

# RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

The Association for All National Park Employees

Vol. 20, No. 4 • Fall 2004



**African Americans and the National Park System**

# Letters

## Down on the border . . . a failed policy

In her article, "Is it Safe?" (*Ranger*, Summer 2004), Lisa Eckert discusses the resource degradation at Organ Pipe Cactus NM resulting from the annual smuggling of 240,000 illegal immigrants through the park. She also discusses the tactics being deployed to secure the border and protect the resources and visitors. While acknowledging the socioeconomic issues of people illegally entering the United States in desperate throes, the article does not address the adequacy of U.S. foreign policies on immigration and other matters that are encouraging and even forcing people to leave their home countries.

Consider these facts:

- Latin America has the greatest disparity between rich and poor of any region in the world. Mexico's economy is the 11th biggest in the world, yet it fails to provide for the basic needs of millions of its citizens.
- More than 40 percent of people in Latin America live in poverty.
- Widespread corruption in Latin America prevents governments from serving the interests of poor people.
- American business has benefited from a steady supply of illegal labor that can be exploited and because these workers will not complain. As an example, a significant number of jobs in the meatpacking industry formerly held by unionized Americans are given to illegals being underpaid and suffering horrendous working conditions.

- NAFTA promoted the free movement of technology, capital and trade but failed to address the movement of labor.
- U.S. foreign policy toward Central American countries such as El Salvador, Guatemala and Nicaragua over the years has resulted in support for governments or rebellions that created extremely harsh conditions in these countries.

Back at the park, the efforts of the National Park Service, Border Patrol and others may have some impact in curbing the illegal smuggling. Yet, without a broad strategy that addresses the causes of the mass immigration, the tactics being deployed on the border are not sustainable and the extreme dangers facing law enforcement and the undocumented immigrants will continue.

Einar Olsen  
National Capital Region



### Stay in touch!

Signed letters to the editor of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401; [fordedit@aol.com](mailto:fordedit@aol.com).



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## ROAD MAP *for my heirs*

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

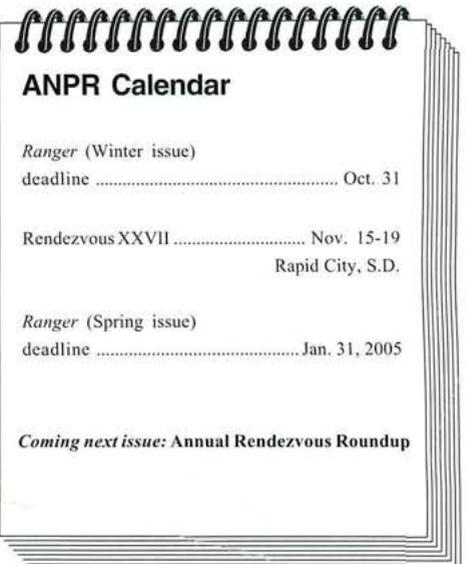
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## ANPR Calendar

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

Rendezvous XXVII ..... Nov. 15-19  
Rapid City, S.D.

*Ranger* (Spring issue)  
deadline ..... Jan. 31, 2005

**Coming next issue: Annual Rendezvous Roundup**

*Ranger* (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service and the National Park System, and to provide a forum for social enrichment.

In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of park rangers and those interested in the profession; provides a forum for discussion of common concerns of park rangers, and provides information to the public.

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

ANPR's official address is P.O. Box 108, Larned, KS 67550-0108. Members receive *Ranger* as part of their membership dues. Consult the inside back cover for membership and subscription information.

### Submissions

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

### Deadlines

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

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

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## President's Message

As the association membership is aware, I have stepped into the office of president earlier than I had planned due to the sudden resignation of Ken Mabery. Statements from both the Board of Directors and myself concerning this matter were mailed to the membership as well as being posted on the association website. Those who have read my statement can see that I have two immediate goals that I believe are crucial for the association, increased membership and financial stability. Neither of these goals is attainable without the help of the entire membership of this association. If you are currently active in promoting ANPR through volunteerism or holding an office, I offer a well-deserved thank you and ask that you consider other ways to help the association. If you have volunteered or held office in the past, but not currently, I thank you for your past service and ask that you consider renewing your assistance to ANPR. If you have never volunteered or held office, I thank you for your membership and urge you to seek ways that you can help ANPR achieve the goals of the organization.

Everyone in the association can help increase the membership base by simply letting co-workers know about the organization. I have been amazed to discover how many long time seasonal and career employees are simply unaware that ANPR exists. We all need to let people know that we are here and what we are doing. The website contains printable talking point papers on various positions and objectives of ANPR. There is also a printable recruitment poster that can easily be placed on break room bulletin boards. Consider having an ANPR recruitment party in your park. There are many ways that every member can help to increase membership with little effort.

Many of you have probably noticed that there is now a donation link on the website. I realize that we have many members who are simply not in a situation to make donations

in addition to their membership dues. I do not expect them to. There are many members, like myself, who probably can afford to contribute extra. I ask that you consider it. Any small amount will help, but we also need to look beyond the membership for the type of funding we need. Ed Rizzotto has recently updated ANPR's strategic plan to reflect goals and daily operations as projects. Before the end of the year I intend to ask for the assistance of the membership in writing grant proposals that we can have in hand as we find possible grant donors who may be sympathetic to ANPR's objectives and purpose. If you are a member with experience in writing grant proposals, consider volunteering to help the association achieve the financial stability we need. I believe that this is the route we must take to ensure continued daily operations and the advocacy role ANPR is performing on behalf of the parks and all park employees.

