

RANGER

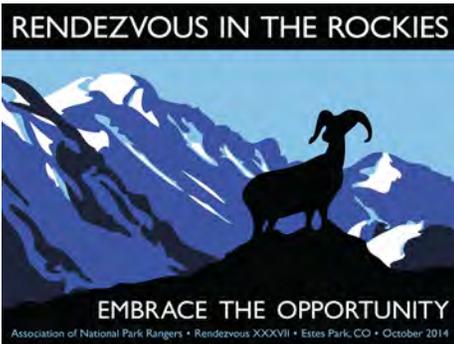
The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 30, No. 3 | Summer 2014

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Memorial Day reflections

Every year Antietam National Battlefield hosts the Memorial Illumination: 23,000 lights on the battlefield for each one of the 23,000 killed, captured or wounded on that fateful countryside during the battle. Points of light illuminate the little church for every man who fell as the fighting raged. An eerie glow brightens the sunken road where even more were cut down. An old stone bridge is wreathed in light marking soldiers' last moments on earth. But if a candle is lit every place where an American fell for freedom, from the roaring seashore of Iwo Jima to the peaceful depths of the Ardennes, an otherworldly glow would commemorate liberty worldwide.

— Stephen Moroz
Waldorf, Maryland



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ANPR Calendar

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

Ranger (Winter issue) deadline Nov. 15

Ranger Rendezvous XXXVII Oct. 22-26

YMCA of the Rockies

Estes Park, Colorado

RANGER

The Journal of the Association of National Park Rangers

Vol. 30, No. 3 Summer 2014

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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

Our Association will host the 37th Ranger Rendezvous Oct. 22-26 in Estes Park, Colorado. The annual Rendezvous is the primary time each year when members can meet in person to collaborate and connect with others from around the Service.

There are formal addresses from leaders within the agency and the conservation community. Training sessions this year will focus on leadership at all levels and development of field skills intended to augment what you receive at your home unit. Breakout sessions will explore a broad range of topics related to national park areas and their management.

We will continue to conduct interviews for our ongoing oral history project and present a session to train interviewers. You will hear updates about the Eighth World Ranger Congress that ANPR will host in 2016, and this presents an opportunity for members to get involved with the planning team. There are ample occasions for informal networking. You will find specific information in this issue and on our website at www.anpr.org.

If you have never attended the annual Rendezvous, I want to reach out to you to join the event this year. The setting is spectacular, adjacent to Rocky Mountain National Park. You can visit the park as part of the scheduled field trips or on your own. At the heart of each Rendezvous is the opportunity to expand your community beyond your park through formal

sessions, informal activities and shared meals at this venue. If it has been some time since you have attended a Rendezvous, I want to welcome you back. We anticipate strong attendance and you are likely to reconnect with old friends and meet new ones.



Attendees at the Rendezvous invariably return home with a renewed sense of engagement and enthusiasm about their work with the National Park Service and the Association. Attending Rendezvous reminds each of us why we are a part of ANPR and what we love about caring for our nation's treasures.

I look forward to seeing you in the Rockies this autumn.

Erika Jostad

IN THIS ISSUE

Russian activist Kollontai Alexandra could have been thinking about the National Park Service when she said, "Some third person decides your fate: This is the whole essence of bureaucracy." Her words are perhaps reflected in Horace Albright's worry that, if not careful, the NPS would turn into just another bureaucracy.

One of ANPR's most striking contributions has been the official professionalization of the ranger. ANPR was on the forefront of the ongoing struggle to obtain professional recognition and compensation for rangers and other NPS professionals. Great strides were made raising pay scales and opening doors to passionate, long-suffering seasonals. With ANPR's support, even dual careers were addressed by 1994.

The tide of public opinion has turned. Unheard of in the 1990s, GS-1's now stand in green and gray where GS-9's once stood. The NPS ranks low in surveys of good places to work. What happened? And more importantly, what can ANPR do to turn this tide?

In this issue, we explore these questions, but the stories reflect only part of the conversation. Several prospective authors were reluctant to share their stories, fearing reprisal and the perception of whining.

We feature three stories of optimism. Marie Sauter and her partner and David Smith and his partner fell in love both in and with national parks. They share their tales of making dual careers work in spite of NPS policy. Andrew Mizesak speaks from the outside to offer a primer on taking back ground lost to the changing tide. □

— Kendell Thompson, *Ranger* editorial adviser

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COVER: Rangers David Smith and John Evans and their children, Dante and Jakiah, pose for a Christmas photo on the South Rim of the Grand Canyon in 2010. The family next was transferred to Washington, D.C., and now resides in Kansas.



Rodney and Marie Sauter

Affairs *of the* Heart

By Marie Frias Sauter, White Sands

When we said “I do” 14 years ago, I didn’t really understand the implications of being a “dual career” couple in the National Park Service. But life is a journey and with my husband, Rodney, we pledged, for better, for worse, in love and support, to take that journey together. So away we went. They say it is not the end but the journey that counts most. It didn’t take long for me to discover the NPS meaning of dual career and gain a deeper understanding of the commitment that the NPS definition holds for the intrepid dual career couple.

What does dual career mean and how is it defined? Is this phrase reserved for federal

employees, professionals or couples separated by zip and area codes? For us, since we met and worked in the same national park in a region with local opportunities, dual career seemed straightforward. But the stakes rose considerably when I chose to consider a position in upper management many states away. Rod and I spent hours discussing, weighing, evaluating, compromising and then finally agreeing. When the offer came, I accepted. It was our decision.

The meaning changed dramatically when we journeyed cross-country together, me to my new post, and he to uncertainty. As we trekked into the unknown, we discovered that dual careers in remote places were more challenging for federal employees. What had we done? We would find out.

Rodney tested the waters with a three-year career change to a field outside the NPS. Ultimately this hiatus would end when he returned to the NPS, accepting a position 10 hours from our home. Making adjustments to accommodate career decisions and maintain commitment to each other became a game of chess during the next half of our marriage. We searched for opportunities that suited our

individual but companion careers, and yet fit within a limited geography. We were strategic. We were flexible. We were long suffering. And we were often apart. Sound familiar?

As part of a couple separated by zip and area codes, I made an unexpected discovery that there are more dual career couples than I ever imagined. Friends and colleagues from all walks of life — teachers, scientists, corporate professionals, parents, career military personnel and a never-ending supply of NPS co-workers — shared their experiences of the dual career journey. They told me tales of joys and tensions, and they shared, almost with pride, their respective length of separation. And they spoke of their commitment too. There seemed to be an understood “badge of courage” given for long suffering that elicited sympathy and compassion. Knowing that these couples managed to have a career while living apart, but that they were eventually rejoined, inspired me to look on our new dual career situation with hope.

We found that among the challenges, there were also rewards of our dual careers and our disparate addresses. For example, we discovered that working in different parks or sites gave us

**We were strategic.
We were flexible. We were
long suffering. And we were
often apart. Sound familiar?**

an opportunity to share new professional ideas and solutions. A change in venue stimulated liberating and rejuvenating conversation. Similarly, when the other half lived in the “get-away home,” the alternate location gave one of us a nice break from the yard and the plumbing. But daily phone calls have been a must for our mutual support and to share our daily grind and our successes. Finally we set a goal to end living apart, to began working toward one house, one area code, one address, and one set of furniture and dishes.

Does the NPS’s 1994 Dual Careers Assistance Program and policy work? I think so. But as in all the other aspects of married life, couples must know their priorities, what they

are willing or not willing to sacrifice, know what or who — or whose career — is most important and when to give. This internal, honest conversation is essential in finding the middle ground as the dual career path is negotiated.

Do I have regrets about choices I have made? I prefer to look forward and stay in the journey, enjoy the unexpected, and dance with the twists and turns. Similarly, when I speak to dual career couples who have had full, rewarding careers, I have yet to hear regret in their voices, that they feel different choices should have been made.

Instead, I hear stories about a shared life journey, about choices, successes, support and commitment to each other. I hear passion for their careers, and passion for their relationships and significant others. These challenges, choices, compromises and commitments — and career choices — are affairs of the heart.

Rodney and I are closing the geographic gap after 3½ years apart. Through the willingness of managers who understand the condition of dual careers, our road has gotten shorter. We are grateful as we look forward to maintaining two careers from one address, one zip code and one home, with one washer/dryer, one garage and one set of dishes. 🏠

Marie Frias Sauter is a 25-year veteran of the National Park Service, starting her career at Great Smoky Mountains. She and Rodney met while working at the C&O Canal. They now enjoy living and working in southern New Mexico where Marie is superintendent at White Sands. Rodney is leaving the chief of interpretation post at Gila Cliff Dwellings for a new job as visitor center supervisor and volunteer coordinator at Chamizal National Memorial in early June. This enables him to commute to work instead of commuting to Marie on days off.

Mike Reynolds tackles difficult issues

With a reputation for fairness, integrity and competence, Mike Reynolds was tapped to lead a difficult, Servicewide mission. Three years after assuming the regional director position for Midwest Region, he was asked to uproot his family and leave world-famous Omaha steaks for the high stakes of a Washington, D.C., assignment. Mike has been tasked with fixing what ails the directorate of Workforce, Relevancy and Inclusion or WRI. *Ranger* editorial adviser Kendell Thompson caught up with Mike on his “day off” between unpacking, family events and a press of weekend emails to talk to him about his crucial new role.



Mike Reynolds

Ranger: The recently completed Transitional Management Assessment Plan or TMAP that was done for the WRI acknowledges that the National Park Service has struggled with the Equal Employment Opportunity Program, Learning and Development, and Human Resources functions. The report goes on to say that the Service is “at a pivotal point in managing not only the national heritage of a nation, but the equally significant resource that drives the heart and soul of any high functioning, diverse, relevant organization — its workforce.” While basically optimistic, the report takes an open-eyed, serious look at WRI, but also takes pains to avoid assigning blame or rehashing past exploits. The TMAP offers a roadmap for making improvements but still leaves out many of the “how to” details.

And in a moment of frank transparency, the TMAP admits that “there is a major credibility problem with this directorate.” Fixing the WRI is clearly a big task. Arguably, you may only have two years to achieve the report’s recommendations. Can it be done? What part of this report stands out to you as job No. 1?

