Organ Pipe Cactus, and concerned for his rangers' safety, he initiated the first NPS special operations course. Now, 13 years later, almost 400 rangers and officers from other agencies have benefited from his efforts. It is the only advanced law enforcement course NPS FLETC offers and is widely recognized as the

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Park Driving

Protection rangers receive training in pursuit driving and emergency techniques and maneuvers at FLETC; many park EMTs and firefighters have attended an emergency vehicle operators course. But for many other park staff such as interpretive rangers and maintenance staff, there is generally no set vehicle training because they aren't expected to engage in pursuit driving or operation of an emergency vehicle in conditions that would require extra skill.

Many of these employees operate a government vehicle on a daily basis, so why not give them a basic vehicle operation course? While they don't need to know pursuit driving or emergency operations techniques, a basic operator's course can improve safe driving, reduce public complaints and help with liability issues.

Many local police departments will gladly provide driving training to other agencies upon request. Some of the larger police departments even have one-day, driver training courses for their own non-law enforcement personnel who operate the department's non-emergency ve-

hicles. These courses are ideal for non-emergency park staff drivers. Although payment may be required, it's worth the cost and reduction in liability for the park.

Some parks may find it more feasible to hold an in-house class with annual refreshers. Although it may be difficult to provide a practical hands-on training similar to the local police department, the park can still hold a classroom setting training.

Safe driving videos are available online for order. FEMA's U.S. Fire Administration offers free pamphlets in safe vehicle operation. You can order enough for everyone in the park who operates park vehicles.

Order *Alive on Arrival—Tips for Safe Emergency Vehicle Operations* (great tips even for non-emergency operations) and *Motor Vehicle Fires—What You Need to Know* (a must for any driver). Go to the USFA website, search by title, register and place your free order: www.usfa.fema.gov/applications/publications/

Safe driving is everyone's responsibility!

— Franco Paolino, Statue of Liberty

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Canvas briefcase, khaki	\$60.00		
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T-shirts from 2004 Rendezvous in Rapid City, S.D. Red with black letters; sizes: M - L - XL - XL	\$12.00		
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MEMBERSHIP APPLICATION — Association of National Park Rangers

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

Name(s) _____ Office phone _____
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Important Notice

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

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

Type of Membership (check one)	Individual		Joint	
	One year	Two years	One year	Two years
Active (<i>all NPS employees and retirees</i>)				
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
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Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Special Supporters				
Individual	<input type="checkbox"/> Friend (\$250-\$4,999)		<input type="checkbox"/> Ranger Club (\$5,000 & up)	
Business	<input type="checkbox"/> Sponsor (\$500-\$4,999)		<input type="checkbox"/> Old Faithful Club (\$10,000 & up)	

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

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▶ 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)



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

Send news to:

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 26 S. Mt. Vernon Club Road
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 and go to Member Services page

Name _____

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

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Old Position (title and area) _____

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

Other information _____

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