I look forward to the Ranger Rendezvous this November. I am eager to see the membership face to face and have discussions and debate on the role ANPR is playing. I ask that every member do what they can to come to Rapid City and help ANPR renew its commitment to advocating for the parks and all park employees.



### Nominations sought

Help serve your organization! ANPR is seeking nominations for board positions that will expire at the end of this year. Included are secretary, board member for seasonal perspectives, board member for professional issues and board member for special concerns. Contact Lee Werst, ANPR president, for more details, [anprpres@aol.com](mailto:anprpres@aol.com).

**Cover photo:** Park interpreter Spirit Trickey and Junior Rangers at Little Rock Central High School NHS enjoy a photographic moment during one of the site's new Junior Ranger rallies. Spirit was born in Canada and worked for Parks Canada before beginning her tour of duty at Little Rock Central High School. She has been a ranger with the National Park

Service for more than two years and has a personal connection with Central High School. In 1957 her mother was one of the nine African American students paving the path toward integration by having to be escorted past an angry white mob outside the high school. *Photo courtesy of Little Rock Central High School.*

# My NPS Family

By J.T. Reynolds  
Death Valley

**M**y “Yosemite Mafia” days of 1973-1978 became an opportunity and a dream come true. Some National Park Service employees can only imagine what it was like to be a new employee in the Service during the 1960s and ’70s, especially if you were a black person.

I grew up in the South where black folks were treated unfairly, and I was told that the North was not that much better. I felt blessed that in 1969, the Service recruited employees for summer jobs at Texas A&M University. Everglades was my first NPS job, and no matter how well my parents prepared my siblings and me to navigate the evil labyrinth of racism, it was not enough.

The Everglades family welcomed and accepted me and other summer hires without hesitation, but most of the “gator” poachers and some south Florida backwoods and city dwellers who visited the park did not care for a person of my complexion enforcing rules and regulations. This early experience helped to lay the foundation of my career.

Little did I know the NPS would allow me to be myself without being judged too much or create obstacles that would hinder me from being all I could be. I believe the noble NPS mission had a lot to do with creating this welcoming environment. The mission and, of course, the areas attracted folks with similar dreams. My first and second short assignments at Everglades and the Trace did not foretell the path my career would take. I continue to be blessed with more than 35 years of federal service, including two years of active military service. Where else can one work, play and live in some of our country’s most outstanding examples of our heritage?

Yosemite was one of my early assignments, after a short time in Washington, D.C., that provided me the experience and a window to really see what the NPS family meant. The Yosemite Mafia became a name I soon discovered meant brother and sisterhood, folks of all colors who cared for, and really liked each other. I also discovered that this version included folks who came from other parks like Yellowstone, Sequoia, Grand Canyon, Death Valley, Lake Mead and Mesa

Verde. Employees were allowed to take risks and make mistakes. This is where I first heard a supervisor say, “It is better to get forgiveness than to get permission.” This was an expression or action to be used at the appropriate time to overcome bureaucratic dicta that stymied ideas and activities.

The competition among protection rangers was fierce, physically and mentally. We even had competitions between parks. You had better be a quick study or you would get left behind from gaining valuable experience in SAR, law enforcement, EMS, fire management (structural and wild land) and resource management. You learned to seek experience from a variety of sources and not just depend on the Service to provide training. The women had it tougher than I did, especially those who could not keep up physically. Men who could not keep up also found it tough to break into the elite corps of those called upon first. This reminded me of playing sandlot sports where the best athletes were drafted first. Rangers would lift weights, bike, hike, ski, swim, dance hard and often at parties, and use all kinds activities to stay fit, but running or jogging was the exercise of choice. Strength and stamina were necessary to successfully complete missions “without losing one of our own in the process.” This was an expression used by team leaders.

Other expressions were used to slow the pace and counteract the adrenaline rush when rangers were called to save a life or protect a resource or back up a coworker: “Where is the blood?” and “Take your pulse.” I am convinced that these expressions and many others saved lives and prevented injuries.

Working with these men and women, at times, did not require formal documents or verbal commands to determine how we would act. If someone felt mistrust or that the team chemistry was out of sync, that person took the lead and spoke up for the group or individual. Sometimes a person’s actions determined how the wrong-doer received the message to cease the behavior. Some of us had face-to-face discussions. Most folks desired to learn more about another culture, home state, religion, ethnicity, and rich or poor status. Sometimes a person’s habits would get on your “last nerve,” and you needed to get into their space to understand. We asked, “How can we care about someone



J.T. Reynolds

if we do not understand them, and how can we understand someone if we do not ask questions?” We also asked, “Why is it so difficult to ask folks questions?”

The Yosemite experience and the employees I worked with from all disciplines helped to prepare me to meet future challenges. My total NPS experiences provided a network of friends and acquaintances to call in times of need and for reconnecting. Even today, we help each other and band together for common causes.

My NPS family is alive and well today despite disagreements. We all know that when the alarm sounds, members will come from all corners of the globe.

Some NPS employees are not as blessed as I. Many employees of color and women are treated poorly. Are we bold enough to stand up for those who do not believe they have a voice? Are we willing to help folks to be successful as opposed to seeing individuals as threats? The NPS family I have grown to love will stand up for you and help you to be successful even when you disagree.

However, it is disappointing to read these comments (unattributed) on diversity from a survey of NPS employees conducted last year by the Campaign to Protect America’s Lands:

“The continued emphasis (obsession) on diversity hiring is perceived as a desire on the part of the Washington and re-

gional offices to hire based on color or sex, and not on qualifications.”

