

# RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 34, No. 1 | Winter 2017/18

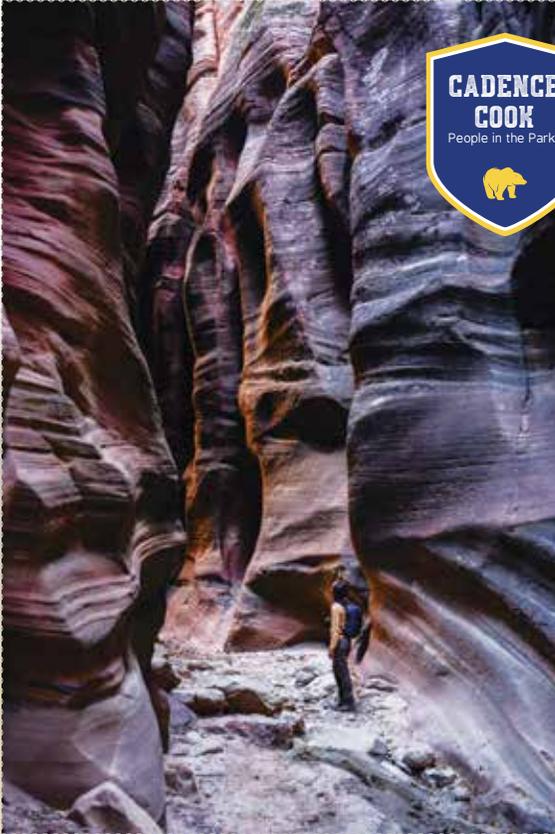
## Ranger Rendezvous 40



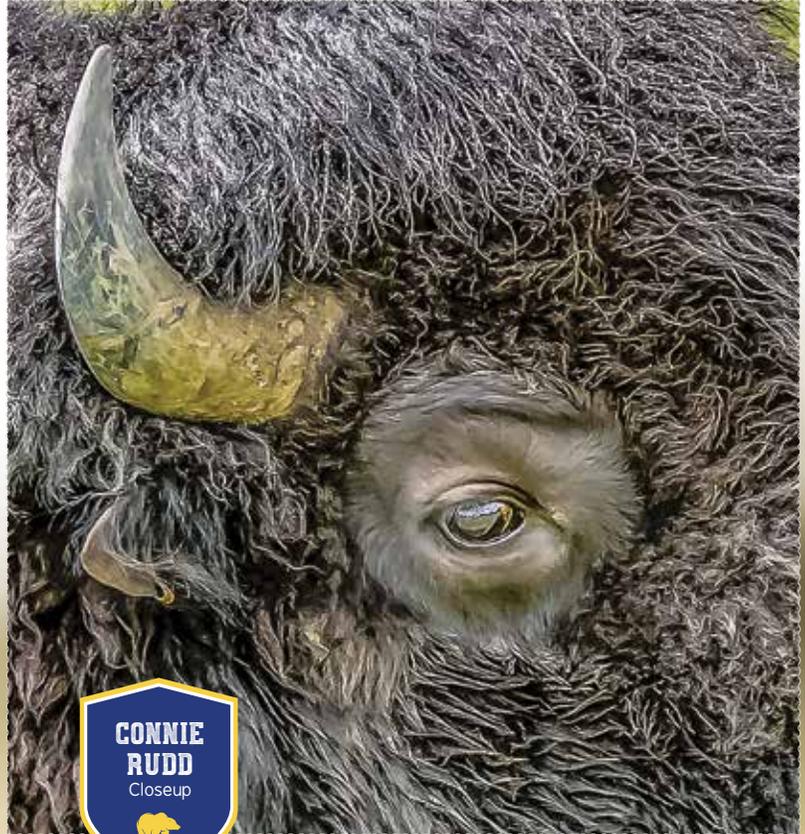
**AVERY  
SLOSS**  
Best in Show  
2017 Photo Contest

# 2018 PHOTO CONTEST

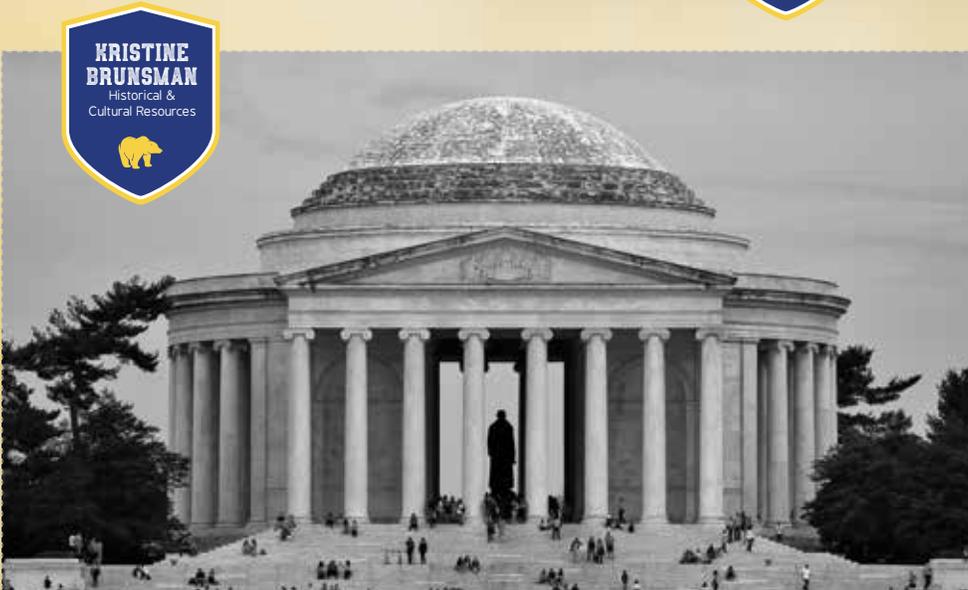
The categories and winners are:



**CADENCE COOK**  
People in the Parks



**CONNIE RUDD**  
Closeup



**KRISTINE BRUNSMAN**  
Historical & Cultural Resources



**CONNIE RUDD**  
Wildlife

President's message ..... 4  
 Board business ..... 5  
 Membership update ..... 6  
 ANPR election..... 7  
 Resilience, purpose  
 and the next chapter ..... 8  
 Historic moments..... 9  
 Sue Masica: What's new is new  
 again ..... 10  
 First-time attendee and scholar  
 finds much to recommend about  
 Rendezvous ..... 11  
 Building political resilience for our  
 national parks ..... 12  
 Yellowstone expands data-  
 gathering to inform decisions,  
 improve relationships..... 14

A grateful citizen ..... 15  
 Lemons honors Weesner with Rick  
 Gale President's Award ..... 16  
 Supernaugh Scholars ..... 16  
 Hays, Hughson awarded Stephen  
 Tyng Mather Award from NPCA.. 17  
 We are all related..... 18  
 Professional Ranger ..... 19-23  
 2018 Spring Calendar ..... 24  
 ANPR Reports..... 24  
 In Print: Legacy of the  
 Yosemite Mafia ..... 26

**Copyright** ©2018. All rights reserved. Articles and images in this publication are the sole property of ANPR and *Ranger* magazine, except where otherwise indicated. Republication in whole or part is not allowed without written permission.

## In this issue:

As editor of *Ranger* magazine, I've had the privilege of attending three Ranger Rendezvous conferences and the World Ranger Congress as your Association "reporter," and collaborating with ANPR leaders and magazine contributors.

I've also visited quite a few NPS sites, memorably Apostle Islands, Acadia, Arches, Bandelier, Bighorn, Black Hills, Blue Ridge, Boston and Boston Harbor, Bryce, Canyonlands, Carl Sandburg, Colorado NM, Death Valley, Denali, Devils Tower, Dinosaur, Eleanor Roosevelt, Erie Canalway, Everglades, Home of FDR, Hubbell, Fort Union, Fort Wadsworth, Gateway, Gateway Arch, Glacier, Glen Canyon, Grand Canyon, Great Smoky, Harriet Tubman, Ice Age Trail, Independence, Indiana Dunes, Isle Royale, Little Bighorn, Pictured Rocks, Knife River, Lake Mead, Lincoln Home, Mammoth, Mesa Verde, Montezuma, Mt. Rushmore, Mt. Rainier, Muir Woods, National Mall, Organ Pipe, Petrified Forest, Pictured Rocks, Point Reyes, Redwood, Rocky, St. Croix, Saguaro, Sequoia, Shenandoah, Sleeping Bear, Sonoran Desert, Statue of Liberty, Theodore Roosevelt, Voyageurs, Walnut Canyon, Wind Cave, Women's Rights, Yellowstone, Yosemite and Zion. Many of these visits were short day trips but some involved camping, backpacking,

staying in lodges and returning two or three times.

These experiences remind me of the biodiversity and the diversity within the National Park System and the Park Service. The landscapes and waterways, flora and fauna, bricks and bells, are all part and parcel of the whole. So are the millions of interconnected people who both protect and who visit the parks.

I often hear the term: "ranger's ranger" from ANPR members. As a child, I would have envisioned a ranger's ranger as a broad-shouldered, square-jawed white male of some height, probably carrying S&R gear. I now know that ranger's rangers carry laptops and GPS gear, may wear boots from size 5 to 15; may have mahogany, sapphire or malachite eyes; and may sport dreadlocks, a bun or no hair at all.

I haven't quite sorted out how these concepts fully interrelate, but they have been swirling together in my mind as I work on this issue of *Ranger*. As I sort through photos, write about and reflect on my experiences at Ranger Rendezvous 40, my trips to various also parks come to mind. All of these thoughts keep circling back to the importance of diversity and respect – for people and places.

I hope that as you read this issue, you also reflect on your own experiences and come to new understandings, whatever they may be. There is much richness to embrace and share.

Ann Dee Allen,  
*Ranger* editor

# RANGER

THE JOURNAL OF THE ASSOCIATION OF NATIONAL PARK RANGERS

Vol. 34, No. 1



Winter 2017/18

*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 business address P.O. Box 151432, Alexandria, VA 22315-9998, [www.anpr.org](http://www.anpr.org). Members receive *Ranger* as part of their membership dues. See the website or *Ranger* for membership/subscription details.

