

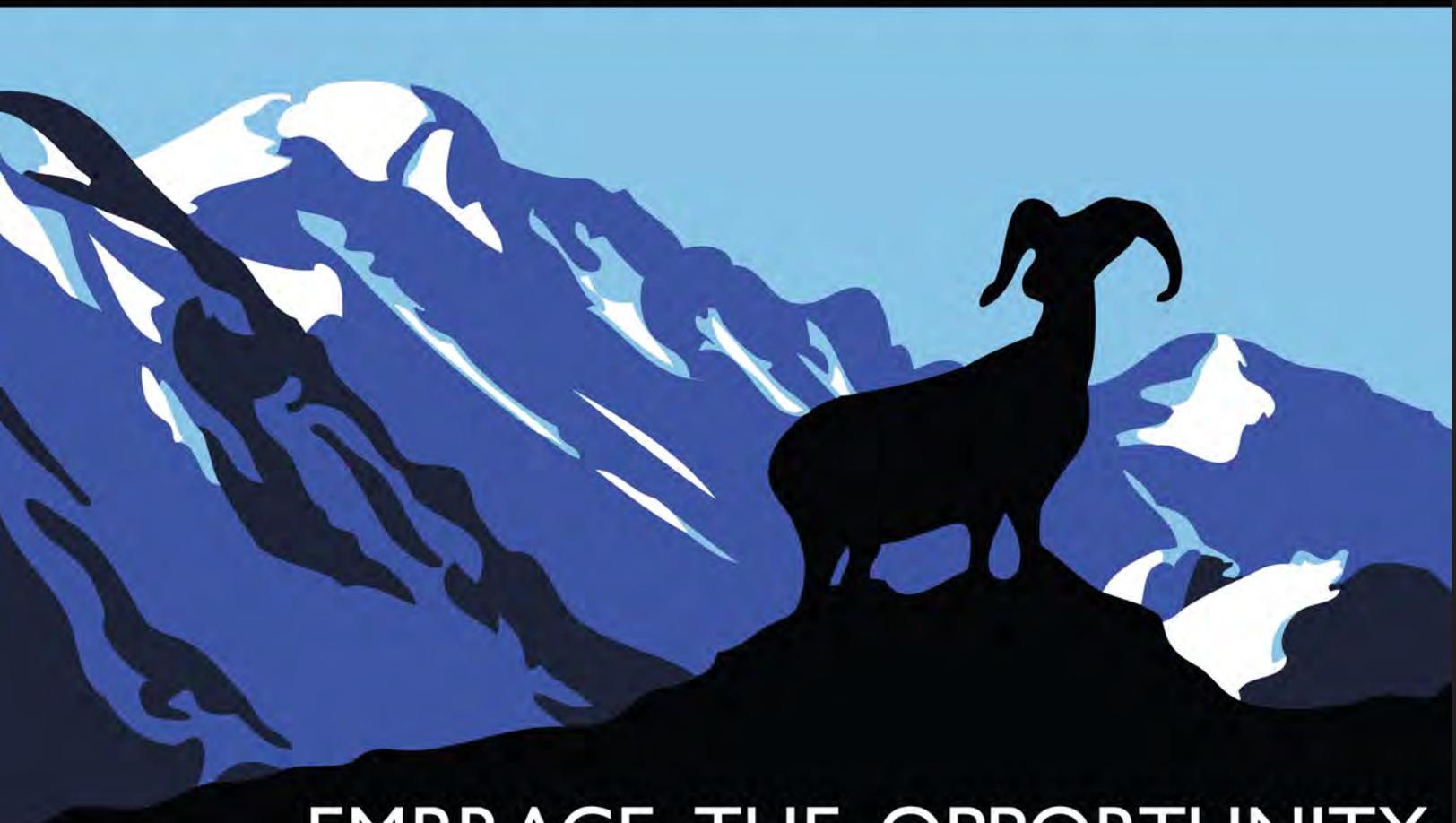
# RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 31, No. 1 | Winter 2014-15

## RENDEZVOUS IN THE ROCKIES



## EMBRACE THE OPPORTUNITY

Association of National Park Rangers • Rendezvous XXXVII • Estes Park, CO • October 2014

# 2014 PHOTOGRAPHY CONTEST

Nearly 60 images were entered in ANPR's annual photography contest. Rendezvous participants voted on their favorite shots in each of four categories. Winning images are on this page and the inside back cover.

These images and selected others have been compiled into an ANPR calendar available for purchase through CafePress. Visit [www.cafepress.com/anpr](http://www.cafepress.com/anpr).



## REMARKABLE PLACES

"Whispered Passage of Time" — Black Canyon of the Gunnison, Connie Rudd, Gunnison, Colorado



INTERNATIONAL DIVISION  
& GRAND PRIZE WINNER  
"Self Portrait" — Volcanoes  
National Park, Rwanda,  
Jeff Ohlfs, Twentynine Palms,  
California



*Ranger* (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with National Park Service employees of all disciplines; to promote and enhance the professions, spirit and mission of National Park Service employees; to support management and the perpetuation of the National Park Service and the National Park System; and to provide a forum for professional enrichment.

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.

ANPR's official address, through Dec. 31, 2014, is: 25958 Genesee Trail Road, PMB 222, Golden, CO 80401, [www.anpr.org](http://www.anpr.org). Members receive *Ranger* as part of their membership dues. See the website or *Ranger* for membership/subscription details.

#### Deadlines

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

## State of the Association

*ANPR President Erika Jostad delivered this State of the Association address Oct. 24, 2014, at Ranger Rendezvous XXXVII in Estes Park, Colorado.*

It is a pleasure to address this bustling, positive group here at this year's Rendezvous. The State of the Association address is a time to talk about where we are as an organization and where we are heading.

However, any good look forward includes a look back. When park rangers gathered together in 1977 with their friends and colleagues to socialize and talk about what they could do collectively to improve their work lives with the National Park Service, it is unlikely any of them envisioned the ANPR of today. In 1977 I had just begun elementary school. I say that not to make Butch Farabee, Dick Martin and others in the room who were founding members of ANPR feel the passage of time, but rather to honor the endurance of those early ideals.

I suspect none of those early members set out to form an organization that would persist into 2014 with a board of directors, an annual conference, undertaking a major event like hosting the World Ranger Congress, or conducting oral histories to document lessons learned from careers with the National Park Service.

The Association of National Park Rangers has had widely varied meaning to its members



over the years. Members have been deeply invested in professionalizing their work through Ranger Careers, we have been ongoing advocates to encourage the agency to provide career development opportunities, decent housing for employees, health benefits and other issues of importance to members.

ANPR has long been a venue to connect employees of the NPS with each other across geography, grade level and discipline. Many members credit connections made in this context with furthering their career goals. This is a long way from those early gatherings in the late 1970s, and we deserve to take pride in the accomplishments and longevity.

So where are we now and where are we headed? In more recent years members have asked this in earnest as the founding generation retired. In 2010 a group of concerned and deeply committed members presented the "Revitalization Report" at the annual Rendezvous. This followed a yearlong study of how to revitalize what had become a struggling organization with declining member engagement. The report recommended that ANPR focus on a few key points: Develop partnerships with the NPS and other like-minded organizations, create cohesiveness among members, and provide training and mentoring opportunities. Many of the specific recommendations have been implemented.

At the same Rendezvous where the revitalization report was presented, an initially more modest proposal was set forth. Longtime ANPR members recommended that the organization develop an oral history project that would both celebrate the upcoming NPS Centennial and

*(continued on next page)*

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COVER: Ranger Rendezvous logo design courtesy of Alex Eddy.

## State of the Association *(continued from previous page)*

help record the institutional knowledge of retiring NPS employees. The oral history project has been hugely successful in meeting its original goals. In addition, it has helped ANPR address many of the concerns raised in the revitalization report.

First, the oral history project has allowed ANPR to re-establish relationships with some of its partners. Senior members had conceptualized the project, but it was the younger members who were left to implement it. They needed help identifying who to interview and convincing these individuals to participate in the project. To do this, they turned to the Coalition of National Park Service Retirees. Through this process ANPR built a close working relationship with the Coalition and, in part, because the Coalition has close ties to the NPS directorate, we've been able to re-engage the agency as well.

Second, the oral history project has helped ANPR pinpoint the kinds of messages that were important for early career employees to hear; the kinds of messages that are missing from official NPS training. We are presenting these topics in sessions like you have seen at this Rendezvous and in *Ranger*. In doing this, we are true to our mission of empowering NPS employees and providing them with the tools that are necessary to succeed in their jobs.

Third, one of ANPR's most valuable member benefits is that it connected NPS employees across divisions, rank and park units. And in the NPS this is really important because it's an organization with a strong chain of command. ANPR is one of the few places where rank is immaterial, and these conversations at the hospitality suite are common and welcome.

As the founding members retired, a generation gap developed and this signature cohesiveness deteriorated. The oral history project has helped to close that generation gap by pairing young interviewers with retired members and putting them in conversation with one another. This has brought retired members back into the fold, created lines of communication between groups and established informal mentoring relationships.

The benefits of the project have been wide-reaching. We started this project as an effort to contribute to the historical record. Its value to ANPR has far exceeded that fairly limited goal for the good of the organization.

I would like to look at the value of another ANPR endeavor, the Supernaugh scholarship program. Named in honor of the late Bill Supernaugh, each year many of you generously donate money to sponsor members to attend their first Rendezvous and see what a great event and organization this is. *(The 2014 Supernaugh*

*scholarship recipients were introduced to the group. See page 7 for more details.)* I would also like to ask former recipients to stand. Four of your current board members attended their first Rendezvous through this program and came to recognize the value of ANPR membership and then invest in the organization's success. This program has proved to be deeply meaningful in attracting and retaining the next generation.

One of the most exciting initiatives ANPR has ever undertaken is to host the World Ranger Congress, here at the YMCA of the Rockies in 2016. We won the bid with the International Ranger Federation to present the event in conjunction with the centennial of the National Park Service. This year we have made tremendous progress with the formation of the World Ranger Congress Organizing Group led by Bob Krumenaker. We have secured this venue, developed a theme, solicited donors, and created new partnerships with the NPS, George Wright Society and others in support of the event. Over the past year, dozens of ANPR members have joined the group, demonstrating their strong interest and willingness to offer their skills and time to make this event successful.

In January 2015 *Ranger* editor and membership services director Teresa Ford will leave ANPR. We are transitioning to a new editor for *Ranger* and will continue to publish four annual issues both in print and digitally. We will be moving to a web-based membership management platform that will be the portal for membership, Rendezvous registration, news and forums. It is a service many small volunteer groups have moved to with good results and we expect to see reduction in cost.

ANPR continues to support issues of import to our membership. We continue to advocate for passage of H.R. 533, the bill before Congress that would allow successful long term seasonal employees to compete for career positions with the NPS. We are proud to have supported the expansion of the Federal Employee Health Benefits program to include seasonal employees.

Challenges remain to attract and retain



**Many elk gathered in open meadows at Rocky Mountain National Park.** Photo by Mike Pflaum



**Larry Frederick, left, and Rich Fedorchak enjoy visiting during breaks.** Photo by Mike Pflaum



**The hospitality room at the Longs Peak Lodge was a popular site for conversation and striking new friendships.** Photo by Ben Walsh

members in an age when volunteerism has declined. Yet, there will continue to be good people like you who believe that in order for the National Park Service to successfully preserve the country's natural and cultural resources, Park Service employees need proper training, strong professional networks, mentor relationships, and avenues by which they can affect change, if necessary, at high levels. ANPR will continue to fill these roles and will be most effective when you step in to help. 🏔️

# Majestic Rockies serve as backdrop for Rendezvous 37



This image of the iconic bighorn sheep was captured near the Mummy Range area. *Photo by Mike Pflaum*



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A Rendezvous photo album with nearly 75 images is posted on Facebook: [www.facebook.com/parkrangers](http://www.facebook.com/parkrangers)

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◀ Twelve hikers ventured to Nymph, Dream and Emerald lakes, above Bear Lake and at the base of Hallett Peak. *Photo by Mike Pflaum*

**T**he Colorado Rockies and a strong program attracted the largest number of Ranger Rendezvous attendees in recent years to “Embrace the Opportunity” at ANPR’s 37th annual gathering.

The YMCA of the Rockies near Estes Park, Colorado, proved to be an ideal setting from Oct. 22-26, 2014, for the 154 registrants (or 190 people overall who participated in a conference activity, including preconference training sessions).

