

# RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 28, No. 3 | Summer 2012

The Essential Democracy of National Parks



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Association of National Park Rangers

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Do you have a comment on a particular topic featured in this issue? Or about anything related to national parks? Send your views to [fordedit@aol.com](mailto:fordedit@aol.com) or to the address on the back cover.

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In meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of park 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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### Deadlines

Spring issue ..... Jan. 31  
 Summer issue ..... April 30  
 Fall issue ..... July 31  
 Winter issue ..... Nov. 15

## President's Message

As government employees, our program direction and work responsibilities are derived from the laws of our land and enacted by Congress. The actions taken in the performance of our work responsibilities are ultimately subject to the review and approval of Congress and the Interior secretary. Most importantly, our work is conducted under the scrutiny of those we serve — the citizens of our land.

Although our job responsibilities are daily performed in the fish bowl of the public eye, we often take for granted the essential political nature of the work we perform and how our service is reflective of the republic and measured by the people we serve.

Conrad L. Wirth, a former National Park Service director, wrote, "It is most important that the governed and their government *at all levels* (italics mine) understand each other and work for the good of the nation." Wirth advised "as the population multiplies and as its culture and scientific knowledge advance, more and greater differences of opinion develop, and these differences are apt to create voids between people and between the people and their government." He warned that "government cannot ignore widespread doubts concerning its credibility, and it is equally important that those . . . governed . . . try to better understand the problems of government."

Wirth cautioned that "government career people are charged with the responsibility of carrying out policies, sometimes against their

personal inclinations," but every government employee "must understand that basic policies are "established by the elected or duly appointed representatives of the people."



It is fitting, in this presidential election year, our summer issue of *Ranger* reflects upon the relevant relationship between our public service and the political framework in which our National Park System and Service exist. This relationship was born from politics and only achieves its essential mission within the constitutionally legislated mandate of our society.

When President Theodore Roosevelt spoke before the people of Gardiner, Montana, on April 24, 1903, at the laying of the cornerstone of the new arch being constructed astride the north entrance of Yellowstone, he cited the political uniqueness of the act to establish and preserve the nation's first national park. "The scheme of its preservation is noteworthy," he exclaimed, "in its essential democracy." The young president challenged that "the park was created and is now being administered for the benefit of the people." Excited by the political timelessness of the idea, Roosevelt voiced again, "I cannot too often repeat that the essential feature" of the principle behind Yellowstone and the other national parks "is its essential democracy." Citizens were securing "to themselves and their children," through the landmark political actions of their elected or duly appointed representatives, the enjoyment of the parks "in perpetuity . . . by assuming ownership in the name of the nation . . . for the people as a whole instead of leaving the enjoyment thereof to be confined to the very rich" or select few.

Roosevelt and Wirth understood and appreciated the intertwined relationship of the parks, politics and the people whose enjoyment they are preserved for. As career public stewards, daily performing meaningful services for the benefit of the people, we must always strive to better understand and appreciate the self-evident "essential democracy" permeating the political reality — past, present and future — of America's best idea. 

*Stacy D. Allen*

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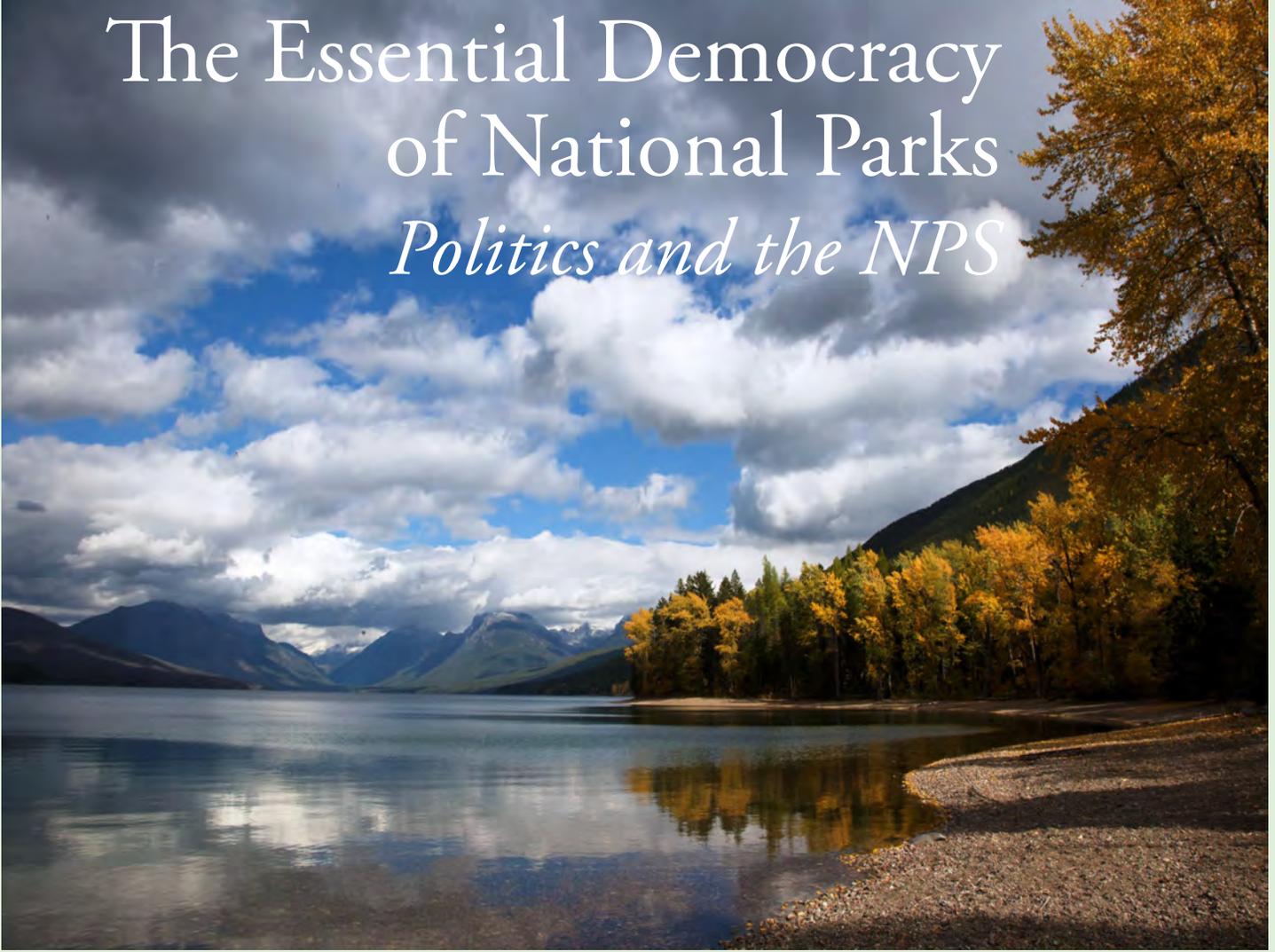
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**Pothole Point, Canyonlands**  
National Park Service photo

# The Essential Democracy of National Parks

## *Politics and the NPS*



By Kristen Brengel, National Parks Conservation Association

Several issues remain at the forefront for the National Park Service as various hot-topic bills — funding, new park units, expansions and U.S. border patrol — wind their way through Congress.

In the current recession, many Americans look to national parks for low-cost family vacations. Many parks are seeing more vacationers, and this means local businesses near the parks are benefiting from the visitors.

Our lawmakers are focused on job creation, and they can look to the national parks as places that spur economic growth in states, counties and municipalities throughout the country.

President Obama has mentioned several national parks in promoting tourism as a multibillion dollar industry. Eight of the top 25 U.S. travel destinations are managed by the NPS. When national parks support more than \$31 billion in annual spending and nearly 260,000 jobs, in a time of economic uncertainty, investing in national parks can be a smart decision for elected officials.

Yet, our national parks face enormous challenges. Despite a serious, bipartisan effort by Congress and two administrations to address some of these challenges, federal policymakers still aren't meeting the needs of many national parks.

These parks include some of the most awe-inspiring places on Earth. As Washington policymakers seek to reduce the national debt, they should view healthy national parks not as cost centers, but as economic engines, civic necessities, and sources of American pride and inspiration.

### Future parks

Secretary Salazar's America's Great Outdoors Initiative and Director Jarvis' Call to Action highlight the interest in designating new national park units. This includes creating more urban park units and ensuring the National Park System more fully represents our evolving history, culture and diversifying population. Many stories of America have not been told, at least not fully, and sometimes inaccurately. Today, 46 percent of Americans under 18 are from a multicultural background, yet only 3 percent of national historic landmarks are dedicated to women or minorities. To fully connect with diverse audiences, the National Park System should strive to reflect or resemble their stories.

Several bills currently under consideration by Congress would create new national park areas or expand existing parks. For example:

- H.R. 1022/S. 544: Buffalo Soldiers in the National Parks Study Act. It would determine how the Buffalo Soldiers' story should be represented within the National Park System. The African-American troops who came to be known as the Buffalo Soldiers played a central role in protecting Yosemite, Sequoia and Kings Canyon; they were, in fact, our national parks' first "guardians."
- H.R. 3100/S. 114: San Antonio Missions National Historical Park Boundary Expansion Act. It would add 151 acres to the park's boundary and help better preserve important cultural and historic resources associated with the Spanish colonial era.
- S. 564: Valles Caldera National Preserve Management Act. It would designate the Valles Caldera National Preserve in New

▲ Glacier National Park, photo from U.S. Fish and Wildlife Service

Mexico as a unit of the National Park System to protect, preserve and restore the fish, wildlife, watershed, natural, scientific, scenic, geologic, historic, cultural, archaeological and recreational values of the area.

- S. 247: Harriet Tubman National Historical Parks Act. It would establish a park to commemorate the life of this iconic American and lead “conductor” along the Underground Railroad.

Such efforts reflect the vital need to protect these areas of natural, cultural and historical significance while we still can. The NPS will celebrate its centennial in 2016, giving us an opportunity to prepare our national parks for their next 100 years of service. America is losing at least 1 million acres a year to development, and unless we work together to protect places of national significance now, our treasured lands could be lost forever.

### Border patrol

Arizona’s Organ Pipe Cactus, in particular, has become a well-known hot spot for illegal border entries. This is an issue facing the NPS and the Department of Homeland Security every day. Ongoing problems require the two agencies to work cooperatively to address them for the safety of visitors. Unfortunately, a bill (H.R. 1505) has been introduced that would exempt Homeland Security from more than 30 laws within 100 miles of any border, land or sea, including the NPS Organic Act and multiple other laws that protect our national parks. National parks such as Voyageurs, Glacier, Big Bend, Saguaro and Joshua Tree could also be impacted.

The excess of the bill would impact many laws that are critical to protecting national park sites across the country. In addition to the law authorizing the NPS to manage national parks, the bill would change the legal scope of the National Parks and Recreation Act of 1978, the Endangered Species Act, the National Historic Preservation Act, the Clean Air Act, the Clean Water Act, the National Environmental Policy Act and many more. It is hard to fathom how the protection of U.S. borders depends on waiving any of these laws in any national park.

Homeland Security has not endorsed this bill. In fact, U.S. Customs and Border Protection testimony submitted for a recent subcommittee hearing stated, “Customs and Border Protection enjoys a close working relationship with the Department of the Interior and Department of Agriculture that allows us to fulfill our border enforcement responsibilities while respecting and enhancing the environment.”

If passed, this bill would run counter to ongoing coordination between agencies, and run roughshod over legal protections enacted for the benefit of our children and grandchildren.

### Park funding

As lawmakers seek to address the country’s large deficit, NPCA is concerned that America’s most cherished places, our national parks, could see more budget cuts. Over the last two years, the budget for the NPS has been cut by 6 percent, and deeper cuts loom for next fiscal year and beyond. In today’s dollars, the NPS budget is more than \$400 million, or 14 percent below what it was a decade ago. Cutting national park budgets is not going to help address our country’s major deficit. In fact, the NPS budget is 1/13 of 1 percent of the federal budget — a drop in the bucket when our national parks do so much for our country.

The deferred maintenance backlog has ballooned to more than \$11 billion, thousands of acres of land acquisitions await, and parks continue to operate with more than \$500 million less than they need

each year to adequately serve visitors and protect our national treasures. National parks simply can’t afford more cuts. With long-term cuts looming, Congress must seek more strategic ways to reduce the deficit.

The congressional process for determining the budget for next fiscal year will likely be a challenging one, with austere spending limits in the Senate and even more drastically reduced spending caps in the House. If the House budget proposal were to become a reality, national parks could receive as much as a 5 to 10 percent cut next year and almost twice that after 2013.

National parks could also face an across-the-board budgetary “sequester” that would cut all discretionary programs deeply in January 2013. It’s difficult to overstate the impact these cuts could have to national parks and family vacations: drastically reduced seasonal ranger levels, closed campgrounds, reduced hours at visitor centers and closed parks for part of the year.

National parks are among America’s most loved and visited destinations. Polling shows people want parks funded, even in a down economy. Decision-makers must understand that we must protect and enhance the places that define our heritage and directly support more than a quarter-million jobs each year. 

*Kristen Brengel, director of legislative and government affairs for National Parks Conservation Association, designs and implements policy strategies for protecting and enhancing our national parks. She leads NPCA’s policy staff on natural and cultural resource issues, including funding for the National Park System. In recognition of her work, she received the “1872 Award” from the Coalition of National Park Service Retirees’ in 2007. She earned a bachelor’s degree in political science from Rutgers University.*



**Constitution Gardens in the District of Columbia serves as an oasis within the bustling city for visitors, residents and wildlife. A memorial island in the middle of an artificial lake has stones bearing the names and signatures of the 56 men who signed the Declaration of Independence and is a tribute to the U.S. Constitution. The site was dedicated in 1976. NPS photo**

# PARKS & POLITICS

## The worst form of government except...

By Denis P. Galvin

*“... politics can not only be the art of the possible... but It can even be the art of the impossible, namely, the art of improving ourselves and the world.”*

— Vaclav Havel

**Politics**, n. A strife of interests masquerading as a contest of principles. The conduct of public affairs for private advantage.

