Letters

Editor:

I'm getting worried about the future of ANPR. Sure, we have a good organizational purpose and a record of accomplishments. We can be especially proud that accomplishments resulted from the time and effort ANPR members donated to the organization. Nothing would have gotten done if people hadn't taken an interest, gotten involved, and worked on their own time because it was important to them. That's what has me worried.

Exactly what is important to ANPR members right now? From conversations and workshops at Rendezvous, you could assume that housing and training, for example, are important. In the last issue of Ranger, leaders of work groups on housing and training solicited comments, suggestions, and information from those who were interested. As of the middle of July neither had received any responses. Did everyone assume someone else would comment? Did some assume no one would be interested in their comments? Did people simply not read Ranger? Did we grossly overestimate member interest in these topics?

Perhaps we've gotten to be so big an organization that members find it hard to believe that one person's opinion matters. New members especially may not feel comfortable speaking up in front of groups, or may feel they should put in some time and get to know more people before getting involved. Then there's the time factor. Certainly staff and budget cuts have made us all work harder and be perhaps a bit less inclined to make commitments on precious off-duty hours. My biggest worries are that: a) no one cares, or b) they think that no one cares that they care. In either case, ANPR will lose the benefit of member opinion, creativity, and productivity.

So what do you think? Have you considered volunteering for a work group? Are you waiting for one to be formed on a specific issue? Did you know that each of the work groups welcomes input from any member, so you can help out even if you aren't a designated work group member? Do you have a concern you could share in a letter to Ranger? Have you talked with or written to your regional representative in the last year? Do you have an idea about how to encourage more people to get involved?

Take a few minutes and consider what about ANPR is important to you. Then, if you can't get actively involved right now, at least share your opinions and concerns with a regional representative, officer, or work group leader. I, for one, would be glad to hear from you.

Laurie Coughlan
Gettysburg

Editor:

I have received some inquiries regarding the health and vitality of the Western Region’s ranger intake program as a result of the article which appeared in our summer 1987 issue.

A primary concern and question has concerned retention rates. You may recall from the chart I sent you that the placement and retention rate has been very good for this type of program, as can be seen from the following:

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
<th>Placed</th>
<th>Eligible for Placement</th>
<th>Dropped Out</th>
</tr>
</thead>
<tbody>
<tr>
<td>1984</td>
<td>10</td>
<td>6</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>1985</td>
<td>5</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>1986</td>
<td>7 (6 still in program)</td>
<td>1</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Of course, only time can test the retention rate, but it appears that we're off to a good start.

Phil Young
Santa Monica Mountains

—

Editor.

Editor:

Our vote re: “Hangouts” — All work and no play makes Jack a dull boy. Come on, Jack, lighten up!

Bob and Jen Panko
Statue of Liberty

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RANGER: THE JOURNAL OF THE ASSOCIATION OF NATIONAL PARK RANGERS

Vol. Ill, No. 4  Fall, 1987

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

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

Letters, comments and manuscripts should be sent to Bill Halainen, Editor, Ranger, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201, (703) 522-4756. Editorial guidelines are available upon request. Submissions should be typed and double-spaced and submitted in duplicate when possible.

A membership/subscription form is available on the inside back cover. If you have moved since the last issue, please send your old mailing label and new address to ANPR, Box 222, Yellowstone National Park, WY 82190. Include your four letter park code and region.

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Cover photo: The remains of a bull elk poached in Yellowstone Lamar Valley last year. Photo by Joe Fowler.

President's Message

This issue of Ranger should arrive just prior to Rendezvous — a time of excitement and rejuvenation for us individually and collectively. However, I write this message near the end of a long, frustrating and tiring summer. I'm glad to know that when I read it again I'll be about to get together with friends old and new for good fun, some hard work, and workshops and keynote speakers that will be informative and useful.

To be sure, there has been some bad news — a frustrated vice president, a regional representative resigning mid-term, the Ranger Museum fund stalled way below the goal, replies to our inquiries to the Service less than satisfying, input from the membership almost uniformly lacking.

Our request to the Service for review copies of the chapters of Management Policies was denied: "It should be noted that the Association will have the opportunity to review and comment on the policies once the manual is released for public review."

In February, I met with the Director and Deputy Director and discussed ANPR concerns about the perceived dilution of traditional ranger duties, KSA standardization, vacancy announcements for GS-5 and -7 positions in the weekly information list, the mobility policy, central funding for transfers, 025 task force report, ANPR review of Management Policies and the free park folder program. The Director responded with the following letter:

July 15, 1987

Sometime ago you left with me a note relative to issues of concern to ANPR members. Following is the status of those concerns:

KSA Standardization: Ranger Activities and the Personnel Division will be working this summer on a project to standardize KSA's for Park Ranger positions.

Announcements of Vacancies in the Weekly Vacancy Information List: The regions have been advised to continue to include vacancies with a region-wide area of consideration in the "pink sheet," which has nationwide distribution.

025 Task Force Report: Attached is the report issued to the employees to inform them of Task Force initiatives. This report summarizes initiatives completed and in progress.

Our people are working very hard to answer many of the questions that I was asked at employee workshops and when I visited the various parks and regions.

If you have further questions, please feel free to get them to me.

I don't share this letter with you to challenge the Director — I believe that he sincerely wishes to work with us on our concerns. And I believe that progress is being made in a number of areas that ANPR has discussed over the years.

Sociologist Gary Machlis has suggested that ANPR may be suffering from the lack of an issue or problem we can all focus on. The Service is working on issues like better housing and settling the 025 issues. If, in fact, these problems are being resolved, we can all be glad.

Let us not, however, dwell too much on the bad news and forget the good news. There is much to be proud of. Bill Halainen reports that the last mailing of Ranger was the largest yet. We are all aware that the high quality and good information contained in these pages is one of the primary reasons that our membership level has remained strong. Well over 100 authors have written articles for Ranger over the years, and all are people who have taken the time to help ANPR make a difference in the Service and our careers. They are contributing.

The seasonal health insurance plan is in force, thanks to many, many long hours of work by a number of people. Although the numbers signing up are not huge, seasonals now have a plan available to them.

Harpers Ferry Center has agreed to develop an exhibit concept plan for the Ranger Museum that can be used as a fundraising piece — something we have needed badly. We also may have a new opportunity for assistance in our fundraising efforts.

The Rendezvous program will be another good one. Senator Bill Bradley's acceptance of our speaking invitation is a reflection of the stature that ANPR has acquired.

I am pleased to report that the board has approved my recommendation to contract with Debbie Gorman of Stillwater, New York, as the new ANPR business manager. She will succeed Debbie Trout, who is the new executive director of the Conference of National Park Cooperating Associations. We congratulate both Debbies and wish them both the best of luck.

Yes, I am frustrated, but at the same time I'm excited. It's time for us each to think about what we want and what we can give. At Rendezvous, a number of regional representative positions and both vice president positions will be open for nomination. We need strong candidates in these positions to act for you at board meetings and to carry your concerns to the board.

Continued on page 16
In Print

Books


Park managers must frequently deal with a variety of carrying capacity issues. Recent literature on this subject has primarily addressed impacts to natural resources; Carrying Capacity in Recreation Settings provides a view of the social component of the issue. As sociologists with extensive experience in recreation research, Shelby and Heberlein are well equipped to discuss all aspects of this subject. The reader benefits from their expertise when they relate recreation issues to research conducted in many areas of sociology.

The book is well organized and oriented toward the researcher and working manager. Some managers may not have the time to read the book from cover to cover, but its organization facilitates easy reference. Others may read it through the first time and later refer back to individual topics. The introduction provides an overview of the book, and each chapter has a summary at the beginning for those who want to read only a brief overview of the topic covered therein.

Five case studies taken from previous research by the authors cover six different activities, from whitewater rafting to deer hunting. These are woven into subsequent discussions of user satisfaction and crowding and the determination and implementation of carrying capacities.

A review of selected carrying capacity literature leads to an introduction, and, later, to an in-depth discussion of a model for making social carrying capacity determinations. The model is reminiscent of the limits-of-acceptable-change (LAC) methodology, including management objectives and evaluative standards. It adds a justifiable approach to provide hard numbers for those working with the LAC serial component.

Shelby and Heberlein go beyond other works when they discuss allocation and implementation of carrying capacity and its political implications. The appendices provide detailed information on the methods for setting up carrying capacity studies and measurements, as well as data describing allocation systems.

Carrying Capacity in Recreation Settings is highly recommended for park managers considering development of a social carrying capacity, as well as those considering preparatory research on visitation satisfaction and crowding or the development of an equitable user allocation system.

Larry Bell
Glen Canyon


We in temperate, prosperous, and politically stable North America seldom deal with laterite soils, disappearing rainforests, coups and revolutions. There are also basic differences between temperate and tropical ecosystems. The species-rich rainforest or savanna, for example, requires a much larger area to maintain a viable population than less complex temperate ecosystems.

The number of protected areas in the tropics has grown rapidly and now have a combined area equivalent to the Indian subcontinent. The editors maintain that expertise has spread from the temperate regions to the tropics but that the management methods of temperate regions are not always appropriate for tropical countries where protection needs, the ecosystem, and socio-economic conditions are different. In fact, they say, tropical countries have gained enough experience and expertise to teach something to the rest of the world.

This book resulted from the 1982 World Conference on National Parks in Bali and draws on papers presented there, summaries of workshop sessions, and other material added by the editors. It is intended as a handbook for planners, managers, and senior wardens (chief rangers?). The handbook covers activities involved in selecting, legislating, administering, planning, managing, and evaluating the management of such reserves. The contents, assembled from a variety of sources, tend to resemble a collection of recipes. The editors, however, did an excellent job in putting them together logically and consistently, and the book should serve its intended purpose quite well.

Practical advice abounds, from criteria for setting up reserves (or determining if a proposed reserve is a lost cause and a waste of effort) to helpful hints on report writing. A certain grim reality can be read between the lines. Having your country's ruler decree a national park into existence may be simpler, but establishing broad public support is better. Where is your consistency after the next coup? By creating adjacent habitat preserves along an international border, costs may be shared, and war in one country will not destroy all of the habitat. The unpopulated preserve also makes a good military buffer zone, a "multiple use" dreamed of by our Forest Service.

The handbook's central theme is the integration of protected areas into regional land use programs and the related concern for local people in the vicinity. "Protected areas can not be viewed as islands" the editors state. "They must be managed within the context of their regional settings."

Anyone who is looking for new perspectives on common problems or is either planning to visit a park in a developing country or has been detailed as an advisor to one should find this handbook useful. Those working in U.S. national parks in the Caribbean and Pacific will also find it particularly interesting.

Bernard Stoffel
Virgin Islands


Few know the frustrations of trying to interface the natural and the artificial better than wildlife photographers and National Park Service rangers. Russell's Canadian-style straight-forwardness in explaining his life with this dilemma is refreshing.

Set against a northwest backdrop extending from Glacier-Waterton International Peace Park to Denali, his story first explains the ways of sheep, then those of sheep hunting guides, then concludes with sheep photography. His own metamorphosis through this sequence is detailed from a boyhood as an apprentice guide to being forced out of guiding by road development to producing wildlife films. I was reminded of similar stories I've heard at Olympic concerning the work of Herb and Lois Crister, Bill Bacon, Lloyd Beebe, Ruth and Lori Kirk.