Reynolds: Yes. We can make very positive changes to our Workforce systems, processes and policies, and this is a top-level priority. The TMAP team gave us a road map and many suggestions to do so. There is general agreement throughout the Service on the findings of the report, but we need to work still on how we will do it in our complex and decentralized organization. We are making that job one

TMAP

A Transitional Management Assessment Plan provides an assessment of the health of an organization at the time of management transition. This TMAP was initiated because the associate director position for Workforce, Relevancy and Inclusion changed in 2013, the makeup of the directorate was revised, and NPS leadership raised concerns regarding operational and programmatic effectiveness.

The TMAP team was assembled from NPS staff representing many regions, parks and the Washington Office. There were also outside representatives from other Department of the Interior bureaus, and consultants who brought workforce and facilitation experience to the team.

right now and are in the midst of creating a field-represented implementation strategy to address the findings. I really want field managers, human resource professionals and administrative leaders in parks and regions to be engaged and represented in bringing solutions to the table. It is a critical time and a huge opportunity. There is great support from our leadership right now to engage in fixes and ideas. I feel a lot of momentum.

Ranger: According to the report, there were “numerous interviews and survey and budget data analyses completed.” Are you satisfied that you gathered enough survey data to move
(continued on next page)

forward? What do we still not know about our workforce?

Reynolds: In this world today, it seems data is never enough, right? But in this case, I think the data for understanding where we can make changes, what our strengths and weaknesses are, what solution spheres work best in other parts of government is there. While the team did not have time to collect or talk to everyone, the same themes came through. We will have a continuous connection to data, and if we ask the right levels of the Service to be a part of the process for change, we will have the practical solutions we need and the best data in the field's hands to support it.

Ranger: The NPS recently dropped to No. 200 of 300 "Best Places to Work in the Federal Government," suggesting that employee morale is low. The TMAP notes that "leadership within the directorate is not consistently modeling supportive workplace behaviors, and many professional relationships are strained." Do you think there is a relationship between the morale of the NPS leadership and the attitude of the workforce? What does this mean to you as the new kid on the block? How will you approach this issue?

Reynolds: We are one of the finest agencies with one of the most inspiring missions for the American people, and we are, by our Organic Act, here for "future generations." This mission brings a talented workforce that is hugely committed to that mission, the parks and the programs they serve. But I want to deeply understand and fix this growing trend

of lowered morale and the feeling that there is a lack of support that seems loud in the numbers. I know the director has made this a top priority. The best advice we are being given from the data and experts willing to help us point to correcting our systems and processes — not to blame our employees — to make better and efficient administrative tools for them to do their jobs. I think you see this in the numbers. So we will be supporting leadership through focused training fed from analysis of the Employee Viewpoint Survey, and we will be thinking about how to more smoothly and quickly conduct our HR process with customer service and teamwork priority-one from the start. I hope all of us keep this trend in mind and work at all levels to address it. We have hugely dedicated employees; we need to help them thrive. Looking at administrative process is a great place to start.

Ranger: The TMAP says that money is not at the core of WRI's problems, but also points out that "the status quo (in EEO programs) is costing the agency financially," to the tune of \$450,000 per year in required corrective actions. How does this compare with similarly sized organizations? Is this simply the cost of doing business, or can we realistically hope to roll back that number?

Reynolds: We need to focus on protecting civil and employee rights and doing so as cost effectively as possible. We have high rates, but other agencies do as well. We will work closely with the EEO managers and leaders to address this. The TMAP gives us a lot of places to effect change.

Ranger: The TMAP also found that WRI had clocked some success, such as the Seasonal Recruitment Operations Center, and benefits and classification work. What do you see as the main strength of this directorate? Are there ways to leverage WRI's successes to make wholesale organizational improvements?

Reynolds: We have a lot of talent and skill in our central facilities like HROC, SROC and our SHRO teams nationwide in the field and regions. I want their operational voice heard, combined with a relentless customer service culture to connect with front-line field managers and staff in the human resource arena. We may not have the best organization of systems right now. There are always performance issues, but overall we have great people who are saying let me help to make this better. We also have to look at how we use these talents and how to organize them in a very complex park system.

Ranger: How does it feel to be back inside the Beltway? What souvenir did you keep from the Midwest?

Reynolds: My souvenir in this fast and vast culture of the Beltway is to keep as a guide, close in my mind, the values, strength and dedication of the Midwest teams I was proud to serve with as an RD. Washington is a place where I can help many people through Servicewide efforts. It is an honor to serve you all from here. This will take more than a few of us in D.C., but we will do our part here. And I hope, that by reaching a hand beyond the Beltway, the field will grab hold as a partner. 🏡

EDITOR'S NOTE: The second annual Big Cypress National Preserve poetry contest attracted more than 50 entries. Employees of Big Cypress selected the winners based on a poem's relevance to the preserve and artistic merit. The second-place poem seems to reflect the homelife issues addressed in this edition of *Ranger*.

Home

By Alison Nissen

Her legs are long.
She stands in the muddy waters,
Rooted and sure footed,
Arms stretched wide,
Bands of light touch her fingertips.
She reaches for more.
Her body twists,

Braced for the wild wind,
Tangled but strong.
She is adorned.
Her hair decorated,
Green and yellow.
It whips left and right.
She breathes life.

She holds life.
She gives life,
To spiders and lizards and birds.
They play under her leaves, hide
beneath her stems, weave between her
branches.
She is home.

H.R. 533: Not Beyond Hearing

By Andrew Mizsak

I started working with the National Park Service two years ago as a volunteer and quickly noted the obvious: there aren't enough rangers. The NPS is trying to do more with less.

Part of the problem comes from a funding shortage, but money can be found. The more intractable part of the problem is the moribund rules surrounding recruitment. There are innumerable, passionate and qualified would-be rangers chafing for a chance to do more with more, waiting quietly in the ranks of seasonals and volunteers. But they are stymied time and again, blocked at the front door by well-meaning but labyrinthine rules that seem inspired by Rube Goldberg.

It has always been difficult to get a career NPS job, but it has now become nearly impossible, and promising candidates, many who literally give their time away as volunteers, are passed over because there is no authority that allows park managers to target recruitment and hire people who have already been doing ranger jobs — often for years.

In an effort to solve at least part of this problem, Rep. Gerry Connolly, D-Va., introduced H.R. 533, the Land Management Workforce Flexibility Act. Focused originally on seasonal wildland firefighters, the legislation seeks to allow seasonal or term-appointed rangers who have served in a competitively filled position for at least 24 months and have performed their duties to the satisfaction of their supervisors, to be able to compete for a permanent position within the agency. The new



After 44 years as a seasonal ranger, George Durkee retired without benefits.

PERSPECTIVE

position must be permanent, and it must be a position originally slated to be permanent, not created for a targeted recruitment. Along with the NPS, the bill would apply to the Forest Service, Fish and Wildlife Service, Bureau of Indian Affairs, Bureau of Land Management and Bureau of Reclamation.

This bill has great potential and echoes ANPR's earlier efforts to create a professional ranger series for the NPS. However, if passed, this bill supports the long-term stability of the ranger profession across all of our 2,000-plus public land units and in every land management agency.

Moreover, this bill enjoys an almost rare bipartisan support. Twelve Democrats and 11 Republicans have joined the National Parks Caucus and chosen to co-sponsor this bill. In addition to the political diversity of these 23 members (they run the entire ideological spectrum), the group also is geographically diverse, representing 17 states and one territory.

Getting H.R. 533 passed should be easy. I have met with members of the Ohio congressional delegation or their staffs, both on Capitol Hill and in their respective districts, regarding this bill, and the response has been positive. When I explained to them the importance of developing professional, career rangers, I could see them wanting to do more to support this cause.

But the current political trend is away from legislation that promises to increase the size of the federal government. Consequently, GovTrack, an independent website devoted to transparency in government, gives H.R. 533 a 1 percent chance of being enacted, and rangers cannot lobby Congress.

But, as citizens — not federal employees — we can speak about what we know. Nearly every member of Congress has a national park or other public land unit in their district and they need information about these sites. We have information.

National parks serve almost every American (more than 280 million people in fiscal year 2012). Parks provide a significant, positive economic impact that is most strongly felt in local congressional districts. Members of Congress often ask what the national parks do for America? What they are really asking is "what do national parks do for me?" The popularity

of parks, as shown through visitor use statistics and economic impact studies, brings key facts to any conversation with Congress.

The question for ANPR, as an advocate, will be how to support the bill without it shuffling funding from static ONPS appropriations and sacrificing other programs and services.

Introduced on Feb. 6, 2013, the bill has been referred to the House Oversight and Government Reform Committee responsible for federal personnel and employment matters. However, it hasn't moved out of committee.

If enough of us contact our congressional representatives, ask them to reach out to Rep. Connolly and become co-sponsors of the bill, then contact House Oversight and Government Reform Committee Chairman Rep. Darrell Issa, R-Calif., we might get it to a hearing. There is strength in numbers.

As a knowledgeable citizen, send a letter to your House member. Even if your representative doesn't read it, the staff will. Send the letter to the respective district office to receive more attention. You can often discover who has the public lands portfolio with a simple Web search and can mark your letter to their attention.

The best approach is always face to face in their office or at events such as "Congress on Your Corner."

Don't be shy. If you live in one congressional district and work in a different one, send a letter to both representatives. Highlight the importance of the national park in their district, and how this bill would bring added economic value — and jobs — to the area. I live in one district and work as a volunteer in another, so I share the story twice.

This bill is important because it can help build a cadre of passionate, professional rangers across all of our public lands. It is important because it will help park managers be able to hire people who are already right in front of them. It is important because it rewards dedication, knowledge and loyalty.

It is up to us to share this story with Congress and to become advocates in support of this bill. 🏠

Andrew Mizsak has volunteered at James A. Garfield NHS in Ohio since 2012. He is executive director of the Friends of James A. Garfield NHS.

One NPS Family's Story

By David Smith
Brown v. Board of Education



With the South Rim of the Grand Canyon as a backdrop, Rangers David Smith and John Evans pose with their children, Dante and Jakiah.

Two very much in love recent college grads pulled into the visitor center parking lot at Voyageurs National Park in Minnesota in the fall of 1991. We were about halfway through a four month, trans-United States camping journey. What started as a way to see America quickly became a test of our relationship and a chance to explore what we were going to be when we grew up.