— Ambrose Bierce  
The Devil's Dictionary

Given its lofty mission, it is easy to view the National Park Service as exempt from or above the reach of politics. Nothing could be further from the truth.

In his address on the state of the organization last year, ANPR President Stacy Allen summarized Horace Albright's account of the passage of the Act of Aug. 25, 1916 (reprinted in *Ranger*, Vol. 28, No. 1). The frantic effort to achieve a House-Senate conference, late-night phone calls and last-minute streetcar dashes remind us that even the most Olympian of sentiments (“... to preserve unimpaired”) is delivered through the legislative sausage grinder.

While we tend to associate politics with Congress, every branch of the government influences park matters, and every branch of government is influenced by politics.

The federal judiciary is appointed for life but their appointments are highly political. Democrats appoint Democrats, Republicans appoint Republicans. They are confirmed by the Senate. One need only recall the inflammatory nature of some confirmation hearings to verify the intensity of the process.

If they receive appointment, judges get to make interpretations of park matters that can have long lasting effect. *Sierra Club vs. Andrus* probes the reach of park decisions outside of park boundaries. *SUWA vs. Dabney* calls into question park actions that cause impairment. Decisions of this nature are precedential and can affect parks and park operations that had no part in the original litigation.

The NPS has been to court many times over the question of the First Amendment right to demonstrate. Indeed, this body of law is so extensive it has helped define First Amendment decisions in areas beyond national parks.

The executive branch is led politically. Until recently the director was appointed by the the Interior Department secretary. Congress changed that to require confirmation by the Senate.

Bob Stanton was the first candidate to go through the process, and every director since then has also gone before the Senate. While not as high profile as Supreme Court appointments, the behind-the-scenes, give-and-take can be highly political. One confirmation was held up over a dispute about keeping a park road open to provide access to a gambling casino.

The director is and always has been a political appointee. For the most part other political appointees serve in the Washington office. Frequently the head of the office that deals with legislation is political; one of the two deputy directors is usually a political appointment.

Sometimes directors bring personal staff members who require political appointments. Generally the NPS has not had political appointees serving outside the Washington office, although there is nothing that would make that illegal. The leadership of the NPS report to political appointees in the Department of the Interior. Most of this is, of course, ordained by the Constitution and specified in law.

The third constitutional branch is Congress, the setting that we customarily regard as political. Congress plays a large role in the direction of the national parks. The Constitution gives Congress a particular role in Article IV, Section 3: “The Congress shall have the power to dispose of and make all needful rules and regulations respecting the territory or other property belonging to the United States . . .”

Another important activity that originates in the Constitution is the appropriation of funds to support government activities, Article I, Section 7: “All bills for raising revenue shall originate in the House of Representatives; but the Senate may propose or concur with amendments . . .”

While individual issues can provoke partisan divide, the regard for and support for national parks has traditionally come from both sides of the aisle.

These two constitutional assignments are usually carried out through committees. The committee titles have changed over time. Currently in the House there is a Committee on Natural Resources (48 members) and a National Parks, Forests and Public Lands Subcommittee (19 members).

On the money side the full Appropriations Committee (50 members) is divided into 13 subcommittees, one of which is Interior, Environment and Related Agencies (11 members).

The Senate has a similar structure. There is an Energy and Natural Resources Committee (22 senators) and a National Parks Subcommittee (13 senators). The Appropriations Committee (30 senators) is served by the Interior, Environment and Related Agencies Subcommittee (16 senators).

Members of Congress who serve on these subcommittees usually have the most interest and knowledge of national parks and programs. They serve for a variety of reasons. Some have parks in their district or state; some have a more general interest in parks. Most of the names associated with park issues have served on or chaired these subcommittees.

A nearly random list of past members includes Reps. Stewart and Morris Udall, John Seiberling, Bruce Vento, Robert Lagomarsino, John Murtha, Ralph Regula, Joseph McDade and Sidney Yates, and Sens. Craig Thomas, Peter Domenici, James McClure, Malcolm Wallop, Daniel Evans and Bennett Johnston.

It's easy to construct such a list from members of both parties as parks have not been intensely partisan. While individual issues can provoke partisan divide, the regard for and support for national parks has traditionally come from both sides of the aisle.

The current subcommittees are led by Sen. Jack Reed, D-R.I., with Lisa Murkowski, R-Alaska, as ranking minority member (Appropriations, Interior); Sen. Mark Udall, D-Colo., with Rand Paul, R-Ky., and ranking minority (Energy and Natural Resources, National Parks).

On the House side, Appropriations, Interior, is led by Mike Simpson, R-Idaho; the ranking minority is Norm Dicks, D-Wash. Natural Resources, National Parks, is led by Rob Bishop, R-Utah; the ranking minority is Raúl Grijalva, D-Ariz.

If one were to characterize the nature of congressional debates on national parks over time, they change surprisingly little.

“I do not understand myself what the necessity is for the government entering into the show business in the Yellowstone National Park. I should be very glad myself to see (it) surveyed and sold, leaving it to private enterprise” is surely a quote during the Reagan administration, right? No, actually Sen. John Ingalls of Kansas said that during the 1880s.

Debates over the appropriate level of fees are another recurrent theme; one side claims that the parks belong to all, are supported through general taxes and should be free to all. The counterargument is that the user should pay. I suspect that a perusal of the record for any decade would reveal similar arguments. Sometimes the party role is reversed.

Many issues come from individual parks. Some of the most prominent and controversial include land acquisition, large mammals, off-road vehicles, endangered species, free speech and expiration of property rights. These do not necessarily arrive neatly from the committees of jurisdiction.

The late Tip O’ Neill’s observation that all politics are local is the driving factor. Members hear from their constituents and bring their issue directly to the NPS.

National parks are pretty much located everywhere, and the controversy can arise from pretty much anywhere. In these cases the congressional member is likely to side with his or her constituency, and compromise is a likely outcome. Some issues are so thorny they wind up in court, but we’ve already discussed the judicial branch. It is not unprecedented for a member to try to solve a controversy by passing legislation. This approach is usually moderated by the committee structure since a bill has to be referred there for hearings and passage.

So politics is a persistent force on the National Park Service; it is occasionally inspiring, but more frequently messy and can be downright ugly.

Winston Churchill got it about right: “No one pretends that democracy is perfect or all wise. Indeed, it has been said that democracy is the worst form of government except all those other forms that have been tried from time to time.” 



Washington Monument, NPS photo

*Denis Galvin spent 16 of his 39 years with the National Park Service in the Washington office. He was a witness for the NPS in more than 200 congressional hearings. He joined the NPS in 1963 as a civil engineer at Sequoia after completing a two-year Peace Corps assignment in Tanzania, East Africa.*

*Subsequent assignments were as an engineer at Mount Rainier; in the NPS Southwest Regional Office based in Santa Fe; as a training specialist at the Horace M. Albright Training Center in Grand Canyon; and as a management assistant at the New York District Office, overseeing park operations for units in New York and New Jersey.*

*In 1974 he became associate regional director*

*for operations for the new regional office in Boston, later becoming deputy director there. In 1978 he was manager of the Denver Service Center, the office that oversees most of the agency's planning, design and construction program.*

*In 1985 he was selected as NPS deputy director, then returned to planning, design and construction in 1989 as associate director for planning and development. In September 1997 he accepted a reassignment to deputy director, retiring in 2002. Among the many awards he received were the Pugsley Medal for outstanding service to parks and conservation and a Presidential Rank Award for exceptional achievement in the career Senior Executive Service.*

# Use trusts to save public lands

By Randal O'Toole, Cato Institute

Americans love national parks, national forests and other federal lands. Yet these lands face a dire peril in the near future. The national debt today stands at more than \$15 trillion, and the costs of Social Security and Medicare — two of the biggest items in the federal budget — will soon greatly outstrip the revenues into those programs.

This has already led to calls to privatize federal lands as a way of raising revenue and reducing costs to taxpayers. While the Department of the Interior sometimes claims that revenues from its lands exceed the costs to taxpayers, once revenues from the Outer Continental Shelf are discounted, almost all federal land revenues come from less than 1 million of the 600 or so million acres of federal lands (namely the Powder River coal basin and some oil and gas fields).

The National Park Service costs taxpayers about \$3.5 billion a year, while the Forest Service costs more than \$5 billion a year. Because



Redwood National Park, NPS photo

parks are allowed to keep most of their revenues or the revenues go into funds such as the Land and Water Conservation Trust Fund, the NPS returns almost no revenue to the Treasury. The Forest Service, which once earned more than \$1 billion a year, is now returning less than \$150 million a year to the Treasury.

Everyone agrees these lands are valuable; indeed, the word “priceless” is often used to describe them. When federal finances become so desperate that Treasury bonds are worth no more than bonds issued by Greece, when Congress has a choice between cutting benefits to politically powerful Social Security recipients or cutting other federal programs, you can bet that privatization will appear to be an attractive option.

As an alternative to privatization, I propose that federal lands be reconfigured as fiduciary trusts. A fiduciary trust is an asset managed by trustees on behalf of beneficiaries. Centuries of trust law have given trustees a mission to act solely for the benefit of the beneficiaries and responsibilities that are very close to sustainability — “preserve the corpus of the trust” — and transparency — the trustees must keep its books open to the beneficiaries.

While there are a variety of ways to organize trusts, I propose to design trusts this way. First, allow land managers to charge use fees for all land uses. Second, return a portion of those user fees to each trust to manage the trust. Third, give most of the remaining user fees to trust beneficiaries. Finally, return some of the user fees to the U.S. Treasury to compensate taxpayers for the amount they have invested in public lands in the past.

Each trust, such as a national park or group of related historic sites, would form a “friends” group open to anyone to join for a nominal fee. The friends would, among other things, elect the boards of trustees. The trustees would hire staff and oversee management.

Not all public land resources can be valued through user fees. So I propose that each trust actually consist of two different trusts. The first one manages the marketable resources of the land to maximize revenues for the beneficiary. The beneficiary is the second trust, which is charged with protecting non-marketable resources, such as ecosystem or historic values. It might pay the first trust not to engage in destructive activities or it could pay nearby landowners to encourage them to protect their

own ecosystem or historic resources.

This may sound complicated, but it is no more complicated than the ecosystems and other resources that make up the public lands. When taken together, this system of fiduciary trusts will do more than just turn public lands from liabilities to assets. It also provides numerous checks and balances to ensure that public resources are managed to produce the maximum social value.

A broad range of user fees will provide trustees with information about what the public wants from its land. Just as the market encourages dairies, for example, to turn milk into hundreds of different products, a user-fee system will promote a wide diversity of land uses and opportunities. Funding trusts solely out of user fees, and not tax dollars, will prevent the overexploitation of resources.

The requirement that trustees preserve the corpus of the trust (which supersedes the maximum revenue goal) will ensure that trust assets are sustainably managed. The dual-trust system will provide more than adequate protection for nonmarketable resources such as rare species and habitats. The election of trustees by friends groups will make each board an accurate reflection of the local, national or international significance of the resources managed by each trust.

Supporters of national parks, national forests and other public lands should look closely at the fiduciary trust model. Not only does it have several advantages over the traditional model of a federal bureaucracy, it could protect these lands from hasty sale in the likely event the nation undergoes a Greek-like financial crisis. 

*Randal O'Toole is a senior fellow with the Cato Institute and works on public land, urban growth and transportation issues. His in-depth investigations into the Forest Service led to his book, *Reforming the Forest Service* (1988, Island Press). He has written many papers on public land management and wildfire policy, including the more recent Cato paper, “A Matter of Trust: Why Congress Should Turn Federal Lands into Fiduciary Trusts.” It can be downloaded from [cato.org/policyanalysis](http://cato.org/policyanalysis). He served as a visiting professor or fellow at the Yale School of Forestry, UC Berkeley College of Natural Resources and Utah State University. He can be reached at [rot@cato.org](mailto:rot@cato.org).*

# The national park idea in the 21st century

Robert B. Keiter, University of Utah

What does the future hold for our national parks? How should we be managing the parks in an ever more crowded and warming world? What shape will the National Park System take in the years ahead? Is the era of expansive new natural parks designations at an end? Is park decommissioning on the horizon? What about creative new designations with community-based linkages?

We are clearly in an era when extraordinary change is occurring at an increasingly rapid pace. Whether that change is environmental, economic or political in nature, it is affecting nearly every facet of American life and institutions. There is no reason to think that the national parks are immune from the underlying social, economic, and natural forces that are driving these changes. Not when climate change threatens to reshape the natural world and the phenomena of nature deficit disorder is increasingly distancing people from the outdoors.

This is not the first time that the national parks have confronted change. In fact, the history of the national park idea is one of regular change, driven by a diverse array of forces and ideas that have periodically held sway as the image of the national park keeps being reborn from one generation to another. To take just two examples, consider the dramatic impact of the 1964 Leopold Report on resource management policy, or the assortment of new park designations—national recreation areas, national seashores, national lakeshores and the like—that have been gradually added to the system. The national park idea, then, is really an amalgam of ideas that have evolved over the past century, reflecting the prevailing attitudes and necessities of the day.

At the same time, the fundamental law governing the national parks—the aptly named Organic Act—has remained constant. Although Congress has periodically added new provisions to it, the original mandate, “to conserve the scenery and the natural and historic objects and the wild life therein, and to provide for the enjoyment of the same in such manner . . . as will leave them unimpaired for the enjoyment of future generations” still sets the basic standard governing management of the National Park System. Indeed, with

adoption in 1978 of the so-called Redwood Amendment, Congress reaffirmed this original mission and then gave the National Park Service a new science mandate in 1998 to guide and strengthen its resource conservation policies.

Our traditional conceptions of a national park, first captured in the seminal 1918 Lane Letter, are familiar to most observers. Though we might quibble about specifics, we have long conceived of the national parks in several different terms: As a wilderness setting; as a tourist destination; as an outdoor playground; as a local economic engine; and as a wildlife reserve. None of these ideas completely captures the essence of the national park idea and some may even conflict with one another, but each reflects an important dimension of the national park idea.