Workshops, keynote speeches, a community service project, receptions and field trips offered a potpourri of opportunities. Warm autumn days gave way to crisp evenings, with the group migrating to the hospitality room for conversation, NPS trivia competition, s’mores around the outdoor firepit and more.

Vaughn Baker, superintendent at Rocky Mountain National Park and a longtime ANPR life member, welcomed participants at the opening session. He sprinkled his talk with slides of humorous drawings of Alan Vitello, a cartoonist for the Estes Park Trail-Gazette who often features talking bears, deer, elk and

bedraggled park rangers.

Baker noted that Rocky Mountain has exceeded the 3 million annual visitation mark as it prepares to celebrate its centennial at a formal dedication Sept. 4, 2015. In addition, 95 percent of the park is designated wilderness.

Other speakers, workshop presenters and various special activities rounded out the Rendezvous, an ANPR tradition since the Association formed in 1977.

A small group hiked to Emerald Lake while others joined a ranger-led, full-day bus tour of the park to view the scenery and learn about resource management issues.

A group also enjoyed a ranger-led evening trip to see herds of elk and listen to bulls bugling. Later, ANPR’s popular NPS film night was held at the Beaver Meadows Visitor Center for a showing of several visitor center films, courtesy of Harpers Ferry Center. Among the featured parks were Guadalupe Mountains, Nez Perce and Petrified Forest.



Rocky Mountain Superintendent Vaughn Baker visits with Demmy Vigil of Mather Training Center. *Photo by Teresa Ford*

About 25 participants, including six scholarship winners, attended their first Rendezvous and learned the value of the annual gathering.

Your support of the annual Rendezvous — with registration fees, tickets for donated prizes and silent auction bids — remains an integral part of ANPR’s financial stability.

Peruse these pages of *Ranger* for a glimpse of many scenes of the recent Rendezvous.

Don’t miss out on next year’s gathering. Make plans now to join us for the 38th annual Rendezvous Oct. 21-25, 2015, at the YMCA Blue Ridge Assembly near Asheville, North Carolina. See page 20 for more details and to volunteer to help. Visit [www.anpr.org](http://www.anpr.org) for updated information. 

— Teresa Ford, *Ranger* Editor

# Keynote speakers spark conversation

Keynote speakers addressed plenary sessions at the Rendezvous and fielded many follow-up questions from the audience.

**Mike Reynolds**, NPS associate director of workforce, relevancy and inclusion, didn't mince words when he admitted to "harsh truths I need to tell you." The hiring process is broken, he said, but "these things are fixable."

He suggested an advocacy group, possibly involving ANPR members, to help work toward "giving seasonals a fighting chance in a competitive system." However, he cautioned against "going around the rules."



**Alexa Viets**, NPS centennial coordinator for the director's office, invited ANPR members to get involved with centennial projects next year, leading to the agencywide celebration in 2016 of the NPS' 100-year anniversary.



**Alan Spears** of National Parks Conservation Association spoke about "America's Best Idea: NPS Branding and Its Impacts on Diversity Enhancement."

In a spirited presentation, Spears said, "I'm a fan of what you guys do, and after being here it makes me want to paddle harder."

He asserted these key points:

- Enhancing cultural diversity is the right thing to do.
- Successful cultural diversity involves focus on youth but it's not the only approach.
- The NPS has failed to make meaningful



**Alan Spears of NPCA**, photo by Teresa Ford



**Mike Reynolds presents his keynote speech to an attentive audience on the opening day of full Rendezvous sessions.** Photo by Teresa Ford

progress on this issue.

- Black and brown people need mentors.
- Look for new students everywhere. Cast a wider net.
- Are national parks America's best idea? No, the Bill of Rights was more important. However, the national parks have major importance as scenic, educational and inspirational places.

He urged the audience to "never lose sight of the great work you do."



**Jim Syvertsen**, a wilderness ranger at Sequoia and Kings Canyon, quieted the audience with his gut-wrenching retelling of a work trip in 2011 that ultimately ended in the loss of his right foot.

Syvertsen's talk, "The 'I' in Risk: Personal Responsibility in Risk Management," covered events leading up to the accident, his severe injuries, calling for help, surviving a cold night on a steep mountainside and the difficult rescue.

He examined what went wrong on the extensive inventory and monitoring project where the team members had hiked for many days to reach various marked points to gather data. When the hikers decided to take a shortcut, this entailed sliding down a treacherous, ice-covered slope with unseen holes and rocks.

After recounting the ill-fated trip, including graphic descriptions and images, Syvertsen listed the Dirty Dozen Human Errors:

- Lack of communication
- Complacency
- Lack of knowledge
- Distraction
- Lack of teamwork
- Fatigue



**Jim Syvertsen of Sequoia and Kings Canyon**, photo by Teresa Ford

- Lack of resources
- Pressure
- Lack of assertiveness
- Stress
- Lack of awareness
- Norms

He stressed the importance of assessing personal risk on any venture: what are you trying to accomplish? Is the risk I am about to take worth it?

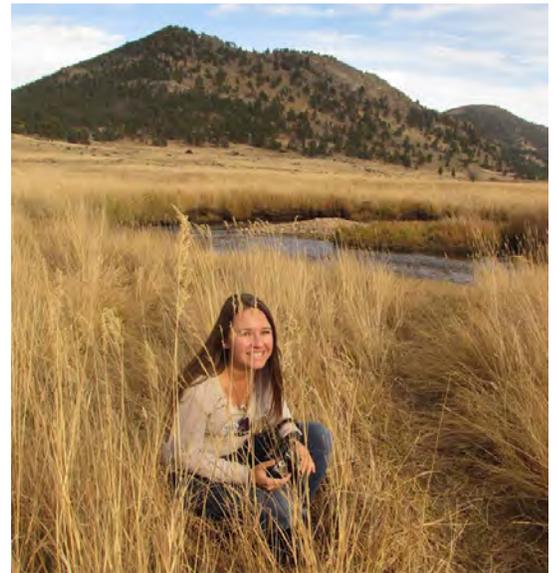
## Other Keynote Speakers

► **Christy Goldfuss**, NPS Deputy Director, Congressional and External Relations. Her duties include coordinating with members of Congress and leading the NPS Office of Legislative and Congressional Affairs, and the Office of International Affairs.

► **Dr. Nathan Stephenson**, USGS Western Ecological Research Center, "The Third Era of NPS Natural Resources Management." A research ecologist, he discussed the challenges of this third era, begun in 2012 with the Re-visiting Leopold report.



The drive across Trail Ridge Road crosses vast tundra and allows sweeping vistas. The park's highest point, Longs Peak at 14,259 feet, is in the distance. *Photo by Ben Walsh*



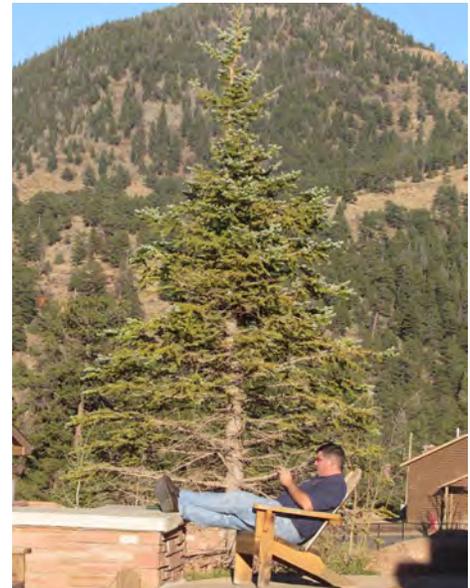
Katlyn Grubb poses during John Fielder's photography workshop. *Photo by Ben Walsh*



Renowned Colorado photographer John Fielder's workshop was popular, and participants found themselves in the midst of a film crew from CBS Sunday Morning. A segment on Fielder will air before the end of the year. *Photo by Ben Walsh*



ANPR's resident John Muir? A good double but it's Clair Roberts of California. *Photo by Mike Pflaum*



Mark Christiano of Gateway basks in the sun during a warm autumn day. *Photo by Ben Walsh*



Sweets hit the spot for Jamie Richards and Katlyn Grubb. *Photo by Ben Walsh*



ANPR members helped the Estes Park Long Term Flood Recovery Group rebuild a driveway damaged in the 2013 flood. *Photo by Colleen Derber*

The nonprofit **Big City Mountaineers** was the recipient of used gear donations from ANPR members. Items will help the organization with its hiking and backpacking programs that introduce kids to the outdoors. Among the donated gear were jackets, backpacks, tents, sleeping bags and water bottles.

# Trainings, Workshops & Breakout Sessions

Organizers of Rendezvous in the Rockies scheduled the largest selection of training sessions, workshops and breakout offerings in many years. From mountain medicine to hiring tips, park partnerships, clean air and housing issues, attendees could choose from varied subjects to help their career or strive to get that first entry-level job.

Prior to the official start of the Rendezvous, sessions included operational leadership for facilitators, a three-part leadership development seminar by well-known speaker Jack Harris, a photography workshop by Colorado landscape photographer John Fielder, high-angle rescue techniques, the NPS budget process, conducting oral history interviews and missing person search planning.

Below is a sampling of the Rendezvous workshops and breakout sessions. You can view the full list at [www.anpr.org/RR37\\_Program.pdf](http://www.anpr.org/RR37_Program.pdf).



A panel of selecting officials offered a variety of do's and don'ts to participants in a small group discussion of "How to Get Hired." Photo by Teresa Ford

## Hiring and Résumé Advice

Panelists encouraged attendees to upgrade their résumés and skillsets, get feedback from others, self-assess their applications, and continue to be persistent and talk to people about job prospects.

Pam Cox, a supervisory park ranger at Carlsbad, expressed a preference for cover letters "where you can talk about why you want to be a park ranger. Make them (the letters) stand out."

She strongly advised applicants to list their

supervisor with a current phone number. Paul Cox, supervisory fee manager at Carlsbad, added that an incorrect personal email or phone number will cause deletion of your application.

Holly Baker of Zion prefers to receive inquiries via email not phone. "If you do leave a voice mail, state your desire for the job, period. Not a question," she added.

Paul Cox cited two words — patience and perseverance. "Both will pay out dividends in the end. Don't give up."

Other recommendations from the panelists: Consider military service to gain veterans status; learn many details about the parks to which you apply and why you want to work there; don't use USAJobs buzzwords.

## Mountain Medicine in National Parks

Dr. Scott Owens, UCSF-Fresno Emergency Medicine Residency Program/Parkmedic Program, related vignettes that represent interesting situations faced by EMS providers in the NPS. He also incorporated a review of the new NPS pain management procedure and a look at a cervical immobilization procedure (still in draft form).

## GIS in Incident Management: Lessons from Hurricane Sandy

Mark Christiano, GIS specialist at Gateway, presented an overview of how technology was used to inform NPS incident management teams in the aftermath of Hurricane Sandy. The storm caused massive destruction in the New York City area in late fall 2012. Gateway, which spans two states and 27,000 acres, experienced considerable damage.

GIS stands for Geographic Information Systems, and it is a mapping technology that allows the user to create and interact with a variety of maps and data sources.

Christiano noted that Gateway served as a staging area for federal teams assisting New York City and as a temporary holding area for debris collected from around the area.



Laura Sturtz, communication specialist for the NPS Climate Change Response Program, leads a discussion during her workshop, "Support your Climate Change Team." Photo by Teresa Ford

# Rendezvous exhibitors, sponsors and donors help support ANPR

## Exhibitors

ACT BioRemediation Products  
Adamson Police Products  
Backcountry.com  
Backcountry Horsemen of America  
Big City Mountaineers  
Colorado Northwestern Community College, SLETP  
Flare Alert  
Flow397  
Geocorps America and Mosaics in Science Programs  
L.N. Curtis & Sons  
Motorola Solutions  
Northern Arizona University Park Ranger Training Program  
Rocky Mountain Conservancy  
Rocky Mountain National Park  
SPOT  
The Supply Cache  
UCSF Fresno Park Medic Program  
Unicor Services Business Group  
Warner College of Natural Resources, Colorado State University  
VF Imagewear Inc.

## Sponsorships

Coffee Breaks: VF Imagewear Inc.  
Hospitality Suite: R.J. Thomas Manufacturing Co. Inc.

## Product Donations

Adamson Police Products  
Avery Brewing Company  
Backcountry.com  
Backpacker's Pantry  
Clif Bar  
Colorado Cider Company  
Colorado Northwestern Community College, SLETP  
Disney  
Gary Little Photography  
John Fielder Photography  
Justin's  
Mammut  
New Belgium Brewing  
Oboz Footwear  
Orion Magazine  
OtterBox  
Pink Fog Photography  
REI  
Sierra Nevada Brewing Company  
SPOT  
Timbuk2  
Tobin James Cellars  
Vapur  
VF Imagewear Inc.  
Vineyard Vines

- ▶ ANPR extends a special thank you to life member **Scott Isaacson**, whose donation of books from Horace Albright's collection brought in \$1,080 in the silent auction.