By the time we arrived at Voyageurs, we must have visited at least 50 different park sites. As we went from monument to battlefield to forest, we noticed that, by far, the happiest people we were meeting were park rangers. I wanted to be a forester and John (Evans) hoped to become a police officer, but our plans at that point were going nowhere. Why not look into the National Park Service and have a career protecting our parks, serving the public, and especially, being happy?

At the time, it never dawned on us that there would be challenges in trying to even get a job, much less work at the same park. Nor did it really seem to be an issue that we were two guys and that we would be doing this together — as a dual career. We both loved the police and rescue part of rangers, and also working in education and interpretation. John had paid for college as a construction worker, and I had spent my adolescence painting houses. Surely with all those skills, we would be able to find work at some park, whether it was in law enforcement, interpretation or maintenance.

Somehow, 23 years later, we have made it work. But it wasn't always perfect and rosy. Looking back at being a young gay couple living and working in rural Utah, I'm sure we were an oddity. But neither of us experienced outward hatred or animosity — just a lot of curiosity. Our stress came from the NPS through

our search for seasonal jobs and trying to find housing where we could keep our dogs.

There was a year spent with John at Joshua Tree and me in Canyonlands. Thank goodness for eight-day, backcountry shifts, long weekends and a fuel-efficient car. After slogging away as seasonal rangers for five years, both of us realized that this type of lifestyle might work for a single person but it certainly was not working for a couple. We knew from the beginning that we would one day establish a family, and for us, that meant stability. Stability meant a permanent job, health care for a growing family and the chance to establish roots in a community.

This need to settle down led to our decision to leave the NPS and join the Border Patrol for yearlong stints. It sounds odd now, but at the time, it seemed a reasonable course. This was all pre-Internet, and looking for perma-

As a family we struggle just like park parents do everywhere in trying to balance work with parenting.

nent jobs meant a four-hour drive from the Maze to Moab to look over the “pink sheets” at headquarters for potential all sources clerk typist positions at the Arch or a park guide job at the Statue of Liberty. Not only was this proving fruitless, but the idea of surviving in New York City as a GS-3 was a bit frightening. Since we both loved the Desert Southwest and were familiar with the border region, a GS-9 border agent in Arizona seemed like an excellent idea. This was our chance to spend a year learning Spanish, an opportunity to go to FLETC, and to live and work in some stunning public lands. Maybe not a park, but we would be working somewhere wild and beautiful.

Whether you realize it or not, the NPS is an amazingly welcoming family. Bosses, co-workers and even the director of the Service have reached out to offer help during moves. The same cannot be said for the Border Patrol, at least the Border Patrol of 1996. My first week in FLETC, my lead instructor informed our class where “fags” would hang out in the San Diego sector and what to do when we confronted them. I don’t know where I got the nerve, and I was shaking in my boots, but I mustered enough courage to take him aside after class. I let him know there were plenty of gays and lesbians in the Border Patrol and

John Evans observes the San Francisco skyline.



as a leader, it was unacceptable for him to talk like that. He was shocked, a bit humbled and apologetic. We went on to become good friends. From that day on, for the first time in my adult life, I was closeted about who I was and my relationship with John. Until we left the Border Patrol, neither one of us shared our relationship with our co-workers.

As a married couple in the NPS, we have made the same compromises that any married couple makes. We realized that our chance of getting jobs at the same park would be greatly increased if we moved into different fields. I started focusing more on interpretation. John was always strong in law enforcement and SAR and made that his primary focus. Both of us are stronger NPS employees because of our diverse backgrounds and because each of us brings our respective work experiences home at night to share.

As a family we struggle just like park parents do everywhere in trying to balance work with parenting. We both love our work and are committed to the mission of this agency. This commitment has resulted in four different moves since the children were born. I like to think that our kids are more resilient and accepting of change because of all these moves. More than likely, it just means that they will be in need of major counseling as they get older.

Each move has been met with an amazing amount of camaraderie, friendship and support from our park family. We never dreamed that we would end up living and working in



John Evans and David Smith at Joshua Tree

the middle of the American heartland. What we found in the Midwest was an amazingly competent cadre of professionals, all of whom made us feel exceedingly welcome. Most of our new park friends had never met a same-sex couple raising an interracial family. I can also say they treated us like family too.

Our journey in the NPS is about half over. I imagine we will both work until we are at least 65, and I can’t imagine working for any other agency.

Would we do it again if we knew then what we know today? Without hesitation: yes. Our agency is not perfect. We have met more than one bigot who didn’t much like gays. But what we have found is that park people care more about my character than whom I marry.

They need to know that we will treat them fairly, that we will back them up, and that we will be there for them in hard times. It’s just like they would expect us to do for them. 🏠

— Photos provided by author —

David Smith is the superintendent at Brown v. Board of Education in Topeka, Kansas. John Evans serves as the branch chief for security and intelligence at the Washington Office’s Visitor and Resource Protection. He is duty stationed in Topeka.

A Brief History of the Ranger Careers Initiative in the National Park Service

By Bill Sanders

During the early 1990s, Ranger Careers was a significant episode in the long (and still ongoing) struggle to obtain good stewardship and professional recognition and compensation for national park rangers. It was intended to be a comprehensive reinvention of the park ranger series and its management within the National Park Service.

ANPR began championing the professionalization of ranger careers in the late 1970s. As early as the third Ranger Rendezvous in 1979, attendees discussed a host of issues important to the ranger occupation. Included were housing, law enforcement, park technician vs. park ranger, grades, career mobility, enhanced annuity retirement and seasonal concerns.

Background

Park ranger work does not fall neatly into any occupational group or job family used by the U.S. Office of Personnel Management. Although often referred to as “generalist” work, rangers actually perform multi-specialty work crossing many disciplines and occupations. Historically, successful rangers have come from many different educational backgrounds and learned skills and slices of many various academic disciplines while on the job. Although rangers are cost effective and efficient human

resources for land managing agencies, there has never been sufficient demand for rangers to cause universities to establish degree paths in “park ranger.” No specific degree, amount or field of study is required for entry into a park ranger position.

The Park Ranger Series (General Schedule, GS-0025) is placed in the Miscellaneous Family of federal job occupations. Park rangers traditionally performed all types of work in parks (professional, technical and administrative), essentially pitching in to do whatever was necessary to safeguard park resources and visitors, and to provide information and education about park resources to the public.

The U.S. Office of Personnel Management (formerly the Civil Service Commission) is empowered under the law to establish job qualifications and classification for all work required by the federal government. For many decades, NPS management struggled with the rulings of OPM regarding the work of park rangers. Somehow, OPM never seemed to “get it right” and from the OPM perspective, the NPS never “understood” their system. Following the 1985 revision of the classification standards for the Park Ranger Series (requested by the NPS), there was a general consensus among the rangers and managers of the NPS that park ranger work was still undervalued and

undercompensated. Although park technician, park ranger and park manager work was now combined into a single series, rangers were still nonprofessionals.

Combining technical and professional work resulted in some professional ranger work being classified at low levels, and some technical work appearing at higher grades in the standard. There was no ranger work described above grade 13, thus the ranger occupation was capped off, restricting professional career advancement opportunities. Using the same OPM standard, ranger work was classified differently in the various units and regions of the NPS, some paying basic rangers at the GS-5 grade, some as high as GS-9. Inconsistency led to morale and retention problems. Park managers were often not compensated as well as other land managers or military base facility managers.

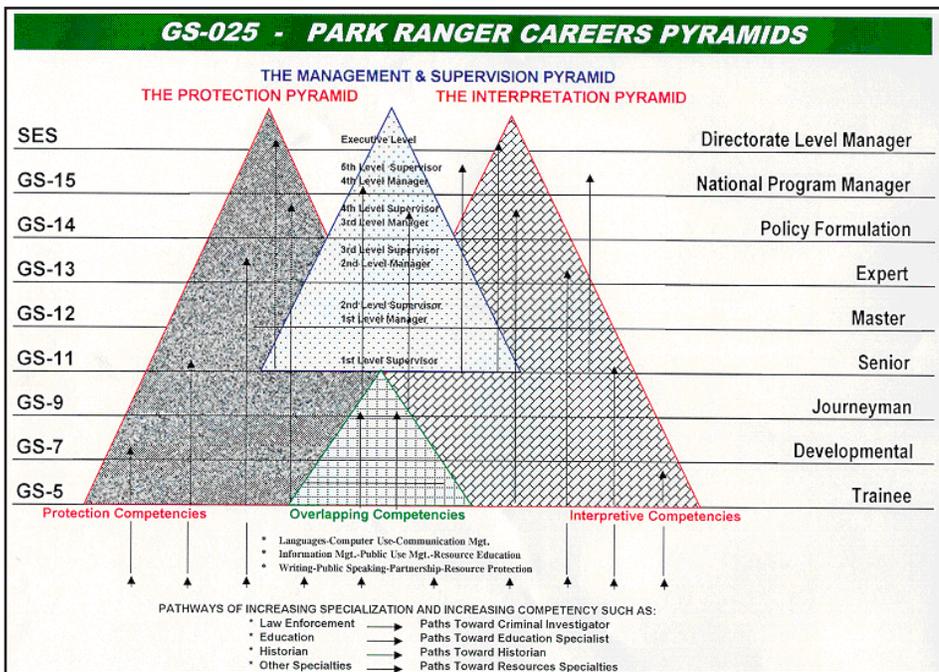
The Vail Symposium

The 1988 National Park Service 75th Anniversary Symposium held in Vail, Colorado, convened top managers along with distinguished government, academic and private leaders to examine almost every major aspect of park operations and management. Work teams provided critical thinking about the parks and the service. An urgent call was issued to halt the “erosion” of the NPS workforce by developing “...a comprehensive, Servicewide human resource policy and strategy...” A key finding regarding park rangers was: “Rangers must be versatile, adaptable, and able to independently integrate a broad variety of information in complex field settings where their decisions have far-reaching consequences.”

The Vail Agenda, as it was called, also made specific recommendations regarding pre-career education, training, development and career management. Managerial preparation and succession planning was a much-stressed problem within the park ranger workforce.

