

RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 27, No. 3 | Summer 2011

Remaining Relevant | **NPS & ANPR**



Letters

Underwater issue a good one

Great Spring 2011 issue ("The Unseen Resource: NPS Underwater"). The new cover format is fantastic! And, as I have come to expect over the years, the articles inside are professional and fully match the enticement of the layout. Talk about relevance. Thanks for the issue.

Tony Sisto
San Leandro, California

Good job

I really enjoy reading *Ranger*. You do a super job.

Suzanne Gall Marsh
Roslindale, Massachusetts



Share your views!

Signed letters to the editor may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to fordedit@aol.com or Editor, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.

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ANPR Calendar

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

Ranger (Winter issue)
deadline..... Oct. 31

Annual Professional Conference & Ranger
Rendezvous XXXIV..... Oct. 10-15
Williamsburg, Virginia

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Prospective members, see the membership form on inside back cover.

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

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

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

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

Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401, (303) 526-1380; fordedit@aol.com. Editorial adviser, Emily Thompson, (614) 406-9400.

Deadlines

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

President's Message

Our national parks, other protected areas and cultural sites trace their lineage to the late 1800s in a rapidly developing and changing United States. This unique preservation idea eventually was replicated around the world.



Many of the places past generations of Americans decided to protect have achieved iconic renown on a global scale. Cultural places preserved as icons of a human story, which is both awe inspiring and often representative of painful cultural conflict, the significance of which was assumed to be universal. Then there are the great natural areas of exemplary beauty and wonder—now inlands of increasingly smaller populations of the truly wild things (plants and animals) comprising the final vestiges of an earthly wilderness representing a once expansive and primeval North American landscape. It is perhaps irreparably altered by the consumptive course taken by our national journey over the past two centuries.

Throughout the 20th century the popularity of national parks seemed relatively assured, as visitation reached the 300 million mark. Recent trends, however, witnessed during the last quarter century appear to cast a shadow over this popularity and raise important questions concerning the relevancy of parks in a changing nation and world.

Park managers and scholars point to indications that the adoration of our national parks

“may be too closely tied to a narrow cultural, ethnic and racial demographic” within our society—whose methods and means of relating to our national heritage have never been completely shared by the greater proportion of Americans. The cultural groups comprising our citizenry most commonly referred to as “minority” stand poised on the threshold of becoming the citizen majority within our country.

In addition to the great demographic change that will culturally alter the United States in the 21st century, there are serious indications that all young Americans have become disconnected from possessing rudimentary knowledge of the past. Further, they may lack significant understanding of and meaningful interaction with nature.

The focus of this year's *Ranger* Rendezvous and Professional Conference, scheduled for Oct. 10-15 at the Crowne Plaza Williamsburg, will be a forum to examine the question whether parks are becoming irrelevant to American society. If indeed this is so, what are creative and viable strategies to effectively reverse the trend?

Plenary and concurrent sessions of the Rendezvous program will address the issue of relevancy in a changing world:

- how to create vital connections with communities
- methods for engaging youth
- ways of implementing effective civic engagement
- how best to keep experiences on national parks resilient and relevant to people engaged with change

As a steward of one of our country's iconic cultural places, challenged with making sure the relevancy of a 150-year-old Civil War still matters to the changing face of our nation, I invite you to join me in historic Williamsburg. (Please see page 21 for more information.)

ANPR will host its 34th annual gathering and explore meaningful ways of “Making Sure Parks Matter” for all citizens who strive daily to conduct their journey through an ever-changing collective American experience.

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Cover image: Teachers enrolled in the National Park Service's “Earth Science in Context” use national parks as outdoor laboratories. *Photo courtesy of NPS*

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Education and Relevancy

Views of the national parks



By Bruce Nash, Erika Matteo and David Krueger

“Could you take that natural resource information and put it in a form that would be more accessible to interpreters and the public?”

—Interpretation staff
Petersburg National Battlefield

When we heard this request, we were building an information management system for National Park Service resource managers that organized

reports, analyses, databases, maps and other data gathered in parks. The question generated a wave of ideas on how raw data could be transformed into interpretive information appropriate for the public. Gradually a plan emerged that combined accurate data, drawn from the entire National Park System, with interactive computer graphics and multimedia that would present the information in a manner simultaneously engaging and relevant to the user.

Views of the national parks

This approach to resource data led to the development of the Internet-based educational program Views of the National Parks. Views presents information and issues from individual

parks and from themes that reach across many national parks. Views engages users by presenting the information through multimedia and enhances learning by integrating natural and cultural resources, incorporating fine arts such as poems and songs, adding multicultural perspectives, and providing ways for users to connect with their national parks.

Discover all that Views has to offer at www.nature.nps.gov/Views. Here you can explore panoramas of ecological communities at

▲ Image above: Classroom teachers examine benthic invertebrates to determine stream health. They are part of the NPS “Earth Science in Context” program, which uses national parks as outdoor laboratories. All photos courtesy of National Park Service

Views of the National Parks Program overview

National Park Service
U.S. Department of the Interior
Natural Resource Program Center
Office of Education and Outreach



Whiskeytown, interact with the rock layers of the Grand Canyon, listen to park rangers discuss wilderness issues and impressions, hear a song written about bats, see the work of artists-in-residence at Badlands and listen to soundscapes from Point Reyes.

Multicultural perspectives and personal narratives broaden the relevancy of the program. In the Sonoran Desert module, Lorraine Eiler, former president of the International Sonoran Desert Alliance, talks about life in the desert, how her people (the Hia C-ed O'odham) used desert plants, and how she works to preserve desert resources and sacred places. Users can virtually hike an ethnobotanical trail (available in both English and Spanish) in the Organ Pipe Cactus module and get an international perspective on desert resources from resource manager Jose Avila (El Pinacate y Gran Desierto de Altar Biosphere Reserve in Mexico).

In the Wilderness module, discover more than 60 personal narratives on various aspects of wilderness and wilderness management. For example, Ed Zahniser, son of the primary author of the Wilderness Act of 1964, talks about spending time with prominent individuals in the 1960s wilderness movement. These human connections increase the relevance of Views as an educational tool.

Becoming more formal

Through presenting Views to teachers at professional meetings, such as the National Science Teachers Association, or NSTA, in 2005 and 2006, we learned to make the information relevant to students and educators. The teachers were excited about Views and national parks, but they wanted formal educational resources to incorporate national parks into existing curricula. We met this challenge by initiating a partnership with the University of Colorado Denver School of Education and Human Development.

This partnership has generated many educational materials that use the resources and issues of national parks to create genuine, inquiry-based experiences for students. This includes lesson plans, educational curriculum guides, references to appropriate teaching standards, lesson handouts and bookmarks with activities. All of these are accessible in Views via the Teachers' Lounge.

With Views and accompanying educational materials in hand, we next went to the 2007 Denver Regional NSTA meeting to offer four one-hour workshops. Teachers were presented with an overview of Views, and then they worked through different hands-on exercises (determining biodiversity along a transect,

using NASA imagery to track glacial retreat, identifying fossils and more). The activities were presented in a format that teachers could use in their classrooms, combining the information in Views with an activity the students could perform.

The success of these workshops led to the development of a full-day workshop for teachers on using Views in the classroom. These workshops, sponsored by the National Science Foundation-funded Rocky Mountain Middle School Math and Science Partnership, were offered in 2009 and 2010. Participating teachers alternated between explorations of Views and hands-on exercises from complementary lessons.

The Views team also participated in the Denver Museum of Nature and Science's Educators Night, interacting with educators and representatives from other educational entities. These venues provided opportunities to demonstrate our products and receive feedback on the quality and relevancy of our materials, and suggestions for incorporating NPS materials in classrooms.

Education evolution

In 2009, the Middle School Math and Science Partnership asked the Views team to

develop and teach a two-week graduate-level earth science content course for teachers. The course called for the inclusion of advanced topics, integration of earth science with other disciplines and a focus on relevance.

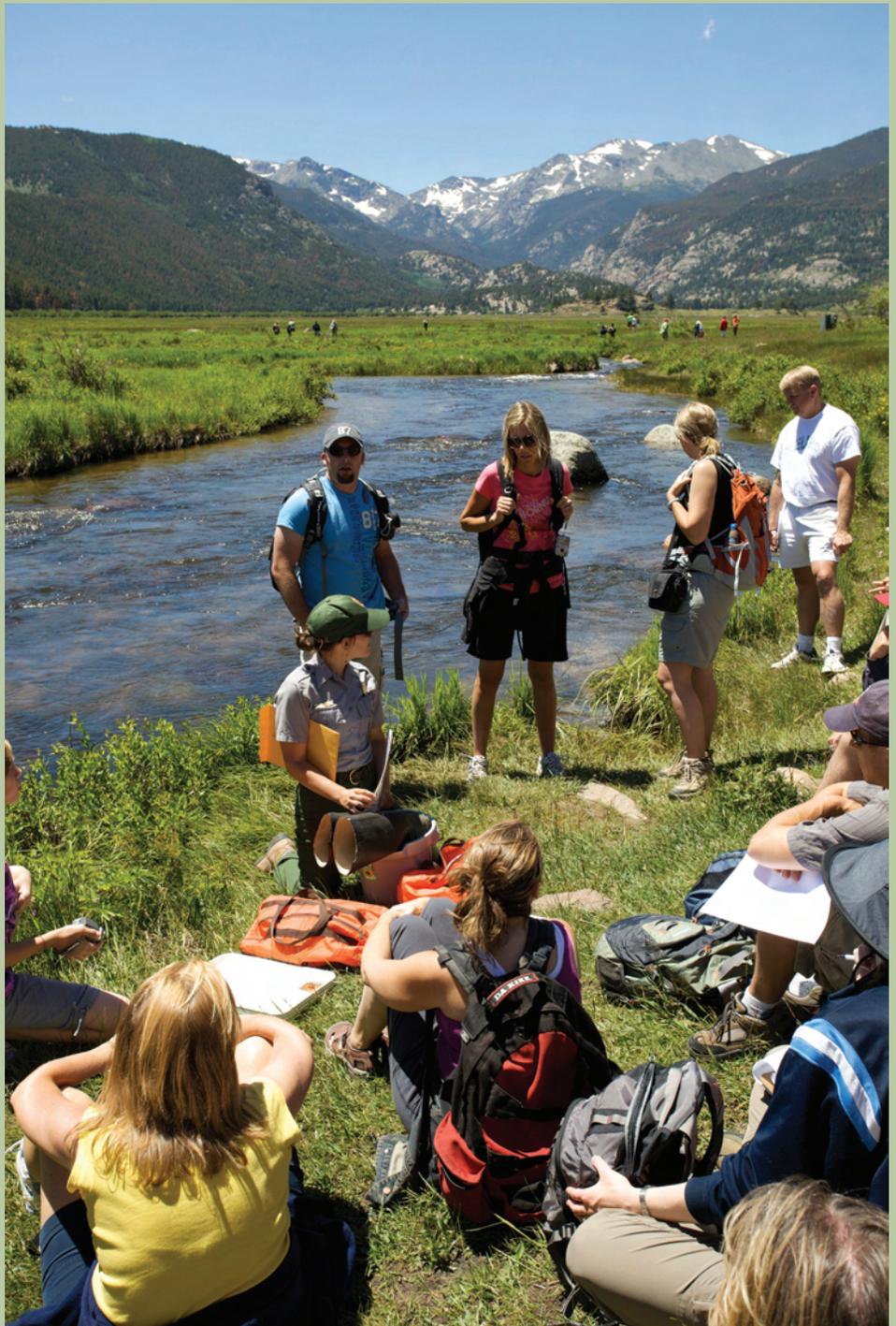
The course was presented within the context of national park management, with an emphasis on how park staff use earth science information to protect resources. High-quality information and practical application of earth science data was ensured by enlisting instructors with more than 250 combined years of experience in national parks in air quality, geology, water, soils, caves and paleontology.