“Many positions are filled due to political correctness, instead of merit of employees’ worth.”

“Also there has been an enormous effort to cater to the latest buzzwords and phrases such as ‘diversity’ and ‘tolerance,’ which can be interpreted various ways, but by and large have involved trying to re-package the history and mission of the NPS to fit changing demographics and culture and social values.”

“I cannot find a single directive, regulation, order or practice that has mandated a reduction in qualifications in order to obtain a more diverse workforce. This is an example of individual racism turned into institutional racism.”

Although disappointing to see these comments, it is valuable to know that some members of our NPS family feel this way.

Let’s embrace these employees and engage them in dialogue to understand why they have these views, and maybe together, we might discover “what makes parks matter to ensure the survival of the NPS?”

Yes, we should hire based on merit. There are many qualified folks of color, along with veterans and women interested in joining our NPS family. All we have to do is work better to give them a chance and maybe someday all NPS areas will look like the face of our country and welcome all people.

Even Horace Albright felt that his beloved NPS could do better.

I dedicate this article to all of the brothers and sisters who are not with us today. I believe they are smiling to see how far we have come and are cheering for us to be better. 🏠

*J.T. Reynolds is superintendent of Death Valley, the largest national park outside of Alaska.*

**MARY MCLEOD BETHUNE COUNCIL HOUSE NATIONAL HISTORIC SITE** commemorates the life of Mary McLeod Bethune and the organization she founded, the National Council of Negro Women.

The Bethune Council House was Bethune’s last official Washington, D.C., residence and the first headquarters of the National Council of Negro Women. Bethune founded Bethune-Cookman College in Daytona Beach, Florida, and served as an adviser on African American affairs to four presidents. President Roosevelt appointed her the director of the Division of Negro Affairs of the National Youth Administration. She was the first African American woman to hold such a high office in the federal government.

The current site features Bethune’s three-story Victorian townhome, which housed the offices of the National Council of Negro Women. A carriage house is home to the National Archives for Black Women’s History.



## Images from around the NPS

**LITTLE ROCK’S CENTRAL HIGH SCHOOL:** On the morning of Sept. 23, 1957, nine African American high school students faced an angry mob of over 1,000 whites protesting integration in front of Central High School in Little Rock, Arkansas. As the students were escorted inside by the Little Rock police, violence escalated and they were removed from the school. The next day, President Dwight D. Eisenhower ordered 1,200 members of the U.S. Army’s 101st Airborne Division from Fort Campbell to escort the nine students into the school.

This event, watched by the nation and the world, was the site of the first important test for the implementation of the U.S. Supreme Court’s historic *Brown vs. Board of Education of Topeka* decision of 1954. Arkansas became the epitome of state resistance when the governor, Orval Faubus, directly questioned the authority of the federal court system and the validity of desegregation. The crisis at Little Rock’s Central High School was the first fundamental test of the national resolve to enforce African American civil rights in the face of massive southern defiance during the years following the *Brown* decision.





**CANE RIVER CREOLE NATIONAL HISTORICAL PARK** is located within the Cane River National Heritage Area in Natchitoches Parish, Louisiana. The park covers 44.16 acres of Oakland Plantation and 18.75 acres of Magnolia Plantation.

As a new unit within the National Park System, these plantation sites demonstrate the history of colonization, frontier influences, French and Creole architecture, cotton agriculture, slavery and tenancy labor systems, changing technologies, and evolving social practices over 200 years. The park's physical resources consist of over 67 cultural resources, 42 of which are historic vernacular buildings. There are impressive cultural plantation landscapes, family and plantation records, and an extensive collection of farming tools, equipment, historic furniture, and family personal items left behind by the large groups, about 200-300 people, who lived at the plantations over time.

*Photos courtesy of the National Park Service*



**TUSKEGEE INSTITUTE NATIONAL HISTORIC SITE:**

Since the beginning of America's existence, education has always been considered as one of the keys to social, political and economical acceptance for African Americans. Tuskegee Normal School was established by the state of Alabama, influenced by a former slave and a former slave owner to educate newly freed people and their children. The Normal School, later Institute, became a beacon of hope for African Americans to reach their goal of acceptance.

The school officially opened on July 4, 1881, in the African American Methodist Episcopal Zion Church under the auspices of religion. Booker T. Washington became the first principal of the newly formed school at the age of 26. He later hired individuals such as George W. Carver and Robert Taylor to help lead the institute to its world-renowned status.

Today, the legacy of Washington, Carver and many others has been preserved in the Historic Campus District of Tuskegee University where original buildings constructed by the students, from bricks made in the Institute brickyard, still stand.

**NEW ORLEANS JAZZ:** Most historical parks in the National Park System are created to commemorate a battle, a place or a person who played an important role in our nation's history. Congress authorized a new and different park in 1994 in New Orleans as a national tribute to the uniquely American invention — jazz.



in 1994 in New Orleans as a national tribute to the uniquely American invention — jazz.

The park's purpose is "to preserve the origins, early history, development and progression of jazz; provide visitors with opportunities to experience the sights, sounds, and places where jazz evolved; implement innovative ways of establishing jazz educational partnerships; assist in the preservation, education, and interpretation of jazz as it has evolved in New Orleans; and to provide technical assistance to organizations involved in jazz, and its history."

Visitors to New Orleans will soon have an opportunity to see, hear and feel the story of jazz at the park's new home, a unique jazz complex comprised of four structures connected by a system of lagoons and green space in the heart of the city. The new facility, located in Armstrong Park, involves the restoration and renovation of four buildings that will house the park's exhibits, performance and education venue, resources center and administrative headquarters.