**Isabelle Obey, the daughter of NPCA's Craig Obey, can't contain her glee at winning a flashlight and luggage on wheels during a dinner drawing. She enthusiastically ran to collect her prizes.** *Photo by Teresa Ford*



**Rick Mossman and Mark Maciha engage in a little friendly competition between their ranger academies.** *Photo by Mike Pflaum*



**Representatives of Flow397 show their wares to Jean Supernaugh.** *Photo by Ben Walsh*



**Kate Sargeant learns about the park medic program at UCSF Fresno.** *Photo by Ben Walsh*



# Board Business

The ANPR Board of Directors met Oct. 22, 24 and 26, 2014, during the Ranger Rendezvous. These were main discussion items and actions.

- Ranger Rendezvous 38 will take place Oct 21-25, 2015, at the YMCA Blue Ridge Assembly near Asheville, North Carolina (pending a signed contract). Ben Walsh will be the Rendezvous coordinator. The board discussed the possibility of limiting Rendezvous locations to make planning easier and to help develop business relationships.

- The World Ranger Congress will be held from May 22-27, 2016, at the YMCA of the Rockies near Estes Park, Colorado. Bob Krumenaker is coordinating the Congress, and Bruce McKeeman is leading the fund-raising campaign. Money is needed to help delegates from developing countries come to the Congress. The National Park Service has agreed to provide support.

- The board continued discussions on hiring a business manager and editor to begin working when Teresa Ford's resignation becomes effective in early January 2015. In an effort to reduce costs, ANPR will begin to use an online membership services program.

- ANPR's oral history project is now in its third year, and the goal of interviewing 50 people by 2016 was reached on Oct. 26. The project has been a huge success and will serve as a good model for oral history in the NPS. Money is still needed to cover the cost of transcribing all interviews.

- The board discussed working with Mike Reynolds, NPS associate director of workforce, relevancy and inclusion, on several workforce issues, including health insurance, housing needs and Pathways.

- The mentoring program is currently in need of a coordinator and additional mentors.

- Gannon Frain, board member for membership services, stepped down from the board prior to the Rendezvous, and Kate Sargeant was appointed to finish the last year of the term.

— Colleen Derber, Secretary



**BILL SUPERNAUGH MEMORIAL SCHOLARSHIP RECIPIENTS:** Left to right are Jim Syvertsen, Deb Kees, Lilli Tichinin, Anne Warner and Meghan Doermann. Not pictured is Sam Webster.

## Members bankroll scholarship fund, bring six newcomers to Rendezvous

ANPR members generously donated funds to send six scholarship winners, from a pool of 18 applicants, to their first Rendezvous. The fund was established in late 2006 in memory of Bill Supernaugh, a former board member, *Ranger* adviser and longtime mentoring program coordinator.

Scholarship recipients for 2014:

**Meghan Doermann**, park guide, National Mall and Memorial

**Deb Kees**, student, Seasonal Law Enforcement Training Program

**Jim Syvertsen**, wilderness law enforcement ranger, Sequoia and Kings Canyon

**Lilli Tichinin**, intern, park history program, Washington office

**Anne Warner**, interpretive park ranger, Acadia

**Sam Webster**, wilderness ranger, Sequoia and Kings Canyon

### ANPR ELECTIONS

The annual election by electronic ballot began in late November for 30 days. New board members will be seated for three-year terms on Jan. 1, 2015. The candidates:

**Katlyn Grubb** and **Ellyse Deldin**,  
Education and Training

**Cadence Cook**, Internal Communications  
**Scott Warner**, Strategic Planning

No member was nominated for the office of treasurer, so the position will be filled either by ballot write-in or presidential appointment.

Statements from the candidates were emailed to members on ANPR's email list and also are on the website: [www.anpr.org/candidates.htm](http://www.anpr.org/candidates.htm)

Without the Supernaugh scholarship, I wouldn't have been able to attend this awesome Rendezvous. It was enlightening to talk with people from parks I've never visited. Coming from a wilderness park, it was great to hear how urban parks can serve as a nexus between so many people and natural and culturally important places. I learned that all parks can serve as a launchpad to explore America's living history and majestic environment.

— Jim Syvertsen



Ranger Rendezvous exposed me to a side of the National Park Service with which I was not familiar. I'm late to the NPS and will always (happily) be a seasonal. For the most part, we don't receive training outside our park so Rendezvous gave me exposure to and a better understanding of NPS policies. In my work with younger people each summer, I think now I'm better able to help them with some of the frustrations of "just being a seasonal." I'm grateful for the scholarship and for the exposure to broader issues and to a lot of great people.

— Anne Warner

— Photos on pages 8 and 9 by Teresa Ford —

## STEPHEN T. MATHER AWARD

The National Parks Conservation Association honored Dan Wenk, superintendent of Yellowstone, with this award given annually to an NPS employee who has “shown steadfast leadership and persistent dedication to our national parks.”

NPCA’s Craig Obey presented the prestigious honor to Wenk (pictured on the left with Obey) during a full session at the Rendezvous, as has been the group’s tradition for the past 26 years.

One of Wenk’s major accomplishments was helping to establish a park winter-use plan that resolved a 15-year conflict over the use of snowmobiles. He adopted “a fresh approach” to working with stakeholders, Obey



noted, and was able to develop a plan that allows access for snowmobiles while limiting noise and air pollution.

Wenk also is a strong advocate for protecting Yellowstone’s resources, inside and outside of park boundaries, on wolf, bison and fisheries management issues, Obey said.



## ANPR RICK GALE PRESIDENT’S AWARD

Bob Krumenaker received the ANPR Rick Gale President’s Award in 2014 from President Erika Jostad for outstanding dedication and contributions to ANPR.

An ANPR life member and acting superintendent of Everglades, he has been engaged in supporting the organization over the years. Last year ANPR launched the largest initiative in its 37-year history, hosting the Eighth World Ranger Congress in May 2016. This triennial event will bring delegates from protected areas around the world to Estes Park, Colorado, to collaborate with and inspire each other in furthering their work.

Bob volunteered to head this complex planning effort. His leadership has been crucial in developing partnerships with the National Park Service, George Wright Society, National Parks Conservation Association and others to ensure the success of the Congress. He has organized a strong team of ANPR volunteers who are creating a successful and meaningful event coinciding with the agency’s centennial celebration.

## THANK YOU to Rendezvous volunteers

Rendezvous Coordinator: Alison Steiner

Program Team: Ken Bigley (lead), Kevin Moses, Jamie Richards and Ben Walsh

Communications Team: Roberta D’Amico (lead), Alex Eddy, Jeremy Kaufman and Jamie Richards

Logistics Team: Colleen Derber (lead) and Kathy Brazelton

Logo/Program Design: Alex Eddy

A/V Support: Mark Christiano

Registration Desk: Colleen Derber, Seth Tinkham and Supernaugh Scholarship winners

Bucket Drawings: Katlyn Grubb and Ben Walsh

Trivia Night: Jamie Richards and Supernaugh Scholarship winners

Silent Auction: Isaiah Fitzgerald

Donations/Sponsorships: Mary Martin and Alison Steiner

Photo Contest: Alex Eddy and Liz Roberts

Exhibits: Alex Eddy, Alison Steiner and Seth Tinkham

Service Project: Colleen Derber

Merchandise Sales: John Ott

Hospitality Room: Lauren Kopplin, Tim Moore and Nancy Ward

Photography: Colleen Derber, Teresa Ford, Mike Pflaum and Ben Walsh

## A way to boost NPS employee satisfaction?

By Ed Rizzotto

Rendezvous participants shared concern and insights about what might be causing the serious and negative feedback in the annual NPS employee satisfaction surveys. Much talk was about process, but I see adverse changes in structure. In one breakout session, I posed the small idea of “Team UnBuilding.”

As I look back over my time with the NPS, I remember successful efforts by superintendents and other managers to build effective teams, and to share and further park ideals and objectives across disciplines and interests. Staff didn’t see themselves on separate career tracks (with perhaps only short-term ties to the NPS) but rather together as parts of a greater effort furthering parks, both specific and overall, long term. This was comparatively easy at one time

because the NPS was relatively decentralized and many field staff were members of the same generalist 025 series. Changes since then have led to a relative fracturing of those local teams. I have labeled this as “Team UnBuilding” and listed some potential factors:

a. The professionalization of the park ranger and its division into different but often quite separate disciplines.

b. The removal of supporting disciplines from the park-based teams, regardless of duty station. Examples: criminal investigators reporting to Washington, not the chief ranger; purchasing agents and contracting officers gathered into regional or higher structures; attempt to stovepipe IT professionals.

c. Routine multiple lines of direct communication (often two-way) between Washington,

regions, program centers and all staff levels vs. information primarily shared and discussed at local park squad and staff meetings.

d. Efforts by DOI toward a so-called *one Interior* whereby all staff would be interchangeable and self identify first with the DOI.

These and other changes may have made sense from the standpoint of budgets, efficiency and professional centers, but they didn’t necessarily build park teamwork, common cause and satisfaction. If we recognize the unintended consequences of structural shifts, we can work to find a renewed common purpose, confident that we are still a meaningful part of a valued and once-again-whole NPS team.

Comments or suggestions are welcome.

# 'That's What I Love the Most — Dealing with the People'

**Gary Burnett — Grand Canyon's full-time volunteer extraordinaire**

Gary Burnett Sr., is a full-time volunteer-in-park, or VIP, for the Division of Interpretation and Resource Education at Grand Canyon National Park. Burnett, with his sense of humor and positive attitude, provides exceptional visitor service to many of the park's 5 million annual visitors who come from all over the world. He has logged almost 4,000 hours of volunteer service to the National Park Service. This interview was conducted in August 2014 by Pete Peterson.

## **Where did you grow up?**

I grew up in a little farm town outside of Cleveland Ohio called Olmsted Falls.

## **What did you do prior to volunteering for the National Park Service?**

I was a cameraman for the ABC affiliate in Cleveland, WEWS Channel 5.

## **And before that?**

Actually, before that I lived in San Francisco where I also worked for the TV stations and I was a medical steward, worked on the ambulances, San Francisco city ambulance.

## **How did you find out about the national parks?**

The Travel Channel, quite frankly. I mean I've always known about the national parks. I used to go to the parks: Yosemite and Sequoia, and all that. I never knew anything about volunteering at the parks until...I think it was the Travel Channel, one of the national park specials that they did.

## **Was this when you were living in Cleveland?**

Yeah, living in Cleveland.

## **What was the first national park you visited?**

The first one I visited was Yosemite National Park in California.

## **Is that when you were living in San Francisco?**

I was living in San Francisco. I went to that park probably 50 times in the 12 years that I lived in San Francisco.

## **How long have you been volunteering for the National Park Service?**

About three years? Four years now, because I started in 2010. So . . . about four years.



## **What parks have you volunteered at?**

My first park was the Golden Gate National Recreation Area where I was actually an intern, because as a volunteer they don't give you a place to stay, but as an intern they give you a place to stay and a little food stipend. So I ended up there for 10 months. Then I came to the Grand Canyon. So I've done Golden Gate National Rec, then Grand Canyon, Capitol Reef, and now back at the Grand Canyon.

## **Do you have anything lined up to volunteer at after you leave here?**

No, I'm gonna go home for a few months. I get itchy feet. A good chance I'll come back here if they let me. I have the opportunity to volunteer at Tonto National Monument with Libby. Libby was my first supervisor here at the Grand Canyon who really made my volunteer experience so pleasant, I'm gonna do this all time, as long as I can anyway. The more I volunteer here at Grand Canyon...I mean the people are wonderful, they treat the volunteers like gold, so, it's a pleasant experience if you like to get out of the house and not watch reruns of "Walker Texas Ranger" through your entire retirement.

## **Describe your current volunteer job here at Grand Canyon National Park**

I work the visitor center mostly. And I also do what we call a sunset rove where I go out to Hopi Point and answer photography questions and questions about the sunset and will we have a nice sunset today. So I place frequent phone calls to God so I can answer that ques-

tion; otherwise, the best thing to do is to just wait until sunset. Customer service: that's my main duty here.