Beyond these traditional notions, however, new conceptions of the national park idea are taking hold and pressing for recognition. Born from our accumulating scientific knowledge and changing social values, these new ideas conceive of the national parks in quite different terms: as the ecological cornerstone in a larger landscape; as a valuable educational institution for promoting nature conservation and historical preservation; and as an important manifestation of our growing diversity and related social justice values. Significantly, several of these newer ideas are reflected in the NPS’ Call to Action, along with the America’s Great Outdoors report and the landmark Second Century Commission report.

The management implications of the new additions to the national park idea are profound. Rather than focusing solely on the resources that lie within park boundaries, the landscape approach places the national park in a larger ecological context and obliges park managers to engage with their neighbors to achieve more enduring conservation objectives.

A more robust education role for the national parks would have park managers linking with various educational institutions and availing themselves of new technology to spread the gospel of conservation and a more complete historical narrative. Injecting diversity considerations and social justice norms into the national park idea should prompt agency officials to identify more creative ways for engaging minority groups with the national parks and to display a greater overall sensitivity

to the minority experience in the national park setting.

These same ideas will also help to shape the National Park System in the future. A commitment to landscape scale conservation, whether driven by climate change or other concerns, would support creation of a federal national conservation system that formally knits together the nation’s various protected lands and waters, including national parks, wildlife refuges, wilderness areas, wild and scenic rivers, and the other protective designations. It would also support creating a new national wildlife corridor designation to better connect parks to adjoining lands, providing park wildlife with assured access to needed habitat. Viewing national parks in a landscape context would highlight the substantial economic impact that the parks have on nearby communities, estimated to add \$31 billion to local economies in a recent study.

Moreover, might we even contemplate adding another new designation—national restoration areas—to the NPS’ future portfolio? Scientists generally agree that effective landscape-scale conservation in today’s world will often require restoring disturbed sites or waters to promote ecosystem integrity or connectivity goals. Of course, adding such sites to the National Park System is really not new; we previously added Redwood, Great Smoky Mountains and Shenandoah to the system even though these landscapes were badly degraded. Congress recognized that these areas potentially offered myriad conservation values which has proven to be true as the lands recovered.

A commitment to viewing the parks in education and social justice terms would profoundly affect the system’s future. It would support creating new types of parks in or near urban areas where most people now live, providing new outdoor recreation and nature education opportunities while also engaging more minority populations in the park experience. Such parks could be restoration sites and should be designed to attract presently underserved populations, perhaps tying into minority history themes and including soccer fields, large group picnic areas and other features attractive to particular groups. Moreover, a deeper commitment to social justice could mean greater engagement with Native American tribes, including potential shared

management arrangements, and greater sensitivity to sacred sites and treaty obligations.

Some commentators, however, have advocated a future that would see even more drastic changes to the National Park System. These reform ideas include transferring the national parks into private hands, creating new trust-based management arrangements. The principal justifications for these proposals are tied to economic efficiency, revenue enhancement or mass recreation concerns, as well as longstanding frustration with the political dimensions of public land management. There is little evidence, except for perennial park funding concerns that are gradually being addressed, to suggest such radical changes have much political traction.

In any event, the future shape of the National Park System and related resource management policies will inevitably be determined in a political setting. As Stephen Mather understood so well and as the recent Ken Burns documentary series recounts, the national parks are a true manifestation of

democracy in action. The national park idea was originally conceived by ordinary citizens, and new additions to the system can almost uniformly be traced to citizen advocacy. This makes the parks a genuine public institution that enjoy a remarkable level of public support. Indeed, the purpose of the system, from the outset, has been about conserving our natural and cultural heritage so everyone, including future generations, can enjoy these special places.

Over the years, the Organic Act mandate — to conserve unimpaired — has proven extraordinarily durable, representing not only a steadfast guide from the past but also a clarion call for the future. As the 21st century advances, we will no doubt need to begin thinking and managing differently to achieve our conservation goals. Doing so will likely involve, among other things, devising new climate change adaptation strategies that entail more active management, using new technologies to introduce nature conservation into the nation's classrooms and developing more effective

collaborative management policies.

The challenge, given the inevitable political dimensions of the national park idea, will be to introduce the American public to these new ideas and to secure their support for them. If we can accomplish this, then we can confidently expect the National Park System to endure for another century as the repository of our natural and cultural heritage, even as it continues to evolve yet again in the years ahead. 🏞️

*Robert B. Keiter is the Wallace Stegner professor of law, university distinguished professor and director of the Wallace Stegner Center for Land, Resources and the Environment at the University of Utah S.J. Quinney College of Law. His new book, tentatively titled "To Conserve Unimpaired: The American National Park Idea," will be published by Island Press in 2013. His centennial essay, "Revisiting the Organic Act: Can It Meet the Next Century's Conservation Challenges?" appeared in the George Wright Forum (28:240-53, 2011).*

## Time to make an impact *But what for?*

By Amy Gilbert

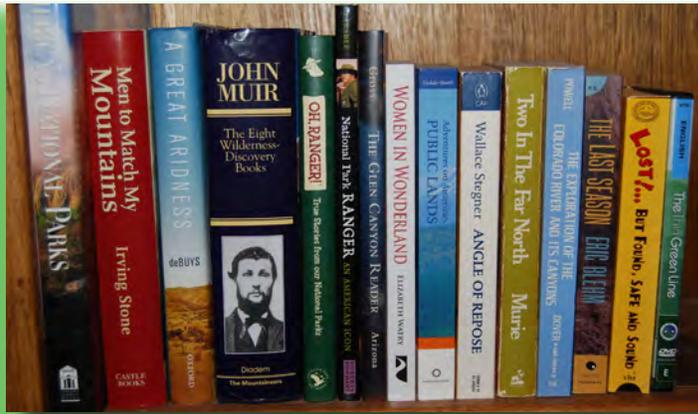
*Amy Gilbert serves as ANPR's board member for special concerns. She works for the United Nations Foundation as the senior associate of global partnerships. Previously she worked at Arlington House, the Robert E. Lee Memorial, as a seasonal ranger for seven years and spent two years overseeing environmental grants for Conservation International. She is based in Washington, D.C. Contact her at amyngilbert@gmail.com.*

This is a call to action. All of our members must make an effort, myself included, to use this election year to make our voices heard in Washington. Whether it brings a new administration, sees a massive shift in Congress or if things just stay the same, every four years we're given an opportunity to go above and beyond our normal routine and make an impact.

As ANPR has grown and transitioned leadership, the issues that are the most pressing have gotten lost or changed. My question to the organization is: we have the power to make an impact, but what for? What are the issues we're most hungry to face and eager to fix?

As an organization, we have a few qualities that set us apart. First, we're a spirited bunch. I am confident that we have the energy and enthusiasm to show our strength. Second, we have a diverse set of interests and backgrounds. Not many organizations can say that their members range from teens to retirees, from Alaska to Florida, from Maine to Hawai'i. Third, we are in charge of protecting one of the most beloved parts of the federal government — at a time when beloved and federal government are rarely in the same sentence. These three qualities, three of many, make us different and interesting. We may not be the most powerful or most well-known group but we have the potential, if, and only if, we make it a priority to do something — anything — and do it with passion, optimism and a little bit of elbow grease.

My role in Washington is to pound the pavement and use my voice to push for attention, but I need to hear from you about your priorities. Being in Washington, I feel removed from the day-to-day triumphs and obstacles of our members in their parks. I hear from those I am close with or see at the annual Ranger Rendezvous, but I want to hear from you more frequently and candidly. If you were to choose the issue most impacting the parks or your job, what would it be? Think about it. Then, email me, call me, Facebook me, however you want to let me know, but please let me know. Once I hear from you, Washington will hear from us. 🏞️



# Evolution of an NPS Employees Library

By Ken Mabery, Scotts Bluff

It started over 30 years ago with a few books and a dream. The dream was to someday donate a comprehensive NPS library to a research institution. Fast forward to October 2011 when two large NPS library collections merged—the late Bill Supernaugh’s collection and mine. The library then consisted of some 1,200 books, pamphlets and manuscripts, plus miscellaneous papers, postcards, posters, videos and other archive records. In all, the collection took up about 100 linear feet of shelves. It seemed that the time was ripe to look for its permanent home.

Bill and I started comparing notes, including eventual donation, of our libraries in the mid-1980s. The issue always was where? Other bibliophiles in the NPS knew of the collection and offered advice. Despite their best thinking, no clear repository emerged. Possible locations ran from older iconic parks and NPS training centers to centrally-located public libraries and training institutes. The critical criteria were long-term care, including security against theft and ease of access for researchers who may not be “credentialed” by an academic institution.

We realized that the collection may not appeal to just any institution.\* As with all private libraries, there is a large organic growth element to this collection. The duty stations of the contributors were a major factor influencing its direction and extent. For example, Bill’s collection primarily had regional works, resource management, biological and scientific publications, and volumes on law enforcement and international parks. In contrast, my collection concentrated on early systemwide books, western parks, local natural histories (by small natural history associations), geologies,

interpretation and brochures.

By October 2011 the library was fairly comprehensive in the following areas: history and analysis of the National Park Service/System (1872-2000); historical volumes on NPS laws, regulations, policy and standards; natural and cultural resource management; wilderness; ranger’s skills; ranger tales (the ranger’s life); juvenile volumes; audio and video recordings; and a good representation of books dealing with regional and individual national parks. Unique features were the internal publications, the number of unpublished and prepublication manuscripts (pre-1991), and the number of autographed volumes (often with dedications).

In October word was circulated that we wanted to fill a few holes in the collection. Two things happened almost simultaneously. The outpouring of support and enthusiasm exceeded expectations. Most of the known holes in the collection were filled, with additional donations providing richer materials than expected. Up to this time the library had been referred to as the “Mabery-Supernaugh Collection.” This outpouring led to renaming it the NPS Employees Library. To date, more than a dozen people have made significant contributions.

We also found that Colorado State University in Fort Collins was seeking to expand its natural resources archives, particularly in the area of national parks. CSU has been a traditional “ranger school” and many graduates choose NPS careers. In addition, the NPS has a strong campus presence, including a Washington office of natural resources and a natural resource network. Fort Collins also is a gateway to Rocky Mountain National Park. With these strengths, a series of correspondence and visits ensued; in March a letter of intent

was signed with the coordinator of archives and special collections. The deed of gift will be finalized once the inventory is completed, hopefully within the next several months.

All parties envision a continuing relationship. The NPS Employees Library is an open collection, meaning that items can be added at any time. This is ideal for a few volumes up to perhaps a couple of dozen. Larger collections can be donated with a “link” to the NPS Employees Library. In addition to books, CSU’s archive welcomes memorabilia, diaries, letters, photographs, oral histories and home movies related to working in the national parks. The goal of the archive is to collect materials related to the personal experiences of NPS employees, rather than federal documents that should be preserved in NPS archives or at the National Archives.

An informal group of people with history, library and archive backgrounds is providing advice and counsel for this process. Additional donations to the NPS Employees Library may be accepted over the next couple of months by sending an email to [maberyken@aol.com](mailto:maberyken@aol.com).

It started over 30 years ago with a few books and a dream. Now NPS employees have a repository for memories from the first 100 years of service to their agency. 

\* An NPS research collection containing more than 3,300 volumes is part of the Harpers Ferry Interpretive Design Center.

*Ken Mabery is an ANPR life member, past president and board member for more than 10 years. He currently serves as superintendent at Scotts Bluff National Monument, about 2½ hours northeast of Fort Collins.*

See next page for highlights of NPS Employees Library

# Highlights of NPS Employees Library

John Muir's *The National Parks* (1901; 1st ed.)  
Director Mather's first report to Congress (1916)  
Haynes Guides, 1916 through 1942  
Code of Regulations (1920)  
Handbook of Yosemite National Park (1921)  
Promotional campaigns by Union Pacific RR, National Geographic and Sunset Magazines, American Automobile Assoc., and National Parks Highway Assoc. (1916-40s)  
Books by prolific NPS authors: George M. Wright, Freeman Tilden, Isabelle Story, Robert Sterling Yard, Dorr Yeager, Natt Dodge, others.  
Joyce Farnsworth's children's novels set in Grand Teton and Yellowstone, 1932-54  
Bob Flame, Ranger juvenile novel series by NPS Historian Dorr Yeager (1934-46)  
Frank "The Boss" Pinkley's original "Ruminations" (1930s-40s)  
A naturalist handbook series for visitors from Lassen (1949-53)  
Freeman Tilden's "The Fifth Essence," which was an invitation (boxed edition, undated - 1954?), and his 1975 "Who am I?" (written at age 90+)  
The only known handbook for employee spouses: "To: N.P.S. Wives & Women Employees, Any Park, U.S.A." (1967?)  
Employee handbooks issued in 1953, 1957 and 1983  
"The History of the National Park Ranger," unpublished manuscript by John W. Henneberger (Feb. 25, 1959)  
Two different "Mission 66" internal information brochures (1956 and unknown)  
"National Park Service 1957 Park Development Conference," with former Director Albright's address  
"Long Range Plan" for the Service (1968; earliest known)  
"Andy Goes to the Parks," comic book by cartoon strip artist Al Capp (1975)  
Prepublication manuscript of Lon Garrison's "The Making of a Ranger" (1983)  
R. Bryce Workman's six-volume history of the "NPS Uniform," including the two unpublished manuscripts  
Every issue of *Ranger* magazine  
The only two Hollywood movies known to have been wholly shot in a national park, about that park, with park support, with park rangers as lead characters: "Yellowstone," (1936, starring Henry Hunter, Judith Barrett, Andy Devine and Alan Hale) and "Dangerous Mission," (1954, starring Victor Mature, Piper Laurie, William Bendix and Vincent Price).