# The African American Experience Fund of the National Park Foundation

By the National Park Foundation

This year's commemoration of the 50th anniversary of the historic *Brown vs. Board of Education* Supreme Court decision that outlawed school segregation provided opportunities to reflect on the long road to that landmark case and its long-reaching legacy that continues even today.

*Brown vs. Board of Education* is such an important chapter of American history that it will be preserved for future generations through our National Park System.

The *Brown vs. Board of Education* National Historic Site was dedicated on May 17, 2004, in Topeka, Kansas, and houses a state-of-the-art museum documenting the struggle for equal access to quality education dating back to reconstruction. The commitment of the National Park Service to preserve this uniquely American story is part of its mission to preserve the natural and cultural resources of our country for the enjoyment and education of future generations.

At a time when every city in this country is desperately seeking ways to connect children and families to our collective history, our national parks stand ready to introduce them to themselves — through numerous education and other programs that share rich traditions dating back to the arrival of the first blacks to America's shores. The national parks are an especially appropriate place to do this because they are the repository for vast amounts of African American history. Unfortunately, a historic lack of engagement and low usage of our national parks among African Americans continues to result in millions of African American children missing the endless learning opportunities they offer.

In order to reach out to African American citizens from all walks of life, The National Park Foundation, the congressionally chartered 501c(3) non-profit partner to America's national parks, established the African American Experience Fund in 2000 to highlight the accomplishments and experiences of African Americans throughout our country's history as reflected in the national parks.

The AAEF is led by a volunteer trustee

board recently chaired by Robert Stanton, retired NPS director — the first and only African American to hold that position. Our mission is to connect all Americans to the role of African Americans in our country's history by raising funds and establishing partnerships that support awareness of and programs at national parks and historic sites celebrating African American history and culture.

While there is African American history throughout the National Park System, AAEF currently focuses on 17 national parks and historic sites most in need of building public awareness and local and national philanthropic and volunteer constituencies:

Booker T. Washington NM  
Boston African American NHS  
Brown vs. Board of Education NHS  
Cane River Creole NHP  
Paul Laurence Dunbar House at Dayton Aviation Heritage NHP  
Frederick Douglass NHS  
George Washington Carver NM  
Little Rock Central High School NHS  
Maggie L. Walker NHS  
Martin Luther King Jr. NHS  
Mary McLeod Bethune Council House NHS  
Natchez NHP  
New Orleans Jazz NHP  
Nicodemus NHS  
Selma to Montgomery National Historic Trail  
Tuskegee Airman NHS  
Tuskegee Institute NHS  
National Underground Railroad Network to Freedom

The opportunity to experience the struggle of the six plaintiff families in *Brown vs. Board of Education*, the trail of African American patriots in Boston, learn about the establishment of the first bank owned by a black woman in Richmond, Virginia, visit Frederick Douglass' home in Washington, D.C., or make peanut milk at the birthplace of George Washington Carver in Missouri are just a few of the exciting experiences that intrigue people from all walks of life — *once they know it's possible!*

AAEF has already provided support for the restoration of Ebenezer Baptist Church

at the Martin Luther King Jr. NHS, and for a program on black journalism at Maggie L. Walker NHS in Richmond, Virginia. Last fall AAEF gave funds for volunteer training and enhancement with a grant from the AT&T Foundation.

To learn more about the AAEF, please visit our website [www.aaexperience.org](http://www.aaexperience.org) or contact Cynthia Lowery Morris, executive director of the fund, at [cmorris@nationalparks.org](mailto:cmorris@nationalparks.org).

# Walking the Long Mile



By Michael Allen  
Fort Sumter

For nearly 25 years I have been blessed to work for an agency and park that I have grown to love and cherish. Although I may not have understood the value of my being here in 1980, today I fully understand the importance of my presence at Fort Sumter National Monument/Charles Pinckney National Historic Site.

As I was drafting this article I asked myself a few basic questions. Why am I still here nearly 25 years later? How has my personal and professional life changed during my NPS career? What legacy or contributions will I leave long after I have retired from the National Park Service?

I grew up in the small rural community of

Kingstree, South Carolina, located about 75 miles north of Charleston. During the 1960s, I experienced many of the facets of life relating to segregation and the Civil Rights movement. As a result of these experiences, I was immersed in the knowledge of “striving to be the best against all odds.” This trait remained with me throughout my high school and college years. Therefore, when I was introduced to the NPS, it was not difficult for me to come face to face with questions of racism, cultural identity and intolerance.

Within days of my arrival at Fort Sumter (“The Cradle of the Civil War”), visitors to the site — both black and white — were somewhat amazed to see me working at a place associated with the South. Several visitors expressed an interest in my presence and why and how I could talk about the Civil

War and slavery because of the effects it had on “my race.” Putting all of this in context at a young age, I knew I was in for the experience of a lifetime.

My tenure at Fort Sumter has allowed me the opportunity to see and experience the bureaucracy of the NPS. Not having any previous experience in government, I was forced to learn quickly the difference between a DI-1 and a DI-105. Nevertheless, this exposure to government bureaucracy has taught me a valuable lesson in the art of developing professional relationships and communications skills needed to get the job done.

