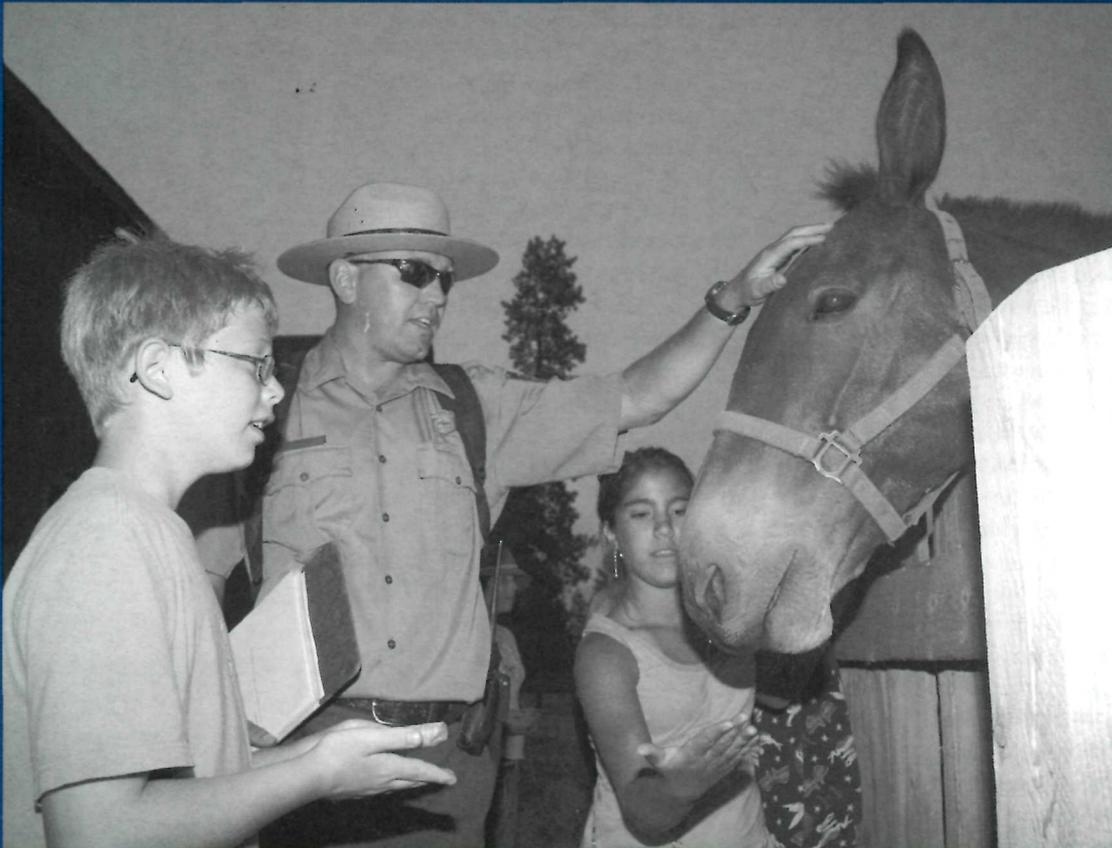


RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*
The Association for All National Park Employees

Vol. 23, No. 4 • Fall 2007



The Return of Seasonals

Letters

Politically correct to talk about global warming

"A thing is right when it tends to preserve the integrity, stability and beauty of the biotic community."
— Aldo Leopold

It seems remarkable that over the past year global warming has surfaced in the dialogue of business managers, government leaders, news reporters and scientists who never had it in their lexicon. Doug Lowthian in the Summer *Ranger* noted that "the science, policy and public perception of climate is changing rapidly."

Just three years ago I witnessed an example of a government official who attempted to avert attention from the global warming issue. At a Great Lakes Interagency Meeting an assistant administrator for EPA stated, "There is no scientific proof for global warming." Before he went any further he corrected himself and said, "I meant to say global climate change." It was apparent that someone had coached him that it would be political incorrect to use the phrase "global warming." The following speaker, an Environment Canada official, stood up to the podium, tossed his speech aside and proceeded to lambaste the previous speaker, stating that "there is a preponderance of scientific evidence for global warming." We have come a long way in three years to where we are today, when now the superintendent of Everglades can appear before Congress to testify about global climate change threats.

There exists uncertainty with precisely predicting the future, but there is no denial that global climate change is a real problem confronting parks now. In the *Ranger* article by Jon Jarvis, he points to the need for park managers to examine "what changes have you seen or do you expect to see?" The Inventory and Monitoring Programs should be in a position to monitor those changes. Global warming is a real phenomenon and the park's commitment to reducing greenhouse gases in-house sets a good example. Julie McNamee discussed in her article how we should make parks less of the problem by making them "climate friendly parks." There is a strong need to continue to plan and develop other strategies to manage for future landscape and environmental changes.

Early NPS management emphasis was placed on protection of existing park scenery, not on restoration of lost biological attributes. Quite simply, it was believed that protecting park lands from further degradation would be sufficient and would allow for nature's resili-

ency to re-establish lost ecological diversity. But it became apparent that nature alone cannot naturally heal the most severely damaged ecosystems. NPS Management Policies 2006 direct us to restore extirpated native plant and animal species whenever the species had disappeared or was "substantially diminished, as a result of human-induced change."

Gregg Bruff speculated in *Ranger* that "global climate change may seriously affect our ability to protect species, habitats and natural process." He also mentioned that "exotic species that survive on disturbed environments may increase in both numbers and their rapidity of encroachment into native plant communities." So it appears that exotic plant infestations left untreated would degrade the park resource at an accelerated rate in response to disturbances from changing climate.

A principal tenet should be to continue our extraordinary ecological restoration measures in parks to reverse the decline of natural diversity. Natural plant communities should be more resistant to environmental stresses related to rising temperatures, droughts, floods and other damaging storms. These biological diverse reservoirs could provide native plant seeds and animal offspring to move into climate-altered environments. This adaptive ecosystem approach would be greatly augmented when migration corridors exist on adjacent federal, state and private conservation lands.

As the century mark approaches for the NPS, many parks should be on the path to ecological restoration. Their restored ecological integrity should be an important defense against the onslaught of the forces of global climate change.

Note: An excellent article, "The Physical Science Behind Climate Change," appears in the August 2007 edition of *Scientific American*. It is a real jargon buster. Also in that magazine is an article entitled "Predicting Wildfires."

Gary Vequist
Midwest Regional Office

Mahalo from Hawai'i

Thank you for the wonderful coverage of Hawai'i's national parks in the Spring 2007 *Ranger*. It's difficult to share the beauty and spirituality of these special places on paper, yet you did so with great respect by using diacritical marks throughout the text and giving true meaning to the Hawaiian words. Again, our deepest mahalo for celebrating and sharing the unique natural and cultural history of Hawai'i's parks.

Cindy Orlando
Superintendent, Hawai'i Volcanoes



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ANPR Calendar

Ranger Rendezvous XXX..... Oct. 6-10
Park City, Utah

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

Ranger (Spring issue)
deadline..... Jan. 31, 2008

Coming next issue: Annual Ranger Rendezvous
Update — from Park City



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In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of parks professionals and those interested in the stewardship of national parks; provides a forum for discussion of common concerns of all employees, and provides information to the public.

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

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

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Cover art: First-year seasonal Andy Clark takes kids on the grounds of Fort Spokane within Lake Roosevelt NRA. Photo by Jeff Axel.

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President's Message

This issue of *Ranger* focuses on what I consider to be the most important employee demographic in the National Park Service — seasonals.

I would be willing to bet that most of the membership of ANPR, myself included, started their NPS career as a seasonal employee. That in itself illustrates the importance of the seasonal workforce to our organization.

I would also contend that seasonals are the backbone of park operations. As a seasonal interpreter at Gettysburg I probably did not think of myself in that way. But as I moved into management I came to realize that seasonals were extremely important. While planning and overseeing several interpretive programs it became obvious that without seasonals our

primary mission could not be achieved. We depend on them to provide staffing during our peak seasons. They collect fees, provide interpretation, enforce regulations, fight fires and maintain facilities.

That is why I am happy to see *Ranger* address issues faced by seasonals everyday. I am also very proud of ANPR for finding a way to address a critical seasonal need, health insurance. The old seasonal health benefits program was one of the first things to draw my attention to ANPR. I hope that our new program will help maintain a healthy seasonal workforce. Without them we would be hard pressed to achieve the mission of the NPS. 

Lu S. Herst

I am a seasonal

By Fred Koegler
 Yosemite

Welcome to all our new seasonal members! I have had the privilege of being a seasonal ranger for 42 summers working in Tuolumne Meadows of Yosemite — and I've seen many changes over the years.

I was lucky to pursue a dream of becoming a ranger when district ranger Herb Ewing hired me in 1965. His philosophy was that all rangers should start at the bottom and work their way up in order to understand the entire park operation.

A typical week as a general park ranger in 1965 involved writing fire permits, providing information at the visitor center, working the entrance station, and road, foot, horse and campground patrol. If a fire broke out locally I would have to put a water pump on my back, and with a shovel in hand, hike into the scene. If someone needed a rescue off a cliff I would assist. We had minimal training in those days, compared to the many hours one goes through today, and we mostly learned by doing from other longtime seasonals. In those days the seasonal workforce was made up of school teachers and college professors.

After several years I decided to use my teaching credentials and teach and coach during the winter and be a ranger during the summer. I don't regret that decision — I've gotten the best from two different worlds. In the winter I am a reserve deputy sheriff and member of the Montrose Search and Rescue Team in Los Angeles so I can stay in touch with the skills

of search and rescue and law enforcement.

My wife, Debbie, and I met in college and we have two sons. We have made our summer sojourn here for years to join other families who do the same work. Today few families remain in Tuolumne. As the ranger forces in all divisions have expanded and due to increasing visitation, housing has become problematic. Today most Tuolumne seasonals are single and have to live with a roommate. Family housing isn't possible unless both people are working. Many seasonals today are here for just a few summers to get the varied and diverse experience in order to get a permanent job elsewhere.

One thing that hasn't changed much in my 42 seasons are the living conditions. We still live in canvas tent cabins, have cold running water and walk down the road for shower and toilet facilities. Gone are the days of chopping wood for the wood stoves to cook and heat. Now the pellet stoves are more environmentally friendly but they don't cook or heat well. We now have electricity rather than a generator and this allows for some modern conveniences such as a heater when the low nighttime temperatures dip into the teens.

Today my main responsibility is road and horse patrol in a law enforcement capacity. Visitor contact and education are my favorite activities.

I never expected to work as a seasonal for so long, but one year has blended into the next. I am fortunate to have permanent ranger support — and this brings me back each season. 



Getting the Park Service Job You Want

Tips and tidbits for wading through the federal application process

By Liz Roberts
Yosemite

The bureaucracy of the federal government appears to be at its finest when it comes to the Office of Personnel Management and the regulations surrounding National Park Service vacancies. For someone with limited experience with federal application requirements, the process is intimidating at best. Even for old hands who have successfully applied for many jobs within the system, it can seem confusing and designed to invite error.

Unlike the private sector, in most cases the NPS doesn't accept unsolicited applications for current or future vacancies. The exceptions are for individuals who qualify under special hiring authorities, such as disabled or veterans, persons with disabilities or students. The most common of these — the Student Hiring Authority, allows a park to hire any full-time student (six credits or more) for the duration of their enrollment.

This article focuses on the processes surrounding advertised vacancies (at www.usajobs.opm.gov), although many of these tips apply to any job application. For additional information on student hires or other special hiring authorities, visit the OPM website at www.opm.gov or contact a park's personnel office.

An applicant must make it through several steps overseen by different offices before being considered for a job. The application packet must contain everything required and arrive on time or it will be automatically rejected. In order to make the next hurdle — the Certificate of Eligibles or "cert" — the applicant must demonstrate somewhere within their application that they have the necessary skills and qualifications to do the job, even though the factors they are being evaluated against are a tightly-held secret. And lastly, they have to look good on paper, sound good in interviews and be available during the required timeframes.

Let's look at each hurdle in more detail to know what you should and shouldn't do when applying for a job. These tips come from hiring officials, personnelists and lessons learned from experienced applicants.

Is this the job for me?

Before you even start filling out an application, do some homework and find out if this is the

right job for you. Descriptions in vacancy announcements can be vague. Talk to someone who has actually held that job or worked in that park. Be realistic about what you want and like to do. If the job says "road patrol," don't expect to be out in the backcountry. If the job has lots of visitor contact, it means every kind of visitor, even those who are cranky and belligerent. An office job really is an *office* job — you won't see much of the park or interact with the public. If it says "backcountry," don't count on being able to check your e-mail every day or even every week. Research the park and the issues you will likely deal with. A law enforcement job in Yosemite is going to be very different from one in the Alaskan bush, and "backcountry" might mean days from a trailhead in one park and barely off the road system in another. Talk to prospective co-workers within the division — "interview up" to find out what the boss and working conditions are like. Be realistic about what you want or can tolerate.

The Application Package

A vacancy announcement will indicate precisely how applications will be accepted and what needs to be included. Print a copy of the announcement and read it carefully. Every application will require three basic components — resume, supplemental experience information, and other certifications or documents.

Resumes: The personnel office will need specific information to certify you as qualified for the grade and duties of the position. The NPS accepts resumes or a completed OF-612 Application for Federal Employment. Every resume should have the following basic information:

- Personal data — your name, address and as much contact information as you can provide. If you are going to be out of touch anytime during the hiring process, provide the name and phone number of someone who can get a message to you.
- Citizenship status and sensitive information — U.S. citizenship is required for NPS jobs. Birth date and social security number are optional when you apply, but you will have to provide them both before you can actually be hired.
- A thorough work history, especially those

jobs that required similar skills to the one for which you are applying. List:

- * the name and address of the company or organization
- * the name and valid phone number of a supervisor or other person who can speak to your performance there
- * dates of employment (starting and ending months, years and days, if known)
- * number of hours worked per week
- * primary duties for each job, using a bulleted or other easy-to-read format
- Education — names of high schools and colleges, along with diplomas or degrees and dates received. Don't forget any other specialized classes or certificate programs you may have taken outside of an established institution that are applicable to the job. Some jobs may require specific coursework or certificates for you to be eligible, and if so, probably require transcripts. Listing the number of credit or semester hours by subject matter may also be helpful.

Supplemental Experience Statements:

Vacancy announcements often include a list of Knowledges, Skills and Abilities (KSAs), or other supplemental experience questions which you should address specifically in your application. Even though it seems redundant if you have already described these skills within your resume, be thorough and list them all again. This is the primary document used to determine your suitability for the position. Put some effort into it. Provide details and examples that show your competence. Tell whether you assisted, directed, organized or worked independently on projects and tasks. Never lie, but don't be modest when it comes to describing your skills and experience. Be succinct, but remember that the personnelist evaluating your application can't assume anything. If you don't have it down on paper, it didn't happen. Think about how you perform compared to other people around you. Highlight those areas where you think you excel. If you find yourself thinking that "*anybody* can do that," you've just pinpointed something you do well. Be careful; don't let your application start to look like you're an expert at everything. No one is. Making your resume look that way may cause you to lose credibility. Conversely,

don't say, "I don't have experience with..." Just leave it out.

Try to limit KSA responses to no more than one page each. Neither the personnelist nor the selecting official has time to read your latest novel word for word, and important information may be missed. Your resume and KSAs should be neat and clearly legible, with correct grammar, spelling and punctuation. Use a spell-checker, but don't rely on it exclusively. Your application should be professional and error-free.

Electronic Applications: The Seasonal Employment Program and some parks are using an online application process that involves attaching an electronic resume and responding to a bulleted questionnaire. Online questionnaires are easier to complete than writing narrative KSAs, but beware! Watch your keystrokes — one simple mistake, one box checked or not checked, can mean an instant ineligibility for the position because your responses are read by a computer with no margin for subjectivity. It can also be difficult to match your experience with the generic categories available. Think of the lowest level as "I don't have the foggiest idea what they're talking about" and move up from there. Again, reconsider if you find you rank yourself at the highest level on a consistent basis. Take your time and read each question carefully to be sure you understand what is being asked. If unsure, or if the question does not seem to be phrased correctly, *call and talk to a real person.* (One online questionnaire asked if the applicant had a Class B driver's license. The applicant had better than a Class B — he had a Class A. Because the question didn't say "Class B or greater," he answered no and was rated ineligible by the computer.) Review your answers carefully and print or save the form as documentation of responses for later reference.

If you get a rejection for a job you feel qualified for after applying online — and these usually come out quickly after the closing date because they're done electronically — call immediately and find out why. If you act quickly, you may be able to reverse an inaccurate reading and be included on the cert after all.