Studying Problems

A Ranger Futures Working Group was assembled in the spring of 1992 to identify and study the problems facing the ranger occupation and to propose solutions. The working group consisted of senior officials from the Office of Personnel Management, the Department of the Interior and the NPS human resources offices along with private human resources consultants (KRA Associates), senior NPS managers and members from the various ranger functions. The working group conducted a series of fact-finding visits to a representative sampling of



parks, gaining an understanding of the variety of functions and work activities performed by rangers in parks.

ANPR members played key roles in providing field perspectives, expert insight, and professional and organizational knowledge to the working group.

Solving Problems

After years of intensive problem definition, consultation and policy development by the working group, its “Ranger of the Future” concept paper was produced. A Ranger Careers manager for the NPS (Bill Sanders) was hired in November 1993 by NPS Chief Ranger James Brady to implement reforms. Implementation began using KRA Associates as personnel subject-matter experts (Fossum, Moser, Howe) working with John Mussare, NPS chief of classification and compensation, and Steve Perloff, associate director, OPM.

The Ranger Futures career management reform initiative was launched in 1994 as Ranger Careers, a term Sanders coined.

Major Accomplishments

- Established NPS career management policy for the park ranger profession (Special Directive 94-3), set full performance level for NPS park rangers at GS-9.
- Published “Ranger Careers, Volume I: “Position Management.”
- Benchmark position descriptions for all park rangers in grades 5/7/9.
- Developed new qualification standard for park rangers, establishing at least 24 semester hours in the natural or cultural sciences as minimal qualifications and specifying park or park-related specialized work experience as minimal.
- Developed new classification standard for park ranger work in the Factor Evaluation System. Described GS-14 level park ranger work.
- Developed Career Pyramid method of describing the interlocking, mutually supporting work of protection and interpretation rangers.
- Obtained enhanced annuity retirement (6-c) coverage for law enforcement and fire fighting park rangers, including coverage for prior service.
- Developed new “front door” into the park ranger profession via a new supplementary qualifications statement.
- Developed a new occupational replenishment and diversity plan.
- Developed a new seasonal park ranger system and new benchmark position descriptions for GS-5 and GS-7 seasonal park rangers.
- Developed a new medical standard for law

enforcement (protection) park rangers and drafted a new DO/RM-57 medical standards policy and resource manual.

- Revised physical fitness program for protection park rangers.
- Obtained increased appropriations for Ranger Careers (\$2.5 million reprogrammed in FY94, \$13.5 million in FY95, \$11 million in FY96, \$5.7 million in FY97).
- Assisting FLETC, developed new Field training and evaluation program for law enforcement program.
- Developed an awards program for Ranger Activities, including logo.
- Instituted “demonstrated competencies” concept for park rangers.

Other Programs in Ranger Activities

The WASO Ranger Activities Division was working simultaneously to professionalize the park ranger occupation, including but not limited to:

- Law enforcement—obtained new credentials and shields, obtained new Sig Sauer semi-automatic handguns and AR-15 rifles, instituted criminal investigators and special agents in the NPS, obtained major drug enforcement and ARPA enforcement funds.
- Wilderness – instituted coordinated, science-based wilderness management with Forest Service and other agencies, began aircraft overflight and soundscape management programs.
- Fee collection – implemented new legislation to collect entrance fees in all parks, developed visitor use assistant series to collect fees and inform visitors, freeing park rangers from this administrative task.

The Ranger Careers program effectively ended in August 1998 when Bill Sanders, manager, was transferred to Hopewell Furnace NHS as superintendent and the position was abolished to save money.

Completed but Never Implemented

- New classification standard
- New qualification standard
- New supplemental qualification statement
- New seasonal ranger program (career seasonals)
- Agency initiative to complete transition to 6c for law enforcement (and fire)
- New occupational replenishment program (diversity)
- New NPS law enforcement background investigations program (pre-OPM)

Not Fully Completed but Necessary

- New careers management program (Ranger Careers, Volume II, drafted)
- OPM suitability test for law enforcement rangers

- Physical fitness program for rigorous positions
- Complete set of benchmark position descriptions (many drafted)
- New ranger competency program (interpretation largely complete, protection started)

Epilogue

The “Brief History of Ranger Careers” was written as the NPS was ending the Ranger Careers program, leaving it unfinished. Many of the basic systemic components necessary to achieve the purposes of Ranger Careers were abandoned and some were since reversed.

Then, as now, inadequate funding was a major obstacle to moving forward, even with a clear roadmap in place. As funding issues grew, internal struggles and tensions ultimately played themselves out through competition, delays, animosities and other unfortunate activities, which sometimes are all-too-common ailments of large bureaucracies. Yet, venting recriminations and if-only hindsight is unproductive.

Many of the core tenets of Ranger Careers could, if revisited, updated and implemented, offer solutions to some of the still-lingering systemic ailments of the NPS and the park ranger profession. Park ranger is still not a “profession,” as it would have been had Ranger Careers been fully implemented. Lack of diversity is still an issue, as is a smooth, logical career pathway leading from a clearly defined career-entry portal to retirement, and other “already-solved” issues.

Money is not the problem. Will is. Money always flows to where the political will requires it. This country has fought wars with no money; we simply moved it off-budget. It took years to build the coalitions, agreements, compromises and political groundswell necessary to ultimately launch the Ranger Futures Initiative back in the late 1980s. NPS employee organizations, unions and various professional associations both within and outside the NPS (with ANPR notably providing leadership and motivation), played a major role in generating the momentum that eventually resulted in a special appropriation from Congress to make Ranger Careers happen.

The question comes down to whether ANPR members and the members of other organizations are willing to work hard enough to launch a “Ranger Careers II” or even to finally achieve implementing some of the long-dormant components of Ranger Careers in hibernation for decades. 

ANPR life member Bill Sanders retired in 2006 after 34 years of service. He lives in Pennsylvania.

Report to the field — Visitor and Resource Protection Career Academy

By Demica Vigil, Mather Training Center

A significant milestone has been reached due to the ongoing effort of the Visitor and Resource Protection Advisory Committee, the VRP Servicewide training manager, Clemson University and support from the Washington Office VRP directorate.

For the first time a comprehensive assessment of VRP employee developmental and training needs has been completed across the National Park Service. The assessment ultimately targets the greatest developmental gaps from the field's perspective. These valuable outcomes and findings are now available in an executive summary on InsideNPS (search VRP Assessment: Executive Summary).

The NPS has periodically assessed its various occupational specialties by examining the developmental needs of its employees. Typically this has been accomplished by analyzing the competencies important to successfully addressing specific job duties, then assessing how prepared employees are in fulfilling those duties. Any difference between the two is called a developmental gap. The needs assessment clarifies the most important developmental gaps and assists managers on where to spend precious funding and other resources for employee development.

This effort has the additional value of having employees examine the competencies needed in a changing organization under constantly evolving societal, environmental, fiscal and political conditions.

The Learning and Development branch, in partnership with VRP subject matter experts, completed a comprehensive effort to review, update and sometimes develop for the first time the competencies needed to perform VRP jobs at the highest levels.

In May 2012, subject matter experts from across the NPS joined professionals from the Stephen T. Mather Training Center and Clemson University to begin assembling the comprehensive list of technical competencies for the nine overarching groups under the VRP branch. These competencies describe what is required to successfully perform the variety of jobs within the VRP ranks. Primary responsibility for performance related to law enforcement, wildland and structural fire, and wilderness management lie with sister training centers, i.e. the Federal Law Enforcement Training Center, National Interagency Fire Center and the Arthur Carhart National Wilderness Training Center. These sister



The Visitor and Resource Protection Advisory Committee, along with Cameron Sholly, associate director for VRP, and several Clemson University representatives, met at the National Conservation Training Center in April 2014.

training centers continue to collaborate in the development of the NPS Career Academy for VRP.

In order to have a more manageable and focused survey instrument, the complete list of competencies was condensed and refined from spring of 2012 to fall of 2013. The online survey instrument, called VRP Needs Assessment, was sent to all employees having VRP duties identified by the NPS human resource database. The survey was conducted from Sept. 3 to Oct. 2, 2013. It included a list of 87 specific technical competency items depicting various aspects of being a professional VRP employee. The survey consisted of 135 questions, including open-ended and demographic questions. The response rate was 36.4 percent, and as a census rather than a sample of employees, provides highly reliable data. From my perspective as a training manager, we asked, the field spoke and we are listening.

As part of the listening to and interpretation of the responses, the VRP Advisory Committee met in April at the National Conservation Training Center. The primary objectives of the workshop were to:

1. review and understand the report findings.
2. identify high priority developmental or training gaps.
3. cross reference developmental training gaps with organizational priorities.

Dr. Brett Wright and Ph.D. student Gina Depper from Clemson University helped interpret the data from the needs assessment and answer questions as the members of the group worked to prioritize those areas that appear most critical for increased developmental opportunities.

Also in attendance for key portions of the workshop was Cameron Sholly, associate director for VRP. He shared with the group priorities that align with the NPS director's Call to Action and the VRP Organizational Priorities and Actions from his directorate. The advisory group identified many areas that were common threads and that lend themselves to collaboration between WASO, regions, parks, and the NPS Learning and Development Branch.

In processing the immense data provided in the report, many of the results crossed into multiple areas of responsibility, including human resources, supervision, succession planning, and topics outside of the Learning and Development's responsibility or accountability. There is clearly an opportunity to collaborate between the various branches of NPS to address concerns and findings.

Contributions to this effort have come from many fronts, all of which support building clear and viable pathways for success. Many thanks to all who have supported this effort, including those who responded to the survey.

You may contact me at Demica_Vigil@nps.gov or 304-535-4023. This updates information to the article on the Visitor and Resource Protection Career Academy in the Spring 2012 issue of *Ranger*, Vol. 28, No. 2. 

Demica Vigil is the training manager for Visitor and Resource Protection at Mather Training Center in Harpers Ferry, West Virginia.