As I look back at my life experiences from a cultural perspective I am blessed to know how African American lives and determination have influenced the very foundation of

this nation. I believe my ability to carry this message to the public has been my greatest asset to the NPS. Many of my personal and professional experiences have centered on understanding race and culture. The compelling question that is posed to the NPS today is, do we continue to give the same interpretive talks and programs as we have the last 40 years because we are “safe with the story” or do we strive to meet the needs of a more diverse traveling public? How do we deal with a public that often knows more than we do, or on some occasions, have a frame of mind to know when we have our heads in the sand? The latter is where I have devoted most of the energy in my career, even if it means changing an exhibit panel to incorporate new research or aggressively seeking to diversify our workforce. A means of accomplishing these ever-changing goals and agendas can be achieved by interacting with groups, organizations and communities that we have not traditionally met with in the past. The NPS must continue to diligently work to meet the needs of its new found visitors.

Many of the ideas and opportunities described above were not readily a part of the NPS culture when I arrived in 1980. I now see my purpose as sharing this new vision with everyone that I contact. I am not so blind to think that this hasn't caused misunderstandings with co-workers nor am I so naive that to know this hasn't caused individuals to question my commitment to values of the NPS. Nevertheless, I stand firm that these ideals can be brought to the table to develop a stronger and a more enlightened NPS.

As the Fort Sumter/Charles Pinckney educational specialist, my primary responsibility is to introduce the NPS to students and teachers as more than a field trip — as a classroom experience in history. Unfortunately, many of our local rural and urban schools are unable to readily visit the parks, and this has presented a monumental challenge to the park's educational program. However, I have found a solution to this dilemma here at Fort Sumter. During the last three years, in conjunction with our partner, Fort Sumter Tours, we have been able to carry hundreds of students to visit Fort Sumter at no cost to the schools. All of the disadvantaged students that we served were provided a unique opportunity to visit Fort Sumter. For some of the students who participated in this program, this was their first and perhaps only opportunity to see the Atlantic Ocean or to travel on a boat. I have

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## Do we continue to give the same interpretive talks and programs as we have the last 40 years because we are “safe with the story” or do we strive to meet the needs of a more diverse traveling public?

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been asked why we host these special programs and if this is truly the park's responsibility? My answer is yes. A part of the mission of the NPS is to share the important threads of our American fabric.

For the past four years I have been involved in a special resource study centered on Gullah/Geechee history. The linking of African and African American history, and especially that of Gullah/Geechee culture, has been my greatest challenge during my Park Service career. However, this project has allowed me to the opportunity to express my views on race relations, as well as the black experience as it relates to Gullah cultural ties. This resource study has also challenged the NPS as we continued along the journey of getting to know people of the Gullah/Geechee culture and how and what are the best avenues for the NPS to work with the Gullah community.

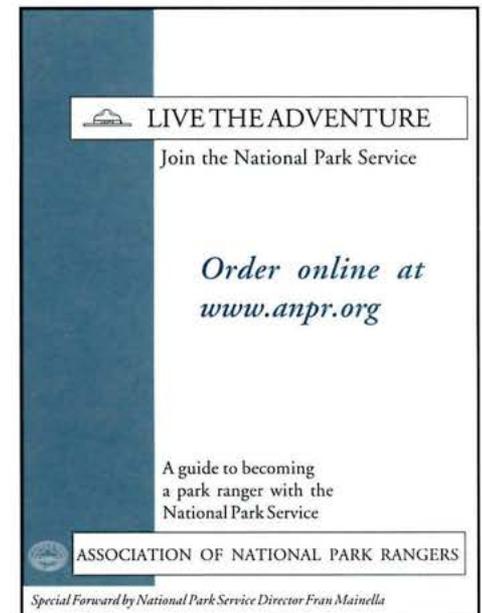
From the onset, the NPS faced barriers in language, communication styles, cultural difference and values. I believe my connections in the Gullah/Geechee culture and the level of trust the community has in me, has allowed the project to go into areas where we would have never been able to reach. Just being yourself and not allowing the bureaucratic issue to get in the way helped me and the NPS bridge an important gap, which was helpful in our successful completion of the project.

There is a congressional effort underway to establish a Gullah/Geechee heritage area. I would hope if this heritage area is recognized and created by Congress, the NPS would use this project's endeavors as a model of how best to connect and work within the community. For so long the NPS has not ventured into areas in which there was a perceived threat.

The projects described above are two of my most memorable experiences and opportunities while employed at the NPS. I view my work in educational and cultural activities as my lasting impact on the NPS. I have been

fortunate to speak at a number of conferences, universities and grassroots organizations around the country in reference to my experiences in the community, my work on the Gullah /Geechee project and my love of education. I would encourage all of our community partners to get out of their comfort zone, because you never know whose lives you may impact. I would also encourage my co-workers to continue to inspire every visitor who comes to the park. Finally, I hope that park volunteers will continue to do what they do best and to know that they provide an invaluable service to the agency.

My lifetime journey with the NPS has been and still is a rewarding experience. In fact, I met my wife through the NPS during her time here as a seasonal employee. I am sure my relationship with other agencies, groups, organizations and institutions would not have been possible if I were not employed here. I see myself not just as an African American on a mission for nearly 25 years, but as person of African decent who is willing to do the things necessary to bring a greater awareness to our American story. I have reached a point in my life where I know that I have been blessed to be in this position. I only ask that my NPS family and the community keep watching to see what I might do next to bring greater awareness to the National Park Service. 



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*Special Forward by National Park Service Director Fran Mainella*

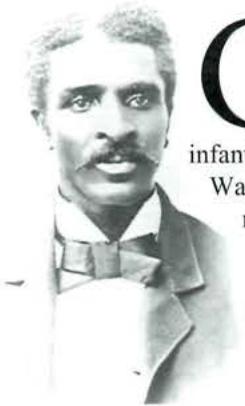


## George Washington Carver National Monument

By Chief Ranger Lana Henry and Staff

“It is not the style of clothes one wears, neither the kind of automobile one drives, nor the amount of money one has in the bank, that counts. These mean nothing. It is simply service that measures success.”