Other Documents: The vacancy announcement will list all required documents for the application. Even if you've applied online, there is usually paperwork that needs to be sent as a hard copy attached later. Include copies of *all* documents, including government forms, school transcripts, licenses or training certifications that apply to you. If in

doubt, call the personnel office for clarification. Stating that you've held (or are currently in) a job that requires the same qualifications isn't good enough.

Putting the Package Together: Write a cover letter telling the hiring official about yourself and why you are interested in this job. A list of references and letters of recommendation may be added, too. If requested, include a copy of your most recent performance evaluation. Never alter this document or omit passages or pages that are less than complimentary. Such action can be grounds for disqualification or even dismissal after you are hired. If you take exception to something a prior supervisor has said about you, add a note explaining your side of the story.

Do not use a fancy cover, expensive paper or gold-plated paper clips. Yes, you're trying to impress someone, but these say little about your job skills. Oversized covers or extra-thick applications won't fit in interoffice envelopes, add unnecessary weight and can be more annoying than impressive. Never include a photograph as part of your application. It can't be forwarded to the selecting official, and if printed directly on your resume, may cause the entire page to be removed. *Do not* add examples of your work, copies of prior official position descriptions (they say what you were supposed to do, not what you did) or other extraneous stuff that just adds bulk to the application packet. Personnelists and hiring officials may have to deal with large numbers of applications. Don't make them wade through page after page of fluff to find the important points about *you*.

Due dates may vary but are never flexible. Does the application need to be *received* or *postmarked* by the closing date? Allow plenty of time for it to get there and send it certified return receipt for extra assurance. Don't procrastinate to get your application out. You never know when a blizzard or other emergency will keep you from getting your application finished and to the post office on time. The personnel office legally can't accept it if late, unless they extend the due date for everyone.

Talking to the Hiring Official

Sometime during the application process you should call and introduce yourself to the hiring official. You can do this when trying to determine whether a job is the right fit for you, (before you even apply), or you can do it after the cert has been issued and the hiring official is reviewing applications. Either way, respect that the supervisor has a hundred things on his or

her plate, and make an appointment to discuss the job later if it is not a good time. Don't be a pest and make repeated phone calls.

Learn something about the park before calling. Get a map and have it in front of you when discussing the job. Ask the hiring official what they are looking for, and demonstrate a genuine interest in the challenges and duties of the position. If they already have your application, see if they need clarification on anything you've put down.

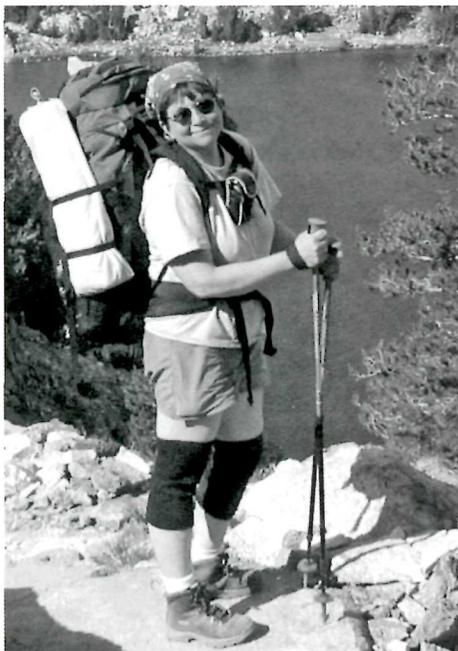
There may be no formal interviews for this position, so use this opportunity to make a good impression. Don't bring up negatives about prior jobs, supervisors, co-workers or living conditions. Unless you have a recognized disability and/or valid accessibility issues, do not request specific amenities or place sidebars on job acceptance. (You haven't even been offered one yet!) Remain positive and energetic over the phone. Establish some rapport with them so that when they call you for an interview you're more comfortable and relaxed.

So What's Happening There? — The View From the Other Side

You've sent off your application, you've talked to the hiring official and you hear nothing. Personnel offices and supervisors are busy with reporting requirements, routine tasks, projects, and getting ready for the next visitor season.

Be patient. Once they begin the selection process, managers and supervisors will be scrambling to contact applicants, because every other supervisor throughout the system is doing the same thing. The first thing selecting officials usually do is call applicants to determine availability. It may have been several months since applications were submitted, (I once applied for a job where this took six months!) and applicants may have decided to hike the Himalayas all summer or have accepted other jobs elsewhere. If you are called concerning availability, *this is not a job offer.* It is just one step as the hiring official begins to check references and narrow down a pool of applicants. Don't pack your bags just yet.

On the other hand, that first phone call may be the interview or job offer. If you're not there, return the call (or e-mail) promptly. Most likely you are not the only person who has been called. The selecting official will be focused on hiring and wanting to get all positions filled as soon as possible. This is probably your last opportunity to impress upon the hiring official what an asset you will be to the park. Be prompt, positive, credible, enthusiastic and eager to go to work.



Liz Roberts

Dear John Letters

There will be those times when you think you've done everything right and are well qualified for a position, but still get a notice that you didn't make the cert. Call the personnel office and see if they will tell you why. Although you probably can't be considered for this job, maybe you'll learn something that will keep you from making the same mistake again.

There will also be plenty of times when a selecting official considers you for a position but hires someone else. Be persistent in your NPS job search and don't get discouraged. Even experienced, career employees put out lots of applications and get lots of rejection letters. One superintendent estimated that it has taken an average of 12 applications for every permanent job offer in his career.

Other Tips

Taking advantage of opportunities that provide you with desirable knowledge, job skills or experience, and maintaining the right attitude, can help land that perfect job.

- Get a degree in a related field.
- Get certified in CPR, EMS, law enforcement or other applicable skills.
- Develop good written and verbal communication skills and be computer literate (even backcountry employees have to write reports).
- Be physically active.
- Visit national parks to gain familiarity with the NPS.
- Work as a volunteer or become involved in local organizations that are relevant to

your career goals. (Include this experience on your application.)

- Be willing to start at the bottom or work in a location or position that is not your first choice to gain experience and get your foot in the door.
- Attend the ANPR Ranger Rendezvous or join other employee organizations that allow you to establish a network of like-minded NPS professionals. Stay in touch and allow these contacts to help you with your career goals.
- Study "Live the Adventure: Join the National Park Service," published by ANPR. 

After spending 18 years in NPS administrative positions in Utah, Idaho and Alaska, Liz Roberts has returned to her "home park" of Yosemite in the position of budget analyst for the Business and Revenue Management Division. She provides budget and management assistance for concessions, fee management and special park uses. Liz also serves as the ANPR treasurer. Her husband, Clair, is a protection ranger in Wawona.

Park Base Increases for Seasonals

BY THE GREENBOOK

The National Park Service, like most federal agencies, by law submits a budget request to Congress for each fiscal year. The NPS submits its budget proposal in a publication called Budget Justifications, which includes a summary of bureau accomplishments for the current year and funding requests for the next year. Each bureau in DOI has a separate Budget Justifications submission. In DOI circles, the Budget Justifications book is commonly referred to as the Greenbook.

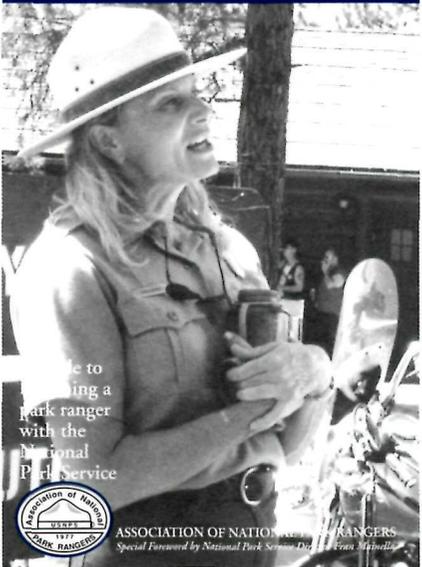
The following information has been gathered from the Fiscal Year 2008 NPS Budget Justifications.

The National Park Service has requested \$40.6 million as part of the Centennial Initiative to revitalize the seasonal ranger program through the addition of 1,000 maintenance, 1,000 interpretation and education, and 1,000 resource and visitor protection personnel. Seasonal rangers represent a great tradition. Each summer thousands of seasonal employees bring unique expertise and dedication to our national parks, resulting in enhanced visitor services during the peak visitation season. Indeed, 50 percent of all park visits occur from May to August, and the work of seasonal rangers allows national parks to sustain the high level of visitor service the public has come to expect.

Unfortunately, unplanned reductions such as pay-absorption and across-the-board cuts require parks to reduce operational functions where they have the flexibility to do so, and this has resulted in disproportionate cuts to seasonal operations. Over the last 10 years, parks have experienced a 33 percent reduction in non-permanent employees, and since 2001 there has been a greater than 20 percent decline in the number of base-funded maintenance, interpretation and protection seasonal employees. This request will restore these losses, rebuild the seasonal program to its most robust level in history, and ensure that parks continue to have the resources they need to provide high-quality visitor services.

This increase will positively impact 135 million visitors at 320 parks annually. Parks with high visitation and low facility satisfaction levels will benefit from increased restroom cleaning, trash removal, mowing, and trail and

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pathway maintenance. Parks with poor visitor understanding and an overwhelming ratio of visitors to interpretive rangers will be able to offer more ranger-led talks, interpretive programs, and guided walks and tours. And parks with the highest levels of criminal offenses, resource degradation and the fewest protection rangers per visitor will have enhanced law enforcement and other resource-, visitor-, and protection-related functions. Seasonal rangers are a cost effective way of dramatically increasing the presence of rangers at those parks with the greatest need. Further, building a dedicated force of seasonal employees substantially improves the pool of knowledgeable rangers available to replace the aging workforce of the NPS and related bureaus.

In order to affect the greatest positive impact in the areas of maintenance, interpretation and protection, the NPS has distributed requested seasonal personnel to those parks that have identified a high priority need for seasonal employees, have an overwhelming ratio of visitors to FTE in each function, and exhibit poor performance indicators due to this lack of resources. Though parks have identified nearly 6,000 seasonal positions they would like to fill, the NPS believes that strategically placing 3,000 seasonal rangers will create the greatest positive impact at the best value to the American public.

Seasonal Maintenance Personnel (+\$12 million)

The primary criteria used to identify parks with the greatest need for seasonal maintenance employees are a well-defined, high-priority park need, the rate of visitor satisfaction with facilities, visitor satisfaction with restroom facilities, and the ratio of visitors to maintenance personnel. Visitor satisfaction with facilities will improve with increased frequency of restroom cleaning and stocking, trash removal, mowing of grounds and pathways, removal of debris and litter from sidewalks, pathways and trails. Increased maintenance will also allow parks to address employee and visitor health and safety issues. With this request, peak season visitors will benefit from a more than 15 percent increase in the frequency of day-to-day maintenance of facilities and grounds.

Parks with these criteria exhibit low performance that is likely due to an overwhelming ratio of visitors to maintenance staff. Parks in this category received priority for seasonal maintenance rangers. Satisfaction with facilities is consistently identified as one of the most important factors in determining a visitors' overall satisfaction with their park visit.

All the numbers on the Web

Go to this web address to view the projected park-by-park numbers for seasonals: http://home.nps.gov/applications/budgetweb/fy2008/ONPS_FY08_PBI.pdf (See pages 136-141.)

Seasonal Interpretation and Education Rangers (+\$13 million)

The primary criteria used to identify parks with the greatest need for interpretation seasonal rangers are a well-defined, high-priority park need, the rate of visitor understanding, the number of contacts with an interpretive ranger per visitor, and the number of visitors per interpretation FTE. Additional seasonal interpretation rangers are expected to make 22 million visitor contacts per year and increase the presence of interpretation rangers by 28 percent during the peak visitation season.

Parks with these criteria exhibit low performance that is likely attributable to an overwhelming ratio of visitors to interpretation and education staff. Parks in this category received priority for seasonal interpretation rangers. Visitor understanding of the national parks is a core mission of the National Park Service.

Seasonal and Subject-to-Furlough Protection Rangers and Personnel (+\$15.6 million)

The primary criteria used to identify parks with the greatest need for visitor and resource protection seasonal personnel are the number of criminal offenses, the ratio of visitors to protection FTE, and a well-defined, high-priority park need. Short-term visitor and resource protection personnel in the parks would provide for law enforcement, emergency medical services, lifeguarding, search and rescue, climbing and backcountry patrols, and other resource-, visitor- and protection-related functions. With this request, peak season visitors and resources will benefit from a 30 percent increase in the presence of protection rangers and personnel.

High-crime parks account for the majority of incidents in the NPS and were targeted for subject-to-furlough and seasonal protection personnel. Protection of visitors and resources is a core mission of the NPS. Due to the increased training levels necessary for law enforcement rangers, the NPS proposes that 271 of these positions be subject-to-furlough law enforcement commissioned rangers in order to meet the needs of specific parks, such as those with marijuana eradication programs. 🏠

Exploring the Seasonal World

By Mary Mikulla
Minuteman Missile

I have never met a park ranger who did not love some aspect of their job and I am no different. Presenting programs, talking with the public and educating them about the natural and cultural history is why I enjoy going to work everyday. The opportunity to travel is what I love about being a seasonal park ranger.

I grew up in Pittsburgh, Pennsylvania, with much support from my parents and many opportunities to travel. When I entered college, my love of travel grew along with my spirit of adventure. Taking a weekend trip to an interesting city was not enough. I never felt I could get the true flavor for a place just spending a few days there (or as most folks travel, a few hours before moving on to another destination). While in college, I looked for internships and opportunities to travel that would take me to new places. I spent summers in Washington, D.C., West Virginia and the Czech Republic.

and spring breaks in Canada, Madeira and Chicago. When I went back for my final year of college, I needed to decide how to use the degree I was working so hard for all these years. I double majored in history, sociology/anthropology and was determined to find a real-world application for the reading and writing I completed. Perhaps the idea struck on the day the professor from my senior symposium class finished her critique of a presentation I gave by



Pam Griswold, Minuteman Missile

To help ensure that all Americans feel welcome and find relevance at national parks, seasonal park interpreter and educators like Mary Mikulla must be equipped with the skills necessary to foster and maintain wide and diverse community engagement.

saying I spoke with good volume and clarity. It might have been a passing comment but it made me think maybe I could talk in front of crowds. Before long I had pinpointed the National Park Service as the perfect job once I graduated.

I found the Student Conservation Association and decided that an internship might be the best way to get my feet wet. I could go live and work in a park for a short time, see if I enjoyed giving tours and start exploring different parts of the country. My first SCA internship was at Bandelier where I spent four months exploring New Mexico — visiting museums, pueblos and historical sites. It was cool to see an artifact or painting in a museum, and then see a similar object while hiking in the backcountry. I continued this exploration at Tonto in Arizona where I completed a second SCA internship. By the time I finished there, I knew I wanted to be a seasonal park ranger.

When summer positions appeared on USAJobs, I applied to what seemed like every job. I tried to improve my resume and KSAs with every application. One of the first parks to call was Minuteman Missile, a rather new, small site in South Dakota that interprets the Cold War. When I think park ranger, I don't think nuclear missiles but I saw the job as an opportunity to see a new part of the country.

I packed all my worldly belongings into my car and moved to South Dakota.

I settled into my apartment and worked hard trying to develop an interpretive program about the Cold War sites. It took me a while to learn all the technical information on top of the more personal aspects, but I eventually put together a program that visitors could relate to on both an intellectual and emotional level. Once I became comfortable with the information I was required to know, I set my sights on exploring the area.

People take things for granted when they live in one place. They tend to have a complacent attitude about visiting local parks and tourist attractions probably thinking they can just put it off till next year. When you move every six months, time is more finite. I take advantage of living in different locations by exploring them thoroughly. In South Dakota I drove all over the state trying to see everything. I have found fantastic places to hike and explore, wonderful museums to hide in when the temperature starts rising above 100 degrees, even quaint tourist attractions that have their own charm. Coming to a new part of the country has allowed me to learn about local history and gain a better understanding of historical events I only read about in books.

Following my summer season, I was hired for a winter seasonal job at Death Valley. Just like at Minuteman Missile, I had no idea what I was getting myself into, but I soon found myself working at Scotty's Castle giving living history programs to large crowds several times a day. Working in Death Valley was a fun — and it had the added bonus of a 10-hour work day. Most folks would let out a sigh when assigned this schedule, but I saw the three-day weekend that comes with it.

As I look to the future and hopefully a career in the Park Service, I know there are so many places I want to see and explore. Visitors are always asking me where my dream job would be located. Unfortunately, I can never name just one place, but I know that being a seasonal park ranger means I don't need to select just one place to work. I can travel around the country exploring, learning and appreciating all the breathtaking locations and interesting histories this country has to offer.