Websites for more information:

VRP InsideNPS site: <http://inside.nps.gov/waso/waso.cfm?prg=141&lv=2>

NPS Learning and Development site: www.nps.gov/training/LD/html/index.html

ANPR has ‘given me my career’

Ranger Wendy S. Lauritzen: An interview with historian Lu Ann Jones

Careful planning and serendipity account for Wendy S. Lauritzen’s National Park Service career. After her introduction to the Service in 1975 when she worked on a Student Conservation Association summer trail crew in Rocky Mountain National Park, she went on to become an interpreter, park ranger, chief of education and visitor services, and management assistant at sites as disparate as Independence National Historical Park and the Northwest Alaska Areas. In 2003 she was named superintendent at Washita Battlefield National Historic Site, and five years later she was tapped to lead Tallgrass Prairie National Preserve. Along the way she detoured to the U.S. Fish and Wildlife Service and the Bureau of Land Management. She has been a delegate to International Ranger Federation congresses.

How did Lauritzen build a successful career from one position to the next? That was among the first questions I asked during an interview conducted in 2013 for the ANPR Oral History Project. Lauritzen gave ANPR much of the credit, and recalled attending her first Ranger Rendezvous in 1982 while a seasonal ranger at Great Smoky Mountains National Park. She’s been a regular ever since.

Lauritzen: I got involved with ANPR because we’d been doing a lot of overtime but the park couldn’t pay overtime. So even though you worked lots of overtime cases, you just didn’t get paid for it.

And one day my boss said, “Hey, there’s a whole bunch of rangers getting together. Fill out a leave slip and I’ll sign it. Make it for the whole week, because it’s a weeklong thing. If we get back and nothing happens, I’ll tear it up. (laughs) But if we get hurt, you’re covered.”

So 22 of us left the Smokies and went to a Ranger Rendezvous near Shenandoah. There were all these people in Park Service, and different grade levels. But at the time, most of us were lower graded. There were seasonals; there were people who were permanent. And it was just a really good time.

At a Rendezvous somewhere along the line, I heard Mike Finley — he had become superintendent at Yellowstone — talking about, “Well, if I’d known all the stuff that the superintendent needs to know, I would have learned more about this (field of expertise).” And he said, “You need to know about human resources, and you need to know about



maintenance because that’s where the money is and that’s where the problems are. So know administration, know budget and know maintenance. But the truth is, you need to know all the divisions’ work.” He wasn’t even directing that conversation to me; I just overheard it. (So I started) digging into all that stuff. I got into everybody’s business at points along my career.

ANPR is what’s given me my career because of what I’ve learned to read between the lines, because of the conversations you have at events like this (Ranger Rendezvous). If I were to look at the training the Park Service has provided for me, that would not have done it. It’s only because I knew what to pursue because I’d been coming to these events (Ranger Rendezvous). And if somebody in the Park Service told me “no,” then I’d find a way to do it with or without them. ANPR has taught me you can do it inside or outside of the boundaries. But don’t let “no” stop you. Keep going.

Too many times now I see people who get stuck because, “Well, Park Service didn’t give

me this training.” And since they didn’t give it to me, I’m letting them stop my entire career? No. (laughs) So I would say ANPR has been extremely important to me.

Jones: So could you talk some about just that role of mentoring in your career? Or do you see yourself as a mentor to other people?

Lauritzen: To me, ANPR as an organization has done more in mentoring than specific individuals. Sometimes I have sought out specific people because I want to learn a particular skill. But for me it’s been more serendipitous than it has been “this is my mentor.” Sometimes you hang onto your mentors too long. There have been times that I also realize that they were a good mentor for maybe a couple of years for these particular reasons, and there’s a time to let go. So it’s realizing when those breaks are.

Jones: If younger rangers talk to you now about trying to build a career in the Park Service, what kind of advice do you give them these days?

Lauritzen: First of all, I ask them what it is that they’re wanting. One of the gals who’s here, she had somebody who advised her to call me. And I was trying to ask her what it was that she was wanting. And at the same time, I was trying to look at the picture of how hard is it to get into the agency, what’s happening with downsizing and all that. So my role was to ask enough questions that she knew that she was assessing risks. And while I advised her one way, she took another. I take no offense in that because she was assessing it for her needs. But I feel like she had an informed decision. So I do get into career advice. But I don’t expect people to take the same path I did. 🏠

Wendy Lauritzen serves on the board of ANPR. Lu Ann Jones is a staff historian with the NPS Park History Program in Washington, D.C.

The oral history project is financed by the Rick Gale Memorial Fund. You can continue Rick’s legacy with a tax-deductible donation. Please visit www.anpr.org/donate.htm.



PERSPECTIVE

‘Well, I’m Here. What Should I Do?’

*Some thoughts on the occasion of
Grand Canyon’s 95th birthday,
Feb. 26, 2014*

By Ron Brown, Grand Canyon

I have always been interested in the role that the first people who brought “tourists” to the Grand Canyon played in its preservation. It could be argued that the actions of Captain John Hance and the others who made their living by making sure that visitors were comfortable and had an enjoyable experience laid the foundation for preservation. They were living examples of what Freeman Tilden later described as the link between appreciation and protection.

The people who had good experiences here were the ones who often took the lead in protecting the canyon. Our own Foundations of Interpretation makes it clear that “visitors who discover personal relevance and meaning will be more inclined to participate in conserving a site’s resources so that future generations can enjoy them and that the National Park Service can’t preserve these national treasures forever without the public taking an active role in their preservation.”

Today we find ourselves in a similar situation. Our own role in facilitating access to park resources offers valuable experiences for visitors and fulfills the NPS mission. In fact, it seems clear to me that the most important contact we ever make is the one at the front desk of the visitor center. Because the main visitor center is the first point of contact for many people, our most critical audience is the person who says, “Well, I’m here. What should I do?”

These are usually the people having their first experience with national parks. It is quite likely that more people get their first impression of all national parks in the few moments at our visitor center than they do in any other place on earth. These are often not experienced travelers. They don’t know how to plan a visit and frequently don’t even know what to ask.

We are the experienced ones. We know from something as basic as (Abraham) Maslow’s theory that the physiological needs for a restroom, water and food are the most important and should be met first. A little deeper understanding might show us that

Longtime NPS interpreter, ANPR member unveils new venture

Kristin “Kale” Bowling has founded Urban Nature Partners PDX to match underserved youth with mentors to explore urban greenspaces in Portland, Oregon.

A longtime interpreter and ANPR member, Kale left the National Park Service 3½ years ago to pursue a master’s degree in education at Portland State University. Her new nonprofit, Urban Nature Partners PDX, combines the best practices of experiential education and mentoring to build relationships and increase self confidence in ways that are personally and culturally relevant to kids.

Mentor-youth activities take place in easily accessible outdoor areas in and around Portland, and are driven by the interests and abilities of each youth. They are relevant to a young person’s culture and background, and sometimes include family members and peers.

Participants will have access to basic personal outdoor gear, increased self confidence and problem-solving skills, and scholarships to summer camps, internships, and other potentially career-related opportunities according

to individual youth interest.

The pilot project begins this summer with 4th and 5th graders in the Portland school where Kale has been coordinating an after-school program. You can help her achieve her goals in several ways:

- Forward this information to those you know in the Portland area who could become mentors and to others conducting outdoor programming with urban youth so she can connect with them.
- Help find relevant grant opportunities.
- Donate basic gear, especially raincoats and hiking boots, for children ages 9 to 12.
- Donate basic field guides (of birds, trees) focusing on the Pacific Northwest.
- Make a donation to kickstart her venture.

All donations are tax deductible through the sponsoring organization, Impact NW. Visit <http://urban-nature-partners.org> to reach the donation page.

Kale can be reached at urbannaturepartnerspdx@gmail.com.



Urban Nature Partners
PDX

once those physical needs are satisfied, the individual's safety needs take precedence and often show up as the need for reassurance and direction. Even beyond the canyon's threat to their physical safety, the overwhelming presence of the canyon itself, combined with the discomfort of a new experience, means that visitors may need the reassurance that comes from having someone take the time to help them plan their day.

When visitors ask the "What should I do?" question, we can really make a difference by being comforting and helpful. We can take the map in hand and mark the places where they can find the food, views, lodging and fantastic experiences they seek.

By using such basic tools of influence as the human desire to repay a favor and respond to the authority they perceive as coming from our uniform, there are countless ways we can help visitors find ways to enjoy their park. We can respect and encourage the wide range of experiences visitors are seeking. All we have to do is hand them a map, offer them direction and help them plan their day. They will respond by showing their appreciation for the park and the NPS.

It doesn't matter why visitors come to a park. It doesn't matter how experienced they are. As long as they aren't breaking the law or damaging the resource or harming the experience of other visitors, we should take the time to help them.

We have more opportunity to ensure the future preservation of all national parks by how we treat the inexperienced visitors in their first few moments at the desk than we do with all of our interpretive programs combined. If a visitor's initial impression of any national park is a smiling and helpful ranger handing them a map, directing them to a clean restroom and helping them plan an enjoyable rest of their day, we have started them on the path to appreciation. 

Ron Brown, a Benchmark Ten interpreter on the South Rim of the Grand Canyon, has worked at the park for nearly 15 years.

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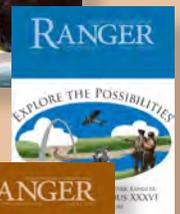
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The Professional Ranger

Administration

It's time for the annual park certification of management controls — It is that time of the year when parks are being asked to complete the annual park management control assurance statements.

This annual reporting requirement is mandated by the Federal Managers Financial Integrity Act of 1982 P.L. 97-255 -- (H.R. 1526). This Act amended the Accounting and Auditing Act of 1950 to require ongoing evaluations and reports of the adequacy of the systems of internal accounting and administrative control of each executive agency, and for other purposes.

The administrative staff plays a major role in completing the assurance statements as several program areas fall under administration in most parks. The following is the list of all program areas that must be certified in these annual assurance statements.