### FINAL DEADLINES

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



### BOARD OF DIRECTORS

#### Officers

President	Jan Lemons, NCRO
Secretary	Marin Karraker, CHIR
Treasurer	Bill Wade, RETI
Immediate Past President	Erika Jostad, DENA

#### Board Members

Education & Training	Kayla Sanders, USPP
Fundraising Activities	Nick Mann, TSP
Internal Communications	Elsa Hansen, VALL
Membership Services	Kate Sargeant, USPP
Professional Issues	Jamie Richards, YOSE
Seasonal Perspectives	Will Mundhenke, CAVO
Strategic Planning	Jonathan Shafer, NCRO
Special Concerns	Ben Walsh, XNPS

#### Task Groups

International Affairs	Jeff Ohlfs, RETI
-----------------------	------------------

#### Staff

Business Manager	Chris Reinhardt
------------------	-----------------

#### Ranger Magazine

Editor/Publisher	Ann Dee Allen
Editorial Adviser	Kendell Thompson, LIBO
Graphic Design	Sherry Albrecht

#### The Professional Ranger Section

Administration	Liz Roberts, RETI
Cultural Resources	Alan Spears, NPCA
Dependents Fund	Hoe Evans, RETI
	Rick Smith, RETI
Protection	Kevin Moses, SHEN
Visitor Services	Randy W. Turner, RETI

## LETTER FROM THE PRESIDENT

Jan Lemons, National Capital Regional Office, President ANPR

many hands  
make light

# WORK

## Ranger Rendezvous is a group effort



### Wow, what a successful 40th Anniversary Ranger Rendezvous!!

Thank you to all who attended, sent raffle and auction items, and also to our many sponsors and exhibitors. A great big THANK YOU to everyone who helped plan, prep and coordinate this memorable event.

For me, the best part of Rendezvous is seeing the members who attend. Greeting good friends (Lucy), old friends (Seth), former instructors (Rick), mentors (Jeff) and new rangers (Brennan, Elsa and others), and spending more time with people I know from D.C. (Alan and Kayla) is really rewarding.

The best session, and so appropriate for our anniversary, was when Butch Farabee and Dave Michalic talked about the beginnings of the Association of National Park Rangers, how far we've come and where we are going. Watching them figure out the best way to cut

the anniversary cake was priceless.

We were fortunate to have Sue Masica, intermountain regional director and acting deputy director, give a frank and honest presentation. She reminded us that there are many overachievers in the National Park Service but not every project has to be an A project. And we are also grateful to have had Dan Wenk, superintendent of Yellowstone National Park, discuss snowmobiles and carrying capacity.

We had a host of other excellent speakers. Another thank you goes to Reed Robinson for stepping in at the last minute to fill a spot on one of our panels.

Which brings me to the next point. We don't have a location lined up for next year's Rendezvous yet, and we need lots of help to coordinate the conference. In the past, many members have volunteered to assist. Last year, board members took on more than their share of responsibility.

If you want to have a Ranger Rendezvous in 2018, we need you

to help. We need people to coordinate the overall event, logistics, finance, programming, activities, the raffle and auction, onsite registration, field trips, the service project and many other things.

Some responsibilities take more time than others. If you are not sure how much time you have to contribute, contact me and we can find something that would be a good match for your interests, abilities and time commitment.

To our leaders who completed their terms on the board last year – Tom Banks, Cadence Cook, Kat Grubb and Scott Warner – thank you for your hard work, commitment and dedication. Our new board members have some big shoes to fill.

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

### **RANGER ON!!**

*Jan Lemons, President, ANPR*



# BOARD BUSINESS

## ANPR Board of Directors meeting

October 18, 2017 | Ranger Rendezvous 40 | Estes Park, Colorado

- The Board approved a **joint life-time membership** between the Association of National Park Rangers and the Park Rangers Association of California.
- The Association needs more **volunteers** to step up and help with ANPR activities, including leadership and Ranger Rendezvous planning and execution.
- ANPR plans to **recognize members** as a regular feature of Ranger Rendezvous. The members may include founders, retirees, new members and others.
- A **National Park Service survey** was presented in which 38 percent of respondents said they had been harassed (when analyzed, the results indicated that 22 percent of this group were referring to what could be categorized as age discrimination). ANPR is planning to draft a response to the survey.
- The **Association has a net worth** of \$227,019, including \$107,575 in its investment fund, \$32,508 from the **World Ranger Congress**, \$5,321 in the **Dependents Fund** and cash accounts.
- **Funds are needed** for Supernaugh Scholarships.
- Revenue from **memberships fees and fund-raising** totaled \$34,000 in 2017.
- **Membership** totaled 780 members.
- ANPR has more than **45,000 likes on Facebook**. Likes and shares skyrocketed in January around the time of the inauguration. The **Instagram** account has **170 followers**.

### HIGHLIGHTS from the Ranger Rendezvous president's report:

Current ANPR priorities are membership benefits and recruiting new members, including people at the mid-career-level, graduates and new Park Service employees; increasing our branding and awareness efforts; and creating more networking opportunities.

Beyond Association business, ANPR leaders are also discussing the inability of NPS employees to obtain renter's insurance in high fire or disaster-prone areas, helping seasonals understand NPS, medical billing issues, and working with the new administration on NPS employees' behalf.



## ANPR URGES CHANGES TO ENTRANCE FEE PROPOSAL

**I**n December 2017, the Association of National Park Rangers issued a formal position statement on a proposal under consideration by the U.S. Interior Department that, if enacted, would increase some National Park Service entrance fees to \$70, urging that the fee proposal be reworked. Among the concerns cited in the statement were:

- Safety if visitors become hostile over fees and during off-peak times if visitation increases from visitors seeking lower fees or using annual passes when seasonals are not on staff to help manage more visitors.
- A potential surge in the purchase of \$80 annual passes with none of these funds going to support current or new transportation systems needed to serve additional visitors.
- A lack of affordability for many visitors in the summertime, when entrance fee revenue increases help to offset the costs of conserving NPS sites.
- Public perception of national parks, particularly parks where fees would be tripled, that the parks are recreation areas rather than resources to be protected and preserved.

The full statement is available at [https://aonpr29.wildapricot.org/resources/Documents/ANPR\\_NPS\\_Fee\\_Response.pdf](https://aonpr29.wildapricot.org/resources/Documents/ANPR_NPS_Fee_Response.pdf).

# MEMBERSHIP UPDATE

By Kate Sargeant

**Q**

When I talk to people about the Association of National Park Rangers, the first question they ask is: Who is ANPR?

Can you be a member if “ranger” isn’t in your job title?

What if you used to wear a flat hat? What if you want to work for the National Park Service one day? Can you be a VIP? A student? A seasonal?

The answer is, YES! In fact, I have fit into various membership categories over the five years I’ve been a member.

ANPR members come from all of these categories and more. The membership 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. If that mission speaks to you, you’ll fit right in.

A few months ago, *Ranger* editor Ann Dee Allen commented that she thought she noticed a healthy increase in new members and life members. Was this true, she asked. Who are the new members? How has the composition of our membership changed, and what’s remaining constant? Again, who is ANPR?

### AS OF OCTOBER 2017:

- We are **125 permanent employees and 113 seasonals**, comprising 30 percent of the membership. These members represent just about every division and career stage.
- We are **24 full-time students**, which speaks volumes about the work being done by the Seasonal Law Enforcement Training Programs that have developed strong partnerships with ANPR in recent years. In just over a year, our student membership has increased 60 percent.
- These students are gaining perspectives on NPS careers through Ranger, Rendezvous and our successful mentorship program.
- We are the **readers in eight libraries**.
- We are **24 associate sustaining members**: Friends from state parks, the National Parks Conservation Association and even a national park halfway around the world, to name some of these members.
- Most of all, we are **489 life members**, comprising 62 percent of our membership. These stakeholders are our lifeblood; they are the familiar faces at Rendezvous, the bylines in our quarterly *Ranger*, the keepers of institutional knowledge, and the volunteers who agree to run for just one more term on the board.

Comparing the current membership roster to one from early 2016, some changes are evident. As of October 2017, we had 60 fewer members than we did in April 2016. Notably, 50 of those were seasonals.

THANK YOU  
RANGER  
RENDEZVOUS  
VOLUNTEERS!



Seth and Lauren Macey with junior ranger Sydney.

Anecdotally, I've been told by several seasonals (and former seasonals) that until a few years ago, they maintained their membership primarily to utilize the health insurance option. As that landscape has changed, it is our challenge to explore other ways in which we are relevant to that demographic.

On the other hand, we have 10 more life members than we did in early 2016, and as mentioned before, more student and associate members. This could indicate not only are we reaching out to new stakeholders, but also that longtime members are making a lifetime investment in and commitment to ANPR.

If you know of anyone at all who would be interested in joining ANPR, please show them the website and membership form and talk about the experiences you have had with our amazing one-of-a-kind organization.

*Kate Sargeant is an offiver with the U.S. Park Police in San Francisco and the membership services leader on the ANPR Board of Directors.*



Rendezvous photos are by Ann Dee Allen unless otherwise noted.

## {ANPR} ELECTIONS

The Association of National Park Rangers' annual election concluded on December 31, 2017. New Board members were seated for three-year terms in January. Candidate biographies were included in the ballot link emailed to ANPR members.

### THE NEW BOARD MEMBERS ARE:

- **Elsa Hansen**  
Internal Communications
- **Kayla Sanders**  
Education & Training
- **Jonathan Shafer**  
Strategic Planning
- **Bill Wade**  
Treasurer



## HAPPY BIRTHDAY!

Butch Farabee, left, and Dave Mihalic cut the anniversary cake after the Ranger Rendezvous Exhibitors Reception and Dinner.

# RESILIENCE, PURPOSE & THE NEXT CHAPTER



Field trip to Rocky Mountain National Park.

Photo by Tom Banks

**T**he theme of the 40th annual Ranger Rendezvous was ever-present at last year's conference. Keynote speakers, panelists and attendees turned to its underlying implications time and again in scheduled presentations, questions from the floor and the many informal discussions that take place at every Rendezvous.

Financial, staffing and infrastructure capacity is a common concern among parks with increasing – in some cases overwhelming – visitation. While NPS Centennial marketing efforts, notably the Find Your Park campaign, brought more awareness and visitors to many parks, in most cases these parks were faced with daunting challenges to meet the needs and expectations of additional visitors without the budgets to match.

Two panels, one titled with the conference theme “Resilience, purpose and the next chapter,” the other, “Increasing visitation, decreasing staff: Where do we go from here?” explored the dynamics of the more visitors / limited resources dichotomy from many angles.

Bob Krumenaker of Apostle Islands National Lakeshore in Wisconsin served on both panels. On the first panel, he was joined by Reed Robinson of the Office of American Indian Affairs and Kyle Patterson of Rocky Mountain National Park in Colorado. ANPR President Jan Lemons and Tom Banks of Olympic National Park in Washington were the two other panelists on the second panel.

## BITS AND BITES FROM BOTH PANELS

Following are a few highlights from both panels, with perspectives from management, public affairs and permanent and longtime seasonal rangers.

All three “Resilience” panelists cited similar challenges they have faced, from increased visitation to weather and climate changes and new technologies that enable less experienced visitors to visit protected areas (even though technology has also improved visitor education and operations).