Maybe someday, once I've seen the world, I will find that dream park and hang up my hat as a seasonal park ranger. Until then, there will always be just one more trail and museum that needs to be explored and appreciated. 🏠

Mary Mikulla is currently working as a summer seasonal at Minuteman Missile.

Building Your Interpretive Résumé

By Jeff Axel
Lake Roosevelt

After that first job offer, I was so excited I told everybody that I was going to be a park ranger interpreting the resources of Lake Roosevelt. It was a culmination of a childhood of visiting national parks where youthful daydreams and adventures in parks had inspired my imagination and made me think interpretation was the job for me.

As my first season reached its midway point,



I knew I wanted another season, and another and another. And, I thought about the parks I wanted to work at. I saw the daunting hiring process to move to another park or move to higher

positions. Or for many, the Holy Grail; permanent status. What would I need to do to compete?

You may be asking yourself if trying for a coveted interpretive position at a famous park is a smart move. Maybe you wonder if it is worth the risk to try and establish a career in the National Park Service. Can you go up to 10 years without most benefits? Thankfully, ANPR offers health insurance to members as some try to make a ranger career a reality.

For me, choosing the NPS was a mix of naiveté and ambition. I decided to shoot for the moon. I started as an Student Conservation Association intern and am now in my 10th year with the NPS. I have worked at five parks with many more in my future. I am a permanent GS9 district interpretive supervisor, park partner coordinator, community planner, and now a member of the National Education Council. I rolled the dice and won. Many others tried but their bids came up short, often through no fault of their

own. If you want a job at a well-known park or if you want to become permanent you will need more than willpower to make it. You'll need skills and accomplishments to shore up that résumé. If this is your dream job and you want the green-and-gray ride to continue you must prepare for a long, hard journey. While you can't control being in the right place at the right time, you can control the rest.

To improve your odds, I want to share a few things you need to do. This is not a complete list, just some of the things I've found that were useful.

First, clarify with your supervisor what your career plans are, and make sure your supervisor supports your plans and your career goals. If you find yourself in a bad situation, look for another park. Small parks, recreation areas, and isolated parks are great places to get a variety of non-traditional experiences hiring officials look for. Large famous parks look great on a résumé and will give you experience practicing and honing a few specific interpretive skills

with a lot of visitors. Plan your seasonal time to combine both. Shop around and diversify your seasonal experiences.

While working seasonally, you need to pursue Interpretive Development Program modules. www.nps.gov/idpl/interp. Your supervisor can get you started and mentor you through the process. Field interpreters should submit IDP102 and IDP103 their first season. These basic modules incorporate what you do at work already and don't take much time. If you create original Conducted Activities or Illustrated Programs, submit for IDP210 and IDP220. If you do writing, submit a product for IDP230. Don't procrastinate on this one.

As a hiring official, I am looking for seasonal who have taken the time to submit at least one product to the IDP. You may be awarded points on your application, and that will put you higher on the hiring roster than other candidates simply because you submitted a product, certified or not. The fact that you submitted one of your programs tells me that you take the interpretive profession seriously and that you value your interpretive skills enough to pursue certifications. Don't let some of the old guard dissuade you with talk about how the IDP will be going away or is irrelevant. Its tenets have rung true for more than a century, going clear back to the late 1860s when explorers discovered places of intrinsic value to be shared and protected. The IDP today is simply the most sophisticated, state-of-the-art language we have to describe what it is interpreters do in parks. As the years pass, it will evolve, but it will never abandon its mission-critical function in parks.

Stay abreast of park management goals. Find a role for yourself as your park moves forward. Parks run on multi-year plans. What is your division's long-range plan? If you express interest in what management is planning, you might just gain that manager/mentor who will help you realize your dreams. Talk to a manager or look at park planning documents in your park library. Browse them and see if you can find a way to combine an interpretive interest of yours with a management goal. This is a great way to get noticed. For example, is your park changing a management plan for a certain resource? Learn about that and make it a part of your program. This makes your program timely, gets you noticed, and provides the park a chance to get the word out about a resource issue.

Now that the NPS has embraced the CMS system for all our websites, it is easier for interpreters to create content for the web because we enter text and images into preset

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web forms. If you have the time, and the park website coordinator is willing to teach you, learn how to assemble the pages. It isn't like the old days of building websites in HTML. It is much simpler now, so that interpreters can focus on interpretive page content, not the nuts and bolts of computer programming. See if there is an opportunity to write content for your website or take pictures.

Being a good interpreter isn't enough anymore. One direction many parks are heading is outside park boundaries to develop relationships with surrounding communities. Management needs interpreters who understand this, because we as interpreters are best equipped to facilitate a community's stewardship interest in a park. The days of parks as bureaucratic islands are at an end. The boundaries have blurred, allowing us to work in the community and the community to take more of a role in the park. Sometimes this graying of the boundary has resulted in detriments to the parks, but more often, it results in benefits for the park. Don't let a few horror stories about partnerships gone awry ruin potential winners. Watch out for traditionalists who put a bug in your ear about how bad partnerships are. As a partner coordinator, I can tell you there is a lot of enthusiasm in the community for people to play a role in a national park, and it is a great force for good that will be with the NPS into the future. In the end, well-managed partnerships make us stronger, not weaker.

As a seasonal, you may not be called on to develop or pursue partner relationships in a long-term way, but don't shut out possible connections either. Sometimes a program presented in the local area may result in a large donation to a park friends group. Perhaps a chat with visitor will allow you to establish a relationship that will benefit the park, such as bringing in volunteers who end up contributing tens of thousands of dollars in their time or personal resources. These accomplishments are non-traditional, but show your ability to use interpretive values and skills outside of traditional pathways. Show the breadth of understanding you have for the scope of interpretive possibility.

Networking is a big part of interpretive work too. You should already be networking with coworkers, particularly those with prior experience, and with mentors, to learn more about your park, this profession, and the shared workplace narrative that guides group efforts. Go over your résumé with folks who have been through the hiring process before. What did they write? How did they phrase their skills in such a way that they were offered a job? I didn't get where I am alone.

Along with networking with the people you work around, stay abreast of the most current trends in interpretation. Read the *Journal of Interpretation Research* and join the National Association for Interpretation. Lead a session with your coworkers on what is new in the interpretive profession.

What does the future hold for seasonals? If the proposed spending package passes Congress and is signed by the president, there is the chance that up to 3,000 seasonal positions may be offered as the NPS ramps up to the centennial in 2016. This will refresh the seasonal ranks with new faces and provide opportunities for leadership and skill growth among folks such as yourself already in the NPS. The next eight years should be heady ones for the Service.

Gaining the skills you need to turn hopes to reality in the interpretive field of NPS work is a long process that for many is ultimately unattainable. Thousands will try to follow their dreams. Of these, only a few will make it every season.

It takes people of unusual resolve with an appetite for risk to see it through. But then again, the rewards are great. If you apply yourself and do what needs to be done to compete strongly, perhaps you'll be one of the lucky few who will get to do this job as long as you want and where you want.

Good luck! 

Jeff Axel got his start in the National Park Service at Kalaloch Beach Campground in Olympic. At the age of 8 he earned his first Junior Ranger badge for picking up trash on the beach. Since then he has visited almost 90 national parks, mostly in the West, and worked at five. He currently is a paid snowbird, splitting his time between Lake Roosevelt National Recreation Area in the summer and the Juan Bautista de Anza National Historic Trail in the winter. An accomplished photographer, his image of seasonal Andy Clark, Lake Roosevelt, is on the cover of this issue of Ranger.

Try a season in a small park

It might surprise you

By Valerie Newman
Lincoln Boyhood

Working as a seasonal park ranger is not for everyone, but for those who can do it, it can be an exciting and fulfilling experience. I have been a seasonal park ranger with the National Park Service since May of 2003 and have found the life to be both rewarding and trying.

I am in my second season at Lincoln Boyhood National Memorial in Lincoln City, Indiana, and am enjoying the experience. When I first decided to take this position I took a lot of guff from some of my friends who are also rangers; many of them assumed that a small park would be obscure to the public and would have low visitation, making it boring and uneventful. After working at two large-scale parks with high visitation, uneventful didn't sound so bad.

Lincoln Boyhood is a small park physically speaking, containing only 200 acres, but it still entails important resources. It has a memorial building, which serves as our visitor center, a living historical farm and the gravesite of Nancy Hanks Lincoln, Abraham Lincoln's mother. I am able to become more aware and knowledgeable of the resources with a park of

this size, and this has allowed me to provide better interpretation to our visitors. Sometimes in larger or busier parks where I have worked, I didn't have a handle on that park's resources. In some of the national parks, the resources are so numerous and the landscape so vast that it can be overwhelming.

We have a small staff at Lincoln Boyhood. In the height of the summer season, with the Youth Conservation Corps and Student Conservation Association volunteers, there are about 20 employees and volunteers. This seemed small when I arrived for work in spring 2006; I had never worked for a park with such a small staff. Would they welcome me to the park staff and include me in events and activities? Would I be able to make any friends among a small staff that had been together for years? Making friends hadn't been a problem because there were so many employees; usually many of them were seasonal and were newcomers in that park.

I found that my fears were needless — everyone was helpful and nice. Many aspects about the staff and their interactions pleasantly surprised me. My supervisor, the chief of

interpretation, has an open-door policy, and he is happy to speak to me or help a visitor if a question stumps me.

Also, at this park there is considerable interaction among the divisions. I always felt bad while working at Carlsbad Caverns because I never had the opportunity to learn several of the employees' names in the maintenance division. My experience at larger parks has been that many employees of different divisions never meet and interact.

My experience with this small park has been great. It may be small but lots of great things happen here, and I have been able to learn many new skills and form lasting friendships. I know that many rangers want to work at big-name parks like Yellowstone and Gettysburg, but remember the small parks, too. They are great places to work and have their own treasures to offer in resources and employees. 🏡

Valerie Newman started her National Park Service career in 2003 at Isle Royale and was there for two seasons. She also spent a season at Carlsbad Caverns in the winter of 2003-04. She worked one season at Glen Canyon, Bullfrog District, in 2005, later working as an emergency hire at Bryce Canyon in resource management. She has been at Lincoln Boyhood since 2006. All the positions, except for Bryce Canyon, were in the interpretation division. Originally from Rhinelander, Wisconsin, she attended Vermilion Community College and the University of Idaho. In the off season she and partner James Dahl own a home in White Pine, Michigan, where they enjoy the splendors of winter. Valerie also volunteers at the local library during the winter months.



Valerie Newman helps a visitor to Lincoln Boyhood National Memorial.

Artist-in-Residence in the National Parks

Photos and story by Kim Henkel

Mount Rushmore

“What are you making?” is the question I hear most frequently from park visitors. “I’m working on a sculpture!” I say. As the sculptor-in-residence at Mount Rushmore this past summer, I have had an opportunity to demonstrate a tangible interpretation of the carving of the mountain and the preservation of personal and national memories through art.

As I patiently mix the dry white plaster into the bucket of cold water, people gather around the Borglum View Terrace to see how a sculpture is made.

A while ago someone gave me a bison vertebra. As an artist this new and beautiful object intrigued me. I wanted to make something new with it and with the art materials Rushmore sculptor Gutzon Borglum used to create the model for the mountain. I was able to impress imprints of the old bone into a mound of clay and cast plaster into the negative space. The castings are striking images of the vertebra. I demonstrated the connection between my use of the materials with the same process

and materials Borglum used for the model for the mountain, except I created a different sculpture and discovered a new concept. The visitors’ usual response is, “Oh, wow, how interesting!”

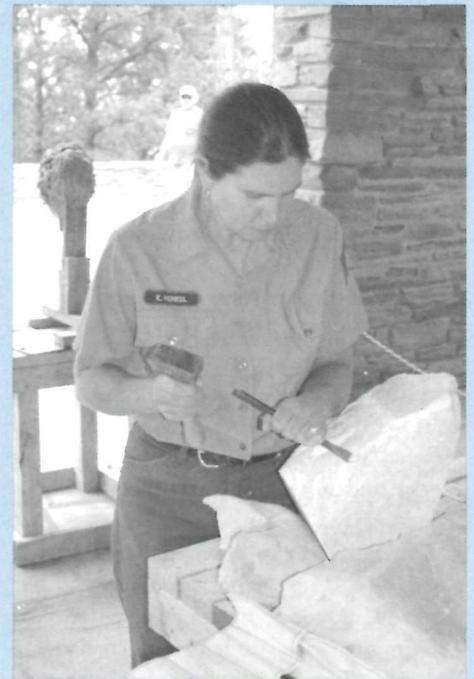
This residency has been one of the most important jobs I have ever had. I am a professional sculptor and have instructed art in the public schools and at universities. It was an adjustment working here in the park because it is an unusual outdoor setting and I’m not able to work with power tools. But as far as I’m concerned, it’s the best job in the world. I get paid to make my art and work in a national park. There are currently 29 national parks that have artist-in-residence programs, most of which are volunteer positions that include stipends. The residencies last from two weeks to three months. I am lucky enough to be a paid seasonal employee and hope to return next year.

Along with working on sculptures while visitors observe and learn, we offer free weeklong workshops for ages 10 through adult in stone carving and clay portraiture. This is a terrific opportunity for people to learn about Mount Rushmore and sculpting and develop a better appreciation of the art form and process.

We work outside in the old remains of Borglum’s first studio. Visitors, students and fellow park rangers stop by often to watch the progress, discuss the sculptures and share information about the history and meaning of Mount Rushmore.

The artists-in-residence at national parks are important for the interpretation of the nation’s stories and their preservation for the future. We create images and likenesses of the natural environment and cultural resources for visitors to see, touch and experience. We provide a different way for visitors to make connections to the meaning of our park. We give them a tangible experience capturing personal and national memories through art.

The artist’s eye can see things differently and interpret creatively the images of significant and historic places. The gift of time during a residency at a national park is a unique opportunity



for the artist, the students and the visitors to experience the park and its unique features.

I know dozens of artists who would jump at the chance to work on their art in a national park program. I hope to see more opportunities in the national parks for this important seasonal work in interpretation.

The sculptor-in-residence position is made possible by our cooperating association, the Mount Rushmore History Association, a private, nonprofit organization that supports Mount Rushmore’s educational, historical and interpretive activities. It raises funds through a membership program, three bookstores, an audio tour outlet and a website. 

Kim Henkel, originally from Pittsburgh, Pennsylvania, holds a master’s degree in fine arts, sculpture, from Arizona State University. She also has been an instructor of sculpture at Northern Arizona University and Western New Mexico University. She has exhibited her works professionally in galleries and museums nationwide for more than 17 years.



ON THE WEB

For more information about the artist-in-residence program in the national parks visit these websites:

www.nps.gov/archive/volunteer/air.htm
www.nps.gov/moru
www.kimhenkelsculpture.com

Slippery Rock University's Integrated Academic Model

By Dr. Randy Pitstick and Dr. John F. Lisco
Slippery Rock University

As we near the 30th anniversary in 2008 of the first offering of seasonal law enforcement training programs at four- and two-year colleges, the time is right to look at one of the non-traditional models in the system.

Many of you may have come from seasonal academies or related programs at an educational institution. We want to show you what Slippery Rock University in western Pennsylvania is doing to provide outstanding, well-prepared seasonal law professionals to the National Park Service and other public land management agencies.

Our goal isn't to compare academies or place the SRU program above the rest, but rather to show one model that has worked well in preparing students for challenging and rewarding careers with federal and state agencies. Another objective is to illustrate how the SRU program incorporates the goals and objectives of federal and state agencies employing students with the education and training found at a four-year institution.

While each academy and institution fills a niche for these agencies, the SRU program is unique in that the program and faculty have, in most cases, four years to mentor each student. They also help develop a world view encompassing not only the dedication, commitment and professionalism of the seasonal protection ranger but a working knowledge and appreciation of their role as resource managers and conservationists — and key figures in shaping the quality of the visitor experience.

Historically, most of the seasonal law enforcement programs offered at the community college level have been based on a model of the traditional academy. Some of the programs offered at the community college level have met the certification requirements for many of the state agencies, thereby permitting graduates to have various options in federal and state law enforcement.

One non-traditional model, the Integrated Academic Model, has been implemented in a few four-year institutions over the past several decades. Universities that have used this model include the University of Memphis (1980-1997), the University of Maine at Presque Isle (1994-1998), Northern Arizona University (1998-present) and Slippery Rock University (1982-present).



