

RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

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Legacy & The Parks



President's Message 3
Valles Caldera..... 4
Thoughts on retiring after a career with the NPS 8
Eight essential aspects of an amazing team..... 9
Long-term solutions to infrastructure backlog 10
Ranger Rendezvous..... 12
Oral History Project: Florence Six 14
The Professional Ranger 16
All in the Family 20
Welcome to the Family..... 21
New Serious Accident Investigation e-course..... 22



COVER:
 Sunrise along the East Fork of the Jemez River in Valles Caldera National Preserve in New Mexico.

Photo: NPS

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In this issue:

The concept of “legacy” is as immense as a mountain range. For national parks and their stewards, legacy is both intangible and tangible. It’s in the blood of the people who came before, are here now and will come after. It’s in the bones of the lands these people protect as their life’s work.

Legacy applies to much more than the past. Legacy is organic. It is constantly being shaped and reshaped, morphing into new and unexpected forms. Like public lands themselves.

Even the newly designated Valles Caldera National Preserve in New Mexico already has a fascinating and complex legacy in which volcanic geology, biology, culture, history, public policy, conservation and land use intersect. This new park is more than 1.25 million years old.

National park rangers are living and leaving legacies every day. In this issue, Jon Jarvis, Flo Six, Liz Roberts and Phil Francis all view their roles in the NPS as part of the legacy of the entire Park Service. Each sees his or her part as one

of many cast to uphold and advance the mission of the NPS. And each recognizes that individual contributions are both highly significant and, at the same time, mere pieces of the NPS legacy at one moment in time.

Finally, two perspectives by John Garder and Alan Spears of the National Park Conservation Association remind us that legacy is also about the future. What legacy will the generations of today leave for future park stewards, visitors and Americans?

As NPS experiences a retirement wave, Association of National Park Rangers members are reminded on a regular basis that once a ranger, always a ranger. Legacy is a foundational aspect of becoming, being and retiring as a ranger. Without legacy, rangers would be just a job.

Without legacy as a human value, no part of the earth would be set aside for preservation. It’s in the blood, and the bone.

Ann Dee Allen,
Ranger editor

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

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

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FINAL DEADLINES

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



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LETTER FROM THE PRESIDENT

Jan Lemons, National Capital Regional Office, President ANPR



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See opportunities at www.nps.gov/aboutus/workwithus.htm

Are YOU leaving a legacy?

Things are heating up around the country. Summer is here. Seasonals are coming on for those parks with a busy summer season.

I love the time when seasonals arrive. They bring fresh energy and enthusiasm. They are truly the backbone of the National Park Service. It's great to hear about all their dreams

Seasonal interpretation rangers in training at Black Pool in West Thumb Geyser Basin, Yellowstone National Park. Photo: Jay Elhard, NPS

and plans and be able to help them achieve their goals.

One of the greatest joys of being a supervisor is watching those you mentor move up through the ranks from a seasonal to a first permanent job or from a rock star GL-9 to a supervisory or chief job.

This issue is about leaving a legacy. Think about what legacy you want to leave. Whether you're a young or middle-age seasonal just starting out or further ahead in your career, what legacy are you leaving?

Are you a helpful administrative person to whom everyone comes for guidance on HR matters? Are you the super-knowledgeable interpreter who knows the history of the Civil War and all the generals involved? Are you the superintendent former employees call and ask for advice or guidance? Or are you the ranger who rescues visitors, ensures that you have the most proficient skills and the sharpest uniform? Are you called on to write policy and carry your park's institutional knowledge (which seems to walk out the door when people retire)?

My supervisor just retired and it was a great time to reflect on the legacy of his 33-year career. I hope that my legacy is one of helping rangers and other staff. I really enjoy helping people reach their goals, answering questions and providing guidance and assistance. We need to help each other out and build each other up. Take care of one another.

Build your skills and your network of supporters. Those who are retired, when you reflect on your time with the National Park Service, what legacy have you left and what can you continue to do?

What do you want your legacy to be?

ANPR is here to assist you in the journey as you leave your legacy.

Please contact me if I can be of any assistance to you!!

Ranger on!!

*Jan Lemons
President, ANPR*



VALLES

By Jorge Silva-Bañuelos, Valles Caldera

Park Superintendent Jorge
Silva-Bañuelos. Photo: NPS

A LONG AND WINDING ROAD TO NATIONAL PARK DESIGNATION

I first saw Valles Caldera in 2007 while on a work trip to the Jemez Mountains of New Mexico. I didn't know at the time that I would play a small role in a century-long effort to designate the caldera a unit of the National Park System, and more humbly, to serve as its first superintendent.

CALDERA

the birth of a national park

Valles Caldera from space. Photo: NASA

Sunset along San Antonio Creek. Photo: Don Usner

HAVING GROWN UP IN THE CALDERA'S SHADOW IN NEARBY ALBUQUERQUE, I WAS SHOCKED THAT I NEVER KNEW THIS PLACE EXISTED.

You see, the Jemez (hay-mes) Mountains were always my first choice for an outdoor adventure. And my favorite hike — along a small creek that led to some cliff-diving pools — was over a ridge from Valles Caldera. At that time, the 100,000-acre property was privately owned and didn't show up on maps. I never thought to investigate around the last corner of that winding mountain road.

Had I turned the corner, I would have been greeted by the Valle Grande — one of many immense grassland valleys (or valles, vah-yes in Spanish) at 8,500 feet encompassed within a 13-mile-wide volcanic caldera. The valles are punctuated by a series of forested volcanic domes, which some tribes say together look like a six-toed bear paw. Some of these domes still support 400-year-old Ponderosa pine groves that miraculously avoided the clear-cut logging of the 1960s and 1970s.

Incomparable beauty

The stunning landscape is like nothing else in the state. Due to a peculiar meteorological effect that brings subarctic winter temperatures to the valles, the landscape discouraged year-round human habitation. As a result, it looks very similar to how pre-historic indigenous peoples encountered it 10,000 years ago while searching for high-quality obsidian and plants and wildlife for sustenance and ceremony.

Transferred to private property by Congress in 1860, the land was used first for sheep grazing and later for domestic cattle production, timber harvesting, elk hunting and ill-fated attempts at geothermal exploration. Many locals have stories of hopping the barbed-wire fence to go exploring in summer and ski in winter.

Efforts to consider Valles Caldera for national park designation date back to 1899. After a near-miss in 1962 with a proposal to designate the Valle Grande National Park, the property remained under private ownership until 2000, when through a political compromise it was acquired for \$101 million, and Valles Caldera National Preserve was established. The compromise specified that the



Fly fishing is a popular activity at the park. Photo: NPS



Bull elk battling during fall rut.
Photo: Dan Williams

preserve would be managed by an experimental, wholly owned government corporation known as the Valles Caldera Trust.

Modeled after the Presidio Trust in San Francisco, the Valles Caldera Trust was mandated to achieve financial self-sustainability after 15 years. This was most likely unattainable from the outset, particularly because unlike the Presidio, Valles Caldera isn't situated on some of the most valuable real estate in the country.

Twists and turns of fate

In 2009, as it was becoming apparent that this experiment would not succeed, U.S. Sen. Jeff Bingaman began exploring options to transfer the land to the NPS. Working for Bingaman at the time, I was tasked with negotiating and crafting the bill. Ever since my visit two years earlier, I found myself compelled to support and protect this captivating landscape. That feeling carried with me as we finalized and introduced the bill in 2010; and it persisted for years even though the bill was pronounced dead from Congressional gridlock. Bingaman retired, and I moved on to a new job.