## Attempting to locate

Additional unpublished and prepublication manuscripts  
May 13, 1918, "Lane Policy Letter" (Secretary of the Interior)  
Manuscript for the 1950s' unpublished sequel to the 1916 "Bears in My Kitchen"  
Juvenile book, "Park Ranger" by C.B. Colby, published by Coward-McCann Inc.  
Uniform catalogs from R&R Uniforms, Gregory, Alvord & Furgison, Fechheimer and Fashion World  
Keith Hoofnagle's Rangeroons in "In Touch" magazine

# A PRIMER

## How to build a Civil War era, split-rail fence



By Edwin F. Quiroz, Manassas

One of the most enduring memories visitors take away from a Civil War battlefield is the image of long rows of split-rail fences bordering roads and fields. These restorations of the historic landscape enhance the aesthetic experience, and in the case of fences rebuilt on the actual 19th century locations, add depth to the historical interpretation of the site.

A well-built replica fence does more than this. It serves the same practical purpose as any good fence: it delineates and protects the property it encloses. Following mid-19th century split-rail fence construction procedures ensures a historically accurate replica and a safe, sturdy and long-lasting fence.

By 1870 there were 4.2 million miles of split-rail fence in the United States. Also known as zigzag fence, stitch fence, Virginia rail fence or snake rail fence, this type made up 60 percent of all agricultural fencing in the country. The materials, rails made from chestnut and locust trees, were readily available and only required a

▲ Manassas National Battlefield Park, using the marking pole to line up the fence, photo by Brad Waldron, Manassas

steady regimen of rail splitting. A farmer who used this type of fence did not have to bear the expense of cutting rail slots in posts, or using sawmill beveled rails, metal nails, wire ties or other expensive construction materials. Properly constructed with good rails, stones for a base to keep the rails from contact with the ground, and built away from the shade of trees (all of which encourage rot) a split-rail fence was a sturdy construction that would last for decades.

A significant drawback, however, to reproducing the split-rail fence as it was historically constructed was the amount of wood required to build it. In period photographs, fences are most often six to 10 rails high. This required the felling of many trees with a significant amount of waste, and was, by today's standards, an environmentally destructive fencing method. Moreover, it took up a lot of space. Because the fence was built in a zigzag pattern for stability, the bed was at least 5 feet wide and 8 feet long. Five acres of land were taken up for every square mile of land enclosed by such a fence. Today, typical replica fences are built four rails high to make them more cost effective and to conserve material. This compromise achieves the desired result — a fence that is built according to the authentic method and is solid and made to last.

Building 100 yards of split-rail fence four rails high with an additional top rail or "rider" placed on the braces requires about 305 11-foot rails. Each panel made up of seven rails will cover 8 or 10 paces. Using these rough measurements as a guide, 301 rails will build 37 panels for approximately 100 yards of fence. One large rock is needed for the base of each panel. The rocks should be as flat as possible, about 1 foot square and at least 6 inches thick. In uneven terrain, stacking one rock on top of another or using larger or irregular-shaped rocks to support the lock (see below) will help level the fence. It is a good idea to have extra rocks on hand in case some become broken or are needed for stacking.

Approximately 40 rocks and 305 rails are needed for 100 yards of fence using 11-foot rails. When using 9-foot rails, have ready about 385 rails to build 50 panels for a 100-yard fence. Each panel will cover 6 feet or 9 paces.

If more linear distance must be covered to make the project cost effective, the base can safely be extended to 10 feet (13 paces) for 11-foot rails or 8 feet (11 paces) for 9-foot rails. Extending the fence base more than these suggested measurements will weaken the structural integrity of the fence. Be sure to check for any utility lines below the base



Placing a brace, Manassas National Battlefield Park, photo by Brad Waldron, Manassas

of your proposed fence before digging.

When fence building is undertaken as a group project, it is advisable to limit the number of workers to about 10. These tools are recommended for a crew of this size: two shovels, two post hole or "sharpshooter" shovels, two picks, two mattocks, two tamping bars, one digging bar (has a sharper edge on one end) two post hole diggers, one rake and three buckets.

In earlier times chestnut was the wood of choice. Due to its current scarcity, locust is now substituted. Locust was the second choice of wood in the 19th century. It is available from lumber companies and some fence product suppliers.

To begin, place a long (6- to 7-foot) white-and-orange striped marking pole along the line of the base and at the end of the field being fencing. (See photo at left, page 10.) You will use it to align the rocks of the front points of the V's of the fence to ensure a straight fence.

Each set of panels will form a V. Mark the position of the front points of the V's at 16-foot intervals with the front rocks. Next lay the back rocks about 6 feet behind and in between the front rocks to form a reverse triangle. You will adjust the final position of these rocks as you lay down each bottom rail, so don't be worried about repositioning them. Just keep in mind that you must not move the front rocks out of alignment during this phase of construction. Starting at one end lay out the first layer of heavier, flatter rails (bottom rails) in a zigzag pattern on the rocks. The rail ends will overlap each other and the rock about 10 inches. The spot where they overlap is called the "lock."

The angle of the front and back points of the V's will be about 120 degrees, but don't waste time getting this exact measurement. It is more important to overlap the rail the proper 10 inches or so and to keep the front rocks and the front points straight.

Next, begin laying the second and third levels of rails on top of the bottom rails. Set aside narrower, diamond-shaped rails for the braces and for the fourth level of rails that the braces must fit snugly over. If a rail wobbles excessively, replace it. Each successive layer of rails must be as stable as possible. Once all four rails of the entire length of the fence are in place, begin bracing it. The braces will give the fence its characteristic X appearance.

The braces should be placed about 2 to 2½ feet from the lock where the rails overlap, one on either side. Dig the holes for the braces at least 7 inches, but no more than 1 foot deep. Dig the holes straight down and narrow, about 6 inches in diameter. Place the brace horizontally in the hole and pull it into the undisturbed soil of the lip of the hole until it touches the rails of the lock. (See photo above.) The sharp edge of the brace will cut into the soil as it is slowly pushed toward the lock. No matter how well this is done, there will be a gap between the braces and the fence rails. The gap between the point where the two braces meet over the lock should be only big enough to put your fist through. It is important that the brace is not pushed or pulled forcefully in one motion, as it will act as a lever and damage the rear wall of the hole. If it doesn't go in easily, cut a little wedge in the lip of the hole in the



**Properly placed riders, Matthews Hill, Manassas National Battlefield Park, photo by Edwin Quiroz, Manassas**

direction of the lock, then tamp in the soil. A little gravel may be added in first. Trickle in the gravel and soil around the sides of the brace in the hole, not on top of it, to avoid leaving a cavity under the part of the brace in the ground. Such a cavity will attract water, and this not only will cause the brace to rot faster, it may form ice during the winter and force the brace up out of the hole, causing the fence to collapse. If damage to the lip of the hole occurs, or if the soil has loosened and is difficult to tamp in, placing a couple of palm-sized field stones into the hole on each side of the braces or the rear of the damaged hole will anchor the loose brace more firmly. Don't fill the entire hole with rocks, though, just enough to provide stability.

As the bracing process is started, establish a pattern by placing the inside brace first and the outside brace next in the direction of the fence is being built. While this is ideal, adjustments may have to be made during construction. Breaking the established pattern by changing the order you put the braces in may occur, but it's more important that the braces fit tightly than that the fence be built in a cookie-cutter fashion.

The braces must be firmly in place to prevent them from being damaged by the impact of people and wildlife crossing the fence or mowing crews hitting the braces with their machines. Follow this method of placing the braces even if the fence is intended to be more ornamental than functional. The main reason split-rail fences collapse over time is because the braces weren't firmly set.

The tops of the braces should not be cut off a finished fence if possible. Original sources

state that full 11-foot braces were used and extended about 3-4 feet above the top rail and 2-2½ feet for 9-foot rails. Fences in some 19th century photos show brace rails that extended even higher — so high that tipi poles come to mind! Why did they do this? The answer is maintenance. In a fence built following the traditional construction method, the submerged end of the brace is the only piece of the fence in contact with the ground and will be the first to rot. Historically, a brace wasn't trimmed until it needed fixing. A farmer of that era repaired a brace by removing it and using an ax or saw to cut off the rotted portion, flipping the brace over and reseating the brace back in the hole with the trimmed portion in the air. Repairing braces in this way is what gives the split-rail fences in some period photos an irregular appearance. Leaving the brace ends intact is time saving, cost effective and consistent with historic construction practices.

For the modern builder with budget concerns, construction allowances may be needed. Historically, most split-rail fences were at least six rails high plus the top rail or rider. For replica fences four rails high, 1 or 1½ feet may be cut off the top of the braces in order to keep the fence in proportion. Don't cut more than this. For safety, it is important that a cradle formed by the tops of the braces (the X) be at least 18 inches high to prevent the heavy rider from being dislodged. If the tops of the braces must be cut off, the first four or five rails should reach about waist high. The top rail of the finished fence should reach a height between the elbow and the shoulder of a grown man. For a more authentic, safe and maintenance friendly fence, don't cut the

tops off. Just as in the past, the bottoms of the braces will eventually rot and will have to be removed, trimmed and reseated. That extra length will mean not having to replace the entire brace. In addition, the full-length rail adds extra weight on the fence and helps hold it tightly together.

The final step in building an authentic split-rail fence project is adding the top rail or rider. Each end of the rider rests in the cradle that is formed by the crossing of a set of braces. Two riders will overlap in each cradle. Don't lift this heavy rail over the braces; it could fall and cause injury. Thread one end of the rider in one of the cradles, extending the rider about a foot beyond the cradle. Then guide the other end so that it lies on the opposite cradle. Lift the rider and position it so that about 6 inches of the rider extends beyond each cradle. Heavier, even irregular, knobby or bowed rails may be used as seen in some 19th century photos. The heavier the better so as to add more pressure on the braces and other layers of rails. It is also more difficult for heavier riders to be dislodged. This makes for more stability and safety. (See photo at upper left.)

Building an historically accurate split rail fence continues a centuries-old American tradition. The finished project evokes a sense of the past, defining and framing the rural landscape of the mid-19th century. A properly built fence does much more than attract the eye or set an historic scene; it serves as a safe and functional boundary, protecting the historic landscape for years to come. 🏡

## Resources

"Gates and Bridges: A Practical Manual" by George A. Martin, The Stephen Greene Press, Brattleboro, Vt., 1887. Reprint 1974.

"Wooden Fences" by George Nash, The Taunton Press, reprint 1997.

"The Young Farmer's Manual" by Sereno Edwards Todd, C.M. Saxton, Barker & Co., New York, 1860.

*Edwin F. Quiroz is employed at Manassas where he has worked in the maintenance division since 2004. He also worked at Fort Larned, Saint-Gaudens and Golden Spike. Previously he was a park ranger/preservation worker with Texas Parks and Wildlife. He graduated from the Historic Preservation Training Center's Preservation and Skills Training in 2010.*

## In Print

**Worth Fighting For: A Park Ranger's Unexpected Battle against Federal Bureaucrats & Washington Redskins Owner Dan Snyder.** Robert M. Danno. Honor Code Publishing, LLC. 2012. ISBN 13: 978-0-9852807-0-3, 257 pages, hardcover, \$24.95

**Reviewed by Rick Smith**

An observer not intimately familiar with the details of this story might ask: why is one of the most talented and honored rangers in the National Park Service, chief ranger in three different parks (Chiricahua, Bryce Canyon and C&O Canal) now assigned as the staff park ranger for the National Capital Region, duty stationed at Antietam with no discernable duties, while still being paid as a ranger with law enforcement duties? If that makes *Ranger* readers curious, they only have to get this book to find out why. I highly recommend they do.

Several issues of *Ranger* ago, I reviewed the book that dealt with the investigation regarding Billy Malone, the Indian trader at Hubbell Trading Post. I said that was a hard book for me to review because of the initial botched investigation of Malone and because the author's portrait of national park culture did not ring true with my own.

This book also is difficult for me to review but for different reasons. Danno's portrait of his career in the NPS is like a travelogue of wonderful places and experiences. He worked as a seasonal in Whiskeytown, Sequoia/Kings Canyon and Grand Canyon.

In addition to these parks, he was a permanent ranger in the Virgin Islands, Channel Islands, Grand Canyon and Yellowstone. During his time as a ranger, he married his wife, Mary, they had three children, and the family lived a life that he describes as inspirational and exciting. He did the requisite number of rescues, dealt with medical emergencies, arrested bad guys and assisted uncountable numbers of visitors. He became a "ranger's ranger," was nominated twice for the Harry Yount award, and received the Department of the Interior Valor award and the Meritorious Service award. He speaks in awe of his assignment at Madison Junction in Yellowstone and of his pride of being a ranger in the "mother park." This is all the stuff of a very successful career and it makes great reading.

What was difficult for me is to read what happened next, beginning in March of 2005,

when Danno was notified that his work conduct at the C&O Canal was being investigated two weeks after he reported to the Public Employees for Environmental Responsibility that the park superintendent was acting improperly with a boundary issue. He was stripped of his law enforcement commission and assigned to another park. All items were removed from his office and transported to his home by park employees, including his awards, tool kits and other items that a ranger keeps in his or her office. Sometime after that, his home was raided and items were removed by the NPS (while he was out of town). He subsequently was arrested, ordered face-down on a marina dock and carted off in handcuffs. All of this for a two-time nominee for the Harry Yount award?

While Danno had disagreements with the acting superintendent at C&O Canal over issues related to incident command and felt that the acting superintendent's damage assessments following Hurricane Isabel were dishonest in order to get more money for the park, the real problem was Washington Redskins billionaire owner Dan Snyder clear-cutting trees on his estate to improve his view of the river. This was a major sensation in the Washington, D.C., newspapers.

Danno says he had consistently warned the acting superintendent that this was a violation of law and policy and should not be allowed. The acting superintendent advocated for it, though. Danno now believed that Snyder did not act on his own, and that the acting superintendent gave him permission to do the cutting. Danno filed a whistle-blower complaint with the DOI Office of Inspector General and the U.S. Office of Special Counsel.

The OIG investigative report came out a year later. Incredibly, it concluded that the decision to allow the tree cutting had come from the NPS Director Fran Mainella's office, and that the special assistant to the director, Dan Smith, and the now-superintendent of the C&O Canal, Kevin Brandt, had not been truthful with the investigators. It did not, however, recommend any discipline against these employees and referred the case back to the NPS for appropriate action. Yes, that's right; they recommended that the NPS director's office discipline itself. It's not surprising to learn that the NPS didn't take any further action.