Patterson said visitation has increased by more than 40 percent in four years at Rocky Mountain and now tops 1.5 million visitors a year. Amid the traffic and congestion at park hot spots are angry visitors who engage in behavior that used to be uncommon in the park. Yet, the park has 50 fewer permanent staff than several years ago and long-term staff have been leaving, she said.

Krumenaker said his biggest challenge at Apostle Islands was in 2014, when extreme cold caused precipitation on the cliffs along Lake Superior to create dazzling ice caves for several weeks. Visitation that typically totaled 148,000 people in a year's time soared to 10,000 a day, creating instant staffing, environmental and congestion issues.

Both parks used a variety of creative ways to meet the challenges, from engaging with local partners to focusing on new approaches to transportation, engineering,

visitor access during peak periods, electronic communication, temporary staffing and other solutions.

## ESTABLISH PRIORITIES

Today's issues require that park leaders set priorities effectively and develop new and multiple options for meeting demands and staff shortages, the panelists said. They emphasized educating visitors about the NPS mission and values and the environmental, historical and cultural aspects of NPS sites as a way to engage visitors in park priorities.

“We have to model leadership,” Robinson said. “Do we understand what leadership looks like, feels like and sounds like? We need to hire the right people and look outside the organization. We have almost 327 million people in this country and we have some good people who can step in.”

One way to engage staff is to motivate them with discussions about the fundamentals and encourage them to get out of the office, Krumenaker said.

“I often say to my staff, this is hard but we don't want anyone else to do this, we want to do this,” he explained. “Be calm, be confident and communicate a lot.”

At Rocky Mountain, the staff “continues to look within and say, we have to figure out a lot of this on our own and lean on each other,” Patterson said. “We have to continue to make sure that people are being heard.”

She cited strategies the NPS is using to address current issues: mitigation and

adaptation to change, an emphasis on science, and more and better education and communication.

“We need to remember that we are honest brokers of information,” Patterson said. “We need to make sure that we continue to be credible sources and stick to the science and research – to be really careful not to enter a political and emotional arena. All we need to do is concentrate on science and factual information.”

“We have to model in our lives that we have a light impact on the world on which we walk,” Robinson said.

## MUTUAL SUPPORT IS IMPORTANT

The second panel took the discussion a step further, focusing on how Association of National Park Rangers members can leverage each other’s knowledge and other resources to find solutions to these challenges.

The panelists cited proactive visitor education that better prepares people for park visits, work with legislators and local government officials to inform them about park issues, and collaborative problem solving with interested and affected groups.

ANPR can be a key resource in these efforts. The mission of the Association is 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.

“We need to help each other out,” Lemons said. “You’re never alone. There are other people in this room to talk to. We have to support and share with each other.”

She offered some of the strategies Pinnacles National Park in California has used, including working closely with the Pinnacles Gateway Partners organization comprised of park staff, city and county personnel, the local chamber of commerce and local marketing volunteers.

The park and the Partners focused on public meetings, social media and programming to help people understand park resources and learn the best and safest ways to visit. New and enhanced efforts have included a ranger corps for local youth, redirecting drivers and campers to alternative routes and sites, finding funding opportunities, and using oral histories in interpretation.

The panelists also recommended that ANPR members:

- Develop communication plans
- Consider viable infrastructure changes
- Use science and data to make decisions about visitor use and explain these decisions to staff, partners and the public
- Be willing to say no based on objective information
- Tap into academic partners for research about the park and park use
- Turn outdoor enthusiasts into park advocates through education and networking
- Understand that some solutions take time

They also noted ways for private citizens to become more effective – by getting involved in conservation efforts and public interest, research and science organizations; contacting lawmakers; and volunteering at public parks and forests.

Panelists agreed that ANPR members need to emphasize and return to the core values of the NPS and let go of initiatives that don’t fit those values.

*Ann Dee Allen*  
ANPR Ranger magazine editor



## HISTORIC MOMENTS

ANPR members and spouses who attended the first five Ranger Rendezvous conferences posed for a photo at the 40th annual Rendezvous. **Front row, left to right:** Dave Mihalic, Bill Sanders, Bill Wade, Bruce McKeeman, Georjean McKeeman, Butch Farabee and Joe Evans. **Back row, left to right:** Jeri Mihalic, Kathy Clark, Jeff Karraker, Wendy Lauritzen, Jeff Ohlfs and Caroline Evans.

Mihalic and Farabee recalled the beginnings of the Association of National Park Rangers and the first Rendezvous at Snow King Lodge in Jackson, Wyoming in 1977. A diverse group of 33 NPS professionals were instrumental in the gathering, with Mike Finley as site coordinator.

Farabee was elected president at the gathering. He recalled, “We sat in a circle and talked about our problems and finally I said, what we’re talking about is a group or an organization of some type. It was for the love of parks but really it was about the love of being a park ranger. It was really the friendships, that was the one thing I thought that this group brought to the ranger profession.”

Mihalic said, “We said, it’s not just a group for park rangers. Everybody’s in some sense a park ranger, so it’s really for everybody. We also asked, how is this going to benefit the National Park Service? We believed at the time as we were talking around that circle, we thought we can try to do something that’s good.”

### The first recorded ANPR members

The following people are listed as being present at the first Ranger Rendezvous:

- |                  |                   |                   |
|------------------|-------------------|-------------------|
| • Dutch Ackart   | • George Giddings | • Roger Rudolph   |
| • Alan Archison  | • Rick Hatcher    | • Ted Scott       |
| • Tony Bonanno   | • Fred Hemphill   | • Tim Setnicka    |
| • Jim Brady      | • Paul Henry      | • Dan Sholly      |
| • Don Chase      | • Charlie Logan   | • Chuck Sigler    |
| • Scott Connelly | • Dick Martin     | • Roger Siglin    |
| • Walt Dabney    | • Jerry Mernin    | • Rick Smith      |
| • Bob Dunnagan   | • Dave Mihalic    | • Ron Sutton      |
| • Butch Farabee  | • Dick Newgren    | • JD Swed         |
| • Mike Finley    | • Dave Ochner     | • Larry Van Slyke |
| • Rick Gale      | • Terry Pentilla  |                   |
|                  | • Jim Randall     |                   |

— List submitted by Butch Farabee

Read about ANPR history on the website at <https://aonpr29.wildapricot.org/History>.

Jan Lemons  
and Sue Masica

The Ranger Rendezvous presentation by Sue Masica, intermountain regional director and acting deputy director, was an open conversation among respected colleagues, thanks to her engaging style.



## What's new is **NEW AGAIN** Masica reminds members

**KM** Masica acknowledged the National Park Service professionals in Washington, D.C., for their hard work and the everyday pressures they face. She voiced her trust in the people who have dedicated their careers to the Service and noted the importance of having those who understand how the NPS works in federal positions.

She strives to be a voice for the Park Service and help lead a team with a shared vision, she said, and she advised park leaders to focus on viable long-term planning and prioritization in the visions for their individual parks.

The Intermountain Region is currently engaged in strategic planning and will be filling leadership positions based on current and future priorities.

“We reflected on the strength of the region, the weaknesses where we could be stronger, the threats, and the positives where we could make some changes,” Masica said. “We have to continue to do in the parks what we do day in and day out, but narrow down what we can do to make positive change happen.”

Masica and her team are focusing on several priorities:

- Fostering an inclusive and responsive workplace where employees are given

opportunities to thrive

- Enhancing the region's capacity to address threats and opportunities associated with increased visitation
- Fostering excellence in shared services and leveraging resources wisely
- Achieving better clarity, consistency, timeliness and outcomes in human resources practices
- Advocating for and promoting new human resources strategies

In addition, the region will continue to provide support to small parks and align regional goals with Department of Interior and NPS goals while minimizing disruptions.

“At the same time, we're dealing with a lot of challenges,” Masica said. “We have a lot of things to think about in this next century. Are we the organization that we should and can be for this age?”

“Surveys tell us that we can do better. We have to be thoughtful. We can't do everything at once. Things do change; you have to be able to concentrate on what needs to be done to be able to move that needle.”

She emphasized that it falls on the 20,000 NPS supervisors as well as long-time and new employees to practice professionalism every day. Masica urged attendees to notice how colleagues are

treating each other and to practice respect and trust: “To do that effectively requires a bit of humility and not being in denial about what's going on.”

There must be a focus on sexual harassment, she said: “Where do we find the courage to speak up? Where do we find the tools we need to address the people who have been affected? Training is not the only answer. It's not enough.”

Concerns about hostile workplaces, bullying, “mansplaining” in which some men speak in condescending ways, using administrative leave for HR issues, HR communication strategies, the future workforce, the federal budget, deferred maintenance, seasonal employment, increased visitation, safety problems, and the effects of climate change on resources are also top of mind, she said.

NPS professionals must demonstrate that they are brilliant at the basics and that they work for the public and spend the public money's, Masica added.

“You have to retool and adapt and adjust to what's going on,” she advised.



*Ann Dee Allen*  
ANPR Ranger magazine editor



Ahmad Toure talks with Elizabeth Jackson at Ranger Rendezvous 40.

# First-time attendee

## and scholar finds much to recommend about Rendezvous

By *Ahmad Toure*

**R**anger Rendezvous 40 was a pleasant journey into the unknown for me.

I have never been to Colorado before, never seen the snow-capped Rocky Mountains or hiked around an alpine lake.

I was excited to see the Stellar Jays digging corn from the scarecrows as I checked in at YMCA of the Rockies' administration building.

I have been working with the National Park Service in the Washington, D.C. area for the past nine years; six as a permanent park ranger. I renewed my ANPR membership this year with the intention of attending Rendezvous.

I and seven others were grateful to have been able to attend Rendezvous with the assistance of Supernaugh Scholarships. I had heard rumors that Ranger Rendezvous was a good place to encounter sages of the outdoor community. So, given my recent contemplations on overcoming federal career prospects in the current political climate, I decided to check out the 40th Rendezvous.

I arrived on Thursday evening, so I was unable to attend a field trip that day. I was able to catch Saturday's elk bugling program,

though, and ranger Kathy told a captivating tale of elk mating rituals as we observed a large herd in the meadow.

Friday morning all of the Supernaugh Scholars and other attendees were invited to an early breakfast with ANPR Board members before the conference's opening speakers took the microphone.

There was a lot going on at Rendezvous, so I will just touch on a few personal highlights from the sessions. Several superintendents discussed the legislative future of managing public lands and advocated leveraging strong scientific and community relationships to build sustainable solutions sooner than later. Others spoke of resilience, emotional intelligence and the need to practice self-care.

I greatly appreciated the discussions around diversity and inclusion. The Wilderness Society is doing some interesting research to re-examine the "white-male-dominated" narrative of conservation history.

I was glad to hear that the National Association for Interpretation's upcoming revised certification and training programs seem to align with concepts of Audience Centered Engagement discussed prominently in the new Foundations of 21st Century Interpretation document.

