


# RANGER

The Journal of the Association of National Park Rangers

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

Vol. 24, No. 2 • Spring 2008



In Memoriam





**PHOTOGRAPHY CONTEST:** This image by Bob Krumenaker was an entrant in ANPR's annual photography contest in 2007. It was taken in the Iona Abbey on the Isle of Iona, Scotland. Canon is the new sponsor of the contest, next scheduled for Ranger Rendezvous in December. Start collecting your best images for this special display of member photos. Look for more details on the website and in the next *Ranger* in upcoming months.

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deadline..... April 30

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

Ranger Rendezvous XXXI ..... Dec. 10-14  
Santa Fe, N.M.

#### Coming next issue:

Who Remembers Combined Rangers?

### Speak your mind!

Signed letters to the editor of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to the editor at [fordedit@aol.com](mailto:fordedit@aol.com) or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.







*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; to promote and enhance its professions, spirit and mission; to support management and the perpetuation of the National Park Service and the National Park System, and to provide a forum for social enrichment.

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

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

ANPR's official address is 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. Members receive *Ranger* as part of their membership dues. Consult the inside back cover for membership and subscription information.

## Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380; [fordedit@aol.com](mailto:fordedit@aol.com). Editorial adviser, Mark Herberger, (605) 433-5552.

## Deadlines

Spring issue ..... Jan. 31  
Summer issue ..... April 30  
Fall issue ..... July 31  
Winter issue ..... Oct. 31

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

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**Cover art:** National Park Service honor guard memorial service, NPS photo

## President's Message

ANPR is moving forward on your behalf! In the previous months we traveled to Washington, D.C., and met with congressional staffers on NPS subcommittees and with the NPS deputy director to introduce action items that we believe benefit both ANPR and the NPS. We've taken an official position in opposition to a request by 47 U.S. senators for the Interior secretary to revise the NPS regulation on firearms to allow them to be transported or carried in parks based on state law. There has been a recruitment effort started in a different direction — college chapters of ANPR, and we hope the first college chapter will be formed soon. ANPR's membership has begun to rise again, currently in the vicinity of 1,100. We've asked you to consider ANPR in your gift/estate planning to help our advocacy for NPS employees and the National Park System beyond your own years. Detailed information on these activities is available on our website, and I invite you check in often to see ANPR's progress and send us your feedback.

We all know that ANPR would not be a respected organization without our members, past and present. The loss in January of Golden Spike National Historic Site Superintendent Maggie Johnston, a life member of ANPR, is the most recent reminder of the friendships and professional expertise that we've been lucky to have in ANPR for 30+ years. ANPR's deepest sympathies go to Jim McChrystal (Maggie's husband) and family and to Maggie's close friends and coworkers at Golden Spike and throughout the NPS.

I want to tell you about two former ANPR members that I remember fondly and am grateful for their friendship. Debbie Trout was ANPR's third treasurer and first business manager. She worked tirelessly for ANPR in its early years to establish it financially and professionally even though many still characterized ANPR at that time as a "good old boys' club." Debbie certainly did not fit the mold of a "good old boy." She took every opportunity to promote ANPR and spoke highly of its members, always with



a wide, inviting smile on her face. Early in my ANPR years I was trying to decide if I wanted to become more involved in ANPR business, but I felt "underqualified" somehow to speak up with legendary rangers in the room. Debbie, with support from Ron Arnberger, convinced me that the opinions of younger members were valid, wanted and

needed in ANPR's future. The memory of her friendship and support has sustained me to stay active in ANPR for the last 20 years.

Steve Jarrell came from his native state of Georgia and Andersonville National Historic Site to Horace Albright Training Center in 1986 to attend Ranger Skills training. He was in my class. He had an easy smile and laugh that made for a quick friendship with a fellow Southerner. Later he married another one of our classmates, Joni Mae, and he took her last name as she took his to become Steve and Joni Mae Makuakāne-Jarrell. As many of you know, Steve was murdered in the line of duty on Dec. 12, 1999, at Kaloko-Honokōhau National Historical Park while responding to park visitors' complaints of dogs running at large on the beach. Steve was not a regular Ranger Rendezvous attendee, but occasionally he would call or write to talk about something ANPR was or was not doing. He offered his perceptions without expectations that I would bring them to ANPR's Board of Directors, just wanting me to hear another opinion from a field employee.

Steve was thankful for ANPR's part in establishing Ranger Careers, which ultimately upgraded his position to the GS-9 level, especially important with Hawai'i's cost of living. He obviously believed ANPR membership was important, and that his contributions would be useful to us. Without thousands of members like Steve, dedicated to the NPS mission and his fellow NPS employees, ANPR's accomplishments would have been fewer and less significant.

In memory of Debbie Trout and Steve Makuakāne-Jarrell I ask you to become active in ANPR. Help us accomplish those things that will be long remembered by those who follow us in service to our national parks, long called "the greatest idea America ever had."

*A. Scot McElven*

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# In Memoriam

These pages show 27 names and faces — those of active National Park Service employees who passed away in 2007. Maybe it's a co-worker, a former supervisor, a voice at the other end of a telephone call one day or a participant in a training course long ago. Maybe we never met them, but there's still a sense of sorrow when we lose a member of our NPS family, no matter how far away.

No one can sum up the life of another, and life is too precious to be passed over with mere words that may ring empty. Each life must remain as it is remembered by those who loved and watched and shared. We're given many gifts as we go through life. Some we're allowed to enjoy for a long time; others only briefly. Each gift has the power to change us, enrich us, make us a better person. In our sadness, may there also be joy that, as a family, we had these gifts of life to enjoy. As living memories we possess the greatest gift one person can give another. 🌲



**Matt Albright**  
Nursery Manager  
Olympic



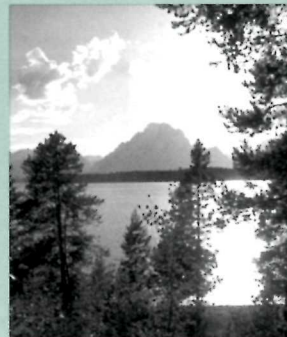
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Park Volunteer  
Lake Mead



**Andy Beck**  
Architect  
Denver Service Center



**George Belcher**  
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Blue Ridge Parkway



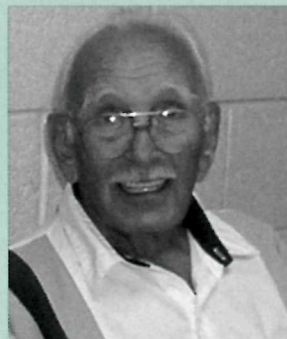
**Byron Blair**  
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**Pat Bright**  
Park Volunteer  
George Washington Birthplace



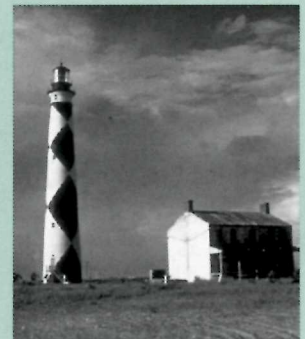
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Deputy Fire Management  
Officer, Intermountain Region



**Ferdinand Reynald Catellier**  
Park Volunteer  
Booker T. Washington



**Brad Cella**  
Budget & Planning Chief  
NPS Branch of Wildland Fire



**Richard Cincurak**  
Law Enforcement Ranger  
Cape Lookout



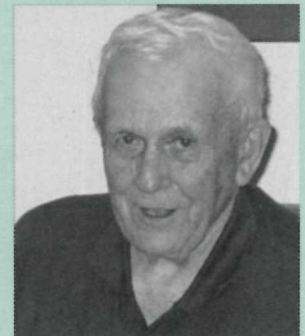
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Harpers Ferry Center



**Bernard George**  
Preservation Specialist  
Historic Pres. Training Center



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Biological Technician  
Padre Island



**Harry Hassinger**  
Park Volunteer  
Denali





**J.R. Lang**  
Park Volunteer  
Lake Mead



**Patty Lien**  
Human Resources Assistant  
Redwood



**Darrell Martin**  
Assistant Chief of Interpretation  
Mount Rushmore



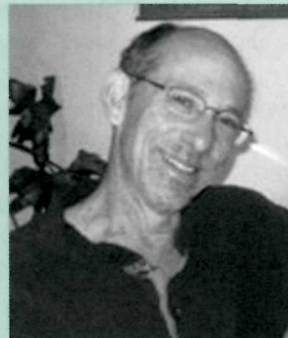
**Joe McMahan**  
Park Volunteer  
Saguaro & Grand Canyon



**Steve Robinson**  
Seasonal Interpretive Ranger  
Everglades and Crater Lake



**Bob Rydgig**  
Park Volunteer  
Channel Islands



**Gary Salamacha**  
Park Ranger  
Arches



**Donald Schulze**  
Maintenance Worker  
Golden Spike



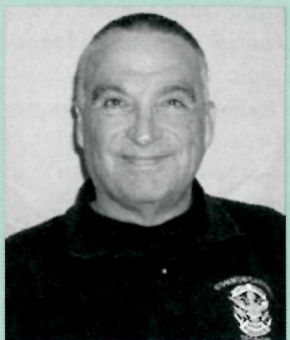
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Seasonal Visitor Use Assistant  
Colorado NM



**Gerry Sterk**  
USNPS Ranger III Seaman  
Isle Royale



**Enar Strom**  
Park Volunteer  
Isle Royale



**Michael Watts**  
Dispatcher  
U.S. Park Police




**Eric York**  
Wildlife Biologist  
Grand Canyon

## Postscript

Although "In Memoriam" recognizes 27 employees who passed away in 2007, three more active Park Service family members died during January 2008 while this issue of *Ranger* was in production.

**Paulette Kaderli**, human resource assistant at Glacier, was killed in a two-vehicle accident on Jan. 11. The accident occurred near Columbia Falls, Montana, as she was driving to work in her personal vehicle.

Long-time Yosemite employee **Trish Picardi** passed away the night of Tuesday, Jan. 8. She battled breast cancer bravely and with wit and humor for several years. Throughout her struggles, she did what she could to raise breast cancer awareness for women.

Golden Spike Superintendent **Maggie Johnston** died Jan. 4, after a long battle with cancer, which she courageously fought even while continuing to work at the career she loved so much. (See page 22 for more information.) 



# A Tribute to Steve Robinson

By Brian Carey

Chiricahua and Fort Bowie

Most National Park Service seasonals do not arrive at the job site by sailing in from the sea, but that was Steve Robinson's introduction to Flamingo at the southern terminus of Everglades National Park in December 1979. It was an inauspicious beginning since he was marooned in port after his sailing companion took the motor and jumped ship, advising Steve to find work.

A visitor to Flamingo in those years might remember the faded employment available sign that beckoned to wanderers low on cash and prospects. So Steve began his career in Flamingo as a houseman for the concession lodge, mostly because he played guitar. The concession manager also played a four-string tenor guitar and had a vision of the Buttonwood Lounge as a mecca for music and a happening nightlife. Steve, however, could not wait to become a naturalist and strum health into the Everglades. He had his opportunity soon after and began what was to become 25 continuous seasons of service as a park interpreter in one of the nation's premier biological parks.

As a fourth generation Floridian, Steve was uniquely equipped to know the beauty of the state and the fragile nature of its ecosystems. Childhood photos posted on his memorial website show stringers of bass and bluegill and a west Florida background of oaks, palms and citrus that would all soon yield to the pressures of population growth. Steve was an environmentalist long before it was in vogue. He first showed concern at age 5 when his mom remembers him asking what she was doing about pollution. His passion for sports also manifested itself early, playing on a league-leading, fast-pitch softball team. Steve played guitar in a band, "The Tribesmen," in Riverview, Florida, and at one time aspired to rock-and-roll fame. Among all of the distractions of youth in East Bay High School in the 1960s, Steve was conscious of the environmental issues of the day. He talked in earnest about Mother Nature to anyone who would listen. Steve canoed the Alafaya River, hunting snook and seining for sharks' teeth. He contemplated living a life alone in nature. He bought a 24-foot Venture sailboat and set off to rediscover the lost wilderness of his youth, but he was 26 before he first visited the Everglades. A simple twist of fate landed him in Flamingo.