In 2011 and 2013, the Jemez Mountains suffered two major wildfires that

burned over two-thirds of the preserve. The devastating aftermath emphasized the importance of the landscape-scale restoration efforts that were about to begin in collaboration with the Trust and U.S. Forest Service.

When I learned the Trust's executive director was retiring in 2014, the calling resurged and I applied for the job. In that position, I led an incredible staff with a passion for place-based adaptive management.

Unfortunately, the staff did not have federal employee protections or competitive status rights to seek other federal jobs. Their innovative efforts in landscape-scale ecological restoration and science and education programming obscured the reality that they were isolated from their peers in other land management agencies. And their care and love for the preserve motivated them to endure a period of significant stress and uncertainty when they later had to re-apply for new jobs with the NPS.

Soon after I took the helm of the Trust, I predicted to my staff that the NPS bill

would not pass for another five years or so due to continued gridlock in Congress. As it turned out, less than six months later the bill was attached to a must-pass defense authorization bill and signed into law on December 19, 2014, marking the close of a 115-year effort to permanently protect and preserve this unique geologic formation. It also marked the beginning of a new chapter in the park's history that gave me the dubious honor of actually having to implement a piece of legislation I helped author.

I'd like to believe my background and understanding of the Congressional intent of the legislation helped to make the management transition smoother, although that's not to say it was easy. Looking back, it was a whirlwind. But everyone at the NPS Intermountain Region mobilized to help simultaneously stand up and stand down two organizations in less than nine months, all in a comparatively seamless manner. Needless to say, I won't ever underappreciate the value NPS regional staff brings to the table when the stakes are high.

Jorge Silva-Bañuelos is superintendent of Valles Caldera National Preserve. He previously served as executive director of the Valles Caldera Trust from 2014 to 2015. A native New Mexican, Silva-Bañuelos spent 10 years in Washington, D.C., where he worked for the Department of the Interior, U.S. Senate Energy and Natural Resources Committee, and the office of U.S. Sen. Jeff Bingaman. Silva-Bañuelos earned a bachelor's degree in international relations and Spanish from the University of San Diego. When attempting to maintain a work-life balance, he enjoys spending time with his wife and 2-year old daughter.



A storm passes over the Valle Grande. Photo: NPS



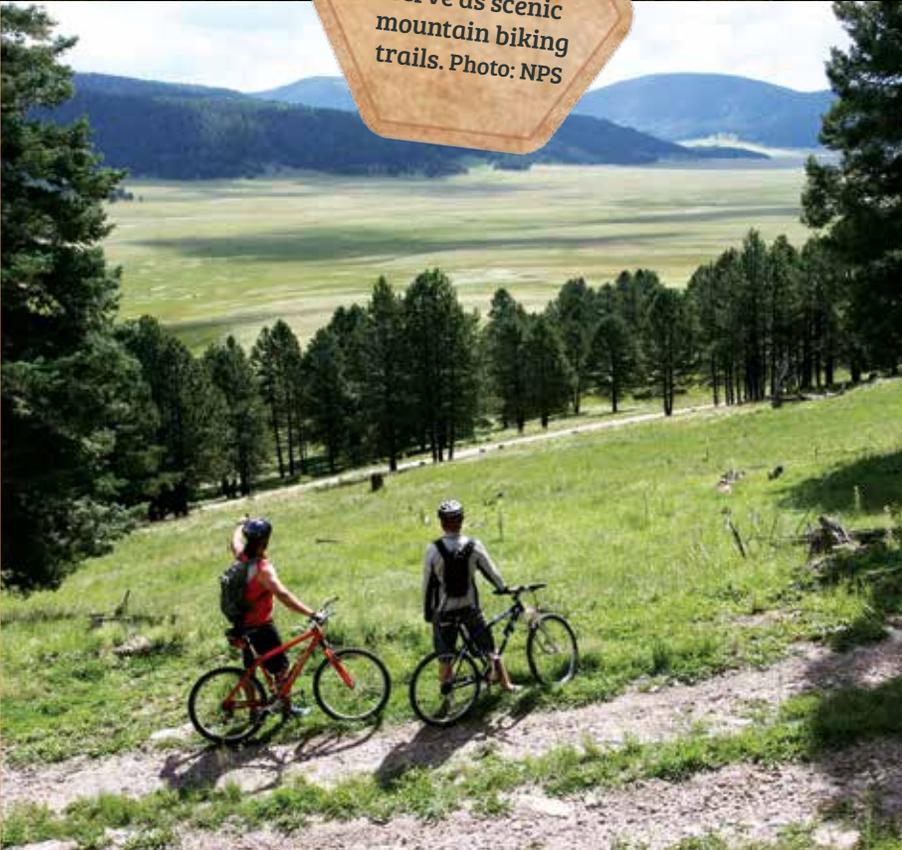
Old logging roads serve as scenic mountain biking trails. Photo: NPS

SIXTY-THOUSAND VISITORS IN 2016

On October 1, 2015, we officially embarked on the formidable path to stand up a new park unit. The challenges ahead are vast and varied, including things most parks would take for granted – like putting in place the park’s entire administrative framework and developing a law enforcement program. In addition, we must address the lack of basic visitor infrastructure, mitigate the effects of past and future wildfires, and manage sensitive relationships with nearly 40 tribes, including one that is suing over title to the land. I can understand and appreciate how overwhelming all of this is for my staff.

Despite these challenges, we hit the ground running and welcomed nearly 60,000 visitors last year. Most visitors seem to be understanding of the park’s limitations; they’re just pleased they don’t have to hop the fence anymore. We have finally turned the corner on that winding mountain road and discovered an enchanting place – a place with innumerable management complexities that will take relentless determination over many years to address.

During the hardest days ahead, it is my hope that we can find motivation and inspiration from the fact that we are in the midst of making history.



Historic log cabins recall the park’s ranching history. Photo: NPS




<https://www.nps.gov/vall/index.htm>



Thoughts on retiring after a career with the NPS

By Jonathan B. Jarvis

I were to suggest to you that hanging up the ranger hat after 40 years was easy, I would be asking you to accept “alternative facts.”

I cannot really describe the emotions of those last few days — turning in my badge and keys, donating my green and grey to the uniform cache on the Mall, giving the straw ranger hat I have owned and maintained for 40 years to the Harper’s Ferry collection, and walking down the NPS director’s hallway for the last time. In that short walk, I went from director of the greatest resource agency in the U.S.A. and the best national park system in the world, to just another photograph on the wall of past directors.

During my time in D.C., especially in early morning when the hall was quiet, I would stand for a moment before the photographs of directors of the past — Mather, Albright, Drury, Wirth and Hartzog, to name a few — and think about what they would have done in situations where I found myself.

I joined the National Park Service as a seasonal ranger during the nation’s Bicentennial in 1976. Forty years later I held the honor of presiding over the NPS Centennial in 2016 as director. My rise was never really planned. It was a result of some great mentors and a willingness to raise my hand and say “I will take on that issue.”

The NPS parks, resources and family have been my focus for most of my adult life. My kids grew up in the NPS, and my lifelong partner Paula has put up with marginal park housing, nine PCS moves,

changing doctors and schools for the kids, and finding meaningful work for herself. I could never have been successful without her support.

I recently shared a couple of beers with another 40-year veteran of the NPS and we talked about the “legacy” question. He suggested that perhaps our legacy would be “they did not _ _ _ _ it up.” I suggested that we let history be the judge. Either way, I don’t have any regrets.

“The collective impact of the parks and programs of the NPS has always been much greater than just the sum of the parts.”