This model is an extension of our current academic practices with enhancement through additional training and employment opportunities. The model is based on the fact students are engaged in a four-year learning experience in a particular area of study. The model demands students engage academically in a chosen field while at the same time work toward acquiring the knowledge, skills and abilities (KSAs) demanded of the seasonal protection ranger. A typical schedule in any given semester may include courses in the physical sciences, social sciences, arts, philosophy, and park and resource management.

If we look at KSAs in their purest sense, the academic model provides substantial time to develop foundations and skill sets. In particular we can look at each of the following as they pertain to meeting KSAs:

■ Knowledge Base

The four-year model is designed to establish the knowledge base from which to direct or start a career in the field. A typical bachelor of science degree consists of 120 college course credits based on the semester system. At SRU there are approximately 150 students majoring in park and resource management (including those not pursuing the seasonal law program) who take coursework in the bachelor of science park and resource management degree program.

The Liberal Studies Program consists of 49 hours of general course requirements (English, communication, public speaking, arts, U.S. and non-U.S. global courses, science, technology and math, challenges of the modern age, and various enrichment courses). All students attending Slippery Rock must complete this program as part of their degree program.

The major consists of a professional studies block of 27 hours and includes the core courses in parks and recreation (Foundations of Parks and Recreation, Inclusive Leisure Services, Computer Applications—CAD, Park and Recreation Administration, and Current Issues in Park and Resource Management.)

The Park and Resource Management Track consists of 33 hours of the major courses for the Park and Resource Management profession (Fundamentals of Park and Resource Management, Environmental Resource Analysis, Ecosystem Ecology and the Environment I and II, Recreation Area Design, Search and Rescue/EMS, Visitor Services Management and Interpretation, Cultural Resource Management, Parks, Wildland and Wildlife Management, Park and Resource Management).

In addition, each student must elect to specialize in a professional elective block, which consists of 12-15 additional credit hours. The elective blocks include specialization in these four areas:

- Park and Open Space Planning consists of

12 hours in planning-related coursework for those students wanting to work as outdoor recreation planners (Open Space Planning, Site and Building Feasibility Studies, Introduction to GIS, Advanced GIS).

- Environmental Education and Interpretation consists of 12 credit hours and has been designed for those students who want to specialize in interpretive services. (Resources for Outdoor Programming, Outdoor Leadership, Environmental Teaching, Group Recreation Programming)
- Outdoor Leadership consists of 12 hours for those students interested in working in the outdoor tourism industry (Outdoor Leadership, Principles of Commercial Recreation and Tourism, Group Facilitation and Leadership).
- Park Law Enforcement consists of 15 hours in park law courses for a total of 334 contact hours. (Fundamentals of NPS Law Enforcement, Federal Law and Policy, NPS Law Enforcement, Park Law Enforcement, Firearms). The block is for those students who wish to work as law enforcement rangers in the NPS, Fish and Wildlife Service or state park systems. (This is one of the NPS-certified Seasonal Law Enforcement Training Programs.)

Summer Internship and Practicum Block consists of 15 credit hours where students work in the field during the summer months for college credit while gaining experience in the profession. Students typically work a practicum for three credit hours in the summer of their junior year, while seniors participate in a 12-consecutive-week intensive internship experience working for a natural resource management agency.

■ Skill Acquisition

In general, SRU students begin the Park and Resource Management program of study in their freshman year, although several students are transfers from two-year institutions or from other majors within the university. There are various opportunities for students to perfect several skills relating to the profession while they are completing their degree. A tiered training program has been established to provide students with various skills while engaged in their four-year pursuit of a degree. The following courses are not mandatory in the curriculum (except Search and Rescue) but students are strongly encouraged to participate:

Fire Suppression: All students may take the S-130 and S-190 Fire Suppression Courses during their freshman year. More than 45 stu-

The summer season is the opportune time for students to apply their KSAs while working as professionals.

dents this past year were trained in wildland fire suppression. The courses, offered in October and April, are instructed by Larry Comisso from Delaware Water Gap NRA.

Search and Rescue: All majors are required to take the three-credit course, Search and Rescue/EMS, in their sophomore year. The course has been adapted from the NPS Basic Search and Rescue Program developed by Dan Pontbriand of the NPS. Students take the basic course in addition to basic first aid and CPR instruction.

Emergency Medicine: All juniors are encouraged to take the Emergency Medical Technician course offered at SRU through an agreement with Butler Community College. The course consists of 150 hours of instruction, and students who successfully complete the course may challenge the Pennsylvania Exam and National Registry to become a certified EMT. Students are also encouraged to take a Wilderness First Responder course through the SRU Outdoor Adventures Program during Christmas break on the SRU campus.

Law Enforcement: All seniors have the option to apply to the Park Ranger Seasonal Law Enforcement Training Program. Students must interview with the program director and be able to pass a background investigation. The program is selective and students must meet several requirements including grade point average, clean legal record and other items set forth by the NPS. Students must earn a grade of "B" or better in the first semester to continue in the program for the final semester.

■ Ability to Perform

Students in the program are encouraged to work seasonally beginning in the summer of their freshman year, though many students return home to work for the summer. More students, however, are taking advantage of opportunities to work with various agencies to gain valuable real world experience. Some students start out in recreation areas managed by the U.S. Army Corps of Engineers. Others work for the Pennsylvania Department of Conservation and Natural Resources, Bureau of State Parks and Bureau of Forestry. Still others start their careers with the Delaware State Park system. This past year the SRU program placed several freshmen in fire positions in the NPS

and USFWS after they took the fire training offered in their first year at SRU.

The summer season is the opportune time for students to apply their KSAs while working as professionals. Additionally, the students bring into the classroom relevant park experience that can be applied and discussed with peers. SRU faculty encourage and mentor the students in professional preparation and employment throughout the four year course of study.

■ The End Result

The ideal graduate coming from the SRU program will have a solid academic background in the park and resource management field. The student will possess the skills to write and communicate effectively and think in a critical manner. The student will have acquired and earned several technical skills and certificates including fire suppression, search and rescue, emergency medicine, and for those interested, law enforcement. The student will also have a history of summer seasonal work, ideally three seasons, while attending the university. The ideal student should have completed a season or two with a state or federal agency and more than likely will have worked for the NPS for at least two seasons before graduating.

Options for Graduate School

In addition, SRU has an exciting graduate program that can help those students who are interested in pursuing graduate level work. Currently there are two delivery methods for the interested graduate student—the *on-campus* park and resource management program and the *online* park and resource management program.

The online program was designed for those rangers who are working in geographic areas where they may not be able to take graduate coursework. It consists of 30 credit hours (four semesters taking two courses each semester, plus an internship). Students can complete the online graduate program in two years and earn a master of science degree. Several on-campus graduate students take the park ranger law enforcement training program while pursuing the master of science degree. Several students who have graduated from the undergraduate program and the park ranger law enforcement training program have continued to pursue a graduate degree in the online program.

Placements

One of the unique benefits of attending the SRU program is that faculty members have professional experience in state parks,

the NPS and the Forest Service. Students are mentored in the area of job placement and career planning. Over a four-year span, the faculty mentor can groom the student into a parks professional. The faculty closely monitors student progress and helps students take the necessary steps to become more competitive job applicants. The SRU program hosts a December job fair that features student interaction/interviews with various public land management agencies and their representatives. In a typical year, more than 70 students will participate in the interviews. Students may be selected through the Student Temporary Employment Program or the Student Career Experience Program. These programs work well for both SRU students and the agencies because the park personnel can select these students while they maintain eligibility as full-time students at the university.

The Integrated Academic Model offered by Slippery Rock University is a unique and successful effort to combine a four-year academic program of study in park and resource management with a rigorous seasonal law enforcement training program. Future rangers will continue to wear many hats and fill many roles. In addition to a role as a protection ranger, other roles include visitor service provider, resource manager, resource liaison with the public, conflict resolution mediator, search-and-rescue team member, emergency medical provider and public servant.

Our public lands are a national treasure and key elements of our national heritage. The Integrated Academic Model is uniquely situated to provide the comprehensive range of knowledge, skills and abilities needed to meet the needs of future resource professionals, the resources and the public who use them. 🏠



Les Kwiatkowski — Yosemite

Yosemite is the only park I've worked in so far. I worked two summer seasons at Lake Eleanor in Yosemite and was hired as a permanent ranger specific to that area under the SCEP program after graduating from Slippery Rock University in December 2006.

My education at SRU helped to shape me into the park ranger I am today. By studying park and resource management and going through the law enforcement academy at the same time, I think I'm better able to assist visitors with questions and explain the rules and regulations — and the reasoning behind them more thoroughly. I also work with other Slippery Rock graduates: Chris Kuvlesky, the subdistrict ranger of Crane Flat, and Jeff Sullivan, a supervisory special agent in charge of investigations at Yosemite.

By taking the ranger program, EMS, fire and SAR at Slippery Rock, I am able to function at a high level. The training seminars at Slippery Rock piqued my interests in other fields, too. These trainings opened new doors for me. Currently I am training a search-and-rescue dog and working on a task book for helicopter crew members under the fire program. □



Anne Leone — Death Valley

I completed my course work in May 2003 as a graduate student at Slippery Rock, but I continue to enjoy the benefits of the curriculum. As a graduate student in the Parks and Recreation Department, expectations were high. I held considerable responsibility such as coordinating meetings with faculty, providing information to undergraduates and serving as a committee president.

My decision to enroll in SRU's Park Ranger Training Program was the best thing I did for my career aspirations with the National Park Service. The training and experience gained from this program set me above my peers. Professionalism, tact and responsibility are skills that SRU and the NPS demand for success. My NPS supervisors have praised me for these skills and I have achieved recognition and awards for my hard work and focus.

Since 2002 I have worked at Delaware Water Gap, Acadia, Yellowstone, Great Smoky Mountains and Death Valley. I am confident that I will continue to excel in my career, and I attribute much of my success as a park ranger to the instructors and program at Slippery Rock. □

Dr. Randy Pitstick is an assistant professor in Slippery Rock University's Parks and Recreation/Environmental Education Department. He specializes in park and resource management. He worked several summers for the U.S. Forest Service while conducting his doctoral research and has explored the backcountry of many of the western national parks and forests.

Dr. John F. Lisco is an associate professor in the Slippery Rock University's Parks and Recreation/Environmental Education Department. A 12-year veteran seasonal protection ranger for the NPS, he has worked at Delaware Water Gap, Rocky Mountain, Curecanti, Black Canyon of the Gunnison, Acadia, Wupatki, Sunset Crater and Walnut Canyon. He has directed four SLETP programs over the past 15 years (University of Memphis, University of Maine at Presque Isle, Northern Arizona University and currently Slippery Rock University.)

Recognizing Parks for Outstanding Efforts to prevent visitor injuries

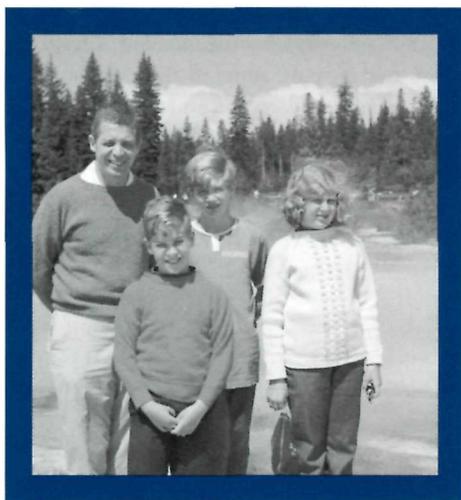
By Sara Newman

NPS Risk Management Division

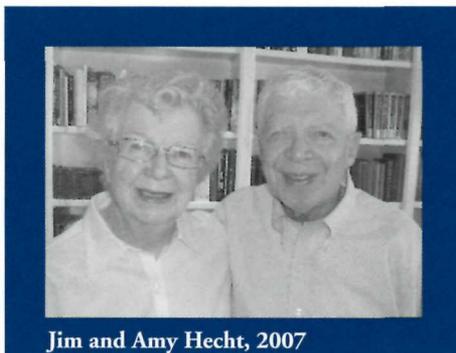
Drs. James and Amy Hecht were vacationing in Yellowstone National Park with their three young children. It was the afternoon of June 28, 1970, as they were walking along the boardwalk near Crested Pool in the Old Faithful area, when their youngest child, Andy, was engulfed in steam and could not see a right-angle turn in the boardwalk. He tripped over the edge of the boardwalk, which had no guardrail, and stumbled into a 200-degree thermal pool. He was scalded to death before his family's eyes. Jim and Amy Hecht believed the death of their 9-year-old son could have been prevented. As a result they embarked on a personal campaign for safety in national parks.

Throughout the years the Hechts have offered constructive criticism of and input into the National Park Service's safety standards. They testified before Congress about the lack of provisions for safety in national parks. They raised awareness about park safety through the media, informed park managers about examples of successful industry practices and standards in safety, and were instrumental in getting congressional funding to establish 10 full-time NPS regional safety managers. Since 1970 the Hechts have met with nearly every director of the Park Service to discuss safety concerns.

Through a small family foundation, they



Jim Hecht with his children Andy, 9, Charles, 13, and Margaret, 11, in Yellowstone shortly before Andy's death in June 1970.



Jim and Amy Hecht, 2007

began funding the Andrew Clark Hecht Memorial Public Safety Achievement Award in 1998. The Hecht Award is the highest award bestowed by the NPS for outstanding public safety achievement. It is presented to an individual employee, team of employees or group for prevention of accidents that may cause serious visitor injuries or fatalities. Park staff who think their efforts or programs meet the criteria for the award (see Table 1, page 14) apply through their regional offices. Regional winners are sent to the Risk Management Division at WASO to be considered for the award. The Hecht Award winner receives a plaque and \$2,000, presented by the director or regional director, when possible.

The Andrew Hecht Award has been given to more than 22 individuals, park units and agencies working with the NPS during the past nine years (see Table 2, page 15). The list of award recipients not only demonstrates the breadth of the parks' visitor safety efforts and programs, but highlights a common strategy relied on by award recipients. Rather than using a single approach to address visitor safety, all winning efforts relied on multifaceted risk mitigation methods. These have included such efforts as visitor education and safety programs, law enforcement, regulation of activities, innovative techniques to motivate safe behavior among visitors, improved infrastructure, collaboration with partners outside the park to gain wider support, and relying on data collection techniques to assess the magnitude of the problem. It seems another commonality shared among award recipients is the attitude that no injury or fatality in their park is acceptable, and that because injuries are preventable every effort is made to prevent them.

But it is the impact of these efforts that is most notable among recipients. For example, in

1999 Indiana Dunes National Lakeshore, the Restaurant Management Corp. and the Post Tribune combined efforts to improve water safety. They conducted a public education campaign, increased the number of lifeguards on duty, and created a prominently located, long-term display of safety messages. As a result they were able to prevent fatalities for 1,166 days, even with an increase in visitation during that time period.

In another example, before Lake Meredith implemented its water safety program, an average of three drownings occurred every year. After implementing its program there was only one death in four years.

The Grand Canyon initiated its Hike Smart program in which the park staff developed signage, actively monitored trails and educated the public about the risks of dehydration on the trails. The result of this program saw a decrease in heat stress emergencies from 220 in 1996 to 96 in 2004.

In an unprecedented combining of forces, George Washington Memorial Parkway and the Chesapeake and Ohio National Historic Park collaborated with area police departments, emergency services, local community groups and businesses to form the Potomac River Gorge Public Safety Task Force. Since 2005, when the initiative was implemented, there have been no unintentional drownings in the Potomac River Gorge.

In 2003 the Interpretation and Visitor Service staff of Everglades established a safety program to integrate safety into all aspects of its interpretation activities. The result was a marked culture change in park attitude on safety. In the Everglades' program for overnight camping experience for kids, children learn about and understand the risks in the wilderness environment while enjoying a safe camping experience. Everglades has had no serious incidents and has provided kids with tools and information to safely and respectfully enjoy the wilderness.

In another example highlighting the importance and impact of educational outreach, six lives were saved from carbon monoxide poisoning at Glen Canyon in 2001 when the visitors themselves recognized symptoms of carbon monoxide poisoning through educational outreach efforts of the park staff.

The winner of the 2006 Hecht Award was

Glen Canyon. It was selected from among an outstanding group of regional winners, including Sequoia and Kings Canyon for the work of its volunteers in water safety, Carl Martinez at Gateway for his work nationally and internationally in water safety, and Mammoth Cave for its safety initiatives during a major construction project.

Like winners in previous years, Glen Canyon relied on a comprehensive approach to visitor safety, and this had impact beyond the park. As a result of the efforts, water sports injuries were prevented nationwide and a dangerous product was withdrawn from the market.