Steve was a provocative interpreter whose

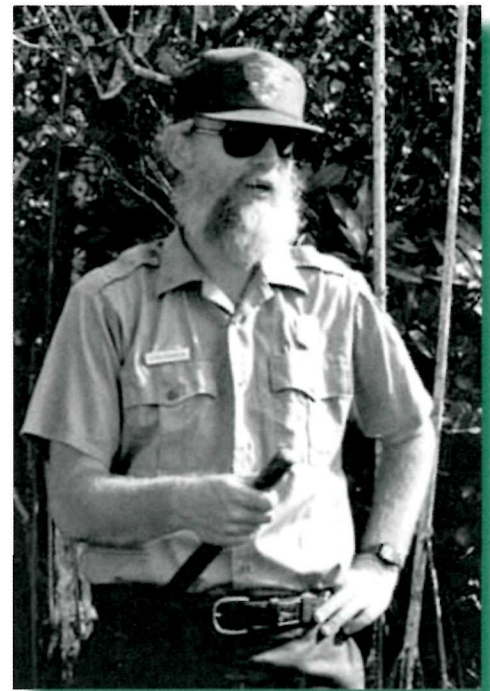
passion sometimes made others uncomfortable. In fact, that was one of his mottos for interacting with the world: comfort the afflicted and afflict the comfortable. His was a passion and directness that was well-respected by new and returning Everglades visitors alike. Unlike many interpretive staff, Steve loved working at the information desk and always drew a crowd with the obvious depth of his knowledge of the resource and the value of his tips for visiting the park. Returning visitors sought him out for updates on the state of affairs at the park, many times asking, "Where is the guy with the beard and the ponytail?" He was commanding. He always drew a crowd. It was easy to get swept up in his idealism, his unwavering vision of a beautiful, natural world.

The musical talents that he and his wife, Amelia Bruno, shared were also a source of inspiration at campfire programs, at interpretive training, and during the Everglades 50th anniversary celebration and innumerable park "coffeehouses."

Crater Lake visitors were treated to Steve's same eloquence about the natural and spiritual power of the park's resources during his seasons as an interpreter and a fire lookout ranger. His dogged determination to improve the safety program for the boat tours of Crater Lake will continue to reap benefits for the park.

Steve's real legacy will undoubtedly be the many young interpreters he tutored, mentored, inspired and befriended. The pages of his memorial site are scattered with comments like this: "I was an impressionable young seasonal ranger at Flamingo in the late '80s, and the impression you left on me was one of a person who wasn't afraid of fighting." Or "Steve and Amelia . . . you're the soul of Flamingo. You all have made such a positive difference." And "Because of your love and your Marjorie-like stubborn determination, I refuse to ever give visitors the impression that the Everglades or the planet is beyond hope."

Steve died as peacefully as he lived. At 10:25 in the morning on Oct. 1, 2007, Steve looked at Amelia and son Darby and quietly stopped breathing. He had been a partner and soulmate; a patient, loving dad whose heart burst with pride when Darby was born; and an honest, compassionate, fast and true friend. His gifts as a rock-folk guitarist and music teacher brought out the best in everyone. He was an Everglades expert who felt that his mentor, Marjorie Stoneman Douglas, had passed the



Steve Robinson

torch to him when she heard him speak at the Anhinga Trail and approved of his message.

Steve's strength came from times spent in nature. His 24-hour solo sails to Sandy Key were vital to his psyche. He found his life's worth in being an NPS naturalist.

For the past two years he had remained in Oregon, avoiding hurricanes in Florida and helping his son get established in college. But he was going back this year — a year that needed his voice more than ever, a year when the Everglades is being removed as a World Heritage Site.

For many who remember Florida Bay sunsets, an image will always linger: the silhouette of Steve, standing up in his canoe as it slides across the water under sail, a ghost of the Calusa Indians that also plied these estuarine waters. It's a fitting image to carry into the future for the countless visitors and NPSers who were helped, inspired and moved by this man and his genuine love for nature.

He wanted to change the world. He succeeded. 🛖

*Brian Carey is a 27-year veteran of the NPS, currently serving as superintendent of Chiricahua National Monument and Fort Bowie National Historic Site. This article was composed with generous contributions from Amelia Bruno, Steve's partner and best friend. She is the fee program manager at Crater Lake.*



# Establishment of the NPS Safety Leadership Council

By Mary A. Bomar  
NPS Director



Editor's Note: Since Director Bomar's July 2007 memo (below) to all employees, the Safety Leadership Council met in November 2007 and began to develop a dynamic vision for National Park Service safety leadership (see related article, page 6). Additionally, other names have been added since the director's July list of on-duty deaths.

In April I had a telephone conversation with Craig Giggelman, whose wife Marina died in an accident at Padre Island National Seashore. I learned much about Marina from speaking to him. She married a wonderful man, had a loving son and followed her life's passion for

the ocean and its creatures. She left the land of her birth and followed her passion to a new country she would call home. Her work was important, and it mattered not only to her but to the living biosphere we call Earth. A beautiful life, cut short by a tragic accident.

While the number of accidents in the Service is declining, the severity and frequency of serious accidents remains sobering. We have experienced one on-duty death in the last three months; seven in the past year; and 18 in the past five years.

During the press of business in our parks, we tend to focus on the problems of today and forget about past accidents at other parks. But during the May National Leadership Council meeting, a slide listing the names of our colleagues who died on duty over the past 20 years brought the issue into sharp focus. There were names of people we knew, at parks throughout the system.

There could be no better reminder of the need for safety than by seeing their names:

Robert Kasparek	Rory Perkins	Dorie Lent	Fernando Abeyta
James Laney	Taryn Hoover	Andy Artz	Ryan Weltman
Ricardo Preston	Mike Vanderbeek	Kenneth Smith	Herbert Whitaker
Harold Parsens	Ford Mattice	Cale Shaffer	Mathew Lambert
William Holland	Joseph Kolodski	Brian Reagan	Barry Hance
Truman James	Tim Taggart	Adam Kolff	Wesley Fox
Robert Lewis McGhee	Anthony Carone	Robert Larson	Suzanne Roberts
John Ethridge	James Spier	Philip Conner	Daniel Holms
George MacDougall	Edward Wisniewski	Kristopher Eggle	Jeff Christensen
Sean Ryan	James Hatfield	Hakim Farthing	Dan Madrid
Philip Otis	Anne Dickenson	Tom O'Hara	Jim Schlinkmann
Randall Thompson	Charles Avery	Matthew Engelhardt	Joe Sordi
Randy Morgenson	Steven Milton	Ricky Campbell	Arnold Kavin Jr.
Michael Beaulieu	Don Reid	Armando Caceres	Dan Quilter
Nelson Griffith	Alan Quellette	James Hudson	George Ratliff
Roderick Hutchinson	Corey Washington	Robert Mahn Jr.	Michael Gresham
Diane Dustman	Steve Makuakane-Jarrell	Kee Won Kim	Dan Green
			Marina Giggelman

Without exception, organizations that have radically improved their safety performance are those in which the highest levels of management have become directly involved in creating and sustaining a culture of safety. These organizations universally exhibit factors common to high safety performance—vision, leadership, accountability, communication, and evaluation. Not surprisingly, there factors are also common to organizations with high overall performance.

Safety must be integrated as a leadership practice and become part of our culture, and not viewed as an isolated program or initiative. A culture change of this magnitude demands vision and credibility from the top down, and will not succeed without the visible commitment of NPS leadership.

A Safety Leadership Council, chartered by

and accountable to the NLC, will help the NLC create, deliver, and sustain an effective safety strategy for the Service. An executive level council drawn from field practitioners, park managers, and regional and national leadership will have the credibility and support to transform *NPSafe* into a working blueprint for excellence and help bridge the gap between management vision and front-line implementation.

Attached to this memo are a charter, signed by the entire National Leadership Council, and a list of the members of the Safety Leadership Council. I think the clearest indicator of commitment at the national level is that rather than a single NLC representative to advocate for safety, the NLC insisted on four members as representatives: Associate directors Mike Soukup and Karen Taylor-Goodrich and regional directors Jon Jarvis and Mike Snyder.

And, because at its core, safety is about people, Jerry Simpson, our assistant director for human capital, will also participate actively on the council.

We have a promising beginning. A growing body of park managers and field practitioners throughout the Service has instituted progressive, innovative management systems to instill a safety culture. A Safety Leadership Council will assist the NLC in fostering these efforts to benefit the NPS workforce as a whole.

In our Centennial Report to the president, we choose professional excellence as one of our major themes. That includes keeping our workforce and our visitors safe. In the "Year of the People," there could be no better gift for us to give one another than a year without further fatalities among our colleagues. Thank you for taking care of one another and for all you do each day.



# Our Safety Mindset

By Louis Rowe  
Washington Office

Working for the National Park Service is, for many of us, the culmination of a dream and years of efforts to carve out a career in an organization where our individual efforts can make difference. This career path frequently blends our individual passion with the Park Service mission, and this, which we will call our “can-do attitude” in this article, is widely acknowledged to be one of the NPS’ greatest organizational strengths. The NPS culture values and rewards the “can-do” attitude, and we communicate this message in varied ways to our new hires and seasonal employees who hope to become permanent.

Paradoxically, that individual passion and “can-do” attitude we bring to the NPS mission can also create significant challenges when addressing employee safety issues. Park Service employees work in all climes and places, and we conduct complex and hazardous tasks under arduous conditions and in difficult environments. We have employees operating plows and heavy equipment through blizzards, SAR teams conducting high angle rescues to bring medical care to injured visitors, facilities maintenance and wildland fire crews felling hazard trees, special agents and law enforcement rangers conducting drug interdictions in border parks and marijuana field eradication, or making traffic stops with the nearest backup literally miles or counties away. We also have employees collecting fees in remote locations, ordinary employees commuting to work and

rescuing visitors from burning cars and raging waters, and “red card” employees and park volunteer fire brigades fighting wildland fires or structural blazes.

While all of these tasks seem different, they are similar in that the tasks include high personal risk if hazard exposures are uncontrolled, and the “can-do” attitude leaves little room to decline missions, either personally or as an organization. The recent Office of Inspector General draft report on “Health and Safety Concerns At the Department of the Interior’s Facilities” (C-IN-MOA-0011-2006, January 2008), indicates that while the NPS was only 11 percent of the 9,133 employee responses to a confidential survey, NPS comprised 35 percent of the total 1,385 responders who stated their job was considered hazardous, almost double the next highest bureau, Bureau of Indian Affairs (18 percent). To put it succinctly, NPS employees recognize the hazards inherent in their jobs, and they press on anyway.

The NPS employee accident and fatality data also paints a similar picture that validates this perception of greater risk. We have experienced 50 on-duty fatalities in the last 20 years. Additionally, from 2001 to 2006, 4,609 employees were hurt so badly they were unable to return to work the next day, or for some, many more days. The combined medical and worker compensation costs for that same six-year period was a staggering \$120 million dollars, and continuation of pay costs paid directly by park units were in excess of an additional \$6.7 million dollars.

These dollar figures represent considerable employee pain and suffering that also affect coworkers and family members. They also represent resource loss, both in people and in money, that could have and should have been available to carry out the mission we have set for ourselves.

However, the accident data above represent past history, not predestined

future performance. Our high employee accident and injury rate is not, strictly speaking, the direct result of working in dangerous conditions, nor is it the direct consequence of funding deficiencies. In fact, during the last four years, relatively small investments of funding for safety training and an increased focus in safety awareness activities by management and employees have helped drive down the NPS incidence of accidents that resulted in days away from work by over 25 percent (1998-2002 average of 1,003 each year, down to approximately 700 in 2005).

If we agree that we cannot and would not change our work environment (turning parks into Disneyland), and that simply throwing buckets of money at the problem would be wonderful, but probably won’t make us safer by itself, the remaining factor that can be changed is our behavior in response to hazards.

Working safely simply means recognizing the hazard(s) in front of us, preplanning to control the exposure to the hazard to the extent feasible, and then deciding if the benefit outweighs the remaining risks. If it does, we press on; if it doesn’t, we approach the task from another direction.

While the risk management process can be written in a few short paragraphs, inculcating it into our culture will actually require a focused effort, with communication, planning and actions at all levels of the NPS. We’ll have to carefully safeguard the passion while creating a “can-do (safely)” mindset. Eventually, we may even reach a point where every supervisor values an employee who states, “This is really dangerous; can we do it another way.”

Recognizing from her own experience in the field that employee safety is important and culture change is difficult, NPS Director Mary Bomar recently requested that the newly chartered Safety Leadership Council report as a subgroup of the National Leadership Council. The Safety Leadership Council includes regional directors, associate directors, superintendents and deputy superintendents, employee representatives in high hazard occupations, and technical experts in wildland fire, structural fire, law enforcement, occupational safety and health, visitor safety and facilities maintenance. The SLC met in November 2007 for the first time after receiving direction from the NLC, and it has developed a clearly defined role and function, a vision for safety leadership, strategic goals and an action plan for FY08.