Nine months after he was arrested, Danno was indicted on one charge of theft of government property. His trial began in January 2009. I found the sections of the book dealing with the author's preparations for the trial and the trial itself to be fascinating. It is particularly in-

teresting to read the account of his attorney punching holes in the testimony of the chief ranger of National Capital Region, the person who had taken the items from Danno's office and transported them to

Danno's house, among the very items that he was now accused of stealing. It's an incredible story! The jury found Danno not guilty in minutes. Some of the jurors waited until he left the courtroom to congratulate him.

It's a happy ending, right? Wrong. Three and a half years after the not-guilty verdict, the NPS still has not taken any disciplinary action against those involved in the Snyder tree-cutting incident, nor has it restored Danno to any position of authority worthy of his experience and abilities. They put him in a closet and let him sit.

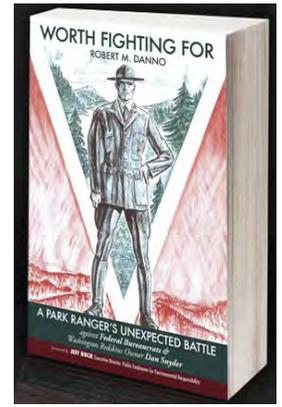
I have known Rob Danno for 20 to 25 years. I have the highest regard for his honesty and integrity and the greatest respect for the variety of field ranger skills he possesses. If all he says is true, which an OIG investigative report confirms, this is another stain on the leadership of the National Park Service. I wonder how many more of these kinds of incidents have to occur before the NPS realizes that the low marks it receives in OPM's "best places to work" surveys, especially in leadership, are fully justified?

This is a cautionary tale for those NPS employees who believe that whistle-blowers will be protected from reprisal by their agency. They won't be. It's also a look at agency behavior that is hard to imagine. While the book is well written and engrossing, at the end I was disheartened.

Like Danno, I loved my career with the NPS. It is hard to believe that it has become just another government bureau. I think Horace Albright warned us about that. □

*This review is also published online at [www.anpr.org/dannobook.htm](http://www.anpr.org/dannobook.htm)*

*Rick Smith, a life member and former president of ANPR and the International Ranger Federation, retired from the National Park Service after a 31-year career. His last position was as associate regional director of resources management in the former Southwest Region. He then served as acting superintendent of Yellowstone. He lives in New Mexico and Arizona.*



**Uncertain Path: A Search For The Future of National Parks.** William C. Tweed. University of California Press, 2011, ISBN-978-0520271388. 248 pages, paperback, \$19.95

**Reviewed by David Parsons**

**U**ncertain Path, a Search for the Future of National Parks,” uses the story of a 240-mile, 30-day hike through the high country of the Sierra Nevada to develop author William C. Tweed’s thesis that the time has come to re-evaluate the core mission of our parks and wilderness.

“Uncertain Path” recounts the story of the author’s journey along the John Muir and High Sierra Trails revisiting landscapes he first visited 40 years earlier. Starting in Tuolumne Meadows in Yosemite, Tweed ventures south through the Ansel Adams and John Muir wilderness areas (Inyo National Forest) and Kings Canyon, before completing his trip at Giant Forest in Sequoia. The author’s knowledge of natural history and vivid prose bring out the best of the magnificent landscapes of the high Sierra from the scenic grandeur of 14,000 peaks to the beauty of high mountain wildflowers.

The story Tweed tells effectively intersperses observations of history, geology, ecology and visitor use with provocative discussion of critical “issues” faced by park managers. He addresses such diverse topics as invasive species, fire, bears, air pollution, pack stock impacts, and the use of helicopters to supply rangers and trail crews. Particular attention is given to climate change, which the author concludes is the greatest single threat to Sierra landscapes, causing early snowmelt as well as the likely loss of key species.

Tweed’s career as a park naturalist and planner give him a particularly insightful view of how these issues play into the continuing

challenge of updating park management practices to reflect modern knowledge. His primary thesis is the need to reconsider the traditional expectation that parks are protected in a manner that assures they remain “unimpaired” (intact and unchanged) for the enjoyment of future generations. The public has been educated to believe this and agency policies and practices reinforce such beliefs.

The book provides important insights into the history of the national park and wilderness movements, as well as key players in the establishment of the Sierra parks. Tweed also explores the conflict between the historic idea of preserving wilderness as a place defined by the absence of humans (virgin, untouched landscapes) and the reality that most of these areas have been used by humans for centuries, if not millennia.

“Uncertain Path” combines historical analysis and astute observation of natural history and social interactions to effectively address the myriad of challenges faced by our parks and wilderness. Given the enormous magnitude of the environmental changes (climatic, biological, social) experienced in recent years, and even more so, projected into the future, it is important that this story be told to as broad an audience as possible. And, although the focus of the book is on the Sierra Nevada most of the issues are the same as or similar to those faced by park managers across the globe.

Among the many interesting storylines developed in “Uncertain Path” is that of the changing characteristics and values of wilderness users. For example, Tweed observes how the John Muir Trail has increasingly attracted goal-oriented, through-hikers focused on the physical challenge of completing the trail in as short a time as possible. This provides little time to experience the local environment, leaving the visitor less aware of the fragile

ecology of the area and the myriad of threats and challenges to it. He speculates how this lack of connection to nature, together with an observed paucity of young hikers, likely reflects increased competition for leisure time in today’s world. He worries that traditional park values may be of less importance to society as a whole, and thus, whether there will be the public advocacy needed to assure future support for the national parks. This challenge is complicated in that a public that has bought into the concept of the protection of naturalness must now be convinced that a new paradigm is needed, one that recognizes the importance of change and that incorporates a more flexible management approach.

Ultimately, Tweed concludes that the national park dream as envisioned over the past century (e.g., naturalness that is preserved unimpaired for future generations) is fast becoming obsolete and must be revised to reflect both modern science and evolving societal and cultural values. He recognizes that this will require difficult choices as traditional values are questioned and challenged.

As we approach the centennial of the National Park Service, it is particularly encouraging to see that the foreword to this book is written by NPS Director Jon Jarvis. His attention to and concern about these issues demonstrates understanding of the urgency of the dilemma. Yet he cautions against rushing too quickly into any single new paradigm. The challenge is daunting; and while time may be short, we must be careful to try to understand the outcomes of our options and choices.

I strongly encourage those interested in the future of parks and wilderness to add this jewel of a book to their libraries. It is an important work that is informative and thought provoking as well as enjoyable to read. □

*David J. Parsons is an NPS emeritus scientist. He lives in Florence, Montana.*

**Reshaping Our National Parks and Their Guardians: The Legacy of George B. Hartzog Jr.** Kathy Mengak with foreword by Robert Utley. University of New Mexico Press, April 2012, ISBN-13: 978-0826351081, 336 pages, hardcover, \$39.95

**Reviewed by Ken Mabery**

**G**eorge Hartzog may well go down in history as the greatest director of the National Park Service, certainly of the 20th century. Prior to Kathy Mengak’s book we only had Hartzog’s own book, “Battling for

the National Parks,” to chronicle his nine-year tenure. Although Hartzog’s own book is engaging, Mengak brings out a more objective story in “Reshaping Our National Parks and Their Stewards: The Legacy of George B. Hartzog Jr.” Her list of references and citations is amazing — primary interview sources as long as your arm (interviews with Hartzog over 12 years), and use of primary documents from Hartzog and many around him.

You may think, “All right, this is a well-documented historical treatise.” Nothing could be further from the truth. Endnote citations are only slightly distracting for the first half-dozen pages. Then the reader gets wrapped up

in a compelling story that is presented well. Although the dust jacket touts Mengak’s academic connections, she engages you with her writing style. After all, she was mentored by former NPS historian Robert Utley, who is known for an engaging style.

Mengak gets Hartzog’s early life out of the way in one short chapter. She effectively concentrates on those aspects of his early life that the reader needs to know to understand his values and perspectives during his time as director. Readers of *Ranger* will be tempted to skip over Chapter 2 (I was): a brief history of the NPS up to Hartzog’s time. I skipped over

*(continued on next page)*

**The Fiery Trial: Abraham Lincoln and American Slavery.** Eric Foner. W. W. Norton & Company, 2010. ISBN-10: 039334066X, 448 pages, hardcover, \$29.95; paperback, \$18.95

**Reviewed by Jeremy Kaufman**

In “The Fiery Trial,” Civil War historian Eric Foner explores Abraham Lincoln’s evolving ideas and relationship with the institution of American slavery. Foner does not intend to simply recount a familiar narrative of Lincoln’s life and presidency, but rather to examine and scrutinize Lincoln’s beliefs and policies specifically toward slavery from childhood until death. In doing so, Foner hopes to recognize both Lincoln’s achievements and shortcomings, praising his eventual commitment to complete emancipation, while criticizing Lincoln’s own racism and the limits of his post-war racial vision. Foner also places Lincoln within the broader national context, as he must encounter and work with people with different visions and ideas. This is particularly true with enslaved people themselves, whose “actions forced the questions of slavery and the future place of blacks in American society onto the wartime agenda.” Amid the trials facing Lincoln, Foner concludes that his “capacity for growth” was the “essence of Lincoln’s greatness.”

Foner begins by looking at Lincoln’s young life and his days in Kentucky, Indiana and Illinois. Lincoln’s parents joined an anti-slavery congregation, providing an early glimpse of influences in Lincoln’s formative years. Foner notes, however, that young Lincoln rarely, if

ever, had much contact with African-Americans, slave or free, as the counties where he lived had almost no black population. Still, it appears that early on Lincoln developed a sense of the injustice of slavery, perhaps more so on political and economic grounds than moral grounds. Foner speculates that Lincoln’s own humble background and upbringing shaped his early views on the institution. Lincoln, who was largely self-made and entirely self-taught, saw the virtues of free labor. He received the fruits from his own labor, and viewed slavery as fundamentally opposed to this right. Foner also shows how Lincoln, in his early political life, recognized the conflict slavery could pose for the country. Foner highlights Lincoln’s 1838 Lyceum Speech delivered in Springfield, in which Lincoln imagines a day when a tyrant either emancipates the slaves or enslaves all free men. As Foner states, Lincoln “recognized slavery as the crucial question the founders had failed to resolve and the greatest threat to the survival of the republic.”

Foner analyzes every period of Lincoln’s career, from his days in the Illinois Legislature, his term in the U.S. Congress and his presidency. Lincoln often sought a middle ground in his position on slavery, never seeing himself as a radical, but at times moving further from a conservative status-quo position. Foner emphasizes that Lincoln’s main aim was to stop the spread of slavery into the territories. He wanted the spread of free white labor as the country moved west. Lincoln, even in his first inaugural address, stated his intentions to respect the institution of slavery in the states where it already existed — an assurance that

remained unconvincing to southern slaveholders. Foner chronicles many instances when Lincoln defended himself both against the radical and conservative wings of the Republican party, citing his anti-slavery credentials on the one hand while assuring that any form of emancipation would be gradual, compensated and not lead to any form of social or political equality.

Students new to the scholarship of Lincoln might be surprised at how committed and how long into the war Lincoln hung to the idea of colonization. In general, it is known that Lincoln had advocated a similar position of the American Colonization Society — sending free African-Americans “back” to Africa or supporting emigration to Central and South American colonies. Lincoln clung to the idea long into the war, even when the colonization movement neared its death and the vast majority of African-Americans opposed emigration. When meeting with a black delegation in the summer of 1862, Lincoln encouraged colonization because the different races could not possibly coexist as equals. He even went as far to suggest that the presence of African-Americans in America had led to war. Foner calls the meeting “one of the most controversial moments of his entire career.” However, as the war progressed and Lincoln grew as a leader, he eventually broke from colonization and had to plan for a country with a free black population living alongside white America.

Like any book written today on Abraham Lincoln, an author will be challenged to  
*(continued on next page)*

**Hartzog review**

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some paragraphs, but had to go back because this short chapter again provides context to understand Hartzog’s aggressive character as director.

The rest of the book follows on the first two chapters: short and to the point, building on Hartzog’s roots. There is no doubt from this presentation that Hartzog could be a polarizing personality. Most either loved him or hated him, embraced his strikingly different vision or feared it, with little or no middle ground. My father served during this time, retiring near the same time that Hartzog left office. I grew up in an environment where the latest directions from *the* director were daily topics of lively conversation, if not heated debate. This book captures the liveliness, controversy and debate of those times.

There is no doubt that Hartzog was the right man for the job at the right time. Much of what he had to deal with were brought on by rapid social changes: post-World War II economic expansion, the environmental movement, involvement in an unpopular war, civil rights. It was his vision, along with a visionary and supportive interior secretary, Stewart Udall, that led the NPS to the greatest expansion of the system’s history (72 new units, including whole new categories), workforce diversity (a chapter itself), development of environmental education programs, expansion in Alaska, urban recreation (highly controversial at the time), greater profile for scientific research, use of volunteers, private donations and historic preservation legislation.

Getting legislation passed that benefited his vision for the NPS was one of Hartzog’s greatest strengths, due in part to his law degree

and short foray into South Carolina politics, and equal part to his southern gentleman personality. Oh, and during his tenure, employees were able to lobby Congress for legislation.

One controversial Hartzog program that many will remember (and have humorous/dreadful stories to tell) was the introduction in 1970 of polyester women’s uniforms — often referred to as “stewardess” uniforms. Mengak says this “proved to be a disaster in the field.”

I highly recommend this book. If you don’t have time to read the whole thing, no problem. Read the chapter that grabs you and you will be coming back for more. □

*Ken Mabery, a life member and former president of ANPR, is superintendent of Scotts Bluff National Monument.*

find fresh materials and angles; Lincoln's life has been evaluated thoroughly at every turn. Foner runs into this same problem, particularly in the chapters that specifically encompass the war. Students of Civil War history and Lincoln's life will not find any revelations in these chapters that couldn't be found in other works. His narrative, while detailed and descriptive, sometimes teeters on the tedious, especially when recounting multiple congressional votes on every bill that dealt with slavery from



NPS photo

the 1830s on through the war. His strength of thorough historical research can sometimes weigh down the flow of the narrative.