In the spring of 2006, the Glen Canyon staff became aware of serious injuries occurring among visitors using a new product known as the kite tube. Kite tubes are round, inflatable water devices that can be more than 10 feet in diameter designed to be pulled behind a power boat. The tube is hooked to the back of a boat by a tow rope and the rider in the tube becomes airborne by pulling on handles attached to the floor of the tube. Kite tube riders are pulled at 25-35 miles per hour, which often causes the tubes to rise uncontrollably 15-25 feet in the air and immediately invert and accelerate back into the water.

At Glen Canyon, victims were impacting the water at speeds near 50+ mph. The injuries seen were consistent with deceleration impact events that cause internal trauma. Victims suffered life-threatening injuries. Many who were taken for emergency treatment were coughing up blood and had injuries such as cervical fractures, whiplash injuries, broken ribs, punctured lungs and torn muscles. In one example, on June 2, 2006, a 29-year-old man was riding a kite tube in Lake Powell when he lost control and fell from a height of 35 feet while moving at approximately 40 miles per



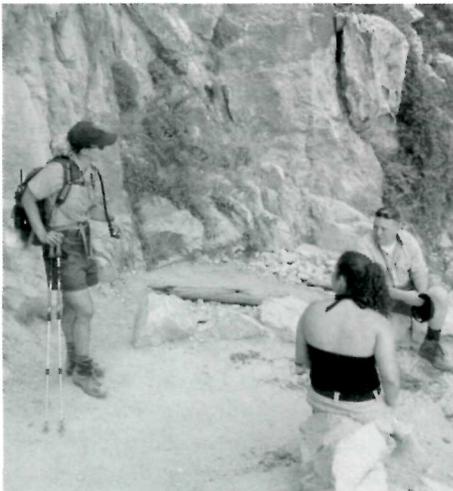
Kite tubing at Glen Canyon, now banned, led to many serious injuries and deaths.

hour. He suffered a broken neck, resulting in a permanent spinal disability. He was the third person in his party that day to be injured while kite tubing. These and other incidents led Glen Canyon to immediately prohibit the activity at the park and notify other parks and agencies about this new, emerging threat. Park staff identified additional unreported cases of visitor injuries resulting from use of the device and educated visitors of the risks.

The staff also took action at a national level by informing and working with the National Association of Boating Law Administrators, local jurisdictions and, through the WASO Risk Management Division, the U.S.

Consumer Product Safety Commission regarding safety concerns about the product. These efforts ultimately resulted in a national recall of this dangerous product from the market on July 13, 2006, ultimately preventing further injury at Lake Powell and in lakes, oceans and waterways across the country.

Nominations for both the Hecht Award and the Director's Employee Safety Achievement Award, which recognizes outstanding efforts to improve employee health and safety, are submitted by park units to their regional offices, usually toward the end of the calendar year. Regional winners are then submitted to the WASO Risk Management Division in



A Hike Smart ranger helps to educate visitors at Grand Canyon.

Table 1. Submission Criteria for the Andrew Clark Hecht Memorial Safety Achievement Award

1. Prevention of accidents that may cause serious injury or fatalities
2. Innovative work and achievements of an employee, non-employee, or group to heighten public (visitor) safety awareness
3. Promotion of visitor recognition of recreational hazards
4. Development of visitor risk reduction methods and managerial action to decrease human and material resource loss
5. Advocacy in identification and control of environmental hazards that endanger the visitor

Table 2: Recipients of the Andrew Clark Hecht Memorial Public Safety Achievement Award

Year of Award	Recipients	Reason for Award
1998	Officer Louis C. Danner, Motorcycle Patrol Officer for the US Park Police in the National Capital Region	Prevention of motor vehicle crashes on the Rock Creek Parkway.
1999	Indiana Dunes National Lakeshore and its partners, Restaurant Management Corp. and the Post Tribune	Promoted water safety through cooperative and innovative public awareness programs resulting in 1,166 days without fatalities from any cause, even given a rise in visitations.
2000	John Benjamin, Superintendent, Lake Meredith NRA the Texas Parks and Wildlife Wardens, the U.S. Coast Guard Auxiliary Flotilla 52	Promoted water safety through collaborative interventions to include public education, improved vessel inspection and motivating safe behavior. Reduced drownings from an average of three per year to one in a four-year period.
2001	Glen Canyon National Recreation Area, U.S. Coast Guard	Identified and mitigated risks associated with carbon monoxide poisonings from houseboat exhausts. Reduced mandatory recall notices to boat manufacturers from three years to six months. Prevented deaths of six people in a rented houseboat after they recognized carbon monoxide symptoms through park safety visitor education efforts.
2002	Canyonlands National Park, River Safety Information Program, Neal Herbert, Steve Swanke, George Simmons	Designed and implemented a web-based River Safety Information Program. The webpage is the primary source of safety information on the park's internet and receives over 700,000 hits annually.
2003	Everglades National Park, Division of Interpretation and Visitor Services	Established a safety program that integrated safety into all aspects of interpretation services. Everglades has had no serious incidents in its kids camping program, which provides kids with tools and information to safely enjoy the wilderness.
2004	Mike Reuber, Safety Officer, Upper Delaware Scenic and Recreational River, Visitor and Resource Protection	Significant reduction in drownings through providing overall coordination for Canoe Safety Patrol.
2004	"Hike Smart" Grand Canyon National Park	Established a program to increase hikers' awareness of heat-related risks associated with hiking. Heat stress emergencies fell from 220 in 1996 to 96 in 2004.
2005	Potomac River Gorge Public Safety Task Force: George Washington Memorial Parkway, the C&O Canal National Historical Park, the U. S. Park Police, District of Columbia Metropolitan Police Harbor Patrol, Montgomery (MD) and Fairfax (VA) County Fire and Rescue Departments, the Potomac Conservancy and REI	Enhanced collaboration and communication among agencies to improve signage, emphasize outreach to visitors (to include Spanish and Vietnamese speaking visitors) on risks and reinforce patrols to reduce river drownings. Since the program began in 2005 there have been no unintentional drownings in the Potomac River Gorge.
2006	Glen Canyon National Recreation Area	Prevented injuries from kite tubing at Glen Canyon. Report of nationwide incidents led to recall of kite tubes from the market.

December or January for consideration for the Hecht Award.

I had the honor of meeting Amy and Jim Hecht this past June. Even nearly 40 years after their son's death the pain is deep. But both of them express gratitude for the efforts by parks over the years to increase their focus on safety, both for visitors and park employees. Since then, Yellowstone has greatly enhanced signage. The boardwalks and trails have been improved, and rangers have integrated information and warnings on the dangers of thermal areas through their talks and on brochures and maps. Within the past decade Yellowstone has

also provided web-based safety information to reach visitors before they come to the park and better prepare them for their visit. The chief of interpretation at Yellowstone, Diane Chalfant, notes that "incidents that have occurred in thermal pools have raised the consciousness of the park on safety and have elevated safety to a park priority equal to or greater than our basic mission."

The Hechts note the changes that have occurred since 1970. It gives them comfort to know that some of their efforts may have prevented injuries and have, perhaps, spared other families from the anguish they suffered.

Amy said, "There is a phase within the process of grieving the death of a child when one feels bitterness and anger. Jim and I tried to shift those negative energies to make a positive impact." 

Dr. Sara Newman is the public risk management specialist for the NPS Risk Management Division in Washington, D.C. She can be reached at sara_newman@nps.gov.

The author would like to thank Amy Chanlongbutra, program analyst with the NPS Risk Management Division, for her assistance in gathering data and providing comments for this article.

One of the mysteries of life . . . and how ANPR can help solve it

By J.T. Townsend

It's one of the mysteries of life," my father said. That was Dad's answer when, as a youngster, I'd ask him a question for which he had no answer.

So, I offer, "It's one of life's mysteries" as the answer to this question:

Why would an organization rightfully proud of being entrusted with and its dedication to the preservation of our history as a people, a culture and a nation care so little about its own?

It's truly one of the mysteries of life, unless, that is, the premise is wrong.

Ironically, the National Park Service does care about its history. However, there is not an ongoing, well-funded or publicized oral history program. A program could feature those people who labored in the trenches and made things work, and those whose corporate knowledge extends across nearly half the life of the Service.

As Gary Klein points out in *Sources of Power: How People Make Decisions*:

"In organizations, much of the knowledge is held within the heads of the workers and is never shared. This is tacit knowledge. In most organizations, the culture seems to ignore the expertise that already exists, to take it for granted. If a skilled worker retired after thirty years on the job and tried to leave with a favorite personal computer, some programs, or a set of tools, he or she would be stopped. The organization knows the value of the equipment. But the organization lets the worker walk out with all of that expertise, which is worth far more than some minor equipment, and never says a word, never even notices the loss. Yet in an organization, *knowledge is a resource and should be treated as such.*" (Emphasis added)

Perhaps there is such a program that captures and shares this tacit knowledge. Dr. Janet A. McDonnell, former bureau historian for the Service, noted:

"Oral history is . . . a valuable resource for writing the histories of individual parks and the history of the National Park Service as a federal agency. Interviews with current and former park employees, park neighbors, policymakers and program managers provide rich source material for these histories." (Emphasis added)

Unfortunately, however, Dr. McDonnell goes on to conclude:

"Although the Service has some truly superb oral history projects and collections, remark-

able for their breadth and uniqueness, there are serious weaknesses. Oral history in the Service is presently an inconsistent, poorly supported endeavor that frequently faces great difficulty in producing useful and lasting historical resources. There is currently no Servicewide oral history program . . . Continuing to regard oral history as a low priority will almost certainly lead to the loss of irreplaceable resources."

Then again, perhaps the premise isn't wrong.

Visualize an adequately base-funded program to lay up among the archives of the Service those things which unite us and tell our story. Those things are part and parcel of the Service's character, and have helped shape and reflect its ethos and ethic. We are consciously *conserving unimpaired for the benefit of future generations those things of intrinsic value.*

Take, for instance, our historic uniforms and the examples of "approved changes." After all, is not wearing our uniform the No. 1 thing we can do to communicate the NPS mission? At least that's what a 2001 publication about how to communicate the mission says.

So why wouldn't we make a conscious and conscientious effort to have an adequately base-funded program to conserve something so essential to our mission and our history; to ensure it is kept, along with the values it represents, without derogation?

Was it not our uniform that, at least in part, inspired the eminent and distinguished historian John Keegan to note in *Fields of Battle: the Wars for North America*:

"What a magnificent institution (the Service) is, unequalled in the world."

In addition, the broad-brimmed "flat hat" merited a chapter in Paul Fussell's book, *Uniforms*, in which he observes:

"In a contest to name the most admired nonmilitary uniformed service of the United States, the winner would probably be a toss-up between the letter carriers of the Postal Service and the rangers of the National Park Service, the only men and women (marine drill instructors excepted) who can wear the broad-brimmed Stetson hat without risking ridicule. Indeed,

If we do not tend to the
stewardship of the Service it is
for certain no one else will.

they wear that hat with pride and dignity."

Why would we not hold dear something so fundamental to the stewardship of the Service? If we do not tend to the stewardship of the Service it is for certain no one else will.

We need look no further than another iconic American institution to understand this reality. In 1957 retired Marine Corps Lt. Gen. Victor H. Krulak was asked to address the question, "Why does the U.S. need a Marine Corps?" After much thoughtful discussion, Krulak concluded that the country has a Marine Corps because it *wants* one.

The same is clearly true about the National Park Service. Others can do what we do and do it as well.

If *we* do not worry about the *stewardship* of the Service, it is for sure *no one else will.*

How can we, the Association of National Park Rangers, do that?

There are many ways. While we may not be able to produce base funding for the management of the NPS history collection (although we could take a position of encouraging that to occur), an important way ANPR can contribute to the stewardship of the Service is by undertaking the collection of oral histories about rangers and "rangering."

These oral histories should not be limited to rangers reminiscing about rangers and rangering (for they have a way of becoming "war stories"). They should include representatives and ideas from natural resources, cultural resources, protection, interpretation, maintenance, administration, concessions, and former and current directors (particularly for looking toward the future of park rangers).

The oral histories also could include the United States Park Police, past and current Department of the Interior personages (including secretaries) who have had contact with and the chance to observe rangers range, representatives of cooperating associations, and other agencies (such as BLM) and organizations that have spent time with rangers.

These oral histories should take the form of structured interviews. To the degree possible, they should look at actual events that were challenging and the concepts interviewees used when thinking about a task. They should probe for examples that emphasize the Service's highest and best values, beliefs and other observable features such as rites, rituals, celebrations, legends, myths and heroic sagas.

That may seem like a lot to bite off but it can be done. The Forest Service, as a part of

its centennial, worked with the Smithsonian's Folklife Festival to train Forest Service personnel to conduct oral histories. About 600 were collected, from the ranger who saved Smokey Bear to the first woman public affairs officer. One of the interviewers said, "I felt like I was taking a college course in Forest Service history."

Likewise, the Library of Congress, American Folklife Center's Veterans History Project, relies on volunteers to collect and preserve stories of wartime service. Its website provides guidelines and resources that enable individuals to collect credible oral histories to be added to the project's archives.

If ANPR is to undertake this effort, and the Centennial Committee thinks it should, there should be some guidelines. Here are suggestions:

A. Scope

1. These oral histories should focus on the park ranger ("park ranger" in its broadest context or definition).
2. They should specifically look at the role of the park ranger from the framework of:
 - what that role was in the past
 - what it is currently
 - what it should be in the future
3. They ought not be limited to the role of the ranger within the Service, but be broader in nature. For example, "What was the role of future park rangers in the U.S. Army's 10th Mountain Division; how did that experience shape them and their actions as rangers?" And, "How, consequently, did that experience influence their contributions to the management of parks and visitor services?"

B. Purpose

1. To connect current and future rangers to the Service's history and their place in it.
2. To help improve decision making and aid in reducing unnecessary reinvention
3. To enhance service values and foster optimal mission accomplishment.

What better way to learn the history, traditions, core values, and even legends of the Service than from the people who made it? The underlying and fundamental purpose for ANPR to undertake this project of collecting

oral histories about rangers and rangers is to help future leaders of the NPS derive thoughtful solutions.

By capturing through interviews the history, traditions, core values and legends of the Service from the people who made them, and by using this resource of knowledge to reaffirm and perpetuate in current and future leaders what the Service is all about, ANPR can lead the way in helping to define and maintain the rich and sometimes strong culture of the Service.

Key among the objectives identified for this undertaking are:

- To begin a long-term and ongoing project of People Focused Knowledge Management that captures the Service's institutional knowledge.
- To help existing and future employees, leaders and managers of the Service develop a sense of their place in the scope of the Service's history; carry on the highest and best traditions of the Service; and be the Service's best advertisement.

How do we begin to undertake this oral history project?

- Dr. Janet McDonnell will speak at the 30th ANPR Ranger Rendezvous in October in Park City, Utah.
- Linda Feldman of the Forest Service, the lead person working with the Smithsonian Folklife Festival personnel, will be contacted to investigate what possibilities exist for a partnership with the Smithsonian.
- We are investigating how and if ANPR's oral history undertaking and Ken Burns' series on the national parks can interface.
- Committee Chair Rick Gale has contacted Steve Whitesell, the Service's centennial coordinator, about the involvement of ANPR in the Service's centennial events. He has encouraged Whitesell to consider conducting oral histories as a part of the celebration.
- We are working with the Coalition of Retired National Park Service Employees to remain informed about the establishment of the Hartzog fellowship at Clemson University. This and the NPS History Collection at the Harpers Ferry Center, are logical places for these oral histories to be housed.
- We intend to contact the Legends in Parks and Recreation program of the American Academy of Parks and Recreation. This videotape library, housed at Texas A&M University, consists of 45-minute interviews of distinguished administrators and educa-

tors who have made outstanding contributions to the field of parks and recreation. Several NPS people are included: Horace Albright, Russ Dickenson, Newton Drury and Connie Wirth.

While not all interviews ANPR collects might be appropriate for this Legends collection, some certainly could be. Likewise, the purpose of the Legends collection might be different from the purpose of ANPR's efforts, but certainly linking the two collections is important.

ANPR's Centennial Committee encourages you to take an active interest in this project. Its success rests with you.

ANPR has a chance to make a significant contribution to the NPS, not only for the Service's centennial celebration, but for the long term through this project.

We hope you'll attend the 30th anniversary Ranger Rendezvous in Park City, participate in the workshops on oral history, and volunteer to collect oral histories about rangers and rangers. 

Note: This article has been condensed from a longer paper that serves as a planning document for this project. References and explanatory footnotes for several items are available from the author upon request.

J.T. Townsend has retired from the National Park Service and lives in Omaha, Nebraska. He serves on ANPR's Centennial Committee with Rick Gale, Bob Krumenaker, Nancy Ward, Dave Anderson, Mary Martin and Ken Mabery.