## **What has been your experience with staff diversity in the National Park Service?**

Well, I started at Golden Gate National Recreation Area in San Francisco. Honestly, I did not see a lot of people of color on the staff until I'd been there for two or three months. I stayed there for 10 months. When I got around the headquarters area is where I saw most of the diversity within the staff. Rangers...of course, in San Francisco you have a pretty diverse group of rangers. When I got here to the Grand Canyon I think the only one on the staff that I saw, particularly my first season here, was me. Once you learn the park and know where headquarters is and where that building is, I think staffwise it's pretty diverse. That goes from department to department. No, there are not as many blacks, aren't as many people of color, working as rangers as you'll see working in maintenance. Why that is? I don't know. Frankly, I don't really care. I think people are working where their interests are. As far as park staff goes, at least in the parks I've been at, and that's Golden Gate, Grand Canyon, and Capitol Reef, very few and in some cases no people of color in those parks. Whether or not that's a problem, I don't have a clue.

## **Should the National Park Service do more to improve its diversity?**

My steadfast belief is that they should never fast track anybody to make anything diverse.

If someone is qualified then they should be in whatever position needs to be hired for. But if someone is fast tracked to that position, I think that could cause more trouble than not.

**What has been your experience with visitor diversity in the national parks?**

Hmmm...when I first started, very few blacks came to the parks. In the three years that I've been coming back here, every year there are more and more and more. So I think it's something that not so much the black adults but the black children and they too are watching the Travel Channel. So they're becoming more interested in the national parks because they see it, they think it is beautiful. Now I have so many black families come to the visitor center with their kids and they want to do the Junior Ranger program. They want to get involved in the parks and nature and wild animals. So that's been my experience.

**What do think the National Park Service should do to encourage more people of color to visit national parks?**

Quite frankly, I don't think they should do

anything. I honestly believe that if the National Park Service thinks they have a problem with few people of color in the parks, that's a problem they're creating for themselves. The more these kids get interested in parks, when they go to school they'll start taking more courses that relate to nature and wildlife and biology in parks and try to work their way into the parks system. As far as doing something special, I don't think it's necessary at all, quite frankly.

**What is your most memorable experience volunteering for Grand Canyon National Park?**

My most memorable experience is just dealing with the people. I've learned to speak every language on the planet since I've been here. And I realize it's just a matter of how fast or slow you talk as to what language you're speaking. Nah, I'm just kidding. Hahaha. That's what I love the most is dealing with the people. As a volunteer I can "mess" with them a little more than the rangers can. I started giving out an award. I called it my Grand Canyon Ph.D. —Pretty Hair of the Day award. It usually goes to seniors with really pretty silver and black

hair. They don't use Lady Clairol. And you'd be surprised at the reactions and the gratitude I get when I give that award out to people. I'm pretty good at ad-libbing, so I ad-lib some things when I'm at the desk.

**Anything else you want to say about your experience volunteering for the National Park Service or national parks in general?**

You know what? Honestly, I get people every day that come into the visitor center or out at Hopi Point or wherever I'm at, that say: "Ohh, I've always wanted to do that!" And my response to them is: "Then why don't you? It's not that difficult." My advice, which I'm sure you guys who sit here in these offices don't like, but I tell them: "Look, don't go on the Internet to volunteers.gov...you go to the national park, go to the headquarters building and ask to talk to somebody. At least when you fill out that application they'll know who it's from and they've seen you face-to-face." Some people can't do that but most people who volunteer at the national parks, they're familiar with the national parks. They've been to national parks. I advise them that if there is a park you want to work at for three months in specific, just go there and ask. I've been retired 15 years now. I would probably be dead because there is only so much TV you can watch and only so much Ben & Jerry's "Chubby Hubby" you can eat sitting on the couch. Yeah, it's a great release. Of course I'm a professional photographer so for me it's absolutely wonderful. I don't take my photography as seriously as I used to, but I still get some great photos.

**On behalf of Grand Canyon National Park I would like to thank you for volunteering here. I hope you continue to volunteer for the national parks.**

My pleasure. That's my intent: to continue to volunteer. 🐾

*Pete Peterson is a supervisory park ranger and interpreter in the Village District at Grand Canyon. He has been a regular columnist for Ranger magazine for several years.*

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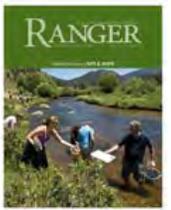
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Afternoon light in Big Bend, NPS photo/Cookie Ballou

## A Case for Wilderness By Ali Paul

The sweat drips down your face as your breath comes in short bursts. Gazing out from the saddle of the mountain, a sea of jewel green trees breaks the drab olive color of the sage scrub earth. As your breathing slows, your ears fill with the trill of birds, the rush of wind, and in certain moments, silence. Looking east you don't notice the roadways, the cabins and the cars. Instead, your eyes roam over the gentle curves of the Red Hills, the reflective flash of the Snake River, and bright golden fields of arrowleaf balsam root. A smile lights your face, a reflex of taking in the scene before you. For many, escaping to this wild place would take months of planning and may happen once in a lifetime. For you, today is just another day working in a recommended wilderness.

There are close to 6 million acres of National Park Service land awaiting official designation as protected wilderness. Many areas like Grand Teton, Assateague Island, Big Bend, and Cedar Breaks have been waiting since the 1970s. Last September we celebrated the 50th anniversary of the Wilderness Act. In 50 years the National Wilderness Preservation System has grown from 9 million to 110 million acres of designated wilderness. The act has provided for the preservation of these lands in their natural condition. Some are places without trails. Many are places with few people and all are expertly managed to retain their wilderness character.

### PERSPECTIVE

As our urban areas grow ever-larger footprints and national attention is turned toward accidental pollutions and climate change, now is the time to reconsider those 6 million acres. By law, they are currently managed as wilderness, a significant part of the legislation that foresaw the need to preserve even potential land from further development. Some people might ask if we really need more protection for areas already part of the National Park System. The intention for the land, however, is different when it is officially designated as wilderness. As the world population and park visitation grows, these may be some of the only places left to find solitude, to “find a refuge from society,” as John Muir once wrote.

Even parks like Yellowstone, with more than 3 million visitors annually, are wild. Only a small portion of that park is developed, and there are many chances to escape to a deserted lake or a lesser known thermal area on a day hike or a backpack. A Crater Lake snowshoe or a desert arroyo hike in Big Bend can provide even more chances for reveling in the rich wilderness character that these non-designated lands provide. The 6 million recommended acres are unique in their ecosystems and diverse in their recreational opportunities but are unified in their need for advocates and protectors.

As rangers, we benefit from these opportunities daily and have firsthand experiences as proof of their value. We can empower our visitors as friends and active preservers of these national treasures. We can use the Wilderness Act to help us further fulfill our mission — to preserve unimpaired for future generations — many more acres of land in its natural condition.

Continue to find ways to celebrate this incredible piece of legislation. Whether it's a quiet moment for reflection, a character of wilderness that can even be found indoors, listening to a podcast from one of your favorite wilderness parks, or actually getting out into some of these 170 million acres, enjoy the wild. These actions, large or small, will allow for a reconsideration of the value of wilderness. In those moments, we become better stewards of all our public lands and spaces as we celebrate the work that created this unique and wonderful National Park System. 🐾

*Ali Paul has been a seasonal ranger at Big Bend and Yellowstone. After living near and loving a few southeastern wilderness areas (Joyce Kilmer in North Carolina is a favorite), she moved to Yellowstone and immediately was drawn to the plight of these unofficial wildernesses. She actively sneaks in wilderness preservation messages to her programs when appropriate and explores her great big backyards in her time off.*

# ‘I had to earn my way’

## Ranger Jan Kirwan: An interview with folklorist Lilli Tichinin

Jan Kirwan's career with the National Park Service spanned 27 years, five parks and experience in interpretation, wildland and structural fire, resource management, EMS and law enforcement. All along she pushed herself to learn new skills. During an interview at Ranger Rendezvous in 2014, Jan shared a snippet from her career at Everglades — beginning as a seasonal in the early 1980s and then as a permanent employee from 1987 to 1998 — and the prejudice and misconceptions that she encountered as a pioneering female ranger in the world of land management law enforcement.

**Kirwan:** While working as a dispatcher in Everglades and trying to move forward in my career after attending seasonal law enforcement academy, the then chief ranger came into the dispatch center after learning that I planned on applying for a LE ranger job at the Tamiami Ranger Station. After a short discussion, the chief told me that he would not hire a female ranger because “things happen in those hunting camps that no woman should be exposed to.” I reminded the chief that I grew up with folks who had hunting camps and occasionally they would take kids from the neighborhood with them while they prepared for the upcoming hunting season. The chief remained adamant that he would not hire a female ranger.

Several years later I returned to my “home” park, having been hired by a forward-thinking supervisory ranger, who transferred shortly after I arrived at the Tamiami Ranger Station. The position I was offered was split interpretation/law enforcement that was soon converted to full-time LE. Now, first and foremost I had to learn the skills most critical to my job — how to operate an airboat, our primary patrol vehicle under all conditions and in all circumstances. My problem was my acting supervisor and co-worker was unwilling to train the “girl” ranger beyond the bare minimum of skills. The local hunting community stepped up and taught me how to run an airboat like a hunter, a skill that was invaluable to working the backcountry. I learned how to work hunting by sitting around the fire at the game check station, out of uniform and off duty. I learned the ins and outs of legal take but also many of schemes outlaw hunters would use to try to trick rangers and game wardens. Throughout my career I learned that I had to earn my way, overcome perceptions that came along with being a female ranger, to get folks to understand that I was capable, I can do it!



Jan Kirwan

**Tichinin:** I saw that you’ve done a lot of additional trainings outside the NPS. What made you do that?

**Kirwan:** I always wanted to make sure that I had the best skills possible. I didn’t want anyone to say that something happened because I couldn’t do what I was supposed to do and make it harder for the next female ranger to come along after me. It was always a challenge and a battle to prove myself not just as a ranger, but as a female ranger.

This is sort of funny! While at Tamiami I was sent to a DEA marijuana detection and eradication course on the west coast of Florida. The course announcement stated that business attire was required for the classroom sessions, two days. I showed up in a nice skirt and was almost immediately met with comments from my male classmates, comprised of state, county and local officers from the surrounding communities, regarding my attire. I quickly overheard comments about there being a “girl” in the course, and during the first break received questions like, “You know you’re going to have to get dirty don’t you?” and “I can take you to Kmart so you can get some clothes to go outside in.” I quickly figured out that staying quiet would be my best course of action. Let my skills speak for themselves later in the course.

The rest of the first day and the second day of the course continued with similar comments directed to me. During a lunch break, the DEA course coordinator asked me if everything was okay. I told him that I was fine, that I had heard

similar comments before. He then asked me what it was I did for a living. I replied, “I’m a park ranger.” He then asked specifically what it is I did, which is when I told him, “I run an airboat in the Big Cypress and Everglades pretty much exclusively conducting hunting patrols and resource management work in the swamp.” Laughing, the agent asked me if I had told anyone what I did. I said, “No!” He laughed again, and then said, “This is going to be fun!” After reviewing aerial reconnaissance and uncovering suspect plantings we prepared for the next day’s field operations. Some of my classmates offered to let me work with them if I was scared during the field exercises.

The first day of field exercises, I dressed in my best “go to work in the swamp” clothing and gear. I received some surprised looks. The course coordinator then split the participants into two teams and much to my surprise, made me the captain of team one. My most vocal challenger from the previous days of class was made the captain of team two. After receiving our mission briefing from the DEA agent in charge, I took my team aside and shared some simple swamp survival skills: which plant indicates deep water, which plant shallow water and just what to expect from a cottonmouth should they run across one. I explained to my team what my job consisted of on a daily basis. My team members just laughed and said, “Cool, you know this stuff.” By the end of the field exercises that included sweat, some swearing and lots of laughing and mud, we pulled and hauled out a couple of hundred plants back to the road and met up with the other team.

We learned that most of the other team never left the road, too afraid to walk into the swamp to go after their targets. The other team leader remained very quiet, clearly embarrassed by his assumption of the “girl’s” skills and abilities. When the other team learned of my background as a “swamp ranger,” most had a good laugh while others seemed to remain stoic in their beliefs of my limitations as a “girl ranger.” Maybe I was just a bit evil by not toting my skills the very first thing, but sometimes it’s just best to stay quiet, be a ranger and do what you do best. 🐾

*Retired from the Park Service, Jan Kirwan is superintendent of Mesilla Valley Bosque State Park in New Mexico. Lilli Tichinin, an intern with the Park History Program in Washington D. C., received a Supernaugh Scholarship to attend the Rendezvous in 2014.*

# Hurricane Sandy packs a punch, teaches lessons

By Flor Arellano, Statue of Liberty

**T**he United States Park Police boat was on land. Brochures in every language were scattered throughout the parking lot. The shuttle dock was completely destroyed and on its side. The islands were flooded.