One of the conference panels that I especially enjoyed was Butch Farabee and Dave Mihalic's discussion about the inception of the Association. It allowed me to reflect that Rendezvous was a space to help me expand my horizons, learn what colleagues and partners are experiencing in other regions, and gain a broader perspective on issues facing our Department of Interior agencies and public lands in general.

If I had to compare my experience at Rendezvous with something else, I would say it reminded me of going to NPS Fundamentals on my off time. I have always valued investment in knowledge gained that will help me grow into a better human in general.

Another benefit: Rocky Mountain National Park sunrises and sunsets are almost as captivating as those in Grand Canyon.

The experience at Ranger Rendezvous really motivated me and provided me with clearer direction for my career goals. I was glad I went. 

*Ahmad Toure is a ranger at George Washington Memorial Parkway in the District of Columbia. You can find a video interview with him at <https://findyourpark.com/stories/ranger-stories-ahmad-toure>*



# BUILDING POLITICAL RESILIENCE for our national parks

*By Ani Kame'enui, National Parks Conservation Association*

**I** grew up playing in wilderness areas and national parks. My bar for conservation was high. When I started working on public lands policy in D.C., I couldn't begin to understand why we were "settling" for national monuments and recreation areas.

Then I started counting Congressional votes and tracking administrative agendas. I watched the priorities change under George W. Bush, under Obama, and today, under President Trump. And every time Congress or the administration has shifted, so too have our expectations and our understanding of different land protection designations, land management agencies and the power of the people on the ground.

Today, conservation policy in D.C. is undergoing the most dramatic shift in expectations we've experienced. It's disorienting. I hope we can consider some lessons learned from both the last and the current administrations on how to build strong protections for our parks.

The National Parks Conservation Association (NPCA) prides itself, as does the National Park Service, on being non-partisan. In the last several years, the Park Service has made great strides in reaffirming the role of our parks as a non-partisan space – one that aims to tell a richer American story.

## MESSAGE TO CONGRESS

In D.C. I tell Congress, the administration and our conservation colleagues that safeguarding our national parks lifts all boats. You protect the parks and you preserve our democratic history, endangered species, resilient landscapes, clean air, fresh water and so on. And the same is

true in reverse: If our parks are suffering, it means something is really wrong. It likely indicates that there are harmful impacts felt across our nation's cultural and natural resources, well beyond park borders. So how do we make parks resilient, and why is that necessary?

There have been no fewer than two dozen administrative decisions issued since January 2017 that affect our national parks. And that's just in the administration, not Congress. These decisions include actions from the White House, from the Secretary's office at the Department of Interior, and from our own Park Service Director's post.

On March 28, President Trump issued Executive Order 13783: "Promoting Energy Independence and Economic Growth." This order started a process of review and repeal for the Clean Power Plan, as well as a review of recent rulemaking – the Environmental Protection Agency's methane rule, the Bureau of Land Management's fracking and methane rules, the Park Service's 9B rules. It asked the nation to reconsider our domestic energy portfolio and its impacts. This same order also rescinded the Council on Environmental Quality's (CEQ) guidance on how agencies should consider Green House Gas emissions and the effects of climate change when reviewing and considering federal projects.

The next day, Secretary Zinke issued Secretarial Order 3349 to review agency actions that may hamper responsible energy development and reconsider regulations related to U.S. oil and natural gas development. The order also directed the agencies to reexamine the mitigation and climate change policies and guidance across the Department of Interior.

## CLIMATE IMPACTS AND THE PARKS

Let's look at the Park Service's 9B rules and the guidance on climate impacts and review how they affect our national parks.

The 9B rules set safety and enforcement standards for oil and gas drilling within more than 40 national parks. There are currently 534 active oil and gas wells across 12 units of the NPS System. There are 30 additional national parks with some "split estate" lands, but no active drilling yet.

In some parks, the federal government owns the surface lands and private companies own some of the mineral rights below the surface. This is called a split estate and it presents a potential for conflict when a private company exercises its rights to extract minerals while the Park Service tries to uphold its legal mandate to leave parks "unimpaired for the enjoyment of future generations."

To help find a balance between protection and private rights, the Park Service created the 9B rules in 1978 to limit harm to parks. But as drilling technologies evolved and the NPS gained a better understanding of how to protect park resources, the rules became inadequate.

In 2009, NPS began updating the rules, with the updates going into effect in 2016 after a seven-year process. The updates remove exemptions that allowed some wells to operate without NPS approval; they lift the bonding cap so that costs of site recovery could be more reasonably applied; they allow the Service to charge a fee for the use of national park lands by private companies; and they allow NPS Law Enforcement to better enforce safety standards at drill sites. Reversing these rules would pose a serious and direct threat to the ability of the Park Service to protect these sites, recover damage costs and much more.

If nothing else, what dozens of new orders and policies like this one have created is uncertainty.

Another example is the CEQ guidance on climate impacts of federal project development. The Council has typically coordinated federal environmental efforts and works with agencies and White House offices in the development of environmental policies and initiatives.



Pat Reed, Hannah Malvin and Brian Forist speak with Ani Kame'enui following her presentation.

The CEQ guidance reaffirmed the requirement that federal agencies consider the climate change impacts of new federal projects, including harm to invaluable national park resources, before giving their approval. These guidelines do not impose regulatory burdens on industry, but simply provide federal agencies with the tools to consider a variety of cost-effective methods to reduce greenhouse gas emissions.

Repealing this guidance confuses how agencies should address climate impacts on major federal projects. It puts our nation's infrastructure at risk without potentially adequate accounting of climate impacts to our bridges, roads, seashores and more – both within and beyond our national parks.

There are a dozen more examples like these two administrative orders. We are concerned that they are threatening the very heart of our National Park System and have the potential to unwind centuries of shared values about our public resources.

## EVERYONE CAN DO SOMETHING

### HERE'S WHAT WE CAN DO:

First, get up and go to work. The parks need you. At NPCA, we are working hard to educate and inform our members and supporters about all that is happening to and within our national parks.

Then, take a walk. Remember that sense of place is more than a desktop, park post, fee booth. Remember what we're working to preserve.

Next, utilize on-the-ground and online relationships between staff, business owners in gateway communities, concessionaires, people in park communities.

Finally: Build your base. While the future of our National Park System may not be entirely clear, our mission to protect the parks unimpaired for this and future generations is not.

### PUT SIMPLY:

1. Parks give us a sense of place, they are our bellwether and our source of hope.
2. We're undergoing a major shift away from our shared conservation values. An undeniable shift that we must acknowledge is different from our past, and often puts us in uncharted territory.
3. We must help our parks be resilient, not just for our parks, but for all resources, laws and stories to which they are connected.
4. We build strength in experience, numbers, meeting every action head on and expanding our audience.

Certainly there are a lot of challenges, but these new experiences have prompted more people to engage in efforts to protect our parks and public lands. In many cases, they have reignited a sense of community around these places we love. 

*Ani Kame'enui is the legislative director at the National Parks Conservation Association, based in Washington, D.C. This article represents excerpts from her presentation at the ANPR Ranger Rendezvous in Estes Park, Colorado in October 2017.*

# RENDEZVOUS EXHIBITORS

Thank you for supporting Ranger Rendezvous

## EXHIBITORS



## SPONSORS

Arrowhead (\$1000+)

Pilot Rock





## YELLOWSTONE EXPANDS data-gathering to inform decisions, improve relationships

**KA** keynote presentation by Yellowstone National Park Superintendent Dan Wenk at Ranger Rendezvous emphasized the power of quantifying impacts on the park to inform park decision-making and bolster relationships with outside partners – all with the goal of developing new ways to protect resources and serve visitors.

Wenk said that snowmobile use had once caused such serious concerns about air and noise pollution, wildlife displacement and disruptions to visitors' experiences that the machines were banned from the park. Challenges to the ban succeeded because the park lacked the scientific evidence to justify it in court.

Park leaders measured the impacts of snowmobiles and snow coaches on the park and worked with leading snowmobile manufacturers to encourage them to redesign the machines to make them

quieter and more fuel-efficient.

"We then made a decision to allow certain numbers of snowmobiles into the park," Wenk said. "The quieter and cleaner they got, the larger the groups could be."

Soon there was an incentive to make snow coaches quieter and cleaner also, so more would be allowed in.

"It was a win for Yellowstone Park, but the only way we got there was because of science," Wenk said. "Now the

[snow coach] operators are satisfied, the environmental community is satisfied and we have a cleaner, quieter park that I think the visitors are more satisfied with."

He said the project also involved an analysis of stakeholders in which the groups were mapped by location and categorized as to their concerns and how those concerns could be addressed. A strategy for communicating with each group was developed and implemented,

*"Science doesn't give you answers, it gives you information. We have to overlay that information with politics and public sentiment."*

Dan Wenk, Superintendent, Yellowstone National Park

which resulted in most of the groups becoming advocates of the park policy.

The park now studies human behavior and impacts more diligently than in the past. Wenk shared that:

- Visitation at the park has increased by about 22 percent in each of the past two years, to 4 million visitors a year
- Staffing has not increased
- 96 percent of visitors surveyed said they came to the park to view scenery, 84 percent to view wildlife, 78 percent to see geysers and hot springs, 72 percent to experience wilderness and 52 percent to experience natural sounds
- There has been a 130 percent increase in buses coming into the park in the past five years
- There has been an 850 percent increase in vehicle rollovers

Visitors have also expressed dissatisfaction with parking, traffic, long lines and unsafe behaviors. The park is now working with transportation and planning engineers in an effort to make significant changes and reduce these problems.

The park is also working to shape public perceptions through strategic communications, managing visitors' expectations and visits through information, Wenk explained.

Yellowstone professionals continue to conduct and collaborate on research in volcanic activity, geology, invasive species, fish and wildlife conservation and migration, and other priorities, he said. Efforts are also being made to solve staff burnout, housing and work-life balance issues.

As in other national park sites, the emphasis is on being better while reducing unnecessary expenditures.

"Budgets are not just about dollars, they are about priorities," Wenk said. "We're making choices every day. We have to figure out the highest priorities and where we put resources. We have to work on earned revenue, we have to work on contracts. We're trying to look at every single program in the park and look at what happens if we do less, the same or more."



Ann Dee Allen  
ANPR Ranger magazine editor

# A GRATEFUL CITIZEN



Barbara Curtis, a resident of Warrensburg, Missouri, and a national park supporter, enlisted friends and family members to write thank-you notes to rangers over the course of several weeks in 2017. As a result of her efforts, she was invited to attend Ranger Rendezvous in Colorado this past October.

At Rendezvous, Curtis distributed the notes to rangers, thanked them for their work in the parks, and posed for a photo with rangers holding the notes they received. Curtis is pictured in the forefront with ANPR's Tom Banks, who facilitated her efforts to meet and thank rangers at Rendezvous.