Important as all that is to photographers, guides and rangers, this is still primarily a book about sheep and their habitat from the viewpoint of a man who has lived with both all his life. It is also something else, something vital to rangers—a view from horseback. Russell was also forced out of the horsepacking business and into backpacking to get the wildlife footage his later livelihood required. Readers get a sample of how horse folks feel as their treasured way of life becomes increasingly endangered.

As a career seasonal in frequent contact with the public, I was frankly put off by some of the preachiness of the first few chapters. I have to listen to so much shallow preservationism that I was hoping for more depth. Russell comes through in later chapters, however, as he gets into the psychology of handling hunting (and photography) clients and the adventures of the lecture circuit and film production business.

As a fellow denizen of the alpine larch forests, I was most struck by his documentation of wildlife decline through poorly
managed hunting and access roads. North Cascades, for instance, could apparently support greater diversity and abundance. The comparison points up what a treasure we have at Waterton-Glacier and how far we will probably have to go in restoring North Cascades. I hope Russell's books will generate more interest in Canadian parks and wilderness areas, whose boundaries we often share.

Eric Burr
North Cascades

Editorial Comments

The following editorial comments were culled from recent newspapers and represent varied perspectives on issues within the National Park System:

"The scuttlebutt out of Washington is that feisty William Penn Mott... has survived a bitter political fight with ideologues of the Reagan Administration's Interior Department over control of the direction of the Service. If so, that is good news for the parks and for the people of this country. The unique success of the nation's park system has rested with its professional stature, free and independent of political meddling..."

"Will (Mott's) ambitious and innovative plans (for the future of the NPS) have the support of the Interior Department officials with whom he has done battle? Well, he responds, not one has told him 'no' so far. No grass grows beneath Bill Mott's hiking boots. No cobwebs clutter the imagination of this dedicated visionary.

"Let your thousand ideas bloom, Bill Mott. Worry not whether Interior Department officials are with you, for the people surely will be." — Los Angeles Times.

"A number of tourist-flight operators (at the Grand Canyon) are lobbying against the legislation (to ban flights below the rim), arguing that it would destroy part of their industry. They are surely correct. But their alarms still shouldn't be heeded. In our national parks, money-making should take a very decided back seat to environmental integrity." — Rocky Mountain News.

If they were so inclined, (this administration) could profit from (former Senator and Wilderness Society counselor Gaylord) Nelson's suggestions: Live up to the 1916 law that created the National Park Service and specifically called for the preservation of natural resources; end the present tilt toward exploitation. Begin confronting problems of air and water pollution in the parks. Start supporting the acquisition of more park land. Stop the political war being waged against career Park Service employees who are trying to fulfill the mission of the 1916 legislation.

"We are not optimistic, frankly. Most likely conservationists will have to continue holding the line as best they can, through litigation and lobbying, until a new administration takes office in 1989. As far as the national parks are concerned, the change can only be for the better." — Arkansas Gazette.

"Secretary Hodel is accused of interfering with the park service management when he mends some of the park practices of the past. This is a common accusation from environmentalists who consider the park system their private domain...

"Alaskans should stand solidly behind Secretary Hodel as he mends the ways of the wayward park service. He is trying to make them public parks, not special preserves." — The Anchorage Times.

Reflections on the latest trends in interpreting the parks

A New NPCA Publication!

Interpretive Views

Having developed the art of interpretation to a high degree, the Park Service is increasingly stepping back and looking at the science of evaluating interpretation. Interpretive Views is a welcome addition to the growing body of professional literature dealing with evaluating interpretation. I urge each of you to join in the professional debate this volume is designed to stimulate... — William Penn Mott, Jr. Director, National Park Service

The essays provide special insight to the philosophies that currently guide interpretation in the National Park Service. In sharing their opinions on evaluating interpretation, most of the authors had to confront and then describe what they thought interpretation was all about. For the reader interested in the vocation—the rationale for interpretation—there is much to learn from these contributions.

— Gary Machlis
University of Idaho


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Quotable

Secretary of State George Shultz during his testimony before Congress this summer: "I want to send a message out around our country that public service is a very rewarding and honorable thing, and nobody has to think they need to lie and cheat in order to be a public servant... Quite to the contrary, if you are really going to be effective over any period of time, you have to be straightforward and you have to conduct yourself in a basically honest way so people will have confidence and trust in you."

Yellowstone Superintendent Bob Barber, quoted in the Philadelphia Inquirer: “National Parks are not big, rustic fun farms, and people need to remember that. At times, it comes down to a question of values — what is appropriate and what isn’t. I mean, you don’t roller-ski in the National Gallery of Art, through it might be a great place to roller-ski. And there need to be places in the country where mechanization doesn’t play a role.”

Available For Review

At present, three books are available for review:

- The Lakes of Yellowstone, by Steve Pierce. 200 pages.
- Glacier Bay National Park, by Jim DeFresne. 152 pages.

If you’re interested in reviewing a book for Ranger, please contact the editor. Reviewers get to keep the books they review for their libraries.

All in the Family

Ranger reports on transfers, departures from the Service and retirements in each issue. Entries should be typed or clearly printed and contain all essential information (particularly correct name spellings). Send to: Editor, Ranger, Apt. D-422, 3004 Lee Highway, Arlington, VA 22201.

Abney, Kevin - from park ranger, New River Gorge, to same, Jefferson National Expansion.
Anderson, Mike - from park ranger, Cape Hatteras, to supervisory park ranger, same.
Artman, Kirsten Bevinetto - from seasonal lead park ranger, National Parks and Conservation Association.
Blaszak, Marcia - from budget officer, Sequoia/Kings, to administrative officer, Lassen.
Brower, John - from chief of interpretation, National Capital Region, to resignation.
Bryoles, Paul - from supervisory park ranger, Wind Cave, to fire management officer, Big Cypress.
Chilton, Jerry - from chief ranger, Mound City Group, to supervisory park ranger, Herbert Hoover.
Consolo, Sue - from resource management specialist, Badlands, to management biologist, Yellowstone.
Cook, Kayci - from park ranger, San Antonio Missions, to lead park ranger, Death Valley.
Coogan, Tim - from park ranger, San Antonio Missions, to resource management specialist, Death Valley.
Davis, Dave - from fire specialist, Big Cypress, to resignation.
Erick, Dee Renee - from park ranger, Big Bend, to assistant subdistrict ranger, Great Smoky Mountains.
Foley, Lyle - from park ranger, Ozark, to retirement.
Freet, Bruce - from resource management specialist, Big Cypress, to chief ranger, Great Basin.
Green, Joseph - from park ranger (safety officer), Indiana Dunes, to same, Grand Canyon.
Gushue, Richard A. - from seasonal park ranger, Shenandoah, to park ranger, Castillo de San Marcos.
Heger, John - from park ranger, Fredericksburg, to special agent, Department of Defense, Groton, Connecticut.
Houseman, James - from seasonal park ranger, Big Thicket, to park ranger, same.
Hooyboer, James - from supervisory park ranger, Fort Laramie, to resignation.
Hutton, Jim - from seasonal park ranger, Grand Canyon and Grand Teton, to park ranger, Cape Lookout.
Kaleta, Dennis - from park ranger, Shenandoah, to same, Saint Croix.
Kline, Mary - from dispatcher, Grand Tetons, to park ranger (interpretation), South District, Petrified Forest.
Larson, Randy - from park ranger, Natchez Trace, to same, Lake Mead.
Lauritzen, Wendy - from park ranger, DeSoto National Wildlife Refuge, to same, Big Thicket (North District).
Loeterle, Lynn - from supervisory park ranger, Dinosaur, to same, Indiana Dunes.
Mangino, Joseph - from park ranger, Delaware Water Gap, to same, Jefferson National Expansion.
Martin, Steve - from supervisory park ranger, Yellowstone, to same, Voyagers.
Maynes, Barb - from park ranger, George Washington Birthplace, to same, Prince William Forest Park.
McNulty, Carol - from district naturalist, Assateague, to resource management specialist, Fire Island.
Meyer, Michael - from park ranger, Lassen Volcanic, to supervisory park ranger, Grand Canyon.
Morris, Ray - from supervisory park ranger, Gettysburg, to supervisory park ranger, Castille de San Marcos.
Murphy, Dave - from chief ranger, C&O Canal, to park ranger (land use coordinator), National Capital Regional Office.
Pfenninger, Deb - from park ranger (dispatch), Cuyahoga, to park ranger (interpretation), Carlisbad.
Pfenninger, Paul - from park ranger (dispatch), Cuyahoga, to park ranger (interpretation), Carlisbad.
Potratz-Hansen, Connie - from park ranger, Lincoln Home, to resignation.
Reed, Bruce - from supervisory park ranger, Isle Royale, to facility manager, Guadalupe Mountains.
Rosten, Ellen - lead park ranger, Jefferson National Expansion, to park ranger (dispatch), Sequoia.
Sage, Jonathan - from park ranger, Kennesaw Mountain, to same, Grand Portage.
Schenk, William - from assistant superintendent, Grand Teton, to deputy regional director, Midwest Region.
Schlinkmann, Jim - from seasonal park ranger, Joshua Tree, to program clerk, same.

Continued on page 21
Poaching And Wildlife Protection In The Parks

Dave Essex
Rocky Mountain

A little known but deadly serious battle is being waged today in the international arena, pitting dedicated wildlife law enforcement professionals against well-financed and well-equipped commercial poachers. The stakes in the battle are high: for the poachers, an estimated $5 billion a year in profits in the worldwide market; for law enforcement officers and everyone else, the decimation — and in some cases extinction — of an enormous range of wildlife species, from the Himalayan snow leopard to the American bald eagle. And it is becoming increasingly obvious that traffickers in trophy animals, birds of prey and other wildlife have discovered that the parks are veritable “supermarkets” and that the “products” they seek are often relatively easy to obtain there.

In order to understand the nature of the problem in the parks, however, it’s first necessary to look at the scope and nature of wildlife poaching and species destruction internationally.

Scope of the Problem

It has been estimated that, prior to the evolution of man as a hunting animal, one species was lost worldwide each 10,000 years. It is now estimated that at least one species is lost each year, and the number may well be higher. According to an article in the recent, premier issue of Conservation Biology, the old rule that presumes a species’ numbers has been tied to the underlying reasons have become fairly clear: that population had dropped to 4,000 by 1986 — not even a decade later — that population had dropped to 4,000 animals. According to International Wildlife magazine, it’s likely that there are now fewer than 5,000 tigers of all species left in the wild. Of these, the Bali form is believed to be extinct, and the population of Bengal or Indian tigers remains at about 3,000 — perhaps less than one-tenth of the number that existed at the turn of the century.

In both cases, the rapid decline in these species’ numbers has been tied to the huge market for tiger and rhino parts for medicinal purposes. That market, which also seeks and highly values parts of grizzlies and other animals found in parks in the United States, has perhaps been the single greatest reason for the marked increase in poaching in recent years. The underlying reasons have become fairly clear: in oriental and other cultures, animal parts are vital to the creation of a variety of widely used medicines. Since peoples employing these remedies represent over half the world’s population, the demand for animal parts is high and still growing. “As long as rural societies hunt animals for their own food and medicine, there is generally little danger of (species) depletion,” says International Wildlife. “But when outside market demands and the promise of quick profits encourage hunters to concentrate on certain animals, trouble starts. Today, the worldwide demand for medicinal animal parts is unprecedented, and the implications for many wildlife populations throughout Asia and Africa are not good.”

Because of the great demand for rhino parts and the animal’s increasing rarity, for instance, Sumatran rhino horn now sells for well over $500 per ounce, a pound of rhino skin goes for $150, and a pound of rhino toes fetches $180. Tiger parts sell for similar amounts. And these are only two species of many that provide items for this market.