“People will value, cherish and protect things that are meaningful or relevant.”

Every day in the classroom, instructors presented a hands-on activity that made the lecture relevant. For example, after learning how earth materials were used in Civil War uniforms and equipment, a Civil War re-enactor entered the classroom and provided an opportunity to examine the objects mentioned in the lecture. Other activities involved soil texturing, plotting climate data and exploring different sources of air pollution. All activities were provided to the teachers so they could use them in their classrooms.

Three days were spent in the field with the instructors getting first-hand experience with the resources. Two NPS sites — Florissant Fossil Beds and Rocky Mountain — were visited, as were other local earth science sites like Cave of the Winds, Florissant Fossil Quarry, Dinosaur Ridge, Fossil Trace and Red Rocks City Park. These field trips allowed teachers to interact with both the instructors and the subject matter, turning abstract concepts into reality.

Teachers explored an undeveloped cave while learning about cave features, formation and management issues. They hiked among petrified tree stumps while learning about paleontology, soil surveying and the local cultural history. They then split shale and collected fossil specimens for their classrooms. In Rocky Mountain, teachers visited air quality monitoring stations; searched riparian corridors for ozone injury on plants and aquatic invertebrates; conducted water sampling tests; and looked over mountainous vistas sculpted by glaciers.



Denver-area teachers receive instruction on how to collect aquatic invertebrates at Rocky Mountain National Park.

On yet another field trip the teachers walked a trail that took them through the Jurassic and Cretaceous periods; discovered evidence of life during those past periods; discussed preservation issues and the challenges of interpretation; and learned about the changing Rocky Mountains landscape and how geologists deal with gaps of time missing from the geologic record.

A capstone project provided continuity and reinforced topics explored in the course. Groups of five students were tasked with

creating a national park and integrating key resources from the course into a general management plan for their park. Each group member rotated through the roles of superintendent, scientist, ranger, interpreter and maintenance worker to learn how to apply earth science information to park management from multiple perspectives. Groups gave 20-minute presentations and took questions from their classmates. The capstone project was later adapted by at least one teacher for use in her classroom.



Clay and craft materials become exotic new creatures that are adapted to national park ecosystems.



Students at the STEMpalooza Conference add their personal messages (pictographs) to the “rock wall” at the Views booth.

Child’s play

The Views team has made a strong effort to provide teachers with NPS-based educational materials and training on how to effectively use the materials in the classroom. We have also taken national parks directly to school children. The team has used Views as a multimedia springboard to engage school children in kindergarten through fifth grade.

In 2008, STEMpalooza was established in Colorado. The intent of this conference was to bring together the entire STEM (Science, Technology, Engineering and Mathematics) education community, including government agencies, private companies, nonprofit groups, museums, school administrators, teachers and school children.

Views has participated in STEMpalooza for three years running. The first year drew about 3,500 visitors, most of them school children from Denver Public Schools. We handed out materials and displayed a few activities. The conference was judged a success, but our yardstick for measuring success was about to change.

The following years we set up a second booth dedicated to hands-on activities, including investigating the relationship of topography to water movement within watersheds, using craft materials to create an organism adapted to one of several selected park environments, and reconstructing a dinosaur from excavated “fossils.”

One prominent activity was our “Rock Wall — Rock Art” activity. In a typical presentation, the leader would talk about petroglyphs and pictographs, the interpretation of the designs,

the personal messages that the symbols represented and the importance of preservation. Students were invited to paint a personal message on our pretend rock wall (butcher paper hung from a frame). Messages ranged from names and symbols, to the deeply personal “R.I.P. Big Bro.” Approximately 15 panels per year were filled with messages from Denver-area school children. By 2010 STEMpalooza gave Views an opportunity to interact with more than 12,000 kids and adults, many from underserved audiences, who we wouldn’t have met otherwise.

Full circle

Our work can be seen as a model for other parks or regions to adapt. All of our efforts are easily repeatable and are relatively low-cost. Partnerships pairing educators with local experts, whether from federal agencies, private companies, not-for-profit groups or retirees, can bring engaging educational opportunities to teachers, students and even new employees. Presenting the information within a national park framework increases relevance and fosters connections with parks.

Relevance is a word with many definitions, but at its core is the concept that to be relevant is to be meaningful. People will value, cherish and protect things that are meaningful or relevant.

To successfully meet its mission objectives, the NPS must have the support of all Americans, and for that, relevance is the key. 🏔️

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In the end, we will conserve only what we love.
We will love only what we understand.
We will understand only what we are taught.

—Baba Dioum
Senegalese conservationist

KEEPING ANPR RELEVANT



ANPR needs to offer principled and constructive advice and counsel to the National Park Service so that it can return to the status of “one of the best places to work” in the federal government.

— Rick Smith, New Mexico

ANPR must provide members access to services and access to a voice that each maximize the power of numbers. ANPR must use its voice to deliver messages of concern for NPS employees and their supporters that resonate with decision-makers because we speak for a membership and not as individuals and, similarly, leverage our numbers to gain access to affordable services that are of specific benefit to NPS employees.

— Liam Strain, Gateway

Continue to offer support and leadership opportunities to young/new NPS employees and partners. Included are items such as health insurance and mentoring, and ways to get involved in Rendezvous planning, writing for *Ranger*, running for board positions and more. ANPR can be a key way to broaden the perspectives and skills of early and mid-career employees!

— Kale Bowling
Portland State University & Lava Beds



Is ANPR relevant to matters at hand?

By Stacy Allen, ANPR President

It is extremely productive for any organization or group of people who share a common sense of purpose, ideology, relationship or bond, who resolve to achieve goals, to continuously reflect on the relevance of their shared values and mission. Thus, it is only natural in an issue of our Association’s professional journal — *Ranger* — to take time to ponder the relevancy of the Association of National Park Rangers.

A standard definition of the word “relevant” cites its meaning as: (a) having significant and demonstrable bearing on the matter at hand; (b) affording evidence tending to prove or disprove the matter at issue or under discussion. Thus, by recasting the question at issue, we might ask does ANPR continue to possess demonstrable bearing on the matters at hand and is there evidence to prove or disprove the relevance of our organization or as some would cite the relevance “our continued association” as “stewards for parks, visitors and each other”?

Throughout its existence, ANPR (founded Sept. 30-Oct. 2, 1977) has witnessed significant developmental changes in the organization of the National Park Service and the National Park System.

More than 100 national park units have been added to the system since ANPR formed, more than doubling the land acreage stewarded by the agency.

The annual budget to manage the System and pay the employees mandated to administer the units, steward the resources and serve the public has increased by more than \$2 billion dollars.

Nine of the 18 men and women selected to serve as director of the NPS, have served during this relatively brief period of our agency’s existence. Thus, the very bureaucracy comprising the Service and its mission has grown substantially larger and more complex, as have the roles and responsibilities of agency employees as numerous job classifications and job-related performance responsibilities have grown far more specialized and less general in scope.

Since 1977, the population of the United States has grown by more than 81 million people, with roughly the same increase in annual recreational visits being recorded at national parks (over 210 million in 1977 to 281 million in 2010). Throughout this same

period the overall number of NPS employees annually employed to steward the parks and serve the public has increased by roughly 5,000 workers. Within this increase, the total gain in the number of permanent employees has been far more dramatic, with 6,000 positions (an increase of more than 60 percent being added to the Service workforce over the past 30+ years), while the annual number of temporary/seasonal positions has declined by nearly half. Thus, the Service family has grown far more complex in size and in specialization of the work each individual performs for the agency.

The workforce is far less general in job performance, with greater emphasis placed on performing primary functions. This specialization in turn continues to push people into diverse job categories, which carries resulting impacts on the connectivity of co-workers in each individual workplace (park, regional office, support office or specialty center) and across the entire Service, which now manages national parks that span a significant portion of the western hemisphere, with some even reaching beyond.

Oral tradition within our Service cites the professional and social network existing among agency employees in 1977 as being extremely family-oriented in nature. The general feeling held among agency retirees that their Service careers were performed within “an NPS family” remains extremely strong. Indeed, despite the fact their service preceded the present “linked-in” information age, the numerous professional bonds and career-related network relationships existing among past employees in the agency were amazingly physically interconnected, linked and strong.

Despite the fact the System then, as it does today, spanned the United States and its territories, retired NPS employees talk of having possessed personal and professional association with literally hundreds of co-workers throughout the then far smaller (in size and complexity) National Park System. They talk of either personally knowing or possessing professional working knowledge of a large demographic range of fellow Service employees and co-workers.

However, the rapid growth in size, scope, and complexity of the National Park System over the past 34 years, and the systematic restructuring of the nature of the work (to more specialized job functions), has significantly



Attendees at last year's Ranger Rendezvous in Bend, Oregon, participated in workshops, general sessions, discussions, networking and camaraderie.

altered the sense of belonging to a general Service family.

Today, thousands of NPS employees can literally work their entire careers and not have the opportunity to develop the same level of close relevant network relationships spanning the entire geographical dimensions and boundaries of the NPS. These remain important human-bond professional relationships vital to productive and positive employee development and the successful performance of our agency's primary core mission.

Mobility within the Service workforce has also been affected by the growth of the agency and the physical, financial and personal constraints faced by present-day NPS employees in deciding whether to pick up stakes and transfer to another park, particularly when families, expensive houses and dual careers are involved.