Curtis also read the poem *Our World*, contributed by friend Mark Pearce.

## Our World, for Us

BY MARK PEARCE

*We see the sky. And the grasses. And the trees  
And shrubs – all around us. But most of the time.  
We do not understand. We hear the birds. Coyotes' howl. Katydid.  
And crashing seas – all around us. But most of the time,  
It all washes over us. You think we care, of course  
But true caring takes time. We thank you, national park rangers,  
For investing that time – Interacting and interpreting  
Our world for us. For too often, We do not understand.*





# LEMONS HONORS MEG WEESNER

## with Rick Gale President's Award

**LC**ongratulations to Meg Weesner for receiving the 2017 Rick Gale President's Award from ANPR President Jan Lemons at Ranger Rendezvous. The honor is awarded for long-term contributions to furthering the goals of the Association of National Park Rangers and/or the National Park Service. Recipients exhibit the highest standards of professionalism, integrity, excellence and dedication. The award is named for Rick Gale, the first recipient.

Weesner exemplifies all of the qualities cited for the award. Among her many accomplishments are serving as program chair for the 2016 World Ranger Congress – a monumental role in which she ensured that WRC delegates

who traveled from across the globe received a rich and rewarding experience. Weesner has also served on the ANPR Board of Directors, has been a longtime volunteer at Rendezvous, and has assisted and supported ANPR in other ways.

She started her NPS career as a lifeguard, worked in interpretation and law enforcement, received graduate training in wildland recreation management and then became a natural resource specialist. Weesner served as the chief of science and resource management at Saguaro National Park in Arizona for almost 20 years until her retirement in 2011. She has been a member of ANPR since 1986.

Lemons thanked Lee Werst for his assistance regarding the award.

### Previous Rick Gale award winners with the respective award dates and Rendezvous locations:

- 2002 Reno:** Rick Gale
- 2003 Plymouth:** Bill Wade
- 2004 Rapid City:** Rick Smith
- 2005 Charleston:** Frank and Kathy Betts
- 2006 Couer d'Alene:** Bill Supernaugh
- 2007 Park City:** Dick Martin
- 2008 Santa Fe:** Bill Halainen
- 2009 Gettysburg:** Dan Moses

- 2010 Bend:** Tony Sisto and Deanne Adams
- 2011 Williamsburg:** Mark Herberger
- 2012 Indian Wells:** Allison Steiner
- 2013 St. Louis:** Theresa Ford
- 2014 Estes Park:** Bob Krumenaker
- 2015 Asheville:** Kevin Moses
- 2016 Santa Fe:** Jeff Ohlfs

## Supernaugh Scholars

ANPR members and Ranger Rendezvous attendees supported Rendezvous registration and expenses for eight Supernaugh Scholars in 2017. The scholarships were established in 2006 to enable early-career employees, NPS volunteers and students to attend Rendezvous. They honor former ANPR leader Bill Supernaugh.

**From left:** first row, Leslie Kobinsky, Ahmad Toure, Laura Booth and Jade Marina Heizer; second row, Elsa Hansen, Darby Robinson and Brennan McAuley. Amber DeBardelaban is pictured in the inset photo.



# FRANK HAYS & DEBRA HUGHSON

## awarded the 30th Stephen Tyng Mather Award from NPCA

**T**he 30th Stephen Tyng Mather Award for 2017 was presented to Frank Hays and Debra Hughson by Ani Kame'enui, director of legislation and policy for the National Parks Conservation Association (NPCA), at Ranger Rendezvous in Estes Park, Colorado on Oct. 20, 2017.

**Named for the first director of the National Park Service, the Mather award is conferred each year on an NPS employee who embodies the principles and practices of exemplary national park stewardship. It honors individuals who have demonstrated initiative and resourcefulness in promoting resource protection, and who have taken significant action where others may have hesitated.**

Hughes is the chief of resources for Mojave National Preserve in New Mexico. She was honored for her efforts to use science as a tool to protect desert species, landscapes and parks throughout the Great Basin network of the NPS.

"In a time when science is being bent and ignored, Debra represents the care, curiosity and willingness to act that are the core values for managers of some of the most beloved and sacred lands in our nation," Kame'enui said.

Hughes' science has been cited in NPS and elected officials' concerns about the Cadiz water mining, Soda

Mountain Solar and Silurian Valley Solar and Wind projects in New Mexico. She has been a leader on desert tortoise recovery actions, bighorn sheep connectivity and research, the preservation of rare and endangered desert fish, and in research about the impacts of emerging technologies like large-scale renewable energy and climate change.

Hays most recently served as associate regional director for natural and cultural resource stewardship and science for the NPS Northeast Region. His career spanned roles in numerous western parks including serving as a transformative superintendent of Manzanar National Historic Site in California, and leadership roles in the Alaskan Arctic and Hawaii.

When Hays passed away unexpectedly in March 2017, NPCA lost a trusted colleague and the national parks lost a warrior, Kame'enui said.

Hays joined the Northeast office in 2015 in the midst of efforts to persuade the U.S. Army Corps of Engineers to deny a permit application from Dominion Power to build an electric transmission line across the historic James River at Jamestown. He led a largescale effort including technical experts and other representatives from multiple agencies to document concerns and recommendations about the hazards associated with the permit. The permit was granted but is being contested by the NPCA.

Hays' wife, Norma Booth, accepted the award on behalf of her husband.



Debra Hughson and Ani Kame'enui

Norma Booth, Frank Hays wife, accepted the award on behalf of her husband, who passed away unexpectedly in March 2017. Hays will be sorely missed by the NPCA.



# "WE ARE ALL RELATED"

## Get to know and consult with tribes

**W**hen you're working with a tribe, you are interacting with a family, Reed Robinson reminded Ranger Rendezvous participants at his compelling keynote presentation.

Robinson, program manager for the Midwest Region of the Office of American Indian Affairs, said he was not aware of a community without a direct or tangential connection to an American Indian tribe.

"I think we can do a better job," he said. "There's a lot of opportunities to coordinate and cooperate with 157 tribal entities."

"If you're in a park, if you're an interpreter look for that tribal connection. If you are within a day's drive and you haven't met with a tribe, go introduce yourselves. Drive over there and call them before you want to put a water line in."

Robinson said it is a superintendent's responsibility to consult with local and

regional tribes. American Indians are the original naturalists, ecologists, astrologers, astronomers and mathematicians; but the arrowhead and white buffalo on the NPS logo were appropriated.

"That white buffalo is a sacred symbol," Robinson said. "We need to take that personal inventory, that introspection needed to live up to those symbols."

He asked whether Americans understand their own history and urged rangers to remember:

- People are not a cultural resource.
- American Indians are the only Americans who have to prove who they are.
- Ecocide and ethnic cleansing are important parts of American history that must be told.
- Wounded Knee is an open, gaping wound and the Lakota nation is made up of resilient survivors of this atrocity.

Reed Robinson shared his Office of American Indian Affairs memorandum to regional superintendents that includes a policy overview, core responsibilities, and the mission, vision and core values of the OAIA. To learn more, contact Robinson at (402) 661-1596.



- American Indians are the most regulated people in the U.S.

"People need to hear that truth," Robinson said. "We need to take personal inventory as a nation about the truth."

Despite current environmental conditions, there is hope, he said: "The way the Indians think is that the Earth is going to be fine. The Earth will heal itself. I don't think there's anything out there that is going to significantly impact Indian Country that already hasn't."

*Ann Dee Allen*  
ANPR Ranger magazine editor

## Life Century Club MEMBERS

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!

### 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
- Joe Evans
- Mitch Fong
- Erv Gasser
- Hal Grovert
- Fred Harmon
- Warren Hill
- 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
- Jon Paynter
- Bundy Phillips
- Bill Pierce
- Tom Richter
- David Roberts
- 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
- Bruce Edmonston
- Maureen Finnerty
- Rebecca Harriett
- Mark & Phyllis Harvey
- Larry Henderson
- Steve Holder
- Keith Hoofnagle
- Robert Huggins
- Stephen M. Hurd
- Bob Krumenaker
- Dave Lattimore
- Dan Moses
- Melinda Moses
- Alden Nash
- Martin O'Toole
- Mike Pflaum
- William Quinn
- Teresa Shirakawa
- Gilbert Soper
- Ron Sprinkle

- Kathy Williams
  - Phil Young
- ### 4th Century Club
- Cliff Chetwin
  - Mary Jeff Karraker
  - Deborah Liggett
  - Jay Liggett
  - Scot McElveen
  - Rick Mossman
  - Jean Rodeck
  - Rick Smith
  - Barry Sullivan
  - Nancy Wizner

### 5th Century Club

- Vaughn Baker
- Dr. Russell Clay Harvey
- Jonathan Lewis
- Bruce & Georjean McKeeman
- Don Steiner

### 6th Century Club

- Rick Erisman

- Scott Pfeninger
- Gary Warshefski

### 7th Century Club

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

### 9th Century Club

- Deanne Adams & Tony Sisto
- Dick Martin

### 10th Century Club

- Stacy Allen

### 11th Century Club

- Wendy Lauritzen

### 16th Century Club

- Bill Wade

## ANPR Dependents Fund supports Latin American rangers, families

By Rick Smith and Joe Evans

Since the founding of the International Ranger Federation (IRF) in 1992, ANPR has always been interested in the growth of the organization in Latin America. It is, after all, in our hemisphere and many U.S. rangers have undertaken short-term assignments in Latin American parks.

One of the bylaws of the IRF is that any ranger association that seeks membership has to be sponsored by an existing association. Many of the early Latin American associations sought ANPR's sponsorship. Since ANPR was a founding member of the IRF, its leaders knew what was required in terms of its bylaws, officers, dues and the like. ANPR members assisted these first Latin American associations so they could qualify for membership in the IRF.

Particularly troubling though for many of us in ANPR and the IRF, there are few benefits for people working as rangers in most countries of the world, including Latin America. Worse still, few countries provide benefits to the families of rangers who die in the line of duty. In 2017 alone, several rangers were killed or severely injured in the line of duty in Latin America.

At the 2006 Ranger Rendezvous, the film "The Thin Green Line" was presented to an appreciative audience. ANPR subsequently started a Dependents Fund to

mirror the fund of the IRF and Thin Green Line Foundation. Over the years, ANPR members have generously donated to this fund to the tune of approximately \$6,000.

Regrettably, these funds have not been distributed as quickly as we would like. We found that securely transferring money internationally to rangers living in remote areas was difficult. With the spread of the internet, PayPal and other electronic money transfer mechanisms, however, we are confident that ANPR can be more aggressive in supporting families in need, and that we would like to focus on Latin America.