There are battles I wish we had won, there are issues I wish we could have handled better, and lives we might have saved. In retrospect, I am happy with what was accomplished by so many people in my tenure and glad I was able to help.

I am not going to click off a laundry list, but I do want to say that my goal from the start was to renew the social contract we have with the American people, to remind them of what we do in the NPS and humbly ask for their support. I also wanted the NPS to rise to its responsibility to the nation to help create a civil society, to be

an anchor in the protection of biological diversity, to tell a more complete story of America, and to remind us that we must continue to strive to achieve the ideals articulated in the Constitution and Declaration of Independence.

For me the collective impact of the parks and programs of the NPS has always been much greater than just the sum of the parts, and I think we made that point during the Centennial. I did not predict the rough waters we are entering, but I think we are well prepared to ride it out because the public support is deep and crosses the political spectrum.

I am proud of the NPS employees and the many volunteers and partners who devote their lives to the mission.

Like so many retirees, we never really go away until we finally start what my father-in-law called the long “dirt nap.” I have a few books in me, I am on the lecture circuit, and I want to help some of the parks and protected areas around the world achieve their goals. I intend to continue to fight for the national parks and the NPS mission, but from a different platform, perhaps with a little more freedom to speak my mind (and a bit more time fly fishing).

Just like a Marine, once a Ranger, always a Ranger. 

Jonathan B. Jarvis served as the 18th director of the National Park Service from 2009 to 2017.

Thank you for your service, Jon.

8

essential aspects of an amazing team

By Liz Roberts

HERE'S WHAT WORKS, AND WHAT STANDS OUT IN STARK COMPARISON TO THE EXPERIENCES AND TEAM INTERACTIONS THAT DID NOT FUNCTION AS WELL:

1. Respect.

Each member of the team respects every other member of the team. They admire each other's talents, capabilities and experience. They look to each other for answers. They defend and support each other. They truly want to work together.

2. Compassion.

Everybody has bad days once in awhile. Everyone has struggles within and outside of work. They know each other and understand each other. They freely offer support when and where needed. They share each other's grief. Hugs and tears in the workplace are not uncommon. Compassion and support are shared regardless of gender or position.

3. Effort.

Everyone takes personal responsibility for doing their job and doing it well. Each person has the necessary skills for their position, and also accepts that they have room to learn and improve. Most will step forward to take on extra tasks when there is a vacancy or an extended absence. They give more than 100 percent for months on end when needed. They volunteer for extra responsibilities.

4. Honesty.

People are honest with each other, sharing concerns, observations and suggestions equally. They are open about shortcomings and mistakes without

This spring I closed out 31½ years with the National Park Service, almost all of them in administration. I was a supervisor and/or chief of administration in seven different assignments for a total of 21 years.

I honestly believe that at retirement I had the very best administrative division in the entire Park Service. Even in my park, with the same staff, this had not always been the case.

I tried to analyze why our team was so outstanding. I don't take much credit personally. But I also don't think it was a coincidence.

fear of backlash, retaliation, disrespect or gossip. They trust each other. The office is a safe zone for sharing, understanding and support.

5. Communication.

Communication is open and constant. The office is rarely a quiet place, ideas and information are shared for the success of the team. People accept interruptions when needed to keep the workflow moving forward.

6. Transparency.

People know what they need to know. There is no power struggle, no hidden agenda, no sabotage. If someone doesn't know how or what to do, they ask. No one hides inadequacies behind false bravado. Information is easily accessible for those who need it.

7. Teamwork.

Everyone works together for the good of the team. They collaborate on ways to improve processes. They are flexible. Most team members collaborate or assist other divisions with collateral duties or support outside of their position descriptions. They support the park and the NPS mission as a whole.

8. Fun.

Laughter is another constant. People joke and tease each other in good humor. They lunch together. They willingly participate in team-building activities that provide relief from daily routines. They are truly family.



Where did I fit into this?

Well, I tried to be right in there with them. They allowed me to be myself, pulled out the best and worst in me, teased me about my inadequacies, and worried if I was late. They let me hug them, and they hugged me back. They understood that I make mistakes and that I will be the first to admit it. But they also respected my authority, and listened when I had to step in to redirect their energy.

Having a great team starts with selecting good people. The right skills are a plus, but technical skills can be taught. It's a lot harder to teach enthusiasm for the work, and almost impossible to teach that most critical attribute: attitude.

I hope that I provided a little bit of guiding light for this outstanding team.

I started with opportunities for team building. Several times a year, we had breakfast meetings and then headed into the park for a hike or guided tour. This gave everyone an understanding and appreciation for park resources and helped them understand the work of other park divisions.

Next, I trusted them to set their own priorities and work schedules. They could work from home when necessary. When it fit within their workload, I encouraged them to volunteer for collateral roles needed elsewhere in the park. I empowered them to grow and be their best.

The eight points listed here became an unwritten, informal set of guiding principles. Many members of the team saw tough times together. When we started to stray from our principles, a reminder that we didn't want to go backward was always enough to avoid problems.

I thank them all for being the best team ever — for giving me the last three years, when I could truly be at the peak of my career, when I wanted to be at work, and when I got to enjoy their laughter and friendship every day.

I miss them all. I will miss who I am when I am with them. They let me be brutally, honestly, laughingly, myself. 🧢

Liz Roberts retired from Joshua Tree National Park in California on May 27.

Perspective: Long-term solutions can be found to infrastructure

backlog

By John Garder, National Parks Conservation Association

Among many national park superintendents' most pressing challenges is the Park Service's backlog of repair needs, calculated at \$11.3 billion. Half of the backlog is transportation-related: bridges, tunnels and roads. The second half is the rest of NPS assets: trails, water and wastewater systems, docks, buildings, historic landscapes and more.

For some park leaders, trying to keep up with maintenance can mean diverting precious resources away from other needs, such as interpretation and education. This can compound the challenge of using limited funds to ensure that park resources receive even the most basic level of protections and that visitors can have a safe and functional experience.

In short, just keeping the lights on can eat up a considerable amount of staff time and/or resources. Yet, facilities continue to degrade for lack of funds across the system.

The lion's share of needs is for infrastructure built during three main periods: when the NPS was established, during the Civilian Conservation Corps years in the '30s, and during Mission 66, 50 years ago. Facilities are simply showing their age. Neglected visitor centers, aging water infrastructure, docks, trails and other facilities aren't kept up on a cyclical basis. As a result, repairs become deferred.

The visibility of the infrastructure needs varies. One of the challenges of the backlog of repair needs is that many of the problems are critical but aren't visible to visitors. When visitors flush the toilets or use the drinking fountains, they don't think about the plumbing. On the other hand, they're disappointed when they encounter closed trails or services are disrupted. If infrastructure continues to be neglected, it will increasingly threaten the visitor experience.

Zion National Park Emerald Pool Trail. Photo: Cory McNulty

Recent record visitation only compounds the problem. There has been a 13 percent overall increase in park visits over the last two years, causing even greater infrastructure wear and tear. Ironically, staff needed to serve these visitors are sometimes diverted to perform basic maintenance.

Understaffing only makes things worse. Last year, NPS had 11 percent fewer staff than in FY10. It's not unheard of for interns to do the work of GS-5s, GS-7s the work of GS-9s or 11s, and so forth. Multiple collateral duties are common, with staff performing the work of two or even three people.

There are now 1,500 to 1,700 vacant NPS positions, two-thirds of which aren't funded. The administration's effort to downsize government only threatens the situation further. How are parks to meet maintenance and other needs if their ranks are reduced even further?