Given budget constraints, the formats of agency-sponsored training programs and conferences have altered greatly, with a pronounced reliance upon online training and long-distance conference calls, and a significant reduction in courses requiring travel. The career relationships showing decline are of a direct physical nature — the actual size and limits of an employee's professional network.

A larger and increasingly more complex Service greatly expands the physical extremes, which negatively affect professional employee development through having a wide range of intra-agency network connections and relationships, both on the professional and personal level. Thus, over time, individual employee networks have grown substantially smaller, showing decline both in size and scope, but more importantly in professional diversity, even as we become immersed in an age of instant communication with email, Facebook,

careers through personal experience, possessing the opportunity to conduct our collective mission, together, engaging and working face to face with fellow Service employees is vital to the growth and development of each employee and strengthens the professional ties that bind our expansive Service together.

These professional bonds and relationships materially assist the agency to achieve goals, performing its vital stewardship and service mission for the parks and the people — with highly skilled, motivated and productive personnel who share common values and a mutual sense of purpose and relevance for the National Park System they serve within.

“The key to any organization's success is the resolve of its members to meet goals.”

—Rick Smith, President
ANPR Newsletter, Vol. 1, No. 1
January 1979

An association with diverse membership that promotes professional networking does indeed have significant value.

In addition, an association providing core-value career mentoring services, which creatively bridge the gap spanning the seasoned work experience and institutional knowledge of veteran and retired NPS employees with the relative inexperience, thirst and need for institutional and professional knowledge required by entry-level and younger employees, likewise provides a valuable employee development component. It's likely not achievable by other educational or professional means within the modern NPS where tight budgets and travel ceilings are already hampering employee development.

Finally, any association that successfully creates a program for members to obtain af-

fordable group health insurance has shown it proactively possesses significant bearing on resolving matters at hand both important and pertinent to the employees (particularly those working student and seasonal agency appointments not eligible for health care benefit programs) of the NPS.

The ability to actually know or have professional or personal contact with a wider range of our fellow Service employees has still declined. Yet, we know from our own

text messaging and the daily use of other social media.

This is your ANPR! Through the Association's development of the only facilitated professional mentoring program offered to NPS employees; creation of Internet social network groups targeted to employees via Facebook and LinkedIn; by providing financial planning workshops and investment information directly geared toward the NPS employee; through sponsoring opportunities for employees to develop job-related and career-enhancing skills, along with facilitating employee training specifically tailored for professional needs at our annual Ranger Rendezvous; by creating college chapters to encourage and assist in developing the diverse NPS workforce of the future; and by developing and managing the means for any interested member to obtain affordable health insurance, ANPR continues to demonstrate that it brings both meaningful and measurable bearing on important matters at hand.

Every member associated with having developed these accomplishments and programs can take great pride in their Association. These are just a few examples illustrating how this 34-year-old organization remains pertinent to matters at hand, as our agency approaches the threshold of beginning a second century of stewardship for the National Park System.

Through development of measurable and mission-focused goals, and by facilitating stewardship, public service and employee-based programs, training and network activities, the members of ANPR have demonstrated the resolve to be the best possible “stewards for parks, visitors and each other” we can professionally be — by working together to meet shared goals. 🏠

Stacy Allen is the chief park ranger at Shiloh National Military Park. His ANPR presidency began in January and will run through 2013.

Science, Interpretation and Relevance

Engaging visitors in stewardship

By Sara Melena

More than 10 years ago the Natural Resource Challenge introduced a new era of park management by emphasizing the importance of science in the National Park Service. Using sound scientific methods, the NPS has made great progress in understanding and protecting natural resources in parks.

Science, however, is only one factor influencing park protection. Public support, which strengthens protection efforts, is essential for confronting the complex threats we face today. Engaging the public in stewardship requires that people understand that parks — and the science we use to manage them — are relevant to their lives. The invaluable role of interpreters is to facilitate this understanding.

The late David Larsen, former training manager for interpretation and education at the Mather Training Center, said to a gathering of natural resource managers, scientists and interpreters: “If we are not able to interact with society and help society decide to be stewards themselves, then I think we have a lost cause.” His point is dramatic but accurate.

Communicating park science alone isn't enough to engage people in the stewardship of parks. The NPS needs to engage with society in a way that helps people discover how the protection of parks relates to their lives. Human actions threaten the integrity of national parks through, for example, pollution, encroachment, habitat loss, fragmentation and climate change. These threats, while not unique to parks, relate directly to our quality of life.

Science-based solutions are needed to counteract them. Without relevance, attitudes of don't care, don't understand and don't relate to will result in lack of support for science, little interest in how parks are managed and no reason to support the funding of parks. Science provides the foundation for interpretation of resource issues in national parks.

Interpreters can facilitate relevance by connecting visitors to their natural and cultural heritage. Interpretation defines a process for communication that is relevant and meaningful to its audience. It creates opportunities to connect the interests of the audience to the meanings of the artifacts, collections or natural resources of a site. The success of interpretation relies on understanding audiences' interests; employing the best methods, such as stories, demonstrations and descriptions, for interpreting the topic; and having access to the sound science conducted within the national parks.



Wille Dunn

Examining fringed phacelia at Great Smoky Mountains

Another important aspect of making science relevant to visitors is recognizing the information that interests people rather than just considering what we, the NPS, want to tell them. We must look at science and parks from their perspectives. That requires thinking about how science relates to the park's significance and the interpretive themes used to convey that significance.

Climate change interpretation exemplifies the effort to make science relevant. Surveys of the American public by the George Mason Center for Climate Change Communication and the Yale Project on Climate Change Communication found that most Americans consider climate change to be a moderate risk, most likely to affect distant people and places sometime in the future if at all. Interpreting climate change using tangible examples in parks brings a complex topic down to the local level and makes the issue more relevant to visitors. The NPS makes climate change science relevant through training and empowering our interpreters and conducting citizen science programs in parks with visitors.

Climate change, civic engagement

The NPS plays an important role in connecting visitors to the impacts of climate change in parks. Scientists have studied Earth's climate for decades, developing a more robust understanding of how its climate is changing and the potential causes and effects of these changes. However, the scientific community has had limited success in communicating the breadth and severity of this issue, illustrated by the lack of public understanding or acceptance of the issue. One reason may be the perspective that the public lacks adequate information—the “information deficit approach”—when in reality the challenge is that the public does not understand why the information is relevant. Instead of perpetuating this assumption, the



National Park Service

NPS is creating a curriculum and training for interpreters that provide tools and techniques to help make climate science relevant to visitors. The training focuses on:

- increasing the climate science literacy of interpreters and the public
- gaining a better understanding of visitors' beliefs and attitudes about climate change to clear up misconceptions and create positive opportunities for discussion
- delivering interpretive programs that engage people in a way that connects them to climate change impacts in parks and their own lives
- empowering visitors to take action

The intent is to give interpreters the tools they need to approach a controversial topic with an audience that is on vacation. Placing climate science in the context of a resource people care about will help drive home the significance of the issue.

Citizen science

Parks across the NPS are developing phenological citizen science programs to observe the signs of seasonal changes, such as the blooming of trees or the migration of birds. Great Smoky Mountains, parks in the Northeast Temperate Inventory and Monitoring Network, and 19 NPS units in California have developed phenology monitoring programs and engaging volunteers. These programs directly engage visitors with climate science. By observing the seasonal changes of local plants and animals, citizen scientists can get involved in the scientific process and discover the effects of climate change on the places they care about. These programs help park visitors increase their understanding of the scientific process while learning about the impacts of climate change at a local level. Citizen science programs also provide opportunities for people to contribute to the knowledge base. Programs such as these rely on the collaborative efforts of resource management and scientists to develop appropriate monitoring and collection techniques and interpreters and educators to engage participants.

In the end, science for the benefit of man-

A student surveys ozone damage to crownbeard (*verbesina occidentalis*) at Great Smoky Mountains.



Citizen scientists identify a salamander at the Great Smokies.

National Park Service

aging resources won't be sufficient to preserve those resources for future generations. Current staff and visitors alike must be able to answer the question, “Why should I care?” To help visitors find answers to that question, science in parks needs to connect directly to a park's interpretive themes and to the interests of the visitors. Parks must make sure the science conducted within their boundaries is meaningful to visitors, not just to management.

As David Larsen also said, “If it is up to National Park Service staff alone to preserve our resources, we will fail. We cannot do it alone.” 

Sara Melena started her career with the National Park Service as an education intern at Oregon Caves. She became a permanent employee with the Natural Resource Stewardship and Science Directorate's Office of Education and Outreach in 2007 while earning a master's degree in human dimensions of natural resources at Colorado State University. She serves as an interpretive specialist in the office in Fort Collins, Colo. She has worked as a seasonal interpreter for Colorado State Parks and a natural resource planning intern for Boulder County (Colorado) Parks and Open Space. Melena also holds a bachelor's degree in urban studies and planning from the University of California, San Diego. She enjoys training for triathlons and biking with her husband and daughter.

KEEPING ANPR RELEVANT



One of ANPR's strong points is that the organization has always tackled current issues in the NPS. Continuing to be an advocate for NPS employees on issues that really matter to the NPS family is what will keep ANPR relevant and appealing to a growing membership. Being relevant also means being accessible in today's technological world. I would love to see the ANPR website saved as a favorite on every NPS employee's computer!

— Michelle Torok, Saguaro

ANPR is represented throughout the country and in all occupations, allowing it to be a diverse and representative sample of the entire workforce. It is ANPR's history of advocating for its members and the ability to represent their interests that makes ANPR relevant to its membership now and in the immediate future.

— Alec Chapman, Yellowstone

ANPR can remain relevant to its membership (both now and in the immediate future) by continuing to maintain and encourage a membership that allows new and established members to network with a wide and diverse group of NPS employees.

— Emily Thompson, Arlington House



Relevancy of parks

An international perspective

By Deanne Adams, IRF President

Paper parks. That's what we heard during the World Parks Congress in Durban, South Africa, in 2003. Participants were talking about parks that had been established, but had no staff on the ground. No rangers.

That year, for the first time, the International Ranger Federation had a delegation of rangers at the once-every-10-years congress. We were nearly 40 strong, all in blue shirts with the IRF logo, sitting together during plenary sessions and raising the visibility of rangers.

By the end of the congress we had successfully included new language in congress resolutions and actions that recognized the value of having rangers on the ground in protected areas. The job of rangers continues to be relevant in the protection of national parks and other protected areas.

