

RANGER

The Journal of the Association of National Park Rangers

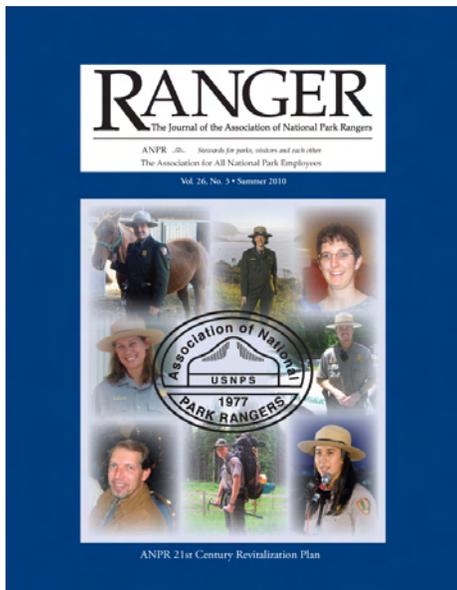
ANPR  *Stewards for parks, visitors and each other*
The Association for All National Park Employees

Vol. 26, No. 4 • Fall 2010



Career Paths for Seasonals in Facility Management

Who are those members?



Readers have asked for identification of the members pictured on the cover of *Ranger* magazine, Summer 2010. Clockwise from the top left are **Dylan Mroszczyk-McDonald**, Boston; **Rosie White**, Redwood; **Michelle Torok**, Saguaro; **Adam Lucas**, Great Smokies; **Jin Prugsawan**, Arlington House; **Bryce Hummel**, Glacier; **Albert Faria**, Pinnacles; and **Emily Weisner**, formerly Arlington House, now Southern Arizona Group.

Most of them responded last spring to a call for members' photos. We welcome an image of you, in uniform or not, for our files and future use in ANPR publications. Please e-mail a jpg file, high resolution preferred, to fordedit@aol.com.

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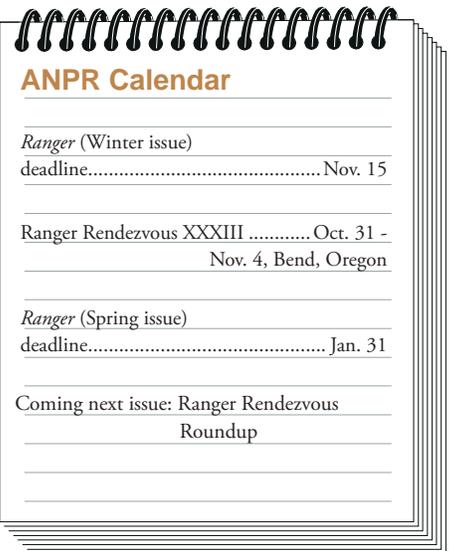
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YES! You are welcome to join ANPR even if you don't work for the National Park Service. All friends of the national parks are eligible for membership. We even have special student rates and gift memberships. Join today — online at www.anpr.org or the form in this issue.



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

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Submissions

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Cover art: Miranda Richardson, Blue Ridge Parkway

President's Message

ANPR has lacked the ability to consistently "sell" to the widest variety of NPS employees that we are an organization that advocates for all NPS employees, not just those in park ranger positions. Over the years we've focused issues of *Ranger* magazine on specific disciplines other than interpretation or protection, most recently on cultural resources in the spring of 2009.

We also have regular columns in *Ranger* magazine for administration, interpretation, protection and resource management for over a decade. We'd like to have a regular column on maintenance issues and concerns if we could find someone willing to write the column on a regular basis. This issue of *Ranger* is focused on facility management and maintenance career paths for seasonal employees.

Back to my original point of employees of all disciplines joining ANPR as members. Is there any evidence that ANPR would advocate for your discipline if and when the need arises? I believe there is.

In addition to advocating at congressional committee hearings, with presidential administrations and with NPS management over the last 33 years on topics such as training, housing, and safety that cut across many NPS job titles, there is one instance in which ANPR helped discourage a potential policy shift. If it had been adopted, it would have directly impacted many NPS employees in various job titles. Those impacts would have come first to those employees with jobs in administrative, fee collection and maintenance disciplines, and perhaps later would have spread to resource management and interpretive jobs.

That proposed policy shift championed by the executive branch was known as competitive sourcing. It meant replacing some NPS employees with private contract employees to perform some or most of the work required for the operation of the National Park System if those contract workers could perform the duties at less cost. Political appointees in the top NPS management positions were given their marching orders to support this policy and not say or imply anything other than support in their official or unofficial capacities.

In 2003 ANPR President Ken Mabery asked me to act on his behalf as a witness to provide testimony (<http://www.anpr.org/testi->



[monny2.htm](http://www.anpr.org/testimony2.htm)) at a Senate national parks subcommittee hearing that was investigating if competitive sourcing would be beneficial or detrimental to the National Park System and the National Park Service. It was also decided that I would represent the Association of National Park Maintenance Employees with the testimony.

While ANPR was not the lone organization to speak in opposition to this proposed policy, we certainly did our share of the

communicating to ensure that decision makers knew the thoughts and feelings of NPS employees in the field. On that day we were mainly advocating for NPS employees who are not park rangers by job title. Make no mistake that if individuals or organizations with credibility had not spoken out against this policy, it would have been adopted and implemented. If you are an NPS employee in a nonpark ranger job title you may today be working for a private contractor with a dollars-and-cents motive rather than the agency and its preservation-and-enjoyment motive.

Maintenance employees encompass the largest single discipline of NPS employees in parks. As a group their experience and expertise is heartily welcomed in greater numbers as ANPR members.

Regardless of your job title, I hope you can see that ANPR advocates for you and your profession. The only way you can make ANPR even more responsive to the expectations and desires of employees or potential employees is to involve yourself in the process by becoming an active ANPR member. 

A Scot McElveen

Facility management as a career



By **Tim Harvey**
Washington Office

President John F. Kennedy once said, “The Chinese use two brush strokes to write the word ‘crisis.’ One brush stroke stands for danger, the other for opportunity. In a crisis, be aware of the danger but recognize the opportunity.”

Though National Park Service facility management may not be on the verge of an impending crisis, we are aware, if not wary, of the potentially disastrous effects of attrition and retirements and the resultant losses of institutional knowledge. While, arguably, there is no lack of opportunity within the Service, we are now and will continue to be challenged by a steady and predictable loss of experienced and skilled employees. In light of this reality, we are faced with an immediate and ongoing need to actively attract, recruit, develop and retain a diversely and qualitatively superior workforce.

As many career employees can attest, that workforce can originate from virtually anywhere, as the NPS is, at its core, a reflection and personification of our history, culture and identity as Americans. Our employees come from large cities, small towns, rural farmlands, suburban middle America, coastal villages, remote mountainous areas and many other regions. Those of us who have found a home in the NPS will invariably agree that the diversity of our experiences and the experiences of our successors will ensure the preservation of the knowledge and skills necessary to protect and care for our nation’s most treasured assets.

This won’t happen absent some level of insight, careful planning and calculated action. If we are to ensure the future sustainability of the NPS, we must provide our employees and potential employees with every available opportunity to expand upon and/or develop skills and foster an environment that encourages technical and professional diversity.

We must provide our future managers and leaders with the tools necessary to individually direct their careers. We also must provide them with the latitude to introduce and implement new ideas and concepts that contribute to the overall goals and objectives of the organization and instill in them a desire to carry forward a succession plan for those who will follow in

PERSPECTIVE

their paths.

This isn’t a new concept. Reflecting on my own career path, I consider myself fortunate to have been raised in close proximity to one of our nation’s iconic national parks. As a result of this early exposure, you might say I had a natural calling from the day I turned 16 to work for the NPS.

Having grown up near Yosemite, I began my park career 45 years ago bussing dishes at a ski area at the park. My father, who worked as a tour bus operator, encouraged me to take the job. The rest, as they say, is history.

My first NPS seasonal job at the park was as a firefighter during the summer after high school graduation. I remember that job well; it was in the days before lightweight chain saws. It was grueling.

After working a couple of seasons fighting fires, I enlisted in the United States Army. The Army came and went; in 1976 I returned to civilian life and secured a job as a wastewater treatment plant operator at Yosemite. My boss, Norm Turner, encouraged me to push my limits and strive for something more. I soon realized that a boss can make or break your career. I was fortunate enough to be blessed with one who cared more for my personal and professional development than a short-range business plan.

It was through his influence and encouragement that I found myself at the Grand Canyon where I served as the wastewater treatment plant operator leader. I took advantage of every available opportunity and learned to aggres-

sively seek out and accept new responsibilities and challenges.

In 1986 I transferred to Glen Canyon as district foreman and, after attending the Facility Manager Development Program in 1988, I was promoted to district facility manager. Within two short years I was selected as the facility manager at Mount Rushmore.

In 1998 I relocated to the Washington Office where I served as the team leader for the Park Facility Management Division’s asset management program. In 2008 I accepted my current position as chief of the division.

Norm Turner understood the value in creating a succession plan, and to this day I owe him gratitude for sharing his wisdom and support; he was an exceptional boss and mentor. I spoke with him a few years ago before he passed away, and I thanked him for the wealth of knowledge and the abundance of experiences that he instilled in me. I asked him how I could ever repay him for all that he had done. His reply was simple, but eloquent: “You can thank me by doing the same for someone else.”

With respect to my mentor, I am offering the same encouragement that he provided me: the best way to advance your career is to network. Proceed about your daily business with enthusiasm, always accept a challenge and always let your boss know of your desire to grow with the organization.

In short, approach your NPS career with two strokes of the brush, lending equal attention and effort to each and keeping a watchful eye on that point where they converge. Follow this advice and you will find success is always within reach and that your contributions will

live beyond the scope of your career. 

Tim Harvey is the chief of facility management for the National Park Service.



American YouthWorks mason apprentice Stephen Kittok works to repair cracks to the Espada Aqueduct, a national historic landmark built in the 1740s to carry irrigation water over a natural creekbed. See related article on page 11.

The faces of NPS facility management

THE SEASONAL & THE SEASONED, THE GREEN AND THE SOMEWHAT GRAY

By **Ralph Coury**
Washington Office

Meet Miranda Richardson. She's a full-time permanent WG-7 maintenance worker at Blue Ridge Parkway. She spends much of her days on a tractor, cutting and moving trees in summer and removing snow in winter. Being outdoors is nothing new for this farm-raised, lifelong resident of Carroll County, Virginia. She started her National Park Service career at the parkway in 1988 working with the Youth Conservation Corps program.

Meet Matt St. James. He's a full-time WG-7/9 preservationist maintenance worker at Richmond. He used to build props for a children's television show on the Disney Channel, but now fills his days refurbishing historic windows and fabricating moldings from scratch. Like Richardson, he started as a seasonal worker but was retained and his position made permanent under the Veterans Rehabilitation Act.

Meet Mark Denker. He recently accepted a facility manager position at Herbert Hoover. He knew early in life, after 10 summer vacations to Voyageurs, that he wanted to be involved in caring for the facilities of the NPS. He first experienced the excitement and challenges of an NPS career as a seasonal laborer on the St. Croix National Scenic River.

Much like flipping through the pages of a treasured yearbook, this issue of *Ranger* comes to life with these faces and colorful stories of our diverse NPS facility management workforce. From facility managers and park rangers to utility system operators and certified arborists in training, these are the faces of the seasoned and the seasonal, the green and the somewhat gray—and everything in between.

They are career employees, some on the verge of retirement, and new employees experiencing their first “wow, this is my job” moments. They are employees who got their NPS start as seasonal carpenters and laborers, campground caretakers and interpretive park rangers. What they all have in common is a passion for what they do — caretaking of facilities — and the beautiful places where they do it.

Caretaking at the NPS is a monumental job. The agency boasts one of the most interconnected and unique asset portfolios in the world, with more than 70,000 constructed assets on over 84 million acres. Visitors expe-

rience “America's best idea” through 12,250 miles of trails, 8,505 monuments and statues, 27,000 historic structures and 8,500 miles of roadways. Existing facilities must also accommodate approximately 272 million visitors, 20,000 employees and 154,000 volunteers each year.

Caring for these treasured facilities is also a monumental challenge. The Asset Management Program faces a significant gap between available funding and the funding required to meet industry-standard maintenance requirements. At the end of fiscal year 2009, the NPS had documented \$9.6 billion in deferred maintenance. Expected future funding will continue to fall short of actual needs, and current spending can't keep pace with deterioration, let alone make improvements in overall condition. Reducing this deferred maintenance deficit can only be realized if the existing and future infrastructure is wholly maintained and operated.

This is where the faces of NPS facility management come in. To manage this impressive portfolio, the NPS must continue to plan for, attract and retain talented, dedicated and hardworking individuals across numerous disciplines, trades and professions. In the face of these urgent challenges, these NPS employees are the ones making a difference.

Opportunities in facility management abound for those who want to make a difference. Not surprisingly, opportunities are available nationwide—across all 392 operating units, in the regional and program offices, and at the Washington Office. For individuals who aspire to wear the green and gray, that means an opportunity to experience an abundant selection of geographically, culturally and historically diverse worksites, and the freedom and flexibility to pack it up and relocate.

The value of an NPS career can't be underestimated, although many current employees didn't land that first position with career

employment (or even facility maintenance) in mind. Once here, though, the diversity of opportunities is one of many benefits available to career NPS employees. The Service is truly an organization where each and every employee is afforded an opportunity to participate in such a way that their contributions—no matter the scope—may ultimately influence the future direction of the organization as a whole.

NPS facility management employees are charged with maintaining “...unimpaired... for the enjoyment of future generations” the resources under our care. Unlimited opportunities exist for each of us who desire to contribute to the protection and preservation of our nation's most valued treasures. There are many ways to begin this journey.