But there are other reasons for poaching. Says Terry Grosz, special agent in charge for the U.S. Fish and Wildlife Service’s Denver office: “Poaching is done for money, it’s done for food, it’s done for thrills, it’s done for the macho image, and it’s done for the hell of it.”

The following examples illustrate both the multiplicity of motives people have for poaching and the variety of markets available for illegally taken animals:

• An operation was uncovered by Canadian and American authorities in which a smuggler had a $1 million contract to ship gyrfalcons to affluent Mideast falconers. In the course of the investigation, it was learned that a single white female gyrfalcon can be worth up to $120,000 on delivery, and that one Canadian earned more than $700,000 in one year trapping falcons.

• Because of their rarity and beauty, pets of some wild animals have always been highly prized in fashion circles. Finished and tanned tiger, cheetah, ocelot and jaguar skins can sell for over $4,000 each. The hide of the endangered black caiman crocodile is especially prized, and can be even more valuable.

• Spectacularly beautiful tropical birds are also considered fashionable, and parrots, parakeets and other exotic birds are currently being smuggled into the United States by the thousands. The Amazonian hyacinth macaw sells for over $20,000 on the U.S. market. Black palm cockatoos are worth from $5,000 to $10,000 each. The mortality of birds taken through this illegal trade is high — nine of 10 birds taken in the wild die before reaching this country.

Dave Essex is the chief ranger at Rocky Mountain. Before coming into the Service, he worked as a state game warden. He has had extensive involvement with wildlife protection during his career in the NPS, and now teaches courses on the subject.

An elk killed for its velvet-bearing antlers. Photo by Mike Pflaum.
In the Western states and Alaska, poachers who slay game animals for unlucky or lazy hunters are reported to command as much as $20,000 for a bighorn sheep. The prized "Grand Slam" — heads and shoulders from each of the four wild sheep indigenous to North America — can bring in over $50,000 on the illegal market.

A South Dakota-based ring which was recently broken up killed as many as 300 bald eagles to obtain feathers, beaks and bones for the black market in Indian artifacts. The feathers of an entire bird or golden eagle can alone bring as much as $5,000.

Enforcement Efforts

Efforts to check this on-rushing tide of poaching are going on everywhere, but they are hampered by serious underfunding and by the unwillingness of some nations to cooperate. The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) has been signed by most nations, but others, like Singapore, refuse to because they are enmeshed in a lucrative trade in poached animals. Since these nations continue to provide ready funnels for black market traders, the weight of efforts to curb poaching must necessarily fall on outnumbered personnel assigned to drug investigations.

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Efforts to check this on-rushing tide of poaching are going on everywhere, but they are hampered by serious underfunding and by the unwillingness of some nations to cooperate. The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) has been signed by most nations, but others, like Singapore, refuse to because they are enmeshed in a lucrative trade in poached animals. Since these nations continue to provide ready funnels for black market traders, the weight of efforts to curb poaching must necessarily fall on outnumbered personnel assigned to drug investigations.

Africa is home to many animals of great value to poachers, and the combat there has been particularly severe. Between 1960 and 1967, for example, over twenty wardens in Virunga National Park in Zaire were killed in battles with poachers. And in Uganda's Kidepo Valley National Park, rangers were recently cited for their "long record of distinguished service in confronting well-armed, aggressive poachers."

"Often outnumbered by better-armed poachers, this force has continually faced fire from automatic rifles, mortars, rocket launchers, and machine guns as a result of which eight rangers have been killed in action over the past decade," reads the award, which was given by the International Union for Conservation of Nature and Natural Resources. Although generally not as dangerous or dramatic, equally dedicated efforts to check poaching have been made in this country. But these efforts, too, are often hamstrung by understaffing and underfunding. There are fewer than 200 U.S. Fish and Wildlife Service (USFWS) special agents, 7,000 state conservation officers, and a few thousand Federal natural resource law enforcement officers (including park rangers) available to cover millions of acres of public land and investigate scores of thousands of poaching incidents. By comparison, the FBI alone has 8,000 special agents, and, in one major U.S. city, the number of law enforcement personnel assigned to drug investigations exceeds the total number of USFWS agents in the entire country. (As a point of interest, most experienced officers agree that it is easier to apprehend drug traffickers than those dealing in illegal wildlife, yet drug violations generally carry far more substantial penalties.)

The National Parks

It's hard to get an overall handle on the scope of either the problem or enforcement efforts going on in the parks. According to the Service's annual summary of law enforcement incidents, there were 4,932 wildlife "resource violations" in 1986, but that number includes a wide variety of cases and is subject to the vagaries of reporting. Information is available, however, on recent and on-going incidents in several national parks — Shenandoah, Acadia, Rocky Mountain and Yellowstone — and one region — Alaska — where the problem is of particular consequence.

Shenandoah

Over recent years, Shenandoah rangers had become aware that there was an unusual amount of poaching going on in the park, but also had found that the poachers were smart and sophisticated enough to conduct their operations in a manner that made it difficult to catch them through routine patrol and investigative procedures. As a result of their subsequent request for assistance from U.S. Fish and Wildlife and Virginia Fish and Wildlife Commission agents, a covert operation, code named "Little Debbie's Raisin Cakes" after the bear trap bait used by the poachers, was mounted last year in and around the park.

During the six-month-long investigation which ensued, poachers led undercover rangers and agents into the park at night, then employed spotlights to blind and shoot feeding deer. These trips were later described as "killing safaris" by one of the agents. Bears were also taken throughout the year, and dogs were used to find dens where females were hibernating and having cubs. The illegally taken meat was then dressed, transported elsewhere and eventually sold to a dealer for about 75 cents per pound. The dealer later resold it for at least twice that amount. The main market was the Asian community around Washington, D.C.

Early on a snowy morning this past April, 43 officers, including rangers, state and federal agents, state police and local county sheriffs, raided a housing compound just outside the park and arrested 11 people on 40 wildlife and firearms violations. Most of them were known to the rangers and had prior convictions on a variety of charges. Several were considered very dangerous.

Yellowstone

In the fall of 1984, rangers and federal agents concluded Operation Trophy Kill, one of the most successful undercover operations conducted to that point in a national park, with a series of arrests that led to the conviction of a number of local poachers on a wide variety of felony charges and the subsequent imprisonment of several of them. The story of that effort appears in Joe Fowler's related article on the opposite page.

Acadia

Two years ago, rangers first became aware of the extent of deer poaching problems in the park when burlap bags full of deer viscera and cut-up deer carcasses were repeatedly discovered on the side of an old dirt road near a town within Acadia's boundaries. Discrepancies then began to show up in local deer tagging station records concerning deer allegedly being shot on offshore islands, and a follow-up check done by reporters from The Bar Harbor Times revealed that hunters "were having amazing success on islands which biologists indicate have the worst deer habitats in the state."

Rangers reacted by initiating an investigation with the assistance of U.S. Fish and Wildlife agents, Maine game wardens, state and local police, and other officers. Members of the task force staked out the homes of suspected poachers and were able to see them bring home, cut up and then distribute poached deer. Although no money was ever observed changing hands, task force members believe that most of the poaching was being done for profit. Late in February, the task force's work culminated in the filing of 114 charges against 11 people, including deer poaching, night hunting, baiting, terrorizing and interstate transportation of deer meat.

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Wildlife Law Enforcement
In Yellowstone

Joe Fowler
Yellowstone

On a cold and snowy evening in mid-November of 1983, a Yellowstone park ranger took note of a black pickup truck and its Wyoming license plate. The three men in the truck wore hunter orange vests, and took keen interest in a small group of bull elk along the road. By the spring of 1987, these men had been convicted on an assortment of state and Federal wildlife violations, all of which had occurred in and around Yellowstone over a three year period.

This successful investigation involved Yellowstone park rangers, Wyoming game wardens, deputies of Park County, Wyoming, and Park County, Montana, and agents of the U.S. Fish and Wildlife Service. The investigation revealed commercial connections, premeditated intentions and repeated violations by men with prior criminal records. Unfortunately, these types of poaching activities are not uncommon in our national parks — but successful investigations are rare.

Yellowstone’s abundant wildlife represents not only a great natural resource but an increasingly valuable commercial resource. The park has traditionally had a high incidence of illegal taking of big-game animals. Large herds with trophy class animals and a small chance of apprehension have combined to attract poachers. The increase in commercial value of wildlife, including big-game, has caused a steady acceleration of poaching and illegal collection in recent years. In addition to trophy animals, furbearers, raptors, rare birds and valuable animal parts make the wildlife market a lucrative business opportunity. A wide variety of wildlife resources are available on a seasonal basis and allow the commercial operator to engage in the trade year round.

The local trade in illegally taken elk antlers brings more than $250,000 annually to collectors. This money, generated at $5 a pound, increases to over $25 million at its final market value of $36 an ounce. The poacher can make $5,000 from a large bighorn ram or $50 a pound for velvet elk antlers. As commodities, these wildlife parts spiral in price (much as do street drugs) as they near their final market.

With a well-established and often legal market in game farms, fur and antler buyers, taxidermists, falcons and bird propagators, there exists a potential for the sale of a vast assortment of wild animals and wildlife parts. Some of the most marketable items are bear claws, bison skulls and coyote pelts. Other, more exotic and often more valuable commodities are bear gall bladders, peregrine fledglings and eagle feathers and talons.

Over the last six years, Yellowstone has had 165 documented poaching cases. There were 165 cases of firearms violations, most of which can be attributed to hunters possessing guns within the park. Additionally, there were 415 cases of possession or removal of natural features, many of which involved the commercial removal of wildlife parts. These cases represent only a portion of the problem. Because of the clandestine nature of poaching and the large, remote area in which poachers operate, detection and documentation of incidents appears to be low.

Some of the more disturbing wildlife cases in Yellowstone have included the setting of cyanide guns for coyotes, the theft of trumpeter swan eggs, and the killing of elk for velvet antlers. In one case, antlers were cut off several live bull elk after they were run into deep spring snow.

In October of 1984, a long-term USFWS undercover operation — operation Trophy Kill — culminated in the arrest of eleven people from Park and Sweet Grass Counties, Montana. Of these, nine were convicted of federal wildlife offenses and eight had prior commercial resource violations in Yellowstone. Although charges were filed in the judicial District of Montana for trafficking, a large portion of the wildlife parts came from Yellowstone. Much of the intelligence that initiated and supported this portion of a nationwide covert operation came from Yellowstone park rangers. The operation in return verified this intelligence and contributed to a greater understanding of the magnitude of problems facing the park.

This points out the importance of interagency cooperation in developing an effective wildlife law enforcement program. Information and intelligence is the name of the game in any investigative operation; with wildlife, it is especially essential. In wildlife cases, most often there are no witnesses, there is little physical evidence and incidents may go undetected. Establishing and maintaining contacts with local agencies, state game departments and the USFWS is basic to wildlife enforcement.

A successful program must start with the acceptance of an existing problem and the responsibility to control it. In order to be effective in the long term, this commitment must be made at all levels, from management to the field, with the realization there is no ‘cure’. The program must have well-defined and accepted responsibilities to ensure that personnel changes have a minimal negative effect. Resources must be allocated to the program as an integral and on-going part of the mission.