Still, Foner's nuanced analysis of Lincoln can remind us of the complexities of the past, particularly as we mark the anniversary of emancipation. Lincoln traveled on a road to freedom that had many obstacles, setbacks and inconsistencies — some of which he created

himself, others that were created by the world around him. As Foner emphasizes, though, it was Lincoln's ability to grow and adapt, and create political relationships that ultimately included emancipation as a war aim. For those of us who interpret Lincoln, the war and emancipation, Foner can help us by reminding us that history is never simplistic, and that the course of events was far from inevitable.

The names we give Lincoln — the Great Emancipator, the savior of the Union — are forever fitting. As Foner demonstrates, Lincoln arrived at such moments in trying and all too human ways. Perhaps it is this Lincoln — the imperfect man and president — who is far more remarkable than the one who sits in our collective memory. □

*Jeremy Kaufman serves as ANPR's board member for internal communications. He is a seasonal park ranger at Arlington House: The Robert E. Lee Memorial.*

**The Soul of Yosemite: Finding, Defending and Saving the Valley's Sacred Wild Nature.** Barbara J. Moritsch. CJM Books, Rochester, NY, 2012. ISBN-10-0983179727, 318 pages, paperback, \$19.95

*"The gift of clarity the mountains and the moon gave me that spring night via the ageless, timeless dance of light on water brought me back to myself and helped me regain my balance. Since I'd moved back to Yosemite Valley two and a half years earlier, I'd changed from a confident professional woman to an anxious, under-employed woman. Somewhere along the way, I'd lost my identity, my sense of purpose. Was it a mid-life crisis? Was it due to shifting hormones? Was I miserable because I'd left a great job at Point Reyes to pursue my Yosemite dream, only to wind up in a job so frustrating and painful I had to quit after only nine months?"*

*"I'd asked myself these questions a thousand times. The answers were always the same: yes and no. It was true that the past few years had been a time of intense change and personal growth, but my state of inner turmoil ran much deeper. Gazing up at the shining, wet granite that brilliant March night, I recognized the root of my troubles was buried deep in the granite and*

*sand of Yosemite Valley, intertwined with roots of oak, pine, deergrass and sedge. The source of my grief, my anger and pain became crystal clear. I was watching Yosemite Valley die a slow death, both ecologically and spiritually, and it was breaking my heart."*

**Reviewed by Rick Smith**

This book chronicles a journey, one that began in childhood with family camping trips in Yosemite Valley, continues through college with emphasis on natural resources and planning, and swings through Sequoia as an interpretive intern, for three years as a mounted patrol ranger in Kings Canyon and a stint as an interpreter in Death Valley.

The author, Barbara J. Moritsch, then is hired as a biological tech at Yosemite, working for the resources management division on a project that involved restoring damaged habitat in high elevation forests and meadows. Following that summer, she spends some time in Death Valley, enrolls in a master's degree program in environmental science, works another summer in Sequoia, continues the master's program and is offered a GS-7 bio tech job in Yosemite Valley, again working on habitat restoration and revegetation. Her summer was interrupted by a series of wildfires in 1990 that burned some 23,000 acres in

**Women in Wonderland: Lives, Legends and Legacies of Yellowstone National Park.** Elizabeth A. Watry. Riverbend Publishing, April 2012. ISBN: 978-1-60639-029-0, 296 pages, paperback, \$19.95

Twelve women who made their mark on Yellowstone are highlighted in "Women in Wonderland." Author Elizabeth "Betsy" Watry describes such women rangers as Marguerite "Peg" Arnold, an intrepid adventure who rode a Harley Davidson motorcycle from Philadelphia to Yellowstone in 1924 and was the first woman to become a permanent ranger in the National Park Service.

Also featured is Dr. Mary Meagher, an expert on Yellowstone's bison and overall park ecology, who blazed a path for women scientists in the NPS. Early pioneers in the tourist trade were sisters Anna Trischman Pryor and Belle Trischman with their "Devil's Kitchenette" and Ida "Mom" Eagle of the Eagle's Store in West Yellowstone.

Historian Lee Whittlesey has remarked: "For so long Yellowstone has needed a book about the women who stood and today stand tall in its history." □

Yosemite. During follow-up assignments that included the rehabilitation of disturbed lands, she runs afoul of the chief of resources management who wants to buy a tree spade, a large, expensive piece of equipment, to transplant oak trees to Foresta, a private inholding in the park. Since he was out of the park when the requests needed to be submitted, and since her immediate supervisor agreed with her that oak transplanting would be a bad idea, she sent the proposal forward without the request for transplanting the oak or for the tree spade. Upon his return, the chief told her that he was letting her go. According to her, his final words to her were: "You are too preservation-oriented toward resource management. That may have been OK in Sequoia, but Yosemite is different."

She did not return to Yosemite for eight years. In the interim, she finished her advanced degree, worked as an environmental consultant and was hired at Point Reyes as the park's plant biologist, a job she cherished. While there, she became engaged to an NPS employee who worked in the regional office in San Francisco. Soon after, he came home one evening and announced that he had been offered a job in Yosemite Valley. Did she want to go? The answer was an enthusiastic affirmative. She was on her way back to the spot she loved more

than any other place.

Shortly after their arrival, she was offered a job in the valley. Her job was liaison, the link between the resources management division and project planning. As in most large parks, the resources management division was responsible for protecting the natural and cultural resources contained within the park; Yosemite's project management division administered all park projects, including infrastructure development and maintenance. Her primary responsibility was to assure that park resources were considered during the project planning and the effects of the project were mitigated to the extent possible.

Her return to Yosemite coincided with the planning of numerous large projects linked to the 1997 flood that had rocked Yosemite Valley. The flood scuttled several completed or in-process plans for the valley, and emergency appropriations to repair the damage required hastily prepared plans. Local environmental activists said these plans permitted too much additional development in the Valley and violated the Wild and Scenic River Act to which the Merced River, flowing through the Valley, was subject. During one of her first meetings with the project management division, the author learned there were 22 major projects underway for the valley. Reviewing these projects for their potential impacts on park resources was a back-breaking job, one that was shared by her colleagues in resources management. One day she told her supervisor that she was having a difficult time keeping up with all that was happening. He replied, "I know. Don't worry. It's the Yosemite way. Just do the best that you can."

During her review of these projects, she found several that did not have the required environmental studies included. When she raised questions about some of these projects, she was told that the decisions had already been made. Her reaction can best be summarized by quoting her: "I realized that I had been hired as a figurehead . . . nothing I said made any difference. All significant decisions already had been made and were set in stone. And all of these decisions had been made on the extremely limited and grossly inadequate environmental impact analysis done for the Yosemite Valley Plan Supplemental EIS. It was clear that my ideas and concerns, and those of my cohorts in the resources management division, would be incorporated in project planning if doing so didn't result in any appreciable change in existing plans . . . On March 19, 2003, the United States declared war on Iraq. At about the same time, I fully awakened to the fact

that another war was being waged — on the resources of Yosemite Valley."

A major skirmish of this war was the Lower Yosemite Falls Project. While most admit that the new visitor area around the falls is a significant improvement over the previous site, the author was able to observe what for her was the environmental damage that occurred during the construction phase. There were spills in Yosemite Creek and over-engineered bridges, boardwalks and trails. She was heart-broken.

She and a small team were given the task of studying the question of how many people could visit and recreate in Yosemite without harming the very resources that had attracted them in the first place. Her team tackled the project with enthusiasm, did research, held workshops, developed indicators and developed plans. She was then told that there would be no money to implement the plan. Shortly thereafter, a little more than a year after she had started work again in Yosemite, she was laid off, theoretically because of budget concerns. ". . . but I believe that funding for my job 'went away' because once again I was too outspoken in defense of park resources. I had been a thorn in the side of park managers..."

Following her husband's transfer to the Boise Interagency Fire Center, the author began to focus on what she believed to be the causes for what she had witnessed in Yosemite Valley. She has several:

1. "The pervasive political and economic forces at work in Yosemite Valley and the influence that these forces have on the way the Park Service manages the park."

2. Dysfunctional management makes the valley different. The divisions in the park, she asserts, are like a nine-armed octopus with no head. No one, she claims, in park management knew what was happening as a whole at any one time. She believes that the number of employees working for the concessioners, the Park Service and other entities was too large and the complexity of park operations, too great. The system was out of control.

3. Rather than reviewing and revising priorities over time, it seems to her that each new superintendent came with new ideas that were implemented in addition to everything that had been implemented before.

4. She believes that Park Service employees are only given enough information by management to do their jobs and not to see the park as a single unit. The result, she says, is the poor morale that characterizes many employees in Yosemite.

5. She believes that during her tenure at Yosemite, upper management was composed

of a well-defined "good ol' boy" network that marginalized those not in the club.

6. She also faults Yosemite's relationship with the public. Those opposed to the development in the valley were sometimes called "a fringe group of radicals." Yet, she believes that these were people who cared deeply about the Valley and wanted their say in how it should be managed.

Finally, she asserts that politics made Yosemite different. "Based on my personal observations, there has never been any strong political will to maintain the ecological or the spiritual integrity of Yosemite Valley, or to restore what has been lost. As soon as some of the earliest Euro-Americans set their greedy eyes on the valley, dollar signs began to obscure the view of its profound beauty. And because the valley provides huge revenues to concession operators and local economies, the Park Service succumbs to the political pressure and doesn't embrace resource protection and preservation as the highest priorities for Yosemite Valley."

The remainder of this book contains the author's prescription for a new vision for Yosemite. She sums it up this way, "Yosemite Valley needs a new vision for its future: a vision based in wildness, that protects and preserves natural and cultural elements first; a vision that allows people to come and rejoice in the valley's grace and splendor; a vision with opportunities for visitors to connect deeply with the natural world; a vision not corrupted or coerced by economics or politics."

This isn't a bad prescription for any wild area whether it is managed by the NPS or not.

Many readers who have not worked in Yosemite Valley are likely to find the place names and sites a bit confusing. I must confess that the 40 years or so since I worked there have dulled my perceptions a little, also.

Readers not versed in the intricacies of the NPS planning process may find sections of this book require heavy lifting. This is a fascinating look at how Yosemite operated at a time when, in the midst of recovering from a natural event — the flood — it had too many projects and too much money on hand to assure orderly, environmentally sensitive planning.

The author was in the middle of much of what happened. I think *Ranger* readers will find her observations quite interesting. 

*Rick Smith is a life member and former president of ANPR and the International Ranger Federation.*

**EDITOR'S NOTE: We don't usually publish so many book reviews in one issue, but they arrived in a flurry this time. Rather than hold a few of them until fall, we decided you might like to restock your bookshelves now. Happy summer reading!**

## The Professional Ranger

### Administration

**Deadlines Loom in Administration**—The world of administration is in a state of flux in the National Park Service. There seem to be many unknowns right now.

I know there are many folks waiting to read the regulations on the new Pathways program, originally slated to be published April 1. This new program will replace the STEP and SCEP programs, which are our current hiring authorities for student hires. The world of human resources is waiting to interpret these new guidelines once they do get published. In the meantime the current authority remains, and parks are scrambling to meet their summer hiring needs under these authorities before Pathways has the potential to change the way parks recruit and hire students.

The final rule implementing the Pathways Program is now available for public preview. It will take effect July 10, 2012. Agencies may continue to use the existing student and Presidential Management Fellows hiring authorities until the effective date of the final rule. The Recent Graduates Program will become available to agencies after the effective date of the final rule and the agency's completion of a memorandum of understanding with OPM. See [www.opm.gov/HiringReform/Pathways/](http://www.opm.gov/HiringReform/Pathways/)

In addition, a webpage has been set up for the Pathways transition. NPS employees can access it at <http://inside.nps.gov/index.cfm?handler=viewnpsnewsarticle&type=Announcements&id=11875>.

The finance world is steadily marching toward the Financial and Business Management System deployment with a firm go-live date of November. Many administrative staff and FMSS staff will have attended the first round of training workshops by early summer. One thing we can count on is more deadlines to reach for the necessary data cleansing before the go-live deadline.

Another deadline is centered on the accountability of superintendents and their parks. The certification of management controls is a yearly reporting requirement by the regional directors to the NPS director. This assurance statement is required by the Federal Managers Financial Integrity Act and serves to verify that internal controls are in place to assess the effectiveness and efficiency of operations and compliance in certain areas deemed "high risk."

Park managers are asked to certify 10 action items evaluating financial and programmatic internal controls and in monitoring and correcting all internal controls. Programs such as the charge card, property, collection operations, undelivered orders, dam safety, concessions, occupational safety and health, structural fire, wildland fire, aviation and law enforcement all have required annual audits and reports

that must be certified as completed in the assurance of management controls letter.

Now that administrative personnel have survived the Servicing Human Resource Office and Major Acquisition Buying Office transitions, we are gearing up for the next migration. We are beginning to learn the full impacts of the planned Information Technology Transformation. Plans are being revealed on how the Department of the Interior will soon move to a seamless and unified IT operation. We are waiting to see how the current IT specialists at the park level will be absorbed and transitioned into this new approach to managing IT. The parks stand to lose once again the supervisory control and the ability to direct day-to-day operations of another administrative function. I should have more information in the next issue.

As you have read, there are several deadlines and changes coming in the next few months to the world of administration. My hope is that you will be kind to your administrative staff as they weather the next phase of the FBMS transformation and the beginning stages of the IT transformation.

Park superintendents will be expecting full compliance of the assurance statement, and of course, HR, supervisors and students are waiting for the Pathways regulations to arrive. I'd say we should take a number but I'm not sure what to get in line for first. □

— Michelle Torok, Saguaro

### Interpretation

Washington, D.C., is not just our nation's capital, it's also the epicenter of our nation's identity. For that reason I was excited about the opportunity to return to the city as an adult and visit some of the sights I hadn't seen since my childhood.

My first walk to the National Mall occurred early on a Monday morning, and it turned out to be a walk I'll never forget.

I didn't bring a camera to Washington, so I captured my trip with a pen and paper. I started writing down my impressions as I walked past the State Department heading south on 21st Street. Here are just four of the things I wrote down.