- Charge Card (one-third of all park cardholders must be audited annually)
- Property (annual inventory of property including personal, real and museum)

- Fee Program (cash register and road audits, honor system compliance, internal review, change fund, credit card acceptance assessments)
- Housing (rental income spending, housing condition assessments)
- Human Resources (employee exit clearance)
- Undelivered Orders (annual certification of contract obligations)
- Dam Safety (Bureau of Reclamation reviews parks every other year)
- Radio Program (annual preventive maintenance review)
- Occupational Safety and Health (technical facility inspections and safety/health program evaluations)
- Concessions (annual public health service evaluation and risk management plans)
- Dive Program (equipment inspection, fitness tests, certification of divers, refreshers, emergency plan)
- Structural Fire Program (alarms, sprinklers, firefighters meet standards, plans, local fire agreements, fire extinguishers, condition assessments)
- Wildland Fire Program (reviews of all plans, firefighter fitness)

- Aviation (annual review of park aviation management plan)
- Environmental (schedule environmental audit once every four years)
- Cultural Resources (Archeological Site Management Information System fiscal year report certification)
- Facilities (asbestos data cleanup and structure audit)
- Law Enforcement (Firearm and ammunition inventory, EMS, LE, and Search and Rescue reports, compliance with job requirement certifications)
- Information Technology (annual risk management review and contingency plans)

There is an extensive list of program areas that each park management team is responsible for evaluating the effectiveness of internal controls. The spotlight is never far away when it comes to internal control procedures, and this assurance statement certainly helps park managers outline a compliance plan. These assessments help to ensure that we are doing good business as a federal agency. □

— Michelle Torok
Saguaro and Tumacácori

Interpretation

Mirrors, Mirrors, Everywhere — Our national parks are mirrors. Mirrors that reflect back to the nation and its citizens the history of where we came from and where we may be headed. These mirrors produce reflections that

inform and reveal who we are. At its most pure, the profession of interpretation is in charge of protecting the quality of those reflections.

At the end of the day, the quality of the reflections is tied to three basic things:

1. Our knowledge of the audience.
2. Our knowledge of the resource.
3. Our acceptance that the visitor is sovereign.

Knowledge of the audience boils down to the ability to simply aim the mirrors in such a way as to ensure that both the resource and visitor can be seen at the same time. Facilitating connections between people and parks is the chief aim of interpretation and best done face to face, with eye contact between person and place. To accomplish this, interpreters must pay attention to the ever-changing needs of visitors and adjust accordingly.

Knowledge of the resource is simply the ability to polish and perfect the reflection. Mirrors vary in quality. Ask any astronomer. The more we are able to learn about our resources and use them during our interactions with the public, the clearer the reflection. The Hubble Space Telescope can see back in time. A perfectly polished park mirror can reveal the depths of our souls and the meaning of life.

Accepting that the visitor is sovereign is the

ability to prevent bias and ego from turning these mirrors into circus mirrors that distort the very things they reflect.

Perhaps the most challenging of these three basic things listed earlier, eliminating ourselves from any part of the reflection, is essential to being successful. Interpreters only hold and aim the mirrors; we do not tell people what to see or how to interpret their reflection. We should never invalidate those that find the miraculous in the explainable or deny the ties that have bound people to places for millennia. We should never push an agenda or try and convert anyone. The dialogue between person and place does not include our voice.

I was once told that the perfect program was one in which everyone in the audience connected to the resource, yet not a single person could remember your name. That program is perfect because it is the mirror working, not the interpreter.

As we enter the second century of the National Park Service, it is vital to remember that it is the resources that possess the power. We simply protect their ability to speak. □

— Josh Boles
Wright Brothers

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Search for Association of National Park Rangers on any of the sites.

Seasonal Experiences

Interesting experience with Soviet group

— It was the early part of the season at West Thumb Geyser Basin in Yellowstone, 1962 or '63. There were three of us seasonal naturalists standing on the sidewalk, looking down at the paint pots gurgling and popping, waiting for the first early visitors to come by for a tour of the geyser basin near Yellowstone Lake's shore.

Our routine was for two of us to wait for enough people to gather to provide walking tours of the geyser basin, while the third would patrol in areas not covered by the tours, along the lakeshore, and then we would rotate.

Only a few visitors had gathered when an NPS vehicle showed up and the South District's chief naturalist gathered us away for a private conversation.

He wanted to know which of us was scheduled to be on duty the next day. A special group of about 15 geology students from the Soviet Union would be visiting the park, with the West Thumb Geyser Basin as one of its first stops.

We were somewhat in shock because the Cuban missile crisis had recently occurred, and as a consequence, no Soviet citizens were being allowed into the United States. He explained that this trip was science based and approved by the U.S. State Department long before the missile crisis.

The Park Service didn't want the public to

be aware of the group's home country, and the naturalist explained that the bus would come by to pick up the on-duty naturalist the next morning and drive a short distance to the end of the regular tour path. The naturalist would lead the tour backward to minimize merging with regular visitors coming from the opposite direction.

I would have hated to be put on display like that with all that responsibility, but I didn't have to worry because the next day was my day off. I was relieved and walked away to start a tour while the other guys were provided additional details.

I don't remember what I did the next day, but I traveled out of the park, either to the Tetons or to West Yellowstone and didn't get back until dark.

After an early breakfast the next day, I showed up on the sidewalk near the paint pots, hauling my bulky portable loudspeaker. None of the other seasonals had shown up yet, and suddenly a yellow schoolbus arrived, the door opened and a ranger signaled me to come aboard. To my dismay, I found out that the Soviet tour was delayed a day, and it would be my responsibility to give the tour. We drove the short distance to the path's end where the tour was to start.

As the group alighted from the bus, the State Department official explained that he would translate whatever I had to say, but that the Russians had their own interpreter too. From

his bossy manner throughout, he seemed like the Communist-in charge. These were graduate geology students on a tour of some of the world's thermal areas. All of my communication would be through the interpreter since "none of the students spoke or understood English."

The tour went surprisingly well. The group acted like regular visitors and asked surprisingly simple questions, such as "does anyone fall into these?" and "what about animals? (I pointed out some visible bones).

We ended up at the paint pots, the bus waiting with door open. The Russian interpreter-leader was urging his charges to hurry onto the bus. Was he afraid of a defection?

Only one student had not yet boarded the bus. He was next to me at the rail looking over the paint pots, taking one last photograph. As the leader yelled at him to board the bus, he quietly said to me, in near perfect English, "I wish that more of my people could see this place."

I stood shocked and speechless as he boarded the bus, which quickly pulled away. God bless America! □

— Jerry Kasten
Dallas, Texas

NOTE: Are you a seasonal or former seasonal with memories to share? Send them to the editor at fordedit@aol.com.

Sign up for email list

If you haven't received periodic email updates from ANPR, please join our email list. **Subscribe by sending a blank email to anprmail-subscribe@frii.com.** Upon receiving the opt-in confirmation email, follow the link to be added as a list subscriber. Contact Teresa Ford, fordedit@aol.com, with questions. Let's keep in touch.

Mentors needed

We need mentors for our popular mentoring program. It involves a more experienced person serving as a role model and teaching, sponsoring, encouraging and counseling a less experienced person (protégé) to promote the latter's professional and personal development.

This informal program has a flexible time commitment of approximately three to six phone calls. The two individuals can determine the next steps for themselves. Visit www.anpr.org/mentoring.htm for details. To volunteer, contact Roberta D'Amico, joro.boise@gmail.com, or Ken Bigley, kbigley172@gmail.com.

ANPR launches 3-2-1 membership drive; incentives run through July 31

A summer membership drive has kicked off and will go through July 31. ANPR is offering significant incentives to annual and prospective members.

- ▶ If a current member refers **three** people to become members at the regular (not gift) rate, his/her annual membership for 2015 is free. If a nonmember refers three people to become members, this year's membership is free.
- ▶ If a member is responsible for **two** regular members registering to attend this year's Ranger Rendezvous (Supernauth scholars do not count), his/her 2015 membership is free.
- ▶ If a member is responsible for **one** person becoming a life member, his/her annual membership for 2015 is free.
- ▶ Dues for seasonal members are reduced to \$35 (a \$10 savings) for the duration of the membership drive.

A membership flyer that outlines specific membership benefits is at www.anpr.org. Please post the flyer at your parks to increase awareness and promote ANPR membership.

ANPR ACTIONS & NEWS

ANPR meets in Washington, D.C.

Members of the ANPR Board of Directors met in mid-April in the Washington, D.C., area to discuss the business of the Association. As with most activities related to ANPR, this was done on personal time and expense.

Board members also met with Washington area staff of the NPS, the Coalition of National Park Service Retirees and the National Parks Conservation Association. Topics included workforce issues within the NPS, centennial collaboration with the agency, sharing infor-

mation and resources, and planning for the Eighth World Ranger Congress in 2016. We are moving forward on a partnership with the agency to develop dynamic programming for the event and facilitate travel arrangements for international delegates.

A subgroup of board members was convened to examine the organization's business practices and develop recommendations for a succession plan for the business office and *Ranger* magazine when Teresa Ford leaves in early 2015. We are looking at a range of op-

tions that include separating the editor and business manager positions, delegating some duties to the board and/or members at large and potentially using Web-based membership management services.



Teresa Ford to depart ANPR

Teresa Ford, *Ranger* magazine editor/publisher and ANPR's business manager, will step down from her duties with the organization at the beginning of 2015. She has edited, designed and published our journal for more than 21 years, and she has managed the business office and membership services for 7½ years.

Teresa is a dear friend to the organization and many members. Her skill and dedication will be missed. □

— Erika Jostad, ANPR President

ANPR's oral history interviews donated to NPS

ANPR is making sure that important stories of its longtime members are recorded, preserved and protected as part of an oral history project inspired by the National Park Service centennial in 2016.

Two ANPR members — Erika Jostad, president, and Alison Steiner, board member for strategic planning — donated 16 oral history interviews to the NPS Park History Program. Accepting on behalf of the program were Robert K. Sutton, chief historian, and Lu Ann Jones, oral history specialist.

"These recordings, transcripts and supporting materials are an invaluable addition to our archives," Sutton noted. "These resources will shape the kind of history we're able to write about the Park Service."

In 2012 and 2013 ANPR completed two rounds of interviews at its annual Ranger Rendezvous. A team of oral historians from the Park Service and ANPR has conducted 28 interviews with longtime employees, all of whom helped create the modern Park Service. These men and women joined the agency in the 1950s, '60s and '70s, and they occupied leadership positions during decades of great change. During their tenure, the NPS expanded significantly, the country adopted laws that challenged the Service's management policies, and the demographics of the agency's workforce and its visitors underwent major shifts.