— George Washington Carver



**G**eorge Washington Carver National Monument preserves the birthplace and childhood home of one of America’s most distinguished African-American scientists. Born into slavery near the close of the Civil War, kidnapped and orphaned as an infant, plagued by ill health, experiencing hardship and prejudice, George Washington Carver rose above life’s obstacles to become a world-renowned agricultural scientist, teacher, artist, humanitarian and Christian. Choosing to “be of the greatest good to the greatest number of my people,” Carver had a powerful drive that led him to become a symbol of interracial peace and understanding.

A visit to the monument often results in a tremendous inspirational experience. Retracing the steps of young George on the 240-acre Moses Carver farm located in rural Diamond, Missouri, one gains an understanding of his love of nature and how this natural and cultural environment helped shape his life. He writes: “As a very small boy exploring the almost virgin woods of the old Carver place, I had the impression someone had just been there ahead of me. . . I was practically overwhelmed with the sense of some Great Presence. . . I knew even then it was the Great Spirit of the universe. . . Never since have I been without this consciousness of the Creator speaking to me through flowers, rocks, animals, plants and all other aspects of His creations.”

Known as the neighborhood *Plant Doctor*, Carver recalled, “Day after day I spent in the woods alone in order to collect my floral beauties, and put them in my little garden I had hidden in brush not far from the house. . .” These daily hikes through the streamside

forest and prairie grasslands, became a lifelong practice. Rising before dawn, Dr. Carver continued to take daily walks through the woods throughout his life, recalling, “I love to think of nature as an unlimited broadcasting system, through which God speaks to us every hour, if we will only tune in.”

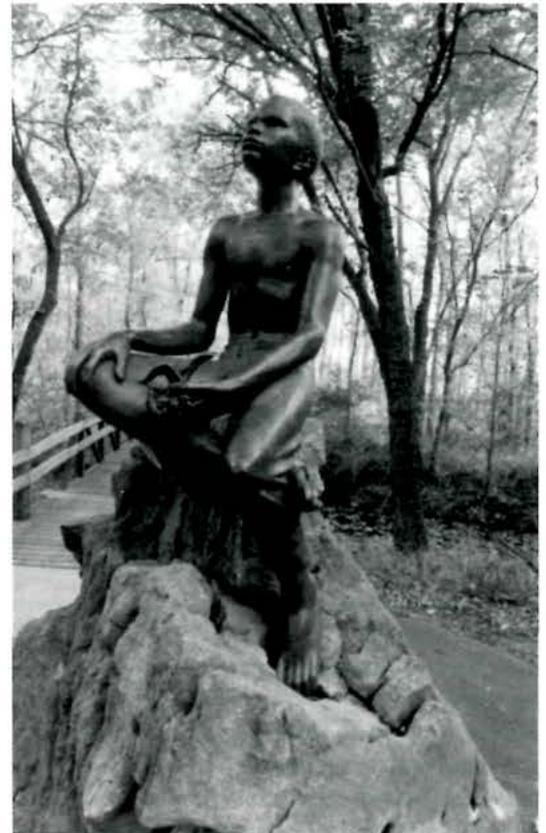
Carver’s educational quest began in a one-room black schoolhouse in Neosho, Missouri—a 10-mile trek for the adventuresome young boy of 10-12 years of age. Supporting himself with odd jobs, he completed high school in Kansas, only to be denied admission to college due to his race. At about age 30, he was the first black student accepted for enrollment at Simpson College in Indianola, Iowa, in 1890. In 1894 he transferred to Iowa State College of Agriculture and Mechanical Arts, now Iowa State University. He was the first black graduate, earning a bachelor’s and master’s in agricultural science, and the first black

member of the faculty.

In 1896 Booker T. Washington invited Carver to join the faculty as director of the Department of Agricultural Research. It was here that Carver would spend the next 47 years of his life, experimenting with peanuts, sweet potatoes, cotton, cowpeas, clay and more. Carver taught southern farmers how planting cotton year after year depleted the soil of nutrients, and he instructed them to plant nitrogen-fixing legumes such as peanuts and soybeans.

Although most known for his work in crop rotation and developing over 300 uses for the peanut, Carver’s research covered a variety of scientific fields of study, including chemurgy, botany, mycology, plant breeding and genetics, plant pathology, soil science, food science and nutrition, bacteriology and ecology. Visitors to the monument’s Carver Discovery Center have the opportunity to experience many of these sciences through hands-on exhibits. Developed by the park’s interpretive staff in 1998, the Freeman-Tilden award-winning Carver Discovery Center provides interactive activities to meet National Education Standards for grades K-8.

Characterized by simplicity, serenity, and compassion, George Washington Carver delved into the mysteries of nature to fulfill what he saw as his mission in life: to help





Ranger Ellen Cox with students at Discovery Center

humanity by promoting principles of self-sufficiency and conservation. "The primary idea in all of my work was to help the farmer

and fill the poor man's empty dinner pail...My idea is to help the 'man farthest down,' this is why I have made every process just as simple as I could to put it within his reach."

pure as he carried out his vision of an economically rejuvenated South, dedicating his life as an instrument of ministry to the needs of his people. 🏡



George Washington Carver as a student at Iowa State, 1894

A humble man, Carver was not interested in money or the commercial profit of his products. Becoming known as the "Wizard of Tuskegee," his motives were

*All photos courtesy of George Washington Carver National Monument*



Visitor Center at George Washington Carver National Monument, Diamond, Missouri

## Bob Stanton: NPS director with warmth, zeal

Robert G. “Bob” Stanton was born in Fort Worth, Texas, in Mosier Valley, one of the oldest communities in Texas founded by African Americans. After graduating with a bachelor’s degree from Huston-Tillotson College in 1963, he was hired by the college as its director of public relations.



sistently reiterated.