- Two fingers tracing a name etched on a polished granite wall. All alone yet connected.
- Staring at the words of an assassinated president, a woman slowly shakes her head, quietly utters "wow," closes her eyes and prays.
- A pool under construction, reflecting nothing, except a nation continually struggling to form a more perfect union in which all men

are created equal.

- Weakened by age, yet strong enough to stand straight and salute, one who survived honoring the 404,800+ who didn't.

Eventually, I ended up at the base of the cracked and weakened Washington Monument. While looking up toward the top, I thought it made a great metaphor for where I believe the country is. Then I turned around and looked at the White House and reflected on the fact that the man who now resides at 1600 Pennsylvania Ave. would have counted as only three-fifths of a person when the first president was sworn in. As I watched the White House glow in the early morning light, I realized that sometimes it's important not to fixate on where you or your country are but appreciate how far you have come.

Creating our nation was the easy part. Living up to the ideals that founded it is infinitely more difficult. The monuments and memorials of the Mall are a great place to discover that truth. They also are a great place to find the support needed to overcome those difficulties.

From a professional point of view, my walk was interesting. I didn't speak to a single person, not even an interpreter during the hour I spent on the Mall, yet everything interpreters are trained to help visitors do was achieved. I had become more connected to stories being told, and I had found meanings not only in those stories but in myself.

That experience has driven the message of this column: Interpretation is not always necessary. In fact, it is often the case that the best thing an interpreter can do is get out of the way and let the visitor interact directly and independently with the resource.

The reason why this works is simple: the resources we have the privilege to conserve are so powerful that often they can speak for themselves, and the language they speak is that of all mankind. The stories of our evolution as a people and species are complex. They highlight all that is good and bad about us and our actions. They also provide the best possible base from which to grow. □

— Joshua Boles, Wright Brothers

## Oral history project

Progress continues in developing the ANPR-sponsored National Park Service oral history pilot project. Developed in partnership with the Coalition of National Park Service Retirees and the NPS National Center for Cultural Resources, it is being designed to create an electronic database repository of oral histories made from interviews with NPS employees, both retired and active.

The objective is to develop a proactive program designed to systematically gather the oral history of the NPS for historical purposes and to train future NPS leaders. ANPR is assisting to fund the project and in designing the pilot project with scheduling both training and interview sessions.

Current and past ANPR board members recently attended an NPS-sponsored oral history workshop as part of the interviewer training program. The goal is to perform initial oral interviews with select interviewees this summer and arrange for documenting further interviews this fall at the Ranger Rendezvous in Indian Wells, California.

It is hoped the annual Rendezvous will provide an important recurring venue for conducting future interviews with NPS employees. Members of the planning team met in May with LuAnn Jones, historian with the NCCR, to initiate the next phase of the effort.

ANPR members who wish to support the

oral history project are encouraged to make a monetary donation to the Rick Gale Memorial Fund. It can be done online at [www.anpr.org/donate.htm](http://www.anpr.org/donate.htm) by checking the appropriate line indicated to note your donation is for the Gale Memorial Fund.



## NPS employee-centered organizations to meet

In preparation to commemorate the centennial anniversary of the NPS in 2016, ANPR has been invited to meet with other NPS employee-centered organizations. The meeting, scheduled for June 14 in Boston, gathers leaders representing national-level organizations that further the concept and operation of the NPS and the welfare of Service employees.

The 100th anniversary will not only commemorate the promise of public stewardship fulfilled by the Service since 1916, it also will highlight the great challenges of the future. The organizations invited to this initial meeting have their own distinctive role, mission and vision — their own challenges — and have achieved their own successes.

“Bringing these agency employee-centered organizations together,” said ANPR president Stacy Allen, “offers a great opportunity to collectively coordinate the various approaches each are now individually formulating to commemorate the centennial. We hope to discuss and develop ways our individual organizations

can work together toward common goals through 2016 and beyond.”

One of his primary meeting goals will be to communicate the momentous opportunity ANPR has accepted, in partnership with the International Ranger Federation, to develop, coordinate and host the Eighth World Ranger Congress in 2016.

Allen noted: “Through its sponsorship of the congress in 2016, ANPR possesses the rewarding challenge to provide a provocative, professional and meaningful personal experience for the rangers and park employees from across the globe who will be attending the first congress to be hosted in North America. The international gathering will be one of the major signature events conducted in direct association with the centennial anniversary of the National Park Service.”

The Boston meeting offers ANPR an important opportunity to jointly explore ways to effectively partner with and support these sister organizations, along with the NPS, in planning for and participating in their respective 2016 anniversary programs and activities.

Organizations invited to attend the meeting include the Employees and Alumni Association, Coalition of National Park Service Retirees, George Wright Society, Quebec-Labrador Foundation, ANPR and the NPS Washington Office. □

## Protection

### Seasonal Ranger Academy Accreditation

— For the incoming generation of seasonal protection rangers, a path to a new era in law enforcement training has just been paved by a monumental joint effort from the National Park Service, its partnering seasonal ranger academies and the Federal Law Enforcement Training Center, or FLETC.

Last year the NPS achieved a milestone in the history of seasonal ranger training when its newly standardized Seasonal Law Enforcement Training Program was awarded accreditation by the Federal Law Enforcement Training Accreditation Board, comprised of representatives from the FBI, FLETC, Veterans Administration, Border Patrol and more.

A FLETA-appointed assessment team visited the SLETP last July at Southwestern Community College in Franklin, N.C., directed by Curtis Dowdle, to review its

policies, procedures, and operations, tour its facilities and interview key academy personnel.

At a board meeting last November in Annapolis, Don Usher, NPS-LETC superintendent, and Tammy Keller, NPS-LETC’s branch chief of basic training programs, formally presented the NPS SLETP to FLETA members. The board conducted a formal review of the program and voted to award accreditation to the NPS for three years, after which the agency and academies must go through a re-accreditation process.

Some of the improvements that come with the new SLETP:

- 400 core hours (up from the former 332). Academies can *add* hours to this core, but cannot subtract from it.
- Increased inclusion of hands-on, tested practical exercises (PEs) and hands-on, untested labs, complete with hazard assessments on those PEs and labs

- Standardized lesson plans for core subjects
- Standardized equipment; everything from duty belts and firearms to radios and cruisers (as well as standards for leaning and maintaining that equipment)
- Standardized documentation requirements

Also, the new SLETP features these two elements:

### Standardized Instructor Requirements.

Previously, instructors wishing to teach at the academies typically either had to be currently serving as an officer with a law enforcement agency, or be a retired officer, teach a few classes and receive positive reviews from students and the academy leadership. In most cases, this attracted competent, skilled instructors, but the quality and content of a class might be different from other academies. With accreditation, instructors must

*continued on next page*

## Professional Issues

(continued from previous page)

meet stringent minimum standards:

1. High-liability subjects, such as control tactics and firearms, instructors must either:
  - a. Be FLETC-certified to teach the subject or
  - b. Be certified to teach the subject by the academy's home state Peace Officer Standardized Training (POST) AND complete the FLETC Firearms or C-Tac Instructor Refresher Course AND be "bridged" into the NPS Firearms or C-Tac programs so that they are qualified to teach NPS standards rather than POST standards.
2. Non-High Liability Subjects: Instructors must either:
  - a. Have completed POST certification to instruct at an LE academy or
  - b. Complete a FLETA-approved two-week instructor training program.

**Standardized Student Evaluations.** Rather than pen and paper exams turned into and graded by academy staff, students will now be evaluated via an on-line testing software program, which is centrally administered and controlled by FLETC. Known by its mnemonic MOODLE, for Modular Object Oriented Dynamic Learning Environment, this software allows administrators to create and manage standardized tests, and then simply arrange for said tests to be available to a particular academy's students at the date and time requested by that academy. Dowdle

said the academies use MOODLE to "communicate with FLETC."

Once academy graduates are hired and commissioned by their first park, they must complete a seasonal law enforcement task book by the end of their first season. These are similar to position task books used in the wildland fire and search-and-rescue arenas, and similar in content to the existing Field Training and Evaluation Program. These task books "will ensure a ranger's competency to function in the field," Keller said.

Accreditation means that regardless of which academy a prospective seasonal protection ranger candidate chooses to attend, she or he will receive the same number of hours and quality of training, in the same subjects, from the same quality of instructors, using the same quality of equipment, be evaluated (tested) in the same manner, and held to the same standard.

Those qualities and standards are held high by the FLETA Board...so high, in fact, that if *any* of the academies violates and/or falls short of any of the standards, the NPS as an agency—and therefore ALL the other academies—loses its accreditation.

Through this arrangement, personnel at each of the academies know that they're being monitored closely, not only by FLETA, but by the NPS and their sister academies.

Twelve seasonal ranger academies, based in various locations throughout the country, partner with the NPS to offer the basic, 400-hour training program. They are:

Colorado Northwestern Community College, Rangle, Colo.  
Hocking College (National Ranger Training Institute), Nelsonville, Ohio  
Northern Arizona University, Flagstaff, Ariz.  
San Antonio College, San Antonio, Texas  
Santa Rosa Junior College, Santa Rosa, Calif.  
Skagit Valley College, Mount Vernon, Wash.  
Slippery Rock University, Slippery Rock, Pa.  
Southwestern Community College, Franklin, N.C.

Temple University, Ambler, Pa.  
Unity College, Unity, Maine  
University of Massachusetts, Amherst, Mass.  
Vermillion Community College, Ely, Minn.

For many in the protection ranger field, this new era of law enforcement training for seasonals has been long anticipated.

Gone are the days when three or four seasonal rangers compare notes from their training only to discover that one of them learned "Method A" for a particular critical skill while the others learned "B" or "C." Instead, all graduates will learn the same material, presented in the same way, and then be held to a testing standard. This should lead to a more professional ranger workforce patrolling America's national parks.

For more information on the seasonal ranger academies and accreditation, visit ANPR's website at [www.anpr.org/academies.htm](http://www.anpr.org/academies.htm). □

— Kevin Moses  
Buffalo National River

## ANPR Reports

### Kudos List

These people have either given a gift membership to a new member or recruited a new member or an old member to return to ANPR. Thanks for your membership help.

Meg Weesner	Jane Rodgers
Patrick Goss	Susie Menard
Corinne Fenner	Bill Overby
Ken Bigley	Jason Allen
Wendy Lauritzen	Elizabeth Evans
Glenn Fuller	Alison Steiner
Jennifer Conrad	Dennis Burnett

### Professional Issues

The topic this time is the Office of Personnel Management and the new Electronic Questionnaires for Investigations Processing (e-QIP). Recently I spent approximately eight hours filling out the e-QIP to update my background investigation. I have been fairly lucky in the past 10 years because I have been in the same park for a few years, but I feel bad

for National Park Service employees who move around every six months or so.

Completing an SF-86 can be a long daunting task. I think it is making life easier because it's easy to fill out and there's feedback if you miss dates or enter the wrong information. Most of us have done our seasonal hiring for this summer, but I would like to give some advice for completing the electronic or written SF-86.

1. Be as detailed as you possibly can. This means no breaks in places where you have lived or being sure to list nonemployment lasting greater than 60 days. Remember, if you are using the eQIP, eSF-86 the system will not let you verify the check at the end of the electronic form if there are errors such as time gaps in employment.
2. Be honest! Don't lie on any aspect of the form or investigation — you'll get caught. You can lie by acts of omission, also.
3. Keep in a safe spot all physical addresses of places you've lived. It's frustrating when you move and have to dig up all prior residences over a five-year span.

4. If you are resubmitting a SF-86 or getting an update, *don't* skip items that you placed on your past SF-86. Skipping information can look like omitting items to cover up something. It's a red flag for OPM.

5. Print out or copy every background investigation you've completed and keep it in a safe place. Dig it out when you have to update your background investigation. Use the old one to fill out your new one.

6. If you verify your information on the eQIP site and forgot to put a piece of information on it, be sure to bring it to the attention of your investigator during your interview.

It seems that small items can get the investigation kicked back and rejected, meaning another set of fingerprints (this costs money in certain places) and your employees may not get to start their season in time or at all.

Note that my email has changed. Please send all ANPR-related emails to my new Gmail account at [jessicakorhut@gmail.com](mailto:jessicakorhut@gmail.com).

Have a fun and safe summer season!

— Jessica Korhut, Bighorn Canyon



Logo design courtesy of Melissa Dalgetty

## Several training sessions planned for Rendezvous

**M**ark your calendar for the upcoming Ranger Rendezvous in late October. A variety of training sessions are planned as part of the theme, “Enhancing the Green & Gray.” This 35th annual gathering is from Oct. 28-Nov. 1 at the Miramonte Spa & Resort in Indian Wells, California.

Tentatively scheduled are training sessions on applying for federal jobs and career academies, with a working title of “Now I have a job with the NPS, how do I get in the career of my dreams?”

In addition, another possible training is an all-day performance-based coaching session, led by Bill Wade, for new or future supervisors. ANPR hopes to firm up training offerings in early summer.

Rendezvous organizers are planning programs highlighting workforce diversity and workplace enrichment. Program chair Wendy Lauritzen, [anprangerwsl@gmail.com](mailto:anprangerwsl@gmail.com), is firming up commitment from featured speakers and program offerings.

Ashley Berry, overall Rendezvous coordina-

tor, is assisted by Jamie Bertram, ANPR’s treasurer. They can be reached at [ashleyberry2008@gmail.com](mailto:ashleyberry2008@gmail.com) and [jbertram\\_anpr@hotmail.com](mailto:jbertram_anpr@hotmail.com).

A community service project will once again be a part of this Rendezvous. Mark Saferstein is spearheading this effort, and details may be available soon.

The conference room rate is \$99 plus taxes and resort fees for a single/double standard guest room from three days before until three days after the conference closes. Call the hotel at 800-237-2926 for reservations. *The first 50 people to book rooms under ANPR’s block will receive an ANPR logo mug.*

In addition, as soon as prices are set and confirmed for various Rendezvous offerings, the conference registration form will be on the ANPR website: [www.anpr.org](http://www.anpr.org). You will receive an email alerting you to the opening of registration.