The complete text of the SLC meeting summary can be found on the Risk Management website on Inside NPS. The SLC will focus primarily on high-level strategic issues



NPS search-and-rescue team





**Maintenance road crew**

and activities related to developing leadership and changing the NPS culture regarding safety. This group is not part of the official risk management hierarchy of the Service and will not be the body through which safety policy decisions and initiatives pass for approval. Instead, this group, as a work group of the NLC, will leverage policy development to inspire culture change and identify key points of influence within the organization to target these change efforts and develop leadership. It was also agreed that the SLC may sometimes work on operational level issues and will use subgroups for this purpose.

The safety council began the meeting with a discussion of the question, "What does it mean to transform safety from a discrete program to a leadership practice?" These themes emerged:

■ **One of the Service's greatest strengths, employees' dedication to the mission, is possibly the greatest contributor to unsafe behavior in the work place.** Mission-related, risk-taking behavior is deeply rooted within the NPS and has historically been rewarded both in formal and informal ways within the organization. This value is so deeply rooted in the culture that it is almost invisible in the course of daily operations.

In order to elevate the value of engaging in safe work practices, leaders will need to change the message of subtle affirmation given to employees for putting the mission above the personal safety of themselves and their colleagues. We have to be prepared to do our work safely now, with the resources and staff available, and not predicate safe work on ad-



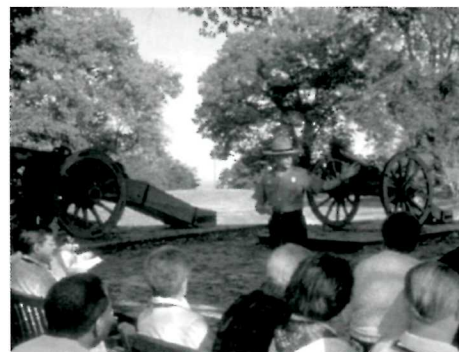
**Mountaineering crew on hillside**

ditional resources. Employees and supervisors who make decisions to refrain from actions based on their assessment of the risk involved must be supported for doing so all the way up the supervisory chain.

■ **Influence is a local phenomenon.** Employees are most greatly impacted by their peers and direct supervisors. Top-down, program-driven change rarely sticks in the Service. Although senior leadership support is critical, it requires employee engagement to produce sustainable behavioral change across the organization. When distant and local communication is contradictory, explicitly or implicitly, most employees will align themselves with the perspective that is closest to them. Consequently, a superintendent will be more influential than a regional director, and a trusted supervisor has a greater direct impact on the behavior of an individual than the superintendent. Thus, safety must become a leadership practice at all levels of the Service.

■ **Paradoxically, the strength and importance of personal relationships within the culture of the NPS simultaneously provides significant leverage for impacting behavior while acting as an inhibitor to exercising accountability for behavior.** The "family" feeling that permeates the organization builds loyalty among work groups. This same dynamic also drives individuals' desire to "be nice" to others and often stops supervisors from delivering tough feedback on behavior including actions that put themselves and others at risk. This also inhibits the widespread dissemination of lessons learned through accidents and other safety-related incidents if they are perceived to cause embarrassment to an NPS manager. This aspect of the NPS culture means that change will need to be instigated at the lowest levels of supervision within the Service and supported by accountability and communication mechanisms established by senior leadership and exercised at each level of NPS management.

■ **Safety needs to be integrated into all activities.** Safety is typically "sold" within the organization as a program or priority, rather than as an intrinsic aspect of every work place activity. It has lacked a personal dimension, and is something presented to employees rather than something insisted on by employees. Ideally, safety information should be delivered to employees from their supervisors and peers, not in a memo from WASO or the regional office. The NPS safety and occupational health spe-



**Interpretive activity with cannons**

cialists should function as resources sought after by park management to provide education and technical support. Local managers can model the behavior they expect from their employees and engage them in thinking through what achieving the mission safely means in their specific role in the organization.

■ **Safety needs to be a consideration in all management decisions.** As leaders seek to understand trends that affect their area of responsibility (such as the increasing length of fire seasons), they need to consider how employee safety is impacted with every decision. A focus on safety will require taking the "long view" of management decisions. Reducing coverage to ensure employees have sufficient backup builds in a safety net to ensure employees work safely; ensuring supervisors adhere strictly to work rest requirements in all disciplines drives program managers to focus on how to achieve the work with an employee focus rather than a production mentality. Investing in PPE and training in the short term could lead to significant savings on potential workers compensation claims in the future. In order to instill and sustain the desired culture shift, demonstrated safety leadership should be a component of the hiring and promotion process for NPS managers. The Centennial Challenge presents an extraordinary opportunity to instill this new cultural paradigm from the outset as we see an infusion of a large cohort of new NPS seasonal employees in FY08. 🏠

*All photos courtesy of National Park Service*

*Louis Rowe, a certified safety professional, works for the National Park Service's chief of risk management as the safety program manager. He has served as the chair of the DOI Safety Council and worked at Yosemite as the safety and occupational health manager. Previously he worked in the national headquarters of the Occupational Safety and Health Administration and provided technical assistance to OSHA field offices, construction industry organizations, employers and employee groups.*





Honor guard at the Fallen Officers Memorial at FLETC, Spring 2005. For more about the honor guard see page 15.



Honor guard detail leads procession at the funeral for Danny Holmes.

*Photos courtesy of National Park Service*

## Honorable Methods

Compiled from the Washington Office of Visitor and Resource Protection

Within the National Park Service, the death of a fellow employee may be the most difficult work-related event a manager will experience. Actions and decisions made during the first critical hours and days will affect and make lasting impressions on survivors, employees and community members.

The impact of every line-of-duty death on family, friends and other NPS employees can be profound. It is the intent of the Service to provide support to the survivors and the extended community in an informative, sincere and honorable manner when an employee is fatally injured in the line of duty.

To assist managers, the Service has produced the Line of Duty Death Response Handbook outlining technical references and guidance based on model policies from other public service agencies. An integral part of the handbook is ensuring that each aspect of the process in dealing with a line-of-duty death is handled completely and professionally. Its purpose is to establish procedures that will ensure technical and emotional support for family and co-workers. Managers have the discretion to use components of the handbook as appropriate for other deaths involving employees.

Many aspects of the handbook have been successfully used. Chapters and appendices

cover various subjects with timely, sensitive and useful information. Use of the line-of-duty response handbook will facilitate the intent of the NPS to:

- provide liaison assistance to the immediate survivors of *any* employee who dies in the line of duty.
- provide critical incident stress management services to co-workers and surviving families following a line-of-duty death.
- manage the line-of-duty death response under the incident command system at the appropriate level.
- offer a support structure for the survivors by assisting with economic, legal and professional concerns of survivors.
- provide a support structure for NPS personnel, their families and ancillary communities that may be severely impacted.
- assist NPS personnel involved in returning to normal duty.
- educate NPS personnel in critical incident stress management issues and anticipated grief responses.

For more information, contact the Washington Office of Visitor and Resource Protection. NPS employees can visit the InsideNPS website. □



## SAFETY REMINDERS

**The safest way** to use a cellular telephone while driving is to pull over and stop the vehicle. When this is not possible, all employees, volunteers, youth program enrollees, or any individual acting on behalf of the National Park Service, are prohibited from using a cellular or car telephone unless they can be operated in a hands-free operation mode.

**Supervisors** will be responsible for ensuring that prior to first-time operation of motor vehicles, employees will be given training on local conditions, hazards, regulations, inspection requirements, fueling and other factors that may affect the operation of motor vehicles in their area.

**Each operating unit** will incorporate a system to inspect and maintain motor vehicles in a safe and operable condition.

**At a minimum**, all employees who operate fleet vehicles must a) be at least 18 years of

age, b) possess a valid state driver's license for the appropriate class of vehicle operated, and c) have a safe driving record.

**The driver** and all passengers will use the provided safety belts at all times when the motor vehicle is in motion.

**Smoking** in government-owned vehicles or leased motor vehicles is prohibited.

**If the state** or local jurisdiction, in any manner, restricts an employee's driving privileges, those same restrictions will apply to the employee's operation of government-owned or leased vehicles.

**Incidents** resulting in damage to vehicles being used for official purposes will be promptly investigated, reported and reviewed by a technical board of inquiry.

— From the National Park Service  
Occupational Safety and Health Program

## Lockout Tag-out Safety

Preventing worker deaths from uncontrolled releases of electrical, mechanical and other types of hazardous energy can be achieved through the establishment of a hazardous energy control policy.

Among the items in a policy:

- Follow OSHA regulations
- Identify and label all sources of hazardous energy
- Participate in all training programs offered by your park

— Entire document available from the  
NPS Occupational Safety and Health Program


## Origin of the *ROAD MAP for my heirs*

At the Ranger Rendezvous in 1993, Jeff Karraker was attending a retirement workshop and relating problems about getting her late ex-husband's (Dave Karraker) personal affairs in order for probate.

Jeff and Dave had been divorced for a number of years and she was the executrix of Dave's will. Each had sought out their own careers in the National Park Service. Dave was an instructor at the Frank Kowski Training Center (now called Horace Albright Training Center); Jeff was superintendent at Capulin Volcano in New Mexico.

In her search for Dave's assets Jeff was unaware of a number of his investments or even that he had hired a financial planner. In relating these problems to the class Jeff said, "If he would have just left a *road map* as to where he had his stuff, how much simpler it would have been for me and the kids." It took all her investigative skills and more than a year to locate his investments and put it all together for the probate.

That is the genesis of ANPR's *Road Map* publication. Within a year the notebook was put together, copyrighted and still in print (see box at right for ordering details). The three-ring notebook can be used as a repository for a married couple, for instance, to keep an up-to-date listing of assets with their whereabouts, burial information, location of wills or trusts, names and numbers for attorneys, and Social Security, military and civil service information. In other words, it is where you keep your "stuff" whereby those who follow you can easily get the information needed for funeral and probate.

Also in the *Road Map* is information on wills and trusts, appointment of guardian documents and examples of durable powers of attorney and living wills. 

— Frank Betts



### ROAD MAP for my heirs

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

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

- your desires about final arrangements
- civil service, military & Social Security details
- insurance facts, bank accounts and more
- synopsis of life, obituary & family history
- list of disposition of personal items
- anatomical gift wishes
- examples of durable power of attorney

\$10 per book, plus \$4 for shipping and handling.  
U.S. currency only.

Make check payable to ANPR.

Send to: Frank Betts, 1326 Catalpa Drive  
Fort Collins, CO 80521



# Face<sup>to</sup>Face

By Pam McMillan

*"Society never advances. It recedes as fast on one side as it gains on the other."*

Ralph Waldo Emerson wrote these words many years ago, but their essence still holds true today. Technological advancements and improvements are being made every day in our society.

Just think about it. In 2008 we are witnessing a technological age that our parents couldn't even imagine. These advances are greatly impacting the way we live — both in positive and negative ways.

Take communication, for example. Our advances in technology have certainly increased the speed of communication. At the same time, this technology has caused people to become more impersonal with each other. Years ago communication between people occurred at public meeting places or by visiting each other. Then, with the invention of the telephone, people no longer had to gather together as often or go to each others' homes. Now, with the advent of e-mail, faxes and pagers, we are tempted to use less and less personal forms of communication.

Joseph Priestley summarized the change in communication more than 100 years ago when he wrote: "The more elaborate our means of communication, the less we communicate."

How does the fact that we are using less and less personal forms of communication impact us in the National Park Service? One area is dealing with the aftermath of a critical incident.

At any given time throughout the park system, rangers, rescuers, fire personnel and staff respond to a variety of traumatic events involving park visitors and employees. These events include motor vehicle accidents, fires, suicides, employee deaths, search and rescues, and missing children.

Events like the 2005 hurricanes can impact the lives of many people and the communities surrounding our parks. Quickly, a traumatic event can become

a "critical incident." In general terms, a critical incident is defined as a traumatic event that does or is likely to cause extreme physical and/or emotional distress to staff and may be

regarded as outside the normal range of experience of the people affected. It can happen at any time and impact anyone connected with the incident.

It's easy to understand that a terrorist bombing and its aftermath of destruction would qualify as a critical incident, but there can be other, more common events that are just as devastating.

Complicating the issue is that what may impact an employee to the point of being a critical incident may not affect other employees in the same manner. That's because no two critical incidents are alike. Every search and rescue has similar characteristics but also unique characteristics. Every body recovery has both similarities and distinct agents. A motor vehicle accident that results in a death does not always elicit the same emotional impacts to the responders. It is the nature of critical incidents.