By the NPS centennial in 2016, ANPR plans to record, transcribe, archive and share 50 interviews with Park Service personnel, ranging



Left to right, Erika Jostad, ANPR president, and Alison Steiner, board member for strategic planning, with Lu Ann Jones, oral history specialist, and Robert Sutton, NPS chief historian.

from emeritus employees to the newest hires. The audio recordings and transcriptions of the oral histories will be archived at the Harpers Ferry Center in West Virginia and are already being shared via publications and websites.

ANPR's oral history project joins a long tradition in the NPS of using interviews to safeguard the collective memory and expertise of those who have shaped the Service over the years. It also advances the top priorities of NPS Director Jonathan Jarvis by passing on important lessons to a younger generation of Park Service personnel as part of workforce development.

"Our partnership with groups like ANPR is vital as we expand our collection of oral histories," Jones said, "especially because we're at a watershed moment in the Park Service's history."

To read interview excerpts see www.anpr.org/oralhistory.htm. For more on oral history in the Park Service see www.nps.gov/history/history/oralhistory_NEW.htm.

— Lu Ann Jones, NPS Oral History Program

Supernaugh Memorial Scholarship Fund needs your assistance

Each year ANPR hopes to fund several first-time, early-career attendees to the annual Ranger Rendezvous that was well-loved by the late Bill Supernaugh. Can you help replenish the fund so several people can travel to this year's Rendezvous?

Past scholarship winners have given the gathering favorable reviews for its professional and social networking benefits.

Our goal is to raise a minimum of \$2,000 in order to support at least five scholarship winners. The fund by mid-May had reached nearly \$700. We intend to open the webpage for online applications by mid-summer.

Go to the **Donate Now** tab on ANPR's website — www.anpr.org — and specify your chosen amount to the Supernaugh Fund.

Your generosity is appreciated.

Life members: Please send your email address to *Ranger* editor Teresa Ford, fordedit@aol.com, to get on ANPR's email list. We send occasional emails to inform you about ANPR business, but we are missing contact information for about 30 percent of life members.

Opportunity knocks this fall at Ranger Rendezvous 37

Ranger Rendezvous 37 is your opportunity to do something for yourself and the two organizations that you love — the Association of National Park Rangers and the National Park Service. With an exciting program, a fabulous venue, and the opportunity to meet old and new friends, this Rendezvous is shaping up to be spectacular.

The theme for this year's meeting is "Embrace the Opportunity," the dates are Oct. 22-26 and the venue is the YMCA of the Rockies in Estes Park, Colorado.

Confirmed keynote speakers include Mike Reynolds, the National Park Service Associate Director for Workforce, Relevancy and Inclusion, and Alan Spears, Government Affairs and Cultural Resources Director for the National Parks Conservation Association. Renowned presenter Jack Harris will provide a series of half-day leadership trainings, and historian Lu Ann Jones will offer a class on conducting oral history interviews.

Breakout sessions

Breakout sessions will cover a variety of topics: interpreting climate change, promoting park partnerships, leadership and the Call to Action, protecting clean air, emergency medical response and wilderness management.

Field trips

Ranger Rendezvous will take advantage of the YMCA's proximity to Rocky Mountain National Park by offering three field trips: a three-mile hike to Emerald Lake, an eight-hour bus tour of the park's east side, and an evening visit to Moraine Park where attendees can observe the fall elk rut and hear bull elk bugling. Award-winning photographer John



Photo courtesy of YMCA of the Rockies

Fielder will use the magnificent surroundings in a half-day landscape photography workshop. Additional activities include the traditional NPS movie night, the newly instituted NPS trivia night, regional dinners and a president's reception.

Raffle and silent auction

The raffle and silent auction, both important ANPR fundraisers, will be back. Start working on your contributions! New this year is the first annual Used Gear Drive. ANPR will give back to the community by donating gently used outdoor gear to groups that work with at-risk youth. Many of these children have never been hiking, camping or rock climbing before, and they lack the means to purchase basic equipment. Help ensure that they are

properly equipped for their first outdoor experiences by bringing your used gear to Ranger Rendezvous. Donations can also be shipped. Check our website for more information.

Lodging information

ANPR has contracted with the YMCA of the Rockies for exclusive use of the Long's Peak Lodge. Room rates include three meals per full day, starting on the night of your arrival

and concluding with breakfast on the day of your departure.

Daily room rates vary depending on the number of people sharing a room:

- 1 person/room: \$114
- 2 people/room: \$70/person
- 3 people/room: \$55/person
- 4 people/room: \$48/person
- 5 people/room: \$43/person

Guest rooms include two queen beds, one single floor futon mattress and a full bath. All bed and bath linens are provided.

Because the YMCA reservation structure is based on the number of people in your room, it is strongly recommended that you find your roommate(s) before you register for lodging.

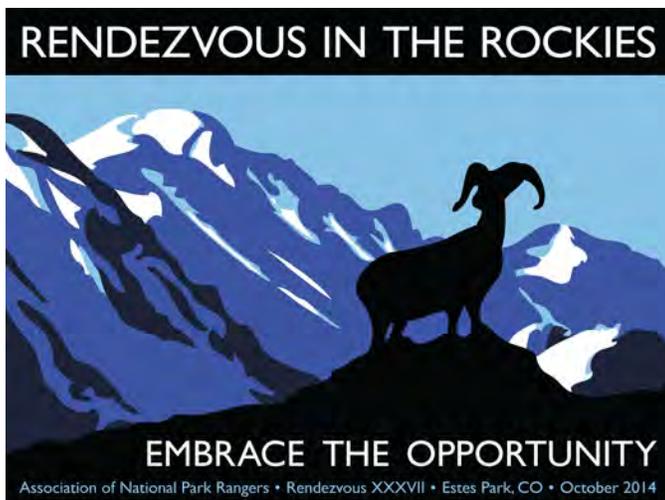
Roommate/rideshare link

To help you find a roommate, ANPR has set up a Roommate Match matrix that you can reach from the Ranger Rendezvous 37 Web page. You also can go green and use the matrix to set up ridesharing. For the hardy, camping options are available in nearby Rocky Mountain National Park.

By the time *Ranger* arrives in your post office box or email inbox, additional information about the conference program, lodging and registration will be available online at www.anpr.org/rr37-2014.htm.

They say opportunity only knocks once. There will only be one Ranger Rendezvous 37. Are you ready to "Embrace the Opportunity"? 🏔️

— Roberta D'Amico



Logo design courtesy of Alex Eddy

ANPR Reports

Kudos List

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

Cathy Buckingham	Adam Fix
Nadia Iozzo	Carol Ash
Dave Harmon	Butch Farabee
Susan Dlutkowski	Gannon Frain
Bob Krumenaker	Ken Bigley
Alison Steiner	

Membership Services

I am working with the board to review our membership dues structure to make ANPR more enticing for seasonal employees and interns, and to foster a lifetime of engagement from all of our members. I have received some excellent input from the members, and I encourage others with comments to email me at RangerFrain@gmail.com.

— Gannon Frain
Board Member for Membership Services

E-delivery of *Ranger*

Receive the electronic version of *Ranger* in full color — and help save paper and postage. It's easy to make the switch from the traditional print version of *Ranger*. E-mail the editor at fordedit@aol.com and write **E-version of *Ranger*** in the subject line. Thanks for doing your part to help us decrease the print run and save resources.

Consider this approach to awarding gift memberships

Life member Ed Rizzotto has a novel way to select deserving park employees for gift memberships to ANPR.

He contacts superintendents or supervisors in his area (Massachusetts) and asks them to recommend a deserving candidate for a gift membership. He especially hopes to find seasonals or new employees who are doing a particularly good job and/or have a bit of extra potential for a park career and leadership.

After someone is identified, he asks the employee for address information, fills out membership applications and sends in the \$35 gift dues. Last year he provided memberships to staffers at Adams, Longfellow House, Boston Harbor Islands and Minute Man.

Look for outstanding park employees in your area and give an ANPR membership. It's a great way to help build our membership.

Update — Eighth World Ranger Congress

The dates for the Eighth World Ranger Congress, to be held at the YMCA of the Rockies outside of Rocky Mountain National Park, have been set. Delegates will arrive on Saturday May 21, 2016. The Congress will run for five full days, Sunday through Thursday, and most delegates will depart on Friday, May 27.

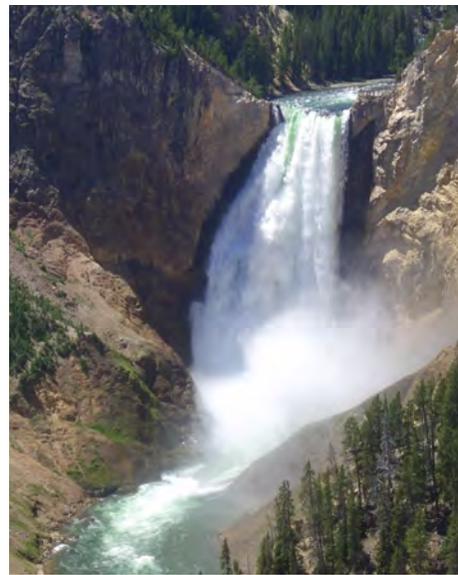
ANPR's successful bid to the International Ranger Federation to host the WRC rested, in part, upon the celebration of the National Park Service centennial in 2016. I'm delighted to say that the NPS has signed on to partner with ANPR for the WRC, and discussions are underway with a team designated by NPS Deputy Director Peggy O'Dell to flesh out the extent of that partnership.

The George Wright Society has agreed to provide registration services for the WRC and to devote all or part of an issue of the George Wright Forum to covering the plenary speeches and issues raised at the Congress. Their outstanding track record organizing highly successful NPS-related conferences provides us with valuable experience, and their international reputation also raises the profile and expectations.

The WRC Organizing Group is still looking for someone passionate about fundraising to join our team. Contact Bruce McKeeman, finance chief, at bruce.wrc8@gmail.com, or me at bob.wrc8@gmail.com. □

— Bob Krumenaker

We need new photos; please share your images



It's always nice to rotate photos on ANPR's website: www.anpr.org. Will you help with this effort?

Besides national park scenics, we're interested in photos of you at your park site. In addition, some images, particularly profile shots, are needed for the cover of ANPR's booklet, "Live the Adventure: Join the National Park Service." These should be of adequate resolution to allow for print publication. In other words, send the largest file size possible.