An ANPR member plans to coordinate room and ride sharing to help defray expenses for attendees. Contact Alison Steiner at [rangeralison@gmail.com](mailto:rangeralison@gmail.com) if you’re looking to share

**Oct. 28 - Nov. 1**  
**Miramonte Resort**

First 50 hotel registrants will receive an ANPR logo mug. Sign up now at 800-237-2926.

rooms or rides to Indian Wells.

ANPR hopes to award several scholarships to first-time attendees through the Bill Supernaugh Memorial Scholarship Fund. Applications will be accepted online by late summer.

The Palm Springs area, a two-hour drive from Los Angeles or San Diego, has direct flights from throughout the country. Airports are in Palm Springs, Ontario, 65 miles away; Orange County, 90 miles; Los Angeles, 110 miles; and San Diego, 140 miles.

For more information about the area, go to [www.indianwells.com](http://www.indianwells.com) and [www.visitpalm-springs.com](http://www.visitpalm-springs.com).

Please remember that this event is an important fundraiser for the organization. Your generous support is needed. 

## All in the Family

Send your news to Teresa Ford, *Ranger* editor: [fordedit@aol.com](mailto:fordedit@aol.com) or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. You also can send All in the Family news and update contact information at ANPR's website: [www.anpr.org](http://www.anpr.org). Go to **Member Services**.

Retired career NPS employee **Glen Bean**, also a life member of ANPR and the Second Century Club, died April 4, 2012, in Alamosa, Colorado. He was 96. He joined the NPS after World War II, served as a ranger and superintendent in 10 national parks and worked in four administrative offices. More information about his life is in the Alamosa newspaper: [www.alamosanews.com/v2\\_news\\_articles.php?heading=0&page=73&story\\_id=24371](http://www.alamosanews.com/v2_news_articles.php?heading=0&page=73&story_id=24371)

**Nicholas Capps-Henke** has transferred as a protection ranger to Whiskeytown from Homestead of America/Lewis & Clark Trail.

**Tom Ferranti** retired Dec. 3, 2011, from his position as deputy associate director for workforce management after 36 years with the NPS. He held that job for three years. New address: P.O. Box 880, Buckeye, AZ 85326; 623-322-2070, [tomferranti@aim.com](mailto:tomferranti@aim.com).

**Woody Harrell**, an ANPR life member, has retired as superintendent at Shiloh and is now

hiking the 2,184-mile Appalachian Trail with wife **Cynthia**. He embarked on the new venture just two days after the end of the Shiloh sesquicentennial observances. He held the superintendency for nearly 22 years. His first NPS job was at Moores Creek in 1968. The Harrells are chronicling their journey at [www.trailjournals.com](http://www.trailjournals.com). The journal is listed under the couple's Appalachian Trail names — the Troverts — with Woody being N-Trovert and Cynthia being X-Trovert.

**Rick Mossman**, chief ranger at Wind Cave and an ANPR life member, has retired after 35 years of federal service. After earning a bachelor's degree in wildlife management from Kansas State University, he began a career that spanned units from Washington, D.C., to Alaska. His first permanent job was as an interpreter at Ford's Theatre. He also worked at Grand Canyon, Yellowstone, Wrangell-St. Elias and Glacier Bay in law enforcement, search and rescue, emergency medical response, and wildland and structural firefighting. He plans to continue living in Hot Springs with wife **Julie** and two sons **Thomas and Jackson**.

**Alison Steiner** has started a term position as assistant wilderness coordinator at Sequoia-Kings Canyon. She worked for eight years as a backcountry ranger at Sequoia. She is a Ph.D. candidate in environmental history at the University of California at Davis. □

## Get active on Promotive for deep product discounts

ANPR members are eligible to purchase many outdoors products at a reduced rate, often wholesale prices. More than 175 companies have now joined the team through [www.promotive.com](http://www.promotive.com).

At this website you can apply as an ANPR member and, once verified, have access (from that website) to dozens of company's pro-deals, including Teva, Xterra, Simple, Moving Comfort, Teva, Leki, Timbuk2, Marmot, Suunto, Gregory, Helly Hansen, New Balance and more.

The brands recognize your role as an industry influencer and offer these deep discounts in exchange for spreading the word about their products. Sign up at [www.promotive.com/ext/anpr](http://www.promotive.com/ext/anpr)

1. Click on the "Apply" button under Join Team.
2. Enter team code: FA9A-5608-DAED-F443
3. Submit application, await verification.
4. Begin shopping.

Join now and you could make back your annual membership dues from just one deeply discounted purchase.

## Join ANPR on social media

facebook

LinkedIn

Visit [www.facebook.com/parkrangers](http://www.facebook.com/parkrangers) or search for Association of National Park Rangers on either site.

Connect with friends and work colleagues.

Discussions, photos, news and more.

## Welcome (or welcome back) to the ANPR family!

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

Kimberly Acuff.....	Midland, TX	Erika Jostad.....	Kings Canyon NP, CA
Matthew Adams.....	Acworth, GA	Eric Knackmuhs.....	Buxton, NC
Wendy Allison.....	Granby, CO	Jake Koch.....	Vicksburg, MI
Beth Betts.....	Los Alamos, NM	Zach Koch.....	Ganado, AZ
Mario Boles.....	Alpharetta, GA	Darin McCullough.....	Emporia, KS
Charles Brookshire.....	Steamboat Springs, CO	Joseph Miller.....	Kings Canyon NP, CA
Ben Chowen.....	Welch, MN	Sheah Mucci.....	Bellingham, WA
Jessica Collins.....	Grayson, KY	Catherine Peterlein.....	Flagstaff, AZ
Mark Cutler.....	San Antonio, TX	Abel Plaud.....	Franklin, ME
Don Daniel.....	Sparks, NV	Christopher Plummer.....	Alpharetta, GA
Susan Darrell.....	Hingham, MA	Rebecca Rannow.....	Baltimore, MD
David Davenport.....	Midland City, AL	Monica Rinne.....	Three Rivers, CA
Bethany DeRango.....	Tucson, AZ	Leo Scherban.....	San Diego, CA
Nicole Devanny.....	Crested Butte, CO	Erin Schlager.....	Richfield, MN
Alexander Emert.....	Stroudsburg, PA	Christopher Schrupp.....	New Ulm, MN
John Eveland.....	Prescott Valley, AZ	Elliot Schultz.....	Waupaca, WI
Tom Ferranti.....	Buckeye, AZ	Dan Shea.....	Kansas City, MO
Greg Galloway.....	Flagstaff, AZ	Denise Smith.....	San Jose, CA
Aaron Goss.....	Tallahassee, FL	John Souva.....	Camden, NY
Jennifer Goucher.....	Normal, IL	Ken Till.....	Fort Collins, CO
Prudence Grissom.....	New Orleans, LA	Seth Tinkham.....	Alexandria, VA
David Hanna.....	Washington, DC	Danielle Tourje.....	Weyers Cave, VA
Sam Heindel.....	Kaukauna, WI	Martina Varesio.....	Vineland, NJ
Mark Huguley.....	Columbia, SC	Brian Vickers.....	Monument, CO
Trista Isaacs.....	Montrose, CO	Kenneth Wilkinson.....	Bellevue, NE
Daniel Jacobs.....	Santa Fe, NM		



## Koeglers visit two new parks to bag all 397 units ANPR member Woody Harrell also completes all park visits

Fred and Debbie Koegler's bucket list included visiting two more national park units to complete the full sweep, this after new sites were added late last year.

Paterson Great Falls in New Jersey and Fort Monroe in Virginia were the 396th and 397th units named late last year. They were announced after the Koeglers' article in the winter 2011-12 *Ranger* after visiting the full count (then 395).

The Koeglers did it in style in late March as members of the National Park Travelers Club. Another member of this club, Woody Harrell, also has visited all the park units but didn't attend the group's special Fort Monroe visit. An ANPR life member, Harrell recently retired from the NPS and is hiking the Appalachian Trail for six months.

Fort Monroe superintendent Kirsten

Talken-Spaulding, a life member of ANPR, welcomed the group and gave a history and tour. She helped them understand the community sources that come into play as the NPS assumed responsibility for the moat-surrounded Army base, which has been instrumental since the Civil War. She spoke about the diversity the site adds to the community and the future plans that will make it a rich and cultural place to visit and use.

Fort Monroe was named the 396th park unit of the current 397. For the Koeglers, it was their last site to visit because they already had journeyed to Paterson Great Falls.

Have any other ANPR members visited all national park units? Or are you working on it? Please send a note to the *Ranger* editor at [fordedit@aol.com](mailto:fordedit@aol.com) to relay any interesting stories or photos. 📷

## Life Century Club Members

Life members who contribute an additional \$125 are 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; **Fifth Century** to \$1,000; and **Sixth Century** to \$1,250 or more.

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

### 2nd Century Club

Lawrence Belli	Ron Konklin
Tony Bonanno	Bob Krumenaker
Jim Brady	Mary Laxton
Paul Broyles	Tomie Patrick Lee
Rod Broyles	John Mangimeli
David Buccello	Colleen Mastrangelo
Patricia Buccello	Jack Morehead
Dennis Burnett & Ginny Rousseau	Rick Mossman Aniceto Olais
Michael Caldwell	Tim Oliverius
William Carroll	Bill Pierce
Cliff Chetwin	Tom Richter
Bruce Collins	Bryan Swift
Bruce Edmonston	Mark Tanaka-Sanders
A.J. Ferguson	Dale & Judy Thompson
Mitch Fong	Victor Vieira
Hal Grovert	Karen Wade
Dr. Russell Clay Harvey	Philip Ward
James Hummel	Kathy Williams
Craig Johnson	Janice Wobbenhorst
Margaret Johnston	Phil Young

### 3rd Century Club

Erin Broadbent	Dan Moses
Carl Christensen	William Quinn
Kathleen Clossin	Edward Rizzotto
Maureen Finnerty	Teresa Shirakawa
Rebecca Harriett	Barry Sullivan
Steve Holder	John Townsend
Mary Karraker	Bill Wade
Dave Lattimore	
Jonathan Lewis	

### 4th Century Club

Deanne Adams & Tony Sisto	Bruce & Georjean McKeeman
Vaughn Baker	Jean Rodeck
Deborah Liggett	Rick Smith
Jay Liggett	Nancy Wizner
Scot McElveen	

### 5th Century Club

Rick Erisman  
Butch Farabee

### 6th Century Club

Dick Martin  
Stacy Allen

### 7th Century Club

Bill Wade

### 8th Century Club

Wendy Lauritzen

## ANPR begins new health insurance July 1

Transamerica is the new insurer for ANPR members who are seasonal workers or volunteers and need affordable health benefits.

ANPR will end its five-year association with Aetna and transition to Transamerica July 1. It offers comparable monthly premi-

ums and richer benefits. All details are on the website at [www.anpr.org/insurance.htm](http://www.anpr.org/insurance.htm).

Current enrollees have been notified about the upcoming change effective July 1. Help spread the word about this benefit to prospective ANPR members.

# 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 is each fall with an annual membership period of Jan. 1 to Dec. 31. Membership for those who join Oct. 1 or after will last the entire next year.

### 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 (lump sum payment)

ACTIVE (all NPS employees/retirees)      ASSOCIATE (other than NPS employees)

- |   |   |
|---|---|
| Individual <input type="checkbox"/> \$2,500 | Individual <input type="checkbox"/> \$2,500 |
| Joint <input type="checkbox"/> \$3,000      | Joint <input type="checkbox"/> \$3,000      |

OR life payments made be made in three installments over a three-year period. Rates are \$850 per year for individual or \$1,025 for joint. If full payment isn't received by the third installment due date, the amount paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. Check here if you want to make payments in three installments \_\_\_\_\_.

### 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 \_\_\_\_\_

TOTAL ENCLOSED: \_\_\_\_\_

Membership dues in excess of \$45 a year may be tax deductible. Consult your tax adviser.



## 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 98-02, GRCA 02-07) \_\_\_\_\_

New Position (title and area) \_\_\_\_\_

Old Position (title and area) \_\_\_\_\_

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

Other information \_\_\_\_\_

### Payment by Visa or MasterCard accepted:

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Please mark your job discipline:

- \_\_\_\_ Protection
- \_\_\_\_ Interpretation
- \_\_\_\_ Administration
- \_\_\_\_ Resources
- \_\_\_\_ Maintenance
- \_\_\_\_ Concessions
- \_\_\_\_ Park Partner
- \_\_\_\_ Other – list: \_\_\_\_\_

### Special Supporters

Contact the president or fundraising board member for details on special donations. Check the website at [www.anpr.org/donate-ack.htm](http://www.anpr.org/donate-ack.htm)

**Return membership form and check payable to ANPR to:**

**Association of National Park Rangers  
25958 Genesee Trail Road, PMB 222  
Golden, CO 80401**

### Send news to:

Teresa Ford, Editor  
[fordedit@aol.com](mailto:fordedit@aol.com) or  
25958 Genesee Trail Road, PMB 222  
Golden, CO 80401  
or visit ANPR's website: [www.anpr.org](http://www.anpr.org) and  
go to **Member Services** page

# Cooking Outdoors



**Charcoal Grills-**  
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 adjustment styles.



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## IRF Update

### Seventh IRF World Ranger Congress – November 2012

Registration remains open for the Seventh IRF World Ranger Congress Nov. 4-9 in Tanzania, Africa. The conference will be set at the Ngurdoto Mountain Lodge near Arusha, which has easy access to many national parks and world sites, including the Great Rift Valley, Olduvai Gorge, Mount Kilimanjaro, Tarangire and Arusha national parks.

To register, sign on to the PAMS website at: [www.pamsfoundation.org/world-rangers-congress](http://www.pamsfoundation.org/world-rangers-congress) (you can also access it through the IRF website at [www.int-ranger.net](http://www.int-ranger.net)).

If you haven't previously attended a World Ranger Congress, you should definitely make plans to attend this one. As an ANPR member, you will be accepted as a representative of ANPR, which is a founder and member of IRF.

I hope to see you there! Travel well. □

— Tony Sisto  
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