Here is an example. Joe is a highly experienced, well-seasoned law enforcement officer. In any given year, he may handle more than 30 motor vehicle accidents, many of which result in the death of the driver or others. These two types of incidents have become "routine" for Joe. One day he is dispatched to a "routine" motor vehicle accident along a stretch of roadway well known for such events. Upon arrival Joe quickly assesses the scene and begins relaying information for responding units. He then approaches the vehicle and his pulse quickens as he sees a small boy, approximately 8 years old with copper-colored hair, trapped. For a fraction of a second, Joe thinks it's his son, but realizes it can't be; the boy just looks like his son. As the other responders arrive and are finally able to extricate the small boy, it is determined that he has died upon impact.

Joe continues to handle the accident scene properly, making sure that everything is recorded, triaged and managed according to protocol. Eventually the scene is cleared and the slow process of paperwork begins.

Back in the office, Joe can't seem to stop thinking about his son. He calls home just to check on the family. Many days later, the image of the boy trapped in the vehicle continues to come into Joe's thoughts. This seasoned, well-



trained, highly professional ranger has suffered a "critical incident." No one on his staff or his chief ranger would expect that this motor vehicle accident would impact Joe

the way it has.

Critical incident stress reactions are event specific. They can be acute, occurring during the actual event, or delayed, occurring minutes, hours, months or even years after the event. The symptoms may not appear to be directly related to the incident or they may be profoundly intrusive and distressing, interfering with life on and off the job. Delayed reactions can include a change in sleep patterns, disorientation, self doubt, unresolved anger, irritability, fear, anxiety, agitation, flashbacks and an increased use of drugs and alcohol. Sufferers can experience impaired thought processes and even a complete emotional shutdown.

Living in this age of reduced personal communication, where does a person turn to for support and help when dealing with the aftermath of a critical incident? In the case of Joe, he needs someone he can vent to in person, someone who will listen to his experience, ask the right questions to help him process the traumatic event.

Critical incident stress management intervention works by helping individuals vent their reactions rapidly and directly. This aids in the processing and assimilation of the experiences and emotions that occurred in response to the critical incident. When CISM is properly used it drastically reduces the subsequent development of symptoms of post-traumatic stress and professional burn-out. CISM is a comprehensive intervention program that offers personal communication — nothing complicated, nothing high-tech — just access to someone who has been trained to listen and provide a safe forum for employees to emotionally vent.

Fully understanding the value of CISM, the NPS has a well-established program with more than 100 trained peer supporters from all divisions and in all locations throughout the United States. It is a comprehensive program available to all employees. This team of peer supporters offer:

- Stress mitigation
- Crisis management briefings
- Defusings
- Debriefings
- One-on-one support

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*"The more elaborate our means of communication, the less we communicate."*

— Joseph Priestley

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- On-scene stress education and pre-incident stress education
- Resource and referral follow-up services
- Family liaison assistance

On a general basis the team responds to more than 100 calls annually, including visitor fatalities, motor vehicle accidents, extended search and rescues, line-of-duty deaths, suicides, body recoveries, officer-involved shootings, fires, plane crashes, natural disasters and employee deaths. The team comes prepared to tailor their response to the individual needs of the park unit.

To reach the NPS CISM team, contact the Shenandoah Emergency Incident Coordination Center at 540-999-3422. The dispatch center will contact me directly, and I then will contact you to gather more information and discuss particular needs.

If you aren't sure you are facing a critical incident and want some guidance on whether peer support is necessary, contact me directly at 559-760-5085.

Peer supporters on the CISM team understand the impacts that critical incidents have on the lives of fellow employees. They recognize that providing a listening ear and one-on-one personal communication goes a long way in helping employees manage stress. □

*"The most basic of all human needs is the need to understand and be understood. The best way to understand people is to listen to them."*

— Ralph Nichols

*Pam McMillan has worked for the National Park Service since 1981, starting as a seasonal maintenance employee at Mount Rainier. Since then she has worked in many park units serving as a firefighter, interpreter, dispatcher and administrator. In 2002 she went through CISM peer supporter training, eventually becoming the program coordinator in 2005. She lives in Wisconsin with husband Kevin, a retired NPS law enforcement ranger turned pastor.*

See related article on page 12.

# Assistance is Just a Call Away

Information from the Office of Personnel Management and the Employee Assistance Program

**W**e want all employees to be aware of the services provided by their agency's **Employee Assistance Program**. The program, cost-free to employees, is designed to help you effectively address and overcome various work, family or personal pressures. EAPs exist in all federal agencies, including the National Park Service, and are staffed by experienced counselors who are available to discuss problems in a confidential, helpful manner. Recent Office of Personnel Management evaluations of these programs indicate that they are highly successful in helping employees.

Specific information about your EAP is available from your agency. Each NPS region contracts with a service provider for EAP services. For example, the Midwest Region has been using Com Psych for several years; a number of regions use the Federal Occupational Health Service. All NPS offices should have information on their EAP posted on employee bulletin boards.

## *What is an Employee Assistance Program?*

An Employee Assistance Program is a service available to all employees at no cost. It is staffed by professional counselors who will help you address problems that can adversely affect job performance, reliability and personal health. A counselor will discuss the problem with you and after helping you assess the problem, provide short-term counseling. If needed, the counselor will also refer you to other professional services and resources within your community for further information and assistance.

## *Why do we have an EAP?*

The NPS is offering this program out of concern for each employee's well being and because it makes good business sense. There are few of us who go through life without having a significant problem now and then. We recognize that when a personal problem is making life difficult, it can make work difficult too. Employee counseling helps deal with personal issues and problems — before they can get out of hand. When your life functions better, your performance at work improves.

## *What kinds of problems do EAPs help resolve?*

EAP counselors will work with you to help resolve a variety of problems including alcohol

and drug abuse, work and family pressures, legal and financial problems, job stress and other concerns that can affect your work performance and personal health.

## *Do EAPs offer more than counseling services?*

In addition to counseling employees on an individual basis, EAPs often sponsor lunchtime seminars, send out employee newsletters and provide information designed to help you and your co-workers establish a healthier and more rewarding lifestyle.

## *How and when may I contact the EAP?*

A telephone call is normally all it takes to make an appointment with an EAP counselor. EAP operating hours usually are flexible so the employees can make appointments before, during and after the workday. For specific information on hours of operation and procedures for making appointments, you should check your agency's bulletin board or telephone directory, or call your agency's EAP office.

## *How does the program work?*

When you call the EAP, you will speak to a trained professional who will assist you in finding the most appropriate counselor for your situation. A meeting is scheduled at an office in your area. The counselor may help you more clearly define your problem(s) or explore various avenues open to you in dealing with them. Many situations may be resolved during a few sessions; however, the counselor may recommend that you continue with more extensive assistance and make a referral to an appropriate specialist or community center to meet your needs. The decision to follow through with any recommendation is strictly yours.

## *Will matters I discuss with the EAP counselor be kept confidential?*

Yes, your privacy is protected by strict confidentiality laws and regulations and by professional ethical standards for counselors. The details of your discussions with the counselor may not be released to anyone without your written consent.

## *How successful are EAPs in helping employees?*

Periodic evaluations conducted by the OPM indicate that the vast majority of the thousands



of employees who annually seek assistance from their EAPs are helped in overcoming their problems.

*How much will the EAP cost me?*

There is no cost to employees who receive counseling and other services provided by the agency's EAP. Costs for outside treatment and professional services, which can result in personal expense, may be covered by your federal employee health benefits plan or private insurance. The EAP counselor will work with you to identify the best available outside treatment program and services in line with your individual finances.

*When is the best time to contact the EAP?*

Don't wait too long! The sooner you seek help, the sooner your problems can be resolved. Problems left unresolved can often lead to more serious situations with a greater risk that your health or job performance will be jeopardized. If you take advantage of the help and support offered through your EAP and address your problems before they become serious, you and your organization will both be winners. □

# Critical Incident Stress Management Program

## Helping Employees Cope

### A Guide for Coworkers and Supervisors

What can you do when a co-worker is either the victim of or a witness to a traumatic event? You may feel awkward or embarrassed. You may have your own feelings about the event that are difficult to resolve. Most of all, you may simply feel that you don't know what to say. The tips below may help you formulate a response that shows your co-worker that you care and want to be supportive.

**1. Acknowledge the event.** Pretending that nothing happened may seem like the easiest thing to do, but it won't help affected individuals recover. You may want to acknowledge the event with a small ritual, such as sending flowers or making a donation.

**2. Don't ask questions, just listen.** Asking detailed questions about what happened usually comes across as ghoulish and intrusive. If your co-worker wants to talk about the event, just listen. He or she may repeat the details many times; this is often an important part of healing. But if he or she is not yet ready to talk about it, don't push.

**3) Offer long-term emotional support.** It takes longer to recover from a trauma than most people realize. For instance, a year might seem like enough time to "get over it," yet the first anniversary is often very difficult for people. Be there for them through this process.

**4) Offer practical support.** Instead of the catch-all "if there's anything I can do," offer to do specific things such as give rides to and from work, run errands, pick up part of their workload (check with the boss first) or other helpful things.

**5) Watch for signs of abnormal reactions.** Behavior that would usually be considered strange, such as irrational anger, crying spells, periods of seeming to be OK followed by a relapse, are all quite normal. But if your co-worker seems to be seriously disturbed, if the symptoms go on for weeks, and if he or she is not in counseling, then the manager or EAP counselor may need to get involved. □

Talk . . . Listen	
What to say	What not to say
"Would you like to talk about it?"	"I understand how you feel."
"This must be very painful for you."	"What happened? You'll feel better if you talk about it!"
"We're glad to have you back."	"When this happened to me . . ." (your co-worker needs someone to listen to them, not talk at them.)
"Don't worry about work while you're gone."	"We'll take care of things for you."



# Living Reef Award Honors Those Helping Hawksbills

By Mardie Lane  
Hawai'i Volcanoes

The Hawksbill Turtle Recovery Project, based out of Hawai'i Volcanoes National Park, received the 2007 Hawai'i's Living Reef Award. The award honors the project's staff and volunteers who identify and monitor the primary nesting areas of the endangered hawksbill sea turtle on the island of Hawai'i.

The award was created three years ago by the Coral Reef Outreach Network to recognize businesses, organizations, and community leaders who demonstrate a significant commitment to safeguard Hawai'i's coral reef ecosystem.

Found in tropical and subtropical regions of the Atlantic, Pacific and Indian oceans, hawksbills can nest on almost any undisturbed deep-sand beach. In the U.S. Pacific, hawksbills nest only on the beaches of the main Hawaiian Islands, primarily along the southern coast of the island of Hawai'i. Here, the turtle is called by its Hawaiian name, *honu`ea*.

During the six-month nesting season in 2006, 40 volunteers searched numerous beaches for signs of *honu`ea* activity. Adult females are able to climb over reefs and rocks to nest in beach vegetation. Nests were discovered and protected at three beaches within Hawai'i Volcanoes and at two beaches south of the park. The first nest was laid in mid-June and the last nest hatched out in early January.

Crews observed 12 *honu`ea* haul ashore to lay eggs. They then held round-the-clock vigils on 36 nests, safeguarding the eggs and hatchlings from uninformed humans and alien predators — mongooses, feral pigs and cats. Their efforts paid off.