While there is no specific model or template, a number of options can lead to permanent employment with the NPS. Some employees, like Denker and others you will read about in this issue, begin as student interns through the Student Temporary Employment Program or the Student Career Experience Program. Some participate in the YCC, like Richardson, or affiliate with volunteer or cooperating associations or the NPS Volunteers in Parks program. Others may test the waters as seasonal employees, like Doug Buttery (see page 10), sampling several parks and job types before settling into a specific career. No matter what the path, it is rewarding and competitive work. Only the most dedicated and highly qualified candidates can handle the heavy lifting.

The seasonals of today's NPS are becoming the future leaders and innovators of tomorrow. Yet managing the career employment of these individuals remains a critical undertaking. After all, in all the building and preserving of facilities that they do on the job, we are also building and preserving in these individuals institutional knowledge that is not easy to replace.

The NPS recognizes the importance of preserving this institutional knowledge and is actively engaged in countering the real impacts of loss—from attrition, but more often from retirement. With nearly 2 million civilian employees, the federal government is the nation's largest employer, but a substantial part of this workforce is nearing retirement. As Danny Basch and Brad Shattuck lament in their piece (see page 4), in the Southern Four Corners Group of parks alone, 65 percent of

FAST FACTS

Average age of “new” NPS facility management employee: 45

New hires eligible to retire by 2015: 24%

Number of national parks touched, in some way, by Facility Manager Leaders Program (student, graduate, mentor, supervisor or curriculum): nearly 50%

the existing permanent maintenance staff is eligible to retire within four years.

Many NPS development programs are helping to mitigate these potential losses. Some of our featured employees in this issue got their start in NPS intern programs, including the YCC (Linda Smith and Miranda Richardson), STEP (Joshua Baldwin and Ryan Jones) and SCEP (Linda Smith and Mark Denker).

Once in the NPS, the NPS Fundamentals training helps early career employees understand the mission, history, organization and operations — and how to balance work and life and build teams.

The Olmsted Center for Landscape Preservation, another of the NPS programs, helps employees interested in cultural landscapes preservation achieve specialized skills and certifications. Ryan Jones is involved in a two-year, OCLP arborist training program leading to an International Society of Arboriculture-certified arborist designation (see page 7).

The nationally recognized Facility Manager Leaders Program targets mid-career employees who possess the skills and competence to become future facility managers. The program is a highly selective, yearlong learning and certification program focused on total cost of facility ownership and proactive management philosophies. It grew out of the need for improved park facility management and the need to replace growing numbers of facility managers soon eligible for retirement. It also serves as a mechanism for succession management and as a catalyst for development and retention of a dedicated and informed workforce.

Nearly 60 percent of all FMLP graduates have been promoted to positions as facility managers or chiefs of maintenance, with 89 percent of all FMLP graduates having received promotions after completing the program. A collaborative effort with Indiana University's Eppley Institute for Parks and Public Lands, the program was selected as the 2010 recipient of the W. Edwards Deming Award for demonstrated and quantifiable training and educational initiatives.

These articles in *Ranger* suggest a variety of formulas for successful careers in NPS facility management — and for preserving institutional knowledge and developing the next generation of NPS leaders.

Let's hope the future brings with it fewer "going away" arrowheads and more "welcome to the NPS" signs for passionate career employees who want to care for NPS treasures into perpetuity. 

Ralph Coury is the facility management specialist in the Washington Office.

The circuitous path to facility management

Two different career paths lead to same place

By Danny Basch, Rocky Mountain, and Brad Shattuck, Southern Four Corners Group

Some of us know exactly what we want to be when we grow up. For others, a little meandering is more comfortable. No matter what our strength, passion or fortune (or how directly or indirectly we may have found them), the National Park Service is bursting with employees whose stories are varied, colorful and sometimes unlikely.

For someone interested in a career as an NPS facility manager, there is no right way or single path to follow, no matter how straight or curvy the trail. Take the authors, for example.

We have much in common — both of us are facility managers in the Intermountain Region, graduates of the Facility Manager Leaders Program, and we share a strong professional respect that has afforded us the pleasure of an equally strong friendship. Though we consider ourselves peers among the larger maintenance "community of practice," the story of how we became employed with the NPS, gained permanent status and found ourselves in similar positions is one that is unique. It shouldn't be surprising, considering what, where and how we do business.

I (Danny) was born in suburban Ohio where I cultivated an innate love for the outdoors in what would become Cuyahoga Valley. At age 10 my family moved to the area around Rocky Mountain. Later, I applied for my first seasonal position. When I called the park to offer my name and express my interest in the job, I remember hearing the sound of paper being shuffled on a desk and recall thinking, "Wow, those are applications from all the other people that want this job too!" I had little strength, so perhaps it was my youthful passion that tipped fortune my way. I have been with the NPS ever since.

My experience learning about and maintaining, building and rebuilding the trails in Rocky Mountain taught me many valuable lessons. The first is obvious but needs stating: one can't fake trail work. It requires heavy lifting and, if done right, is often associated with a respectable work ethic. As you move

into positions of responsibility, you often are involved in multiple activities and projects at the same time, whether solicited or not, mental or physical. This process begins slowly at first and usually by association, but at some point, we become the problem-solvers and answer-finders for any and all questions.

This was the case as I transitioned from a worker to leader, then supervisor and finally my present position as facility manager. Success is not so much about job series, grade and title, but rather about becoming the most valuable employee possible. It is about bringing best efforts to whatever is asked and, within reason and as appropriate, outgrowing our duties and accepting the next challenge.

Brad grew up in the Midwest between suburban Iowa and an extended family farm in Nebraska. Every weekend he skipped stones, swam in creeks, fished farm ponds and jumped his bike across cattle tracks emerging along fence rows. Perhaps as an outgrowth of his fond childhood experiences, the Boy Scouts and several collegiate excursions into NPS jewels like Badlands and Big Bend, he decided to become a ranger and sampled several disciplines as a temporary and permanent NPS employee.

After three seasons as a volunteer for The Nature Conservancy, a county conservation board and the NPS, he won the lottery with his first paid seasonal job (especially upon learning that he was one of 700 applicants for 16 open ranger positions) as an interpretive park ranger in Mesa Verde.

Having served in several diverse roles — interpreter, range conservationist, trail worker, management assistant, biological science technician and facility manager — Shattuck seized every available opportunity. He doesn't consider himself a typical facility manager and did not "work his way up" the maintenance chain of command. However, after completing the FMLP and having had some supportive supervisors in Chaco Culture, he eventually became the chief of maintenance for the Southern Four Corners Group of parks: Canyon de Chelly, Hubbell Trading Post and Navajo. One might say he had in fact become a "jack of many trades," which is a skill in and of itself.

There is no set path or road to facility management. It's more important as dedicated NPS employees to create your own opportunities.



Danny Basch (center)

We haven't just evolved, we are evolving. Learning throughout life is the cornerstone of this humanitarian trait. It lays the foundation for accepting and adapting to change, and a shift of focus from me to others is usually in order. This is ideally coupled with a position that offers an equitable sphere of influence and enables us to address attrition and see to the supervision and development of our most important resource: people. Mentors offer a critical and often neglected source of experience, insight and information. We are not the first to tread down the path and are simply remiss if we do not capitalize on their wisdom.

Ninety-four years after the NPS was created, our agency stands upon a precipice of unprecedented rates of staff turnover and operational changes. In the Southern Four Corners Group alone, 65 percent of the existing permanent maintenance staff is eligible to retire within four years. The maintenance division isn't alone; in the group, five of seven division chiefs can retire in the next three years. Indeed, the group is a harbinger of Servicewide demographics and retirement parties yet to come in the not-so-distant future.

To top it off, the Park Facility Management Division is in the process of deploying what we

consider the most significant modernization to our business practices since the Organic Act. Newer ways of acquiring, processing and reporting information, database development, information hierarchies, computer-age interpretation, social networking, facilities life-cycle management, environmental management systems, sustainability, accessibility and synergistic partnerships are only a few of the wide-sweeping and encompassing operational changes and challenges blooming within the NPS. As we strive to rapidly modernize our business practices and processes, the threat of change is real and significant for many.

One could argue that our tales contain the shared and essential ingredients to success in the NPS, whether in facility management or any position:

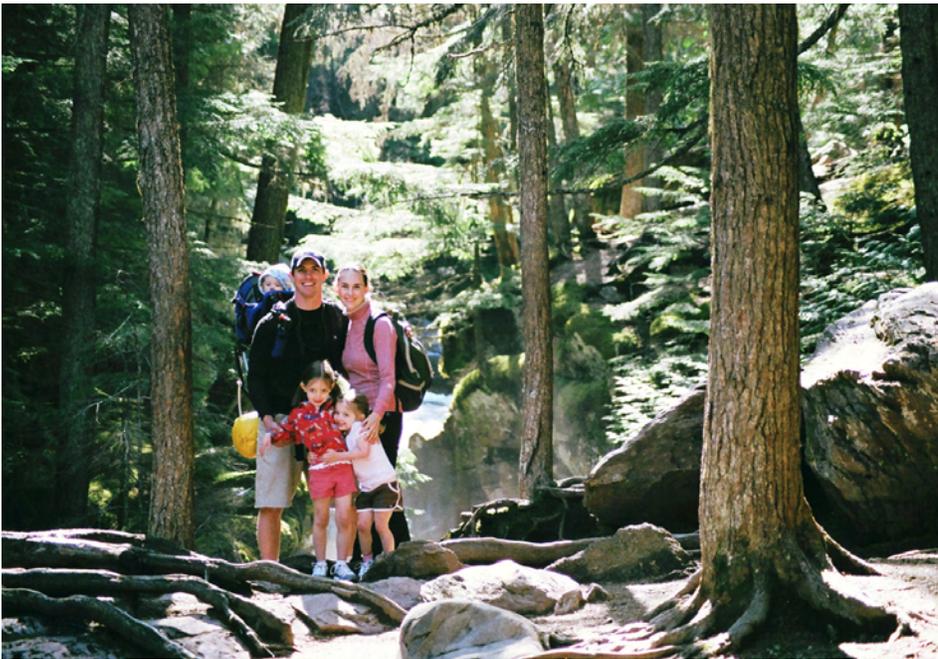
1. the possession of a strong work ethic
2. the ability to juggle multiple activities and projects
3. continuous learning
4. addressing human resource development and attrition
5. finding and capitalizing on the gifts of our mentors
6. adapting and dealing with

change, specifically, the rapidly changing business practices

Taken together or separately, these traits are simply not enough to guarantee success. They do, however, offer a rock-solid foundation for a season's work or an entire career, no matter how direct or meandering your path may be. In any case, we hope the trail you tread is as rewarding as it is happy. 🏔️

Brad Shattuck





A New Direction

By Steve Byrd
Glacier

It was during the fall of 2004, while working for a large construction company in Helena, Montana, I realized that I needed a career change. I was torn between not giving up the rush of commercial construction, and in the same breath, not wanting to be a part of the seemingly endless sprawl of development. I needed to get back to my roots and redirect my path.

Growing up just minutes from Glacier, I fell in love with its mountains, lakes, wildlife, lodges and chalets. Even though recreating in Glacier significantly shaped my life, I never imagined that one day I would work in this beautiful place.

Although I had great success in my construction career, my wife (also raised in the Flathead Valley) and I were anxious to return after our first child was born. During a drive through Glacier on a trip from Helena, I thought how incredible it would be to work in a place that always meant so much to me. As luck would have it, a seasonal carpenter position opened.

In early April of 2005, I learned that I had been selected from the pool of applicants for the position. I was excited about the opportunity to redirect my career path to restoring and maintaining historic buildings in Glacier, but nervous about being able to sustain a growing family on just seasonal employment. I took the leap, deciding that my desire to follow my new

calling outweighed my fears. I gambled on the fact that Glacier's surrounding communities were growing rapidly, and finding work to cover the other six months would be possible.

My first season as a carpenter at Glacier forever changed my direction. That summer showed me that it was possible to have a career in the trades without having to compromise my inner principles. After working a long day on a renovation project near Lake McDonald Ranger Station, I looked out over the deep blue water of Lake McDonald twinkling in the late afternoon sun and said to myself, "I found it."

Armed with the knowledge that I wanted to make this my career, I had another hurdle to cross. With another baby on the way, I had to secure a more permanent source of employment in the off season. Not wanting to return to the world of building cookie-cutter houses, I started my own construction company, specializing in remodels and restorations. Shortly afterward, I obtained the contract to completely restore a privately held lodge inside Glacier's borders. Working to preserve this historic structure further cemented my belief that I could have a career in the trades that focused on preserving one of a kind historic structures.

The stars aligned in May of

2007. Park management opened three subject-to-furlough positions to fill three previously full-time permanent positions. I applied and was accepted as a maintenance mechanic. Gaining this new position meant more than the additional work load; it also meant that my family had access to federal employee benefits.

My current responsibilities encompass a broad spectrum from historic restoration projects to routine maintenance. It is second to none to put a roof on a cabin in the middle of the wilderness or restore handrails and bridges at Lake McDonald Lodge and think, "Wow, this is my job." Additionally, through Glacier's work order system of routine maintenance, I have gained an aptitude for small challenges. Doing different tasks all day makes interesting work.

I believe this to be the beginning of a long and healthy career with the National Park Service. I love my field and I am lucky to have found the direction I want to take. After a year, I accepted my current position, which entails responding to after-hour facility and utility emergencies. This new direction allowed my family to live in park housing. Anyone who has been to Glacier knows what a remarkable place it is. I feel fortunate that it's not only my children's backyard but their home. 🏠

Above, Steve and Grace Byrd with their children, Elyse, 5, Julia, 3, and Liam, 1. Below, Steve on a rooftop at work.





It all began at Harpers Ferry

By Marsha Wassel
Harpers Ferry

Reaching new heights with the NPS

Ryan Jones gets paid to climb trees. That's not all he does, of course, but he says it's a great way to make a living. Currently involved in a two-year arborist training program with the Olmsted Center for Landscape Preservation in Boston, Massachusetts, Jones said, "There are only six openings every two years, so I was very fortunate to have been selected."