Some areas that need the most attention in establishing wildlife protection programs in our national parks involve basic skills of field rangers. A good understanding of authority and jurisdiction, wildlife law and forensics is a start. A working knowledge of wildlife markets, target species and modes of operation is essential. Development of information gathering abilities will produce the most dramatic results. Interviewing skills, informant sources and public support are some of the most common means of obtaining this vital information.

Another area vital to the success of any wildlife program is the understanding and support of the U.S. magistrate, district court and U.S. attorney’s office. Wildlife protection is popular with sportsmen, environmental groups and park visitors. This popularity — along with an awareness of the wildlife problems facing our parks — will help gain the support of these members of the judicial system.
As was the case in Shenandoah, several of the people charged had a history of violence. One had threatened to burn down one of the islands in the park; another publicly threatened to kill every deer in the park and also threatened to kill rangers involved in the investigation of his activities.

**Rocky Mountain**

Two rangers working in plain clothes and posing as archery hunters in a remote area adjacent to the park were able to gather evidence which enabled other rangers, U.S. Fish and Wildlife agents, and Colorado Division of Wildlife officers to apprehend two local residents for killing a bighorn ram inside the park. The two persons were charged in both federal and state courts, and ended up paying fines and penalty assessments totaling over $2,000, forfeiting personal equipment, including a $3,000 all-terrain vehicle (ATV) and recompensing the owner of a borrowed (and confiscated) ATV $2,500. The man who did the actual killing was placed on supervised federal probation for two years, during which time he cannot hunt and must do community service work.

The park continues to have problems with illegal archery hunting for trophy animals and theft of immature birds of prey (primarily goshawks) from nesting areas. The birds can bring up to $300 on the illegal local market. Another significant problem is that of crooked guides bringing clients into the park to seek trophy animals.

**Alaska**

There are 15 park areas in Alaska containing 34 million acres of federal land and 2.4 million acres of inholdings. As of early 1986, there were a total of 34 commissioned permanent rangers among them. Of these, four were superintendents, 10 were chief rangers, and three were in the regional office, leaving 17 commissioned rangers available for field work. Each had 3.2 million acres of park land to patrol — an area roughly the size of Yellowstone, Grand Tetons and Yosemite combined. These areas are roadless, so patrols are conducted on foot or by boat, raft, aircraft, dog sled or snow machine. Each year, these rangers apprehend between 8 and 10 poachers, a negligible percentage of the total number engaged in this activity.

Poaching takes a variety of forms in Alaska. The four major ones are:

- Alaska residents in pursuit of large mammals, fish and other animals for food. These hunters are likely to take animals whenever and wherever they can. They ignore park or private boundaries, seasons and bag limits. Because they are opportunists, their activities are difficult to predict, and only a few are caught.
- Sport hunters from Alaska’s urban areas or from out of state who are interested only in trophies. It’s estimated that this is the largest group, and, in fact, the majority of convictions obtained by rangers have been on members of this group.
- Commercial hunters, trappers and fishermen who sell park resources on the illegal market or as part of a legitimate take. In the past, this has included the sale of caribou (as reindeer meat), illegally netted salmon, bear parts, wolf hides taken by aerial gunners, moose and caribou antlers, and all types of skins.
- Commercially guided hunting and fishing trips — typically the hardest to detect and interdict. Guides will generally do anything to insure a client’s success or to satisfy their wishes. Rangers have had limited success against this group.

Tanner’s report listed a variety of incidents that occurred in Alaska’s parks in recent years, but cautioned that they only represent a fraction of probable poaching incidents. “It is dead-certain that there are dozens of incidents equally as tragic,” he said. “We are aware of some via hearsay from sources unwilling or unable to come forward.” Even such a partial listing makes for depressing reading:

- In the winter of 1984-1985, aerial gunners nearly eradicated the largest wolf pack in Denali. All rangers found were airplane tracks, kill sites and skinned wolf carcasses. Each spring, aerial hunters gather just outside several parks in fairly large groups. A month later, kill sites such as the one in Denali are found in those parks. Said Tanner: “It takes a major effort to catch a hunter who may only be on the ground for a few minutes.”
- During that same winter, about 70 caribou from one park herd were killed at one time in a sizable commercial operation. The animals were thoroughly butchered and probably were sold as reindeer, which are privately raised and marketed as meat animals in Alaska.
- In a joint effort with the state, rangers recently broke up a large commercial operation which was taking bears out of a park. In addition to bears taken by the hunters in camp, there were five bear skins which were ultimately sold on the illegal market by the guides. On another occasion, rangers found two grizzlies which had been shot and had only the claws and gall bladders taken. As noted before, these are highly prized as medicine by some oriental groups, and are consequently very valuable to poachers.
- Four hunters in another park shot five moose and took only the antlers of four of them. Significantly, the remains showed that the fifth moose had the smallest antlers.
- At the time of the report, there were two commercial trappers working in one park, and rangers had neither the time or money to devote to locating and stopping them.
- A commercial fishing operation was recently broken up which was blocking a

![About 450 pounds of antlers, worth over $3,000, were seized in a raid on commercial collectors in Yellowstone in 1984.](Photo by Joe Fowler.)
stream and netting salmon in a park. Had they been allowed a few more days, they would have decimated the salmon run, one whose genetic characteristics were undoubtedly unique.

"We are extremely concerned about poaching and feel that it is a serious problem having a significant impact on our parks," the report said in its conclusion. "Park animal populations provide undisputed gene pools which guarantee healthy and natural populations and which play essential roles in the survival of the species. Poachers generally remove the biggest and best animals, (thereby) creating a disastrous long-term situation where it is not the fittest that survive through natural selection but the randomly selected nontrophy phenotype."

The report recommended increasing the region’s protection force “to one ranger to every million acres”, which “would significantly increase the number of convictions.” This, in turn, would help curb poaching, since “doubling the number of convictions is believed to prevent four or five times the number of poaching incidents.”

Future Actions

Although an increase in the number of rangers working on poaching incidents in Alaska and elsewhere would no doubt help to curb this problem, we also need to improve our training and awareness of wildlife protection issues. The recent creation of an investigator training program for land management agencies at FLETC, which will deal in part with wildlife law enforcement and investigation, is an important first step in this direction (see the summer issue of Ranger for details). But there are things that you can do right now in your park to help combat poaching:

• A good beginning point would be to determine exactly what is happening to wildlife and other natural resources in your park. You need to know what the threats are before you can take proper action.

• Work to educate all park personnel on poaching. Many people don’t see things going on in front of them simply because they are not hunters and have so many other pressures on them. Consider using training aids in informational presentations (see the bibliography at the end).

• Spell out resource and wildlife protection responsibilities in performance standards.

• Train enforcement personnel to automatically look for spotlights, blowguns, bows and arrows, arrows with “pods” attached (which may contain up to 700 mg. of succinylcholine chloride in powder form), hidden weapons, blood, cartriges, hair and other items in all vehicle stops. Bill Cook of Great Smoky Mountains has developed an excellent guideline on what to look for, entitled Crime Scene Investigations of Illegally Killed Wildlife.

• Examine your protection program. Is it too oriented toward the road, with too much highway patrol and too little resource-related enforcement? Have you considered plainclothes patrols?

• The development of an in-park team is vital. Maintain credibility by keeping supervisors and the superintendent informed (remember, if something goes wrong, the super is the one “holding the bag”). Assess perceived problems accurately, and develop a strategy to target specific problems from a team perspective. Over-reaction and under-reaction are both bad. Develop simple and clear objectives based on solid data, then proceed systematically to achieve these objectives. Be sure to have the support of top management. Don’t exaggarate or embellish the facts.

• Bear in mind that prevention of public acts through public education, rather than conviction after the violation, results in the greatest conservation of public resources, and the greatest utilization of wildlife resources.

• To the greatest extent possible, take the time to study wildlife law enforcement problems rather than reacting on impulse. Consider public relations implications and plan accordingly.

• Don’t forget “in-house” public relations. A good and worthy program can be seriously damaged by fellow employees in other fields who fail to understand the problems. Their spoken dissent in the community can be very damaging.

• Gather evidence carefully in order to nail all those involved. Consider the possibility of conspiracies. Don’t grab the small fry and miss the big-time operators.

• Be familiar with “Operation Game Thief” type programs, as well as state hunting license point systems.

• Work together. The closest possible working relationship should exist among rangers and other U.S. Fish and Wildlife agents and state game wardens, who possess expertise in this area. Consider the pros and cons of being commissioned as wardens by those agencies. Initiate interagency brainstorming sessions to discuss cases, plot strategies, seek advice, etc. Learn all you can about these agencies — their legislative mandates, enforcement and management philosophies, goals and objectives.

• Share case reports whenever possible. Set up an information exchange network that facilitates cooperation, but never get careless with the identity of confidential informants despite your desire to share information.

• When taking action under another agency’s authority, never initiate statements to the media. Refer all media questions to the appropriate member of the agency under who’s authority you are acting. Earn respect from media representatives — be straight-forward but not naive. Designate a public information officer and speak with one voice. Be careful in press releases to give credit to all agencies and officers involved in joint operations.

A Concluding Thought

This past spring, Director Mott addressed an international park law enforcement workshop at the Grand Canyon. His comments on the approach the Service needs to take to resolve or at least reduce the problem of poaching in the parks provide a fitting conclusion to this article:

“Immigrant groups in many states have no regard for protected wildlife, closed areas or limits. Education and interpretation are particularly necessary to orient those people to our preservation mission.

“Park managers must recognize the threat that illegal activity poses to park resources. Those of us in conservation work maintain that our national parks are a most valuable and irreplaceable collection of gene pools, essential to the perpetuation of species diversity. However, we should be concerned that poachers have particular targets among gene pools and parks have become a real arena for illegal commercialization of wildlife.

“Law enforcement, particularly resource law enforcement, will continue to be an important element in an effective overall resource management and protection program. Agencies must prepare now to meet the challenges of the 1990’s. Without this valuable function we will have betrayed the trust of the American people and deprived future generations of their share of our American heritage. We cannot take this trust lightly. The present generation demands it and future generations deserve it.”

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Protecting Wildlife in Canada’s Parks

Duane Martin
Parks Canada

The problem of increased poaching, particularly in national parks, is one that we in Canada share with you in the United States. There seems to be a ready supply of poachers, yet a limited number of wardens to fend them off.

To put our problems in perspective, however, it is perhaps best to first give you an overview of our parks and the people who run them.

The Canadian National Park system, as that of the United States, had its beginnings in the western part of the nation. With the designation in 1885 of a 10 square mile reserve around some natural hot springs discovered by railway workers near the modern day town of Banff, Canada’s National Park system was born.

The Department of Environment, Parks, is currently responsible for the protection and management of 33 national parks, some 75 historic sites and 9 heritage areas. The system is highly dispersed both geographically and biologically. One of the more recent, and most northerly, national park acquisitions, Ellesmere Island, is located about 400 miles from the North Pole. In contrast, the most southerly park (and one of the smallest) is located some 50 miles southeast of Detroit.

Parks Canada operates with an annual budget of approximately $300 million and a staff of about 5,000 person/year. Headquarters are located in Ottawa, the nation’s capital, and links are maintained with the various park units through five regional offices.

Parks units are organized into four subactivities — Visitor Services, Interpretive Service, General Works and the Park Warden Service. Visitor Services is responsible for the operation of all visitor services facilities within a park, including fee collection at gateways and campground kiosks, the provision of general park information, and the operation of campgrounds and swimming pools. The Interpretive Service provides visitors with an understanding of a park’s natural and/or historic resources through the use of a wide variety of media. The General Works section is responsible for maintaining the physical plant within a park.