In the United States that may seem obvious. Of course we need rangers in the field, monitoring the daily health of resources, talking to visitors, working with local communities. But in many countries the concept of a park ranger is new, with the job not even recognized by some governments.

Yet governments continue to add park

ranger jobs. They also recognize that rangers are relevant in today's world. What are some examples that convince these park managers that ranger jobs are relevant?

This March I had the honor of presenting the 2011 Young Conservationist Award to a ranger from Uruguay. Héctor Antonio Caymaris Zanelli was the only ranger in his park for nearly 10 years, yet he managed to reduce poaching and thereby increase populations of nesting birds and capibaras (a large rodent-like animal). As the sole ranger of the 60,000-acre reserve, he has confronted poachers (and has been shot at several times), educated visitors about the values of the park, and worked with the local community. Not only has this decreased egg poaching, it has increased eco-tourism business.

During his 10 years he had little government support, often working without being paid. In the last year, his work has been recognized and rewarded with a staff of three rangers. The increase in native populations and the local



Héctor Antonio
Caymaris Zanelli



community support of the park has shown his ranger work to be relevant to the community and to the protected area. It is no longer a paper park. It is thriving with renewed native populations, and interest and support from local communities.

In Romania the ranger job was recognized by its government only in this century, yet a few of those dedicated rangers looked beyond their park and their country to see what they could learn from other rangers — and what they could share about their unique circumstances. In 2007 Romanian rangers hosted the first European Ranger Seminar. More than 120 rangers from 13 European countries shared their techniques and knowledge. Governments of 13 countries saw that the ranger job was relevant. But the support is not secure. In the recent economic crisis the Romanian government stopped paying rangers for many months. The work is relevant but not always supported. In Romania the ranger job is still not understood by the general population so the government doesn't get the same pressure from citizens to take care of rangers that we often see in the United States.

The relevancy of ranger work inspires many. In 2003 Australian ranger Sean Willmore attended his first World Ranger Congress with more than 200 rangers from 37 countries. What he learned about the work of rangers in other countries inspired him to travel the world and document those jobs, resulting in the highly successful "The Thin Green Line"

film (sold on the ANPR website). As a result of one ranger, many non-rangers around the world have contributed funds to the Thin Green Line Foundation. They see the relevance of rangers.

Examples like these abound in the world. You each have your own stories to add.

In a recent conversation with a young conservationist from Italy, he observed that politicians don't always want more rangers. Why, I asked? His perception is that as rangers gain experience in their park, come to know the resources they are charged with protecting and the surrounding communities, they become more independent and passionate about their jobs, less willing to bend the laws protecting the wildlife and flora. They aren't so easy to manage.

Paper parks become thriving parks with supportive communities because of the passion and dedication of rangers. 

Deanne Adams is a former two-term president of ANPR.

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

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(614) 406-9400

KEEPING ANPR RELEVANT



In this rapidly changing time, where people under 35 are turning more and more to electronic media for everything from experiences to information to communications, there is a great need to examine the relevancy of older institutions and programs.

ANPR and the national parks are still relevant. Hands-on experiences are still needed to create the emotional connections that lead to commitment, stewardship and active support. The *power of place* has not been replaced. The authenticity of standing at Ground Zero, George Washington's birthplace, John Muir's library, are still much more powerful than a 3-D image on an iPhone. The challenge is not in relevancy but in making the connections! Traditional means of connecting with audiences, for park visitors or ANPR members, have to be replaced with newer technologies.

Regardless of institutional policies and traditions, we must use the newest and best ways of reaching audiences. After World War II the challenge was to use radio, television, automobiles, audio and video recording devices to create the emotional connections. Today, the challenge has evolved to another level, more rapidly. Nevertheless, basic human needs have not changed. The increased challenge to reconnect with *place* and *institutions* will ultimately help the next generation.

— Ken Mabery, Scotts Bluff



Seasonal to Permanent *Outside of the National Park Service*

By Jamie Cleaver, U.S. Forest Service

Feeling frustrated about submitting application after application? Moving every six months or so? Not having health insurance?

There are a lot of us out there and maybe I can help. Here is my story.

My journey with the National Park Service began as a Student Conservation Association intern the winter of 2001-02 at Natural Bridges. The following summer I was offered my first seasonal interpretation position at Bryce Canyon and fell in love with being an interpreter. During my second summer there I began to feel the hardships that seasonal life can bring: the uncertainty of a paycheck after the season ended, no health insurance and nothing being contributed to my future.

So I thought I should “grow-up” and get a real job that put an end to those uncertainties. I moved back home to Pittsburgh, Pa., and worked almost three years at the National Aviary as an environmental educator. It was a fun job and really enhanced my résumé, but I yearned to be back in the park system. It was then that it hit me. It took leaving my dream job to realize I had had it. So I bit the bullet of uncertainty again and began applying to every interpretation position that I saw posted.

Denali picked me up for the summer and I was off on a new adventure, to Alaska. As the summer went on those feelings started to pop up again. What was I going to do when the season ended? Once again, luck was on my side. The invaluable experience that I gained working at the National Aviary allowed me to get an environmental education position in Everglades for the winter season. Talk about going from one extreme to the other. I think my parks were as far away by road as you can get and that's what I did: I drove from one extreme to the other every six months for the next five years.

I knew the NPS was where I wanted to stay

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ANPR member Jamie Cleaver now works for the U.S. Forest Service.

and build a career so I began looking for ways and positions to get my foot in the door permanently. As the years passed, going between Denali and the Everglades, seasonal hardships began to take their toll, but I wasn't ready to leave the work I loved so much. Application after application, day after day, there didn't seem to be a light at the end of the tunnel. I knew of a few friends and former co-workers who had gone onto being permanent with another federal agency, all three with U.S. Fish and Wildlife. That was when I began researching those other agencies and found that their interpretation and education positions were similar to the NPS, so why not apply?

I broadened my horizons and started applying to positions with Fish and Wildlife, Bureau of Land Management and the Forest Service. Last summer I interviewed for two F&W, one BLM and one FS position, all permanent. Not one of my NPS applications led to an interview. This past December I interviewed for one more Forest Service position. Could this finally be it? Could I finally find permanency?

Yes, I did. Thank you, Forest Service, for giving me an amazing opportunity! I am now a supervisory guide at Blanchard Springs Caverns in Ozark National Forest. I have the pleasure of leading cave tours and staying in the realm of interpretation that I love so much. I am also gaining some great experience on the supervisory side of things. This will enhance

my opportunities in the future.

Do I want to return to the NPS someday? Absolutely, but I have an amazing opportunity right here, right now with the Forest Service. It is a big leap to change agencies and my head does feel a little naked without the flat hat. In the long run, if you really want permanency, don't be afraid to look outside of the NPS. If you leave, it doesn't mean you can never return to the NPS.

I can't begin to tell you how liberating it is not spending every waking moment on the USAJobs website waiting and applying for new job postings. I challenge those of you who may be frustrated with the system to step outside of your NPS comfort zone and try another agency. There are so many amazing places in our country and it could just be that edge you need. I am thankful that I did, and I know the NPS will always be there if I want to return someday. For now I am enjoying my time working for the Forest Service.

Good luck with your search. I'm happy to answer questions pertaining to my experience and/or how to get started branching out to other agencies. The opportunities are out there; it's up to you to reach for them. 🏠

Jamie Cleaver can be reached at jamicleaver@hotmail.com.

KEEPING ANPR RELEVANT



To remain relevant, ANPR must be willing to move fast, take risks, make quick decisions and experiment with contemporary outreach tools like social media. It should be a top priority to become an “approved partner” of the NPS by supporting the NPS mission through leadership training programs and by setting an example through events like ANPR-sponsored service projects.

— Mark Saferstein
American Park Network

It's imperative to the survival of the organization that ANPR remain relevant to the membership. We need to recruit members at the college and new ranger level as well as mid career. We need to solicit their input about what's important to them now. We can no longer afford to rest on our laurels and past achievements. We need to design a plan, recruit active members to implement it and move forward as an organization to reach new heights.

— Jan Lemons, Carlsbad

ANPR must stay at the forefront of NPS issues be it employment or resource related. ANPR has a reputation in the NPS community of being a fraternity-style organization for law enforcement rangers. In the past few years its role has extended to truly represent *all* NPS employees. ANPR needs to continue the current program of casting a wide net to address the needs of all of its members.

— Tim Moore, National Mall



On becoming a ranger

By Aaron Kampe



I love the woods. I thought about quoting Thoreau to somehow enhance my opinion but the truth is that I simply love everything about being submerged in nature. The birds, the bugs, the trees, the dirt — everything.

This isn't rare. In fact, many people feel this way. However, people who love the great outdoors do so for different reasons, and these reasons motivate how they act in these environments.

My father was an American military man and somehow I was born in Bermuda. We moved to the states when I was young and ended up in a mountain town called Brevard, North Carolina. Brevard is in the heart of the Pisgah National Forest. Pisgah, like all park areas, is both unique and amazing.

Brevard is called the land of waterfalls, and driving through Pisgah easily solidifies this vision. There are hundreds of them. Growing up they made the best swimming holes for my brother and me. The tourists would gasp when they spotted us swimming in early March. We told them the temperature of the water doesn't change regardless of the time of year.

My family and I would hike the trails every weekend near the ranger station at the park's entrance. We often ran into rangers and conversed with them about the beauty of the day. That's when I decided that being a ranger had to be the best job in the world.

I wanted to protect the area that I so loved and other areas like it. Moreover, I want to pursue the law enforcement side of rangers but I'm open to an array of position ideas.

So, what do you do to become a park ranger? I quickly found out that the job is extremely competitive, especially landing a full-time position in a major national park. Despite position diversification with a myriad of assignments, the National Park Service has no shortage of applicants longing to protect and maintain the wilderness they adore. Why? Because people love the woods.

Nature works by virtue of competition, so I resolved to be as prepared as I can before applying to the NPS. I've earned two undergraduate degrees, one in biology and the other in anthropology. I wanted to understand how nature worked. I also wanted to understand

how people interact with their environment and each other.

I am currently in graduate school for biology where I have the privilege of teaching undergraduates in biology lab all about nature. Everything I do is centered on my ultimate goal of becoming a ranger.

In the evenings I'm either rock climbing or doing Brazilian Jiu Jitsu and Muay Thai kickboxing. I'm also finishing my open water diver certification with the Professional Association of Diving Instructors. I've registered for advanced diving in the fall.

When I finish graduate school I plan to hike the Appalachian Trail before applying to seasonal ranger school. I want to be ready. I want to be prepared. I want it to be my duty to protect, maintain and manage the woods that I love because being a ranger is the best job in the world. 🚚

Aaron Kampe is a new student member of ANPR. He resides in Charlotte, North Carolina.