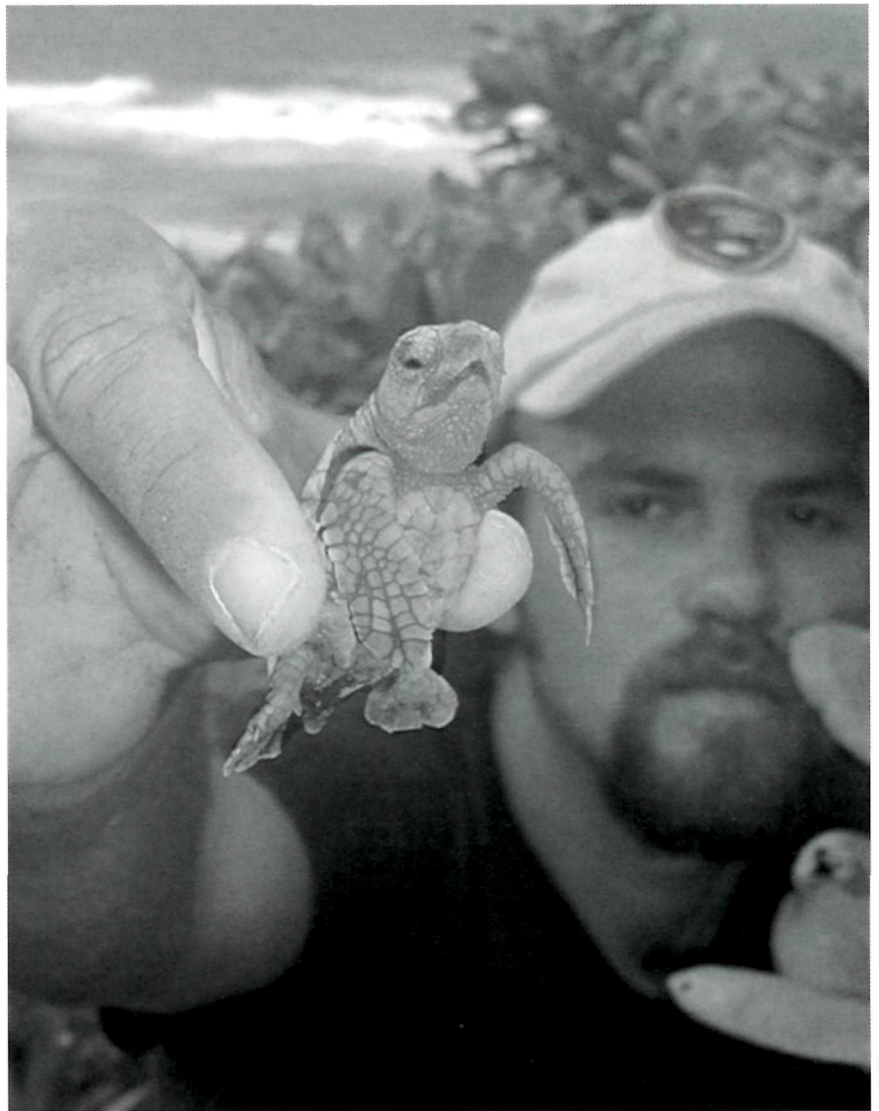
"Last season volunteers helped more than 4,300 hatchlings safely reach the Pacific Ocean," said Will Seitz, project coordinator.

The project operates on a small budget and relies heavily on dedicated volunteers who hike miles over lava rock to camp on remote, sun-baked beaches. Undeterred by centipedes, pounding surf and tropical storms, they also collect the turtles' tag data and record their life histories.

"They are trained to expect the unexpected, but last season Mother Nature threw everyone a loop when a magnitude 6.7 earthquake rocked the island," Seitz said. Fortunately, all volunteers and nests were fine.

Since the Hawksbill Turtle Recovery Project started in 1989, staff and volunteers have tagged 81 nesting *honu`ea*, protected 656 nests, and helped more than 71,000 hatchlings scurry to the sea.

"Each hatchling represents hope for the survival of the species," Seitz said. 🐢



Jay Robinson

**Park volunteers help hatchlings avoid predators and beach flotsam and make it safely to the sea.**

## THREATS to HAWKSILLS

Although the hawksbill is protected by various international treaties and agreements and national laws, it remains endangered throughout its range.

Scientists at the National Oceanic and Atmospheric Administration say the primary global threat to the species' future is destruction and degradation of coral reef communities by human activities, such as pollution, toxic spills and vessel groundings. Juveniles and adults depend on healthy reefs for their forage of sea sponges. Recent evidence suggests that global warming is causing higher incidences of coral diseases, and this can ultimately destroy entire coral reef communities.

Hawksbills are killed for their shells, which are then fashioned into hair clips, combs, jewelry and other trinkets. They are harvested for their oil, hides, eggs and meat. Stuffed turtles are sold to tourists as wall hangings.

Other threats include loss of nesting areas from coastal development and beach armoring; disorientation of hatchlings by beachfront lighting; nest predation by native and non-native predators; marine pollution and debris; watercraft strikes; and incidental capture from commercial gillnet operations. □



# The Professional Ranger

## Administration

**Nepotism 101** — During this time of year when supervisors are being issued many certificates of eligibles and are reviewing applications for students for the summer season, many questions come to me regarding the employment of relatives — and nepotism.

The employment of relatives in the same organization tends to have a number of undesirable results. It sometimes leads to requests to HR that are difficult to refuse without deterioration in delicate relationships. The appearance of favoritism in personnel actions, decision-making in connection with work assignments, and the possibility of misunderstanding and resentment on the part of the general public are all reasons we must understand the restrictions and regulations on the employment of relatives.

Federal law and regulation prohibit the appointment, employment, promotion or

advancement of a relative (you can find the definition of relative in the CFR), or the advocacy of such an action, by any public official in a position to influence, directly or indirectly, these personnel decisions.

“Relative” does not specifically cover individuals who may be members of an employee’s household. However, 5 CFR 2635.502 precludes an employee from taking actions in his/her government capacity that are likely to have a direct and predictable effect on the financial interest of a member of his/her household.

*A manager/supervisor may not:*

- Effect the appointment or advancement of a relative in any position within the NPS.
- Direct another official within the NPS to appoint or advance his/her relative.
- Appoint or advance the relative of an official within the NPS when that other official has recommended the action.
- Exercise any influence or control over any discretionary personnel matter (such as initiating or approving requests for

personnel actions, performance evaluations and awards) affecting a relative. This provision essentially prohibits an official from serving as a first- or second-level supervisor of a relative.

Despite the prohibitions noted above, supervisors/managers may take actions affecting a relative, providing those actions are non-discretionary in nature (such as an upgrade due to the correction of a classification error or the issuance of a new classification standard).

Regulations do not prohibit the appointment of a relative who is a preference eligible, provided the relative’s name is within reach for selection on a certificate and an alternative selection would violate the relative’s entitlement to preference. This exception applies to the initial appointment action. Subsequent actions on the part of the official affecting the relative’s employment, such as a recommendation for promotion, would still be prohibited.

You are encouraged to contact your servicing human resources office for more information or if you have questions about this issue. □

— Heather Whitman  
Yosemite

## Interpretation

**Help!** — I am looking for help from ANPR member interpreters for a special project involving the future of the interpretive profession. I am assembling a team to create an online web learning community. It will be by interpreters for interpreters. We have about 70,000 people providing park-related interpretive services for the National Park Service across the nation. Now is the time to take advantage of 21st century technology.

This idea is an outgrowth of a conversation with David Larsen and two ideas I’ve been kicking around in my head for a while. You may recall my column about creating an NPS university where we can learn from each other and grow as a team. The other idea came out of the recent Interpretive Development Program certifier workshop at Mather. I realized going through that training that there is no really good way for us to work collaboratively in our parks except for folks lucky to work at a park with a large staff.

Because we don’t get together often with interpreters from other parks, face-to-face communication with our compatriots is rare. Also, there are quite a few people out there with misconceptions about the IDP program for interpreters.

At first I thought this could all be solved by creating an IDP forum on InsideNPS.

After my brainstorming session with Larsen, though, we agreed that a forum didn’t have as much potential as I hoped. Instead, we came up with an initial framework for what might work. This is where I need your help.

I want to create a professional web community to enhance interpretive learning, collaboration and skill growth. I also want to provide support for the IDP and the Eppley interpretive courses. We want this to be accessible to all interpreters, so it will not be on an NPS server. We need to find a place to put it that can be accessed either at work or home, 24 hours a day, so that all 70,000 of us can use it.

The web community will have at least three components, with more yet to be created. Ideally, the Eppley courses and in-park trainings will serve as the two bookends of interpretive learning. The web community will be everything in between. My hope is it bridges the gap by personalizing interpretive learning.

The components are broken into interpretive disciplines, such as the 10 benchmark IDP modules, and dozens of more niche subjects. I’d like to see an electronic magazine (E-zine) where NPS interpreters write regular articles on subjects relevant to interpretation. The authors would be subject-matter experts with much experience in a particular interpretive

challenge. A forum-style Q&A section would accompany articles. Readers could respond to the author, ask questions and get clarifications. The next segment would be a library of podcasts where interpreters can post their own videos to showcase a specific technique that others can emulate in their parks. Good ones can be added to the podcast research library.

The next part will be a Wikipedia section to promote interpretation, explain what it is and why it is so valuable. This site would be overseen by an elected board that monitors content, keeps things focused and organized, and continues to support the web community’s needs.

If you want to join me in planning for this, please e-mail me at [iceagecaver@yahoo.com](mailto:iceagecaver@yahoo.com). If you are a budding interpretive professional looking for projects to hone your skills, join up. This isn’t just for those who’ve been there and done that. We need a diverse group — newbies and seasoned experts — to develop this project. I can’t do this alone, so please help! □

— Jeff Axel, Lake Roosevelt and  
Juan Bautista de Anza





Honor guard at service for Jeff Christensen, Rocky Mountain ranger, August 2005

Courtesy of J. Michael Johnson, Midwest Region

## Protection

The purpose of the National Park Service Ranger Honor Guard — it's *raison d'être* — is to *honor* our fallen brothers and sisters.

Historically, the NPS relied on other agencies, such as the Border Patrol or military, to conduct honors funerals for NPS personnel killed in the line of duty. They did outstanding work, but something was missing. Rangers need to bury their own.

Since forming in 2003, that's exactly what the NPS Ranger Honor Guard has done. The team has been called upon at a hauntingly high frequency. Because of this, we train rigorously with perfect presentation as our goal. We drill for long hours, firing seven rifles until we can hear only one, and repeating maneuvers over and over until every movement is right on — until we reach absolute precision.

Why absolute precision? Why long hours for a maneuver that lasts only minutes?

When one of our own passes away, we give our all for them. Anything lacking perfection would not be our all to honor them.

If fallen rangers are supposed to be buried by their peers, why does the honor guard wear uniforms that are different from everyone else's? Just as military, police or fire department honor

guard uniforms are different from that of their peers, our uniform is different to honor them. In *everything* we do, we honor them.

One of the most poignant explanations of an honor guard's purpose comes from a tradition rooted deep in history. After many Civil War battles, both armies would retreat to the woodline to regroup, tend to their wounded and work on their muskets. After a time, they would wave white flags to advise the enemy that their intentions were only to emerge back onto the battlefield to pick up their dead so that they could honor them in a way fitting to a soldier. Each army would then carry off their dead with mutual respect from the opposing force.

When done, they would fire three volleys to let the enemy know that they had tended to their fallen and they were ready to fight again.

When we fire three volleys at a ranger's funeral, we are telling the world that we have tended to our fallen brother or sister, and we are ready to go on again. □

— Kevin Moses  
Big South Fork



## Resource Management

The American Geophysical Union, the world's largest scientific society of Earth and space scientists — some 50,000 researchers, teachers and students from 137 countries — issued an updated position on climate change early this year.

Excerpts include: "The Earth's climate is now clearly out of balance and is warming. Many components of the climate systems — including temperatures of the atmosphere, land and ocean; the extent of sea ice and mountain glaciers, sea level, the distribution of precipitation, and the length of seasons — are now changing at rates and in patterns that are not natural and are best explained by increased atmospheric abundances of greenhouse gases



and aerosols generated by human activity... Warming greater than 2 degrees Celsius above 19th century levels is projected to be disruptive, reducing global agricultural productivity, causing widespread loss of biodiversity...if this warming is to be avoided, our net annual emissions of carbon dioxide must be reduced by more than 50 percent within this century."

The Jan. 29, 2008, *New York Times* reported that questions about climate change are causing conservation organizations to wonder whether their efforts are "insufficient or beside the point." The article quotes Everglades Superintendent Dan Kimball talking about how a two-foot rise in sea level would transform up to half of the 'glades' freshwater marsh into a saltwater system. Depending on the rate of sea rise, mangroves could be submerged or "gather sediment and actually build landform."

California Academy of Sciences Director Healy Hamilton says "a 100-year investment nationally in a large suite of protected areas may no longer protect the target ecosystems for which they were formed."

While scientists and park managers are always challenged to make assumptions about the future, potential changes in parks are likely greater than we may imagine — or can address

within our current policy framework. Should we undertake efforts to restore missing terrestrial species or habitats that are reasonably predicted to be submerged by rising oceans within this century? To move lighthouses or rehabilitate historic structures on coasts or islands that may disappear? Will we undertake even more intensive and expensive measures to protect cultural and natural features, and abandon our policies that emphasize relying on natural processes when possible to assert dominant influence on species and landforms?

I (and probably many others) want to maintain optimism about the future of our parks and our planet, and it's hard to do so unless we recognize that climate change is a whole different level of challenge from whether the latest required annual reports or online trainings are done on deadline. Much recent focus has been on NPS units revisiting core priorities and operations, discussions that should acknowledge that "to conserve the scenery and the natural and historic objects and the wildlife therein . . ." requires a commitment to more than just traditional programs, facilities and visitor services. It also requires a sustained level of research and monitoring on baseline resource conditions, and on changes and trends

in those conditions over time. It requires commitment to strategic *actions* we can take, not only to mitigate undesirable changes already observed, but to avert as-yet-unseen changes or reverse unacceptable trends.