The program addresses hazardous tree assessment and removal, tree biology and identification, felling, pruning, planting and tree climbing. The training encompasses every aspect of tree care standards, with sessions held at national parks across the country. Although some parks may have funding, they may not have adequately trained personnel to complete these types of work. When Jones completes the program he will be an International Society of Arboriculture-certified arborist.

Jones hails from Keedysville, Maryland, near Antietam Battlefield, the Chesapeake and Ohio Canal, Harpers Ferry and the Appalachian National Scenic Trail. Many of his childhood vacations were spent visiting national parks, so it's no wonder he says, "I wanted to work for the National Park Service for as long as I can remember. I've always loved the outdoors and consider myself a conservationist. I just knew the NPS was the place for me."

Jones added, "I tried quite a few jobs before getting my foot in the door. I worked in restaurants and in construction doing carpentry, painting, concrete work and project management. I filled out a lot of applications and worked on building my skills and résumé, while attending Shepherd University and studying commercial recreation and tourism."

It was while he was in school that Jones accepted a STEP appointment at Harpers Ferry with the grounds, roads and trails crew, where he is currently employed.

"I've enjoyed many opportunities since I started working with the NPS, but I think the most memorable was the time I hiked to the bottom of the Grand Canyon," Jones said.

"It was sunset and as I sat alone by the Colorado River, I looked at my surroundings. I appreciated the solitude, the sounds, the natural beauty. It was amazing. I realized

◀ Ryan Jones

I was part of something bigger, and because of my job I had a role in helping protect these beautiful wild places. I knew then I had the best job in the world!”

Completing the Mission

Joshua Baldwin, now living in Atlanta, was raised in Jefferson, Maryland, where he recalls many fond memories of visiting national parks throughout the National Capital Region.

In May 2002, while attending Shepherd



University in Shepherdstown, West Virginia, a friend provided Baldwin with some information about the federal government Student Temporary Employment Program. Soon after

ward, he applied for and received a STEP appointment with the grounds, roads and trails crew at Harpers Ferry. Following graduation, he worked as a field supervisor with the West Virginia Civilian Conservation Corps, attached to Harpers Ferry. In 2007 he was selected for a full-time permanent position with the

grounds, roads and trails crew at the park. He has been moving forward with his NPS career ever since.

Baldwin now is a permanent law enforcement ranger at Chattahoochee River and patrols 48 miles of river and 16 land units totaling approximately 7,500 acres. He earlier obtained his seasonal law enforcement commission through Southwestern University in North Carolina, and is awaiting assignment to the Basic Law Enforcement Training Academy at the Federal Law Enforcement Training Center.

Baldwin attributes much of his success to the people and experiences that he encountered while at Harpers Ferry. “I love the National Park Service and believe I will be with the Service my whole working career,” he said. “I even hope to come back to Harpers Ferry one day. I always felt that the chiefs, supervisors and the workers out in the field were dedicated to completing the mission.”

Through their encouragement he was inspired to attain his wildland fire red card, chainsaw certification, commercial driver’s license and CPR, AED and first aid certifications. He also attended a variety of hazardous material and other safety courses.

Recently he began working toward certifi-



Linda Smith

cation as a defensive driver course instructor through the National Safety Council and received his motorboat operator’s certification.

Loving every minute

Linda W. Smith, from Woodbridge, Virginia, likes her new home in Harpers Ferry, West Virginia. She is serving a 120-day detail as a facility services assistant at the park and “. . . loving every minute of it.”

In 2001 Smith landed her first job with the Youth Conservation Corps at Prince William Forest Park in Triangle, Virginia. Though she wasn’t planning on a permanent career with the NPS at the time, she continued her education, worked a few jobs and graduated with a bachelor of arts in parks and recreation management from Northern Arizona University.

Why did she come back to the NPS? “As I got older and held other jobs, I realized how much I loved working for the national parks,” she said. “I loved the variety, the places and the people. At Prince William, I worked in the Student Temporary Employment Program for grounds, roads and trails, and later as a visitor use assistant.

“In 2006 I accepted a Student Career Experience Program appointment, again working with maintenance. I came to Harpers Ferry in 2009 and love working here, too. Being hired here as a permanent, full-time employee was a big step. I’m very fortunate to work with people who encourage me.”

Smith currently is enrolled in the Olmsted Center for Landscape Preservation’s Landscape Maintenance Skills Development Program and hopes to take advantage of other training and opportunities as they become available. 🏞️

Marsha Wassel is the interpretive specialist/public information officer at Harpers Ferry. She has worked for the NPS for 25 years and lives in Martinsburg, West Virginia, with her husband, Jim, and daughter, Jessica Starkey. An avid photographer, she spends much of her free time shooting for Wassel Photo & Design.

Your path might begin with STEP or SCEP

The Student Educational Employment Program provides federal employment opportunities to students who are enrolled or accepted for enrollment as degree-seeking students taking at least a half-time academic, technical or vocational course load in an accredited high school, technical, vocational, two- or four-year college or university, graduate, or professional school. The Student Educational Employment Program, established in 1994, is a streamlined version replacing the old Federal Student Employment Program

It is comprised of two components: the Student Temporary Employment Program, or STEP, and the Student Career Experience Program, or SCEP.

The STEP provides maximum flexibility to both students and managers because the nature of the work does not have to be related to the student’s academic or career goals. The SCEP, however, provides work experience that is directly related to the student’s academic program and career goals. Students in the SCEP may be noncompetitively converted to term, career or career-conditional appointments following completion of their academic and work experience requirements.

The Student Educational Employment Program benefits both agencies and students. Agencies can discover firsthand the abilities of a potential employee. In the case of SCEP, agencies can bring well-educated graduates into their workforce while at the same time give their managers the ability to evaluate the student’s performance in real work situations. Students, on the other hand, can avail themselves of such flexibilities as year-round employment and flexible work schedules and assignments. Students in the SCEP gain exposure to public service while enhancing their educational goals and shaping their career choices.

Students may contact their school guidance office, career planning and placement office, teachers or federal agency employment office where they are interested in working. For more information visit these OPM websites: www.opm.gov/employ/students/index.htm and www.opm.gov/Strategic_Management_of_Human_Capital/fbfric/FLX04020.asp.

ON THE PATH to a PERMANENT POSITION



By Katherine D. Purcell
Fort Pulaski

Similar to many national parks areas nationwide, Fort Pulaski is dependent upon seasonal employees. Without these summer hires, the monument wouldn't be able to catch up on the backlog of deferred maintenance projects. These employees also assist in completing new and ongoing maintenance projects, the enhancement of visitor use and preservation initiatives.

Since 2006 a team of approximately 20 students from various backgrounds and disciplines has worked at Fort Pulaski. More than just a summer paycheck, these jobs have provided them with practical knowledge, job skills and valuable insight into the inner workings of the National Park Service. Many students return year after year, and some have gone on to participate in the STEP and SCEP programs. Several have become permanent employees.

Summer hires learn to sensibly and sensitively care for the historic structure.

Summer is the height of the visitor season at Fort Pulaski. The influx of visitors demands more of the facilities and intensifies the duties of routine maintenance. Seasonal employees meet the needs



caused by this increased capacity, thereby freeing permanent employees and allowing them to complete important projects in their specific fields. Without the summer employees, our permanent staff would be overwhelmed.

The scope of work doesn't end with just maintenance jobs. Summer seasonals also collaborate with Fort Pulaski's interpretive division, filling the ranks to assist with cannon and musket demonstrations. Seasonals often look forward to the opportunity to fire these weapons and experience the fort and its history from a different vantage point.

While a variety of maintenance jobs are completed by seasonal employees, two major projects—landscaping and preservation—demand the majority of their time and effort.

Fort Pulaski, located just outside of Savannah, encompasses both Cockspur and McQueen's islands. McQueen's Island features a section of Highway 80 that connects Tybee Island to the mainland and an abandoned railroad bed. It has been transformed into a hiker/biker trail that runs along the edge of the water.

While McQueen's Island is primarily marshland, Cockspur Island has transitioned from a conglomerate of boggy hammocks to a "proper" island encompassing 600 acres of tidal marshes, woodlands, beaches and grassy clearings. This varied terrain includes the fort itself and several miles of walking and biking trails and a picnic area.

Maintaining the trails and picnic areas

Preserving and repairing the structure's masonry is an immense responsibility, especially because the historic materials, the Savannah gray bricks, are nearly irreplaceable.

is a task. Every year seasonals trim back the overgrowth along the trails, grade the walking paths and lay down a fresh layer of mulch. This labor ensures that the trails will remain in good working condition for the upcoming year. In the picnic areas and grounds, the grass grows thick and fast during the southern summer so continual trimming is required to keep them maintained for visitor use.

The fort is a brick fortification that was constructed during the first half of the 19th century. This edifice contains more than 25 million bricks at least 150 years old. The myriad of aged brick requires much care. Preserving and repairing the structure's masonry is an immense responsibility, especially because the historic materials, the Savannah gray bricks, are nearly irreplaceable.

Though the preservation program is in its early phases, summer hires learn to sensibly and sensitively care for the historic structure. They are taught about the production of historic mortar, the lime process and the basics of repointing and repairing historic masonry. With the exception of a few employees who work to preserve the fort year-round, seasonals are the Fort Pulaski preservation team.

From basic maintenance to re-enactments, from landscaping to preservation, seasonal employees do everything. They are vital to the survival of Fort Pulaski. Along with permanent employees, these summer hires ensure that the grounds and trails are well kept, the fort remains standing, the park continues to function smoothly and visitors enjoy their experience. 🏰

Katherine D. Purcell has been a summer seasonal at Fort Pulaski for nearly two years. In January she became a permanent employee through the Student Career Employment Program. She will graduate this fall from the Savannah College of Art & Design with a bachelor's degree in historic preservation and a minor in architectural history.

Photo above, Katherine Purcell with her boss, Mike Hosti, chief of maintenance at Fort Pulaski. At left, the Fort Pulaski preservation crew for 2010.

A Maintenance Career Chronicled

By Douglas Buttery

Intermountain Regional Office

I grew up in an outdoor-oriented family. My father was a career Forest Service employee, ultimately ending up in Colorado as the Rocky Mountain regional ecologist. Had the Intermountain Regional Office been in its present location, I could have seen it from my bedroom window.

After high school I decided to mature before attempting college, serving three years with the U.S. Marine Corps, most at the Mountain Warfare Training Center high in the Sierras. This was an outstanding location to continue my hiking, backpacking and skiing, and build upon a climbing interest. Upon my return to civilian life, I attended Western State College, earning a bachelor's in biology with a minor in geology.

In the summer of 1979 I accepted a seasonal Wage Grade-1 campground caretaker position at Grand Teton mainly to have the opportunity to climb in the Tetons. The following year I was offered a WG-2 laborer position and was promoted midseason to a WG-3.

My original intention of joining the National Park Service was to work on a trail crew. In 1982 I began a seasonal trail crew laborer job at Lassen Volcanic. I had finished college, had plans to marry and spent an incredible summer experiencing the Cascade/Sierra convergence. National politics weren't conducive to gainful employment in the natural resource field, but I was working for a great outfit, having the opportunity to travel and experience the parks and getting paid to do it.

For several years I worked both summer and winter seasonal jobs. Summers were spent as a trail crew work leader in the backcountry of large western parks, Olympic and Grand Teton. Winters were spent removing unbelievably deep snow loads from the roofs in Grand Teton. I jumped at every chance to help the NPS and gain more skills and knowledge. Wildland fire was a natural attractant — hard work, travel and being outdoors. I was fortunate to have strong mentors and moved from a Type 2 firefighter to a Class C sawyer to eventually a Type 2 incident commander and logistics chief.

After 11 years as a seasonal employee I competed for and accepted my first permanent NPS position as Grand Teton's sign maker. I continued to seek opportunities to expand my skills, becoming a trainer for an early



version of NPS "fundamentals," a structural firefighter, and assisting in search-and-rescue operations.

It became apparent that the leadership skills I had gained could be put to a greater good, and I made the plunge into supervision. It seemed to me that a field employee who had worked from a WG-1 to a WG-8 in all the maintenance disciplines and had a strong desire to work collaboratively with other divisions could have a large impact on when, how and what got done. A wage supervisor position at Haleakala on Maui provided my teeth-cutting experience in NPS supervision.

In 1994 I participated in a three-week, first-line managers class at Mather Training Center. This was a great learning experience, networking with other up-and-coming leaders learning the management skills needed to effectively oversee field operations.

A move to Wind Cave as the general maintenance supervisor continued to challenge and broaden my supervisory skills. I was fortunate to have a strong mentor in the superintendent and was able to attend a two-week facility manager training, which furthered my supervisory and administrative skills and networking contacts. Soon after graduation I became the acting facility manager and undertook a complex contract to replace Wind Cave's elevators. A true learning experience! At this point in my career it became more important to be in the right place at the right time for my family.

In the spring of 2000, I accepted the maintenance supervisor position on the west side of Rocky Mountain. During my tenure I worked for and with a terrific team. These experiences provided me with the opportunities to run a remote district operation day-to-day, along with the long-range planning and formulation of projects. The job was varied; some days were spent in the office, some days were spent working with the crews on various

projects. A few cherished days were spent well above timberline in a rotary snowplow opening Trail Ridge Road. The spectacular view from the "office" offered thousands of square miles of the Rocky Mountain high country under brilliant, deep-blue skies.

In 2006 the opportunity to detail to Southeast Utah Group as the facility manager overseeing Arches and Canyonlands became available. With support from the management team at Rocky I accepted the 90-day detail. It was complex and fast moving. When the job was announced I applied for and accepted it on a full-time basis.

Today I find myself in the Intermountain Regional Office as the acting regional chief of facility management.