In 2017, ANPR saw an opportunity to distribute some of these funds through a trusted ranger contact in Costa Rica. Ranger Rudy Centeno from Nicaragua had been shot and killed, leaving his family without a source of income, and ranger Mauricio Steller from Costa Rica was unjustly accused of murder for shooting a poacher. Even though Steller's conviction was overturned, he had no way to support his family.



Leonel Alonso Delgado Pereira presented checks to Costa Rican ranger Mauricio Steller after he was imprisoned for killing a poacher, and to the family of ranger Rudy Centeno, who was killed in the line of duty. The presentation was made on Día del Guardaparque, World Ranger Day.

Photo courtesy of Leonel Alonso Delgado Pereira

The ANPR Board of Directors voted to award each family \$750. That doesn't sound like much in U.S. terms, but in Central America it is substantial. ANPR distributed the money through IRF's Central American representative, Leonel Delgado. Special thanks to ANPR Business Manager Chris Reinhardt for facilitating the money transfer.

U.S. rangers who have worked or traveled internationally know that many parks are understaffed, rangers lack appropriate equipment and they are often subject to working conditions that ANPR members wouldn't tolerate for a micro-second. Anything we can do to help our brothers and sisters in Latin American parks is a plus.

ANPR members are encouraged to support this worthy effort through their donations to the Dependents Fund. Better yet, if you enjoy travel, speak Spanish and have an interest in Latin America, ANPR could use you to work with a small group of people helping to facilitate the distribution of the donations.

*Rick Smith and Joe Evans are ANPR life members. For more information about the Dependents Fund, contact Rick Smith at [rsmith0921@comcast.net](mailto:rsmith0921@comcast.net) or Joe Evans at [jcevans79@gmail.com](mailto:jcevans79@gmail.com).*



### SHOP AMAZONSMILE AND MAKE \$\$ FOR ANPR

When you shop at Amazon.com, please link first to AmazonSmile. The company will donate a portion of your purchase to ANPR. Get started here: <http://smile.amazon.com/ch/58-1494811>



# THE PROFESSIONAL RANGER



Kevin Moses, left, and Brian Fowler at Fairport Harbor on Lake Erie in 2015.

Photo by Brian Fowler

## PROTECTION

# Remember what first inspired you

For many of us, some place, thing or one first inspired us to become rangers. For me, it was all three, and they all happen to be linked.

The larger place is northeast Ohio, encompassing scores of smaller places: County, metro, state and national parks and a Boy Scout camp. The things are Lake Metroparks, Ohio Department of Natural Resources, the NPS, the Boy Scouts of America and Cleveland Metroparks, which turned 100 in 2017. The people are two of the finest rangers I've known: Earl Hensel and Brian Fowler.

Early in my boyhood, these influences converged to inspire a stirring in my young heart that, over time, has grown into my

own grand rangers adventure. This process began when I was 11, an age when one is given some freedom to explore.

As soon as the school bell rang, my friends and I were on our Huffly BMX bikes heading for any park within riding distance of Clarmont Road in Willowick. We hit the streams and waterfalls, meandering rivers, shale and greenstone "ledges," forested ravines, shady glens, glacial pothole bogs and marshes teeming with life, discovering cool stuff.

Our uncontested favorite was vast, walleye-rich Lake Erie. Within a half-mile of my boyhood home stretches the south shore of one of the world's Great Lakes, and the little strip of wooded shoreline is

lined with cliffs and bisected by a charming creek. As kids, we believed this piece of beach was ours.

We snorkeled, camped; dived off the breakwall; shot bows and arrows, slingshots, BB guns and .22 rifles; built rafts from driftwood logs; caught fish; flew kites; played capture the flag; skipped stones unceasingly; taught ourselves how to rappel; and using homemade torches, explored stormwater drain pipes that, in our imaginations, were caves.

We couldn't wait for winter, so we could test our bravery by seeing who could walk the farthest on the frozen surface of the lake. Erie had many mysterious moods: Serene and peaceful, with small, gently lapping ripples; bored, featureless and perfectly flat; closed-up, iced-over and tundra-like; joyful, with fun, rolling waves; and angry, with scary whitecaps pounding the beach. It was exhilarating to discover her mood on any given day.

How satisfying it was to learn that part of my beach had gained protection in perpetuity when Lake Metroparks acquired it to celebrate the natural, cultural and recreational significance of my beloved Erie Loch. The half-dozen agencies I mentioned work together to protect dozens of similar places (even in the Cleveland Metroparks Zoo). I thank God for them and return each time I visit home.

What's encouraging, too, is the knowledge that these agencies employ high-caliber people devoted to protecting these parks. I hope they realize they inspire youth to follow in their footsteps. That's exactly the role Hensel and Fowler played in my early life. I dedicated the column "Be somebody's Earl" to Hensel in the Winter 2014-15 issue of *Ranger* because of his influence.

Fowler was a ranger with Lake Metroparks, which protects more than 35 parks including a working FarmPark and Lake Erie shoreline. A signature park is Penitentiary Glen, a deep gorge where I got my start protecting the wildlife therein. PG, as Fowler calls it, has a wildlife rehabilitation center where I volunteered and met Fowler. I already knew I was going to be a ranger –



Hensel had cemented that decision for me – so at 14 I burdened Ranger Brian with questions.

- “Do you ride a horse?”
- “Do you catch bad guys?”
- “How’d you get your job?”
- “Did you have to go to college? You DID!? ...dangit!”
- “How can I get one of those hats?”

He was likely the coolest dude I had ever met. He was fit, easygoing, friendly, helpful, super smart and wore a ranger uniform! He was patient, filtered my enthusiasm, served as a mentor, and gave me advice on college prep classes. As the keynote speaker at my Eagle Scout Court of Honor, he said he felt privileged to be there. The privilege was all mine.

In recent years, I’ve had the blessing of spending time with both men and also in the places that inspired me 30 years ago. To all I extended hearty thanks for the roles they played in my life.

I hope you will do the same. Remember who and what first inspired you, find them and express your gratitude. Remember, too, every time you don your NPS uniform you have the opportunity to inspire someone.

I keep in touch as best I can with my early mentors, and every time I return home, I explore a couple of my treasured places with my children. The first thing I do is hurry to the shoreline of my cherished Erie Loch, listen for the gulls, feel the wind blowing out of the north, and see what kind of mood she’s in.

— Kevin Moses  
Central District Ranger  
Shenandoah National Park, Virginia



## SIGN UP FOR ANPR’S EMAIL LIST

Don’t receive email updates from ANPR, let us know. Email ANPR’s business manager and we’ll add you to the list.

[anprbusinessmanager@gmail.com](mailto:anprbusinessmanager@gmail.com)

## ADMINISTRATION A ‘feedback booth’ for admin staff

The role of Administration is to serve national park staff. Administrative officers make sure that all park functions have the resources they need to serve the public and protect the natural and cultural resources they are sworn to protect, be that supplies, contractors, equipment, IT support or employees.

That’s been my opinion as an administrator and a team leader. But how do people from other National Park Service disciplines view the role? What makes a good AO?

I asked this question of park staff and through social media, and this is what I heard:

- Be professional. You are there to support others and the mission of the NPS.
- Be passionate about your job and your park. Care about them.
- Never compromise your integrity. Always be honest and trustworthy.
- Learn NPS regulations and know where to look them up.
- Understand personal and staff limits. Avoid overwhelming your team.
- Look for ways to say yes without breaking laws or bending policy. Seek appropriate alternatives. Find answers to questions.
- Accept that some things are difficult, confusing or outside your comfort zone. Provide service in those areas anyway.
- Recognize people’s strengths and weaknesses. Administrative processes are not understood by everyone. Offer support when needed.
- Respect that other divisions know what systems and tools work best for their programs, and support those as well when necessary.
- Assume that you don’t have all the answers. Trust people to manage their own tasks.

The following words of wisdom are from David Smith, superintendent of Joshua Tree National Park:

*I have met scores of admin staff over the last 25 years. The ones who really stick out in my mind are the ones who really believe they are part of a team that is mission-driven to fulfill the tenants of the Organic Act: to conserve these special places and to provide for their enjoyment.*

*These are the program assistants who rush in on a Saturday because they know that the fire crew needs to have their TAs done so they won’t get into trouble as they travel off to a fire. These are the purchasing agents who recognize there are allowable exceptions to acquisition guidelines.*

*These are the admin officers who do job fairs on bases, in metropolitan areas and at junior colleges because they know the agency wants a diverse and talented staff to lead the parks in the future.*

*A good admin employee tries to find the way to yes when he or she knows that it is in the best interest of the agency, even if that means a little extra homework. When administrative staff know they are part of something bigger, it makes the job a lot easier and more worthwhile.*

*In 2016 we celebrated the NPS Centennial. We queried staff to come up with ideas about how best we could find relevance with our visitors. Our most successful idea was the Hiking Challenge, an effort to get people out on the trails and hiking, biking and running in their parks.*

*The idea came from our admin branch. They jumped in as a team to design the program, create hiking log books, determine mileposts and even design cloth patches earned at 100 miles. It proved to be one of the most popular initiatives we ever had.*

*As our first director reminds us, we are not just bureaucrats in a government bureau. Regardless of division, branch or function we are the protectors of our nation’s greatest gift.*

*Liz Roberts retired from Joshua Tree National Park in California in 2017 after more than 31 years with the National Park Service.*

# THE PROFESSIONAL RANGER



The 16th Street Baptist Church and a memorial depicting the church and Addie Mae Collins, Cynthia Wesley, Carole Robertson and Denise McNair, who were killed in a hate crime at the church in 1962. Photo by Alan Spears

## CULTURAL RESOURCES

### Lessons from Birmingham

Last week I put a couple of quarters in the way-back machine and started reminiscing about the establishment of the Birmingham Civil Rights National Monument in Alabama. Although President Obama used the Antiquities Act to create the monument in January 2017, it feels like that designation happened decades ago.

What a difference nine months can make.

In 1963, Birmingham was the most heavily segregated city in the United States. African Americans were not allowed to work in downtown stores, eat in downtown restaurants, play sports on the same ball fields, drink from the same water fountains or ride in the same elevators as white people.

Defending this way of life was the man with the most ironic title in the history of public service, Birmingham's Commissioner of Public Safety Eugene "Bull" Connor. Connor used the police and firefighters under his command to forcibly disrupt nonviolent Civil Rights protests with water cannon, night sticks and attack dogs.

Klan-led violence went further still. Between 1945 and 1963 there were 60 bombings of black homes, businesses and churches. Bombing became the city's nickname.

Birmingham was to the pro-segregationist forces what Vicksburg had been to the Confederacy during the first two and half years of the American Civil War: a lynchpin. The Montgomery bus boycott had led to the desegregation of that city's buses in December 1956. In Knoxville, Tennessee, a series of sit-ins in 1960 had led to the initial desegregation of that city's lunch counters. But there had been no such progress in Birmingham, where segregation remained firmly in place.