How do or will park managers, resource specialists, scientists, resource protection rangers and interpreters address the uncertainties, the public concerns and the possible climate-changed futures for parks and processes and species and cultural objects?

How do we do our part, individually and collectively, to *seriously* reduce not only our carbon footprint but to educate our constituents and stimulate action? □

— Sue Consolo Murphy, Grand Teton

**NOTE:** Are you a resource manager interested in becoming a columnist in this space? Please contact the editor at [fordedit@aol.com](mailto:fordedit@aol.com).

## ANPR ELECTIONS

These new board members were seated in January following elections the previous month. Contact information is on the back cover.

- Emily Weisner, Secretary
- Mike Anderson, Professional Issues
- Curt Treichel, Seasonal Perspectives
- Craig Ackerman, Special Concerns

In addition, Scot McElveen, the president-elect last year, has assumed the presidency for a three-year term.

## We Have Your Picnic Tables



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

Available on DVD!

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



DVD: \$10 for ANPR members, \$15 for others; VHS: \$7 for members, \$12 for others; also available in CD-ROM PowerPoint presentation; quantity discounts available; credit card payment (Visa/MC) accepted

Order online at [www.anpr.org/lost.htm](http://www.anpr.org/lost.htm)

Questions?

Contact ANPR's business office:

25958 Genesee Trail Road, PMB 222

Golden, CO 80401 • [ANPRbiz@aol.com](mailto:ANPRbiz@aol.com)



# ANPR ACTIONS

## ANPR President in Washington, D.C.

Scott McElveen visited Washington, D.C., on Dec. 13, 2007, to introduce himself as incoming ANPR president to senior NPS management, to staff members of the subcommittees on national parks in the U.S. Senate and House of Representatives, and to the president and government-related staff members of the National Parks Conservation Association. In a meeting with NPS Deputy Director Dan Wenk a discussion ensued of three areas of cooperation that ANPR would like to see the NPS agree to or understand:

1. We want to be able to send an e-mail in the spring and/or early summer to all employees of the NPS informing them of the availability to purchase health insurance as members of ANPR, without having the attempt shut down by NPS information technology specialists.
2. We would like to establish a cooperative agreement with the NPS so that ANPR is seen as a legitimate training provider for NPS employees, specifically at Ranger Rendezvous. As part of this discussion we want the NPS to recognize Rendezvous as a "professional conference" so that employees have greater incentive to attend those portions of Rendezvous directly related to their employment on government time.
3. ANPR is making an attempt to establish college chapters in 2008. If successful, we believe the chapters could have significant benefits for increasing the diversity of both ANPR and qualified applicants for NPS positions.

➤ Read more: [www.anpr.org/actions.htm](http://www.anpr.org/actions.htm)



## ANPR Position on Personal Firearms in the National Park System

ANPR has taken a firm position in opposition to proposed changes to the regulations concerning personal firearms in parks. Forty-seven U. S. senators signed on to a letter to the Interior secretary requesting that he revise the current regulations found at 36 CFR 2.4. When there appeared to be no action on the letter, Senator Coburn of Oklahoma proposed an amendment to a federal lands omnibus bill that would prevent the secretary from enforcing any regulations that are more

restrictive than the individual state laws the parks are found in.

ANPR's Board of Directors believe that federal law and regulations are all established through a process open to the societal input of individual citizens. Since the creation of the NPS by congressional act in 1916, it seems clear by the language Congress used that lands and waters administered by the NPS would be regulated for different purposes than other federal lands, providing citizens with unique opportunities than they might not encounter otherwise. The Service's statutory mandate for preservation of natural and cultural resources as stated in the Organic Act is its fundamental purpose and highest priority.

Any official position of ANPR is voted on by the Board of Directors. In this case the original position was adopted on a 8-3 vote. About two weeks later a replacement position with slightly modified wording was offered and passed on a 8-2-1 vote.

➤ Read more at [www.anpr.org/guns\\_in\\_parks.htm](http://www.anpr.org/guns_in_parks.htm)



## Volunteers Needed

ANPR is in great need for members to volunteer for important membership functions. We are not running efficiently due to a lack of willingness to do the Association's work, both social and professional. Some of the positions needed are Exhibitors Coordinator, Membership Assistants, Regular Raffle Coordinator, Super Raffle Assistant, Rendezvous Judge, Merchandise Sales Coordinator, Fund Raising Committee, Election Committee, Board Reorganization Committee and Rendezvous Program Co-Chairs.

➤ Find out more details about the duties required at [www.anpr.org/volunteer.htm](http://www.anpr.org/volunteer.htm)



## Scholarships Offered

The purpose of the William Supernaugh Rendezvous Scholarship Fund is to provide an opportunity for an ANPR member to experience a Ranger Rendezvous and learn about the Association of National Park Rangers. The eligibility criteria include that you've never attended a Ranger Rendezvous before, that you are able to stay for the entire

conference duration, and a written description of what contribution you intend to make to ANPR. The scholarships pay for registration fees, lodging and up to \$500 for transportation to and from the Rendezvous. See page 20 for more details; you can go to [www.anpr.org/scholarship](http://www.anpr.org/scholarship) to apply online.



## Other Board Votes

The Board of Directors voted 10-0, with one not voting, to accept a one-year contract with Teresa Ford to continue providing ANPR with membership services not to exceed \$14,000 for 2008.

The board also voted on three proposed Rendezvous 2008 theme statements. The winner is *Being Green Means More Than Wearing Green!* It received six votes.

An agreement and contract was reached with Dan Moses to continue his services as overall Rendezvous site coordinator for \$2,500 for this year. □

## ANPR Reports

### Membership Services

#### KUDOS LIST

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

Fink Family	David &
Curt Treichel	Tonya Meyer
& Vida Turek	Clay Anderson
Ed Rizzotto	Pete Peterson
Jeff & Rhonda Gum	Jennifer Champagne
Lauren Cohen	Steve Dodd
Kelly Neumann	Emily Murphy
Heather Honnold	Meg Weesner
Brian Muroski	Johann Ott
	Amber Revis

### Treasurer's Report

During the third quarter of ANPR's fiscal year, the treasurer continued to work with a certified public accountant in California to prepare an IRS-approved closing statement for FY07 and complete necessary taxes for the same period. The process is still ongoing. Necessary documents from accounts managed by the former business office were missing and must be tracked down before records can be finalized.

With the savings realized from ending the



services of Kansas Wealth Management, the ANPR's financial status stabilized during the current fiscal year. Funds from liquidated money market accounts that were deposited into a regular savings account in early 2007 have not been needed to cover operating expenses during the year. At the request of the ANPR board, investments were made in late 2007 in three money market accounts — the Vanguard PrimeCap Core Fund, the Vanguard Prime Money Market Fund and the Dodge and Cox International Stock Fund. Part of the money invested was from the Supernaugh Memorial Fund, with the intent to liquidate the investment and pay it out to selected recipients in the form of scholarships to attend the Rendezvous in 2008.

It has been recommended that we look at ways to earn interest on our Aetna health benefits premiums. This money is paid to us in six-month increments but is paid out monthly as it comes due to Aetna. Right now we hold the other five months in our checking account as a liability due to Aetna. Options are being considered for investing these funds in some type of interest- or dividend-paying account.

The treasurer and the membership services director continue to use QuickBooks Online to track ANPR's finances. Teresa Ford has located an accountant in Colorado who will monitor our QuickBooks activity and make recommendations for adjustments when book-keeping functions could be improved. She will also prepare a professional financial statement each quarter to alleviate the issues we are now encountering in preparing last year's taxes.

A detailed profit-and-loss statement for the quarter ending Dec. 31 can be viewed on ANPR's website. When reviewing it you should realize that:

1. Rendezvous expenses and income also were realized in the first and second quarters, so this is not a complete picture of Rendezvous 2007 finances.

2. We've switched to a calendar-year, annual dues cycle, so much of the membership dues for 2008 are shown in the third quarter instead of throughout the year. □

— Liz Roberts  
ANPR treasurer

**YES!** You are welcome to join ANPR even if you don't work for the National Park Service. All friends of the national parks are eligible for membership in the sustaining category. We also have special student rates and gift memberships. Join online at [www.anpr.org](http://www.anpr.org) or use the form on the inside back cover of every *Ranger*.

## IRF Update

**IRF Ranger Dependents Fund** — We continue to receive grave reports from the Democratic Republic of Congo about the ambush and killing of rangers and the gorillas they are protecting. Last October suspected Rwandan Hutu rebels ambushed rangers in Virunga National Park, killing one ranger and injuring another. Since January eight gorillas have been killed and more than 50 are missing.

In the midst of this grim news we have a bright light of hope from an increasing number of world citizens who are supporting rangers. As a result of the efforts of ranger Sean Willmore of Australia and the directors of the Thin Green Line Foundation, his documentary film, "The Thin Green Line," has been well publicized and well received. A recent story on Australian television generated an additional \$50,000 (Australian funds), more than the \$100,000 produced by the initial launch of the film on World Ranger Day last July 31. To see the TV story go to [www.abc.net.au/austrory/specials/wildside/default.htm](http://www.abc.net.au/austrory/specials/wildside/default.htm)

The Thin Green Line Foundation has committed that all funds generated from the sale of the DVD and events around the film will go to the families of murdered rangers. The foundation asked IRF and IUCN to consider having the foundation act as the administra-

tor of the Ranger Dependents Fund. IRF has agreed to that concept and is now developing a memorandum of understanding between the three parties. (*Order the DVD on page 24.*)

The first payments to families of killed rangers were given last Oct. 6 at a special ceremony in South Africa. Willmore, representing The Thin Green Line Foundation, presented the first payment to Girlie Ndolvu, the wife of ranger Wilson Ndolvu killed in Kruger National Park. Willmore reported that "it was a very emotional experience for the 70 rangers and families who attended."

The proceedings were opened by world-renowned conservationist and former ranger Dr. Ian Player. It concluded with the handing over of certificates of recognition and \$1,000 (U.S. dollars) to each family.

"Whilst it was noted this in no way compensates for their loss, we hope it goes some way to relieving the financial pressure and to recognizing their loved one's sacrifices," Willmore said.

Africa representative Wayne Lotter of South Africa represented IRF at the ceremonies.

Travel well. □

— Tony Sisto, International Affairs  
with contributions from  
IRF Acting President Deanne Adams

## ANPR/Aetna Health Insurance

Any ANPR member may sign up for health insurance through a special program secured from Aetna. The Aetna PPO Affordable Health Choices<sup>SM</sup> is attractive particularly to seasonal park workers, fire crew members, volunteers, park partners and others who may not receive insurance benefits through their employers.

This limited accident and sickness insurance plan is an affordable option and provides participants with access to the Aetna network of health care professionals, about 735,000 nationwide. Check for medical providers in your area by visiting [www.aetna.com/docfind/custom/aaahc](http://www.aetna.com/docfind/custom/aaahc)

Here are several features of the plan:

- Rate of \$83.52 per month for an individual, payable in advance for a six-month or 12-month period, through ANPR. (Monthly rate for member + one is \$208.68; family is \$298.88.) Additionally, ANPR is assessing an additional \$12 per six-month period to cover administrative costs.
- Five doctor's office visits a year, copay of \$10 per visit; emergency room benefits
- Maximum coverage annually of \$10,000 for inpatient care
- Prescription drug coverage (\$10 copay for generic, \$20 for brand)
- Wellness coverage for preventive care
- Eyewear discount program

The health insurance can continue year-round as long as the plan is paid in advance and the enrollee remains an ANPR member. Read more on the ANPR website ([www.anpr.org](http://www.anpr.org)). Enrollment packets are available from the ANPR business office at [fordedit@aol.com](mailto:fordedit@aol.com) or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. □



## In Print

**Woman on the Rocks: The Mountaineering Letters of Ruth Dyar Mendenhall**, edited by Valerie Mendenhall Cohen, Spotted Dog Press, Bishop, Calif., 2007, paperback, \$18.95, ISBN: 1-893343-15-4, 352 pages

Ruth Dyar Mendenhall is a name immortalized on mountain routes and summits, but unknown to most Americans. She was one of California's and America's first and most important female mountain climbers. She began her climbing career at the height of the Great Depression, in the 1930s, at a time

when the opportunities for women to climb were nearly nonexistent.

The letters collected in *Woman on the Rocks* document Mendenhall's 50-year mountaineering career, which began on a trip to the east side of the Sierra Nevada. In the years that followed, she and husband John Mendenhall made many first ascents in North America. Included were some of the most classic in the Sierra Nevada — Mount Whitney, Third Needle (1939), Mount Sill, Swiss Arete (1938), Temple Crag, North Peak (1940), Mount Whitney, Southeast Buttress (1941), Lower Cathedral Spire, Yosemite (1948), Mount Williamson, North Face (1957) and Mount Mendenhall.