This career has been a dream come true. I have worked my way up from the lowest wage-grade position to being tasked with an acting detail to oversee the facility management operations of 91 parks. I have emulated great leaders, watching and learning and taking every opportunity to better my skill sets to be the best employee for the NPS. I have gained experience, knowledge and skills beyond the original college skills, and I use these daily in my decision making.

I sit on the Intermountain Wilderness Executive Committee and the Intermountain Maintenance Advisory Committee, and I plan to mentor a student in the Facility Manager Leaders Program next year.

The facility management leadership of the NPS is acutely aware of the need to find, nurture and encourage our future leaders. The Facility Manager Leaders Program, a yearlong intensive, hands-on training is successfully training highly skilled employees for critical positions after graduation.

Facility management is looking at the professional ranger program and discussing ways to build a similar program in facility management. Maintenance competencies and career ladders are being constructed. Steve Hastings, the training manager, is pursuing a career academy to help interested individuals more efficiently locate applicable training to meet competencies and develop the necessary skills to move upward.

Regardless of your background, with personal motivation, tenacity and continuous monitoring of the situation and its opportunities, a future in NPS facility management is virtually unlimited. 🏔️

Photo by Debbie Mason, Rocky Mountain

Park partners bring youth to craft of ages

By David Vekasy
San Antonio Missions

San Antonio Missions preserves the greatest concentration of Spanish colonial architecture in the United States. The impressive and extensive remains of four mission compounds and auxiliary structures are constructed largely out of limestone and sandstone and require intensive and frequent maintenance by skilled craftsmen.

To foster interest and opportunity for a new generation of skilled professionals in the field of historic preservation, the park has facilitated a partnership between its official friends group, Los Compadres, and the Environmental Corps of American Youthworks.

Los Compadres' function is to provide financial support for preservation, restoration and development projects at the San Antonio Missions. In 2008 the park introduced Los Compadres to American Youthworks, the Austin, Texas-based youth and conservation serving organization. A relationship began that provides mission-purposed success to all entities.

American Youthworks fulfills the mission of engaging youth and young adults in conservation work with a community focus. Los Compadres provides a financial investment and direct impact in the preservation of the historic resources of the San Antonio Missions National Historical Park. Finally, the park trains a new, diverse generation for seasonal or permanent

careers in historic preservation.

Since their origins in the early to mid-1700s, the complex architectural units of the missions have undergone many preservation repair campaigns, including some reconstruction in the 1930s. Thick masonry walls, buttresses, painted plasters, and other specialized arches comprise the resources that require special preservation knowledge, experience and ability to maintain, rehabilitate or rebuild. Multiple generations of repairs from differing but equally important historic periods — Spanish colonial, Depression-era work programs like the Civilian Conservation Corps and modern preservation efforts over different decades — complicate treatment strategies. Additional challenges include highly expansive soils coupled with ground moisture extremes, resulting in constant buckling and heaving of structures and causing cracks, fissures and wall failures.

Structures within the park include two national historic landmarks, the nation's only functioning Spanish colonial aqueduct, a functioning 18th century refurbished grist mill, two historic dams, and four mission compounds with associated structures, ruins and archeological resources. The park has more than 250,000 square feet of masonry wall surfaces.

The apprentice program started as a small pilot project with a \$15,000 commitment. It enjoyed immediate success. Four well-qualified and enthusiastic apprentices contributed



American YouthWorks mason apprentices work side by side with park staff while learning the nuances of the masonry trade in a historic setting.

nearly 700 labor hours in an eight-week period alongside seasoned NPS masons Stephen Siggins and Dean Ferguson. The following year one of those apprentices, inspired by his experience, was back in graduate school with a new major, historical architecture. A second returned to our program to gain more work experience.

In just the third year of the program, apprentice Stephen Kittok (see photo on page 2) turned experience in the apprentice program to a highly qualified applicant rating and was selected for a seasonal WG-08 maintenance worker-preservation position. His crew currently is working on a major project to rehabilitate wooden elements at Mission San José, the largest site in the park. To date, nearly a dozen apprentices in the program have contributed about 2,000 labor hours with park masons.

More importantly, we are sowing the seeds for the next generation of men and women in the craft of masonry and historic fabric preservation that is crucial to protect all special resource areas. 

David Vekasy is the facility manager at San Antonio Missions where he oversees the efforts of staff in facilities, grounds and historic preservation at four mission sites and other associated assets in the 826-acre park. He is a member of the Intermountain Region Maintenance Advisory Committee, which represents a proactive voice influencing facility management program direction within the region and the NPS. He began his NPS career in 1991.



◀ **American YouthWorks mason apprentices work under the direction of NPS mason Stephen Siggins to stabilize a masonry wall. It will support a steep bank of the Espada Acequia, a seven-mile Spanish Colonial irrigation ditch.**

Farm life fundamental to Blue Ridge Parkway maintenance worker

By Ben Blair
Blue Ridge Parkway

It's a clear, crisp spring morning in the plateau region of southern Virginia. Along the Blue Ridge Parkway a National Park Service maintenance vehicle traveling north pulls over and pauses briefly at Pilot Mountain Overlook. The view is breathtaking. You can see for miles into the piedmont of North Carolina.

Miranda Richardson has spent all of her life in Carroll County, Virginia, but the beauty of the area never grows old. On this particular day she is on the way to the parkway's Groundhog Mountain Picnic Area to prepare it for the summer opening. As a maintenance worker for the Blue Ridge Parkway, Richardson's area of responsibility runs from the North Carolina

state line at mile post 217 northward into Virginia for 34 miles.

Raised on a farm within two miles of the parkway, Richardson has always loved the outdoors. "My dad put me on a tractor soon after I learned to walk," she said.

In 1988 a friend told her about the Youth Conservation Corps program at the parkway. She applied for and was accepted, but she didn't yet have her driver's license and no way to get to work. Mom came to the rescue, driving her to work and picking her up each day. The next two summers were spent mowing, cleaning restrooms and all the other tasks performed by a youth maintenance worker.

"That's when I first knew I would like to work for the



parkway someday," she said.

After a period of 11 years, marked by marriage and the birth of a son, she returned to the Blue Ridge Parkway as a seasonal maintenance worker in 2000. Two years later, she obtained permanent status when she was hired as a WG-5, subject-to-furlough maintenance worker. A few years later she moved to a subject-to-furlough WG-7 position. Since then, she applied for and was promoted to a full-time permanent WG-7 position.

"I spend a lot of time on a tractor," Richardson said. "In the summer it's mowing and cutting trees and in winter clearing the snow off the parking areas and roads. Other than that, I just do whatever needs to be done."

Two years ago she was involved in a search-and-rescue operation for a hiker lost in the vicinity of the Blue Ridge Music Center. "That was really something being called out in the middle of the night to help look for a lost person – and we found him," she said

Richardson loves her job because it allows her to be outdoors most of the time. "I never get bored. There is so much variety in my job and the parkway is such a beautiful place to work and the people are so nice."

She still remembers Lester Wood, her supervisor when she was first hired. "He was so helpful, taking time to explain how things should be done and how important safety was when doing any job. I really learned a lot from him," she said.

Richardson and her husband of 16 years own a used auto parts and scrap metal business in the local area, so between that and working at the parkway she doesn't have a lot of free time. She does, however, manage to find time to ride her horses and relax and enjoy the outdoors with her family.

What does Richardson see in her future? She plans to continue working in her present position, and one day might like to move into a supervisory position if the opportunity presents itself.

She knows how difficult it is to get a job on the parkway, especially a permanent one. "Just keep applying and don't get discouraged," she said. "It's worth the effort." 

◀ Miranda Richardson

Ben Blair has worked as a seasonal employee for the Blue Ridge Parkway since 2005. After retiring from the U.S. Air Force he spent several years as a public affairs specialist for the federal government. He is a retired teacher and coach, having worked in the Texas, New Mexico and North Carolina school systems.

From Seasonal to Regional

By William Ellis
Southeast Region

As a young boy growing up next to the Satilla River in southern Georgia, I had no idea what the “green and gray” was about. I was a typical youth in the rural South and enjoyed the outdoors by fishing, camping and boating. My father worked on shrimp/fishing vessels and then became self-employed as an exterminator. We had a meager but enjoyable life. Our holidays were filled with days at the river and at the beach.

I left the small town and joined the Navy, and during my nine-year tenure traveled the Southeast from Mississippi to South Carolina. I then separated from the Navy and moved to Virginia. When my father’s health declined in 1996, I returned home with the intent to take over his business. Fate would have it



another way and I soon realized the necessity of a steady income. One of the prospects was a seasonal WG-07 maintenance worker position at Cumberland Island.

The competition was tight and interviews were scheduled. My interview went something like this:

“Can you use a hammer?”
“Yes.”

“Are you afraid of heights?”

“No, I respect heights but I’m not afraid of them.”

“Good. Be here Monday morning at 7 a.m. Boat leaves at 7:30 a.m.”

Thus began my career with the National Park Service. I nailed split cedar shingles on four buildings, quite an introduction to the government workforce but far from the stereotypical stories of federal workers. Through hard work and dedication to the mission I established a reputation among my peers.

When the season ended I worked for more than a year with a private conservationist, taking care of maintenance concerns around exotic animals. Next I rejoined the NPS as a seasonal WG-09 carpenter. In 2000 I was selected as the maintenance mechanic at Timucuan and was introduced to the new Facility Management Software System, then known as Maximo©.

Next I was selected to establish the first facility manager position at Moores Creek. Through research, collaboration and late nights, a substantial position was created, giving birth to a 10-year cyclic maintenance plan, implementation of FMSS, pertinent facility planning for the visitor center rehabilitation, an increase in network capabilities throughout the park, and operational planning and support for the anniversary event.

When Hurricane Isabel ravaged the eastern coastline in 2003 and caused damage at many parks throughout the Southeast, National Capital and Northeast regions, response teams were organized to assess damage by the storm. We have since responded to other storms, including Hurricane Katrina.

I was accepted into the first class of the Facility Manager Leaders Program, created in recognition of the diminishing resources in facility management due to retirements or transfers. The program is dedicated to developing future facility managers for placement in the workforce. I now work as the facility management system specialist in the Southeast Regional Office.

I hope to continue sharing experiences and information in the development of future NPS employees and continuing the development of those who look to me for advice.

‘Gap’ job leads to career path in NPS

For Matt St. James, a seasonal job that was supposed to fill the gap between college and career has turned into a path full of possibility for promotion and experience.

Now a WG-7/9 maintenance worker, he joined the NPS in 2007 as a WG-3 seasonal laborer. Growing up in the West, St. James was surrounded by Yellowstone, Grand Teton, Devils Tower, Mount Rushmore and Badlands. His parents often took the family hiking and camping, and he wondered what it would be like to work for the NPS.

After high school St. James entered the Navy and served on the aircraft carrier USS George Washington and the fast-attack submarine USS Pittsburgh. Working with weapons and explosives was interesting, but it wasn’t what he wanted to do for a lifetime. An avid artist and model builder, he then worked as a carpenter and in the art department of a Disney Channel child’s television show building props.

In 2002 St. James entered the Virginia

Commonwealth University School of the Arts where he majored in kinetic imaging, learning three-dimensional modeling, computer animation and video production. Upon graduation he applied for jobs with Northrop Grumman, Boeing, Lockheed Martin and the CIA, hoping to capitalize on his military experience in the defense industry. While waiting to hear from one of these companies, St. James noticed a seasonal position for a WG-3 laborer open at Richmond National Battlefield listed on USA-Jobs. He figured it would be a good source of income while waiting to hear about a defense job.

A month later he accepted the park job in part because he still hadn’t heard from the other potential employers. Facility manager Dan Hodges said St. James’ experience with carpentry and woodwork meant he would work with Bill Reese, a historic preservation specialist. Soon he was working on diverse projects, including stabilizing the porch of the historic Shelton House, refurbishing historic windows

in the Maggie L. Walker complex and fabricating historic moldings from scratch.

Although his position was seasonal, his supervisors learned that they could retain him under the Veterans Rehabilitation Act. In October 2008 St. James joined the NPS as a WG-7/9.

He has taken on more complex jobs, received additional training through the NPS Fundamentals program and began learning the Facility Management Software System. From scaling the rooftops of historic structures to going out on a tree limb to take a photographic survey of the James River, he never knows where his job will take him next.





Adam Prato, Herbert Hoover

Hopes & Dreams

By Mark Denker
Herbert Hoover

My most rewarding life experiences, both professionally and recreation-ally, have occurred in national parks and other natural areas of the United States. I take pride in working for an agency whose mission is geared toward providing future generations with those same rewarding experiences.

The desire to wear the green-and-gray uniform of the National Park Service began when I was a young man. I give credit to my parents and grandparents for instilling in me a love for outdoor recreation through many family vacations spent at county, state and federal park areas. Each summer for more than 10 years, I, along with Boy Scout Troop 77 of Dwight, Illinois, vacationed at Voyageurs. I witnessed NPS maintenance staff caring for docks, campsites, boat landings and other visitor-use facilities. At that time I knew I wanted to be involved in caring for national parks facilities.

Following high school graduation in 1998, I was eager to find a way to live in northern Minnesota. My dream came true when I found my niche, in Ely, where I attended Vermilion Community College. I gained many wonder-

ful friends and colleagues in the parks and recreation field who helped me along my road to success.

In the summer of 2000 I interned as a park maintenance worker for the Vilas County Forestry, Land and Recreation Department in Eagle River, Wisconsin. I was responsible for maintaining recreation facilities, including the campgrounds, shooting ranges, picnic areas, hiking trails and boat landings. This was my first park maintenance position, and it further convinced me of my ambition to care for park areas.

After graduating from Vermilion in May 2001 with a degree in park and recreation management, I applied for my first position with the NPS as a laborer on the St. Croix National Scenic River. It was a competitive seasonal position and I was concerned that I wouldn't be considered for the job. After several tense weeks, I was surprised — and relieved — to receive a call offering the position. I was the happiest I think I had ever been.