In 1969 Stanton moved to National Capital Parks Central in Washington, D.C., as a management assistant. In 1970 he became superintendent of National Parks East in Washington, D.C., and Maryland — the first African American superintendent in the NPS. A year later he was appointed superintendent of Virgin Islands National Park, and in 1974 he became deputy regional director of the Southeast Region in Atlanta, Georgia.

In 1962 Secretary of the Interior Stewart Udall sent representatives to Huston-Tillotson, a small privately endowed, church-related, historically black college in Austin, Texas, to encourage young black students to look beyond traditional careers and consider the National Park Service as a place of opportunity.

The mental picture that the Interior representatives painted that day, of the vast and magnificent vistas of the western parks, touched a responsive chord with Stanton sitting in the audience. He had never visited a national park, but it stimulated him to become a park ranger at Grand Teton in the summers of 1962 and 1963 while in college. He joined the NPS in a full-time position in 1966 as a personnel management and public information specialist in the Washington, D.C., office.

Stanton rose through the ranks — and in 1997 was sworn in as the 15th director of the NPS, its first African American head. He served in that position until his retirement in 2001. It was a popular appointment with conservationists, reflecting their respect for his credentials. For example, the National Parks Conservation Association said, “Bob has the depth of first-hand knowledge of park issues that can come only from a long career with the Park Service. We are glad to see that the president chose an NPS leader from among the Service’s ranks. We are glad to see that the political gamesmanship that can paralyze Washington did not get in the way of a swift nomination.”

When Stanton was appointed director, Secretary of Interior Bruce Babbitt commented on his “energy, commitment and leadership ability.” Stanton’s effervescent personality exudes warmth, sincerity and enthusiasm, and his message is reinforced by a commanding physical presence. These were the attributes that those who interacted with him in during 35-year NPS career con-

Stanton returned to Washington, D.C., in 1976 as assistant director of park operations. He moved on to become deputy regional director for the National Capital Region in 1978, a position he held for eight years. In 1987 he returned to headquarters as associate director for operations.

He became regional director of NCR in 1988 and served until his appointment as NPS director. The NCR system in metropolitan Washington is a microcosm of the nationwide park system. There are large natural areas, such as Rock Creek Park; historical areas, such as the Mall, the White House and the Washington, Jefferson and Lincoln memorials; and recreation areas, such as Catoctin, Greenbelt and Prince William Forest Parks. Moreover, the management problems in the National Capital Parks are similar to those encountered in the parks nationwide. Thus, it was good preparation for his subsequent position as NPS director.

As regional director of NCR — one of seven regional directorships in the NPS — Stanton was especially noted for his ability to generate volunteer initiatives in the NPS.

For example, when residents living in the vicinity of Washington’s derelict, drug-infested Meridian Hill Park, ignominiously known as the most violent national park in the NPS, came to Stanton with a request to help clean up the once-elegant park, Stanton organized them enthusiastically. Within three years, crime in the 12-acre park dropped by 82 percent, attendance increased dramatically, new trees and flowers were planted, and water once again flowed in the park’s fountain.

A Meridian Hill Park volunteer said, “Bob Stanton is a champion of these partnerships. We invite him to things and he comes. That surprised me. At his level, he was still inter-

ested in our tree planting and lighting ceremonies.”

This highlighted another of Stanton’s strengths — as a hands-on manager who involved himself in much of the day-to-day operations of his region and the NPS system.

Another of Stanton’s successes at NCR was to increase the involvement of youth in NPS programs.

Invariably, he ended every speech with a quotation from Dr. Mary McLeod Bethune: “I leave you, finally, a responsibility to our people. The world around us really belongs to youth, for youth will take over in future management. Our children must never lose their zeal for building a better world.”

Stanton considered his advocacy and creation of programs for youth, especially for inner city youth, in the NPS as his proudest accomplishment.

Throughout his career he was a role model and inspiration to many people, especially African Americans. Among his goals as director was to make the NPS more relevant to urban dwellers, especially non-whites.

“What I believe is one of the major challenges of the Park Service is to convey the significance of these parks,” Stanton said. “As more information is made available and more educational opportunity become available to people irrespective of their economic, social, ethnic or racial backgrounds, the greater their appreciation will be for their own heritage... Philosophically, it’s just a matter of the Park Service reaching out to all sectors of the community to make sure every citizen has the opportunity to learn a little bit more and increase appreciation of his of her own national parks.” 

**Editor’s note:** Robert G. Stanton currently is a consultant in conservation policy, planning and management and provides services to the Natural Resources Council of America. He also is a research affiliate in the Yale School of Forestry and Environmental Studies where in the fall of 2002 he was a professor of the practice of conservation (McCluskey Visiting Fellow).

From 2001 through 2003, he served as the IUCN’s World Commission on Protected Areas ambassador for the Fifth Worlds Parks Congress held in Durban, South Africa, in September 2003.

He is active in professional and civic affairs and currently serves on the boards of several non-profit conservation and youth-serving organizations.

For the fall 2004 semester he is a visiting professor in the Department of Recreation, Parks And Tourism Sciences at Texas A&M University. He teaches a graduate course on national parks and assists in the department’s Diversity and Leadership Initiative.