Ruth Mendenhall edited the Sierra Club's Ski Mountaineers newsletter, *Mugelmoos*, for 40 years and briefly edited the American Alpine Club News. Elected to that club's board in 1974, she received the Angelo Heilprin Citation for Service.

In 1987 she wrote "Women on the Rocks, Way Back Then," an article about the history of women climbers in California. She noted that with the passage of time, she had advanced in status from climber to pioneer woman climber, writing: "We didn't think of ourselves as woman climbers, but as women who liked to climb."

The book's editor is Ruth's daughter, Valerie, a former ranger in Yosemite and Grand Teton. A watercolor artist and illustrator, she lives

in Reno, Nevada, with her husband, writer Michael P. Cohen.



**Hitting the Military History Trail**, Shannon L.W. Hanson, VFW Publications, Kansas City, 2007, paperback, \$9.95 + \$1 shipping, ISBN: 978-0-9743643-3-9, 190 pages

What started out as a three-year, 15-part article series in VFW magazine has expanded into *Hitting the Military History Trail: VFW's Travel Guide to Battlefields, Museums and Historic Sites*. This book has it all — battlefields, forts, monuments, Indian War sites, museums and more.

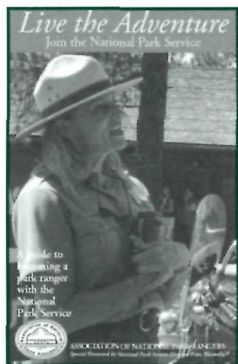
With profiles of more than 900 sites that span 400 years of military history, this is the most comprehensive book on the market.

A state-by-state listing of every battlefield, museum and historic site of military significance in the United States and eastern Canada covers 1607 to the present day. Also included are 300 color photos, up-to-date phone numbers and locator maps with numbered sites, a full map of the U.S. with page numbers, fun facts related to state military history, profiles of famous veterans, a recommended reading list and a site index.

No need for military history enthusiasts to wade through multiple books to find sites that appeal to them. This handy guidebook is designed to fit in a car's glove compartment. It will take travelers not only across the country but back in time into our nation's history.

To purchase the book contact the editor at 816-968-2725 for credit card payment; or send a check for \$10.95 to VFW Publications, 406 W. 34th St., Kansas City, MO 64111. □

## Order copies for your park bookstore



Stock this popular ANPR booklet in your park bookstores — and refer prospective parks employees to this informative publication. Go to [www.anpr.org/publications.htm](http://www.anpr.org/publications.htm) for single copies or bulk ordering details.

## Give a Gift Membership Today

It's time to introduce some talented new NPS employees or partners to ANPR with a gift membership! Though many ANPR members regularly give memberships to friends and co-workers as gifts or awards, this category gives the added incentive of a reduced rate: \$35 for one year.

While this category is intended only for single-time gifts to new members (no renewals or lapsed members please, or "gifting yourself"), imagine the possibility of enlarging and diversifying the ANPR membership if every member gave just one gift membership. We would instantly double our membership!

## Share your news!

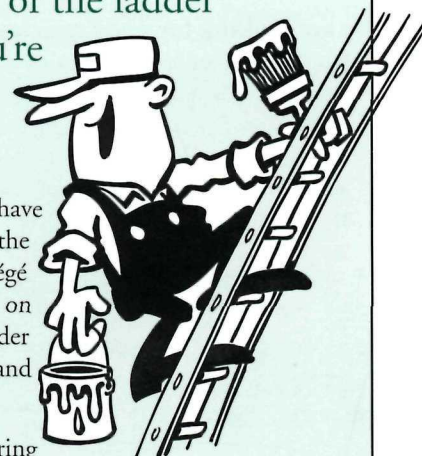
We want to hear from you. Take a minute to tell others your news. Use the form on the inside back cover, send an e-mail to [fordedit@aol.com](mailto:fordedit@aol.com) or visit the ANPR website: [www.anpr.org/family.htm](http://www.anpr.org/family.htm)



Whether you're at the bottom of the ladder or climbing to the top . . . you're welcome to join ANPR's mentoring program.

If you're serious about advancing your career or have knowledge to impart to a younger employee, the first step is filling out an application as a protégé or a mentor. It's easy — you will find the forms on ANPR's website at [www.anpr.org](http://www.anpr.org). Go to the link under Membership Services. It's easy to sign up online — and could make a difference in your career.

For more information contact, ANPR's mentoring coordinator, Bill Pierce, at [flamingo12az@aim.com](mailto:flamingo12az@aim.com).



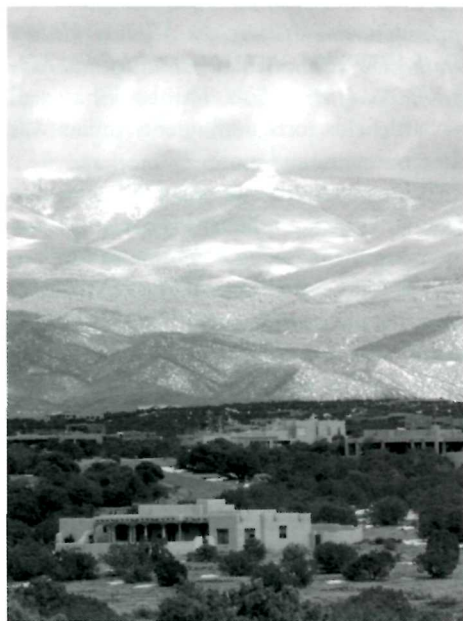


# Win expense-paid trip to Rendezvous

## Supernaugh Memorial Fund scholarships available

*Open to first-time attendees;  
members & nonmembers eligible*

The family of the late Bill Supernaugh has established a scholarship fund through ANPR in Bill's memory to help several people



Santa Fe landscape

attend their first Ranger Rendezvous.

The purpose of the William Supernaugh Rendezvous Scholarship Fund is to allow others to experience the annual Rendezvous that Bill enjoyed so much, and also learn about ANPR. The eligibility criteria are:

1. Never attended a Ranger Rendezvous
2. Currently an NPS employee (permanent or seasonal) or an ANPR member
3. Able to attend the full week of the Rendezvous (Dec. 10-14 in Santa Fe)

What recipients get:

1. Registration fees
2. Cost of hotel room
3. Actual transportation costs not to exceed \$500
4. One-year membership in ANPR if not already a member

How to apply:

1. Nominated by a current member of ANPR *or*
2. Self-nomination

All nominations must include:

1. Name
2. Current park or office


**SAVE  
THE DATE**  
**Dec. 10 – 14**  
■ ■ ■  
**Santa Fe,  
New Mexico**

3. Contact address and phone number
4. A brief written description on why the nominee would like to attend a Ranger Rendezvous and what contribution s/he could make to ANPR (e.g., this employee has great organizational skills, always willing to help out with any project)

**Nominations are due by Oct. 10.** An online form is available at [www.anpr.org/scholarship.htm](http://www.anpr.org/scholarship.htm) or mail a paper copy of the nomination requirements to:

Scot McElveen  
ANPR President  
288 Letner Road  
Helenwood, TN 37755

The ANPR Board of Directors will make the selection of recipients.

At least one scholarship will be awarded, possibly more. Pass the word at your park about this opportunity. Nominate yourself — or start thinking about someone you want to nominate. 

## Why write for *Ranger*?

- Shares ideas; say it where 1,200 readers will see it
- Viability for your thoughts and issues
- Improves your writing skills (peer reviewed)
- Adds "published writer" to your resumé
- Be creative beyond day-to-day government writing style
- Professional recognition among your peers

## We are looking for good articles/ideas in these areas:

- Philosophical/ethics discussion
- "News you can use" events from which we all can learn
- Topics of interest to park employees (i.e. housing)
- Travel of interest to park employees
- New technology/new ways of doing business
- Special places — discoveries you've made
- Photos, photos and more photos!

Contact the editor or editorial adviser for more information or with your ideas:

Teresa Ford, Editor  
[fordedit@aol.com](mailto:fordedit@aol.com)  
(303) 526-1380  
26 S. Mt. Vernon Club Road  
Golden, CO 80401


Mark Herberger, Editorial Adviser  
[Mark\\_E\\_Herberger@nps.gov](mailto:Mark_E_Herberger@nps.gov)  
(605) 433-5552  
P.O. Box 391  
Wall, SD 57790

## Seasonal Employment Information

The 2008 summer seasonal recruitment program is underway in the National Park Service.

Some of the positions are being advertised for the parks through the WASO-Human Resources Franchise Office and using USAS-taffing for the application process. Others positions are advertised through the parks or their respective regional offices.

All vacancies will continue to be announced through [www.usajobs.opm.gov](http://www.usajobs.opm.gov). Check back for weekly updates on the 2008 summer seasonal recruitment program.

Information for applicants regarding centralized seasonal hiring will be updated as needed on the NPS website: [www.nps.gov/personnell/seasonal.htm](http://www.nps.gov/personnell/seasonal.htm). 





Courtesy of Santa Fe Convention & Visitors Bureau, Mark Kane

## RENDEZVOUS in

*Santa Fe*

**S**tart planning right now to join ANPR members for Rendezvous XXXI Dec. 10-14 in Santa Fe, New Mexico.

The La Fonda Hotel on the renowned plaza in Santa Fe is one of the finest facilities to host a Rendezvous. Its historic location at the end of the Santa Fe Trail has welcomed travelers for almost 400 years.

Normally room rates at the hotel range from \$159 to \$549 a night, but ANPR has secured a rate of \$89 a night during this holiday season. Christmas decorations will adorn the plaza and ANPR will limit evening sessions to allow attendees to enjoy the historic downtown. For more information about the La Fonda, go to [www.lafondasantafe.com](http://www.lafondasantafe.com)

If you make your reservations **NOW**, this allows ANPR to negotiate for more rooms and more amenities for the Rendezvous. It increases the likelihood of getting top-level speakers from the NPS, political leadership positions or private sources. ANPR can talk up the Rendezvous if we have higher, early registration numbers, which means you get to see even more old friends and professional contacts, or make new ones.


Individual reservations should be made by calling La Fonda's Reservations Department toll free at 1-800-523-5002, option #1. Deposits are fully refundable as long as you cancel prior to 48 hours of the first night's reservation. To fax your reservation dial 505-954-3599. To make reservations online go to [www.lafondasantafe.com/e-mail-group.html](http://www.lafondasantafe.com/e-mail-group.html). Please ensure that you identify yourself as part of **ANPR** to reserve the \$89 per night rate.

The ANPR board has chosen an environmental theme of "Being Green Means More Than Wearing Green." Watch for more details as the program develops.

Santa Fe is an easy destination to visit, with all the major airlines flying into Albuquerque's international airport (54 miles away), and several national airlines (American and Delta) planning to fly nonstop to the Santa Fe Regional Airport from several cities in 2008.

ANPR leaders have renewed their commitment to education and training, so new President Scot McElveen pledges this

Rendezvous will definitely offer training sessions.

Come on back to being active in ANPR! We need your ideas and enthusiasm — and you need a strong ANPR with an open communication link to the NPS to ensure a mission-based agency and park system that vibrantly endure in perpetuity. 

**Fiesta dancers, above, and Petroglyphs in the Santa Fe area**



Courtesy of Santa Fe Convention & Visitors Bureau, Chris Corrie



## All in the Family

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

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

**John Conoboy** retired Jan. 3 after 32 years with the National Park Service. He earned a bachelor's degree in geology from Case-Western Reserve University and did graduate work in geology and paleontology at California Institute of Technology and the University of California at Davis. While living in California, he began hiking, camping, rock climbing, and spending considerable time in Yosemite and other parks. Like many people when he saw a park ranger, he wondered, "How do I get a job like that?"

The answer came while John was teaching science and photography at Sandy Spring Friends School in Maryland. He got his first NPS job as a seasonal interpreter/park technician at C&O Canal. Later he accepted a permanent position there as part of the river safety team.

Over the years other parks included Mount Rainier, Crater Lake, Cedar Breaks and Zion. He also served as a volunteer EMT on the Cedar City ambulance and was a National Ski Patrol senior patroller at nearby Brian Head Ski Area.

John transferred then to the Southwest Regional Office Planning Division in August 1989 as an outdoor recreation planner for the newly established Branch of Long Distance Trails, working on the Santa Fe National Historic Trail. The office soon took over responsibility for the Trail of Tears National Historic Trail. In 1995 the trail office split from the regional office to become a field area with John as chief of interpretation and resource management. The trail office has since grown, with the addition of responsibility for three more national historic trails, the Route 66 corridor preservation program, national trail feasibility studies and plans, and the NPS Old Santa Fe Trail Building.