Summer 2001 on the St. Croix River was challenging and exciting. I worked as a seasonal laborer and learned many new things about park maintenance. Mowing grass, building bridges and constructing campsites were just a few of my new skills. I also participated in an NPS effort to assist the town of Siren, Wisconsin, following a deadly tornado. Working on

“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

—Theodore Roosevelt

the St Croix further cemented my ambition to become a permanent employee of the NPS.

The following summer I reapplied for the same position on the St Croix but wasn't selected. This was devastating, and I was sure that my hopes and dreams of working for the NPS would never become reality. Never a quitter, however, I was determined to keep applying. While working in my hometown for a local lawn care company, I spent countless evenings filling out applications and fine-tuning my résumé to seek a NPS maintenance position. My dreams of caring for NPS facilities had taken a hit, but hadn't diminished.

It was a cool, spring afternoon when the Canyon District maintenance supervisor telephoned from Yellowstone. That was a real turning point. I accepted a position as a laborer/custodian at Norris Junction and Canyon Village. After working there for about four weeks, my supervisor asked if I had an interest in utility work. I didn't know anything about utility work, but I was willing to give it a try. From then on I worked as a water and wastewater treatment plant operator trainee in the Student Career Experience Program. I studied water quality through Moraine Park Technical College in Fond du Lac, Wisconsin, and graduated with a degree in water quality. I worked up the ranks of utility system operators but hadn't forgotten my passion for the Midwest.

During the spring of 2007 I transferred from Yellowstone back to St. Croix as a permanent maintenance worker. I once again was living the dream. A short time later I learned of the Facility Manager Leaders Program and was accepted into this career and life-changing program. I graduated from the program in April 2009, still wondering what would be next.

In mid-August 2009 I began working as the facility manager at Herbert Hoover in West Branch, Iowa. The position has been a great experience and I enjoy taking care of the park. Working together, the staff has been able to accomplish many projects that directly relate to visitor satisfaction and resource protection. Being a part of and contributing to these experiences is what has most influenced my decision to work for the NPS. 🌿

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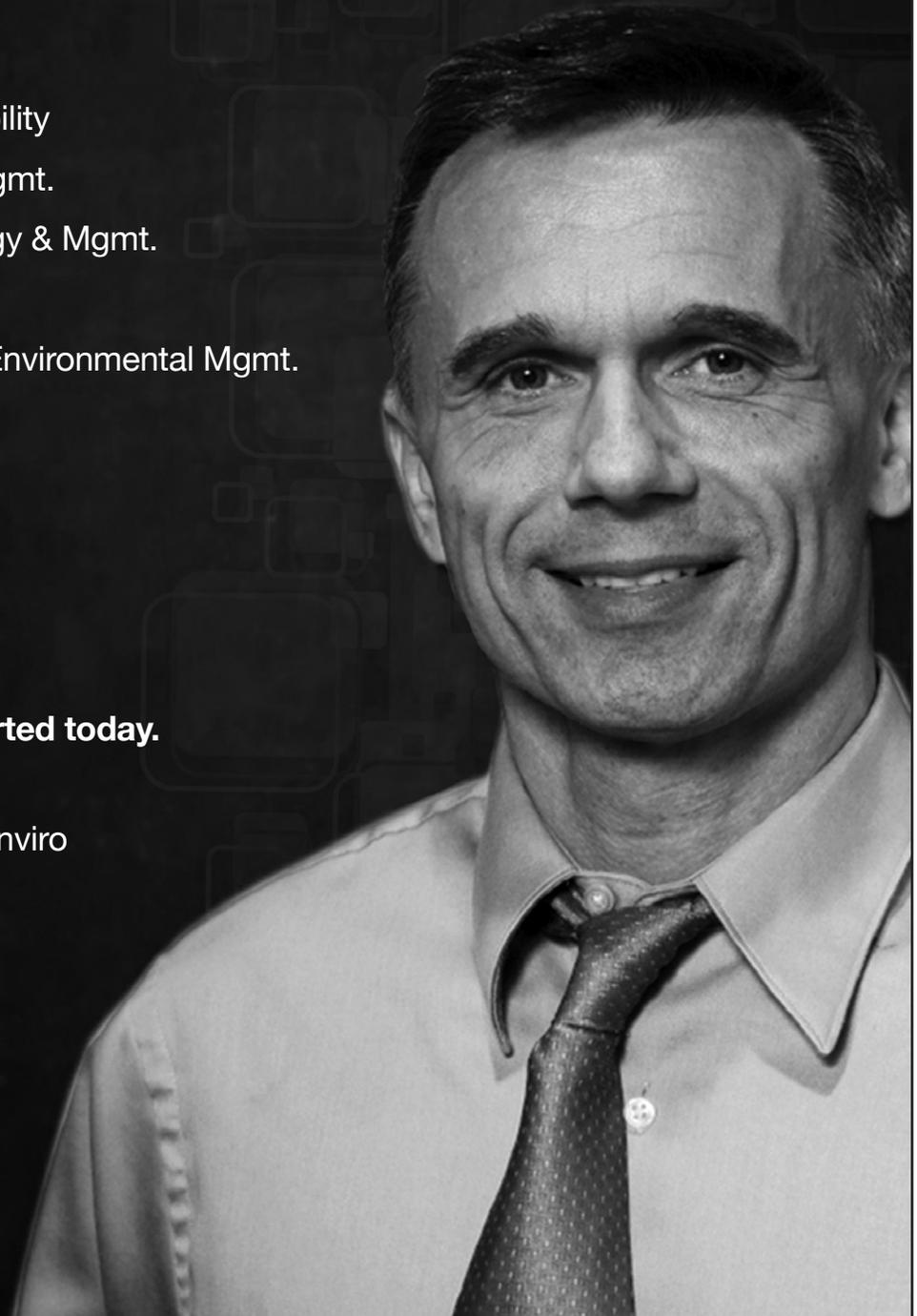
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Buffalo soldiers return to Fort Davis National Historic Site

By John Ott
Golden Spike

The last Buffalo Soldiers left here in April of 1885, but if you listen carefully you can hear them drilling outside, park ranger Donna Smith explains to a visitor at Fort Davis National Historic Site in west Texas.

“That’s because Tim, our law enforcement/interpretive ranger, is on the parade ground drilling a group of black men dressed in army uniforms like those worn by the men of the 10th Cavalry at Fort Davis more than 125 years ago,” Smith adds.

Timothy McElwain, a 24-year-old, 6-foot 3-inch athletic ranger who wears a law enforcement badge, is an energetic man with a friendly smile and quiet manner. A graduate of Wilberforce University in Ohio, he came to Fort Davis two years ago and immediately developed a passion for the history of the Black Regulars (Buffalo Soldiers) who served at the fort from 1867 until 1885.

Seeing a need for African-American, living history soldiers for various activities at Fort Davis, McElwain was prompted to seek a way to draw area black men to volunteer for living

history demonstrations. With the encouragement of co-workers and the help of Linda Epps, a librarian at Sul Ross State University in Alpine, Texas, McElwain befriended some of the university students and locals who showed an interest in being part of a group of living history Buffalo Soldiers.

Currently there are seven men in the group. Wearing 1880s living history army uniforms, they delighted park visitors during spring break by demonstrating several military drills.

“It has been a challenge teaching these men the drill and history, however, they continue to work hard and put out an enormous amount of effort to portray the Black Regulars in the U.S. Army,” McElwain said.

His patience and diligence have paid off. Visitors can see the group not only on special occasions, such as Memorial Day and the Fourth of July, but also during practice sessions on the historic parade ground at the fort.

When asked why he joined the group, Ni-jaune Winston said, “I am honored to relive the history of my ancestors. It has been a great experience for me.”

DeAndre Hoffman, another participant,

said, “I just wanted to give the respect to these soldiers that has been denied them for many years.”

Both Hoffman and Winston are Sul Ross students studying criminal justice. Finding an interest in the black men who served in the frontier army, they started out at Fort Davis as volunteers. They now are seasonal rangers in the Student Temporary Employment Program.

The Fort Davis staff is pleased to have McElwain and his cadre of Buffalo Soldiers because it adds a new dimension to the story of black men who served in the U.S. Army following the Civil War.

“The enthusiastic participation of the Sul Ross students and local community members in this living history program is a great example of giving to your community,” said Superintendent John Morlock. “The group brings a higher level of relevancy to our historic site by making the fort come alive for visitors, especially young people.”

Tim McElwain





John Heiner, chief of interpretation, added, “Having Tim, Nijaune and DeAndre portray 19th-century black enlisted men has added a new dimension to this park’s interpretive and living history efforts. They’re quickly becoming a huge asset to the fort and the NPS.”

Catching up with McElwain wasn’t easy for an old man with a pacemaker. Running with his German shepherd while wearing full law enforcement gear, he still moved quickly. Between gasps for air I managed to get out the question, “What’s in it for you, Tim? You will soon go to FLETC and move on to another park.”

McElwain replied, “I believe in building a tradition, not resting upon one. It’s everyone’s responsibility to keep this history alive.”

McElwain also enjoys giving an interpretive program called Trash Can Cavalry, during which he dispels many Hollywood myths about the U.S. Cavalry on the frontier. He uses — you guessed it, a trash can — to throw away inaccurate items as he removes them from his living history uniform.

What McElwain calls “Hollywood Garbage” are items that western movies stereotypically put in people’s minds, such as a bright yellow bandana and suspenders. Indeed, a trash can might be one of the most creative interpretive devices yet.



Consider a visit to Fort Davis to witness this vibrant living history group. Or be the catalyst to help get a group like this started at your park. 

John Ott, a retired engineer from Rockwell International, Collins Radio Division, considers himself a national parks advocate. He has been volunteering/working for the National Park Service since 1996 at various parks including Golden Spike, Fort Davis, Chiricahua and Pipe Spring. He was nominated for the George and Helen Hartzog Award in 2004 and 2005. In 1998 NPS Director Bob Stanton awarded

him an honorary national park ranger designation at Golden Spike. He and his wife, Gail, were named volunteers of the year at Fort Davis in 1999. John has coordinated the Last Spike ceremony re-enactments at Golden Spike for the past 11 years, and has served on an intermittent status at the park site. An ANPR member since 2007, he is the father of former ANPR president Cindy Ott-Jones, a life member.

Photos by Max Kandler

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Rangerin' . . . more than just a job, it's a family affair

By Jay D. Moose

Thomas Stone

In 2001 I was turning 36 years old and had been in North Carolina's famed furniture industry for much of the past 20 years. It wasn't fun anymore and I wanted more out of life than the typical 7 to 3:30 sweatshop job. Although I had gained skill as an upholsterer and had gathered valuable life experiences, I knew there was more to life.

So I left the furniture industry, sold my home and moved into the barn behind my parents' house to return to school. After earning my GED certificate in January 2002, I enrolled at a local community college to take core requirements before transferring to Haywood Community College in Clyde, North Carolina, to pursue a degree in forest management technology.

I was instantly in love with learning and availed myself to every possible extracurricular activity to get the most from my college experience. I ran for and was elected to the office of vice president of the Student Government Association. My good friend Robert Edwards and I co-founded the Haywood Community College Volunteers Club, and I served as vice president of that still-active club. Its purpose is to help maintain trails and campsites in the Great Smoky Mountains.

I signed up for an Everglades study tour through the college's forestry program and subsequently spent 10 days touring the Everglades, the Keys and many of Florida's state parks. It was an after-hours visit to Highland Hammocks State Park where my life would be changed forever. There I met Ranger Bill, who delivered an after-dark program through the backwoods of park. His knowledge of the resource along with his antics and humor made me realize that I wanted to do what he does — interpretation.

After graduating magna cum laude from HCC in May 2004, I attended Western Carolina University and earned an undergraduate degree in parks and recreation management. Through this program I completed five interpretation internships with the Smokies. I was hired as an SCA seasonal interpretive park guide in the summer of 2004. Before the season began, however, I was hired as a paid park guide with the National Park Service. My career was off and running. I worked three consecutive seasons as a park guide through the STEP program while finishing my course



Jay Moose and wife Courtney, with daughters Katie and Rachel, are pictured during a colonial Christmas event in 2008.

work. After graduating summa cum laude in December 2006 from WCU, I began applying for NPS positions across the United States.

In February 2007 I accepted a permanent park guide position at Thomas Stone National Historic Site in southern Maryland. Packing everything I owned, I moved to La Plata, the county seat of Charles County where my new park unit is located in nearby Port Tobacco. Thomas Stone was a signer of the Declaration of Independence, and his home and 322 acres of rolling countryside are preserved. (I left a huge piece of my heart in the Smokies and vow to return one day.)

The Stone site is administered by the George Washington Birthplace National Monument in nearby Westmoreland County, Virginia.

The "birthplace," as it is affectionately known, hired a new office automation assistant in January 2008. Courtney, the holder of this new position, arrived at the site to become acquainted with it and the story we tell. I was responsible for orienting her to the story and we became instant friends. We began spending a lot of time together and soon realized that neither of us wanted to move away from one another in pursuing our NPS careers.

In October 2009 we returned to the Smokies together, along with her two daughters, Katie and Rachel, who are like my own, and were

married there amidst the beautiful fall foliage and the growing herd of elk.

Courtney and I share many things in life, including a love and respect for the NPS. We recently purchased a home in King George, Virginia. We share a wonderful family life and love, respect and support one another. During special events at either park, the whole family gathers, usually in colonial garb, to assist with these public presentations.

Both of our careers are growing and expanding. Courtney recently accepted a position as the IT specialist at Fredericksburg and Spotsylvania National Military Parks in Fredericksburg, Virginia. I have been promoted to the ranger series, and at long last, am officially a park ranger and get to wear many hats through service to the agency.