It was explicitly for that reason that Dr. Martin Luther King Jr., Rev. Fred Shuttlesworth and other Civil Rights leaders decided to target Birmingham with a nonviolent resistance campaign to break the back of segregation. The Project C protests (the C stood for nonviolent confrontation) began in April 1963.

Marches were a major component of the Project C campaign. From the start these demonstrations were broken up by the police at their starting points in Kelly Ingram

Park and the 16th Street Baptist Church. King was arrested on Easter Sunday and used the period of his incarceration to write "Letter from Birmingham Jail," in which he famously observed that "injustice anywhere is a threat to justice everywhere."

When the city's jails had filled with adults, elementary and high school students took the place of their parents and older siblings in a Children's Crusade. The young protestors were handled just as roughly as their elders. Still they marched.

The pressure worked and by May the city's leadership had negotiated concessions with Civil Rights organizers. Project C had indeed broken the back of segregation, but at a cost. The anger of pro-segregationists did not dissipate but boiled over in the manner of an oppression deferred. On Sept. 15, 1963, a bomb planted by the Klan exploded outside the wall of the 16th Street Baptist Church, killing four African American girls.

It was the murders of Addie Mae Collins, Cynthia Wesley, Carole Robertson and Denise McNair, that spurred passage of the Civil Rights Act of 1964. The legislation, up until the bombing, had languished in Congress. This history is now protected in perpetuity for the benefit and inspiration of all people – thanks to one president's use of the Antiquities Act.

And that's what got me thinking about Birmingham. U.S. Rep. Rob Bishop (R-UT) has introduced a bill to radically rewrite the Antiquities Act. H.R. 3990 enacts prohibitions against use of the 1906 law to protect anything save for actual antiquities, which by a standard definition means resources more than 1,000 years old. As written, this legislation would preclude future presidents from using the Antiquities Act to permanently protect any resource associated with the history of the United States, a country less than 250 years old.

The events that transpired in Birmingham in 1963 changed the world by bringing it face to face with the ugly, gapping maw of segregation and the racial violence some used to defend it.

The Antiquities Act was used to designate the Birmingham Civil Rights National Monument at a time when local and state



See Randy Turner's article "Freeman Tilden's interpretive principles remain relevant" in the Winter 2016-2017 issue of *Ranger*.

preservation efforts had taken care of these resources as far as they could, and when Congress was unable or unwilling to act. Since the Antiquities Act was created, 16 presidents, eight Republicans and eight Democrats, have used the law to establish new park sites such as the Grand Canyon, the Statue of Liberty and yes, Birmingham Civil Rights.

We're a better country because of this law and the places it has protected. We would do well to not let lawmakers prevent us from commemorating other Birminghams by erasing histories written in blood with the stroke of an ill-informed pen.

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

## VISITOR SERVICES

# The relationship between interpretation and visitor services

Some background about my career may be helpful for context. For more than 35 years I worked for the National Park Service, including 25-plus years in interpretation, visitor services and cultural resources at 10 NPS units. In my last 10 years, I was a superintendent at several parks in the Northeast.

As the chief of visitor services and cultural resources at Delaware Water Gap National Recreation Area in New Jersey and Pennsylvania, I managed interpretation in a park with two visitor centers, a historic village, formal educational programs, partner environmental education centers, historical societies, hunting and 40 miles of the Delaware River.

Visitor services were important. While the division's staff was small, park resources were diverse. Supportive tourism bureaus in adjacent communities heavily promoted the park.

Over the years, I worked with others who viewed visitor services functions as a burden for interpreters. While I admired the devotion to the art of interpretation, I was troubled by the lack of respect given to the important tasks associated with providing good visitor services.

I also recall a short-lived NPS effort to conduct customer service training in the 1990s that was met with mixed reactions and support. And I was annoyed in 2008-2010 when parks in the Northeast were directed to change the opening pages on their websites to focus on interpretation before visitor services. Why could they not do both?

I still do not like to dig for information about how and when to visit a park. The basic information on a website for a small urban historic site is and should be different from that of a large rural national park. One size does not fit all.

Visitor services are provided at websites, social media sites, visitor center desks, entrance stations, museums, trailheads, way-side exhibits and bulletin boards. They can also be provided through roving interpretation and crowd control for events. Roving interpretation at overlooks and along trails was one of my favorite assignments as a seasonal park ranger.

A quote I used often in management roles was: "Interpretation and visitor services do not have to be long to be effective." Examples were the Liberty Bell three-minute talks at Independence National Historical Park in Philadelphia and the elevator presentations at the Washington Monument in Washington, D.C. Neither was recorded or memorized. Both were short presentations by staff, hopefully using some of Freeman Tilden's Interpretive Principles.

I still remember some of the connections the rangers made with the audience at both locations. Good talks at those sites included interpretation and visitor services in the short presentations.

## HIERARCHY OF IMPORTANCE AND INTEREST

Visitors generally make decisions about how much information to gather about

a site. A visitor on a tour conducted by a licensed battlefield guide at Gettysburg National Military Park in Pennsylvania may want different or more information than someone with limited time taking a self-guiding auto tour.

Parks need to provide visitor services options for many levels of interest. Some may recall Ron Thoman's edict: "Thy shall not inflict interpretation."

Plan interpretation and visitor services to closely match the level of interest and time constraints of the visitor. Prioritize the points of importance in visitor services messages, without neglecting safety and resources protection. Consider using photos and images vs. written messages and dialogue. Again, one size does not fit all.

## FIND EXAMPLES OF CUSTOMER SERVICE

The NPS is one of many organizations providing visitor and customer services. Look for examples from successful airlines, hotels, amusement parks, zoos, bookstores and department stores. Barnes and Noble provides comprehensive training for all staff in stores, cafes and even warehouses. The company wants happy, returning customers.

In conclusion, follow these key practices to ensure positive experiences for visitors:

- Develop and strengthen relationships between interpretation and visitor services.
- Develop an interpretive plan, whether it is a few pages or an official long-range interpretive plan. Determine what programs, media and services are to be part of interpretation, education and visitor services operations.
- Seek outside assistance – ask partners and visitors what information they find helpful.

— Randy W. Turner  
*Planning, training, facilitation, evaluation consultant. Life member, ANPR.*

# 2018 SPRING CALENDAR

**February 12-16**

## **Incident command training**

**National Conservation Training Center  
Shepherdstown, West Virginia**

H337/I-300/I-400 incident command training for Department of Interior command and general staff will be held Feb. 12-16 at the National Conservation Training Center in Shepherdstown, West Virginia. The 45-hour course is offered for those who may serve on local incident management teams involving a significant number of local and/or mutual aid resources. It is designed for personnel who have already completed IS-100, 200, 700 and 800 and are interested in participating in all-hazards incident management or have these responsibilities in their position descriptions. The course will be delivered as team training and include scenarios, classroom participation and practical exercises.

For more information, contact [jason.steinmetz@ios.doi.gov](mailto:jason.steinmetz@ios.doi.gov) or [dave.lattimore@partner.nps.gov](mailto:dave.lattimore@partner.nps.gov).

.....

**April 8-13**

## **Basic technical rescue training**

**New River Gorge National River, West Virginia**

NPS Basic Technical Rescue Training—East (BTRTE) will be held April 8-13 at New River Gorge National River in West Virginia. There is no tuition for this training, and participants are eligible for EMT continuing education units. You will learn lifesaving skills, make professional contacts, build confidence and leadership skills, and begin a position task book.

Contact 2018 BTRTE Incident Commander Kevin Moses at (540) 742-3689 or [kevin.moses@nps.gov](mailto:kevin.moses@nps.gov).

.....

**April 16-20**

## **NAI International Conference**

**CIS Champagne Hotel, Reims, France**

The National Association for Interpretation's International Conference will be held April 16-20 in Reims, France.

Complete information is available at [www.interpnet.com](http://www.interpnet.com).

# ANPR Reports



ANPR business manager Chris Reinhardt and Rendezvous volunteer Colleen Derber

## **WORKPLACE SATISFACTION RANKINGS**

The National Park Service Innovative Leadership Network released the 2016 workplace satisfaction rankings in November 2017. The NPS saw a 0.7 percent increase in its overall score but did not keep pace with the rest of government and now ranks in the bottom 15 percent of all federal agencies. Over all, the Department of Interior improved by 1.8 points. For NPS, employee perception of senior leadership declined by 0.4 points and work-life balance is down another 0.3 points to a very low score of 300 out of 304.

For details on the rankings, visit [www.bestplacestowork.org](http://www.bestplacestowork.org). The network can be reached at [Innovative\\_Leadership@nps.gov](mailto:Innovative_Leadership@nps.gov).

## **WORLD RANGER ROUNDUP**

The following associations have joined the International Ranger Federation: Brazil Associacao de Guarda-Parques do Distrito Federal, Fiji Islands Ranger Association, Panama Asociacion Nacional de Guardabosques, Belgium Association des Gardes Nature de la Region Wallonne (associate member), and Albania National Parks Association.

Rangers have been killed in the line of duty in Bhutan, Brazil, Democratic Republic of Congo, India, Mali, Mexico and Thailand since World Ranger Day in July. Please keep their families in your thoughts and prayers.

## **NTEU CONTRACT REACHED**

NPS employees in the National Capital Region reached an agreement with the National Treasury Employees Union (NTEU) that includes an

★ **2018** ★  
**RANGER RENDEZVOUS**

OCTOBER 2018 | DATES TBD

increase in their annual uniform allowance, telework provisions, alternative work schedules, and overtime for emergency events outside of employee schedules.

More information can be found at [www.NTEU.org](http://www.NTEU.org) or by contacting [jeni.ketter@nteu.org](mailto:jeni.ketter@nteu.org).

# All in the Family

**Christina (Chris) Mills, formerly Christina Burns, lead interpreter/volunteer manager at Mojave National Preserve in California, retired on Aug. 31, 2017, after 31 years with the NPS.**

She also worked at Carlsbad Caverns National Park in New Mexico, and Guadalupe Mountains National Park and Big Bend National Park in Texas. Her husband, Bob Mills, is a permanent fee collector at Lake Mead NRA. They have moved to their 79-acre off-grid farm in Snowflake, Arizona, with their son, Drew Burns.

**Welcome to the ANPR family!**

Here are the newest members of the Association of National Park Rangers  
*(updated 11/15/17)*

- Brandon Ford, *Savannah, TN*
- Billy Robb, *Berthoud, CO*
- William Shiro, *Granbury, TX*
- Matthew Brantley, *Colorado Springs, CO*
- Dashiell Andrews, *Norwich, VT*
- Caitlin Drummond, *Centre Hall, PA*
- Sharon Kienzle, *Medford, NY*
- Megan Grose, *Woodland, CA*
- Holden Whiteside, *Banner Elk, NC*
- Russell Hicks, *Wichita, KS*
- Avery Sloss, *Portland, TN*
- Todd Johnson, *Lovell, WY*
- Rick Thorum, *Midvale, UT*
- Eran Howard, *Marble Canyon, AZ*
- Matthew Peterson, *Brigham City, UT*
- Lucas Hugie, *Logan, UT*

## Kudos

These people have either given someone a gift membership to ANPR or recruited a new member. Thanks for your help and support!