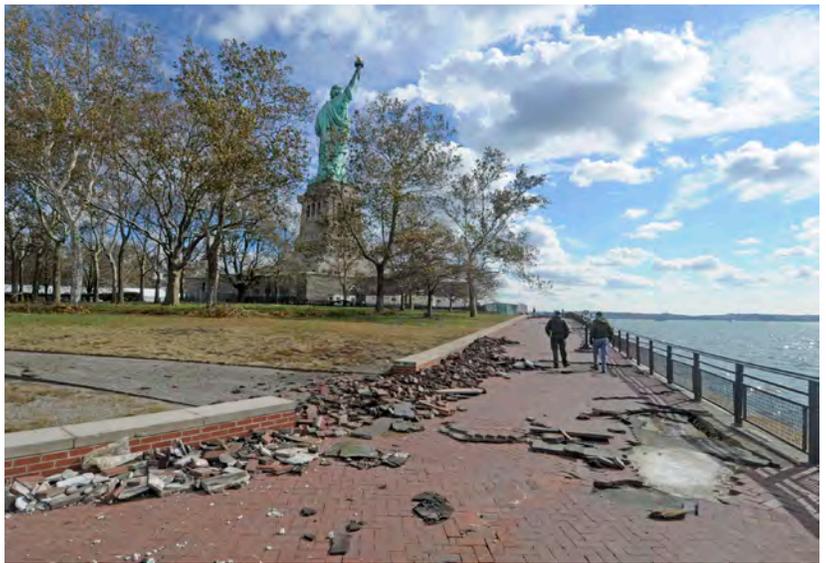
Uniforms surrounded the Information Center. Artifacts were hidden in the darkness of the Great Hall. Lady Liberty's torch was extinguished. New York Harbor was silent.

Who could ever fathom that two of our most iconic parks would be struck by a hurricane? As an intern, I thought I would be doing menial tasks; I never thought I'd be assisting rangers in putting Liberty and Ellis islands back together again.

After an inspiring trip to Yosemite in April 2011, I heard my calling as a park ranger. I enrolled in the public history program at St. John's University in Queens, New York. One of my requirements was an internship, which led me to the Ellis Island Immigration Museum.



**Debris — from tires to brochures — washed up in the abandoned halls of Ellis Island. Many windows were blown out due to the strong winds.**  
*Photo by Flor Arellano, NPS*



**Winds of 89 mph broke the wayside railings and uprooted paved bricks on Liberty Island's promenade.** *Photo by Kevin Daley, NPS*

I went in wondering if I had what it took to be a park ranger, but due to Hurricane Sandy, I ended up learning more than I anticipated. My tasks ranged from transcribing songs to updating the inventory of the artifacts. In hindsight, we had no idea how important this would later prove to be. In preparation for Hurricane Sandy, my supervisor, Judy Giuriceo (curator of the museum), instructed me to call a telephone line each day to determine if Ellis Island was open.

Hurricane Sandy made landfall in New York City on Oct. 29, 2012. No one, not even the rangers at the Statue of Liberty and Ellis Island, could have imagined the devastation it brought to the Tri-state area. Lady Liberty had been closed for more than a year due to security upgrades. She had reopened on her 126th birthday, Oct. 28.

One day later, Hurricane Sandy forced the Statue of Liberty to close again. Ellis Island, which had been operating on a normal schedule, was severely hindered after the storm's wrath. While Liberty Island was flooded 75 percent, Ellis Island was 100 percent flooded. Despite no damage to the statue, pedestal or Fort Wood, the grounds were destroyed. The water level was 14 feet; on Ellis Island the water was to the basement ceiling. Neither island had electricity, water, sewage, HVAC systems or working docks. Because of the extensive damage, it took several months to reopen these iconic parks.

The day after Sandy had passed, I called the hotline and got a message stating that the number was no longer in service. The hurricane had wiped out the telephone line. I hoped to report for work at Ellis Island but had no way of getting there from my home on Staten Island

because there was no public transportation. Roughly one week later, I received an update on Ellis Island.

No one was allowed on the island except an emergency museum staff team sent to assess the damage. Until their work was completed, there was no timeline as to when anyone could return. Two weeks later, the island was still closed to both staff and public and would remain so for some time. I was facing the prospect of not being able to complete my internship when my site and faculty supervisors surprised me with a new plan. How would I like to spend my remaining time assisting the NPS team assess the damage to the artifacts in need of treatment? How could I pass up this opportunity?

I returned to Ellis Island in early December. It was grim and eerily quiet, probably how it was when it was abandoned decades ago. Before I began work, I was given a letter stating that the air quality was good, but I still must wear a mask within the museum. The immigration building was cold and lifeless without tourists to roam the exhibits. Park personnel and rangers who performed many different tasks before the hurricane worked together to help take down the framed artifacts and place them in storage. Because there was no electricity, I wore my winter coat, and we only worked during daylight hours. At 4 p.m. we stopped working. When I was on the staff boat heading back to Battery Park, I could not help but stare back at the darkened islands, saddened by their state of disrepair.

While I helped to pack the artifacts with several others, the rest of the rangers from the islands were dispersed to other NPS sites undamaged by Sandy. Some rangers were sent

to the administrative offices at Fort Wadsworth, others were at Castle Clinton telling visitors of the islands' closure.

The following week I continued uninstalling artifacts. It was a tedious task because these artifacts had never been taken down since they were installed in September 1990. Eric Byron, a library staff member, read off the inventory lists while each artifact was removed from the wall. Later, when I looked out one of the windows, I noticed the food service equipment was being steam cleaned, a reminder of the extent of Hurricane Sandy.

After New Year's Day, I found out that the artifacts were being sent to Maryland for storage. I didn't know how long they would be there, but it would probably be at least a year before the immigration museum reopened. The generators had arrived and the museum was no longer cold. One day I packed framed artwork and put paper corners on each frame. I recorded the item number and after wrapping the frame in bubble wrap, it would be put in a box and taped shut. On the outside of the box, the item number was written again, to keep an inventory of items sent to Maryland. After the boxes were packed, everything was moved to the first floor. The packed boxes of artifacts were arranged into pallets. Once the boxes were packed on a pallet, we shrink-wrapped the boxes to prevent damage. Getting the shrink wrap started was a



**Concessionaires for Statue of Liberty and Ellis Island lost thousands of dollars in food and retail inventory.** Photo by Flor Arellano, NPS

challenge. We began on the bottom and walked around the pallet, making sure to cover every area. Once the ball was rolling, it was fine, but we got a little dizzy.

The suitcases that immigrants used to bring their most precious belongings were once part of an exhibit. Now they were encased in bubble wrap and packed. It was sad to see how empty that once vibrant area had become. The suitcases were dusty, and a museum staff member used a vacuum to gently clean them. A tag was attached to the suitcase and then it was ready to be wrapped and put on a pallet. The pallets were stacked about three suitcases high, and we prepared them for shipping.

We finished by Jan. 10. All the artifacts were packed and awaiting pick up. I was fortunate to get a tour of the abandoned parts of Ellis

Island, including the psych ward, the old administrative building and the morgue. While I saw wonderful views, I also saw the damage left by Hurricane Sandy and the reasons why we weren't in operation.

Fast forward nine months: the Statue of Liberty reopened July 4, 2013. The walkways were repaired. By this time I was a seasonal park guide and noticed the ongoing repairs even after visitors were allowed back. Ellis Island was on the road to a slow recovery—it reopened 364 days after Hurricane Sandy hit.

The artifacts still had not returned; only the main building and empty exhibits were avail-

able. Concessions didn't return to the island until several months later. On Liberty Island we had no Junior Ranger books or radios, and an endless line of visitors. Who could blame them after the sites had been closed for so long?

Currently I am a term park guide and there is still a lot of work to be done. Communications have improved significantly on Liberty Island. We now have an EMS truck and radios, and a sense of normalcy has returned. The artifacts have not yet returned to Ellis Island, but a contract has been awarded to fix the climate control in the exhibits area. Hopefully, this means that the artifacts will soon return home in the coming year.

Ellis Island now has concessions and doesn't rely on generators. The movie "Island of Hope, Island of Tears" plays once more. Everyday operations are running more smoothly and I am able to appreciate these islands more, knowing what they went through. There are so many things you can read in a book, but until you see it in practice, that is the real test.

Let's hope that after this warning from Mother Nature, we're able to protect our national treasures to the fullest extent. 🏰



**A TEAM EFFORT:** The author, Flor Arellano, is third from left, bottom row. Photo by Kevin Daley, NPS

*Flor Arellano is a San Diego native now living in New York City with fiancé Benjamin and junior ranger bird Elliot. She is a term park guide at the Statue of Liberty. She plans to finish her master's degree in public history from St. John's University in January 2015.*

## The Professional Ranger

### Administration

**Paying for Employee Benefits in Fiscal Year 2015** — Fiscal year 2015 is now upon us. Even though we are anticipating flat budgets, there are some huge financial impacts that all parks will have to factor in when budgeting for both permanent and seasonal personnel.

The first is an increase in employer contributions that agencies pay for Federal Employees Retirement System employees. The second is approval for offering Federal Employees Health Benefits (FEHB) to certain employees in seasonal and intermittent schedules. These rulings are outlined in letters from the Office of Personnel Management: FEHB Modification is 14-210 and FERS Contribution Rates is 14-305. Both letters can be found with a simple search at [www.opm.gov](http://www.opm.gov).

The increase in employer contributions for FERS became effective with the first pay period beginning on or after Oct. 1, 2014. The two categories that affect parks the most will be regular and law enforcement officer.

Prior to the effective date of the rate increase, the agency contribution rate was 11.9 percent for employees in the regular category. Now it has risen to 13.2 percent. For those in the law enforcement category, agency contribution rose from 26.3 percent to 28.8 percent. Budget planning for parks with staff in permanent and term appointments will now need to include these additional benefit costs.

The other financial impact that we must plan for in FY15 is the availability of health benefits to certain temporary, seasonal and intermittent employees who are identified as full-time employees. This regulation makes FEHB coverage available to these newly eligible employees no later than January 2015. A full-time employee is defined as an employee who is employed on average 130 hours in a calendar month. Seasonal employees who will be working a schedule of less than six months per year and intermittent employees who are expected to work 130 hours per month or more for at least 90 days will now be eligible to enroll in a health benefits plan.

Given that many parks hire a significant number of seasonal workers, the impact to park budgets could be huge. The standard sea-

sonal benefit rate that was used for planning purposes was 7.65 percent. Now mixing in the FEHB rate that benefit rate could rise to 20 percent or even higher. Some parks may have already seen the benefit rate increase for those employing temporary firefighters and emergency response workers who have already been able to take advantage of a ruling in 2012 that offered FEHB to these categories of employment.

The final 2014 regulation is available here: [www.gpo.gov/fdsys/pkg/FR-2014-10-17/pdf/2014-24652.pdf](http://www.gpo.gov/fdsys/pkg/FR-2014-10-17/pdf/2014-24652.pdf).

As parks receive their final FY15 budgets in the coming months, planning for these two financial impacts must happen. The seasonal workforce will now have access to federal health benefits, and parks must factor in that new cost when making hiring decisions. The decision to increase the agency contribution for FERS employees raises the cost of permanent and term employees. These are fixed costs and will likely be offset by decreasing our seasonal workforce. It's a financial decision many parks will wrestle with in the coming months. □

— Michelle Torok, Saguaro and Tumacácori

### Interpretation

**IDP Peer Review: A Postmortem** — I first realized I wanted to become an interpreter for the National Park Service in the fall of 2004 while volunteering at Cabrillo National Monument in San Diego. Upon that realization I walked into the office of the chief of interpretation and asked, "What do I have to do to get a job as an interpretive park ranger?" His reply was, "Keep volunteering, log on to USA Jobs, and follow everything you read in this!" The *this* was a four-inch binder on his bookcase. He handed it to me and told me to take it home and read it. The binder contained printouts on something called the Interpretive Development Program or IDP.

One week later, I walked back into the chief's office and said, "I read it, I get it and love it! Where can I go to learn more?" His reply, "Work for a certifier." From that point on I strived to work in parks with active peer review certifiers. My first internship with the NPS was at Glacier in the summer of 2005. My first formal interpretive training was conducted by three active certifiers.