KEEPING ANPR RELEVANT



A big accomplishment ANPR can take credit for is the group health insurance for seasonal employees and friends of national parks. These are the types of things that make this organization relevant.

Seasonal employees should be allowed a 401K (403B) opportunity, too. The cost to roll them into the Thrift Savings Plan would be minimal (could even be borne by the employee). They wouldn't receive the government match, but they would gain incentive to come back or pursue a public service career. This idea could be championed without cost to the government. The political element would be minimal — perhaps even bipartisan.

— Glenn Bailey
BLM, Idaho



ANPR ACTIONS & NEWS

Contract signed for 35th Ranger Rendezvous

ANPR President Stacy Allen has signed a contract with Miramonte Resort & Spa, located in Indian Wells, California, (near Palm Springs) to host the 35th Ranger Rendezvous. It is scheduled for Oct. 27 through Nov. 1, 2012. The Miramonte Resort & Spa is one of the finest California resorts, featuring luxury accommodations and extensive spa facilities. This inviting location shapes up to be a wonderful environment for holding a Rendezvous and providing ANPR members the opportunity to present our first professional conference in southern California. It is within easy travel distance to several national parks. For more information about the facility and surrounding area, visit www.miramonteresort.com.



Members attend GWS conference

A number of ANPR members, including President Stacy Allen, Past President Deanne

Adams, Craig Ackerman, Mark Herberger, and Bob Krumenaker attended the biennial conference of the George Wright Society. "Rethinking Protected Areas in a Changing World" was held March 13-18 in New Orleans, Louisiana. The conference, which focused on a theme concerning the relevancy of parks and public lands to modern society, proved a busy and stimulating program of discussions, attended by nearly 1,100 people. The GWS function has steadily proven itself the country's premier conference on parks, protected areas and cultural sites.



ANPR decides against partnership, sweepstakes for Yogi Bear film

ANPR was contacted by Spark Marketing and Promotions, working in conjunction of Warner Bros. Pictures, to explore the possibility of organizing a promotional partnership with the home DVD release of the film "Yogi Bear 3D." After several months of communication



Board of Directors teleconference

The new board met via teleconference March 20 to hear proposals and discuss ANPR business. Items included:

- A request from IRF representatives Tony Sisto and Deanne Adams to consider submitting a proposal to host the Eighth World Ranger Congress in 2016. See article on next page for more details.
- A proposal to provide members the opportunity to purchase professional liability insurance.
- A suggestion to contact former ANPR members who didn't renew this year to urge them to rejoin or find out why they didn't renew.



34th Ranger Rendezvous at Colonial Williamsburg

Program coordination is underway for the 2011 Rendezvous scheduled in October in Williamsburg, Virginia. (See the Rendezvous feature on page 21.) Members interested in assisting with event/program planning, organizing event functions and activities, and working during the Rendezvous on program tasks and member services should contact Ashley Berry, asheball@yahoo.com. □

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ANPR may submit proposal to host IRF World Congress in 2016

A major focus of the board's teleconference March 20 was a request from Tony Sisto, ANPR task group leader for international affairs, and Deanne Adams, president of the International Ranger Federation and former ANPR president, that ANPR resubmit a proposal to host the Eighth World Ranger Congress in 2016.

This would coincide with the centennial of the National Park Service. IRF holds a world congress every two to three years as an international forum for rangers and an opportunity to involve other international agencies and organizations. The last congress was Nov. 2-7, 2009, in Bolivia. The next congress is set for Nov. 4-9, 2012, in Tanzania. A world congress has never been held in North America, so a possible ANPR-sponsored congress would be a historic undertaking for the membership.

ANPR previously submitted a proposal to host a world congress at the YMCA of the Rockies Conference Center in Estes Park, Colorado.

The centennial year of 2016 is a major organizational benchmark for the NPS, which is planning its own agency celebration. The

timing of a world congress could create the opportunity for excellent agency and partner support for an ANPR-hosted international ranger conference.

Members who have attended previous congresses say this would be a good opportunity for ANPR to host its first international forum, and it could generate a large turnout.

The ANPR board agreed to examine the existing proposal for possible updating. The general consensus was that ANPR should resubmit the proposal.

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

The Professional Ranger

Administration

Keep it relevant, hire a student! — Are you beginning to look around your workplace in the National Park Service and wonder how the NPS can stay relevant to the younger generations? If you are a supervisor attending a retirement or farewell gathering, do you tend to sigh deeply and shudder ever so slightly when you think that it's back to the recruitment drawing board?

Soon there will be more tools in your recruitment toolbox to reach out to students and recent graduates and bring them on board in the NPS. The Office of Personnel Management has introduced a new program called Pathways. Executive Order 13652, signed Dec. 27, 2010, is entitled "Recruiting and Hiring Students and Recent Graduates." It is aimed at helping the federal government be more competitive in recruiting and hiring talented individuals who are in school or who have recently received a degree.

The following is an excerpt from the Executive Order 13652:

"To compete effectively for students and recent graduates, the federal government must improve its recruiting efforts; offer clear paths to federal internships for students from high school through post-graduate school; offer clear paths to civil service careers for recent graduates; and provide meaningful training, mentoring, and career-development opportunities. Further, exposing students and recent graduates to federal jobs through internships and similar programs attracts them to careers in the federal government and enables agency employers to evaluate them on the job to determine whether they are likely to have successful careers in government."

Stay tuned, supervisors. There are going to be more opportunities to reach out to students and recent graduates. For now, the current Student Career Experience Program and Student Temporary Employment Program remain in place as we await guidance from OPM. The executive order may change or consolidate these existing programs into the pathways program. There are three paths outlined in this executive order:

- A new internship program — targeted toward students enrolled in a wide variety of educational institutions.
- Recent graduates program — targeted toward recent graduates of trade/vocational schools, community colleges, and universities. To be eligible, applicants must apply

within two years of degree completion. Successful applicants will be placed in a two-year career development program and will be considered for noncompetitive conversion to career jobs after completing the program.

- Presidential Management Fellows Program — enhances the current program by expanding the eligibility window for applicants and opening it to those who have received an advanced degree within the preceding two years.

One program, the federal career intern program, was eliminated as a result of this executive order. The program was revoked and required that current interns be converted or separated by March 1, 2011.

I firmly believe that we (the NPS) need to take full advantage of the pathways program. When we receive the guidance from OPM, we must seize this golden opportunity to reach out to current and recently graduated students and invite them into the NPS family. Keeping it relevant means appealing to our next generation who are being educated and who might be willing to walk that path to our door if we hold it open.

You may access the executive order at www.whitehouse.gov/the-press-office/2010/12/27/executive-order-recruiting-and-hiring-students-and-recent-graduates. □

— Michelle Torok, Saguaro

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KEEPING ANPR RELEVANT

ANPR can remain relevant to its membership by being a voice for the community, and by providing services such as health and liability insurance, pro-deals and a network of NPS personnel to interact with outside of the work environment.

— Jason Allen, Death Valley

We're only as relevant as non-members think we are. People haven't joined us either because they haven't heard of us (work on our messaging) or they don't believe we can add value to their career (again, work on our messaging).

— Tony Sisto, California

Interpretation

The truth matters — Having graduated from college with a degree in philosophy, it should come as no surprise that I love to have long discussions about some of the more philosophical aspects of our profession.

One of the classic topics is whether or not objects/resources truly possess meanings or whether all meanings are actually ascribed by people. Another great topic: does it really matter how or why people find meanings in park resources? Or is the finding meaning, any meaning, all that matters?

The answers to the last two questions are yes and no, respectively. Yes, it does matter how and why people find meanings in park resources because the truth matters. Without the truth, or at least the best available information, people are not finding meanings in the resource in front of them, but rather in something that does not exist at all. So no, finding meaning, any meaning, is not all that matters because meanings not tied to truth are not meanings at all. Their utility at fulfilling the mission of the profession is short term at best and irreparably destructive at worst.

This philosophical point is not just an abstract one; it does have real-life implications. Here is an example. While roving the loop trail at Montezuma Castle National Monument with a colleague a few years ago, I overheard an older woman explaining to her grandchildren the history of the “castle” and why it was so important. She was not only passionate; she was doing a great job as an interpreter. She

seamlessly made tangible/intangible links. Her selective use of techniques was not only appropriate, it was exceptional. The only problem was that nearly everything she said and believed about the resource was wrong. My colleague looked at me with a face that was part horror, part surprise and part what the heck do we do? The dilemma was easy to identify. Do we let her go and almost certainly assure that her grandkids will find meaning and feel more connected? Or do we interrupt and perhaps ruin the possibility for the kids to connect at all?

The intellectual answer to that dilemma is easy, but acting on it is really hard. So hard, in fact, that my colleague and I just kept on walking. Neither of us was really prepared to handle that situation. The best we could do with it was to make it a teaching point during our next seasonal training. The teaching point broke down to this: the truth matters.

While my colleague and I may not have possessed the skills necessary at the time to tactfully correct the factual inaccuracies told by the older woman on the trail, we certainly possessed the skills necessary to prevent future visitors from making similar mistakes by providing them with accurate programs today.

Those skills boil down to being capable of doing thorough research on the resources we interpret and being able to admit to visitors that we don't know the answer to a given question. That's better than falling into the interpretive trap of guessing or just inventing something.

However, my colleague and I may be the exception rather than the rule when it comes to those skills. Why?

Those two vitally important skill sets are not givens for interpreters, and they are often overlooked in seasonal interpretive trainings. The truth matters, and the truth is that most front-line interpreters are not taught how to properly research their resources. Those who are, are rarely given enough time to do that research. The result is that a lot of the interpretation presented in the National Park Service contains errors, errors that lead to misunderstanding and to “meaningless” connections.

The remedy is simple. Interpretive supervisors, like myself, need to do these things. First, we must train our staff to understand that the truth matters and why it matters. Second, we must ensure that all staff members possess the research and interpretive skills necessary to become resource experts. Third, we must give them the time on the clock to become experts. Lastly, we must give them the opportunity to grow into passionate voices for our resources by allowing them to choose what part(s) of the resource they want to interpret and give them the freedom to do it.

If we are able to do those four things, the profession of interpretation will be able to fulfill its mission: to allow people to find real meaning in the parks and resources they visit and ensure the protection of those parks and resources for future generations. □

— Joshua Boles, Wright Brothers



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Protection

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Hence, the team.

Instead of dwelling on what one of us can't do alone, let us focus on what *all* of us *can* do as a team.