- Dwight Paulk
- Ed Rizzotto
- Melinda Moses
- Seth Tinkham
- Mark Giese
- John Ott
- Jessica Korhut
- Cadence Cook

## Enjoy the Outdoors™ ...with Pilot Rock Picnic Tables

Rectangular, Square and Round.  
Portable and Stationary.




Wheelchair Accessible and Standard.




Lumber, Aluminum, Recycled Plastic and Coated Steel.




Pilot Rock has a Picnic Table for you!

# Pilot Rock

PARK • STREET • CAMP  
SITE PRODUCTS

Rj Thomas Mfg. Co., Inc • Cherokee, Iowa  
800-762-5002 • [pilotrock@rjthomas.com](http://pilotrock@rjthomas.com) • [pilotrock.com](http://pilotrock.com)

## Legacy of the Yosemite Mafia: The Ranger Image and Noble Cause Corruption in the National Park Service

Paul Berkowitz. 2017. Trine Day LLC

By Rick Smith

As with the last Berkowitz book I reviewed for this magazine, *The Case of the Indian Trader: Billy Malone and the National Park Service Investigation at Hubbell Trading Post*, this is a hard book for me to review.

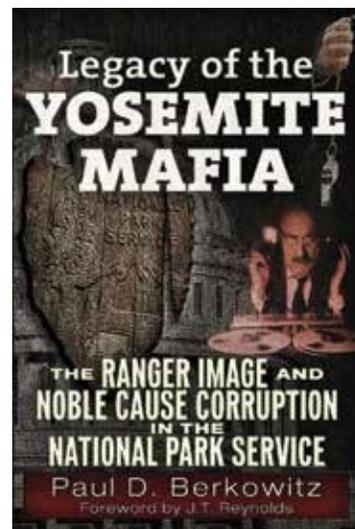
I find many positive things about it. The author's review of early law enforcement in the parks squares with what I have read. His description of confusion in the upper ranks of the National Park Service also rings true. I do, however, have some objections.

Berkowitz claims the term "Yosemite mafia" originated in Alaska from someone who was unimpressed by the rangers sent there to establish an NPS presence in the new national monuments created by President Carter. Certainly the term was used

before that. It had been used informally by rangers in Yosemite in the early 1970s.

The first time I heard it used by someone outside the Yosemite group (of which I was a part) was when Bill Tanner and I took the list of rangers we wanted to go on the Alaska detail to the NPS deputy director in Washington, D.C. After reviewing the list, the deputy director said, "I don't want the whole goddamned Yosemite mafia up there."

Berkowitz writes that the Alaskan reference was made by someone who had been unimpressed with the attitude and approach he saw in the young recruits from Yosemite. At the time, however, most of us in this group were in our 40s and represented years of experience in law enforcement, much of it in one of the busiest law enforcement parks in the NPS System. Two people went on to become chief rangers and two were awarded the Service's highest honor, the lifetime Harry Yount award.



Two of Berkowitz's main subjects were in Yosemite in the early '70s. I don't consider them, however, to be part of the "mafia." They never skied with us, climbed with us, conducted rescues or any emergency medical assistance with us – the things that bonded us so tightly.

What is most curious about the book, though, is that nowhere does the author explain what the next generation of rangers was supposed to have learned from us – a key part of any legacy. Nor does he explain why he uses the term for rangers who were not in Yosemite in the early '70s.

All in all, the book is a good read if you keep these things in mind.

*Rick Smith is an ANPR life member and former president of ANPR and the International Ranger Federation. He is retired from a 31-year career with the National Park Service.*

## Custom Printed Junior Ranger Badge Stickers for Kids

Our custom printed badge stickers will bring a smile to a child's face. Our junior park ranger badge stickers are ideal for community events, school classroom visits or when children visit your battlefield, national park, heritage corridor, historic site, lakeshore, national monument, recreation area, scenic riverway, scenic trail or seashore. Badge stickers are printed on either shiny gold or silver foil. Customized for your location at no extra charge. Fast and reliable delivery.

Visit Our Website: [www.policestickers.com](http://www.policestickers.com)  
a website owned by Creative Services of New England  
1199 Main Street - P.O. Box 417 - Leicester, MA 01524-0417  
Telephone: 508-892-1555 Email: [sales@policestickers.com](mailto:sales@policestickers.com)



# MEMBERSHIP APPLICATION: Association of National Park Rangers

New Member(s)       Renewing Member(s)      Date \_\_\_\_\_

Name of ANPR member we may thank for encouraging you to join \_\_\_\_\_

Name(s) \_\_\_\_\_

Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip+4 \_\_\_\_\_

Home phone \_\_\_\_\_ Personal e-mail address \_\_\_\_\_

*ANPR will use e-mail as an occasional – but critical – communication tool. We will not share your information with any other organization. It is our policy not to conduct ANPR business via NPS e-mail or phone.*

## Type of Membership (check one)

NOTE: Annual memberships are valid for one year from your join/renewal date.

### ACTIVE MEMBERS

current & former NPS employees or volunteers

#### Seasonal/Intern/Volunteer

- Individual \$45
- Joint \$85

#### Permanent or Retiree

- Individual \$75
- Joint \$145

### ASSOCIATE MEMBERS

not an NPS employee or representative of another organization

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

### LIBRARY / ASSOCIATE ORGANIZATION MEMBERSHIP

two copies of each issue of Ranger sent quarterly  \$100

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

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

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

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

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

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

### LIFE MEMBERS

(lump sum payment)

ACTIVE (all NPS employees/retirees)

- Individual \$750
- Joint \$1,500

ASSOCIATE (other than NPS employees)

- Individual \$750
- Joint \$1,500

**OR** life payments made be made in three installments over a three-year period.

If full payment isn't received by the third installment due date, the amount paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. Check here if you want to make payments in three installments \_\_\_\_\_.

## 4-LETTER CODE OF PARK / OFFICE

WHERE YOU WORK \_\_\_\_\_

(Retiree=RETI, Former NPS Employee=XNPS, Student/Educator=EDUC, Park Supporter=PART)

### PLEASE MARK YOUR JOB DISCIPLINE:

- Protection                       Interpretation
- Administration                 Resources
- Maintenance                    Concessions
- Park Partner
- Other: \_\_\_\_\_

### PAYMENT BY VISA, AMERICAN EXPRESS OR MASTERCARD ACCEPTED:

- Visa     American Express     MasterCard

Card# \_\_\_\_\_

Exp. date \_\_\_\_\_ CVV# \_\_\_\_\_

Name on Account \_\_\_\_\_

Signature \_\_\_\_\_

Zip Code \_\_\_\_\_

**RETURN MEMBERSHIP FORM AND CHECK PAYABLE TO ANPR TO:  
Association of National Park Rangers  
P.O. Box 151432, Alexandria, VA 22315**

### SPECIAL SUPPORTERS

Contact the president or fundraising board member for details on special donations.

Check the website at

<https://aonpr29.wildapricot.org/Donate>



## Share your news with others!

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

### SEND NEWS TO:

Ann Dee Allen  
[rangermag.editor@gmail.com](mailto:rangermag.editor@gmail.com)

Name: \_\_\_\_\_

Past Parks (Use four-letter acronym/years at each park, field area, cluster (YELL 98-02, GRCA 02-07): \_\_\_\_\_

New Position (title & area): \_\_\_\_\_

Old Position (title & area): \_\_\_\_\_

Address/phone number (optional: provide if you want it listed in Ranger): \_\_\_\_\_

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



**ASSOCIATION OF  
NATIONAL PARK RANGERS**

P.O. Box 151432 | Alexandria, VA 22315-9998

**FIND YOUR  
ANPR**



100% Recycled Content  
100% Post Consumer Waste

---

## DIRECTORY OF ANPR BOARD MEMBERS, TASK GROUP LEADERS & STAFF

### BOARD OF DIRECTORS

#### President

Jan Lemons, National Capital Region  
(703) 313-7429 • [anprpresident@gmail.com](mailto:anprpresident@gmail.com)

#### Secretary

Marin Karraker, Chiricahua  
[anprsecretary@gmail.com](mailto:anprsecretary@gmail.com)

#### Treasurer

Bill Wade, Retired  
[anprtreasurer@gmail.com](mailto:anprtreasurer@gmail.com)

#### Education and Training

Kayla Sanders, U.S. Park Police  
[anpreducationandtraining@gmail.com](mailto:anpreducationandtraining@gmail.com)

#### Fundraising Activities

Nick Mann, Tennessee State Parks  
[anprfundraising@gmail.com](mailto:anprfundraising@gmail.com)

### Internal Communications

Elsa Hansen, Valles Caldera  
[anprinternalcommunications@gmail.com](mailto:anprinternalcommunications@gmail.com)

### Membership Services

Kate Sargeant, U.S. Park Police  
(360) 286-3416 • [anprmembership@gmail.com](mailto:anprmembership@gmail.com)

### Professional Issues

Jamie Richards, Yosemite  
[jamiemrichards2007@gmail.com](mailto:jamiemrichards2007@gmail.com)

### Seasonal Perspectives

Will Mundhenke, Capulin Volcano  
[wgmundhenke@gmail.com](mailto:wgmundhenke@gmail.com)

### Special Concerns

Ben Walsh  
[benjaminswalsh@gmail.com](mailto:benjaminswalsh@gmail.com)

### Strategic Planning

Jonathan Shafer, National Capital Region  
[anprstrategicplanning@gmail.com](mailto:anprstrategicplanning@gmail.com)

### TASK GROUP LEADERS

#### International Affairs

Jeff Ohlfs  
[deserttraveler2@roadrunner.com](mailto:deserttraveler2@roadrunner.com)

#### Ranger Editorial Adviser

Kendell Thompson, Lincoln Boyhood  
(703) 927-1029 • [kendellthompson@gmail.com](mailto:kendellthompson@gmail.com)

### BUSINESS OPERATIONS

#### Business Manager

Chris Reinhardt  
P.O. Box 151432, Alexandria, VA 22315-9998  
(716) 390-8047 • [anprbusinessmanager@gmail.com](mailto:anprbusinessmanager@gmail.com)

#### Ranger Editor/Publisher

Ann Dee Allen  
(414) 778-0026 • [rangermag.editor@gmail.com](mailto:rangermag.editor@gmail.com)

#### Financial Operations

Bill Wade, Retired  
[anprtreasurer@gmail.com](mailto:anprtreasurer@gmail.com)