My first NPS job was as an emergency hire at Bryce Canyon. While there, I learned from another active certifier who happened to be one of the best front-line interpreters I have ever seen. Under his tutelage I submitted four products for peer review in 60 days. Over the course of the next two years I continued to submit

products and seek opportunities to grow and learn within the IDP sphere of influence.

In the summer of 2007 I applied for and was selected to become a certifier myself. When I arrived at Mather Training Center I felt like a small fish in a big pond. I knew no one, yet could instantly tell I was in a room full of silverbacks of the profession. I had arrived.

It is a simple fact that I owe my career to the Interpretive Development and Peer Review Certification programs. I used both programs to become a better interpreter and to outcompete other seasonal and permanent employees for jobs.

My love for both programs led me to become one of their ardent supporters and most vocal critics. Once I learned enough to know what was going on, I saw trouble. Part of that trouble was philosophical and the other part was structural. The structural part was simple. The demand for peer review exceeded capacity. Many ideas were floated to try and fix this problem, but in the end it was decided to no longer allow seasonal employees to participate in the program. It was this decision that ultimately led to the announcement last summer that the Peer Review Certification Program was being terminated due to lack of participation throughout the Service. The simple truth was this: The peer review program was no longer relevant to interpreters or their supervisors because neither felt courted by or found value

in the program.

The structural issues of the past were what they were, and there is limited value in dissecting them or asking "what if?" here. However, the philosophical issues remain. If the IDP is to have any future it needs to ask itself, "What is it that the agency and the interpreters who work for it need from Mather Training Center? What should be the mission moving forward?"

The primary answer to that question since the inception of the IDP has been to professionalize interpretation and to create a national standard for what success is/looks like. That answer has always bothered me because it is a top-down approach that has never reflected what is actually happening in parks nor did it truly benefited those on the front lines. That approach has been labeled by many an agency employee as everything from naive to elitist, and not without cause.

That said, what do I think the future should look like? The mission should not be to professionalize interpretation, but to identify, train and grow professional interpreters. Those professional interpreters will, by default, professionalize the craft and create a standard. The focus needs to return to the interpreters.

The best analogy I can offer is about baseball. How do teams field the best players? They have scouts who go to all corners of the earth looking for talent. When they find it they do

## Protection

**Be Somebody's Earl** — Between ages 11 and 18, Boy Scouts was a direct ticket to one of the most pivotal things in my young life: adventure.

Scouting introduced me to all the adventures a young boy *needs* to build his confidence: Camping, archery, guns, backpacking, horse-back riding, skiing, rock climbing, canoeing, capture the flag. Each adventure helped me answer my big question — the same question that nags every boy and follows us into adulthood: “Do I have what it takes?”

The other indispensable resource to which scouting introduced me was role models. One of my most memorable was a man named Earl Hensel.

Earl was lean, had strong, sinewy arms, a deep, rattling voice, drank gallons of strong coffee, and he could do anything — tie a knot, light a fire, fight a fire, sharpen an axe, cook with a Dutch oven, saddle a horse, paddle a canoe, shoot a bow and a gun, whittle a topper on a hiking stick. He always carried a knife, and he always kept it sharp. He taught us to *be prepared*.

More than any of that, Earl was a role model

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## Interpretation

*(continued from previous page)*

everything in their power to keep it. Scouts send reports to general managers, who in turn get owner support, who then draft those players and give the best of them bonuses. They then send those players to the minor leagues to learn and develop. Everyone in the chain has a vested interest in identifying, training and growing the best possible players. The players learn from the best instructors the team can afford, usually former major leaguers, and are given access to the best equipment. Eventually the best make it to the majors; those who don't make the cut don't get to play at the highest level. The NPS is and should be the major leagues.

This model may be tough to duplicate in the NPS for a variety of reasons, but I think we should try to find a way, because if our careers depended on the success of a single program, who would we want to send to give it? An interpreter participating in the profession or one who is defining it?

I am a good front-line interpreter, but what I have always wanted to be is the worst interpreter on my team. Because if I, and those like me, are batting in the nine-hole, we are going to win it all. If that happens, I will once again feel the way I did seven years ago when I first arrived at Mather Training Center. □

— Josh Boles, Wright Brothers

because he treated others with respect, he knew himself and had integrity, he loved his wife with his whole heart, he did his duty faithfully, and he believed in a brotherhood of cheerful service. Plus, he knew how to communicate with—and even inspire—young Scouts. The dude had *character*.

Beyond being a role model, though, Earl was a leader. He always seemed to know and do the *right* thing. What's the right thing to do? Imagine what kind of world this would be if everyone asked themselves that question at every major decision in their lives?

The other thing that was so cool about Earl in my 11-year-old eyes was that he wore a uniform! So did I, of course, but Earl was an adult wearing a uniform. Wearing it was more than just a symbol of a job for Earl. He had answered a calling. On Earl's uniform was a patch that read: RANGER

At the time, I didn't know the difference between a camp ranger for the Boy Scouts and a ranger with the National Park Service, but it didn't matter. All that mattered in my impressionable mind was that I wanted to be just like Earl. To do that, I knew I'd have to become a ranger.

My first step in that journey was to enlist in the U.S. Army at age 17, still just a boy, really. After some time, discipline and training, I finally wore a patch on my sleeve that said RANGER, albeit different than the one worn by Earl. This was a big milestone in my life, and I didn't earn it alone: I had help from role models. One stood out above the others: Staff Sgt. Saam.

Now here was a real *leader*. He took charge when he needed to, he knew his job, he knew himself, he knew his troops and he loved his country. He was patient with us young soldiers. He gave us purpose, direction and motivation. SSG Saam had courage to do the right thing. He had courage to first have convictions and then to stand up for them. Gen. Patton called this *audacity*. Staff Sgt. Saam had audacity.

He cared about us, his men, and we knew it. He taught us how to improvise, adapt and overcome. And he taught us a cool, little leadership tongue-twister that I've never forgotten.

He who knows not and knows not that he knows not is a fool. Shun him.

He who knows not and knows that he knows not is willing. Teach him.

He who knows and knows not that he knows is asleep. Wake him.

He who knows and knows that he knows is wise. Follow him.

Staff Sgt. Saam was wise enough to know that a leader's wisdom is not arrogance; it's



**Kevin Moses with his mentor, Earl Hensel**

assertive confidence, and good leaders know enough to know the difference. He knew himself well enough to know that he didn't know it all. He listened to the good ideas of others, he delegated responsibilities to younger soldiers, and in the process, empowered us, made us feel like we mattered.

In short, Staff Sgt. Saam somehow had transcended to that rare and lofty place that only a few actually attain. Like Earl, he had figured out how to inspire his troops. He was a *leader*.

I almost re-enlisted in the Army to become a Green Beret. I didn't because I kept my crosshairs on my ultimate target: becoming a National Park Service ranger. This led me to my third uniform, the “green and gray,” with a patch over my heart that reads RANGER.

Again, it's no surprise that I had yet another mentor... another *leader* in the early years of my Park Service rangers journey: Chief Ranger Stuart Schneider.

Once again, Stuart lived up to all the qualities that, by now, I had come to expect in a leader. Like Earl and Staff Sgt. Saam, Stuart was physically strong, mentally awake and morally straight. He was patient with his new 23-year-old, sometimes impetuous ranger. He allowed me to take calculated risks, he allowed me to fail (so important), helped me back onto my feet, and offered encouragement to keep at it.

Stuart introduced me to some pretty awesome adventures: riding horses, catching bad guys, flying in helicopters, fighting fires, climbing and rappelling over some big walls to rescue unfortunate souls, running whitewater rivers, scuba diving crystal clear waters, skiing fresh powdered slopes, backcountry, wilderness bivouacs, protecting some of our county's most treasured resources.

And lots of opportunities to pass on what I've learned to — and maybe even inspire — some young people. Through these adventures, I've

discovered something so cool. That dream career I imagined in my youth — that *calling* — it has not led me astray. In fact, it's proven to be “The Coolest Job on Planet Earth.” And I owe all of it to one seminal event: When I was 11, I met a ranger named Earl, and he took time to be involved in my young life.

I implore each of you reading this — especially if you're in a leadership position — to find some young rangers and spend time in their life. Be patient with them. Be a leader to them. Teach them how to be good marksmen, good paddlers, good climbers, good horsemen, good woodsmen, good citizens. Teach them to be great *persons*. Help them to answer that nagging question...help them discover that they do have what it takes.

Inspire them! Find some young rangers and be their Earl. □

— Kevin Moses, Buffalo National River

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[www.anpr.org/insurance.htm](http://www.anpr.org/insurance.htm)

## NPS history private website

### maintained by retired historian

Dr. Harry Butowsky, retired NPS historian, has created a privately maintained NPS history website “to help the American people understand the full richness and importance of our national parks.” Visit <http://npshistory.com>

## 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.

Mark Christiano	Rebecca Harriett
Demica Vigil	Seth Tinkham
Kathy Faz	Ed Rizzotto
Dan Umstead	Bob Bryson
Sean McCabe	Bob Krumenaker
Mark Herberger	

## Resource Management

There is much anticipation about potential fee increases and the added revenue that should benefit parks. The authority, of course, is the 2005 Federal Lands Recreation Enhancement Act, or FLREA, which provides for recreation fees commensurate with benefits and services provided to visitors. The act has resulted in approximately \$300 million collected by the Bureau of Land Management, Bureau of Reclamation, U.S. Fish and Wildlife Service, U.S. Forest Service and the National Park Service. With the NPS open to the first entrance fee increases since 2008, revenues — returned 80 percent to parks that collect them as authorized and otherwise available to parks that do not — should be augmenting interpretive, maintenance, protection and even resource management that benefits visitor experiences.

I and other managers from various disciplines and divisions of the NPS have experienced increasing frustration in getting FLREA projects approved through the annual servicewide comprehensive funding call. Project Management Information System projects must meet the intent of the law; funds shall be used only for a) repair, maintenance and facility enhancement related directly to visitor enjoyment...access, and health and safety; b) interpretation, visitor information, visitor service...needs assess-

ments and signs; c) habitat restoration directly related to wildlife-dependent recreation...d) law enforcement related to public use and recreation; and e/f) direct costs associated with the fee program.

While managers understand that some review of funding proposals is appropriate, I suggest that the level of review and item-by-item scrutiny has gone far beyond either the law's intent or a sense of appropriate cost-benefit ratio. Time spent revising projects to comply with rules, stated or unstated, makes staff want to give up writing proposals—at a time when we may need to populate PMIS with even more ideas.

With flat or decreasing permanent staff capacity to manage existing workloads, parks cannot simply increase services and facilities—in the face of a consistently high maintenance backlog and guidance to reduce park assets. Many projects are truly interdisciplinary. We need to improve law enforcement and interpretation to effectively restore habitat. Nor does the act clearly say that FLREA funds cannot be used to support operations—as in items b and d above. I hope to work through regional and national advisory groups to share feedback on PMIS project review, especially for FLREA dollars. Interested ANPR members and readers, please share constructive ideas. □

— Sue Consolo Murphy, Grand Teton

## Seasonal Experiences

By Tony Sisto

**A Song for Seasonals** — The woman walking up the sidewalk to the historic house where I was working looked vaguely familiar from a distance. I was at the beginning of my shift, and no one had yet come that day to take a tour of the birthplace of Lyndon B. Johnson. As a brand new NPS seasonal, I was dressed and proud in my equally new NPS uniform.

As the woman got closer I recognized with a start that it was Lady Bird (Johnson). While thinking of the various ways that my career could end before it began, she walked up the steps of the small house and graciously introduced herself in a deep Texas drawl, “Good morning. I'm Lady Bird.”

She then introduced her companion: “And this is Senator (Scoop) Jackson from Washington.” I shook their hands and introduced myself.

“Can you give the senator and me a tour of the president's home?” she asked.

It was the strangest tour I had ever given,

showing the former first lady (this was 1970) through the humble but immaculately restored birthplace of her husband's childhood. I explained as best as I knew about the early history of the family, how they came to own the ranch next door, and the beginnings of LBJ's rise in Texas politics.

I must have done OK. I never received a call from the superintendent telling me that unfortunately, he would have to let me go (or worse: I never had LBJ come storming in demanding what atrocious things I had said about him and his family). It was the beginning of my life with the NPS, and of what would become an initial five years as a seasonal learning the skills and ropes of being a park ranger in a number of park areas. Those early years introduced me to an abundance of people and experiences, still some of my most memorable times.

I worked (or volunteered) in maintenance, interpretation, resource management, law enforcement, supervision and backcountry patrol. I drove, flew, boated, skied, hiked and horsebacked through the most wonderful

landscapes and resources in the nation. This variety of experience in a relatively short time was something that would have been hard to acquire if I had become permanent at the beginning of my career.