John and his wife, **Carol**, a teacher in Bernalillo, New Mexico, will continue to reside in Corrales. He plans to devote time to playing Irish music, continuing to serve on the board

of directors of Zoukfest (a Santa Fe-based world music camp), reading, traveling, trying to control almost two acres of tumbleweeds, and other interests. He can be reached at [jc-con@swcp.com](mailto:jc-con@swcp.com).

**Scott Johnson** has been hired through the SCEP program at Biscayne as a path to a permanent position. He is working on getting his master's degree in criminal justice.



**Maggie Johnston**, a life member of ANPR and Golden Spike's superintendent, died Jan. 4 after a long battle with cancer.

She graduated from California State University, San Francisco, with a bachelor's degree in interdisciplinary social science. She began her NPS career as a college intern working at Golden Gate. Later, as a seasonal park ranger, she worked at Alcatraz, the Statue of Liberty/Ellis Island and the C&O Canal before taking a permanent position at Golden Gate. Subsequently, she served as district interpreter at Point Reyes, and while there she became a protection ranger. In 1985 she became a district ranger at Death Valley, moving to Canyonlands as district ranger in 1988. Later Maggie held the position of chief of interpretation and resource manager at Canyonlands and the same position at Florissant Fossil Beds. In 1998 she became superintendent at Capulin Volcano.

Maggie was a founding member of the National Association of Interpretation. The Golden Spike staff is creating a memory book for Johnston's family, and they welcome stories of Maggie and any pictures from family, friends and staff. Friends and family gathered Jan. 11 at Golden Spike for a memorial service to celebrate her life. Her husband, **Jim McChristal**, has suggested donations in Maggie's honor to a favorite national park, environmental organization or the Susan G. Komen for the Cure, a group fighting to cure breast cancer.

ANPR life member **Dave Parker** has resurfaced after being "lost" from the membership database for a while. After 27 years with the NPS he retired in 2005 and went on the road with his family. He spent time in New Mexico, California, Maui and other places. The family now is settled in Medford, Oregon, and enjoying the outdoor opportunities. It's also a

great place for his oldest son to play ice hockey. Dave spends time taking care of the boys and remodeling the house while wife **Laurie** works as a sonographer at a local hospital. He invites friends to drop in. Address/phone: 2360 Spring St., Medford, OR 97504; 541-772-1332; [lparker59@aol.com](mailto:lparker59@aol.com)

**Clair Alpine Roberts**, protection ranger in Yosemite's Wawona District, retired Jan. 31 after more than 26 years with the NPS. He also worked for the Bureau of Land Management and the Forest Service. Clair began his NPS career in 1981 as one of the first seasonal rangers at the newly established Lake Clark National Park and Preserve in Alaska. Part of his most treasured memories are the first three seasons. His primary duties involved documenting "what was out there" in a true wilderness park. He also worked seasonally at Yellowstone, where training with horses and mules was "trial by fire" in the Lamar backcountry. He later got status in the communication center, but the backcountry was his true love.

At Denali his first assignment was as the Kantishna ranger doing compliance work in the still-active gold mining district. He lived at Wonder Lake, which he considered the best duty station in the NPS. Another great opportunity was working as the winter "dog-mushing" ranger, again at Wonder Lake. After several seasons moving back and forth between Yellowstone, Denali and Lake Clark, Clair rounded out his 16 years of seasonal assignments with a winter spent at Stovepipe Wells in Death Valley. Clair became permanent back in his original park of Lake Clark, eventually becoming district ranger at Kijik. During this time he met and married **Liz**.

After Lake Clark he enjoyed a stint as the "lone ranger" at remote Tuweep at the Grand Canyon — a generalist, do-everything job in the true spirit of Edward Abbey. This remains one of the highlights of his career. Clair also was chief ranger at Sitka NHP where he endured the frustrations of management, just prior to his Yosemite assignment. At Yosemite he came full circle — simply being a park ranger again,

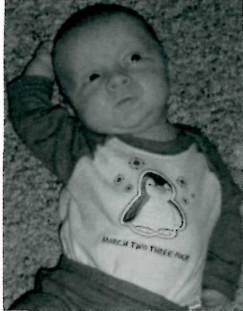


**Clair Roberts**



helping visitors every day.

Liz continues to be employed at Yosemite. In retirement Clair plans to build a home at Bailey Flats. He also will pursue his hobbies of restoring classic cars, collecting old model trains, toy airplanes and other fun stuff, and maybe even getting out and enjoying the Sierra backcountry.



**Michelle and Mike Torok**, along with son **James**, proudly announce the birth of **William Joseph** on Nov. 18, 2007. Baby Will arrived about five weeks early and weighed 5 pounds, 3 ounces.

He was named after his grandfathers — the late **Bill Supernauth**, a former ANPR board member, and **Joseph Torok**. Last September the Torok family relocated to Tucson, Arizona, where Michelle is Saguaro's administrative officer. Address/phone: 9343 E. Walnut Tree Circle, Tucson, AZ 85749; 520-749-1284; [mtorok@olypen.com](mailto:mtorok@olypen.com)

**Janice Wobbenhorst** retired Dec. 3 after 38 years with the NPS.

She spent the last 20 years as the chief ranger at Guadalupe Mountains "living my dream." Janice, a life member of ANPR, began her career as a seasonal ranger in the National Capital Region working at the monuments, memorials and interpretive kiosks. After college she worked as a park guide at Carlsbad Caverns and obtained her first permanent position. Other work sites were Grand Canyon, the New York City Group, Chalmette Battlefield in New Orleans, Bandelier, Indiana Dunes and Grand Portage.

Janice is a graduate of Wayne State College in Nebraska and holds a master's degree from Indiana University-Northwest. She graduated from the Consolidated Federal Law Enforcement Academy in Washington, D.C., and later from the Criminal Investigators School at FLETC in Glynco, Georgia.

She plans to move back home to Belden, Nebraska, to remodel her house, farm, open new doors and follow new roads. She also plans future volunteer work for Guadalupe Mountains.



## Welcome to the ANPR family!

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

Richard Ahern.....Homestead, FL  
Eric Ahnmark.....Marana, AZ  
Phil Akers.....Grand Junction, CO  
Jenna Anderson.....Taunton, MN  
Robin Beauchaine.....Salinas, CA  
Katharine Bittenbender.....Salem, MA  
Sarah Bouska.....Oregon, IL  
Jim Clark.....Lisbon, NH  
Ben Cramer.....Big Bend NP, TX  
Brian Day.....Oakland, TN  
Mark Edwards.....Arlington, VA  
Brad Farlinger.....Keystone, SD  
Beth Goodman.....Bigfork, MT  
Greg Graysay.....Hill City, SD  
Tyler Gum.....Lewistown, PA  
Kristen Hagmann-Scholing.....Olalla, WA  
Michael Hart.....Scottsbluff, NE  
Benjamin Hayes.....Cookeville, TN  
Ian Patrick Healy.....Bellingham, WA  
Amy Henderson.....North Eastham, MA  
Bethany Hontz.....Tucson, AZ  
Chase Howell.....Knoxville, TN  
Beth Jackendoff.....Belmont, MA  
Steve Koob.....Litchfield, MN  
Charity Kuhl.....Buffalo Gap, SD

Melanie Lloyd.....Keystone, SD  
Joshua Lynn.....Grand Canyon, AZ  
Susan Martin.....Bassett, VA  
Natalie Meyer.....Roanoke, VA  
Simone Monteleone Moffett.....Springfield, VA  
Courtney Murphy.....Philadelphia, PA  
Lisa Murphy.....Yosemite, CA  
Matthew Paris.....Columbia, MD  
Matthew Peacock.....Wellfleet, MA  
Sean Perchalski.....Woodstock, GA  
Pat Pyrwood.....Penrose, NC  
Jessica Renehan.....Charlestown, MA  
Amber Revis.....Rome, NY  
Rene Richins.....Tucson, AZ  
Meredith Riester.....Keystone, SD  
Liz Rodgers.....Fruita, CO  
Scott Ryan.....Bullfrog, UT  
Donna Smith.....Fort Davis, TX  
Laurie Spencer.....Keystone, SD  
Matt Stadler.....Wichita, KS  
Sarah & Ryan Thomas.....Baker, NV  
Thomas Thorne.....Tucson, AZ  
John Christian Wonderly.....Gladstone, MO  
David Woodcock.....West Yarmouth, MA  
Richard Zahm.....Cheyenne, OK

**Cliff Spencer**, a 23-year NPS veteran, is the new superintendent of Petrified Forest. He assumed the position in early February. Previously he was superintendent of White Sands, and he led the rehabilitation of historic adobe buildings, replacement of a handicapped accessible boardwalk, and the successful reopening of the park following extensive flooding in 2006.

Other assignments have included Point

Reyes, Shenandoah, Santa Monica Mountains, Lake Mead and Grand Canyon. A native of Los Angeles, Spencer holds a bachelor's degree in recreation administration from California State University, Northridge. He and wife **Beth** have a 12-year-old daughter, **Lily**. □



## Search begins for new head of Ranger Academy at Northern Arizona University in Flagstaff

Northern Arizona University is seeking qualified applicants for an assistant professor in parks and recreation management with expertise in park ranger training/seasonal law enforcement training beginning in August.

Longtime ANPR member and former board member **Steve Dodd** is retiring from the post, but keeping his seasonal job at Glacier.

Primary teaching areas include park protection and natural resources protection. Summer teaching opportunities may be available. Primary duties will be to teach and coordinate two park ranger training programs per year and teach/advise in the area of park protection.

The successful applicant will be expected to work with other faculty to create and

implement innovative curricula and learning approaches, including web-based delivery of instructional material and learner-centered education. An active research program is expected and a record of publications in refereed journals is required for tenure.

The full job announcement is posted on ANPR's website at [www.anpr.org/jobs.htm](http://www.anpr.org/jobs.htm). The screening committee began reviewing applications in February, but the process will remain open until the position is filled. □

## Missing Members

Please help us find these two members! Send information to [fordedit@aol.com](mailto:fordedit@aol.com).

John Krambrink.....Eatonville, WA  
Chad Hunter.....Page, AZ



# ANPR promotional products

Visit [www.anpr.org/promo.htm](http://www.anpr.org/promo.htm) for color images of products

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Small belt buckle, pewter, 2-inch <b>only a few remain!</b>	\$25.00		
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T-shirts from past Rendezvous events (inquire about colors, sizes)	SALE: \$5		
ANPR coffee mug (ceramic)	\$4.00		
ANPR decal	\$1.00		
Thin Green Line, DVD from International Ranger Federation (all proceeds go to IRF)	\$25.00		
ANPR pins, cloisonne with ANPR logo, and pewter with ANPR 25th anniversary design	\$2.00		
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\$25.01 to \$50.....\$7.50	TOTAL (U.S. currency only)		
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## ANPR BOOKSTORE

All books are autographed by author

Title	Price	Quantity	Total
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Thomas "Smitty" Smith: <i>I'm Just a Seasonal: The Life of a Seasonal Ranger in Yosemite National Park</i>	\$11.00		

Send book orders, with check payable to ANPR, to 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. Shipping on books is free.



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# 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 running from Jan. 1 to Dec. 31.

### Active Members

current & former NPS employees or volunteers

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

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not an NPS employee or representative of another organization

• Sustaining	<input type="checkbox"/> \$70
• Full-time Student	<input type="checkbox"/> \$45

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ACTIVE (all NPS employees/retirees)

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

ASSOCIATE (other than NPS employees)

Individual	<input type="checkbox"/> \$2,500
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**OR** life payments made be made in three installments over a three-year period. Rates are \$850 per year for individual or \$1,025 for joint. If full payment isn't received by the third installment due date, the amount paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. Check here if you want to make payments in three installments \_\_\_\_\_.

### Gift Membership

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

Name of person giving gift \_\_\_\_\_

### Library / Associate Organization Membership

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

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

☐ \$10    ☐ \$25    ☐ \$50    ☐ \$100    ☐ Other \_\_\_\_\_

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

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



## Share your news with others!

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

Name \_\_\_\_\_

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

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

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

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\_\_\_\_ Other (list: \_\_\_\_\_)

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

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

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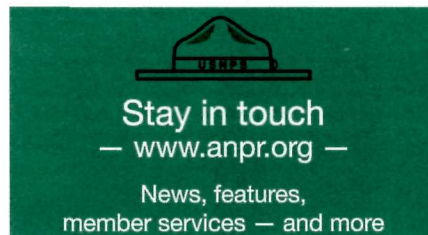
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