Maintenance falls farther behind

It should be no surprise that the backlog has grown. In a constrained congressional appropriations environment, maintenance and other needed dollars have been diverted to basic operations. In FY15, parks received only 58 cents for every dollar *just to keep the backlog from growing*. Line-item construction, after adjusting for inflation, is almost 60 percent of funding levels from 15 years ago.

The Park Service is directing more funds toward maintenance to try to keep up with the challenge. Fee revenue is already diverted to maintenance. Appropriators in the FY17 omnibus appropriations bill directed Centennial challenge projects to be focused on park maintenance — likely at the expense of other philanthropic opportunities for education and other programs that enhance the visitor's experience. Fee dollars and highly competitive project funds can only go so far.

Disheartening proposals to address the problem continue to be put forward. Some congressional hearings have produced problematic "solutions." Robbing land acquisition to pay for maintenance, for example, fails to recognize the importance of protecting land inholdings to prevent development and better management of NPS lands. Blaming new parks for the problem fails to recognize that, in large part, they

don't come with infrastructure problems. Franchising out newer parks is counter to the very concept of a system of lands owned by and managed for the American people; polls show Americans want their parklands managed by the professionals in the green and the gray.

Further debate of these proposals only distracts from the real problem — a problem Congress must address.

RIGHT: Fort Sumter National Monument restoration in South Carolina. Photo: Emily Jones

BELOW: Lockwood House at Harpers Ferry National Historical Park in West Virginia. Photo: John Garder



Where there's a will

As overwhelming as the situation seems to be, there is hope. President Trump and Interior Secretary Zinke's interest in, and professed commitment to, infrastructure could well be an avenue to addressing park needs if parks can be included in a larger infrastructure package. While questions linger about the ability of the two parties to work together on such a package, the FY17 omnibus appropriations bill demonstrated that members of Congress can work together to support things Americans value — like their national parks. The bill provided NPS with a modest funding increase and rejected some of the ideas proposed for cutting funding for environmental programs and agencies.

The Senate and House have proposed a realistic bipartisan solution. Senators Mark Warner (D-VA) and Rob Portman (R-OH) and Representatives Will Hurd (R-TX) and Derek Kilmer (D-WA) have introduced the National Park Service Legacy Act.

The bill seeks the kind of solution that's needed: a robust, dedicated revenue stream over 30 years to pay off the maintenance backlog. The bill commits a revenue stream from mineral royalties towards maintenance, above and beyond current funding sources: annual appropriations that address non-transportation infrastructure (repair/rehab and cyclic maintenance) and multi-year transportation bills that address park roads, bridges and tunnels.

The bills have already fostered several cosponsors. They should move as standalone bills in both chambers and be signed by the president, or be folded into a larger infrastructure package.

Current revenue streams are vastly insufficient and will very likely continue to be in the current fiscal climate. The president's proposed FY18 decrease for park infrastructure won't make things any easier, either. A robust approach is needed, and the Legacy Act meets that need.

All Americans that love their national parks and want them restored as they deserve should be calling on the president and their elected officials in Congress to support this approach. 🎩

John Garder is director of budget and appropriations for the National Parks Conservation Association in Washington, D.C. He can be reached at jgarder@npca.org or (202) 454-3395.



Be prepared for a fun and diverse experience at this year's **RENDEZVOUS!**

Don't miss our 40th Ranger Rendezvous *By Cadence Cook, Zion*

Online registration is now open at anpr.org for the Association of National Park Rangers annual Ranger Rendezvous in Estes Park, Colorado, from October 18-22. Rendezvous is ANPR's conference for national park professionals. It provides an unparalleled opportunity to learn from and network with current, past and future National Park Service colleagues and friends from across the U.S.

This will be ANPR's 40th annual Rendezvous. The conference theme is "Resilience, Purpose, and the Next Chapter."

We're looking forward to a diverse program and an exhilarating conference experience. Sessions and activities are designed for attendees from across all NPS divisions. Highlights are national and regional keynote speakers, professional development and training sessions on a wide variety of valuable topics, networking, social activities, guided tours, field trips and a service activity. Conference sessions and trainings are being posted and updated online until the conference begins.

A small sampling of the sessions includes:

- **A Whole New Story:** Re-examining Conservation's History
- **Innovative Leadership Network:** How a Grassroots Employee Movement Can Transform the Working Culture of the NPS
- Fundamental Knowledge for the Seasonal Ranger
- **Improving Your Media Relations Game To Benefit Your Park:** Pesky Reporters Can Be A Good Resource To Nurture

Conference rates vary by registration date, and for ANPR members and non-members, students, one-day participants, spouses and evenings-only attendees — allowing for many options. Be sure to go online to explore information about the conference and the registration process.

You will need to register and pay separately for 1) the conference with ANPR and 2) lodging with the YMCA of the Rockies at ymcarockies.org.

Located at the base of Rocky Mountain National Park, the YMCA of the Rockies is a joy to explore, with beautiful vistas, wandering elk and stunning night skies. The YMCA also offers many amenities right on campus. This year's Rendezvous attendees are invited to start the day out right with a morning yoga practice.

The nearby town of Estes Park is a popular destination with lots to see and do. It's great jumping off place for this year's Rendezvous.

Introduce ANPR to supporters

It is critical that you help us identify and contact potential donors, sponsors and exhibitors for Ranger Rendezvous, whether or not you are able to attend. Also, freely thank these supporters every time you have the chance (see the list of sponsors and exhibitors in every issue of *Ranger* magazine). More information is available at anpr.org/RangerRendezvous2017.

Volunteer for Rendezvous

We need volunteers for specific assignments before and during the event. Past volunteer opportunities have included helping out in communications and photography, logistics, registration, sponsorships and donations, scholarships, exhibit space, hospitality and field trips. Please contact

Cadence Cook at anprinternalcommunications@gmail.com now to inquire.

Contribute to the raffle and auction

Whether or not you come to Estes Park, please plan to contribute to our Rendezvous raffle and silent auction to support ANPR. Desirable donations include national park-related and one-of-a-kind items.

Enter the photo contest

Be sure to take your camera along on your day trips and travels so that you can enter photographs in the Rendezvous photo contest (photos from the past are eligible, too).

The categories are:

- People in the Parks (please receive permission from photo subjects before submitting your photos)
- Landscapes
- Wildlife
- Historical & Cultural Resources
- It's the Details (close ups, abstract designs, micro-details)

Photos can be submitted in person at Rendezvous, or by mail before October 10 to:

Elizabeth Jackson
400 Desert Willow Drive
Carlsbad, NM 88220

You do not have to attend the Rendezvous to enter. More information is available at anpr.org.

Apply for a scholarship

Bill Supernaugh was an ANPR life member, an avid supporter of the Association, and a National Park Service employee for over 39 years. Since 2007, Bill Supernaugh Memorial Scholarships have allowed



BOOKMARK
anpr.org/RangerRendezvous2017
 to stay caught up on
 information about
 speakers and sessions



Life members who contribute \$125 to ANPR are recognized in the Second Century Club. Once you are a Second Century Club member, each additional \$250 donation will increase your life level by one century. If you are a life member, please consider raising your contribution to the next level!

early-career employees, NPS volunteers and students to experience the annual Ranger Rendezvous.

Any ANPR member or park employee who has not attended a Rendezvous is eligible to apply. Scholarships are funded by the generous support of ANPR members.

Scholarships include:

- Basic conference registration fees (not including additional trainings, field trips, etc.)
- Hotel room (likely shared)
- Actual or partial transportation costs (not to exceed \$300)
- One-year membership to ANPR

Applications are being accepted through August 24 at <http://anpr.org/event-2532084>. Scholarships will be announced by September 1.