The Professional Ranger

Administration

Impetus for Change — Governmentwide initiatives, led by the President's Management Agenda (PMA), are pushing federal agencies to make sure they have a positive impact, improve performance and are as efficient as possible. In response, the Department of the Interior has mandated major changes in how the National Park Service goes about its administrative activities in support of its mission. In turn, many parks have, on their own initiative or in response to DOI or NPS mandates, embarked on numerous restructuring, efficiency and effectiveness efforts to meet the PMA goals.

The PMA vision is citizen, not bureaucracy centered, results oriented and market based. The PMA sets forth five governmentwide initiatives:

- Strategic management of human capital
- Competitive sourcing
- Improved financial performance
- Expanded electronic government
- Budget and performance integration

In 2004 Executive Order 13327,

"Federal Real Property Asset Management," set forth a sixth initiative: improved stewardship of government-owned facilities.

These initiatives work in concert with many ongoing and new legislative initiatives — including the Government Performance and Results Act and the Human Capital Officer Act — to redirect the government's focus toward performance management.

Federal agencies, including the NPS, are being required to restructure their administrative functions so rapidly, and in so many ways at once, that many are running the risk of damaging their program effectiveness. The NPS should ensure we learn lessons from other federal agencies for how to avoid or constructively manage these unintended consequences.

Change can be disruptive and stressful and yet is pervasive in the government. Automation, consolidation and the search for efficiency are at the forefront of administrative changes in the NPS, just as they are in business. But close behind — in government — is the search for public accountability, results and excellence in the stewardship of resources.

These forces work their way through the fabric of government from Congress and the president, to the implementing departments and agencies, and eventually to the

individuals who make the government work. Administrative processes and effective leadership at each level hold this system together, and make it efficient and effective — or not.

Current trends in administrative management in the NPS appear to be going in opposite directions at once. Administrative capacity is being downsized and squeezed for resources. But, at the same time, many new administrative duties are being added.

For example, downsizing in the NPS regional offices has shifted workloads to the parks where the administrative people needed to do them don't exist because positions haven't been added or have been cut, and new work, never done before, has been added. The new governmentwide emphasis on strengthening internal management controls and the need to fund new homeland security measures within park's existing budgets are among the many forces increasingly straining declining administrative resources throughout the NPS.

As the NPS plans for an increased workforce with the Centennial Challenge, I certainly hope that administrative functions will be viewed as critical to the success of our organization. All of us who work in the administrative ranks must ensure we are most efficient and effective in the jobs that we perform. □

— Heather Whitman, Yosemite

Interpretation

Notes on creating a Junior Ranger book

— Have you ever created a Junior Ranger book? I'm in the midst of finishing my first one. It has been a good challenge that vexed me and inspired me at the same time. I learned a lot from the process and want to share some ideas and experiences with you. Seasonals, take note, because this is one of those things that you can help you increase your skill set.

To make the Junior Ranger experience memorable I wanted our activity book to go beyond mazes and crosswords. Those are easy, and in my opinion, forgettable. It isn't what memories are made of. I wanted more from the Junior Ranger activity book.

When planning this, the scope of the project, the time and resources the proposal needs, and your availability are all key. I would suggest postponing a Junior Ranger book project until you really do have the time, resources and creative inspiration to do it right.

Your first consideration must be time. Make sure you can dedicate yourself to this knowing it might take hundreds of hours to finish the book. It blew my mind the number of distractions that stalled the process. The conversations

and brainstorming sessions about content, travel, meetings, collaborations, rewrites; all of this must be taken into consideration. It is easy to drastically underestimate the time needed.

One of the biggest stumbling blocks I found was graphic elements. Artists are hard to come by. Luckily, I do photography so I was able to get the images we needed. But, that took days with our models and then more days using Photoshop. Clip art is a poor substitute. Kids see it at school all year. Well-illustrated kids books are much more compelling than boilerplate clip art. So, before starting off on your process, make sure you have a way to get images in your book. Have someone with photography skills or quality artistic skills on hand. They need to be part of the planning process, not an afterthought.

Conceptually, now that we have a product that I'm getting close to happy with, we have discovered, at least with our book, three threads that interweave in the final product. The more ways you can tie your ideas together, the more polished and professional the final product.

I wanted the whole book to flow from start to finish. I didn't want a conglomerate of random

resource activities without any rhyme or reason. We chose to have two characters, a boy and a girl, canoe the Columbia River downstream meeting various people and resource stories, using geography and the flowing river as our tangible continuity element. This would tie the activities together page by page using a primary theme of recreation by canoeing (Lake Roosevelt is a recreation area), and give the kids something to follow as they learned and explored the park.

I also wanted a diverse but representative sample of park resources. Lake Roosevelt is a stew of more than a dozen major resource themes and many more sub-themes. Too many resources would unbalance the book, thus we had to cull the number of activities.

The third thread was to use cutting edge ideas in education. I eschew random word games like puzzles and connect-the-dot activities without context. They aren't dynamic; they just sit there on the page disconnected from a kid's park experience. So, we took a few of those activities and tied their content to our three threads. The rest of the activities we invented. I wrote and field-tested a short story about a lava flow for parents to read to

younger kids, or for older kids to read on their own and then teach their parent. This would enhance the family camping and resource education experience. On the next two pages is an artistic activity where the kids demonstrate what they understood by drawing their vision of the lava landscape.

Other hot topics in education include bilingual activities. A seasonal worker here had a few great ideas of combining the Salish Indian language with the book. She is going to meet with a local tribal representative to figure out how to approach this perhaps with a rhyming mini-story.

We have other activities. One involves some easy math for kids to do as they play the role of fur trader at the post trying to trade tools for their animal pelts. Another activity is to have the kids write a letter home about how they would feel if they were stuck in an Indian boarding school away from their parents. The aim is to explore their feelings of empathy for other kids.

In a nutshell, we have combined various learning techniques in our Junior Ranger book to help kids learn about the resources of our park beyond the superficial. We want these fun and engaging activities to actually take some time so the kids have the chance to immerse themselves in park resources and make that connection.

It is a great experience to write a Junior Ranger book. But, it is definitely not an endeavor to be jumped into without a real understanding of the process involved, the resources needed, the time required, and a clear idea of what you want to accomplish in an end product. □

— Jeff Axel, Lake Roosevelt and
Juan Bautista de Anza

Protection

Editor's Note: For this issue's Protection column, *Ranger* invited Melissa Lamm of Assateague Island to be a guest columnist and provide first-hand insight into the work of seasonal protection rangers.

Ranger Ready — "I feed off of the energy of all of you seasonals!"

This was part of the welcoming I and several other seasonal rangers received during our orientation to Assateague Island National Seashore. Being a new, energetic seasonal, it was precisely the welcoming I was hoping for.

One of my supervisors, Ranger Dana Condron, stated it — and with gusto. All of us present at the meeting knew exactly the kind of energy he was speaking of and appreciated the recognition of the excitement we were bringing to the season ahead.

Seasonals bring new blood to our parks for months of hard work during peak seasons. Whether it is their first season or their 20th, seasonal rangers bring fresh minds and bodies knowing that they are a vital and integral part of the Park Service experience. Those in the first few seasons of their career in law enforcement have lots of work ahead of them. Fresh from an academy, we law enforcement rangers rely on permanents to extend and reinforce the training we have received.

I can remember sitting in the classroom less than a year ago listening as my instructors, many of whom were permanent NPS rangers, delivered their presentation. I was excited at the thought of someday serving among their ranks.

Having worked in natural resources for many years prior to the NPS, I found that I had great respect for rules and regulations but my position lacked the authority necessary to enforce them. I was interested in law enforce-

ment for the increased responsibility and the ability to better protect park resources. I found the list of academies on the ANPR website, which led me to the seasonal law enforcement training program in Franklin, N.C. From day one I could feel my life changing, and from the first classes and scenarios, I was hooked.

After graduation the job search began. This was both exciting and nerve racking getting responses from around the country and not knowing where I would get placed. I wanted a park that would allow me opportunities to get my hands on every aspect of the ranger job. A little place called Assateague Island on the Virginia coast gave me exactly what I was looking for.

Coming to Assateague, my determination was palpable from my initial orientations and ride-alongs, and while I enjoyed riding with my LE partners, I really wanted my own truck to start my own patrols. Quickly my wish was granted, and on a daily basis, it is now my honor and privilege to patrol and protect this magnificent seashore landscape. Though this keeps me busy, I still find time to take in the very environment that I protect, and I never cease to be enamored with my surroundings.

My work has been varied — assisting in major/minor incidents, emergency medical situations, surf rescue operations, my first western fire assignment, additional training, assisting resource management with predatory control, or impromptu interpretation of the resource or the regulations to protect them.

I have found that within our agency we pride ourselves on good communication between various agencies, and I see how effective this makes the protection divisions. At Assateague Island, U.S. park rangers and refuge officers work together in proactive law enforcement where all types of patrols — by ATV, hiking, biking and vehicle — are encouraged. We also benefit from maintaining positive relations with our sister NPS divisions and with local law enforcement, EMS and fire agencies.

The next chapter in my seasonal ranger journey could take me anywhere, but my ultimate goal is to become a full-performance ranger. I may travel the states fighting fires, working as an EMT, physically training in martial arts or who knows what until the busy season needs me again. Through all of this, I'll continue to bring the energy to feed my fellow rangers and hope that they'll also bring their own.

As for getting my own truck, I not only finally got one — I'm on my seventh; the first six broke down. Ah, the life of a ranger. □

— Melissa Lamm, Assateague Island



Melissa Lamm

At Assateague Island National Seashore and Chincoteague National Wildlife Refuge, seasonal rangers acquire skills in patrolling in a variety of challenging conditions, including off-road beach zones, protected waters of various bays, sounds, and inlets, and the open ocean. They also work closely and develop professional partnerships with fellow officers from neighboring agencies, including the Virginia Marine Police.

Resource Management

A glance at a recent monthly report from the associate director for natural resources stewardship and science indicates a significant number of parks across the country are enlisting the directorate's help with water resource issues.

At Kaloko-Honokōhau NHP, the NPS is concerned that irrigation of an adjacent residential and golf course development will draw groundwater from wells, affecting groundwater-dependent ponds, pools, wetlands and ocean waters in the park. Near Wind Cave the NPS resolved protests for two applications to pump groundwater from the Madison Aquifer through an agreement that allows the local water users' district to pump in exchange for an aquifer test, metering and reporting of water withdrawals, and water quality analysis to help the NPS further define aquifer properties in the area. In a last-minute settlement agreement, the proponent of an aggregate mine seven miles from Chickasaw agreed to monitor the effects of pumping on the Arbuckle-Simpson aquifer and pursue other groundwater sources. At Great Sand Dunes, the Colorado Water Court issued a preliminary decision that the NPS is entitled to make an in-place appropriation for maintaining groundwater and surface water levels and stream flows on, across and under the national park and preserve. The court also required that the agency estimate a range of values of the water appropriated under varying historic and projected climatic conditions.

Drought conditions and record fire danger ratings persisted across much of the West this past summer, while unusually heavy summer rains flooded streets in other parts of the nation. Whether the vagaries of climate variation or change, these events highlight the persistent need for more scientific attention on water supply. My home park has identified the

need for better understanding of both surface waters and our groundwater supply, and how human activities and changing environmental conditions may affect them. The NPS Water Resources Division, like its sister groups that focus on air quality, biological and geological resources, has a array of specialists who assist parks with science and management issues that are frequently beyond the staff capacity and/or technical expertise of park resource staff. Their products include settlements such as those mentioned above, or technical reports, such as those recently published on the hydrogeology and water supply wells at Lava Beds and Catocin Mountain Park.

I was taken aback by a recent article in my local newspaper which, meaning well, encouraged water conservation by residents "even though there is no shortage because the local supply comes from groundwater, not surface water." Groundwater, though unseen, is not an unlimited or automatically renewable resource. As the snow masses visibly decline from Glacier, Grand Teton and other parks, groundwater tables may be depleted. Inventory and monitoring networks across the NPS have identified water quality as one of the key vital signs to track as an indicator of park resources' health. Some networks have included water quantity in the list of important monitoring needs; I suspect that monitoring water supply — both seasonal and permanent — will become more crucial to many parks over the long term. □

— Sue Consolo Murphy, Grand Teton

Are you a resource manager interested in becoming a columnist in this space? Please contact the editor at fordedit@aol.com.

ANPR Pays Tribute to Wyoming Sen. Craig Thomas

ANPR President Lee Werst issued this statement in early June on the passing of Sen. Craig Thomas:

"The Association of National Park Rangers has lost a friend and supporter of the national parks with the passing of Senator Craig Thomas. Our Association worked with Senator Thomas through most of his congressional career, both in the House and the Senate, on national park issues. He was one of the most courteous, respectful and thoughtful people we knew. We will miss his understanding and counsel. Our thoughts go out to his family.

"Past presidents of ANPR who worked with the senator also remember him fondly. 'He was so courteous to me at hearings, and always listened closely to what we had to say about whatever national park issue was before his committee,' said past ANPR president Deanne Adams. Past president Rick Gale, who worked with Senator Thomas when he was in the House of Representatives, remembered those days. 'He would come down from the dais at a hearing and shake my hand, look me in the eye, listen to what we had to say. He was a true professional and gentleman.'

"We will all miss him." □

ANPR ACTIONS

Actions by Association President

Over the past few months Lee Werst, ANPR's president, has worked on these matters:

- Set up and presided over two ANPR Board of Directors conference calls.
- Held discussion with the Ranger Rendezvous co-chair on coordination responsibilities.
- Worked with a partner organization on possible sponsorship opportunities for ANPR.
- Coordinated the acceptance of hiking poles for donation to parks and association fundraising.
- Responded to an information request by a reporter.



ANPR's award-winning 'Lost . . . But Found, Safe and Sound' video

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



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Questions?

Contact ANPR's business office:
25958 Genesee Trail Road, PMB 222
Golden, CO 80401 • ANPRbiz@aol.com

ANPR Challenge Task Force

Response to The Turner Foundation \$10,000 Challenge

A Synopsis of Highly Significant Results

The challenge from Turner Foundation President Mike Finley, as reported in the past three *Ranger* issues, was for ANPR to issue a survey to NPS employees to determine what is important to today's NPSers.

To meet the challenge the survey needed to be completed within 90 days. The purpose was to determine the concerns and aspirations of today's NPS employees. ANPR's interest in this survey was to discern what actions ANPR could take to make the association more relevant and attractive to new and continuing members.

ANPR's volunteer team, with outstanding support and assistance from Mark Saferstein of the American Park Network, compiled a database of all NPS employees from public sources.

The survey was sent to about 15,000 employees on Feb. 9, 2007. Because it was an independent survey, NPS and DOI e-mail processes and procedures were not used. We received 1,176 completed responses before security and spam issues stopped the survey. Approximately 200 responses would have been adequate to be representative of the NPS workforce.

For purposes of this report and to keep ANPR members abreast of this process, your team believes that there are five highly significant results. In the interest of brevity we are reporting those results in this issue of *Ranger*. The complete report will be available prior to the Rendezvous. At this time we are reporting what we believe to be the information of greatest value to ANPR. Following the data we include a handful of randomly selected, non-statistical, but cogent quotes from the 450+ comments that were provided to an open question.

DATA

RESPONSES TO SEVERAL QUESTIONS WITH A FIVE-POINT SCALE OF IMPORTANCE

The following questions posed several factors and asked respondents to rank each factor on a five-level scale of importance to them. They are reported below as a combined percent-

age of the two highest levels of importance, "very important" and "somewhat important" responses. Because each factor was rated by the five levels the total percentage among the cumulative factors exceeds 100 percent.

QUESTION: Rate the importance of each of the following factors as it relates to your job and personal priorities.

ANSWERS: (rated as a combined percentage of "very important" and "somewhat important" responses)

1. Protecting the environment	94.41%
2. Collaboration with colleagues	89.77%
3. Youth programs	75.22%
4. Historic education programs	74.42%
5. Cultural education programs	71.86%
6. Volunteer programs	71.14%
7. Public/private partnerships	70.42%
8. Diversity/outreach programs	60.67%

QUESTION: Rate the importance of each of the following factors as it relates to your job and personal priorities.

ANSWERS: (rated as a combined percentage of "very important" and "somewhat important" responses)

1. Sufficient park budgets	95.79%
2. Sufficient park staffing	95.63%
3. Career development programs	88.06%
4. Advocacy of NPS mission	85.17%
5. Retirement planning programs	83.68%
6. Recruitment programs	68.77%
7. Diversity of staff	63.64%
8. 2016 centennial planning	48.03%
9. FLERT LE retirement issues	31.83%

QUESTION: Which of the following factors would encourage you to join an NPS employee support organization?