At my current park, Buffalo National River, the ranger operation as a whole is tasked with a steady workload spanning most of the spectrum of traditional ranger skills. The variety makes it a great park site to work at, but it can be daunting to ponder the skills in which we must maintain proficiency.

Each ranger must be competent at any particular skill, but there's no way for each

ranger to be the “subject matter expert” for them all. We rely on each other by delegating responsibilities in one or two areas to each ranger, who then become the expert to teach the rest of the team.

We're all pretty decent shots, but only two are firearms instructors and armorers. Most of us can saddle and ride a horse, but only a couple can replace their shoes. Any of us can affect a cliff rescue, but only one is the park search-and-rescue coordinator.

The same holds true for coordinating the taser program, control tactics, PEBs, our warrant team, CPR and EMS needs, motorboat and paddle craft training and operations, evidence management and more.

That's just within our own division. Throughout the NPS, rangers are smart to tap into the vast talent pool across division boundaries in order to accomplish tasks.

(continued on next page)

ANPR Reports

Membership Services

Professional liability insurance now available — Please see details on the next page regarding professional liability insurance for members at a discounted rate from Wright USA.

New vision plan, RX benefits — ANPR offers a separate vision plan, with Ameritas, that comes with a discount to Walmart pharmacies. This plan is slightly more per month than our existing Aetna vision coverage (\$4.36 vs. \$4.96) but the annual benefit is \$150 instead of \$100.

We need 10 ANPR members to register for the Ameritas plan before it goes into effect. Members then will be eligible for Walmart's prescription discounts. Contact Teresa Ford (fordedit@aol.com) for more information.

Pro-deals popular — You likely can make up the original cost of your ANPR membership with one purchase from the pro-deals program. More than 200 members have signed up for pro-deals on outdoor products through our agreement with ProMotive.com. Maybe you still aren't aware of this great benefit. Email Teresa Ford (fordedit@aol.com) for the invitation code necessary to join the ProMotive team.

— Liam Strain, Gateway

Kudos List

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

Jerry Schaefer
Ed Rizzotto
Jason Allen
Gregg Fauth
Rebecca Harriett

Erik Wiita
Mark Herberger
Liz Roberts
Jesse Miller
Alison Steiner

Mentoring Program

We need more mentors: ANPR's facilitated mentoring program needs you as a mentor. We have more protégés than mentors so your help is essential. If you're an experienced park employee (in any discipline) and want to share your knowledge with a new member, please sign up. A form is at www.anpr.org/mentor.htm.

— Bill Pierce, flamingo12az@aim.com



Ranger staff at Buffalo National River

Whether working with park archaeologists on site condition assessments or monitoring an area of suspected ARPA violations, or working with aquatic biologists to sample fish populations or map river bottoms, rangers will gain valuable knowledge and experience by partnering with other divisions.

An additional benefit, of course, is that park employees develop strong working relationships with each other, regardless of division association. This becomes vital during other park operations requiring a multidisciplinary approach, including SAR operations, natural

disaster incidents, resource management and maintenance projects, and interpretive programs. Parks that practice a team approach to everyday work enjoy exponential payoffs when an urgent situation calls for such teamwork.

Beyond our own NPS staff, the worth of a team can be further strengthened by including volunteers. Untold years of experience and knowledge are donated to the NPS mission annually because of generous, seemingly tireless spirit of VIPs (Volunteers In Parks).

On Buffalo National River's SAR team, VIPs have added a dimension that a few years ago I could have never anticipated. Their skill mastery is as solid as any ranger's, and we trust them with our lives every time they put us on belay.

The military has known the benefit of forging a strong team for hundreds of years. They call it cross-training. The medics train their teammates how to stop bleeding, the communications sergeant trains others in the use of radios, and the demolitions guys teach everyone how to blow stuff up. If the military can do it, so can NPS rangers.

We may never get to teach each other how to use det cord (although there is that distinct possibility on the fireline), but we can certainly tap into each others' strengths for a thousand other tasks.

Why not start today? Find a colleague and build something together. Just don't blow it up when you're done. □

— Kevin Moses, Buffalo National River



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

Available on DVD

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



DVD: \$8 for ANPR members, \$12 for others; VHS: \$5 for members, \$8 for others; also available in CD-ROM PowerPoint presentation; quantity discounts available; credit card payment (Visa/MC) accepted

Order online at www.anpr.org/lost.htm

Questions?

Contact ANPR's business office:

25958 Genesee Trail Road, PMB 222

Golden, CO 80401 • ANPRbiz@aol.com

Fundraising Activities

This past quarter I dealt primarily with two projects. First was the Yogi Bear 3D sweepstakes partnership detailed in the last issue of *Ranger*. A followup is on page 14 of this *Ranger*.

The second project was the Office of Personnel Management USAjobs/Application Manager issue. This was brought to my attention by a fellow co-worker/ANPR member and resulted in drawing attention to a much larger issue. I reached out to the NPS Human Resources to address ANPR members directly. The response, drafted by Diana Doan, the manager of the Seasonal Recruitment Operations Center, was not approved for publication by presstime. ANPR will find an alternate way (email, Facebook) to communicate the eventual statement.

In the next quarter I plan to focus on marketing and advertising in *Ranger* and on the ANPR website. This will involve a member survey about various companies and products to better target ones that members use.

— Alec Chapman, Yellowstone

Professional Issues

As a new board member for ANPR, I am trying to get into the swing of things over the past few months. I have received a few emails from members and nonmembers, and I've responded to them via email and Facebook. Topics regarded National Park Service grievance processes, and hiring and application difficulties. Be sure to take advantage of NPS programs that are already in place for answering your questions. Included are the Employee Relations Program, Equal Employment Opportunity Program and Conflict Resolution Program. These are great places to start if you have minor everyday miscommunications to more serious problems with peers and supervisors.

I also participated in the first conference call of the year with the new ANPR Board of Directors. We discussed ANPR membership renewal, and I have been slowly chipping away at calling former ANPR members to ask them to rejoin the organization in 2011.

Please take a look at our wonderful new membership service of a 5 percent discount from Wright USA for professional liability insurance. See details (right) and at www.anpr.org/liability.htm.

I am looking forward to the *Ranger* Rendezvous in Williamsburg Virginia this October. It is a beautiful area rich in American history.

Please email me at ranger_korbut@yahoo.com with any questions. I will try my best to help or direct you to the right place.

— Jessica Korhut, Bighorn Canyon

ANPR members get 5% discount on liability insurance

ANPR members who are full- or part-time federal employees are eligible to apply for Wright USA's Federal Employee Professional Liability Insurance plans at a special 5-percent discount.

Professional liability insurance protects professionals against potential negligence claims made against them. Common reasons alleged in making claims on these policies are inaccurate advice, misrepresentation, negligence, and violation of good faith and fair dealing. Such claims may be brought against individuals, in addition to the government, and the employee may not be represented by the government.

This liability insurance could protect you from potentially catastrophic litigation caused by charges of professional negligence or failure to perform your professional duties, including fire management decisions, law enforcement actions or personnel decisions.

Your plan choices are:

- \$1,000,000 liability limit/defense coverage of \$200,000 for administrative proceedings; \$100,000 for criminal proceedings (\$278 annual premium)
- \$2,000,000 liability limit/defense coverage of \$200,000 for administrative proceedings; \$100,000 for criminal proceedings (\$381 annual premium)

For \$50 additional, you also may choose the Loss Prevention Helpline Service optional endorsement. This endorsement provides you up to two hours of phone consultation with a legal professional to try to reduce your liability exposure before a claim is filed.

Other highlights:

- The policy provides you with coverage

for liabilities arising out of acts, errors and omissions that you commit as a federal employee.

- Up to \$2 million to pay civil court judgments against you
- Up to \$200,000 in defense costs for federal government-initiated administrative proceedings and investigations
- No deductibles
- 36-month extended reporting period after you leave the federal government

All federal agencies are required by law to reimburse qualified employees up to half (50 percent) of their annual premium for their coverage. View this document for specifics. Please check with your human resources office to determine your possible reimbursement percentage.

Wright USA has made a concerted effort to keep the online application process brief, so most fields on the application form require answers to help pick the best plan. After you complete the online application process, you will receive a printable receipt and other documents associated with your policy. Questions during the application process should be directed to 800-424-9801.

The link (for members only) to apply for the 5-percent discounted plans is on this webpage: www.anpr.org/liability.htm.

The required promotion code was emailed to ANPR members on our e-list. If you need the code again, contact fordedit@aol.com. This negotiated discount is only for eligible ANPR members, so please don't share the code with nonmembers. Wright USA will verify your ANPR membership from our current database.

Retirement

Age-based retirement rules — We made it through another "almost closed the government down" scare, at least temporarily. Now you can take time to concentrate on where you are age-wise and what you need to think about.

Any of you who are under age 50 need to keep pumping money into your TSP (at least equal to what the government matches), then into Roth IRAs for you and your spouse and then more into the TSP or into other investments such as a 529 for your child.

For those of you who are 50 or over, here are a few tips. Beginning in the calendar year that you turn 50, you can put an extra \$1,000 into your IRA. (If your spouse works outside of the government in private business, there are

catch-up contributions to qualified plans.)

Generally, age 59½ is the earliest that you can take withdrawals from qualified retirement plans without incurring a 10 percent penalty. As always, there are exclusions. Perhaps the best reference for this type of information would be IRS Publication 590, Individual Retirement Arrangements.

The earliest you can start receiving Social Security is 62, but that doesn't necessarily mean you should. By delaying the start of benefits until you're 70, the monthly amount will increase at a rate of 7 to 8 percent a year. It's also a bad idea to start receiving benefits at 62 if you're still working and earning more than \$14,160 since as much as half of your

(continued on page 24)



By **Tony Sisto**
International Affairs, ANPR

A rich history of IRF world congresses

Costa Rica in 1997 was my first World Ranger Congress, but it was the second one for the International Ranger Federation. The first had been in Zakopane, Poland, (thanks in large part to ANPR), and was attended by 135 rangers from 35 countries. In Costa Rica, I was able to meet many of those Zakopane “firsts.”

They had come to Costa Rica, they said, to follow up on what Zakopane had given them — a wonderment, it seemed (my words), and a sudden awareness that there were professionals all over the world doing the work of rangers in protected areas.

All spoke different languages. Most had a level of command of a second language, though not always English. But language was almost secondary. They instantly knew they were among comrades with similar experiences and beliefs and commitments. Don't think this feeling was just limited to countries other than

the USA. The rangers from the States, most from ANPR, were just as affected and amazed at the similarities of jobs rangers did around the world, and that here they were, meeting them face to face in another country.