To be eligible for a scholarship, you must be:

- A new Ranger Rendezvous attendee
- A current ANPR member or an NPS employee
- Able to attend Rendezvous in its entirety from October 18-22.

Sign up for a field trip

We hope you will join us on one of our field trips to Rocky Mountain National

Park. A ranger-guided bus tour and hike in the park will include information about the history of the park as well as current initiatives. Evening events include an elk bugling program, where you can learn from a ranger about the fascinating mating habits of elk while listening to their haunting cries. Other field trips include a trip to the Rocky Mountain Arsenal National Wildlife Refuge, where you can spot more than 330 species of wildlife, including bison, coyotes, and white pelicans (fws.gov/refuge/rocky_mountain_arsenal), and a trip to the National Eagle Repository (fws.gov/eaglerepository), where you can learn about the history of eagle protection and see confiscated and found eagles.

We are also happy to share that we have scheduled an evening program with “Cowboy” Brad Fitch, a wonderful country and folk artist. We will also have a night of square dancing.

Whether you plan to participate in spirit or in person, please join us in making Ranger Rendezvous a great success.



Cadence Cook
anprinternalcommunications@gmail.com

2nd Century Club

- Lawrence Belli
- Tony Bonanno
- Jim Brady
- Paul Broyles
- Rod Broyles
- David Buccello
- Patricia Buccello
- Robert Butterfield
- Michael Caldwell
- William Carroll
- Bruce Collins
- Roberta D’Amico
- Bruce Edmonston
- Joe Evans
- Mitch Fong
- Hal Grovert
- Fred Harmon
- Warren Hill
- Keith Hoofnagle
- Robert Huggins
- James Hummel
- Craig Johnson
- Margaret Johnston
- Ron Konklin
- Mary Kimmitt Laxton
- Tomie Patrick Lee
- John Mangimeli
- Colleen Mastrangelo
- Sean McGuinness
- Jack Morehead
- Aniceto Olais
- Tim Oliverius
- Cindy Ott-Jones
- Bundy Phillips
- Bill Pierce
- Tom Richter
- Bruce Rodgers
- Elizabeth Schaff
- Margaret Steigerwald
- Bryan Swift
- Mark Tanaka-Sanders
- Dale & Judy Thompson
- Victor Vieira
- Karen Wade
- Philip Ward
- Janice Wobbenhorst

3rd Century Club

- Erin Broadbent
- Carl Christensen
- Kathleen Clossin
- Maureen Finnerty
- Rebecca Harriett
- Mark & Phyllis Harvey
- Larry Henderson
- Steve Holder

- Stephen M. Hurd
- Bob Krumenaker
- Dave Lattimore
- Dan Moses
- Rick Mossman
- Alden Nash
- Mike Pflaum
- William Quinn
- Teresa Shirakawa
- Ron Sprinkle
- Kathy Williams
- Phil Young

4th Century Club

- Cliff Chetwin
- Dr. Russell Clay Harvey
- Mary Jeff Karraker
- Deborah Liggett
- Jay Ligett
- Scot McElveen
- Jean Rodeck
- Rick Smith
- Barry Sullivan
- Nancy Wizner

5th Century Club

- Vaughn Baker
- Jonathan Lewis
- Bruce & Georjean McKeeman
- Scott Pfeninger
- Don Steiner

6th Century Club

- Rick Erisman
- John Townsend

7th Century Club

- Dennis Burnett & Ginny Rousseau
- Don Chase
- Butch Farabee
- Gary Hartley
- Edward Rizzotto

9th Century Club

- Deanne Adams & Tony Sisto
- Dick Martin

10th Century Club

- Stacy Allen

11th Century Club

- Wendy Lauritzen

16th Century Club

- Bill Wade

Paying it forward

FLORENCE SIX: An interview with Lu Ann Jones

It takes a village to make the National Park Service work, and key personnel include employees like Florence (Flo) Six, who found her passion in career development and employee training. In 2013, nine years after her retirement and as part of the Association of National Park Rangers Oral History Project, Six discussed her 35 years of federal service.

Although she held a number of different positions, the Midwest was her base. Six reflected on her satisfaction in helping others advance and how she discovered and developed her own talents in the NPS.

It so happened that at the Ranger Rendezvous in St. Louis where we talked, one of Six's biggest success stories testified to her influence as a mentor. Keynote speaker Peggy O'Dell, then deputy director of the NPS, credited Six with helping O'Dell create a training plan when she was a young ranger at Jefferson National Expansion Memorial in St. Louis. O'Dell appreciated Six's sage advice as she made career choices for years to come.

Six's government career began in 1969 at Headquarters Marine Corps in Washington, D.C. Not surprisingly, the office was all spit and polish.

SIX: It was learning about protocol, confidentiality and security clearances that really struck me as extremely important along with the hard work ethics, the integrity and the honesty. At Headquarters, when the colonel came in, when the general came in, you stood up. It was always, "yes, sir," "no, sir." And you stayed until the job was done. Those things that I learned there at Headquarters stood me well throughout the rest of my career.

In 1973 Six joined the NPS as a secretary at the Denver Service Center in Colorado. Her immediate supervisors were personnel officer Robert Walton and training officer Larry Hovig.

SIX: The transition was difficult for me. It took me a while to realize that I did not have to stand up when the boss came in, and I did not have to say "yes, sir," "no, sir." I never could bring myself to call him "Bob." It was always "Robert." It was the personal formalities that I had a hard time dealing with. Other than that, the transition work-wise was the same in that we had lots to do, we had to get it done, it had to be letter perfect.

That's when I learned about the training field. Now it's called employee development.

And I loved it! It had to do with talking to people about what they wanted to do in their careers and why, and helping them get the training opportunities that they needed to fulfill those plans. I loved that part! It was fun for me to see people achieve progress in their plans, and for them to develop.

Fortunately, someone in the Rocky Mountain regional office helped Six determine and develop her talents, too.

SIX: There was a gentleman by the name of Al Maxey who was the regional training officer at that time. He was really my mentor. He took me under his wing and taught me about the philosophy of the National Park Service and what training and development really, really meant.

I talked with Al Maxey, and I said, "I really want to be a training officer. I would love to be like you, Al, a regional training officer."

Al was a master at identifying in people what they might be good at and where they had some potential. I had talked with him about how can I learn to be a better trainer? How could I learn to do what the National Park Service wanted me to do as a training officer? We would sit and visit about NPS philosophy and who does what out in the parks.

An opportunity came up with the U.S. Civil Service Commission (now known as the Office of Personnel Management) called the Training and Development Leadership Fellowship. It was a six-month, on-the-job experience with the Civil Service Commission where I learned to teach two classes. One was Introduction to Supervision, and the other



Left: Flo Six at Mount Rainier National Park in Washington, July 2016.

Right: Six in her office at the Midwest Regional Office in Omaha, Nebraska.

Photos courtesy of J. T. Townsend

was Supervision and Group Performance. For six months, I was part of the training staff over at the Regional Training Center. I worked shoulder to shoulder with Larry Mitchell, who was a professional trainer with them, and really learned how to do those classes. By the end I could do a 40-hour class on my own, from beginning to end.

It was an amazing experience. I taught classes in Idaho, Montana, Utah, Colorado and there in the Denver area. The traveling part was interesting. Meeting the students from all of these other agencies was very interesting. It was just a huge growth opportunity for me.