On July 28 we welcomed our very own junior ranger, a new daughter we have named Jayme. 🐾

ANPR member Jay Moose lives in King George, Virginia, while working at Thomas Stone.

Congress hears testimony from NPS, USFS, unions regarding seasonal hiring

By Tom Banks and Amy Gilbert
ANPR Board Members

A congressional hearing was held June 30 to review a proposal from the National Federation of Federal Employees, to give long-serving seasonal (temporary) employees the "status" to apply for federal jobs under merit promotion procedures.

Tom Banks, ANPR's board member for seasonal perspectives, sent an e-mail message to ANPR members alerting them of the hearing and how to get involved. Amy Gilbert, ANPR board member for special concerns, attended the hearing and met with several in attendance.

The Washington Post reported on the hearing, quoting written testimony submitted by Jerry Simpson, NPS assistant director for workplace management, and Forest Service and Office of Personnel Management officials. See www.washingtonpost.com/wp-dyn/content/

article/2010/06/29/AR2010062904996.html.

Simpson indicated that seasonal hiring during peak workload periods is critical to park operations, but that inequities in the treatment of permanents vs. seasonals and the resulting difficulties with morale are concerns the NPS wants to address. Acknowledging the results of ANPR's 2010 seasonal survey and the NPS Workplace Enrichment survey, he later stated, "I know that many seasonals who work for the NPS for extended periods of time do so at considerable personal expense and inconvenience. We are working hard through our Workplace Enrichment Program to address issues that affect motivation and performance by our employees, and seasonal employment-related issues (will be) a significant part of that."

NFFE is working with key committee members in Congress and other federal employee unions to finalize a specific legislative proposal and garner support to help it move through the legislative process. As currently written, key provisions of the proposal would give temporary employees, once they have 24 months of federal employment, the "status" to apply for permanent federal jobs in the same manner as career or career-conditional employees.

In addition, the proposal would allow seasonal employees to use their months of service in federal law enforcement or firefighting positions to meet the age requirement for applying for these permanent jobs when they're over the age of 36.

Currently, being hired as a permanent federal law enforcement officer or firefighter is limited to those who haven't reached their 37th birthday. The proposal would allow someone to be hired for permanent federal law enforcement at age 38 and five months, for example, if they had 18 months of temporary service time as a seasonal NPS law enforcement officer.

With the limited time remaining in this session before the election, the odds of passage this year likely are small. However, depending on the makeup of the next Congress (which party holds the majority, and therefore, who the committee leaders are), this proposal has a real chance of passing in 2011. It is worth

noting that similar proposals for reform were under serious consideration in 1994 but dropped off the congressional radar screen after the changeover in the majority party in the Congress.

This legislative proposal is primed to move through Congress because it has no dollar cost and no mandates. It would not impact the federal budget. It would merely:

a. allow seasonal (temporary) employees to apply on equal footing after they have 24 months of federal service.

b. expand the window of opportunity upward for those over 36 years old who apply for federal law enforcement and firefighter jobs.

c. provide temporary employees extra consideration when applying to keep their job if their position is converted from temporary to career status.

If you'd like to help influence this legislative proposal, there are many avenues for your comments. Contact Amy Gilbert, Tom Banks or any other ANPR board member if you want to express your opinion regarding whether ANPR should support this legislation and partner with NFFE's efforts (contact details below and on back cover).

NFFE's effort is being spearheaded by the NFFE Forest Service Council. You may contact NFFE-FSC representative Mark Davis, their legislative committee chairman, at mwdavis01@fs.fed.us if you want to become directly involved.

Call or write your congressional representative and their staff and ask if they will be participating in the process of developing this legislation. Contact your friends and tell them what this legislation would mean for you and the people you work with.

The proposal, while modest, is a necessary first step in providing seasonal employees a chance at upward mobility. Like all congressional action, it needs active citizen support in order to become law.

For more information on the hearing and on the proposal, go to http://www.nffe-fsc.org/committees/legislative/temp_hire.php. To locate and contact your congressional representatives, click on "What Can I Do?" on that website.

— Tom Banks, rangertwb@aol.com
and Amy Gilbert, amyngilbert@gmail.com

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ANPR ACTIONS

ANPR provides testimony to House subcommittee

Holly Rife represented ANPR at a hearing May 25 of the House Subcommittee on National Parks, Forests and Public Lands. It focused on “The Future of the National Park System.” Specifically, ANPR was asked to speak on the topics of NPS workforce/employee recruitment, diversity, development and training. Our written testimony is online at www.anpr.org/documents/ANPRHouseTestimony5-25-10.pdf. It is important to note that the intent of our testimony was to benefit all current and potential employees and not just those in park ranger positions.



ANPR annual professional conference & Rendezvous 33

Our annual gathering is set for Oct. 31–Nov. 4 in Bend, Oregon (see more details on page 25). As we quickly approach Sept. 30, the date when any unused portion of our hotel room block will be released, we request that you reserve your room at The Riverhouse now. Call 1-800-547-3928 and ask for the ANPR room block.



Location selected for annual professional conference & Ranger Rendezvous in 2011

After receiving input from the membership, the ANPR Board of Directors voted 8–0 to accept the offer of the Crowne Plaza Williamsburg at Fort Magruder (www.cpwilliamsburghotel.com). The dates will be Oct. 10–15, 2011. Williamsburg, Virginia, encompasses such attractions as Colonial National Historical Park (Jamestown and Yorktown units), Colonial Williamsburg and Busch Gardens.

ANPR members who provided feedback favored Williamsburg over Ocean City, Maryland, by 55 percent to 21 percent. Another 24 percent said they wouldn't come to either location.

The Professional Ranger

Administration

’Tis the season! (year-end closing, that is) — There is a favorite quote that procrastinators love to cite by Douglas Adams: “I love deadlines. I love the whooshing sound they make as they go by.”

For most of the fiscal year this quote is humorous and can apply to those deadlines that turn out to be more flexible after all. However, there is one deadline that can't be ignored and it always falls near the end of September. We are fast approaching the business of bringing another fiscal year to a close, and 'tis the season to look for those telltale signs of the administrative staff working to meet this very important deadline.

A good observer may notice the subtle change in the air that happens with budget and administrative staff. First comes the dreaded e-mail from WASO funneled through the regional office. It is titled something like “fiscal year closeout instructions” with several attachments that when printed may have used enough paper to kill a small tree. Nevertheless, it is a necessary evil that becomes the blueprint on how to close the books on another fiscal year. It is carefully printed, perhaps tabbed or tagged with sticky notes, highlighted, dog-eared and read more than once.

Another change an observer may notice is that the budget and other administrative folks might become a little withdrawn and begin to mumble words like accruals, obligations and status of funds. Doors that were open most of the year may be closed now to allow for quiet processing of all the accounting that needs to take place. Those in the know may not even attempt to approach the closed door the final week of September. If a small offering is appealing, chocolate or other forms of caffeine may do the trick.

Obvious changes may also be seen among the budget and other administrative staff. Our eyes may become glazed, beads of sweat may appear as concentration deepens, snappy answers may occur and we may begin mumbling aloud in what sounds like our own secret language. Acronyms such as AFS, FFS, ET, IT, ALCT and SALT tables become everyday vocabulary as we prepare documents, process actions and update tables in the budget programs.

All tongue-in-cheek comments aside, I am appealing to all park staff to remain vigilant for signs of stress in the administrative and budget staff this time of year. Keep an eye out for raised levels of stress that may produce

anxiety, worrying, irritability, feeling insecure, sleep problems, depression, angry outbursts, under-eating, over-eating, social withdrawal or even crying spells.

Taking care of each other is a vital part of keeping the NPS family healthy and together. A quick check-in with the administrative staff could go a long way in helping someone make it through another day of year-end closeout.

Don't forget a smile, a joke or a reassuring comment. We all need to come up for air! Oh yeah, and chocolate may also work. □

— Michelle Torok
Saguaro

Interpretation

The Art of the Interpretive Rove — Statistically, less than 20 percent of park visitors attend interpretive programs. This is unfortunate, especially when, as interpreters, we spend a lot of time preparing for our formal presentations. With such a small program attendance rate, interpretive roving will always remain a vital means of one-on-one interaction with park visitors. It is important that we understand and appreciate the significance of this method of interaction.

When I was a seasonal interpreter this was never explained to me. I remember my first impression of seeing the term “rove” on my work schedule. I had to ask my supervisor what it meant and how to use my time during a rove. Basically, I was told to “go walk the trails” and “provide a presence” in the park. That seemed simple enough. It gave me an opportunity to get out of the visitor center, get some exercise and immerse myself in the park. I couldn't believe I got paid for it. I loved roving, but meeting visitors was secondary. If I did meet a visitor along the way, I would say hello as we passed. Occasionally a visitor would ask me directions on the trail. This was the extent of my roving method.

It seems that roving has different meanings for interpreters. At one park where I worked, the staff considered roving to be an opportunity to drive around the park in a government vehicle. Getting out of the vehicle to interact with visitors wasn't important. On other occasions, when staff saw they had rove scheduled next to their name, this meant they could spend the time checking their e-mail.

I often got morning phone calls from staff asking if they could use the day's rove time for completing administrative tasks or getting ready for an upcoming interpretive program. It was obvious to me that the staff's perception of roving needed changing. When I tried to explain to them that roving was much more

than what they perceived, I typically got blank facial expressions as a response. Does everything have to be so complicated, they asked? The answer is no; roving doesn't have to be complicated but it does need to be intentional and focused.

First and foremost, the purpose of interpretive roving is to make contact with park visitors and provide them with orientation, information and when possible, interpretation. As interpreters and supervisors, we must instill in ourselves and our staff the vital importance of roving.

I'll venture to say that roving is more important than the formal presentations we make, such as interpretive walks and campfire programs. Let's end the false notion that roving is something an interpreter does in order to "fill in" the blank spaces on a schedule when not presenting formal programs.

Teaching and coaching (unfortunately some still call it "auditing") effective roving should be given equal or more time during interpretive training than teaching and coaching what is an effective walk, talk or illustrated program. The potential exists to reach over 20 percent of park visitors, more than formal programs are able to do.

Roving is a form of informal visitor contact as described in the NPS Interpretive Development Program. Making an effective contact begins with hiring interpretive staff who have the maturity, social skills and willingness to interact with visitors.

I'm astounded by the number of front-line staff (seasonal and permanent) I've encountered who lack these basic skills. These include the ability to be a good listener and have a sincere interest in the needs of the visitor.

I recall talking to one such interpreter at a busy site. Our conversation had just ended and the interpreter turned around to walk away. At that same moment a visitor was walking up to the interpreter just a few feet away. The interpreter spotted the visitor and quickly turned back to face me with a terrified facial expression. The interpreter had turned away from the visitor knowing that the visitor had intended to make contact and ask a question. I was stunned.

It is also important for interpretive staff to understand and respond to verbal and non-verbal cues from visitors during an interaction. These cues include tone of voice, body language and the type of questions they ask. This ability to read visitor cues requires a keen sense of focus that is intentionally watching, listening and responding appropriately.

Consistent and repeated coaching by the

supervisor is needed to improve an interpreter's ability to read visitor cues. Imagine all the interpretive opportunities that are lost as a result of ineffective roving or the lack of roving because the supervisor didn't recognize its interpretive value. A supervisor needs to make coaching of interpretive roves a priority in the work schedule.

One of the most useful strategies I've used during a rove is to listen closely to the type of question being asked by a visitor during a contact. The question usually falls into one of three categories: where, what and why.

"Where" questions (I don't need to remind you of the most common question that visitors ask!) indicate a need for orientation. "What"

questions indicate a need for basic information. "Why" questions provide an opportunity for interpretation. An experienced and well-prepared interpreter will have a variety of appropriate techniques to answer this type of question. During a rove, a good interpreter will provide more than just a verbal explanation.

If future trends continue, resulting in fewer visitors attending formal programs, the importance of the interpretive rove will surely grow. As supervisors and interpreters we need to work together to plan and implement the most effective roving strategy in our parks.

Roving will always be a valuable means of providing a personal service for visitors. □

— Pete Peterson
Grand Canyon

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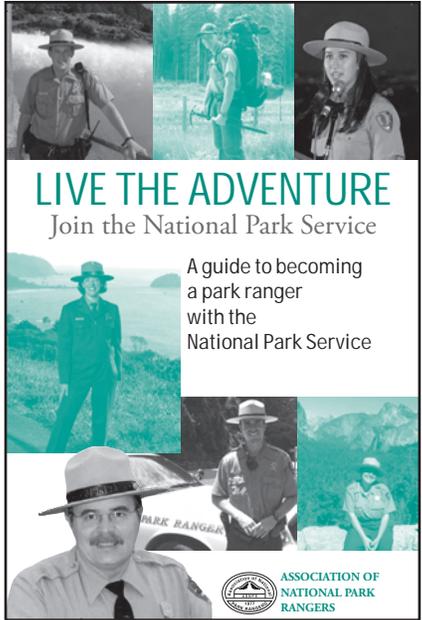
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Resource Management

I'm of an age to think more about legacy issues and, as my park manager has said, about whether I'm training my successor, even if I'm not quite ready to hang up the Stetson.

Journeyman resource professionals often comment that seasonals get the best of the work — lots of field time monitoring plants, wildlife, geologic features or archeological sites; hands-on time with museum objects or historic structures; out 'GPS-ing' natural or constructed features--in remote corner of their park, while the supervisors are more desk-bound, analyzing data, writing or reviewing the reports, and administering their programs. Whether accurate or not, I hope that supervisors and the subordinates themselves seek opportunities for the seasonals to get broad exposure to park work, across the disciplines in resource management and beyond.

Since I began my NPS career three decades ago, park work, as in so many other fields, has gotten increasingly specialized for many good reasons. Yet, in recent years, a number of my peers and I have not uncommonly discussed how, when recruiting for chiefs of resource management, we long for a broader range of experiences in the applicants. Of necessity,

many resource management divisions today oversee both natural and cultural resources, and whether at the regional directorate or park division level, it's logically quite difficult to find candidates who have experience with both.