Over the next 10 years, I ran into many of these people time and again who kept being drawn to the international discussion of ranger activities and protected area management with some of the best in the field. More importantly, the attendees continued to grow and change with new faces, countries and experiences. They were drawn by stories about previous meetings, either an IRF congress or regional offshoots, and came to learn and share. Suddenly, their jobs seemed less lonely, more important, more relevant, despite whatever level of support (or lack of support) was given to them by their agency or country.

South Africa was the third World Ranger Congress in 2000, where over 300 rangers from 50 countries experienced early morning

‘game drives’ in Kruger National Park, seeing lions, elephants, giraffes. Days of meetings, workshops, presentations were followed by evening dinners and ceremonies at the Berg an Dal camp where we stayed.

From there it was on to Victoria, Australia, in 2003; Scotland in 2006; and Bolivia in 2009.

Suddenly, their jobs seemed less lonely, more important, more relevant, despite whatever level of support (or lack of support) was given to them by their agency or country.

So what is the point to this story? It is not just to revel in unique memories of fun and professional fellowship with other members of a charmed career, though there is certainly that. It is, rather, to place in perspective the importance

that I believe IRF and these congresses have brought to rangers from around the world, including those from the NPS and ANPR. For those of us who may have been feeling down or jaded about our jobs, park budgets or politics before IRF came around, we all have received a jolt of adrenaline and awareness of the shared jobs we do in some of the world's most respected and important protected areas. This perspective helps remind me, and I want it to remind you, of how critical ANPR was to this IRF success.

In 1994 at Ranger Rendezvous XVIII in Durango, Colorado, ranger Gordon Miller from England, the first IRF president, made an impassioned presentation to ANPR members. The Zakopane congress would not happen without a loan of \$10,000 from ANPR to help reserve the hotel and other up front expenses. He had come to Durango because ANPR had been one of the three founding ranger Associations of the IRF in 1992, and at the invitation of Rick Gale. Bill Halainen had asked if the ANPR board would consider providing such a loan. After serious and legitimate debate and discussion among members in plenary session, the ANPR board approved the loan. It was paid back, Zakopane put IRF on the map, and IRF continues to this day.

The message, I suppose, is this: If organizations or agencies or individuals begin to feel jaded or unimportant in their missions or careers, look outside your “patch.” There is a world of experience and wonder out there that will lift up the most cynical.

Convinced? Join IRF in November 2012 in Tanzania for the Seventh World Ranger Congress. You won't regret it. Travel well.
Tony Sisto can be reached at tsisto47@aol.com.



ANPR member Jeanette Meleen, Katmai

Health Insurance for Seasonals & Park Partners

- ▶ Aetna Affordable Health Choices available to all ANPR members
- ▶ Coverage not affected by employment status
- ▶ Visit www.anpr.org for more details



DISCLAIMER: The National Park Service does not sponsor, sanction or endorse this health insurance plan.

Rendezvous in Williamsburg in October



Courtesy of Historic Jamestowne

Greater Williamsburg Chamber & Tourism Alliance

Colonial Williamsburg Foundation

Photos clockwise from left, visitors to Colonial Williamsburg step into a carriage outside the Governor's Palace; a park ranger provides orientation to Historic Jamestowne, the actual site of the first permanent English settlement in 1607; visitors enjoy the waterfront of the Yorktown Riverwalk Landing. Another area attraction is the Yorktown Victory Center, a living history museum of the American Revolution. It includes exhibition galleries and outdoor living history areas – a Continental Army encampment and a 1780s farm.

Colonial Williamsburg features hundreds of years of history, and it makes a great venue for ANPR's 34th annual professional conference and Ranger Rendezvous. Mark your calendars for Oct. 10-15 and begin making travel plans.

"Making Sure Parks Matter" will set the program theme, and organizers are lining up program offerings and other details for the annual event. Included may be a community service project and an oral history skills training track. In addition, 2011 marks the 150th anniversary of the start of the Civil War.

The Crowne Plaza Williamsburg at Fort Magruder (www.cpwilliamsburghotel.com) is the conference headquarters. Daily room rates are \$89 (plus occupancy tax of about 10 percent) for a standard room allowing up to

four people in the room. This should allow for many younger people to attend the Rendezvous at a considerable savings.

To those planning to fly to the area, check these airports: Williamsburg/Newport News, 20 miles away; Norfolk, 45 miles; Richmond, 45 miles; and Dulles, west of Washington, D.C., 150 miles.

Williamsburg is a major tourist destination and includes attractions such as Colonial Williamsburg and Busch Gardens. Restaurants, shopping and diverse entertainment are near the Rendezvous hotel. Colonial National Historical Park, which consists of the Jamestown and Yorktown sites connected by the Colonial Parkway, is easily accessible.

In the historic area of Colonial Williamsburg, open daily, you are welcome to participate

in day and evening programs, and visit sites and learn firsthand about more than 20 historic trades. The area includes the reconstruction of an 18th-century coffeehouse and Revolutionary City-themed programs. Details about the Williamsburg area are at www.visitwilliamsburg.com.

Photography contest

Plan to enter ANPR's photo contest for members. You may display up to two unframed images, no larger than 8 by 10 inches, of national or international park sites.

Check the Web for more details

Details about the Rendezvous should be on the website this summer: www.anpr.org. Watch for the opening of preregistration. 

All in the Family

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

Jeff Bradybaugh is the superintendent at Bryce Canyon. Previously he served as superintendent at Grand Canyon-Parashant National Monument and has worked at Zion, Mammoth Cave and Theodore Roosevelt.

Douglas C. Jones (ACAD, MORR, DEWA, EDIS), retired Dec. 31, 2009, after more than 32 years with the National Park Service. He started his NPS career as a seasonal interpreter at Edison in 1977. He then served as a seasonal interpreter at Delaware NRA and Morristown. He returned to Edison in 1978 as a permanent interpreter and later became Edison's lead park ranger for protection. In 1986 Doug returned to Morristown as the chief of resource and visitor protection. Since 1990, he served as the North Country Area fire management officer for Acadia and 12 other NPS units in northern New England and northern New York state. Doug and his wife, **Nancy**, continue to reside in the coastal Downeast area of Maine where they keep busy making maple syrup and apple cider, fishing, hunting, training their new bird dog and doing anything else that strikes their fancy. Their daughter, **Mary**, is working as a seasonal ranger at Acadia while pursuing a master's degree in photojournalism. Their son, **Joshua**, is in college studying business administration after completing a four-year enlistment in the United States Marine Corps, where he served as a rifleman and was deployed twice to Iraq and once to Afghanistan. Contact: icemanandace@yahoo.com

Life member **Patricia Tolle**, retired Everglades public affairs officer and member of the first NPS national incident management team, died April 11 at her home in Gassville, Arkansas. Memorial contributions may be made to the Wesley United Methodist Church or the Wesley United Methodist Church Food Room. More information, including a guest book to sign, can be found at www.rollerfuneralhomes.com/services.asp?page=odetail&id=23672&locid. □



Welcome (or welcome back) to the ANPR family!

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

Carol Albino Fort Dix, NJ
Chuck Arning Lunenburg, MA
Jessica Auer Ballwin, MO
Craig Axtell Estes Park, CO
Holly Baker Springdale, UT
Travis Bankas Forestville, CA
Adam Brohn Great Falls, MT
Erin Cahill Marblemount, WA
Mandy Carrell West Jordan, UT
William Cheek Washington, DC
Rebecca Cumins Bristow, VA
Mark & Nancy Doty Staunton, VA
Jackie Lynn Duhon El Portal, CA
Rolando Garza Brownsville, TX
Claire Geister Estes Park, CO
Kathryn Grant Hulls Cove, ME
Nikolas Harvan-Matosich Ellicott City, MD
Michael Haven Houston, TX
Sean Isham Berryville, VA
Ryan Janway McKinney, TX
Annalisa Jones Spring Valley, CA
Aaron Kampe Charlotte, NC
Jennifer Langel Empire, MI

Walter Loeblein Conifer, CO
Garry Louis-Charles Silver Spring, MD
Heidi Marcum Whitefish, MT
Lee Melchior Walla Walla, WA
Adam Melhorn Springfield, MO
Christopher Misener Stafford, VA
Lynne Murdock Mount Airy, MD
Frank Ouellette Marietta, GA
James Paporizos North Olmsted, OH
Christopher Phillips Middlesboro, KY
Emily Prud'homme Crater Lake, OR
Kara Roll Brecksville, OH
Eric Sassi San Antonio, TX
Rebecca Schaefer Manistee, MI
Mark Seaman Greenfield, MA
Jimmy Smith Fortine, MT
Scott Stone Calabasas, CA
Artemisia Turiya Moab, UT
Caleb Waters Orick, CA
Brian Watson North Rim, AZ
Donald Weir Lutz, FL
Robert Zimmer Cookstown, NJ
Rachel Zimmer Scotts Valley, CA

American Park Network, Ford Motor Co. join forces

American Park Network and Ford Motor Company and have engaged in a unique public/private partnership to launch Oh, Ranger! ParkFinder™, a free app sponsored by the 2011 Ford Explorer. The app helps users find nearby parks all over America, based on their favorite activities.

A team of more than 50 writers and editors created and, more importantly, curated a searchable database of every federal and state public land in America. This is the same team that publishes the ubiquitous little green Oh, Ranger!® guides to national parks and public lands that are read by more than 20 million park enthusiasts each year.

"We're excited to offer Oh, Ranger! ParkFinder as a free resource to make it fun and easy for everyone to explore parks and public lands all across America," said Mark Saferstein, publisher and editor-in-chief at American Park Network. "The app has been made possible through the partnership with the Ford Explorer and will directly benefit two nonprofit conservation partners: Tread Lightly! and the Student Conservation Association."

Included in this exclusive database are thousands of national parks, state parks, national forests, wildlife refuges, Bureau of Land Management sites, U.S. Army Corps of Engineers recreation areas and many more public lands. Each location is cross-

referenced with information about available activities, allowing users to search for nearby parks based on their favorite activities.

The app offers 20 different activity categories from which to choose, including hiking, hunting, fishing and off-highway driving. Oh, Ranger! ParkFinder makes it easy to find great places to watch wildlife, discover historic sites, take scenic drives, go camping and much more. Users may also quickly toggle back and forth to find locations that have any or all of their desired activities.

Once users have selected where they want to go, Oh, Ranger! ParkFinder helps plan adventures with directions, important phone numbers, activity descriptions, seasonality/weather, lodging and concession information, nonprofit partners and links to events and related websites. Much of the information is embedded, so users do not need the Internet to display park information, an important feature as many parks have little or no connectivity. Importantly, the data is updated constantly and the most current information is received transparently in the background each time the app is opened.