The Park Warden Service, in both its history and function, quite closely parallels that of U.S. park rangers. The Warden Service is comprised of a uniformed group (wardens wear uniforms distinctive in color)

Duane Martin is the chief warden for Parks Canada.

and design from that worn by other staffs of approximately 400 men and women, whose major roles are the management and protection of natural resources, visitor safety and law enforcement.

In 1909, 24 years after the first national park was created, the first Chief Fire and Game Warden was appointed in Rocky Mountains Park (now Banff National Park), with a small staff being hired the following year to act as fire patrolmen and game enforcement officers.

The Warden Service has undergone many changes since those early days when the force consisted of former trappers, horsemen and even reformed poachers. They performed their duties in districts larger than many of today's small parks and they did it by horseback, canoe and foot in summer and by snowshoe in winter. The wardens themselves built the patrol and headquarters cabins and were often responsible for providing their own horses and gear.

The first park warden convention was held in the 1920's and provided the opportunity for wardens to meet and exchange ideas. An important outcome of the meeting was the establishment of the first warden's training school, held in 1925. This system of meetings and training schools continues today.

It would appear from articles and letters in past issues of Ranger that a ranger or warden, having donned the uniform of the other, could slip into an empty chair at a chief ranger or chief warden meeting and participate whole-heartedly in the discussions. The faces around the table and the park names may be unfamiliar, but the issues on the table have universal appeal. The question of the generalist vs. the specialist warden/ranger, more effective classification levels, government housing deficiencies, the problems of seasonal employees and the perennial concern with uniform fit, quality and quantity would most certainly ensure active participation.

The Warden Service, in addition to resource management and public safety duties, has the responsibility of enforcing laws related to resource protection and visitor safety. The question of what role park wardens have in protecting visitors from each other is not always easily defined, as the legal responsibility to enforce federal criminal law and provincial statutes rests with the Royal Canadian Mounted Police in eight provinces and two northern territories, and with the provincial police forces of the remaining two provinces. While the warden’s primary law enforcement role is to protect the parks from the people and the primary role of the police is to protect people from other people, there are frequent occasions where circumstances may require either agency to play the lead role in the other’s area of prime responsibility. Park wardens and members of various police forces have historically enjoyed a close professional working relationship with generally mutual benefits for both.

The National Parks Act — and its some 26 sets of regulations — provides the legislative authority which regulates the ac...
tivities of administrators, residents and visitors within parks. Park wardens are provided enforcement authorities under a wide variety of other federal or provincial laws where required and where there are no comparable powers under the National Parks Act (or the park area administered by the department has not yet been declared a national park). The addition of a number of these “park reserves” in recent years, which require, in some cases, a lengthy period of additional federal and provincial government negotiation before full national park status is achieved, has meant that wardens must rely upon a variety of federal and provincial laws to provide protection in such areas until the National Parks Act becomes applicable.

Wildlife protection in Parks Canada is a melding of resource management techniques and the enforcement of applicable laws. Reliance solely upon the development and application of various resource management plans will not protect a resource from those who would exploit it for illegal purposes. Conversely, blind reliance upon the detection, investigation and prosecution of crime will not ensure the perpetuation of a resource impacted upon by over utilization of range or man-disturbed environment.

The above concept was well illustrated by the results of a three-year grizzly ecology study completed in the early 1980’s in Jasper National Park, Alberta. The study, designed to determine the bear’s habitat requirements and diet, unexpectedly discovered an extremely high mortality rate within the population, primarily due to illegal hunting activities both inside and outside the park boundary.

Park wardens and biologists, while monitoring a marked bear during the study, tracked its radio collar signal to the saddlebag of a big game outfitter outside the park. The subsequent investigation revealed the bear had been killed at an illegal bait station, and that the bait station was one of nine located in close proximity to the park boundary. The discovery of this incident plus evidence of additional illegal activities inside the park, all undetected by routine patrolling, was an unexpected bonus from the study which permitted Parks Canada to increase its law enforcement activities in the area and successfully reduce the illegal activity and increase the protection of the resource.

National parks the world over are becoming, by the nature of their mandate, sanctuaries for a variety of highly prized trophy species. Legal hunting outside the reserves is ever increasing. A western Canadian province reported in the 1984-85 season that 141,209 hunters killed 54,226 big game animals, which included 10,370 moose, 4,510 elk, 952 mountain goats, 421 sheep, 32,899 deer and 364 grizzly bears. As trophy supplies outside national parks decrease, it appears more hunters and collectors will turn to parks as a source of supply.

Recent illegal hunting cases both inside and outside our national parks have demonstrated to us the sophistication and level of organization of effort being made to exploit valuable natural resources. These cases also demonstrated the level of technical ability that is required to detect, investigate, and successfully prosecute them. Parks Canada, as a resource protection agency, must therefore play a more active role in the national and international wildlife enforcement community if we are to effectively reduce the illegal harvest of our resources.

In an effort to more effectively combat the pressures on park wildlife, the Minister of the Environment responsible for Parks, the Honorable Tom McMillian, recently announced proposed amendments to the National Parks Act which would increase poaching fines from the current $500 maximum to $150,000 and/or 6 months imprisonment. Poaching offences would be considered crimes rather than regulatory violations. Law enforcement authorities, with enhanced powers of arrest, search, and seizure.

The Minister additionally announced the formation of a headquarters law enforcement operation unit designed to develop intelligence and operational contacts within the wildlife enforcement community, to coordinate the gathering and analysis of intelligence and to organize and conduct special enforcement operations against targeted individuals and organizations engaged in illegal wildlife hunting within the parks. Law enforcement specialist positions will also be created in each of the regional offices. Enforcement Support Teams will be organized on a regional and national level to permit the deployment of well trained park wardens in the support of special enforcement operations. Wardens have expressed considerable interest in and support for the Minister’s initiative.

One major concern about the new enforcement program shared by most park wardens is the issue of officer safety. With the dramatic increase in the proposed new penalties for poaching, wardens anticipate increased resistance to arrest and apprehension. Park wardens are not provided with firearms for the purpose of their law enforcement duties, and a number have already found themselves, under the existing low-fine structure, looking down the wrong end of a gun barrel, or have suffered an injury while trying to gain possession of a firearm during an arrest.

A recent incident in Riding Mountain National Park in the Province of Manitoba illustrates the potential threat well known to all enforcement officers. Riding Mountain, somewhat like Shenandoah National Park, is surrounded for the most part by private landholders primarily engaged in farming, a large number of whom treat the park as a form of private hunting reserve. Apprehending poachers is made more difficult by a closed ethnic farming community, limited access through the park and private lands to the park boundary, and the rather enterprising lengths some poachers will go to in order to ply their trade. One individual rigged up a pair of stilts with elk hooves attached to permit crossing the boundary behind an elk herd without leaving tell-tale footprints.

The Riding Mountain incident began as two wardens investigated a gun shot complaint within the park. A suspect, accompanied by his wife and a pack horse loaded with elk meat, was confronted on the trail, at which point the wardens were relieved of horses and a radio at gun point. A backup radio was utilized to call for assistance, but the suspect was alerted by the radio traffic and returned to retrieve the radio, roughing up one of the wardens in the process. The wardens were admonished by a now rather irate individual not to move from the area or attempt to contact anyone else. Contrary to instructions, the wardens moved off the trail into thick bush.

Approximately 15 minutes later a horse returned to the area and then moved off back down the trail. After remaining in the area several hours, the wardens made their way out to their vehicle and were able to contact wardens and police searching for them. The suspect was apprehended sometime later, and in an interview his wife stated she assumed that the second time her husband returned to check on the wardens it was most likely he intended to kill them.

While park management has not indicated that any change to the existing firearms policy is forthcoming, a commitment has been made to look at all aspects of officer safety related to an increased penalty structure.

Park wardens in Canada’s national park system are basically employed for the same purpose as their counterparts in other federal, state or provincial park and wildlife agencies and they share the sense of dedication, and the frustrations and enjoyment to be found in any like organization. The protection of park wildlife is enhanced through the dedication of the men and women of “ranger” services worldwide. Canadian park wardens are proud to be a part of that fraternity.
Position Management: Putting The Theory To Work

There’s been a good deal of discussion of late concerning position management — the principle which holds that a working unit’s efficiency can be improved through the organization of employee duties and responsibilities into positions to achieve desired goals, an interesting side effect of which is that such a reorganization of work can sometimes increase an employee’s grade.

Over the past few months, several Association members have been involved in one way or another with the new emphasis on implementing position management concepts in the parks, and have offered to write about their experiences. Jim Loach was a participant in the classification workshop which was held in Denver this past June and summarizes what went on during that week-long gathering. Mike Hill, the chief ranger at Biscayne, and Sue Bartlett and Mary Sargent-Martin, personnelists at Great Smokies and Yosemite, offer their perspectives on making position management work in the field.

The Classification Workshops

In May, Walt Dabney called Roger Rudolph, chief ranger at Yosemite and my boss, and asked if I might participate as a subject matter expert in the June classification workshop in Denver. Roger asked if I would, and I agreed.

The workshop participants included Dick Powers, Assistant Director, Personnel and Administration; Mario Fraire, Chief Personnel Officer; Len Emerson, Acting Chief, Branch of Compensation and Program Evaluation; Walt Dabney, Chief, Ranger Activities; three subject matter “experts” and forty personnel officers and classifiers from all over the Service.

The purpose of the workshop was to standardize the application of the 025 classification standards and classification supplement amongst the Service’s classifiers and personnelists. The workshop focused primarily on the classification of park ranger GS-025 positions, but we also had the opportunity to discuss how computers are being used by the Rocky Mountain Regional Office. Of particular interest was a computer program which the Navy developed and now uses which allows supervisors and managers to write and classify position descriptions. Len Emerson also gave status reports on Servicewide programs including dual careers, the career management plan, and the standardized KSA project.

Dick, Walt, Mario and Len briefed the group on the status of the implementa- tion of the 025 classification standards and the classification supplement for non-supervisory park ranger positions. We then separated into three smaller work groups to review the classification supplement.

Laurie Coughlan, Gettysburg/Eisenhower, Butch Farabee, WASO, and I served as the subject matter experts for interpretation, EMS-SAR, and law enforcement, respectively. The entire group reconvened in general session after the workgroups concluded their review, and Len Emerson led the discussion on each of the subject matter areas to be sure that the differences of interpretation of the standards were openly discussed and resolved.

The personnelists who were there were obviously concerned about the implementation of the GS-025 classification standards and the clarifying supplemental standards. The major issue appeared to be consistency of interpretation and application of the supplement. The law enforcement work group agreed that 90% of Part II of the supplement needed neither further clarification nor editorial revision; however, we did suggest that pages 9 and 10, pertaining to law enforcement grades GS-9 and above, be revised when the new classification standard for police officers is adopted. The workgroup also suggested including occupational definitions and concrete examples of investigatory work at the GS-9 level.

The issue of percentages of work which constitute a substantial portion of time and the effect of multiple series work in controlling grade was discussed in the open sessions, between sessions, after hours, etc. I left with the understanding that the key consideration in determining grade by duties that do not occupy most of a person’s time is that those duties must require a higher set of qualifications and be performed on a reasonably frequent basis.

The emphasis is on qualifications rather than on the percentage of time spent performing those duties. The identified higher-grade duties may come from more than one subject area, and the sum of time required to perform the higher-graded duties should occupy approximately 25% of the position’s time. We can’t get away completely from numbers.