Relative NPS newcomers may not know of the 1980s-era discussions over generalists vs. specialists, and I don't seek a return of the debate. But I do believe we should continually examine whether, as professionals, we're developing not only the subject matter expertise but the leaders and managers needed to achieve our stewardship goals.

Supervisors, I hope we'll ask ourselves whether we're encouraging and supporting our subordinates in being exposed to and familiar with the concerns of other resource specialists and interpretive and protection rangers, or concessions managers and maintenance staff. That we're seeking out and mentoring future leaders. Young professionals who think you may desire a long NPS career, consider whether you want to be the best in your specific field, or whether to someday become a division chief or superintendent or even director--and, if the latter, seek a range of jobs and/or collateral

trainings and experiences to engage across disciplines, to learn and appropriately support the many specialist viewpoints in the context of park legislation, policies, and mission.

Oflate, I believe I'm seeing renewed interest in younger employees obtaining red cards for fire duty, as fire managers increasingly struggle to find higher-level staff who desire or are permitted time enough to fill the intensive training requirements for fire assignments. I'm inspired by seasonals from all divisions and disciplines who seem energized by science seminars and are creating teams to make their parks more 'climate friendly.' I've watched individuals who volunteered to help with the Gulf oil spill and returned from a sweltering, sobering experience with more determination to protect parks, visitors and local communities. I'm thinking about how we prepare and treat our human resources as much as how we sustain our cultural and natural resources. How are we doing? □

— Sue Consolo Murphy
Grand Teton

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

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ANPR member Bryce Hummel, Glacier



ANPR Reports

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— Liam Strain, Gateway

Kudos List

These people 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.

Russell Lindsay
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Mentoring Program

More mentors needed: ANPR's facilitated mentoring program has run out of mentors to match with protégés. If you're an experienced park employee (in any discipline) and want to share your knowledge with a new member, sign up now. A short submission form is at www.anpr.org/mentor.htm. Contact Bill Pierce, flamingo12az@aim.com, with questions.

Education and Training

Preconference training available — ANPR, the WASO Operational Leadership Office and Mather Training Center will sponsor two preconference workshops on Sunday, Oct. 31, during the Ranger Rendezvous in Bend, Oregon.

Operational Leadership is for all NPS employees interested in increasing their leadership skills in managing a safe work environment. Learn how to assess safety issues within the workplace and communicate those concerns to supervisors, employees and peers. This eight-hour course, from 8 a.m. to 5 p.m., counts toward the 40 hours of supervisory training.

The second offering is **Interpreting Critical Issues: Climate Change** from 9 a.m. to 4 p.m. Learn theory, strategies and best practices for interpreting the complexities of climate change. The course is open to anyone interested in learning more about this timely subject.

There is no fee for either course, but pre-registration is required by contacting Rebecca Harriett at (304) 535-6224 or rebecca_harriett@nps.gov no later than Oct. 1. Space is limited, so register early. Please take advantage of these training opportunities.

— Rebecca Harriett, Harpers Ferry

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By Tony Sisto
International Affairs, ANPR

World Ranger Congress in 2012 — Tanzania, Africa

The IRF has chosen Tanzania as the locale for the 7th World Ranger Congress. The Congress, held approximately every three years, is scheduled for 2012, with exact dates still to be determined.

After the Bolivia World Ranger Congress in November 2009, IRF requested proposals from interested countries to host the next Congress. It received two proposals, from Portugal and Tanzania.

The Congress will be hosted by the PAMS Foundation, a locally registered conservation nongovernmental organization, and a provisional member of the IRF (<http://www.pamsfoundation.com/>). They have entered into partnership agreements with leading conservation organizations including the Game Rangers Association of Africa (an IRF member), The Nature Conservancy, World Wildlife Fund Tanzania and other groups to help organize the Congress.

Their application stated in part: “The partners are all highly supportive because they realize what the Congress will mean for conservation in the East Africa region and for raising the profile of rangers and especially the emerging community ranger sector of Tanzania. . . . Apart from South Africa where the GRAA has been established for 40 years, there is still no other functioning ranger association anywhere else in Africa. One of our primary goals is to launch a new local African ranger association at the 7th World Rangers Congress.”

Start getting your safari gear together. I will give more information in future *Ranger* issues.

IRF represented at World Heritage meeting in Brazil

Marcelo Segalerba of Brazil represented IRF as an official observer at the 34th session of the UNESCO World Heritage Committee July 25-Aug. 3 in Brazilia, Brazil (<http://www.34whc.brasilia2010.org.br/>).

Because representatives from the NPS International Affairs office in WASO also attended, I was able to arrange an e-mail introduction between Segalerba and Stephen Morris, chief of the NPS Office of International Affairs

and his team. Segalerba intended to discuss the long-term interest of the IRF in its Protecting the Protectors program to help gain recognition and support of the work rangers do around the world, often in difficult and dangerous circumstances. He highlighted some of the international work of ranger associations worldwide in cooperative “beyond borders” training and assistance projects. He also learned about international responsibilities of the NPS.

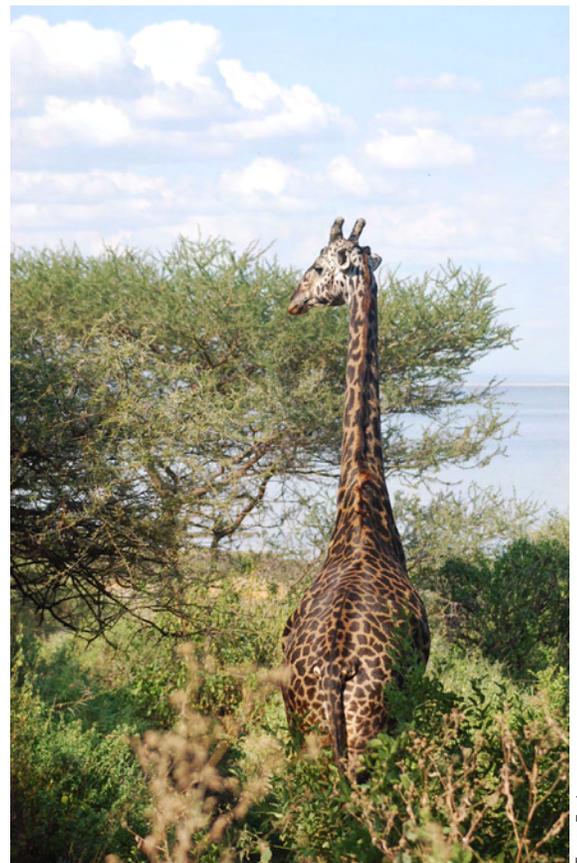
IRF president to be keynote speaker at EUROPARC Federation Congress

IRF president Deanne Adams has been invited to speak at the annual EUROPARC Federation Congress Sept. 29 – Oct. 2 in Abruzzo, Lazio and Molise national parks in Italy (<http://www.europarc.org/conference-2010>). She also will chair a workshop on “Communicating the Message” on biodiversity, the focus of the Congress. NPS Director Jon Jarvis has been invited to give a keynote address on Sept. 30, and by all accounts he intends to be there. I will give a full report in the winter edition of *Ranger*.

New IRF member associations from the United States

The Bureau of Land Management Law Enforcement Association and the Park Law Enforcement Association (www.myparkranger.org/), both sponsored by ANPR, and the Park Rangers Association of California (www.calranger.org/), sponsored by CSPRA, have been accepted as regular members of IRF. Congratulations to these new ranger associations on their IRF memberships. □

Tony Sisto can be reached at tsisto47@aol.com.



Teresa Ford

A lone giraffe towers above an acacia tree at Lake Manyara National Park in Tanzania. The country has preserved nearly 14 percent of its land in national parks, also including Serengeti, Ngorongoro Crater and Tarangire. The next IRF World Congress will be in Tanzania in 2012.



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Help send several to first Rendezvous

Donate to the **Bill Supernaugh Memorial Scholarship Fund** to replenish the scholarship money. Your contributions are accepted online at www.anpr.org/donate.htm or by mail to ANPR, 25958 Genesee Trail Road, Golden, CO 80401.



© Steve Tague/NorthWest Crossing

Rendezvous in Bend, Oregon, for ANPR's annual professional conference

By Mallory Smith
Grand Teton

Sign up now for the 33rd annual professional conference and Rendezvous, "Building Bridges to the Future," in Bend, Oregon. With a full agenda, three affiliated training courses, lots of Rendezvous fun and a great setting, this is sure to be one of the most exciting ANPR gatherings yet.

Preregister at www.anpr.org now to get the lower conference rate (ends Oct. 10). The website includes full details.

Book your hotel room at the The Riverhouse on the banks of the Deschutes River north of downtown Bend. Call 1-800-547-3928 and ask for the ANPR room block. Daily room rates are \$90 for a standard room and \$69 for a standard room for members in the seasonal or student category (capped at 15 percent of the room block). The occupancy tax is about 10 percent. The room block is available through Sept. 30 but may fill prior to that date.

The heart of the conference is the dynamic program, which features sessions on contemporary leadership challenges in the NPS and how to meet these for tomorrow's needs

in the areas of conservation, environmental stewardship, interpretation, science, and employee recruitment and support. Aligned with the agenda of NPS Director Jon Jarvis, this program promises to bring current topics to all conference participants.

A half-day service project, "Leading by Example," is planned for Nov. 2 at nearby Pilot Butte State Park. We will work together with Oregon State Parks to maintain old trails, construct new trails, build a split-rail fence and restore impacted areas.

The conference also features three affiliated NPS training courses: two one-day courses, Operational Leadership and Interpreting Critical Issues - Climate Change, on Sunday, Oct. 31, and a 32-hour Leadership Seminar for New and Developing National Park Leaders integrated with the conference program from Monday, Nov. 1, through Thursday, Nov. 4.

Go to the online conference registration site for full details.

Rendezvous activities

Sunday afternoon: trips to John Day Fossil Beds and Lava Lands at Newberry Nat'l Volcanic

Sunday evening: reception and Halloween costume party and dance

Monday and Tuesday: exhibitor area open, meet trade specialists and vendors

Monday evening: conference reception

Tuesday morning: new attendees breakfast

Tuesday evening: films or similar activities

Raffle, photo contest

Find a raffle prize from your area to boost Rendezvous fun and support ANPR. Prizes can be sent ahead to Beth Spencer or Roger Rudolph (e-mail them for mailing addresses, bethgs81@gmail.com or rogerarudolph@gmail.com) or bring them with you to Bend.

The photo contest allows up to two unframed images, no larger than 8 by 10 inches, of national or international park sites.

Check the Web for more details

Agenda, registration: www.anpr.org

Room share, rideshare, lower-cost yurt accommodations, golf: <http://groups.google.com/group/anpr---ranger-rendezvous-2010>

Hotel: riverhouse.com

Bend: www.ci.bend.or.us.

All in the Family

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

Kale Bowling (LABE, REDW, CAVE, OLYM, FOVA, MORA, CEBR) is moving to Portland in the fall to complete a master's degree in curriculum and instruction. She hopes to return to the NPS full-time developing formal education programs. She also hopes to be excused from two days of class to coordinate the Rendezvous in Bend. Contact info will still be montanan-shelby@yahoo.com; 541-281-7162.

Andrea Capps-Henke has transferred from George Rogers Clark NHP in Indiana to the lead park ranger position at Lewis and Clark National Historic Trail in Omaha, Nebraska. **Nicholas Capps-Henke** was hired as the senior law enforcement park ranger at Homestead of America in Beatrice, Nebraska. They moved in early August to 8527 W. State Highway 4, Beatrice, NE 68310.

Walt Dabney, former NPS chief ranger and current state parks director for Texas Parks and Wildlife, is retiring — again. After a 30-year NPS career, he signed on with the Texas agency in 1999. He has been responsible for 93 state parks and historic sites in eight regions and nearly 1,500 employees. His retirement date is set for Aug. 31. Walt.Dabney@tpwd.state.tx.us.

Career NPS employee **John W. Henneberger** died June 24 in Corvallis, Oregon. He served as the first superintendent of Chattahoochee River NRA, superintendent of Scotts Bluff (1958-62) and assistant superintendent of Hawai'i Volcanoes. He also served as manager for the Denver Service Center from 1974-78. Henneberger coordinated the wilderness studies for the Service under George Hartzog, and he spent time as a ranger early in his career at Olympic, Joshua Tree and Yosemite. In retirement he remained passionate for the protection of national parks, wilderness and open space. He wrote extensively about the history of parks, starting with ancient preserves in China.



Judy Jennings, chief of concessions management in Yellowstone, retired July 2. She began her career in Yellowstone as a forestry technician in 1975. She also worked in Glacier, Devils Tower, Yosemite and the Intermountain Regional Office. She and her husband, **Daryl**, a retired U.S. Fish and Wildlife Service fisheries biologist, are moving to the Dayton, Wyoming, area. Address/phone: P.O. Box 165, Dayton, WY 82836; 307-655-9202; juby_jennings@hotmail.com

Larry Johnson, is the new superintendent at Jewel Cave. He had been chief ranger at Sleeping Bear Dunes. He relocated to the Black Hills area with wife **Jan**, an artist and writer.

Doug Lentz is the new head of concessions at Grand Canyon. Previously he was deputy chief of concessions for the past year. Before that he has worked for the Forest Service and the NPS in maintenance, interpretation and law enforcement. He worked in concessions management at Yellowstone, Hawaii Volcanoes and all parks in the Pacific Islands. He lives in Flagstaff with his wife, **Catherine**, an environmental protection specialist in the park's Office of Planning and Compliance, and their 11-year old son, **Connor**.