"Ford is proud to contribute to the development of this new app, which will deliver greater awareness and access to some of America's most treasured assets," said Kevin Schebil, experiential marketing manager. "The all-new Explorer is all about experiencing one's environment

Uwe Nehring to retire — Son pays tribute to dad

By Brad Nehring

Ranger Uwe Nehring will retire this summer after 20 years in law enforcement with the National Park Service. Throughout that time, he has amassed a vast collection of acquaintances, collaborators and dear friends in the Park Service family. I have a rather unique relationship with him: I'm his oldest son.

I've never worked directly with my dad, but I imagine he's a pretty good ranger. I can't speak as to how he handles himself during budget meetings or his adherence to office protocol. I just know the man has a lot of qualities that coincide with the duties and oaths required to be an effective ranger. I know this because he passed several of them along to me, and the ones he has kept for himself are among the qualities I admire the most in him.

Uwe Nehring always wanted to be a national park ranger. When he was a young boy, he discovered this profession in the pages of a National Geographic and was instantly



enamored. He didn't follow a direct path to Park Service law enforcement; fittingly enough, he used a series of rough, wayside trails to get there. He even traded in mountaineering for adventures at sea, as he joined the U.S. Coast Guard; incidentally, he retires from the Coast Guard this year, too, having earned the rank of chief warrant officer.

Dad began his parkie career as a seasonal ranger at Olympic. His first law enforcement appointment came as the backcountry permanent ranger at North Cascades in 1991. He

later held the position of wilderness district ranger at Crater Lake from 1993-96. For the last 15 years, he has been employed by Mount Rainier and will retire as the East Side district ranger.

I estimate that few people treasure the outdoors as much as my dad. According to him, there are no "bad weather" days, just variable conditions. If it's raining, well, cinch up your hood and keep on moving. If there's lightning, well, I guess we're skiing without poles for a while. This toughness has enabled him to properly perform his job in a variety of climates and conditions — an important characteristic for a good ranger.

The man also has an encyclopedic knowledge of the flora and fauna, all of which could rightly be called his workplace associates. He can identify everything from bird calls to mossy growth and everything in between — and pretty quickly, for that matter. If you listen to the tone in his voice whenever he names a tree species or tells us whether a mushroom is edible or not, he's almost bragging.

Perhaps most importantly of all, my father cares about people and wants to help them whenever trouble strikes. Every year brings him a slew of unfortunate situations involving visitors to his park. Thanks to the quick thinking of his team, many of them have happy endings. It's reassuring to know people like my dad are there to help others in their time of need. I don't know exact figures, but I imagine he has fixed a lot of "boo-boos" over the years.

Let it be known that Ranger Nehring will never truly retire. He loves the mountains and forests too much to just "quit them." So, he'll settle for a pay cut, instead. We should all be so lucky as my dad when it comes to the careers we choose. 🏠

Brad Nehring grew up in living in national parks. After college he has been a seasonal Forest Service and National Park Service employee, Peace Corps volunteer, English teacher in Korea, and currently an associate editor for Seattlite Magazine and a freelance writer.

to launch free Oh, Ranger! ParkFinder™ iPhone app

with family and friends. There's no better place to have a unique, active adventure than in our cherished national parks and public lands."

The app is initially available for iPhone and iPod Touch, with iPad and Android versions to follow. American Park Network is already developing version 2.0 of Oh, Ranger! ParkFinder, which adds social networking and other functionality that will allow users to keep track of their favorite places and share them with millions of others park lovers.

To download the Oh, Ranger! ParkFinder app, visit the iTunes App store at <http://itunes.apple.com/us/app/oh-ranger-parkfinder/id402715941?mt=8> or go to www.OhRanger.com/app/parkfinder.

About American Park Network

American Park Network is a leading publisher of visitor guides to national parks and public lands. Its ubiquitous little, green Oh, Ranger! guides are read by more than 20 million park enthusiasts each year. American Park Network also publishes OhRanger.com, which hosts the online, searchable database that powers Oh, Ranger! ParkFinder. Website users can ask questions and search for information about thousands of national parks, state parks and other public lands, making OhRanger.com a premier one-stop shop for planning an outdoor adventure.

About Ford Motor Co.

Ford Motor Co., a global automotive industry leader based in Dearborn, Michigan 89, manufactures or distributes automobiles across six continents. With about 164,000 employees and about 70 plants worldwide, the company's automotive brands include Ford and Lincoln. The company provides financial services through Ford Motor Credit Co. For more information regarding Ford's products, please visit www.ford.com.

Highlights

► Oh, Ranger! ParkFinder™, a new free app from American Park Network, was selected by Apple as New & Noteworthy for the travel category and became one of the top 10 most highly rated free travel apps in its first week of introduction.

► The free app helps users find adventure by searching for activities at more than 6,000 national parks, state parks and public lands nationwide.

► Sponsored by the 2011 Ford Explorer, Oh, Ranger! ParkFinder™ will directly benefit two nonprofit conservation partners: Tread Lightly! and the Student Conservation Association.

Dinosaur reunion in August

Dinosaur alumni — park rangers, naturalists, maintenance workers, park brats and others — are invited to a reunion Aug. 26-28 at Dinosaur. Organizers include those who lived there when the old quarry building was dedicated in 1958. They want to gather again to welcome in the new viewing facility, scheduled for completion this spring. Contact Leslie Spurlin at kapaahu@juno.com or (970) 245-8327.

In Print

The Case of the Indian Trader: Billy Malone and the National Park Service Investigation at Hubbell Trading Post, Paul Berkowitz, University of New Mexico Press, 2011, ISBN 978-0-8263-4859-3, 384 pages, hardcover, \$34.95

Reviewed by Rick Smith

This is a difficult book for me to review for several reasons. The first is the case itself. It involves Billy Malone, the last real Indian trader employed at Hubbell Trading Post for 24 years. Malone was among a small group of traders who ran their posts according to the old ways of doing things, probably in much the same manner as did John Lorenzo Hubbell and his family when they were still active. He bought and sold jewelry and rugs without the kind of accounting accuracy that one would expect at a souvenir shop at Grand Canyon or Yellowstone. He accepted things on consignment, and because many of his customers were unable to read or write, especially English, he often forged their signatures on the checks he cashed so that he could give them real money; most did not have bank accounts. Although he worked closely with the National Park Service at Hubbell, he was an employee of the old Southwest Parks and Monuments Association, later to become the Western National Parks Association. He was also, as were most of the old traders, a serious collector of Indian baskets, rugs and jewelry.

It is not difficult to imagine what happens when the new management team of WNPA is selected. They begin a series of audits to try to determine what belongs to Malone and what belongs to Hubbell Trading Post. Despite his sterling reputation among other traders and the inhabitants of the Navajo Reservation, the team becomes convinced that Malone is guilty of defrauding the trading post. They persuade the NPS to open a criminal investigation into Malone's activities. He was terminated from his job; everything goes downhill from there.

The criminal investigator assigned to the case makes a series of errors that would cause a rookie protection ranger to blanch. During the raid on Malone's house, he seizes far more (rugs, blankets, jewelry) than the search warrant authorizes. He doesn't maintain an adequate chain of custody of the seized property, even allowing the executive director of WNPA to drive one of the vans that contains a portion of the seized property. When the criminal

investigator in Tucson who has control of the property at WACC is on leave, he authorizes a locksmith to cut the lock on the storage room so that people can see what has been seized. He withholds information that could be exculpatory from the assistant U.S. attorney. These and many other errors of omission or commission make this case a nightmare.

What is even harder to accept is that the investigator seems to be operating with the full consent and support of the senior managers of the Intermountain Region, so much so, in fact, that when the second investigator assigned to the case, Paul Berkowitz, the author of this book, submits his final report, he submits it not to the NPS but directly to the Office of the Inspector General. Berkowitz's exhaustive investigation finally leads to the return of the seized property to Malone and a decision by the U.S. attorney to drop all criminal charges filed against Malone. In turn, Malone has filed a civil complaint in federal district court against many of the NPS personnel involved in the case.

What also makes this book hard to review is Berkowitz' unflattering analysis of NPS culture, its law enforcement program and its senior management. While he admits that there are many good NPS employees, he is relentless in his criticism of what he sees as corruption, cronyism and lack of respect for law and policy within the ranks of NPS leadership.

To give you an idea of this, here is his take on the Yosemite Mafia: "...the humorous title proudly invoked by the group belies a darker side exhibited by many of its more powerful and influential members, lending altogether different meaning to the much-touted image of the NPS as a 'family.' Over time several of these powerful figures have variously been implicated in illegal activities ranging from trespassing and molestation, electronic eavesdropping and attempted blackmail, the use of government funds to pay off extortion attempts, the theft of government firearms, to even kidnapping and rape." (To be absolutely fair, I am sure that I would be considered a member of the Yosemite Mafia. Maybe that's why that statement provoked such a strong reaction in me.)

Berkowitz's description of NPS culture and leadership does not square up with mine. I went to dozens of superintendents' meetings, worked in seven parks, the Washington Office and two regional offices. The vast majority of people with whom I came in contact were honest, hard-working, dedicated employees who wouldn't think of using their positions to unfairly advance their careers or condone

sloppy, incomplete law enforcement work. Sure, we can all think of exceptions to that rule, but Berkowitz seems to make the exceptions the rule.

He is right about one thing, though. The NPS is super-resistant to change. One only has to think of all the task force reports and committee deliberations that are gathering dust on shelves to confirm his assertion that the NPS culture is highly resistant to change and tends to ignore or punish different points of view. Perhaps that's one of the reasons that the agency ranks so low in the "best places to work in the federal government" surveys, especially in leadership.

I never worked with Berkowitz so I can't comment on his attitudes toward the NPS and his fellow employees except to say that I have always heard the rumor that he was sour on the NPS, especially its law enforcement profile, and his colleagues.

This book is provocative and will make you think about the NPS and how it conducts itself, not only in this investigation, but also in its other activities. I read it in two days; that's how interesting I found it.

There are lessons to be learned here. It will take me a couple of days to figure out exactly what they are. □

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

Retirement *(continued from page 19)*

benefits will be withheld. Once you reach "full retirement age" you can earn in excess of \$14,160.

You are eligible to enroll in Medicare when you reach 65 (there is a seven-month window – the month of your birthday and three months before and three months following). If you miss this window, you'll have to wait until an open-enrollment period (Nov. 15 to Dec. 31 each year). There is a lot of homework to do on this decision.

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— Frank and Kathy Betts, Retired

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