In the past, I have viewed position management and classification as either someone else’s responsibility or a mysterious problem which required me to rewrite position descriptions over and over. Today I recognize position management as a primary responsibility of the supervisor. I gained a great deal of appreciation for the classification specialists and personnel officers and the problems they face in explaining position management and classification to supervisors who have had no training and little experience in either.

Dick Powers, Mario Fraire, Len Emerson, Walt Dabney, and the personnel folks are interested in helping field rangers understand classification and position management. Several recommendations for developing training for field supervisors on position management and classification were discussed and commitments were made by Dick, Mario, Len and Walt to develop a training curriculum and schedule classes to assure that field supervisors receive appropriate, timely training. This should reduce confusion about the classification standards.

I left Denver feeling that much had been accomplished in a short period of time. The cooperation between the participants and the clarity of answers given to questions gave me confidence that confusion over these issues can be eliminated.

Jim Loach
Yosemite

In Search of the Renaissance Ranger

Just about anything can be improved upon so long as there is a clear idea about what set of conditions constitutes “better”. When the discussions begin to concentrate solely on what’s wrong instead of what would be right, the task gets more difficult. Problem identification is only a first step toward fixing something. At Biscayne, we had the problems pretty well figured out.

“In the beginning” as they say, there were four divisions in the park — administration, maintenance, resource management, and interpretation and visitor protection. Then there was an operations evaluation. One recommendation was to drastically reduce the resource management staff and integrate that division with interpretation and visitor protection. The ranger activities division was thus born.

Conceptually, it made a lot of sense, but implementing the concept was a bit more difficult. The division consists of three sections — resource management, visitor protection, and interpretation. In fact, they tended to function like mini-divisions, with each section concentrating almost exclusively on their own area of responsibility. They were still overloaded and the work was still either not getting done or not done as well as it should have been.

Long ago, in a land far away from south Florida, in a classroom perched near a very large ditch, a character by the name of Brady preached his sermon to a group of wide-eyed neophytes. The topic was “A Ranger For All Seasons”. The thesis was that a ranger ought to be able to go anywhere in the system and do the job that needs to be done. The job description was written by Congress in 1916. Well, Jim, we put our heads together and decided to make it work.
Biscayne could be described as an adolescent park — growing pains everywhere, with different parts of the body growing at different rates. The sustenance, of course, is money and FTE’s, and this was not the optimum time for a park to try to grow up. Another peculiarity is that the park doesn’t have a “visitor season”. It’s a year-round operation. Being in Miami’s back yard, and being 95% underwater and with water recreation being a major south Florida pastime, use patterns are similar to large national recreation areas. Being smack across the historical smuggling routes doesn’t help. All of the functions of the division are critical to the long term survival of the park and safety of park visitors.

Biscayne has a small seasonal staff so it doesn’t have the operational flexibility that large seasonal parks enjoy from redirecting seasonal work time to meet changing priorities or emphases. So we made the permanents more flexible. We employed some of the principles of position management to organize our work. Although our permanents are bona fide generalists, they each have both primary and secondary specialties for which they are responsible. This gives the park specialists to accomplish specific goals requiring technical expertise, yet also gives us a staff with a wide variety of skills, thereby providing flexibility. And grades, accordingly, have been enhanced.

Here’s how it works. Every field person in the division has three responsibilities — interpretation, resource management, and protection. The only thing that varies is the amount of time that they spend in each. Almost all of the rangers, no matter what section, are law enforcement commissioned, EMTs, trained in interpretation (personal services), certified boat operators, qualified SCUBA divers, and have a resource management specialty. The specialties were derived from the resource management plan and address areas that are of critical concern to the overall park program. The specialists in the division — the interpretive specialist, protection specialist, and resource management coordinator — direct the work of individuals operating in their specialty area, and are direct supervisors of those individuals assigned to their section. This organization requires much more coordination among sections, but the dividends are worth it.

A ranger from the protection section who has the submerged cultural resources specialty could be enroute to perform an underwater survey of a historical shipwreck. Finding a boat accident with injuries, he/she could call for assistance from a member of the interpretation section who was out on the Floating Visitor Center. They could assess and stabilize the patient, do a helicopter pick-up with Metro-Dade fire and rescue and continue on about their business. Or they could both provide back-up to U.S. Customs on an interdiction stop, then go back to their assigned duties. That evening, the same ranger could give a talk to the local historical society about shipwrecks.

There is another dividend, particularly where cost of living is so high. They are almost all GS-7s. The jobs aren’t all in yet. We’re still rebuilding the division after a 50% turnover. But it seems to be working.

Mike Hill
Biscayne

**Dusting Off Those Old PD’s**

With everything else supervisors have to do, updating or redescribing position descriptions usually doesn’t even make it on “the list”, much less at a very high priority. It proved to be a pretty important task, however, when the new 025 standard was applied at Great Smokies.

When the 026 series was still in existence, there was a level of complacency about accurately describing jobs. This was due largely to the availability of standardized position descriptions. It also seemed to be extremely rare that a full performance field “ranger-type” who wasn’t in charge of a subdistrict ended up being classified as anything other than a GS-5 park technician. And the reason for that actually did have something to do with the way the old 025 standard was structured and interpreted in this region. The new 025 standard did make a difference, but it required a flurry of activity around here. It gave us the opportunity to “clean up our act”, from the standpoint of both updating outdated p.d.’s and describing them in a format that allows for better description of the work involved.

In the course of implementing the new standard, a look at our FES-format park technician p.d.’s would not have produced any significant changes. But this was a task, we felt, that deserved more than a paper review. Although there was neither time nor staff to desk audit every ranger/technician in the park, a good cross-section was done that took into account the different emphases caused by geographies, types and levels of incidents, and similar factors. Those desk audits were pretty revealing in terms of work assignments that were never really documented. From all the audit notes, sample duties were developed that described narratively (a bit more detailed than FES style) the kind of work that was being done. There was, of course, no particular grade level significance inherent in any one of the duties. Supervisors were asked to use those as guides in redescribing jobs. Some of them did better than others at getting ideas from the guides to write duties that accurately and adequately described each position that they supervised.

All of them, however, made some changes to fit their own situations, and there was not one instance where the revised p.d.’s contradicted the information obtained in an audit.

The difference here, too, was that there were no graded position descriptions to use. Instead, there were three pages of sample duties that had to be sited and refined, with no up-front guarantees as to what combinations would produce a certain grade. That wasn’t the point in the first place. We needed to do a better job of describing the work before a good job of applying the standards could be done. None of this was done in a vacuum or as a guessing game; there was quite a bit of dialogue back and forth as the p.d.’s were being revised.

From a position management standpoint, many of our subdistricts had been “forced” into an evolutionary reorganization of work due primarily to reduced staffing levels. New supervisors sometimes had an impact on how work was assigned. Outside influences also affected our involvement level in some work. Instead of all four subordinate rangers in a subdistrict being involved in all programs but to a limited extent, for example, work requirements caused some supervisors to assign primary responsibility for a particular aspect of subdistrict operations to a particular position. More and more Part I offenses were being completely handled by rangers, because the FBI was taking the lead in fewer cases. These changes occurred over time, and not as a means of enhancing grades because the 025 standard had changed.

Fortunately for us, the new standard actually encouraged efforts to do our jobs better — both supervisors and personnel. We still have some areas to refine and some ways of reorganizing work that can make us more efficient, whether or not grades are enhanced by it. But, then, jobs aren’t static. Position management is a continuing process because of that.

Sue Bardlett
Great Smokies

**Reorganizing Duties**

Three years ago, just the very mention of “criminal investigators,” “GS-1811’s” or Nancy Garrett’s infamous 1979 memo stating that the managers within the NPS would not maintain a separate cadre of criminal investigative personnel was enough to exasperate me. There were days when life in Yosemite’s personnel office was just not fun — it caused me, I’m sure, the first of my three gray hairs.

What a dramatic (and wonderful) change it was to recently attend the Service-wide grade comparability workshop and hear Yosemite praised for our effective position management and for our positive
efforts to enhance the grade structures of Yosemite rangers.

The foundation of these efforts was laid when WASO directed that we not establish criminal investigator (GS-1811) positions, and that we ensure that certain individuals (who were formerly assigned those duties exclusively) perform the full range of park ranger (GS-025) work. Looking back, I now see that this was the first necessary step taken to enhance the grades of our protection park rangers.

With that order from WASO, the responsibility for conducting most long-range, complex criminal investigations was shifted from a small group of individuals assigned to the park’s law enforcement office (LEO) to the park rangers in the districts. All of management’s options had been very closely scrutinized and analyzed to ensure that the work performed would be classifiable to the park ranger series. At that point, our main objective in managing our positions and organization centered around the concern for the classification series (GS-025/GS-1811); grade was not the issue.

In classification and position management, my main message to managers and supervisors has always been that it is you and not the classifier who affects the classification (title, series, and grade) of the position. Surprised? The manager/supervisor assigns the duties and responsibilities to the position; it is those duties to which the classifier then assigns a title, series, and grade — change the duties and the title, series or grade of the position may change.

Position management simply means organizing duties and responsibilities into positions in order to achieve desired results. The key is defining the desired results or objective prior to implementing position management techniques. What is it you hope to accomplish? Generally, you’ll want to have the work accomplished in the most efficient and economical manner possible. But it doesn’t stop there. Do you want to provide career progression (growth) for employees within a unit? Attract and maintain a qualified staff? Enhance the grade structure and/or opportunities in the unit? Motivate employees? Recently there has been quite a bit of discussion within the NPS centering around the park ranger occupation and position management. The complaints heard everywhere in the Service are similar: “Law enforcement positions are dead-ended at the GS-5 level”; “SAR/EMS is not being taken into consideration for grading purposes”; “I’m doing the same work as they do in X agency and yet I’m only a GS-5 and that other agency has GS-9s”.

There are ways of overcoming and solving these problems. Supervisors and managers, as well as employees, need to know and understand the classification system. The better equipped and more knowledgeable you are, the easier our job. (At Yosemite our supervisors have had specific training in classification and position management, and many of them have completed OPM’s correspondence courses on these subjects.) Prior to establishing a position or writing a new position description, gather all the information you can. Talk to the personnel/classifier and develop an understanding of what will constitute the grade and series-controlling duties in a position. Supervisors should have copies of, or access to, classification standards and any other material which might help with this process.

At Yosemite, we supported the grade of six non-supervisory park rangers at the GS-9 level by assigning a “major” duty of both general and criminal investigations that would be evaluated by use of the GS-1810/1811 standard. These duties, which occupy a substantial portion of time over a cycle of time (Significant Classification Decision, Vol. 1, No. 2), required the park ranger to possess “materially higher qualification” and were determined to be the grade-controlling duties of the position. The work required a full range of investigative knowledge and skills to develop cases that were complex enough to unfold over a period of time (days, weeks, months). The investigative workload involved both criminal and non-criminal matters, and ranged from the fairly simple to the more serious and complex violations (such as auto theft, serial car burglaries involving professional “rings” and cooperation with other parks/agencies, suicides, rapes, robberies, narcotics, death investigations, tort claims, etc.). The ranger is required to use the full range of professional investigative methods and techniques in organization, development, and follow-through on his/her case.

The quality of the investigations performed by our park rangers has been excellent; the case closure rate for Part I offenses in Valley District during CY 1986 was 36.6%, which, I think you would agree, is quite commendable.