Bill Schappell has taken a permanent position at the Lincoln Home. Previously he worked for the Bureau of Reclamation at Hoover Dam. He also has worked for the NPS as a seasonal and term employee at Blue Ridge Parkway, George Washington Memorial Parkway and the Robert E. Lee Memorial. He and his wife, **Rosemarie**, and their son, **Nathaniel**, relocated from Las Vegas, Nevada, to Springfield, Illinois, in mid-July and are enjoying their new locale.

Cheryl Schreier, superintendent at Herbert

Hoover, has been selected as the new superintendent of Mount Rushmore. She begins the assignment Sept. 27. She started her NPS career as a seasonal park technician at Jewel Cave. She was a seasonal ranger at Yellowstone before getting a permanent position at Independence. She also has worked at Death Valley, the Intermountain Regional Office, Bryce Canyon and Knife River Indian Villages.

Barry Sullivan (GATE 05-10, FIIS 98-05, DEWA 87-98, BLRI 84-87, THRO 80-84, GATE 78-80, EDIS 76-78, MORR 77) has retired after 34 years. His last position was as superintendent of Gateway NRA. Currently he is working on the restoration of the New York Harbor Estuary with the Secretary of the Interior's office. He served several terms as an ANPR board member. sullivanbt@aol.com.

Lynn Thompson, an NPS career employee who served in various positions, including superintendent of Yosemite and regional director of the Rocky Mountain Region, died June 13 in Marin County. He began his park career as a seasonal ranger at Yellowstone. He also served as a concessions analyst at NPS headquarters in Washington, D.C., superintendent of Haleakala and a legislative analyst in Washington, D.C. His last position was as superintendent of Golden Gate in 1978. He retired in 1980 and traveled extensively, including trips to Tahiti, France, Mexico, Canada, Hawaii and Greece.



Emily Weisner has taken a position as a strategic planner for the Southern Arizona Group. Previously she worked at Arlington House. She has relocated to Indiana and is preparing for her November wedding to **Kendell Thompson**, superintendent at Lincoln Boyhood. □

Welcome (or welcome back) to the ANPR family!

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

Stephanie Acheson Orange, VA
 Holly Alpert Mammoth Lakes, CA
 Ron Borders Shelbyville, TN
 Bill Briggie South Beach, OR
 Jaelyn Brown Berlin, MD
 Greg Colligan Denali, AK
 Rudy Cooks Put-in-Bay, OH
 Mariah Cosand Klamath Falls, OR
 Roberto Cruz Soledad, CA
 Marc De Puy Ramah, NM
 Robert Dunnagan Lewistown, MT
 Jennifer Ferreira Arcata, CA
 Dave Frederick Shingletown, CA
 Jeremiah Hanks Fairfax, CA
 Tamara Helland Cortez, CO
 Cindy Hoff Bismarck, ND
 Blake Holt St. George, UT
 Tanya Kitterman Bellingham, WA

Kristen Luetkemeier Estes Park, CO
 Catherine Maginnis Bellingham, WA
 Sandra Moore Roanoke, TX
 Karena Myers Milford, PA
 Peter Newcomb Mansfield, MA
 Carol Petricevic Sylva, NC
 Ronald & Sherri Ramseyer Sullivan, IN
 Michael Reynolds Collingswood, NJ
 Michelle Riter Boulder City, NV
 Saoran Roeth Lowell, MA
 Casimer Rosiecki Chesterton, IN
 Cameron Sanders Anchorage, AK
 Justin Skewes Blacksburg, SC
 Carl Stockman Germantown, MD
 Gloria Updyke Colonial Beach, VA
 Rosharon Welchans Denali Park, AK
 Teresa Wolfe Houlton, WI
 Samantha Zurbuch Shepherdstown, WV

In Print

Death, Despair and Second Chances in Rocky Mountain National Park,

Joe R. Evans, Johnson Books, Boulder, Colo., July 2010, ISBN: 978-1-55566-440-4, 304 pages, paperback, \$18.50

Reviewed by Rick Smith

This is the fourth in a series of books that chronicles the deaths that have occurred in specific national parks. *Death in Yellowstone* looked at fatalities in our first national park, *Over the Edge* dealt with Grand Canyon and *Off the Wall*, co-authored by ANPR member Butch Farabee, recorded the deaths in Yosemite.

ANPR member Joe Evans, retired chief ranger at Rocky Mountain, is the author of this book. He dedicates it to each member of every search-and-rescue team, paid or volunteer, who has risked her or his life in support of those in need. As we know, there are many, often unsung, heroes.

In the dedication he draws attention to the work of park rangers throughout the world. Every day, rangers put themselves in danger to protect park resources. For those rangers killed in the developing world, there is little or no safety net for their families. The Ranger Dependents Fund was created to support the families of rangers killed in the line of duty. This fund is supported by ANPR and managed through the International Ranger Federation (www.int-ranger.net) and the Thin Green Line Foundation (www.thingreenline.info) Any support you can offer will be appreciated.

Evans puts his money where his mouth is: 50 percent of his royalties from the sale of this book will be donated to the Ranger Dependents Fund.

Like the other authors, he divides his book into chapters dealing with the cause of death: hiking or scrambling, climbing, avalanches, heart attacks and other medical emergencies, motor vehicle accidents, suicides, drowning, hypothermia, aircraft accidents, lightning, snow play accidents, lost, falls from horses, falling rocks, and the odd and unusual accidents that seem to occur in every large park.

He also adds a chapter on mutual aid to agencies outside the park, including a good section on the Big Thompson River flood of 1976 that claimed the lives of 145 people.

Unlike the other books, Evans also adds vignettes of people who survived what should have been certain death; hence the “second

chances” in the book’s title. I was particularly struck by his description of people who slipped while ascending or descending steep snowfields. These kinds of slips almost always end in tragedy when the person hits the rock piles at the end of the chutes. Evans recounts several incidents that ended with the visitor being bruised and broken, but alive.

Death and Despair also includes sections on the history of Rocky Mountain, a bit of history about the ranger profession, and a short explanation of the evolution of search and rescue in the park. Most of this will be familiar ground for readers of *Ranger* but Joe is a good enough writer to make it seem fresh.

My only difficulty with the book is that I don’t know the national park very well so many of the place names, canyons, mountains, climbing and hiking routes didn’t mean much to me. I think that had I read the book with a topo at my side, I would have found some of the accidents easier to understand.

But that’s my problem, not Evans’ or his book. I liked his admonishments about being safe in the park and how to avoid accidents. Most of the chapters have safety messages that should be of value to park visitors.

I’m buying this book not only to support an old friend, Joe, and the Ranger Dependents Fund, but also because it’s a good read. I hope readers of *Ranger* will do the same. □

Rick Smith, a life member of ANPR, retired from the NPS and lives in New Mexico and Arizona.



A Woman in the Great Outdoors: Adventures in the National Parks,

Melody Webb, University of New Mexico Press, 2007, ISBN: 978-0-8263-3176-2, 286 pages, paperback, \$18.95

Reviewed by Ken Mabery Scotts Bluff

As a longtime friend of Melody Webb and her husband Robert Utley, I jumped that the chance to read and review this book. This definitely is not another ranger’s career journal or memoir. Although Webb and her husband are both historians, this isn’t a historical retrospective either. And yet, it is a little bit of both, combined with political treatise, environmental conservation, women’s studies and an unvarnished look at the National Park Service from 1975 through 1996. Throughout,

Webb challenges the reader to think by posing questions — and then answering as she solved and contributed to solving issues of the time — often contributing to broad policy issues.

Her career bridged between uniformed and non-uniformed positions; serving in regional offices and parks from Alaska to the Southwest and Intermountain West. She started as historian in Alaska’s Regional Office, then on to the old Southwest Regional Office in Santa Fe, before getting her first superintendency at LBJ National Historical Park. Her picture on the cover was taken in uniform in 1992 as assistant superintendent at Grand Teton.

I think the book debunks some myths. The first myth is that professional regional offices employees often “don’t get it” (whatever “it” happens to be for a field employee). Perhaps because of her field historian orientation, or perhaps because of good fortune in mentors, Webb got it from the very beginning of her career, and kept a focus on resources, and the best practices to conserve them for future generations throughout her career.

The second myth is that historians and cultural resource professionals can’t see the real world of the Park Service, as field park rangers do. Webb built her career on being a consummate professional historian that completely understood what it takes to run a park. Preserving and enhancing our national legacy was always on her mind, just as sharing it with the public was.

The third myth that Webb’s book dispels is that someone with a professional background, who mostly serves at a compliance and policy level, is somehow boring and detached when viewed by field rangers. The book’s title makes it sound like her career was one uplifting escapade after another. A self-proclaimed insomniac, she had many fitful nights contemplating her decisions, her council to regional directors and WASO, and her input during ground-breaking meetings and policy development. Along with good, solid mentors and spot-on thinking, she participated in some momentous decisions, and more routine ones, but decisions that had the potential to affect the future of the park she was serving in, that region and the NPS. She recounts the daily trials of standing up to outside interests, including congressional delegates, and the joys of doing the right thing; of being appointed to high-level work groups, and the challenges in her home life. (Despite her small stature, she served on a volunteer fire department for six years, rising to assistant chief. Let that be a lesson to rangers.)

Her story is told in a straightforward manner, with overtones of good humor,

In Print *(continued from previous page)*

even when talking about nasty encounters with bureaucrats, congressmen and antipark individuals. This is not a book about adrenaline thrills of search and rescues, wilderness exploits or public speaking, although all of these are included at one point or another. Nor is it another high-level, self-serving memoir that we have become accustomed to from ex-directors. When it comes to a book about one person's career with the NPS, this one is absolutely unique. We get to see the difficulties and joys of a non-traditional career (at least from a ranger's perspective). As the back cover proclaims, "(This) should be required reading in every public history course."

Moreover, it should be required reading for everyone wishing to develop her/his leadership capabilities and everyone struggling to develop a vision for their contribution to the National Park Service. □

Ken Mabery is superintendent at Scotts Bluff.



The Grandest Things: Our National Parks in Words, Images and Stamps,

produced by United States Postal Service and National Park Service, Published by the U.S. Postal Service with Journey Group Inc., ISBN 978-0-9796569-2-7, 116 pages, \$64.90

Reviewed by Ken Mabery
Scotts Bluff

On the day that this book was announced, I reserved a copy. As a childhood stamp collector and an adult collector of NPS books, this was a "must have." Advance promotion indicated that this would be a collector's item with lavish production values.

Indeed, the 116-page coffee-table book has something for everyone: fresh photography on every page, quotes from iconic conservationists, history and stamps.

I doubt that there are more than 10,000 words in the whole book. Perhaps a few more, as the first chapter (21 pages) contains a brief history of the national parks. Even in these pages, the visual appeal is tremendous. The second chapter is a coast-to-coast tour of parks and postage stamps. The third and final chapter is about collecting national park postage stamps.

Don't let the postage-stamp theme throw you. There is plenty here for the non-stamp fanatic. In fact, this book is so skillfully done

that the stamps only serve to augment the photography. Yes, there are some facts about the stamps, but these appeal to the broad audience, not just stamp collectors. For those who love quotes from leaders in the conservation movement, they are all here: Frederick Law Olmsted, Theodore Roosevelt, John Muir, Laurence Rockefeller and more. The book title is from a Walt Whitman quote. Wonderful, but not-often-seen quotes from NPS notables are here too, including one of my favorites from Director Conrad Wirth.

When I mentioned fresh photography, this does not necessarily imply new photography, although there appears to be some of that too. Historic photos abound, they just aren't the same tired ones we have seen time and again in other publications. Nor are the featured parks the same ones we see all the time either. The icons are here: Yellowstone, Yosemite, Everglades, Devils Tower, Grand Teton and Grand Canyon. The relatively overlooked units are here too, like El Morro, Andersonville, New Orleans Jazz, Fort Davis and my current favorite, Scotts Bluff.

Treat yourself. Get this book. And encourage your cooperating association to carry it. □



National Park Quarters Collectors Map Book Folder, Whitman Publishing, ISBN 978-079482884-4, \$9.99

Reviewed by Ken Mabery
Scotts Bluff

This is not truly a book, but a portfolio that many will want to build their collection of NPS quarters. The National Parks Quarters Series was launched a few months ago with Hot Springs in Arkansas (the first national park unit to be established and commemorated in this series), followed by the Yellowstone quarter in June. The series will culminate in 2021 with the release of the Tuskegee Airmen National Historic Site quarter.

There will be many options for cataloguing and displaying your NPS quarters collection, including the standard blue coin-collector's portfolio, but this one is the most fun. The folio includes the standard list of release dates and featured locations. What sets this apart is the map — each of the 56 quarters is displayed in the appropriate state, District of Columbia or U.S. territory. In addition, the alphabetical listing of states includes the establishment date of the park or unit commemorated on that coin. There is a disclaimer that "this product is not affiliated with, endorsed by, or sponsored by

the National Parks [sic] Service." Therefore, it is a little off-putting to see the words "National Park Quarters" in a Forest Service-type of shield rather than something resembling our own arrowhead emblem.

Of course, this series is not truly an NPS quarter series; rather, it is the "America the Beautiful" series. Seven states and one U.S. territory will not feature a NPS unit.

Oregon, for example, featured Crater Lake on its state commemorative coin in 2005. Rather than choosing another of its three NPS areas, including Oregon Caves National Monument, the first NPS unit to adopt the NPS arrowhead logo, the U.S. Mint's "America the Beautiful" series allowed Oregon to feature Mount Hood National Forest, established Sept. 28, 1893.

In fact, only three of the nine states that clearly featured a national park unit on their state quarter will feature that same unit on this new series: Arizona (Grand Canyon), California (Yosemite) and South Dakota (Mount Rushmore). Perhaps South Dakota had limited choices, but California and Arizona certainly missed out on exercising some outstanding alternatives. Of the eight coins that will not feature a park unit, five will be national forests, two will be national wildlife refuges and one will be a wilderness area. □

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



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