For sure, I spent these seasonal years continuing to apply through the Civil Service process of the time for getting hired permanently, with some of the same Catch-22 barriers that probably still exist today. Yet, while eventually successful, it was those years as a seasonal that gave me an incomparable theater in which to practice these disciplines.

As a coda, this is a “Song for Seasonals.” Despite the frustrations, while you are there and trying to become permanent, you will never have such a wealth of opportunities for gaining skills, insights and connections as you have today. Live them and learn them. You will always remember them. □

*Tony Sisto, a life member of ANPR, is retired and lives in Alaska. He served as editorial adviser for Ranger magazine for several years.*

# ANPR ACTIONS & NEWS

## Health benefits

For several years ANPR has supported initiatives that provide health insurance coverage to seasonal employees of the National Park Service. We have offered a limited-benefits health insurance policy to members that has filled an important gap in coverage for many volunteers and seasonal employees. We are proud to have supported the proposed Office of Personnel Management rule change that will now offer Federal Employee Health Benefits to include seasonal staff.

OPM has issued final rules expanding eligibility for FEHB, along with a full employer contribution, for certain temporary, seasonal and intermittent employees currently ineligible. Those categories will become eligible if they are expected to work, or be on certain

types of approved leave without pay such as parental leave, on average for 130 hours per month and are expected to work at least 90 days. The rules in the Oct. 17, 2014, Federal Register are effective in time for those newly eligible employees to elect coverage for the 2015 plan year.

With the implementation of the Affordable Care Act, many subscribers to our health insurance program have found more comprehensive care elsewhere. The plan offered through ANPR doesn't meet the requirements of the ACA. However, we remain committed to supporting this access to currently enrolled members, and ANPR will continue to offer coverage as long as it's available and members are interested. □

— Erika Jostad, ANPR President

## ANPR Reports

### Oral History Project Update

As ANPR members met in October in Estes Park, the Association's oral history project entered its third year. The team of historians had a busy and productive week recording the stories of 28 ANPR members.

By the end of Ranger Rendezvous, we had met the goal set in 2012 to complete 50 interviews by the time the National Park Service celebrates its centennial in 2016. We still plan to conduct interviews during the next two years. The stories and experiences collected in this project are diverse, enlightening and educational. Each narrator has given us an intimate look at the agency's history over the last half century.

Although we reached our goal, there is still a lot of work to be done and the project is far from complete. In order to properly preserve and protect these interviews, ANPR is com-

mitted to transcribe, edit and archive every interview.

The 16 interviews conducted in 2012 have already been archived at the Harper's Ferry Center, and we plan to place every interview there. In the coming months we want to explore ways to build on the oral history excerpts featured in *Ranger* and share the interviews more widely.

Transcribing, reviewing transcripts, depositing and sharing the interviews creatively with ANPR members and NPS personnel takes time and financial resources. We need your help to see this project to the end.

The Rick Gale Memorial Fund is providing the financial support to transcribe and archive these interviews properly. Please consider donating to the Rick Gale Fund to help preserve and share these stories. Thank you for the support this project has received. Your support will continue to make this project a tremendous success.

— Jeremy Kaufman  
Board Member for Internal Communications

### List of narrators to date

Deanne Adams	Bruce McKeeman
Paul Anderson	Georjean McKeeman
Dennis Burnett	David Mihalic
Thomas Cherry	Dan Moses
Cliff Chetwin	Diane Moses
Judy Chetwin	Rick Mossman
Roberta D'Amico	Bruce Reed
Charles "Butch" Farabee	John Reed
Maureen Finnerty	Patrick Reed
Mark Flora	Ed Rizzotto
Paul Fodor	Clair Roberts
Teresa Ford	Edwin Rothfuss
Larry Frederick	Virginia Rousseau
William Halainen	Bill Sanders
Jim Hannah	Rick Smith
Shirley Hannah	Deryl Stone
Rebecca Harriett	Barry Sullivan
Frank Hastings	James "JD" Swed
Jan Kirwan	Dale Thompson
Bob Krumenaker	Florence Six Townsend
Wayne Landrum	John Townsend
Wendy Lauritzen	Bill Wade
Ken Mabery	Anne Warner
Mark Maciha	Scott Warner
Mary Martin	Margaret "Meg" Weesner
Richard Martin	Lee Werst
Scot McElveen	Phillip Young

### Ranger magazine goes global

While my wife and I were touring the Lake District in the United Kingdom, I stopped by the park's visitor center. I had the opportunity to meet one of the district's managers, Jude Swan, to whom I presented as a goodwill gesture, a copy of *Ranger* magazine and the Yellowstone Association's *Quarterly*. She expressed her appreciation, promising to pass around the copies for other park personnel to read and enjoy. — Jerry Kasten, Dallas, Texas



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](http://www.anpr.org/donate.htm).

# Ranger Rendezvous moves east to Blue Ridge Mountains in 2015



*Photo courtesy of ExploreAsheville.com*

**L**iving the Mission will be the theme for Ranger Rendezvous 38 from Oct. 21-25, 2015, at YMCA Blue Ridge Assembly near Asheville, North Carolina.

Ben Walsh will serve as the Rendezvous coordinator, and he made a site visit in mid-November to see the facility. A contract was expected to be signed by late November. Walsh is forming a team of ANPR members to begin program planning and other activities for this annual event. Contact him at [rr38asheville@gmail.com](mailto:rr38asheville@gmail.com) to offer your help.

YMCA Blue Ridge Assembly is approximately 14 miles east of Asheville. Visit [www.blueridgeassembly.org](http://www.blueridgeassembly.org) for full details.

Nestled in the Blue Ridge Mountains, the facility is a full-service conference center situated on 1,200 acres of woodland with streams, valleys and spectacular views. Founded in 1906 as a YMCA student conference center, the Assembly is listed in the National Register of Historic Places. It serves 30,000 guests annually, and is owned by the YMCAs of the 10 southeastern states.

Asheville is readily accessible by car from many eastern locations. Major airports are in Charlotte, North Carolina, and Greenville, South Carolina. Asheville has a regional airport. Stay tuned for Rendezvous updates as plans take shape throughout the year. 🏠



*Photo from YMCA Blue Ridge Assembly*

## 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  
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  
Scott Pfeninger  
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  
Steve Hurd  
Mary Jeff Karraker  
Dave Lattimore  
Dan Moses  
Alden Nash  
William Quinn  
Teresa Shirakawa  
Ron Sprinkle  
Barry Sullivan  
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  
Jean Rodeck  
Rick Smith  
John Townsend  
Nancy Wizner

### 5th Century Club

Butch Farabee  
Edward Rizzotto

### 6th Century Club

Rick Erisman

### 8th Century Club

Dick Martin

### 10th Century Club

Stacy Allen

### 11th Century Club

Wendy Lauritzen  
Bill Wade

# Update — Eighth World Ranger Congress, 2016

The World Ranger Congress Organizing Group met face to face for the first time at the Rendezvous this past October, making huge strides and generating enthusiasm amongst the Rendezvous attendees. The World Ranger Congress in May 2016 will be the biggest thing ANPR has ever done, and the excitement is building.

The ANPR Board of Directors is fully committed to the success of the Congress, which is well understood to translate to success for ANPR itself. Accordingly, the board unanimously voted to provide a loan to the WRCOG for seed money and supported contracting with a professional fundraiser. Finance Section Chief Bruce McKeeman reports that we've hired Lori Nelson, former NPCA midwest regional director, for that role after a competitive search. We've also set up a crowdfunding site to raise funds: [www.causes.com/campaigns/84845](http://www.causes.com/campaigns/84845). The greatest need is for sponsorships of rangers from developing countries, which we estimate to average about \$3,000 to \$4,000 each, inclusive. ANPR member Steve Shackelton made a presentation to the Friends Alliance in mid-October and encouraged park friends groups to consider sponsoring delegates from sister parks. For more information on sponsorships, contact Bruce at [bruce.wrc8@gmail.com](mailto:bruce.wrc8@gmail.com).

One of those partners is Colorado State University's Center for Protected Area Management and Training, which has a long history of



providing training for Latin American rangers. CSU will develop a customized pre-Congress 10 to 14-day training opportunity in English and Spanish, which will take participants into the field to meet with park managers of several different agencies to discuss their conservation challenges. Coupling the training with the WRC will attract potential donors, and CSU is committed to raising the necessary funds to bring 20 or more delegates to both the training and the WRC as a package. This partnership is being coordinated by ANPR member Lisa Eckert, herself a former CSU student, as a component of the program section led by Meg Weesner.

Blanca Stransky, who stepped up as the interim communications section leader, has agreed to become the permanent leader.

The Congress Web page is at [www.anpr.org/wrc2016.htm](http://www.anpr.org/wrc2016.htm). Monitor it frequently for changes and expansion as more planning information becomes available. Her team has also produced the WRC logo.

The Ranger Rendezvous at Estes Park in October intentionally served as a dry run for the WRC. The WRCOG walked through the venue with the YMCA of the Rockies staff and it will work well for the international meeting. Logistics Section Chief Joe Evans has negotiated favorable terms, and we've signed the contract for May 21-27, 2016.

The logistics team is also working on developing a range of optional pre- and post-Congress trips, as well as excursions into and beyond Rocky Mountain National Park that relate to the WRC theme (Connecting Parks, Rangers, and Communities) for the Congress field trip day.

In addition, we're seeking parks willing to host international park rangers for three to five days in a shadow or training assignment. This could be either before or after the Congress. Consider what you and your park can offer international park visitors: for instance, a three-day shadow assignment with a resource specialist focusing on endangered species; work on a trail crew for a week; or participation in interpretive or search-and-rescue training. What you get in return is an exciting opportunity to exchange ideas about park management and meet a new friend.

We plan to create a menu of options for training or shadow assignments on the WRC registration website. International delegates would choose parks and activities that interest them. They would contact the host park directly and make their own arrangements to travel to the park. The park, or individual rangers, would be responsible for providing housing, meals and general travel support once the foreign ranger arrives.

Due to the challenges of organizing international travel, particularly for those from developing countries, we would like to begin advertising host opportunities in the spring of 2015. For more information and questions about shadow assignments, please contact coordinator Cindy Purcell at [cindywrc8@gmail.com](mailto:cindywrc8@gmail.com) (note no "dot") or Joe Evans, WRC logistics chief, at [joe.wrc8@gmail.com](mailto:joe.wrc8@gmail.com).

— Bob Krumenaker  
World Ranger Congress Chair



## National Park Service Training Announcement



Join us in Maine for our 19<sup>th</sup> annual  
**NPS Basic Technical Rescue Training—East (BTRTE)**  
**27 April – 01 May 2015**  
Acadia National Park, ME

ZERO Tuition Costs  
Earn EMT CEUs

Learn Lifesaving Skills  
Make Professional Contacts

Build Confidence & Leadership  
Complete a Position Task Book






Contact: 2015 BTRTE Incident Commander Ranger Kevin Moses, 870-688-0905 or [kevin\\_moses@nps.gov](mailto:kevin_moses@nps.gov)

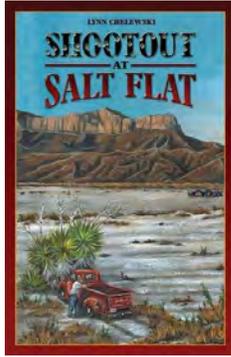
## In Print

**Shootout at Salt Flat**, Lynn Chelewski. Dog Ear Publishing, 2013. ISBN: 978-1-4575-2507-0. 192 pages, paperback, \$14.95

Reviewed by **Larry Henderson**

**S**hootout at Salt Flat, a contemporary mystery novel set in and around the west Texas environs of Guadalupe Mountains National Park and Dell City, Texas, is a first for author and former National Park Service employee Lynn Chelewski. By successfully capturing the essence of this landscape, its people and their personalities and lifestyles, Chelewski has crafted an imaginative, intricate tale of murder, greed, love and injustice. His portrayal of the history, natural history and area legends helps paint the scenes and bring them to life.

Chelewski worked at Guadalupe Mountains, Padre Island, Olympic, Fort Larned and Homestead. His writing reflects his love and



knowledge of the land, and familiarity with its past. His writing also shows local sensitivities to the political, land, water, climate change and wildlife issues, and to the people and relationships of rural west Texas life. Chelewski grew to know the neighbors who ranched and farmed the area before it became a national park. He was acquainted with Apaches whose ancestors called this place home before being driven onto reservations by the Buffalo Soldiers of the U.S. Cavalry, while protecting the influx of pioneering Anglos and Hispanics who next settled these rugged lands.