In some of the other park ranger positions with parkwide duties, such as SAR, EMS, campground operations, and fee collection, we were able to organize and structure the functions in such a manner as to positively enhance the grade. This process wasn’t easy. Supervisors were required to take an active part in organizing their work units and assigning duties. The old Park Service practice of requiring a park ranger to be a master of all skills, while not being (for a substantial portion of time) continuously responsible for any program, was in jeopardy. Our supervisors are now attempting to assign duties according to the grade level of the ranger. They have realized that spreading a duty/responsibility among 10 rangers, rather than in core jobs, tends to be meaningless in the grading process.

An effective organizational structure is an important step toward attaining excellence in any unit. Ours is not perfect, but it has been a step in the right direction. During our LEO reorganization, the following commentary, which has been attributed to Petronius Arbiter (210 B.C.), could be found throughout our visitor protection division: “We trained hard...but it seemed that everytime we were beginning to form into teams, we would be reorganized...I was to learn later in life...that we tend to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency, and demoralization”.

Maybe that is the way many of the reorganized first felt here at Yosemite, because the reorganization was imposed on the park by outside forces. Maybe a few still feel demoralized by what occurred, but upon retrospect, it seems that the mandated change was the best thing that could have happened to the majority of the protection rangers: it made their positions more varied, more interesting, more responsible, and, as a consequence, classifiable at the grade level to which they had formerly been (perhaps mistakenly) classified.

Mary Sargent-Martin
Yosemite
NEW PARKS TO MATCH AMERICA

By Keith Hoehnagle

Some Suggestions for New NPS Areas to Fill the "Gaps" in the Interpretation of America...

OLLIE NORTH BOYHOOD NATIONAL MEMORIAL

Did you shred my cherry tree, son?

MADONNA NATIONAL HISTORIC SITE

This is where Ollie, as a youth, shredded his fathers cherry tree, then lied about it in the interest of national security.

I CANNOT TELL THE TRUTH

VISITORS TO MADONNA N.H. WHO TAKE PICTURES OF THE LIFE-SIZE WAX MODEL OF ROCK-STAR "MADONNA" RUN THE RISK OF BEING DETAINED UP BY SEAN PENN LOOK-ALIKE FRED SCHWARZ, AN NPS SEASONAL EMPLOYEE. IT ALL MAKES FOR GREAT AUTHENTICITY AND WHOLLY FUN!

GRACELAND NATIONAL Historical Park

We're very proud of our seasonals. They weigh from 100 to 350 pounds, but with their wigs and sequined outfits, they're all totally in character.

Our Seasonals

ECO-SYSTEM NATIONAL PARK

Okay, listen up, folks. Congress has made this entire eco-system into a national park. You'll all have to leave the area, unless you are a full-blooded native American Indian. In which case you'll be required to give up all modern conveniences for a pre-1800 existence. Life-style. Leave your house as it is because we might want to use it for offices or for seasonal housing. Are you getting all this?

Visitors to ACID RAIN NATIONAL MONUMENT FIND THE LIFELIKE EXHIBITS OF DEAD FISH & DYING PLANTS ABSOLUTELY FASCINATING.

JIM & TAMMY BAKKER MEMORIAL PARKWAY

A pleasant Tennessee Parkway lined with billboards advertising the latest in Jesus-style Christian-themed signs.

This know JESUS LOVES ME

Offshore Oil Rig NATIONAL SEASHORE

The name for this park doesn't make sense. It can't be offshore and a seashore at the same time.

Quick Fred, call that guy who organizes those poker games. You know, the one who would invite us into a fish. What's his name? Chuck Cheese?

But, my family has been in this eco-system for more than eight generations.

Offshore oil rig.

Offshore oil rig.

Quick Fred, call that guy who organizes those poker games. You know, the one who would invite us into a fish. What's his name? Chuck Cheese?

The name for this park doesn't make sense. It can't be offshore and a seashore at the same time.

OH, YES IT CAN! THE OIL RIG IS OFF SHORE. THE OIL IS ON THE SEASHORE.

ACK!
A National Park Service Bibliography

Maureen Finerty
Mid-Atlantic Regional Office

Almost all of us have some sort of library of books on Park Service themes in a corner of our home or office, usually an eclectic assortment of titles encompassing, among other things, histories of the Park Service, biographies of important people in the conservation community, books from the parks we've worked in (you can usually decipher a person's career from his or her bookshelf as quickly as from a 171), and texts in several professional specialties, such as interpretation, search and rescue or fire management.

Inevitably, the idea arose that it would be both interesting and useful to put together a comprehensive bibliography of these books which would eventually provide a single reference (more or less) on all books concerning the National Park Service and the National Park System. A notice was run in each of the last few issues of Ranger soliciting titles, and many people took the time to send in the name of books they owned and thought should be included.

The following list was compiled from those submissions. Books were sorted by fairly evident categories, though there are inevitably some that belong to more than one. It's important to emphasize that the list is incomplete — it is only being presented at this point to pique your interest and to get you to send in some more titles. It is obviously weak in the area of professional specialties, with only interpretation and search and rescue represented. Is there anyone who'd like to send along titles, and many people the dates of publication, publishers and other relevant data are often missing.

Send your entries to me at 16 Crofton Common, Cherry Hill, NJ 08034. My thanks to those of you who've already assisted on this project.

General

America's National Parks, by Nelson B. Keyes. 1957.
Resources for the Future, Washington, D.C.
America's Wonderlands, by National Geographic Society. 1980.
Bears in My Kitchen, by Margaret Merrill. 1956.

Making of a Ranger, by Lon A. Garrison.
National Parks, by Paul Jensen. 1964.
National Parks of the USA, by James Murfin.
Oh Ranger, by Horace M. Albright. 1935.
Our American Wonderlands, by George W. James. 1915.
Our National Parks, (Books 1 and 2), by Mary A. Rolfe. 1931.
Our National Parks in Color, by D. Butcher. 1968.
Park Management, by Sharpe, Odegaard and Sharpe.
Romance of the National Parks, by Harlean James. 1939.
Wildlife Portfolio of Western National Parks, by Joseph S. Dixon. 1957.

National Park Idea

Boyd and Fraser Publishing Co., San Francisco, CA.
Desert Solitaire: A Season in the Wilderness, by Edward Abbey. 1968.
Ballantine Books, NY.
Men and Nature in the National Parks, by F. Fraser Darling and Noel Eichhorn.
The Man Who Walked Through Time, by Colin Fletcher.
Mountains Without Handrails, by Joseph Sax.
University of Michigan Press, Ann Arbor, MI.
Walden, by Henry David Thoreau.

Supporters of Parks

Frederick Law Olmsted and the American Environmental Tradition, by Albert Fein.
John Muir and His Legacy: The American Conservation Movement, by Stephen Fox.
Remembered Yesterdays, by John Muir.
The Wilderness World of John Muir, by Edward Teale, ed.

History

The Birth of the National Park Service, by Horace Albright, as told to Robert Cahn.
Forest and Range Policy, by Samuel Trask.
Princeton University Press, Princeton, NJ.
How the U.S. Cavalry Saved Our National Parks, by H. Duane Hampton.
The National Park Service: It’s History, Activities and Organization, by Jenks Cameron.


National Park Service: The Story Behind the Scenery, by Horace Albright, Russ Dickenson and William Penn Mott. KC Publications, Las Vegas, NV.


Steve Mather of the National Parks, by Robert Shankland.


Parks


Big Trees (Sequoia), by Fry and White.

Birthplace of An Army: A Study of Valley Forge, by John B.B. Trussell, Jr.


Colter’s Hell and Jackson’s Hole, by Merrill J. Mattes. 1971.

Early Days: Photographer George Alexander Grant and the Western National Parks, by Mark Sawyer. 1986. Northland Press; Flagstaff, AZ.

The Everglades: River of Grass, by Majory Stoneman Douglas.

The Exploration of the Colorado River and Its Canyon, by J.W. Powell.


Glacier Bay: The Land and the Silence, by David Brower, ed.


Grand Canyon Place Names, by Byrd H. Granger. 1960.

Grand Circle Adventure, by Allen C. Reed. 1983.

A Guidebook to Hampton National Historic Site, by Lynne Hastings. Historic Hampton, Inc.


John Muir and the Sierra Club - The Battle for Yosemite, by Holoway Jones.

The Johnstown Flood, by David G. McCullough.

Man in the Everglades, by Charlton W. Tebeau.


Mountain Time, by Paul Schullery.

The Mountains of California, by John Muir.


One Hundred Years in Yosemite: The Story of a Great Park and Its Friends, by Carl Russell.


Rainbow Bridge, by C.L. Bunheimer.

Continued on page 23

R&R Accessory Items

Dear Member:

After researching the possibility of an R&R Uniform catalog of miscellaneous merchandise that could be sold through ANPR to Service employees, we’ve determined that it will be possible for us to offer you such items at a savings over retail prices and support the ANPR.

Accordingly, we are now making available the badge case (left) and a number of other highly sought-after items at a discount to you. These are the first such offerings. We look toward expanding our selection of accessory items based on the response we receive from Service employees.

We’d like to hear from you concerning these or other items you might be interested in. If you have any questions or comments, please call Linda Balatti at 202/543-9577.

Robert W. Gates, Jr., President, R&R Uniforms, Inc.

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Board Member Reports

Western Vice President
Vice President Noel Poe, Capitol Reef. Address: Capitol Reef National Park, Torrey, UT 84775. Phone: (801) 425-3791 (work) or 425-3403 (home).

During June and July, Noel spent a total of four weeks in a hospital recovering from a ruptured appendix and associated complications. He's now back in action, and has volunteered to tackle the project of getting information out to the membership on career enhancement opportunities. Some of this information will be appearing in future issues of Ranger. If you have any ideas, give him a call or talk to him at the Rendezvous.

Eastern Vice President
Vice President Laurie Coughlan, Eisenhower. Address: P.O. Box 342, Gettysburg, PA 17325. Phone: (717) 334-0716 (home) or (717) 334-1124 (work).

Because Laurie's report deals with issues of considerable concern to the Association at large, it appears in the "Letters" section, which experience has shown is the best-read section of this magazine.

North Atlantic Regional Rep
Representative Jim Gorman, Saratoga. Address: RD 2, Box 33, Stillwater, NY 12170. Phone: (518) 664-9821 (work).

Jim says that he doesn't have a lot to report as far as "products" are concerned, but he has been meeting with a lot of people in the region and discussing various issues with them. Several people have come forward and volunteered as park reps, but more are needed. He planned to send out a letter to each park asking for volunteers to serve as reps and to gather housing information.

Jim hopes to get more regional contributions to Ranger, such as Nora Mitchell's in the summer issue, and notes that there are many other good things going on in North Atlantic. He'll be working with the editor to identify potential contributors.

Jim has also forwarded information on health insurance to a number of seasonals, and has helped several of them get started in the program.

Mid-Atlantic Regional Rep
Representative Roberta D'Amico, Colonial. Address: Highway Contract 1, Box 408 H, Gloucester Point, VA 23062. Phone: (804) 693-3400 (work) and (804) 642-9220 (home).

Many thanks to C&O district manager Linda Tom's and the Palisades District staff for their efforts and support in making this the most successful regional gathering since the Cacapon mini-rendezvous in 1986. Thanks also to Bev Bonarigo, Ellen Walker, Judy Miller and Elsie Robertson for duplicating and mailing the regional letter.

Mid-Atlantic Regional Rep
Representative Rick Erisman, C&O Canal. Address: P.O. Box 19, Oldtown, MD 21555. Phone: (301) 395-5742 (home) and (301) 722-8226 (work).