In 1976 Six took advantage of another opportunity to grow professionally. She accepted a temporary assignment as the acting regional training officer for the Midwest Region in Omaha. When the permanent position was advertised, she applied for it.

SIX: There were 28 applicants, and I was selected. It was like, oh, my God! How did this happen? It's so wonderful. And you know, I have Al Maxey to thank for those opportunities. Ever since, I've been trying to pay that forward.

It was important to Six to repay the act of kindness that she'd received from one person to another and to be a good mentor.

SIX: The idea of paying it forward — somebody gives you a chance, you give somebody else a chance. It just promotes good ethics all along the way. And if a mentor doesn't find you, you find one. To be really successful within our organization and with the public, I think that those connections have to be strengthened.

Training and building a community among employees went hand in hand for Six.

SIX: The people who went through those classes really melded together as a team, felt really part of the National Park Service family. And they kept those connections over their whole careers. It meant the world to them. It was like their futures were so open, the possibilities were unlimited, that with time and dedication and experience they could do almost anything they wanted to do. That was huge to me.

When I talked about falling in love with employee development or training, to me, the name of the game was employee development. It didn't matter what job an individual had. If you could develop goals and focus your career in a positive direction and make contributions along the way, that was the best. My personal involvement in developing people, that's where I found the great joy in the day-to-day operation.

Six took her own career advice to heart.

SIX: I let my supervisor and colleagues — people I interacted with, people in the

training field — know what my goals were. I got some counseling on what kinds of development opportunities I needed and that sort of thing.

My mom told me that “It's okay to change your goals. It's okay to change your priorities.” So, as I was looking towards the future, it was for promotional opportunities. Not just the money, but new things to do, more responsibility, more opportunities to contribute.

There was a fellow at the Midwest Regional Office there in Omaha whom everyone just really respected. His name was John Kawamoto, and he always said, “There's more than one way to the top of Mount Fuji.” That has stuck with me my whole life.

Six didn't hesitate to seize a chance to grow professionally. In 1988 she became the Midwest Region's public affairs officer, and in 1997 she was promoted to assistant regional director of communications.

SIX: I would say that my career with the National Park Service was the best. I had wonderful opportunities. I had support. I made lots of friends. My associations with people across the Service were positive. I developed lifelong friendships during a process that I felt I was making a contribution to the National Park Service, and to employees. And that was so gratifying.

Florence Six retired from the National Park Service in 2004. She and her husband, John Townsend, also a career NPS employee and life member of ANPR, live in Newman Lake, Washington.

Lu Ann Jones is a historian in the Park History Program in Washington, D.C.



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LEGACY: TRANSITION PLANNING

Saddle up and keep riding

By Phil Francis

One day you retire. I don't know what will happen when you leave, or what it will mean to you to pack up decades of experience and send your last email. But I do have 40-plus years of experience and an idea about what you can do about it. I have seen a lot of people leave the building.

We have all been to the parties. We have heard people reminisce about great coworkers and special places that filled long careers. Each year the National Park Service loses hundreds of great employees, each one in possession of a trove of knowledge about the parks and systems where they worked.

These retirees honed skills over time and also gained special insights about day-to-day operations. They developed important relationships with local community leaders and built networks with a host of partners and coworkers. When NPS employees retire, the Park Service loses something very valuable.

For many years I have thought that there should be some way to capture all that knowledge and experience — the institutional memory — that each person takes with them. But too often, it is just gone. Consequently, the workplace has to adapt to the loss.

When budgets were better, jobs got refilled. But today they are too frequently left vacant, leaving the remaining staff with the challenge of doing more with less — or less with less. It becomes harder to meet past expectations and stress levels increase. Employee morale declines. More people leave, taking yet more experience with them. And without all that institutional memory, those still in the traces must reinvent their own wheels.

It is not reasonable to expect a park or office to write down or pass along every aspect of a job. Every job has nuances that

are not captured anywhere — not in position descriptions, standard operating procedures, job hazard analyses, annual reports or administrative histories. Without a shadow, most of this institutional memory is just gone.

Must this be the case? I don't think so. Not if we leverage our greatest assets: our employees (both past and present), our purpose and mission, and the support of our constituents.

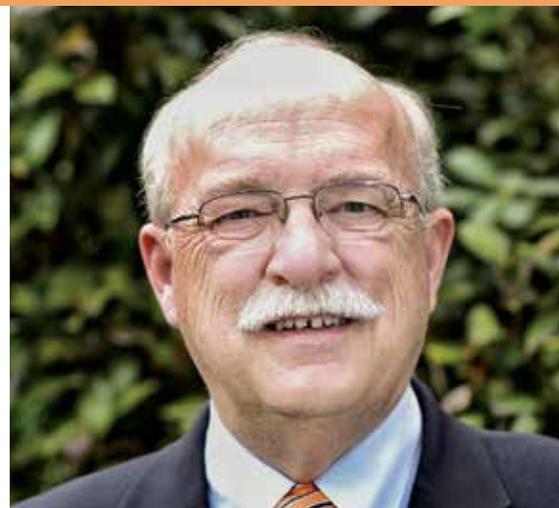
I was told that when people retire, they should ride off into the sunset. The expectation was that I should limit my involvement in the NPS or the park or office I left behind. But to follow that advice means that no one can take advantage of my institutional memory and the memory and skills of other NPS employees who can guide and counsel those who are still in place.

We don't have to lose this valuable knowledge base. Certainly there are perils to continued involvement — risk of undermining existing authority, retarding innovation, etc. — but they are easily overcome. It simply takes willing retirees, a process for sharing information as a mentor or coach, a receptive audience, and the support of our agency.

DUKE UNIVERSITY PARK INSTITUTE OF AMERICA

The Coalition to Protect America's National Parks (formerly the Coalition of Retirees), or CPANP, is addressing this issue by creating the Park Institute of America located at Duke University's Nicholas School of the Environment. The CPANP plans to connect former NPS employees with today's staff.

When you think about it, it would be shameful not to share our experience. After all, we have a rich inventory of skill sets



and knowledge. But there is no value in it if it is hoarded. Connecting current and past employees is a step toward preserving the culture and knowledge base that has been developed over many years.

I am not suggesting that the old wheels are better and that we continue to do things the same way we always have. But we should move forward with a fuller understanding and appreciation of how we got where we are.

Few issues are new. This is not the first discussion about our changing culture or loss of institutional memory. It's not the first call for transition plans. But it might be the first time in memory that something tangible is being institutionalized to arrest this flight of knowledge. Hard-won plans and intentions should not be left on the shelf, forgotten with the departure of memory.

It is natural for our culture to change over time. But maybe we could manage that change better by preserving our knowledge. Instead of riding off into the sunset, our saddlebags packed with all the subtleties of a career, maybe our peers can ride out to meet us in a partnership between the past and the future. The CPANP is working on it. Join us at www.protectnps.org. You don't have to be retired to do it, just willing to help.

Phil Francis is vice chair of the Coalition to Protect America's National Parks. He retired as superintendent of the Blue Ridge Parkway in 2013 after more than 40 years with the National Park Service.



CULTURAL RESOURCES

This we'll defend

Long before Americans went to the polls last November they went to national parks. In 2016, the Centennial year of the National Park Service, there were 331 million recreational visits to national parks, eclipsing even the record-breaking year of 2015. After more than a century one thing is certain: In blue states, red states and purple states, Democrats, Republicans and Independents love their national parks.

The question before us now is how firmly that “love” transfers into actions that protect the most significant cultural, historic, natural and scenic resources on the American landscape. Or, to what extent might a professed affinity for national parks be used by some to gloss over the implementation of policies designed to undermine public lands and the laws, agencies and people that manage and protect them?