ANSWERS: (rated as a combined percentage of "very important" and "somewhat important" responses)

1. Professional career development	79.54%
2. Training programs	76.43%

3. Learn from more experienced members	74.58%
4. Collaboration with others	74.50%
5. Networking	71.38%
6. Advocacy	69.95%
7. Opportunity to be a mentor	62.88%
8. Professional discounts, etc.	43.52%
9. Social functions	34.35%

QUESTION: Indicate the importance of each of the following factors as it relates to your job and personal priorities.

ANSWERS: (rated as a combined percentage of "very important" and "somewhat important" responses)

1. Morale	96.43%
2. Health benefits, insurance	93.81%
3. Time to complete work	92.38%
4. Compensation	91.90%
5. Workplace safety	89.12%
6. Resource degradation	87.78%
7. Other benefits	84.92%
8. Healthcare benefits	83.81%
9. Leadership training	80.79%

RESPONSES TO THE QUESTION WITH A "SINGLE MOST IMPORTANT" FOCUS

The following question asked respondents to rank one factor as the "most important" among a variety of factors. For this reason the total percentage of the responses is 100%.

QUESTION: Indicate the one, single most important item as it relates to your job and personal priorities.

ANSWERS:

1. Sufficient budgets/funding	25.60%
2. Sufficient staffing	14.50%
3. Morale	9.93%
4. Protecting the environment	7.90%
5. Employee/career development	6.03%
6. Resource degradation	4.23%
7. Compensation	3.91%
8. Advocacy for mission	3.83%

(There are several dozen additional items that received less than 3%.)

Conclusions on next page >>>

ANPR Challenge Task Force

(continued from previous page)

CONCLUSIONS

From the previous data one can see issues and matters that are important to current NPS employees, all of whom are prospective ANPR members and possible future ANPR leaders. It is ANPR's challenge, inherent in the Turner Foundation challenge, to now use the data for the benefit of the Association.

Many of the concerns of employees could be consolidated under focused ANPR initiatives. For example ANPR could embark on a program of "protecting the environment." It could safely be presumed that such an effort would appeal to those who ranked environmental protection as a high priority. Such a program should also appeal to those who wish to enter into "collaboration programs" with like-minded colleagues, as well as potentially with respondents who felt that "advocacy for parks" was a major concern.

Likewise, it would seem that were ANPR to initiate efforts to provide for "professional career development" of employees, the high percentage of respondents who ranked that at the top would be favorably impressed and possibly join ANPR. Additionally, employees who are looking for training programs, op-

portunities to be mentored, networking and leadership training would find such efforts appealing.

"Morale" is ranked as a significant concern in two of the above questions. ANPR has prided itself from the beginning on being a morale boosting association. However ANPR's present morale building efforts do not seem to be attractive to many current employees. It could be assumed that the above possible programs might crossover to morale boosting. However, ANPR might consider embarking on a further, follow-up questionnaire to discern what types of morale programs ANPR could initiate. Any further survey could easily be done with a much smaller sample than the present effort.

ANPR will follow up this survey at the Rendezvous in Park City. Be sure to come and help ANPR review these findings and contribute your views as ANPR develops new directions for the future.

— Dick Martin, Task Group Chair
Barbara Goodman, Vice Chair
Debra Hughson, Member
Meg Weesner, Member
Dave Anderson, Board Liaison

ANPR Reports

Membership Services

KUDOS LIST

These ANPR members have either given a gift membership to a new member in recent months or recruited a new member or an old member to return to ANPR. Thank you for your membership help.

Steve Dodd	Joseph De Monte
Rick Gale	Bill Kruger
Kathy Betts	Kale Bowling
Jim Carrico	Pat Grediagin
Leslie Green	Andrew Harrison
Deanne Adams	Ed Rizzotto
Teresa Ford	Jeanne Roy
Mary-Kate Chalup	Trouper Snow
Jeff Ohlfs	Kelly Neumann

ANPR — Self-improvement through fun!

— The Association of National Park Rangers focuses on assuring that national park system units are appropriately preserved and the employees of the NPS are treated fairly and supported in their chosen avocation. This is equally relevant to year-round employees and seasonals.

Some specific beneficial aspects that ANPR offers to NPS workers and partners are:

- Regular contact with skilled, experienced park professionals. This pertains to multiple disciplines including resource protection and management, administration, maintenance and interpretation.
- Advancing the mission of the National Park System by protecting the people who protect and interpret natural and cultural resources.
- Providing for employees of all status, tenure and operational function, from regional directors to first-season rookies, by promoting open communications and discussion of solutions to problems through exchange of ideas and shared perspectives.
- Providing interaction that informs people about the array of career opportunities in park management and protection, whether directly or in a support role.
- Providing mental and social support systems that facilitate shared learning on overcoming the difficulties of protecting park resources. We are all in this together and can help each other do better.

My days as a seasonal, all too many years ago, are still fresh in my mind. I remember that many decisions made by those above me were puzzling — seemingly clueless even. Time has altered my perspective to a degree. As I look

Quotable Quotes

These randomly selected quotes are not part of the data, but were provided by responding employees to one of the open-ended questions in ANPR's NPS employee survey: "What do you believe are very important NPS and job issues." More than 450 opinions were offered. These are non-statistical, individual opinions, but reflective of many comments.

"Resource protection is paramount."

"Adequate funding (is needed) to perform the mission of NPS."

". . . the NPS in particular should not be politicized."

". . . re-engage the American public in the preservation and protection of their parks."

"It is important that leadership must be trustworthy and truthful."

"Not losing the general ranger aspect of our law enforcement staff"

"I've been a seasonal for 27 years. To not be eligible for a health care program is outrageous!"

back it wasn't that my answers were wrong, but I frequently asked the wrong question. I know that my interactions and exchanges with my fellow employees (and fellow ANPR members) have broadened my perspectives to make me a better protector of national park resources and a better supporter of my NPS family.

I am an ANPR member because I care deeply about doing the best I can to protect resources in parks and helping people enjoy these resources. And I know my membership in ANPR has improved my ability to protect and share the value of these special places.

I challenge permanent NPS employees to give a gift membership (or two or three) to a seasonal as a reward. And seasonals, don't wait for a gift. Step up and control your destiny; you will be glad you did.

P.S. The annual Ranger Rendezvous is a great way to stay at a top-notch lodge for a reasonable price. And you will have fun and meet a cadre of great people who are doing what they love.

— Gregg Fauth
Sequoia and Kings Canyon

Retirement

Valuable ideas that make your money last through retirement — One of most common views of NPS employees I've talked with throughout the years is their belief that they will need to start using their TSP or IRAs as soon as they retire. However, in this new century, extended life expectancy may prove to be more of a threat than inflation was in the past in depleting your nest egg. Retirement planning is not only for building up tax deferred investments, but keeping those investments sheltered for as long as possible. Living 30, 40 and even 50 years in retirement is a possibility.

Here are some suggestions to use in your retirement planning. These tips come from James Lange, CPA, JD, principal of Lange Financial Group, LLC, a retirement and estate-planning company in Pittsburgh. His books are *Retire Secure; Pay Taxes Later; The Key to Making Your Money Last as Long as You Do*. www.paytaxeslater.com.

The reality is that your future could be a lot brighter if you leave retirement accounts untouched for as long as government rules and your financial situation allow. That way, you sharply reduce your annual tax payments.

As an example, two people retire at age 65,

Mr. A and Mr. B. Each has a total of \$1.4 million with \$1.1 million in retirement accounts, such as IRAs and the TSP, plus \$300,000 in taxable non-retirement accounts. Each earns an 8 percent annual return on their overall investments and, drawing on both principal and investment returns, spends \$8,000 per month on expenses. How do they differ? Mr. A starts living off his retirement accounts as soon as he retires — and sees his savings run out at age 98. Mr. B lives off his taxable investments for as long as possible before tapping tax-protected retirement accounts — and still has \$1.2 million remaining at age 98.

Once a retiree passes age 70.5, government rules require specific minimum annual withdrawals from most tax-deferred retirement accounts, including traditional IRAs and 401(k)s, i.e. TSP accounts. A retiree's tax bracket, health and personal priorities can alter the order in which assets should be withdrawn. These caveats aside, most retirees should tap accounts in roughly the following order:

► **Taxable Income.** Pension distributions, earned income from retirement jobs and income from dividends and interest accounts other than IRAs and the TSP should be spent first. If you already have started to receive Social Security payments, that money should be used too.

► **Traditional IRAs and/or TSP distributions if your tax bracket is low.** This is an exception to the general rule that you should leave tax-deferred retirement accounts untouched as long as possible. If your retirement income is low enough to keep you in the 10 percent or 15 percent tax bracket, withdraw money from your tax-deferred retirement savings just until you reach the taxable income limit of the 15 percent tax bracket. In 2007, the limit is \$63,700 for a married couple filing jointly and \$31,850 for an individual. *Example:* After deductions, a retired married couple's taxable investment income, pension benefits and other retirement income total \$50,000 for 2007. They withdraw \$13,700 from their traditional IRA and remain in the 15 percent tax bracket. A better scheme, if you can live without this income for now, instead of taking a distribution, convert a portion of your traditional IRA to a Roth (whose assets will never be taxed in the future), but not so much that the converted assets push you out of the 15 percent tax bracket. (The converted assets count toward your income for tax purposes.)

► **Taxable investments and savings.** Among these assets, including stocks, bonds and mutual funds outside of retirement

accounts, there are three basic steps to consider:

- **First**, sell those stocks that have dropped in value and are no longer attractive so that you can use the capital losses to offset capital gains.
- **Second**, draw on any assets that are in cash (including money market funds) and fixed-income investments, such as matured bonds and matured certificates of deposit. By reducing these assets, you lower the amount of taxes you pay on future interest and dividends. If this action shrinks your overall allocation for fixed-income investments, you can raise the amount of fixed-income investments you have in IRAs and the TSP.
- **Third**, sell taxable investments that have appreciated in value but are no longer attractive, especially those that appreciated the least. Any long-term capital gains, on assets held for more than one year, are taxed at no more than 15 percent.

► **Social Security benefits.** Retirees who have not yet begun to receive Social Security benefits might consider delaying the start of their benefits until as late as their 70th birthdays if they can afford to do so. Retirees can receive Social Security checks at age 62. However, the size of the checks will increase by 7 percent, 7.5 percent or 8 percent — depending on the year the retirees were born — for each year they delay from age 62 until 70. There is no advantage to delaying the start of benefits past age 70. Retirees who will benefit from waiting should have enough other retirement assets and income to cover their expenses and don't have to dip into their tax-deferred retirement accounts, and are healthy and come from families in which members tend to live a long time. The longer you expect to live, the more sense it makes to delay the start of Social Security benefits. If your health and family history suggests that you might not live much past age 84, start benefits by age 66.

► **Traditional IRAs, the TSP and other tax-deferred retirement accounts.** Withdrawals from these accounts generally should be delayed as long as possible to take maximum advantage of tax-deferred investment growth. Eventually, however, either your financial situation or tax rules may force you to start withdrawing money.

Tactic No. 1: Married couples who must tap into tax-deferred accounts before tax laws require should draw on the older spouse's accounts first, leaving the younger spouse's account whole and tax-deferred for a longer

period of time.

Tactic No. 2: Tax laws typically require that annual withdrawals from tax-deferred retirement accounts begin by April 1 of the calendar year following the year in which the retiree turns 70.5. Most retirees, however, should begin taking withdrawals in the same calendar year that they turn 70.5, not the year after. That way, you don't end up taking two required distributions — the initial one and the second one — in a single year, which could push you into a higher tax bracket.

► **Roth IRAs.** Assets held in Roth IRAs generally shouldn't be spent until all other assets have been exhausted, because there are no future taxes on Roths, including on investment gains, even for heirs. And there are no minimum required distributions for you or your surviving spouse from your Roth IRA. In the long run the Roth IRA is the best IRA investment for retirement. □

— Frank Betts
Retired



ROAD MAP for my heirs

This ANPR-produced "Road Map" can assist family or friends in handling details when a spouse or loved one dies.

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

- your desires about final arrangements
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Ranger Rendezvous XXX

Redirecting for the Future

By **Todd Stoeberl**
Theodore Roosevelt

It's Rendezvous time once again — and this year ANPR is celebrating its 30th anniversary! Won't you plan on joining friends, colleagues and fellow ANPR members in Park City, Utah, for Ranger Rendezvous XXX?

Activities begin Saturday, Oct. 6, with an ANPR board meeting. All members are invited to attend. An informal social gathering in the evening is planned at the Yarrow Resort and Conference Center, site of this year's Rendezvous. Registration will begin at 1 p.m. Saturday and continue throughout the day. The official opening of the Rendezvous begins at 8:15 Sunday morning with a welcome from the superintendent of Timpanogos Cave, Denis Davis.

The theme of this year's Rendezvous is "ANPR — Redirecting for the Future." With an ever-changing climate within the National Park Service, is ANPR still relevant? Maybe ANPR is at a crossroad and needs to rediscover its purpose. The intent of our annual gathering is to perhaps rediscover what brought us together in the first place.

In order to accomplish this task, we need *you*, as members of ANPR, to be present to discuss the issues facing NPS employees and parks supporters. Rendezvous has always been a great opportunity to share successes and learn from our mistakes but also to bring forth an agenda to the NPS leadership.

With that in mind, both Secretary of the

Interior Dirk Kempthorne and NPS Director Mary Bomar are invited to the Rendezvous to share their thoughts about the future of the NPS. Of course, there will be a question-and-answer session following their remarks so you can ask questions about issues of concern.

The Centennial Initiative has brought a renewed sense of optimism back to the NPS, and a session will be devoted to this subject.

Craig Obey, vice president of government affairs for the National Parks Conservation Association, once again will present the 2007 Stephen T. Mather Award. This award recognizes an NPS employee who has demonstrated leadership and initiative in protecting the environment and promoting park stewardship. Other agenda items include the future of Permanent Change of Station moves in the NPS, NPS blogging on the Internet, and updates on the retirement front and the International Ranger Federation.

Park City, one of the host sites during the 2002 Winter Olympics, is about an hour away Salt Lake City International Airport. Nestled in the Wasatch Mountains, Park City has an historic Old West feel with many opportunities to explore the high country before the snow arrives. Several nearby parks include Timpanogos Cave, Golden Spike and Dinosaur. Within a few hours of Salt Lake City are more national parks, including Zion, Cedar Breaks, Bryce Canyon, Capitol Reef, Natural Bridges, Arches and Canyonlands. Fall is a great time to visit Utah as the aspen and cottonwood trees turn golden.

Rendezvous contacts

Cordell Roy, program co-chair
cordandjudy@comcast.net

Dan Moses, overall Rendezvous coordinator
mosesdd@aol.com

Warren Bielenberg, exhibitors
web9272@msn.com

Dave Anderson, super raffle
npsdlaatl@hotmail.com

Teresa Ford, photo contest
fordedit@aol.com

Registration forms on the web
www.anpr.org

Registration at Yarrow Resort
1-800-927-7694
Room block held until Sept. 5; rates range from \$79 to \$129 a night.

A board member will help coordinate roommate matching & carpooling.

Check website for more details
www.anpr.org



Courtesy of Your Country, Park City Chamber & Visitors Bureau

30th anniversary RENDEZVOUS 2007

There are numerous shuttles from the airport to the resort. Most shared van shuttles range from \$60-\$66 roundtrip. Information about the shuttles can be found on the web. Once at the resort, a *free* shuttle bus system can take you to the other resorts and the historic district within Park City.

Room rates at the Yarrow start at \$79 plus tax for a single or double occupancy. ***ANPR's room block will be held until Sept. 5.*** After that rooms will be on a space-available basis at the conference rate. If your plans change and you have to cancel your reservation, it can be done 72 hours prior to the first night's occupancy without penalty. **Make reservations by calling 1-800-927-7694** and give the reservation desk the conference name of *ANPR Ranger Rendezvous*.

To register for the Rendezvous, go to the ANPR website at www.anpr.org and click the tab Ranger Rendezvous. You can register online or print a copy of the registration form and mail it to the business office.

The agenda and program are still under development, but some information can be found on ANPR's website. As the agenda and program become finalized, check the website for more updates.

The traditional newcomer's breakfast hosted by ANPR's president and board

of directors will be held Monday, Oct. 8. First-time Rendezvous attendees are encouraged to meet ANPR's leadership.

Of course, a Rendezvous would not be complete without the regular raffles and the Super Raffle. All members are encouraged to donate items representing your park or area for the raffle. Raffle items can be brought to the Rendezvous, or if you can't make the gathering, send them to Cordell Roy: 9490 Sunny Meadow Court, South Jordan, UT 84095. Please include ANPR Raffle in the address and ship them to arrive no later than Oct. 1.