Sixteen regional members attended the May 21st picnic at Carderock on the C&O Canal. Deputy Regional Director Bob Stanton stopped by to say hello and enjoy a hot dog.

The August 12th picnic proved to be a great success. About 80 letters were mailed to regional members reminding them of the picnic, and over 50 people showed up that evening at Carderock pavilion. The evening featured a cookout, games and plenty of good conversation, but the high point (at least for the many kids in attendance) was the late evening landing on the playing fields of Eagle I, the U.S. Park Police helicopter, which stopped by for a demonstration and orientation at the request of Major Bob Langston. Both their participation and assistance were appreciated — the latter because they were able to provide minor first aid for a few yellow jacket stings that occurred during the evening.

Regional Director Fish and Park Police Chief Herring were able to make it by, but the director had to send his regrets as he was called away on other business that day. Also missing was former director Connie Wirth, who sent a note along instead: "I'm sorry but all is not well here and I could not come. I wish you all good things for the old Service and its present and future." We're sorry too, and hope everything improves for you.

Many thanks to C&O district manager Linda Tom's and the Palisades District staff for their efforts and support in making this the most successful regional gathering since the Cacapon mini-rendezvous in 1986. Thanks also to Bev Bonarigo, Ellen Walker, Judy Miller and Elsie Robertson for duplicating and mailing the regional letter.

Rick encourages regional members who plan to attend the next Rendezvous to pre-register as soon as possible and thereby save money. Anyone interested in donating a raffle item should contact him; he'll be glad to transport it to Great Gorge. Hand-crafted items will be particularly appreciated.

Rick will be attending the Rendezvous and encourages regional members who'll be going to participate in the regional caucuses. Anyone with concerns or ideas about ANPR or NCR activities should get in touch with him ahead of time.

Southeast Regional Rep
Representative Jan Hill, Everglades. Address: P.O. Box 279, Homestead, FL 33030. Phone: (813) 695-2481 (home) and (305) 253-2241 ext. 181 (work).

Jan reports that not much has been going on since the last issue of Ranger. She sent out copies of the membership letter and seasonal health insurance information to her park reps for distribution. Jan extends her thanks to Lisa Vogel for volunteering to be the rep from Mammoth Cave, and asks that other members who are interested in representing their parks get in touch with her.

Jan met with dual career committee leader Lorrie Sprague at Yosemite early this summer and discussed dual career issues and concerns with her. Jan and Lorrie are planning on compiling another issue of the directory. Be sure to check the committee report in this issue for the latest information.

Jan will be representing members from Southeast during the board meeting at the Rendezvous in Great Gorge, and looks forward to meeting you there. Those of you who can't make it but want a particular idea or viewpoint presented should get in touch with her by phone or letter. She'll bring your concern up at the Rendezvous.

Some of the 50 regional members who showed up at the August NCR picnic. Photo by Rick Erisman.
Midwest Regional Rep
Representative Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 650-4414 ext. 232 (work) and (216) 929-4995 (home).

Tom reports that he has accomplished very little and has not contributed to the organization as he should have over the past three months. He feels that he owes each of the regional members an apology. With this issue of Ranger, he is giving notice of his resignation so that each of you can begin considering possible nominees to bring up at the Rendezvous. Tom will continue to serve until the results of the election are official and promises to do a better job in his final months as regional rep. He hopes to see many of you at the Rendezvous, and suggests that you bring both your party hat and your thinking cap.

Rocky Mountain Regional Rep
Representative Dennis Ditmanson, Custer Battlefield. Address: Custer Battlefield, NM, P.O. Box 39, Crow Agency, MT 59022. Phone: (406) 638-2621 (work).

Among other activities, Cliff reports that he's:
- engaged in some "selective arm twirling" to get regional members to run for his position, which he'll be vacating at the end of this year;
- compiled a list of regional concerns for discussion at the Rendezvous and attempted to generate member interest in attending this year's gathering;
- provided comments and thoughts to Laurie Coughlin on the training proposal;
- summarized and submitted comments from several regional ANPR members and the draft 1987 Servicewide ADP standards; and
- tried to encourage members to utilize Executive Travel to benefit both themselves and ANPR.

Southwest Regional Rep
Representative Cliff Chetwin, Carlsbad. Address: Drawer T, Carlsbad, NM 88220. Phone: (505) 785-2243 (home) and (505) 785-2251 (work).

Among other activities, Cliff reports he's:
- written a letter to various travel bureaus in the states of Washington, Idaho and Oregon to get information on any facilities in the Pacific Northwest which might be capable of having us at some future Rendezvous. Only Walla Walla, Washington, has responded so far, but other areas will hopefully come forward. Jan hopes to bring this information to the Rendezvous this fall to present to the board for its consideration.

Jan appreciates the support he has gotten so far from the membership in the region, and hopes that it continues.

Alaska Regional Rep
Representative Hal Grovert, Katmai. Address: Box 401, King Salmon, AK 99613. Phone: (907) 246-3305 (work).

Before the summer started and everybody moved out to places which are hard to communicate with, Hal sent out membership applications, membership lists and seasonal insurance forms to all park reps. The park reps for the region are as follows: Jay Wells, Wrangell; Gary Vequist, Glacier Bay; Jeff Karraker, Gates of the Arctic; Bob Martin, Northwest Areas; Will Morris, Denali; and seasonal insurance forms to all park reps. The park reps for the region are as follows: Jay Wells, Wrangell; Gary Vequist, Glacier Bay; Jeff Karraker, Gates of the Arctic; Bob Martin, Northwest Areas; Will Morris, Denali; and Jean Swearingen, Alaska Regional Office.

If you have any problems, suggestions or comments, please let these folks know or give Hal a call. They'll see what they can do for you.

All in the Family continued
Schmierer, Alan - from community planning ranger, Santa Monica Mountains, to biological technician, Division of Natural Resources and Research, Western Regional Office.

Sladick, Rick - from park ranger, Everglades, to same, White Sands.

Sprague, Lorrie - from leave without pay, Everglades to seasonal horse patrol, Yosemite.

Stuart, Pam - from park ranger, Cape Lookout, to same, Big Horn Canyon.

Taylor, Sitka; Ron Sutton, Yukon-Charley; Hollis Twitchell, Lake Clark; Betsy Duncan-Clark, Klondike; Bruce Kaye, Kenai Fjords; Will Morris, Denali; and Jean Swearingen, Alaska Regional Office.

If you have any problems, suggestions or comments, please let these folks know or give Hal a call. They'll see what they can do for you.

Committee Reports

Housing and Quarters
Leader Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 929-4995 (home) and (216) 650-4414 ext. 232 (work).

The committee is still receiving input from the field and will continue to compile data until a more exact approach to the numerous concerns expressed has been determined. Please send your comments now in order to better enlighten the committee and to enhance the floor discussion planned for the Rendezvous (see the winter issue of Ranger for details on what we're seeking). The future direction of the committee will hopefully be better defined at that time.

The Service's housing oversight committee has met at least once since we last reported to you. Director Mott recently stated that the committee is actively pursuing its goals and objectives. He also clarified that it was never his intention for the committee to set NPS policy.

It has also been confirmed that the relocation service contract which was to have expired on April 30th has been renewed, with no lapse in coverage for eligible employees. For more specific details, contact your administrative office or the regional housing office.

Dual Careers
Leader Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 929-4995 (home) and (216) 650-4414 ext. 232 (work).

The committee would like ANPR to formally request that WASO adopt a dual career policy similar to Western Region's draft policy which would provide Servicewide guidance to superintendents, personnel officers and supervisors/hiring officials. Lorrie has discussed this with Association president Jim Tuck, who feels that this proposal should first be voted on by the board to determine whether or not it will make the ballot as a resolution to be voted upon by the general membership. If this issue is important to you, send a post-
card to your regional rep and tell them you want them to support this issue going to ballot. Your rep needs to hear from you personally.

Training
Leader Laurie Coughlan, Gettysburg. Address: P.O. Box 342, Gettysburg, PA 17326. Phone: (717) 334-0716 (home) and (717) 334-1124 (work).

The task directive for the training work group was published in the spring issue of Ranger with a request for comments. In addition, members of the work group were asked to submit their views on the key questions. According to the response received so far, ANPR’s role in training should be as follows:

• Initially, ANPR should offer courses of broad interest, specifically supervision and personnel management training. Although ANPR should not duplicate NPS courses as a rule, ANPR may duplicate those courses for which demand is far higher than can be met through NPS classes. A survey of member training needs is recommended for the Rendezvous.
• Instructors should be experienced subject matter experts or certified trainers. All sources, government or private, may be considered in various formats — classroom, videotapes, correspondence courses — with priority consideration for NPS recognized instructors or programs.
• Training should be approved by the ANPR, either by the board or by a specific training committee with training experience. One possibility is a training committee to recommend courses for board approval. Approval should cover instructors, content, budget, location, and scheduling.
• ANPR should seek NPS recognition of its training courses.
• Training should be offered in conjunction, but not in conflict, with national or regional Rendezvous. Such courses should be self-supporting, with ANPR providing money up front to facilitate the class.
• ANPR should set a long term goal to establish a clearinghouse for training information, correspondence courses, and information handouts. The clearinghouse or resource center idea has strong support, but is acknowledged to be time consuming and expensive. It was recommended that source lists for training be made available initially and that informational handouts and correspondence courses be phased in later.
• ANPR’s financial commitment to training should be limited to start-up money and a percentage of instructor fees and travel expenses. Courses should be self-supporting, with benefiting members bearing the cost.
Association Notes

Rendezvous XI:
Just Around The Corner

As this is the last opportunity to communicate with the membership prior to the Rendezvous, I would like to take the opportunity to encourage everyone to make plans to attend. We've really been working hard to make this year's Rendezvous a memorable one.

It would be a big help to everyone if folks would pre-register as soon as possible. This will allow us to make those vital plans and arrangements necessary for smooth operations. It's especially critical that people needing babysitting or child care let us know well in advance. This has traditionally been one of the biggest headaches for the Rendezvous coordinators and hosts. If we have even a ballpark estimate of the number of children involved, we can make satisfactory arrangements. If not, we'll be really strapped up missing activities or sessions in order to care for their children.

We've decided to let the membership handle their own airport-to-hotel travel arrangements. After checking into the costs and other details involved in hiring "mass" transportation out to Great Gorge, we concluded that the most time efficient, cost effective method is for individual members to either rent a car or to use an airport limousine service. Two limousine services available at Newark are:

• Airport Limousine Express (1-800-624-4410, in NJ only) — Prices range from about $25 each for three passengers to $10 each for 10 passengers.

• Carters Executive Limousine Service (1-800-227-6936) — Prices are basically the same as above.

We suggest that arriving members get together and arrange a limo or van in groups to get the cheapest rates.

As we reported in the last issue, members should call Eastern Airlines directly to make reservations for Eastern or Continental flights and for Avis or Alamo rental cars. Call the Eastern Convention Desk at 1-800-468-7022 (outside Florida) or 1-800-282-0244 (inside Florida) between 8 a.m. and 9 p.m. EDT weekdays. Use the code number EZ AP 65 to qualify for our discount arrangements.

Executive Travel is available to help with your travel arrangements. Call them at 1-800-237-6735 (outside Florida) or 1-800-282-9845 (inside Florida).

See you in Great Gorge!
Bill Sanders
Delaware Water Gap

Bibliography continued


Teotons in Pictures, by H.R. Crandall. 1934.


The Yellowstone National Park, by Hiram Chittenden.

Association of National Park Rangers

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