My friend and mentor Frank Peterman is fond of saying “show me your budget and I’ll show you your priorities.” I’d add that the policies we implement also demonstrate how much or how little our lawmakers (and by extension, we the people who elect them) value our national parks.

Ongoing efforts to eliminate the Antiquities Act, rescind existing national monuments, defund the National Heritage Area program, remove critical environmental protections regulating clean air and water, unnecessarily opening up protected spaces for drilling and fracking, and reducing the budget of the Interior Department by 12 percent, do not bode well for our parks and public lands.

Proponents of such abuses tell us that the country needs these changes. That difficult times demand regulatory rollbacks and draconian cuts in funding. That to be both safe and prosperous we must abandon that which we hold most dear.

These arguments are dramatic but not accurate.

Protecting public lands and historic and cultural resources has been a priority for this country long before we turned 100 years old. It hasn’t always been easy. Naysayers and detractors have dogged the process from the start. President Abraham Lincoln signed the Yosemite Land Grant Act in June 1864 during one of the bloodiest periods of the American Civil War. His action conveyed to the State of California for “public use, resort and recreation” a portion of land referred to as “the Yo-Simite Valley” in the heart of what would become in 1890 Yosemite National Park.

Efforts to establish the Grand Canyon as a national park date back to the 1880s, when a coalition of local ranchers, miners and residents consistently and effectively blocked legislation to establish a park for more than two decades. They feared the presence of the federal government would unduly restrict land uses and ruin their way of life.

In 1906, President Theodore Roosevelt ended the debate by using his executive authority under the Antiquities Act to establish Grand Canyon National Monument.



Chisos Mountain south rim vista, Big Bend National Park. NPS Photo/Reine Wonite

Re-designated a national park in 1919, the Grand Canyon consistently draws over 4 million visitors per year. In 2014 alone, far from undermining anything, the park generated \$509 million in economic activity for surrounding communities, which in turn supported over 7,800 jobs. The Grand Canyon was named a World Heritage Site in 1979.

Some 38 years later President Franklin Delano Roosevelt established Big Bend National Park in Texas. He did so the week after the June 6, 1944, Allied invasion of Normandy. At its opening, Texas’s first national park had a staff of five and a budget of \$15,000. Several thousand acres of land remained to be purchased to complete the park’s proposed composition.

FDR’s decision to act helped, I think, send a message to the American people that, even when faced with the threat of fascist world domination, creating new lands to be protected in perpetuity for the benefit and enjoyment of the people remained a priority. Big Bend National Park currently preserves thousands of years of human history, 120 species of plants and more than 600 vertebrates, while serving as a home or stop-over for more than 450 species of birds.

Can you imagine a world without Yosemite, Grand Canyon and Big Bend national parks? Or, for that matter, Manzanar National Historic Site, Gettysburg National Military Park or the Gullah Geechee National Heritage Corridor? Or a world where these places are so heavily compromised by incompatible development that the resources and stories they were designated to preserve vanish in the haze of polluted skies and obliterated landscapes?

Neither can I.

Rather, I think that having established a superlative National Park System that we ought to honor our commitment to its protection. It’s high time we let everyone, especially our elected leadership, know that this we’ll defend.

— Alan Spears,
National Parks Conservation Association, Washington, D.C.

“The **IDEA** of wilderness **NEEDS NO DEFENSE.**

It only needs more **defenders.**” Edward Abbey



National Wilderness Leadership Training participants. Photo: NPS



Education at the center is based on six wilderness technical core competency areas:

- **Wilderness History, Law, Regulation, and Policy:** Interpreting and implementing the history and laws of the National Wilderness Preservation System and agency wilderness stewardship regulations and policies
- **Managing Special Provisions:** Managing the special provisions identified in The Wilderness Act of 1964 and in subsequent enabling legislation
- **Wilderness Planning:** Addressing wilderness stewardship needs in programmatic and project level planning processes
- **Wilderness Field Skills:** Accomplishing specific field tasks in a variety of wilderness settings
- **Visitor Use Management & Monitoring:** Managing and monitoring visitor use in wilderness
- **Natural & Cultural Resources Management & Monitoring:** Managing and monitoring natural and cultural resources in wilderness.

A blend of classroom courses, e-courses, webinars and certificate programs supports Carhart Center efforts to support the spirit and intent of the Wilderness Act of 1964. Classroom courses meet educational needs at the unit, regional and national level. Developed using subject matter experts from each agency, 36 e-courses are offered through a partnership with the Eppley Institute for Parks and Public Lands at Indiana University.

Two wilderness certificate programs are available: The Wilderness Management Distance Education Program in

Learning for a career and lifetime: **Carhart Wilderness Training Center** *By Tim Devine*

In 1919, Arthur Carhart, the first landscape architect in the U.S. Forest Service, was sent to Trappers Lake, Colorado, to plot the shoreline for road access and several hundred vacation homes. He returned to his office and instead wrote, “There is a limit to the number of lands of shoreline on the lakes; there is a limit to the number of lakes in existence; there is a limit to the mountainous areas of the world, and... there are portions of natural scenic beauty which are God-made, and which of a right should be the property of all people.”

Shortly after, Trappers Lake was administratively set aside as an area to be undeveloped. Today, it is within the more than 230,000-acre Congressionally designated Flattops Wilderness.

Carhart’s ideas and vision for wilderness preservation carry on at the Arthur Carhart National Wilderness Training Center in Missoula, Montana. Established in 1993, the center empowers federal agency employees, scientists, educators, partners and the public to further their training and education in wilderness preservation.

The Carhart Center team of eight includes the director, representatives from the Bureau of Land Management, U.S. Fish and Wildlife Service, U.S. Forest Service and National Park Service, an interpretation/outreach specialist and two administrative support staff. Using a flexible, creative and innovative interagency team approach, the staff collaborates with experts from a variety of disciplines across agency and non-agency boundaries to develop comprehensive interagency solutions to wilderness stewardship challenges.

cooperation with the University of Montana offers accredited university courses for a comprehensive study of wilderness management. The Wilderness Stewardship Certificate Program in partnership with the Eppley Institute and the Society of Wilderness Stewardship presents the basics of on-the-ground wilderness stewardship by exploring the history, philosophy and application of wilderness law, regulation and policy in the United States.

The Carhart Center also is responsible for a comprehensive online clearinghouse of wilderness information and management tools provided through a partnership with the University of Montana's Wilderness Institute and the Aldo Leopold Wilderness Research Institute. Online now at wilderness.net are maps, data, images, toolboxes, templates and examples of stewardship issues. Later this year, the new Wilderness Connect will encompass wilderness.net, connect.wilderness.net, the Wilderness Updates newsletter, and Facebook, Twitter, YouTube and Flickr accounts.

Together with partners Big Brothers Big Sisters, Salish Kootnai Pend-d'Orielle Tribes, outfitters, academics and Job Corps, the Carhart Center also has developed the Outdoor Explorers Mentoring Program to engage youth and adults in outdoor activities, Wilderness Investigation Workshops that help educators incorporate wilderness concepts into school curriculum, and the Wilderness Discovery Certificate Program provided at Job Corps centers around the country.

As long as there are wild places to protect, the Carhart Center will continue to further the importance of sound wilderness stewardship across the National Wilderness Preservation System.

Tim Devine is the branch chief for training and development within the NPS Wilderness Stewardship Division and the NPS representative at the Arthur Carhart National Wilderness Training Center. He has more than 35 years of NPS experience at a variety of wilderness parks and is a recipient of the NPS Director's Wes Henry Excellence in Wilderness Stewardship Award and the Rocky Mountain National Park Jack Moomaw Award for Excellence in the Art of Rangering. He is a Life Member of ANPR.