The book is a good read with plenty of drama, excitement and local lore to keep the reader's attention. It also showcases the author's intimate familiarity with the special values of this national park area and NPS relationships with its neighbors and regional culture. □

*Larry Henderson retired as superintendent of Guadalupe Mountains.*

## IRF Update

Six thousand park supporters gathered in Sydney, Australia, at the Sixth World Parks Congress in mid-November. Jeff Ohlfs and Meg Weesner represented ANPR at the gathering, which attracted delegates from 160 nations.

With a theme of "Parks, People, Planet: Inspiring Solutions," Interior Secretary Sally Jewell joined world leaders, including presidents and prime ministers, in giving remarks in the opening plenary session.

The International Ranger Federation had its largest delegation ever—more than 70 rangers who were visible with their Patagonia-donated "uniform" shirts and the International Ranger Station prominently located in the exhibit pavilion. There has been great interest in the World Ranger Congress that ANPR, a founding partner of IRF, will host in May 2016 in Estes Park, Colorado.

For the first time, the IRF, in partnership with The Thin Green Line Foundation, presented three awards during the closing ceremony: the Young Conservationist Award, the IRF Lifetime Achievement Award and the



**IRF EXECUTIVE COMMITTEE:** Meg Weesner, current IRF treasurer, is at the far left, bottom row. Jeff Ohlfs, IRF's North American representative, is second from right, bottom row. Both are life members of ANPR.

Dr. Jane Goodall Hope and Inspiration Ranger Award.

The congress is organized every 10 years by the International Union for the Conservation of Nature to share knowledge and set the agenda for the conservation of protected areas for the next decade. The Promise of Sydney includes the need to "protect the protectors," the rangers who are essential to conservation work. □

— Meg Weesner

## All in the Family

**Barbara Goodman**, an ANPR life member and superintendent of Timucuan Ecological and Historic Preserve, will retire Jan. 3 after a 33-year career with the National Park Service.

**Patrick Hattaway**, hung up his flat hat Oct. 3 after 34 years of service. He has been a protection ranger at Grand Teton's North District since 2003. A life member of ANPR, he previously worked at Lyndon B. Johnson NHP, Grand Canyon and Yosemite. In retirement he plans more bicycling, fly fishing and traveling.

**Marty Huseman**, chief ranger at Lake Roosevelt NRA, retired Oct. 31. She joined the NPS in 1982 as a seasonal at Big South Fork. She also worked at Coulee Dam, Cuyahoga Valley, Great Smoky Mountains, Big Cypress, Natchez Trace Parkway, Grand Canyon and back to Lake Roosevelt (formerly Coulee Dam) as the chief ranger in 2010. She is an ANPR life member and a founding member of the NPS Honor Guard. Address: PO Box 141836, Spokane Valley, WA 99214; [ripramco@earthlink.net](mailto:ripramco@earthlink.net).

**Valerie Naylor** ended her 35-year NPS career Oct. 31. Her last position was superintendent at Theodore Roosevelt National Park, the same place she began a parks career as a Student Conservation Association volunteer in 1979. She worked in seasonal positions at Theodore Roosevelt and Colorado National Monument before landing a permanent job as a park technician with the U.S. Army Corps of Engineers at Success Lake, California. Valerie also worked at Organ Pipe Cactus, Badlands, Big Bend and Rio Grande Wild and Scenic River. She served as superintendent at Scotts Bluff and Agate Fossil Beds before returning to Theodore Roosevelt, this time as superintendent.

She has worked to preserve North Dakota's national parks in the midst of the largest U.S. oil boom in the last 50 years. She received the prestigious Stephen T. Mather Award from the National Parks Conservation Association in 2013.

Valerie plans to travel extensively from her home base of South Dakota. Contact her at [dakotavagabond@live.com](mailto:dakotavagabond@live.com). □

## More mentors needed

We need to match several protégés with suitable mentors. The time commitment isn't huge — we recommend three to six phone discussions. That's it! Then see where the relationship goes. Contact us now.

[joro.boise@gmail.com](mailto:joro.boise@gmail.com), [kbigley172@gmail.com](mailto:kbigley172@gmail.com)

## Excellent resource for retirement information

Tammy Flanagan of National Institute of Transition Planning, hosts a radio talk show in Washington, D.C., on the various retirement systems. Visit [www.federalnewsradio.com](http://www.federalnewsradio.com).

She also conducts trainings nationwide. Her articles appear in the Executive Service magazine and contain references to OPM regulations.

Also visit [www.federalretirement.net](http://www.federalretirement.net), another treasure trove of information that many National Park Service retirees may not have seen.

— Jan Kirwan  
Mesilla, New Mexico

## Getting to know you; getting to know all about you

By Richard West Sellars

Robin Winks had a solution: Every park should display the National Park Service's brochure, the National Park System Map and Guide, in the most heavily used areas, including in visitor centers and restrooms. But who was Winks, and what was (and still is) the problem?

Winks was a professor of history and the master of Berkeley College at Yale University for decades. He also was the author of many books and articles, a member and one-time chair of the National Park System Advisory Board, a diplomat to England, and one of the most prestigious lifelong fans and advocates the national parks have ever enjoyed.

He began early. As a teenager, he sought—and got—a meeting on national park policy issues with the Service's regional director in Santa Fe. At the time of his death in April 2003, he had visited all of the parks; and in his engaging, unpretentious way, sometimes spoke out on problems of concern to him.

This particular problem that Winks focused on is that the public is largely unaware of the great variety of natural and cultural treasures the NPS manages. And, he said, if the public were aware, then the Service itself would become much better known and understood—and more generously supported by the American public, making the NPS better able to undertake its stewardship mission.

I can testify to a longtime personal ignorance about the NPS, having been 27 years old by the time I learned that the Service even existed. Although not raised near a national park, I had already been coast to coast by car and visited many parks along the way. But I had never asked any uniformed employees what outfit

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

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

Robert Armstrong .....	Roswell, GA	Jessie Moore .....	Oneida, TN
David Barton .....	Harpers Ferry, WV	Lisa Nichols .....	San Diego, CA
Erik Benson .....	Palmer, AK	Danette Pisarcik .....	Fredericksburg, VA
Ana Casillas .....	Puyallup, WA	Anna Quist .....	Fort Collins, CO
Susan Chumley .....	Dunkirk, MD	Patrick Reed .....	Fort Collins, CO
Kathy Clark .....	Lakewood, CO	Luis Rivera .....	Arlington, VA
Elisabeth Colby .....	Lincoln, MA	Connie Rudd .....	Gunnison, CO
Cadence Cook .....	Rockville, UT	Eric Sainio .....	Eads, CO
Shelly Davidor .....	Staten Island, NY	Michael Schumacher .....	Lincoln, NE
Erin Dempsey .....	Lincoln, NE	Traci Ann Shoemaker ..	Cornwall on Hudson, NY
Meghan Doermann .....	Ellicott City, MD	Glenn Simpson .....	Key West, FL
Isaiah Fitzgerald .....	Atlanta, GA	Vanessa Smiley .....	Bernardsville, NJ
Clarisa Flores .....	El Portal, CA	Patrick Stenshorn .....	Farmington, NY
Roger Fuller .....	Northboro, MA	Deborah Stroock .....	Coulee Dam, WA
Wesley Greene .....	Moresville, NC	Jim Thayer .....	Milford, MA
Jason Halin .....	Quincy, MA	Linda Thurn & Brooke Linford .....	Washington, DC
Wayne Hartlerode .....	Compton, AR	Lilli Tichinin .....	Washington, DC
Justin Heath .....	Harrodsburg, KY	Peter Urbach .....	Lake Havasu, City AZ
Matthew Lamar .....	Berryville, VA	Colin Walfield .....	South Huntington, NY
Brenna Lissoway .....	Albuquerque, NM	Mike Wichmann .....	Mariposa, CA
Kevin Lyons .....	Springerville, AZ	Peter Winfrey .....	Torrance, CA
James Marks .....	Sausalito, CA	Jonathan Winkie .....	Hill City, KS
Miles McCall .....	Holloman AFB, NM	Gary Wuchner .....	Wawona, CA
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Protection	Kevin Moses, BUFF
Resource Management	Sue Consolo Murphy, GRTE

they worked for, much less was their park run by the same outfit that managed some other park. Finally, one spring day, I did ask.

Similarly, although former NPS chief historian Dwight Pitcaithley was born and raised near Carlsbad, which he visited along with Bandelier and other New Mexico parks, he recalls having no understanding (even while working with the Carlsbad maintenance crew) that these parks were part of a larger system.

I don't think his and my ignorance of the park system is at all unusual. A number of times during and after my 35-year career with the NPS, when I was asked where I worked, people would respond, "Oh, I just love the national forests." Clearly they were confused about the Park Service. Probably this happens more frequently to employees stationed in central offices, rather than in parks.

In fact, many individual parks, such as Gettysburg, Yellowstone, Statue of Liberty and Grand Canyon, have far greater name recognition than does the NPS itself. Moreover, the celebration of the National Park Service centennial in 2016 is coming at a time when the popularity of federal bureaucracies is at an all-time low.

Displaying the NPS map and guide in the parks, and handing them out with the park brochure would surely not break the bank. If Robin Winks was right, it could greatly increase public appreciation for what the NPS does. That would be a good thing as the centennial approaches—and long after. This is an elite organization with a high-minded mission. What is there to lose? Why not go for it? □

*Richard West Sellars is a retired NPS historian and author of Preserving Nature in the National Parks: A History. He lives in Santa Fe, New Mexico.*

# 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*

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

### Associate Members

*not an NPS employee or representative of another organization*

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

### Life Members (lump sum payment)

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

Individual  \$1,500      Individual  \$1,500

Joint  \$3,000      Joint  \$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 \_\_\_\_\_

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Please mark your job discipline:

\_\_\_ Protection

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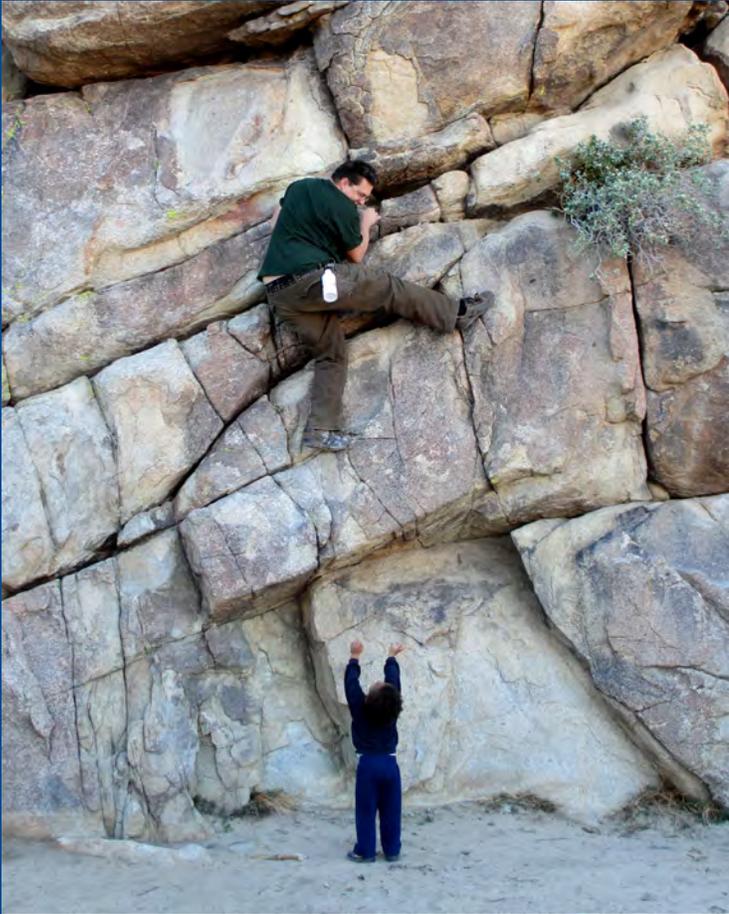
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# 2014 PHOTOGRAPHY CONTEST



“Everybody needs beauty as well as bread, places to play in and pray in, where nature may heal and give strength to body and soul.”

— John Muir

## PEOPLE IN ACTION

“My Turn, Uncle Mark” — Joshua Tree,  
Liz Roberts, Twentynine Palms, California



## FOCUS ON THE RESOURCE

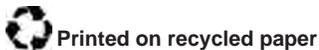
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