Exhibitors will be on hand to display their

products and services that benefit NPS employees. The exhibit hall will open Sunday, Oct. 7, and that evening, a reception hosted by VF Solutions is planned. The exhibit hall will close on Monday morning after the break. There will be a free afternoon on Monday to enjoy the mountain air or to start your Christmas shopping.

The Super Raffle drawing will take place Wednesday morning, Oct. 10. All members should have received Super Raffle tickets. Please consider buying or selling a few to help with ANPR's fundraising. There are some great prizes: a \$2,000 roll-your-own vacation, a quality Navajo rug, a Bose Wave Music System, a signed David Muench print and a signed Tom Till print.

Also that morning, the winners of the ANPR photo contest will be announced. So start digging through your photos or get out there and shoot some photos of your park or other parks. There are some excellent photographers in the ANPR ranks and here is your opportunity to show your work. Prizes are awarded to the top three photographers. For more details see the ANPR website. Selected photos become the property of *Ranger* magazine and may be used in the publication. 

Thirtieth Anniversary

ANPR

**RANGER
RENDEZVOUS**

XXX

PARK CITY, UTAH  OCTOBER 6-10, 2007

Artwork by life member Keith Hoofnagle

A Note to Life Members

The cost to service your life membership, particularly one acquired years ago, exceeds your life membership contribution. ANPR would be grateful if you would consider an additional, tax-deductible contribution to ANPR to help defray the association's costs.

Those who contribute an additional \$125 will be recognized in the **Second Century Club**. **Third Century** membership can be attained by contributing an additional amount to bring your total life membership to \$500; **Fourth Century** membership can be attained by contributing an additional amount to bring your total life membership to \$750.

If you are a life member, consider raising your contribution to the next level.

Second Century Club

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Tony Bonanno

Jim Brady

Paul Broyles

Rod Broyles

David Buccello

Patricia Buccello

Michael Caldwell

William Carroll

Cliff Cherwin

Bruce Collins

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Jack Morehead

Aniceto Olais

Tim Oliverius

Bill Pierce

Tom Richter

Edward Rizzotto

Jean Rodeck

Bryan Swift

Mark Tanaka-Sanders

Dale & Judy

Thompson

Karen Wade

Philip Ward

Kathy Williams

Janice Wobbenhorst

Phil Young

Deanne Adams &

Tomie Sisto

* newest members

Third Century Club

Erin Broadbent

Carl Christensen

Kathleen Clossin

Butch Farabee

Maureen Finnerty

Steve Holder

Mary Karraker

Dave Lattimore

Jonathan Lewis

Scot McElveen

Dan Moses

William Quinn

Teresa Shirakawa

Barry Sullivan

Pat Tolle

Bill Wade

Nancy Wizner

Fourth Century Club

Vaughn Baker

Wendy Lauritzen

Deborah Liggett

Jay Liggett

Rick Smith

All in the Family

Please send news about you and your family. All submissions should include the author's return address and phone number.

Send via e-mail to fordedit@aol.com or write to Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401. You also can send All in the Family submissions and/or update your address/home phone/personal e-mail by visiting ANPR's website: www.anpr.org. Go to the **Member Services** tab.

Mike Anderson (ASIS, NATR, CAHA, VIIS) is the new regional chief ranger for the Southeast Region. He and his wife, Gail, have settled in Newnan, Georgia, about 29 miles south of Atlanta. They are empty nesters now so there is plenty of room for visitors who love dogs and cats. Address/phone: 51 Oak Shores Drive, Newnan, GA30265; 770-253-2902, rangermikeanderson@gmail.com

Pat Grediagin (CANY 77-86, GRCA 86-88, BLM 88-89, DEVA 90-91, DENA 91, BIBE 91-98, DINO 98-01, SEKI 01-05, REDW 05-07) has retired. Her last position was chief ranger at Redwood. She intends to travel

for a few years before settling down in Bend, Oregon. Address: c/o The Morgans, 6997 S. Holmes Road, Sisters, OR 97759.

Valerie Newman extends a thank you to the staff of Lincoln Boyhood National Memorial for aiding her in her recovery since a car accident last April. She writes, "I couldn't have asked for kinder more thoughtful friends." She also thanks everyone in the Midwest Region and all the parks she has worked at (BRCE, CAVE, GLCA & ISRO) for donating leave to her in the leave-share program.

Liam Strain (GATE, STLI, MASI, GOIS) received two environmental studies fellowships from the School of International and Public Affairs at Columbia University. He returned from leave-without-pay status when he completed the master of public administration in environmental science and policy program and earned his degree May 16. Liam is supporting work on the new general management plan for Gateway and the fire management plan while exploring opportunities for the future. □

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Welcome to the ANPR family!

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

J. Dan Abbe Mariposa, CA
 Jody Anastasio S. Wellfleet, MA
 Laura Anderson Yellowstone NP, WY
 Marshall C. Anderson Moose, WY
 Jessica Barber Estes Park, CO
 Bill Barley Appomattox, VA
 Elizabeth Beavers Kings Canyon, CA
 Brian Blanchard Dinosaur, CO
 Joy Blair Glen Arbor, MI
 Sheryl Broderick Alamosa, CO
 Timothy Bugansky Hartville, OH
 Alison Carmody Medora, ND
 Jim Carrico Terlingua, TX
 Lisa Carrico Tumacácori, AZ
 Brandie Cheatham Denali Nat'l Park, AK
 James F. Childers Provincetown, MA
 Mary Collins Browning, MT
 Augusto Conde &
 Loretta Farley Inverness, CA
 Andrew Copp Ballwin, MO
 Carol Coy Walnut, CA
 Melissa Cuzzart Ellicott City, MD
 Kevin Damstra Gardiner, MT
 Karl Danforth Cherokee, NC
 Christopher Davis Homeworth, OH
 Tom Davis Blacksburg, VA
 William S. DeWeese Nelsonville, OH
 Robert Dunnagan Lewistown, MT
 Allen Etheridge Saltillo, MS
 Gretchen Fritsch Marblemount, WA

John Fournier Wilder, VT
 Lora Haller Bar Harbor, ME
 Aimee Hanna Moose, WY
 Clay Hanna Moose, WY
 Robbie Hannawacker Joshua Tree, CA
 Matthew Harrison Cody, WY
 Rebecca N. Haynes Windsor, VT
 Kimberly Henkel Keystone, SD
 Robert Matt Hopkins Orinda, CA
 Jacquelyn Howard Chesterfield, NH
 Denise Ihly New England, ND
 J. Thomas Jeffrey Crater Lake, OR
 Jeremy Jeppson Saratoga Springs, UT
 Andrea Kachulis Grand Canyon, AZ
 Mark Kirtley Baker, NV
 Megan Kost Marblemount, WA
 Marilyn Kruger Gustavus, AK
 Jennifer Kulp Groveland, CA
 Corrie Lane Denali National Park, AK
 Mardie Lane Hawai'i National Park, HI
 Matthew Lee Marblemount, WA
 Jan Lemons Yucca Valley, CA
 Eric Leonard Big Bend National Park, TX
 Darrell Linton Port Angeles, WA
 John Lockwood Washington, DC
 Christian Malanka Austin, TX
 Sara Marotto Cheshire, CT
 Whitney Masten Canon City, CO
 Stacy McDonough Marblemount, WA
 John J. Meyer Alpine, AZ

Christy Moerbe Moab, UT
 Emily Mount Pullman, WA
 Kara Naber Mesa Verde, CO
 Andrew Nelson Cresco, PA
 Katie Nessly Cumming, GA
 Steven T. Oatman Mission Viejo, CA
 Rosemary O'Day Center Moriches, NY
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 Mariah Robertson Mountainair, NM
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 Julie Schenk Omaha, NE
 Heidi L. Schlichting Whitehall, MI
 Steve Stall New Paris, OH
 Jennifer Stowe Carlisle, MA
 Elaine Thomas Victoria, Australia
 Richard Toll Greeneville, TN
 Peter Topping Southampton, NY
 Deborah Wehmeyer Beatty, NV
 Rosie White Crescent City, CA
 Victoria Wilkins Seattle, WA
 Jolene Willis St. Cloud, FL
 JoAnne Young Mancos, CO
 Marc Young Empire, MI
 Kathryn Zullo Tulelake, CA

Pinnacles Centennial Roll Call

Pinnacles National Monument is celebrating its centennial anniversary in 2008. There will be a rededication ceremony on the centennial anniversary, Wednesday, Jan. 16, 2008, and an all-employee alumni reunion on Saturday, March 29, 2008. The rededication ceremony will be held on the east side of the park, while the alumni reunion dinner location and cost is to be determined.

If you are a former employee of Pinnacles or know someone who is, please contact Michael Rupp to RSVP or to pass on current contact information. If you don't want to participate in these functions, but would still like to be in contact with the park, please reply to the same address below and let us know how you would like to be involved.

In addition, we ask that you contact us if you have any old photographs or memorabilia that you would be willing to share during this event or donate to the park's museum.

If you want to be a part of these events or learn about our other events, please contact Michael Rupp, Pinnacles NM, 5000 Highway 146, Paicines, CA 95043; 831-389-4485, ext. 243; michael_rupp@nps.gov

In Print

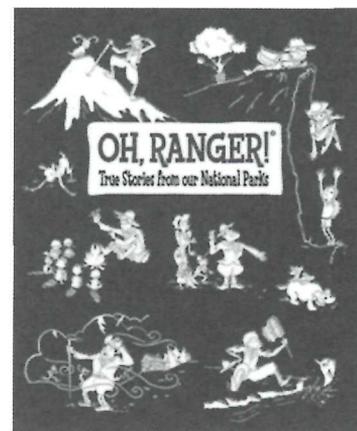
Oh Ranger! — True Stories from Our National Parks, edited by Mark J. Saferstein, distributed by Eastern National and American Park Network, August 2007, paperback, \$14.95, 282 pages, ISBN: 0-9787191-2-6

O*h Ranger!* provides an insider's view into the most beautiful and culturally significant treasures in America. It is a collection of exciting stories told directly by the experts — national park rangers. From animal encounters to fire fighting and search-and-rescue missions, rangers share their most memorable, life-changing experiences.

This book is a tribute to National Park Service employees everywhere and was inspired by the original storybook written in 1928 by Horace Albright, the first superintendent of Yellowstone, and Frank Taylor. His memory lives on in the heroic actions of all those who proudly wear the instantly recognizable green and gray and flat hat — the rangers. These are the men and women who work hard to

protect and preserve our national parks for the enjoyment of millions of visitors, now and in future generations.

Profits from the sale of this book will be donated to support national park education programs and the Employee and Alumni Association of the NPS. Perhaps it is nostalgia that still attracts people to the stories of the adventures and the devotion to the NPS, but the image of the green-coated ranger stands tall to this day. □





World Ranger Day — The first International Ranger Federation World Ranger Day, held in more than 50 countries around the world, met with good success in the United States on July 31. At least 15 national park areas around the country joined in celebrating this special day, co-sponsored by ANPR. Australian ranger Sean Willmore's "The Thin Green Line" documentary was premiered, and various activities were organized by park staffs.

The day received high recognition from agency and political leaders, too. National Park Service Director **Mary Bomar** sent a message to all NPS employees in support of World Ranger Day.

Sen. Harry Reid of Nevada issued a statement of support, saying that "these hard-working men and woman have a tremendous responsibility as they care for all our parks. As rangers, their duties are endless. They are educators, conservationists and protectors, among other things. We should honor and thank rangers on this special day and every day for the invaluable service they provide to our parks."

California Gov. **Arnold Schwarzenegger** issued a proclamation declaring July 31 as

California State Park Ranger Day and encouraging "all Californians to join me in paying tribute to the men and women who preserve our state's natural and cultural treasures. We owe them, as well as all other employees of the Department of Parks and Recreation, a debt of gratitude for their hard work and devotion to our state."

Parks hosting events also reported public support and enjoyment. At **Apostle Islands National Lakeshore**, Bob Krumenaker reported one event attendee saying that she "had no idea what things were really like 'out there'." At **Joshua Tree**, Jeff and Deb Ohlfs helped host a cooperative event with the Mountain Recreation and Conservation Authority, California State Parks, Glendale City Parks and the NPS.

Golden Gate NRA and **San Francisco Maritime NHS** cooperated in a two-day festival, including one day with seminars and panel discussions for rangers, and a second day of public interaction with many ranger organizations from around the Bay Area. Rangers from Bolivia, Chile, Costa Rica and Australia were invited and attended the celebrations. The event was organized by Golden Gate's chief

ranger, Yvette Ruan, and Australian ranger Kristen Appel. Other successful events were held at **Cape Cod, Boston NHP, Sequoia-Kings Canyon, Rocky Mountain, Glen Canyon, Saguario, WASO** and other places.

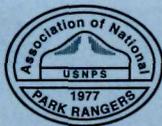
Friends of the International Ranger Federation — Taking advantage of World Ranger Day and with the approval of IRF, ANPR sponsored the initial establishment of a Friends of IRF organization with the publication of a brochure inviting people to join. Membership fees will be collected in U.S. dollars by ANPR, for later forwarding to the IRF account.

This initial beginning is for a North American chapter. However, the brochure currently lists membership fees in multiple currencies. Therefore, if initially successful, ranger organizations in other countries will also be able to sponsor memberships once details are worked out with IRF. The goal is to have the ability for people to apply online at the IRF website, using Pay Pal or a similar system, which will avoid the difficulties of collecting different currencies. However, member organizations should continue to have a role in sponsoring Friends of IRF for their region, thereby providing support and recognition for both IRF and ranger organizations. If you want a copy of the brochure (in English), let me know at tsisto47@aol.com. I can either mail you a copy, or e-mail a PDF file (1.2 mb in size).

World Ranger Congress 2009 in Bolivia — The organizers for the IRF Congress in March 2009 attended the World Ranger Day celebrations in San Francisco and met with IRF Vice President Deanne Adams regarding preparations for the Congress. Bolivia will be helped in partnership with ranger associations from Chile and Costa Rica. The contract for the Santa Cruz hotel has been received, and the website format has been established. Look for updates on the IRF website, www.int-ranger.net, this fall.

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— Tony Sisto
International Affairs



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For more information, contact Bill Pierce, coordinator of ANPR's mentoring program, flamingo12az@aim.com



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- **Humor in Uniform:** NPS humorous anecdotes
- **Quotable Quotes:** pertaining to the national parks

Send your submissions to:
Teresa Ford, Editor, fordedit@aol.com
or address on back cover

MEMBERSHIP APPLICATION — Association of National Park Rangers

New Member(s) Renewing Member(s) Date _____

Name of ANPR member we may thank for encouraging you to join _____

Name(s) _____ 4-letter code of park / office where you work _____

(Retiree=RETI, Former NPS Employee=XNPS, Student/Educator=EDUC, Park Supporter=PART)

Address _____ Home phone _____

City _____ State _____ Zip+4 _____ Personal e-mail address _____

ANPR will use e-mail as an occasional – but critical – communication tool. We will not share your information with any other organization. It is our policy not to conduct ANPR business via NPS e-mail or phone.

Type of Membership (check one)

NOTE: The annual membership renewal notification will be each fall, beginning in 2007, with an annual membership running from Jan. 1 to Dec. 31. Look for your renewal form in the mail in October and please respond promptly.

Active Members

current & former NPS employees or volunteers

- | | | |
|-----------------------------|-------------------------------|--------------------------------|
| | Individual | Joint |
| • Seasonal/Intern/Volunteer | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$85 |
| • Permanent or Retiree | <input type="checkbox"/> \$75 | <input type="checkbox"/> \$145 |

Associate Members

not an NPS employee or representative of another organization

- Sustaining \$70
- Full-time Student \$45

Life Members

This category is temporarily suspended while ANPR studies revisions to life memberships.

Gift Membership

\$35 (please gift only a new member other than yourself, one year only)

Name of person giving gift _____

Library / Associate Organization Membership

(two copies of each issue of *Ranger* sent quarterly) \$100

It costs ANPR \$45 a year to service a membership. If you are able to add an additional donation, please consider doing so. Thank you!

\$10 \$25 \$50 \$100 Other _____

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Return membership form and check payable to ANPR to:

Association of National Park Rangers, 25958 Genesee Trail Road, Golden, CO 80401

Membership dues are not deductible as a charitable expense.

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Special Supporters

Contact the president or fundraising board member for details on special donations, or check the website at www.anpr.org/donate-ack.htm



Share your news with others!

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

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

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

Other information _____

Send news to:

Teresa Ford, Editor
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or visit ANPR's website: www.anpr.org and
go to **Member Services** page

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