Horizontal format works best for the webpage slideshow, but verticals are fine for most other uses.

Email fordedit@aol.com.

ProMotive.com offers big discounts on name brands

Hundreds of ANPR members are signed up for the pro-deal discounts membership offers. Are you one of them?

If you've taken advantage of a pro-deal discount through your membership, let us know about your experience and if you did anything particularly cool with the gear!

The number of brand-name manufacturers associated with ANPR's pro-deals has risen to 360, more than most other teams on ProMotive. Join ANPR now to receive this great benefit, and you could make your dues back in savings from just one deeply discounted purchase.

You are eligible to remain on the team as long as you continue your ANPR membership. Email fordedit@aol.com to receive sign-up information.

Shop AmazonSmile and make \$\$ for ANPR

When you shop for products online at Amazon.com, please link first to AmazonSmile. The company will donate a portion of your purchase to ANPR. Get started here: <http://smile.amazon.com/ch/58-1494811>

All in the Family

Send your news to Teresa Ford, *Ranger* editor: fordedit@aol.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.

Sharon Ringsven (SHEN 91, ZION 92-93, HALE 93-94, BRCA 94, ZION 94-95, HALE 95-09, ZION 09-14) is the new deputy chief of concessions at Grand Canyon. Formerly she was revenue and fee business manager at Zion. New address: PO Box 276, Grand Canyon, AZ 86023-0276.

Kate Sargeant is a seasonal ranger at Acadia this summer. She worked at Delaware Water Gap last summer.

ANPR life member **Patrick Toth** retired in April with more than 34 years of government service. An Ohio native, he started with the National Park Service in 1978 as a ranger at the then fledgling Cuyahoga Valley NRA. He also worked as a seasonal ranger at Acadia before gaining permanent status in 1981. He then worked as a protection ranger at Independence and Delaware Water Gap.

Pat transferred to the former U.S. Customs Service in 1988 and worked as an inspector, senior inspector and then supervisory inspector at the U.S.-Canada border in Calais, Maine, until 2003. With the creation of U.S. Customs and Border Protection within the new Department of Homeland Security, Pat became the port director of the border station in Vanceboro, Maine.

Pat wants to stay in touch with ranger friends from Cuyahoga Valley, Acadia, Independence



A friend created Patrick Toth's retirement party cake with emblems made of icing. It was a fun surprise.

Professional liability insurance

discounted from Wright USA for first-time enrollees: www.anpr.org/liability.htm

Other insurance options

dental, accident, vision and more:
www.anpr.org/insurance.htm



Hikers and supporters of the Appalachian Trail — nearly 2,200 miles from Georgia to Maine administered by the National Park Service — flocked to the annual Trail Days in Damascus, Virginia. This year's event, which attracted thousands to the small town (population 815), was held in mid-May. In addition to the parade through town, Trail Days also included presentations, vendor booths, music, food, crafts and all-around fun for participants. Photo by Teresa Ford

and Delaware Water Gap, and others he met during training, fires and several early Ranger Rendezvous. Address: P.O. Box 745, Calais, ME 04619; unionstation@roadrunner.com.

Gordon Wissinger, chief of staff and deputy regional director for Southeast Region, retired April 3. He began his career in 1973 as a seasonal fee collector at Shenandoah, eventually moving to law enforcement and backcountry positions there. He later served as a park ranger at Colonial, criminal investigator at Cuyahoga Valley, resource management specialist at Shiloh and district ranger at Cades Cove in Great Smoky Mountains.

He also served in chief ranger positions at Capitol Reef, Natchez Trace, Blue Ridge and Shenandoah. A life member of ANPR, he was the 2007 recipient of the national Harry Yount

Award. Director Jarvis presented him with the Department of the Interior's Meritorious Service Award in 2013. He is married to Patty Wissinger, deputy superintendent at Great Smoky Mountains. □

Rocky reunion planned in 2015

Rocky Mountain National Park is planning an employee alumni reunion in 2015 when the park celebrates its 100th anniversary. Did you work at Rocky Mountain or know someone who did?

An employee alumni reunion is scheduled for Sept. 18-19, 2015, at the YMCA of the Rockies in Estes Park, Colorado.

To get on the reunion mailing list, send your email address to ROMO_100th_Anniversary@nps.gov or call Barbara Scott, anniversary coordinator, 970-856-1226.

Welcome (or welcome back) to the ANPR family!

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

Bonnie Cassel.....	Clements, CA	Jacob McCommons.....	Erie, PA
Brian Cohane.....	Ludlow, VT	Jack Morris.....	Minneapolis, MN
Clifford Collier.....	Ballwin, MO	Laura Neugebauer.....	Halethorpe, MD
Ray Dalida.....	Kansas City, KS	Niki Nicholas.....	Norris, TN
Emma Dlutkowski.....	Atlantic Mine, MI	Cindy Orlando.....	Naalehu, HI
Kary Goetz.....	Boise, ID	Allison Owczarczak.....	Dingman's Ferry, PA
Cindy Hagen.....	Ashland, MT	Bailey Palsa.....	Akron, OH
John Hutcherson.....	Elizabethtown, KY	Ronald & Sherri Ramseyer.....	Sullivan, IN
Will Jaynes.....	Gatlinburg, TN	Wisdom Rasiel.....	Honolulu, HI
Debra Kees.....	Missoula, MT	George Robinson.....	Bozeman, MT
Sandi Kinzer.....	Valentine, NE	Rose Steiner.....	Columbus, GA
Erny Kuncel.....	Mountain Green, UT	Mike Stetter.....	Salt Flat, TX
Eric Lamb.....	Altaville, CA	Shannon & Matt Wallat.....	Pacifica, CA
Caryn Ling.....	Rochester, MN	Sam Webster.....	Moab, UT
Tim Lombardi.....	Akron, OH		



CANYONLANDS

INSPIRATION • SOLITUDE • ADVENTURE

Canyonlands 50th anniversary gathering in September

Reunite with former colleagues and old friends Sept. 11-13 in Moab, Utah. The event is part of the 50th Anniversary of Canyonlands National Park Celebration.

A reception and historic film festival will be held on Thursday in Moab, a commemorative ceremony with cowboy dinner at the Needles on Friday, and a picnic and dutch oven cook-off on Saturday in Moab. The Museum of Moab will have a coinciding Canyonlands exhibit and there will be opportunities to provide oral histories of your experience in the park. If you have slides or photographs you'd like to donate to the park collection, they can be scanned and digital images returned to you.

Visit www.canyonlands50.org for information and to reserve space for you and your guests. Please spread the word and tell your colleagues about this special event. We hope to see you there!

Anniversary events are funded by Friends of Arches and Canyonlands Parks: Bates Wilson Legacy Fund, Moab Area Travel Council and Zions Bank, in cooperation with the National Park Service.

— Tom Cox, ANPR member, 50th Anniversary Planning Committee member

Rendezvous exhibitors help support ANPR

These exhibitors supported ANPR by participating in last year's Rendezvous. ANPR

appreciates their generous contribution.

Colorado Northwestern Community College, Seasonal Law Enforcement Training Program, rick.mossman@cncc.edu, 970-675-3337

Deryl Stone, NPS collectibles, derylstone@hotmail.com

EnerFusion Inc., Joe Kobus and Tom Davis, www.enerfusioninc.com, 517-783-3344

Intoximeters, www.intox.com, 314-429-4000

Qual-Tron Inc., Dan Chambers, www.qual-tron.com, 918-622-7052

R.J. Thomas Manufacturing Co., pilotrock@rjthomas.com

Unicor Services Business Group, Dean Osborn, dean.osborn@usdoj.gov, www.unicor.gov/services, 202-345-9636

VF Imagewear, Gwen Pettiford, www.vfc.com

Voice Products, Ronda Riggle, www.voiceproducts.com, 316-616-1111

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
 Tony Bonanno
 Jim Brady
 Paul Broyles
 Rod Broyles
 David Buccello
 Patricia Buccello
 Robert Butterfield
 Michael Caldwell
 William Carroll
 Cliff Chetwin
 Bruce Collins
 Bruce Edmonston
 A.J. Ferguson
 Mitch Fong
 Hal Grovert
 Dr. Russell Clay
 Harvey
 Larry Henderson
 Keith Hoofnagle
 James Hummel
 Steve Hurd
 Craig Johnson
 Margaret Johnston
 Ron Konklin
 Bob Krumenaker
 Mary Kimmitt Laxton
 Tomie Patrick Lee
 John Mangimeli
 Colleen Mastrangelo
 Sean McGuinness
 Jack Morehead
 Rick Mossman
 Aniceto Olais
 Tim Oliverius
 Cindy Ott-Jones
 Bundy Phillips
 Bill Pierce
 Tom Richter
 Bryan Swift
 Mark Tanaka-Sanders
 Dale & Judy
 Thompson
 Victor Vieira
 Karen Wade
 Philip Ward
 Kathy Williams
 Janice Wobbenhorst

3rd Century Club

Erin Broadbent
 Carl Christensen
 Kathleen Clossin
 Maureen Finnerty
 Rebecca Harriett
 Steve Holder
 Mary Karraker
 Dave Lattimore
 Dan Moses
 Alden Nash
 William Quinn
 Teresa Shirakawa
 Ron Sprinkle
 Barry Sullivan
 John Townsend
 Phil Young

4th Century Club

Deanne Adams
 & Tony Sisto
 Vaughn Baker
 Dennis Burnett
 & Ginny Rousseau
 Jonathan Lewis
 Deborah Liggett
 Jay Liggett
 Scot McElveen
 Bruce & Georjean McKeeman
 Edward Rizzotto
 Jean Rodeck
 Rick Smith
 Nancy Wizner

5th Century Club

Rick Erisman
 Butch Farabee

7th Century Club

Dick Martin

9th Century Club

Wendy Lauritzen

10th Century Club

Stacy Allen

11th Century Club

Bill Wade

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"/> \$35 through July 31 <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"/> \$1,500 | Individual <input type="checkbox"/> \$1,500 |
| 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 \$515 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.

Payment by Visa or MasterCard accepted:

Visa _____ MasterCard _____

Card # _____

Expiration date _____

Name on Account _____

Signature _____

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

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 or
25958 Genesee Trail Road, PMB 222
Golden, CO 80401



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 _____



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