Open up the possibilities for each visitor's experience

Happy summer! It is likely to be busy and rewarding. This is the time of year that many of us work at information desks, welcoming the millions of visitors to our national parks. So, I pose a question: Will we be welcoming visitors to THEIR parks or to OURS? Will we invite them to have their own experience, or a remake of our experience in their image?

Many of us come to work in parks and protected areas as a result of our significant life experiences and associated attitudes and values. Because of the priority memories of our own significant experiences have, do we expect visitors to see the parks in the very same way?

How often have we recommended against hiking a trail because it is, "too easy" or "not very scenic?" How about telling visitors the "best way to experience the park?" Have we ever said that you cannot experience the park from the windshield of a car or tour bus? Do we give priority to visitors who seem more like us?

When we do any of these things, are we thinking about our personal experiences at the expense of our visitors? Or, are we responding to individual visitors, helping them to have their own, unique and significant experience in their parks?

In our 2014 *Journal of Interpretation Research* article titled "A New Interpretive Pedagogy," Doug Knapp and I describe skills essential to two-way interpretation through dialogue. One of these skills is, "openness —

recognizing and accepting the genuine being of the other person and understanding that the other is fundamentally different from oneself."

When we place excessive emphasis on what we would do rather than what the visitor might want to do, we are not open. On the other hand, if we set our personal experience aside and are truly open to our visitors and their

own personal experience, we can make recommendations relevant to them, to their abilities and their interests. We can help them to experience THEIR park.

In 2011, while working at Zion

National Park, I found myself mimicking my peers, steering visitors away from a trail that my fellow rangers thought was not scenic, was uninteresting and was simply too easy. I did this while having never hiked the trail.

I realized I was making false recommendations, encouraging visitors to have a ranger experience rather than their own. I thought hard about being more open to the visitors as a result.

I subsequently hiked that trail many times, and worked with my team to sing its praises. In doing so, we began to see the park through visitor's eyes, thus helping them to have THEIR experience.

I encourage all of us to rise to the challenge this summer — to be fully open to our visitors, to welcome them, and to help them to experience and enjoy THEIR parks.

— Brian Forist

Indiana University, Bloomington



All in the Family



Liz Roberts retired from the National Park Service on May 27 after serving since November 1985 without a break in service.

Roberts began work with the NPS as a clerk/typist, and her administrative roles have included administrative technician, executive assistant, budget analyst, human resources officer and administrative officer (chief of administration). She worked at Yosemite National Park twice, Timpanogos Cave National Monument, Lake Clark National Park & Preserve, the National Interagency Fire Center, Sitka National Historical Park, Lassen Volcanic National Park, Petroglyph National Monument and Joshua Tree National Park. She and her husband Clair divide their time between Bailey Flats, California, and Paradise Valley, Montana. They are life members of ANPR.

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Kudos

These people have either given someone a gift membership to ANPR or recruited a new member.

Thanks for your help and support!

- Mark Linder
- Kendell Thompson
- Christian Malanka
- Michael Schumacher

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Welcome to the ANPR family!

Here are the newest members of the Association of National Park Rangers (updated 5/18/17)

- Dick Anderson, *Anchorage, AK*
- Paula Address, *Flagstaff, AZ*
- Robert Austad, *Victoria, BC*
- Andrew Barnes, *Sapulpa, OK*
- Bonnie Bastian, *Fairfield, OH*
- Marianne Bez, *Cooperstown, NY*
- Lauren Blacik, *Omaha, NE*
- Linda Bloomer, *Powell, TN*
- Lorrie Bonds Lopez, *Santa Fe, NM*
- Alexandria Collins, *Murfreesboro, TN*
- Mary Collins, *Oklahoma City, OK*
- Colorado Northwestern Community College, *Rangely, CO*
- Michael Curtis, *Burlingame, CA*
- Amber Debardelaben, *Savannah, GA*
- Steve Detwiler, *Plantation, FL*
- Curt Dimmick, *Eatonville, WA*
- Thomas Diveny, *Sparta, NJ*
- Celia Dubin, *La Junta, CO*
- Darwin Fields, *Urbana, IL*
- Charlotte Fries, *Fernandina Beach, FL*
- Mark Glowacky, *Brentwood, NH*
- Diana Gomez, *Lincoln, NE*
- Charles Grady, *Essex, MD*
- Amanda Guenther, *Bishop, CA*
- Ashe Gummels, *St. Louis, MO*
- Jamie Hays, *Lake Elsinore, CA*
- Riley Hays, *Custer, SD*
- Mike Hittle, *Rapid City, SD*
- Mary Hoffman, *Holcombe, WI*
- Miriam Hornstein, *Yellowstone National Park, WY*
- Robert Hoyle, *Fairview, NC*
- Cathryn Hoyt, *Fort Davis, TX*
- Joshua Jones, *Nashville, TN*
- Joy Kacoroski, *Issaquah, WA*
- Marin Karraker, *Jemez Springs, NM*
- Joshua Keys, *Yosemite, CA*
- John Loehr, *Ronan, MT*
- Christian Malanka, *Idaho Springs, CO*
- Hannah Malvin, *Washington, DC*
- Gabriel Mapel, *New Hope, VA*
- Casey McCabe, *Silver Spring, MD*
- Matthew Mordfin, *Custer, SD*
- Steven Nelson, *Vancouver, WA*
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The overall objective of Accident/Incident Reporting and Investigation is to eliminate recurrence of accidents and “incidents with potential” for employee injuries and occupational illnesses, and other damage to government property. NPS Director’s Order-50B

New e-course to be released

SERIOUS ACCIDENT INVESTIGATION

Serious accident investigations help to continually improve the health and safety of the men and women who work for the National Park Service.

In late 2014, the Eppley Institute for Parks & Public Lands at Indiana University and the NPS Office of Risk Management jointly set out to develop the online course “Serious Accident Investigations in the National Park Service.” Funding and oversight was provided by the NPS Division of Learning and Development. The course is nearing completion and will be offered beginning in fall through the Department of Interior’s Learning Platform, DOI Learn.

The new course follows an emphasis on safety by Former NPS Director Jon Jarvis and is an important step in making safety an NPS leadership practice. The goal is to enable park management to educate employees about the fundamentals of accident investigations so they are prepared should an incident occur.

A serious accident investigation occurs when an NPS employee has an accident involving any of the following: one or more fatalities, three or more personnel who are inpatient hospitalized, or property/equipment damage of \$250,000 or more.

Serious accident investigations are critical to the NPS in order to:

1. Prevent future accidents
2. Comply with policy requirements
3. Ensure sufficient documentation
4. Identify causes
5. Recommend corrective measures
6. Provide learning opportunities for future remediation to the NPS.

The new one-hour course will include interactive and engaging learning tools such as printable guides, case study work and videos. The e-course will be easily accessible by NPS employees with a DOI Learn



Regular discussions and demonstrations of equipment safety practices can help reduce serious accidents. NPS photo

account. A downloadable PDF version will also be available on the Common Learning Portal (<https://mylearning.nps.gov/>).

Sally Pelto-Wheeler is project manager for the Eppley Institute for Parks and Public Lands, School of Public Health, Indiana University.

Christy McCormick is senior program manager for the Eppley Institute.

Demica Vigil is training manager for visitor and resource protection, public affairs, legislative affairs and international affairs for the NPS Stephen T. Mather Training Center.

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