# BOUND FOR THE PROMISED LAND

## The Underground Railroad Network to Freedom Program

By Barbara Tagger  
Southeast Region

**Editor's note:** This article is reprinted in part with permission from *Reflections*, a program of the Historic Preservation Division, Georgia Department of Natural Resources.

Almost everyone has heard of it or seems to have some knowledge about it. Such names as Harriet Tubman, Frederick Douglass and Levi Coffin lend further clues to its popularity. Even states like New York, Ohio, Pennsylvania and Michigan and foreign nations such as Canada have developed a claim to fame because of their association to this phenomenal story. Yet, the full story of the Underground Railroad has not come close to being told.

Why is this remarkable American story so hard to know and appreciate? First, much of what is known about the Underground Railroad is buried in family histories and non-traditional sources. Because of the secretive nature of the Underground Railroad and the high risks that were involved for those actively engaged in its activities, written records are not readily available.

Secondly, passed from one generation to another, stories of the Underground Railroad were embedded in oral tradition and often attached to myth and legend. Thus, oral histories and traditions have become important vehicles in gathering personal accounts. Though this particular method has been challenged by scholars, information derived from oral accounts cannot and should not be overlooked. Indeed, oral history not only provided valuable clues to our understanding of how the Underground Railroad operated, but are essential to helping us to know and fully appreciate the risks and sacrifices those unsung heroes made in order to make the Underground Railroad a success.

To completely understand the significance of the Underground Railroad, the story must be placed in a broader context. In this instance, the Underground Railroad must include an examination of slavery. The southeastern portion of the United States, for example, provides a rare opportunity to interpret slavery and the various types of

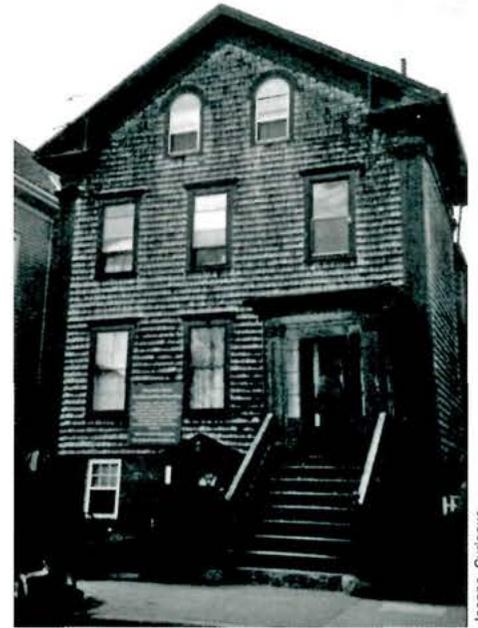
plantations. More importantly, stories of daily activities and working conditions help people understand why enslaved people sought escape as one method to resist human bondage.

Reaching freedom was indeed a difficult task. In most instances it required tenacity, ingenuity and the willingness to take a tremendous risk. For those who lived in the lower South, destinations of freedom did not necessarily include travel to Canada. On the contrary, in most cases it was easier for runaways to seek liberty or refuge closer to the point of flight or beyond. Perhaps the most common places of refuge for freedom seekers were natural areas such as forests, swamps, mountains and bayous.

Native American groups harbored runaways. Often these communities served as the first places of protection long before a runaway received shelter in homes, schools, inns, barns and churches beyond the southeastern areas. The maritime industry soon became common modes of transportation to liberty as freedom seekers, with the help of seamen, stowed away on boats and ships. Some refugees eventually made their way north, while others followed the coastal waters and major rivers to Mexico, Key West, Florida, Andros Islands, Cuba and the Bahamas Islands. For those who chose to travel by land, freedom routes led them to join free black communities centered in large urban areas like Charleston, Savannah, Pensacola and New Orleans.

Though escape was one measure runaways sought to secure their freedom, resistance to enslavement took other forms. Prior to 1865, more than 100,000 enslaved and free African Americans performed military service to gain their individual freedom and to liberate their people. During the Civil War, for instance, thousands of enslaved African Americans fled plantations and sought refuge with the Union forces. Eager to secure their liberation, more than 200,000 African Americans volunteered their services to the Union army and navy in the name of freedom.

These various methods of resistance used by enslaved people of African descent are just a few examples of the intriguing stories that are interpreted throughout the southeastern region of the United States, the Car-



Jeanne Cyrillique

**This is the home in New Bedford, Massachusetts, where Frederick Douglass lived after his escape from enslavement.**

ibbean, in particular, and the entire nation in general. The National Park Service recognizes the importance of these fascinating stories and is committed to preserving and commemorating the legacy of the Underground Railroad as a significant part of the American story.

The National Underground Railroad Network to Freedom Program (also known as the "Network to Freedom Program") celebrated its sixth anniversary on July 31, 2004. Authorized by the United States Congress as the National Underground Railroad Network to Freedom Act, the Network to Freedom Program had made a critical transition from the start-up endeavor to a mature program achieving national and international stature. The Network to Freedom Program identifies the Underground Railroad comprehensively as the historical process or resistance against slavery in the United States through escape and flight. The program demonstrates the significance of the Underground Railroad not only in the eradication of slavery, but also as a cornerstone of our national civil rights movement.

The Network to Freedom Act specifies that the Network include elements such as "governmental and non-governmental facilities and programs of an educational, research or interpretive nature that are directly related to the Underground Railroad." This provision of the legislation invites inclusion of a variety of different elements. *Facilities* and *programs* in the Network can have an

educational, research or interpretive scope, as long as they are directly related to, and verifiably associated with the Underground Railroad. *Facilities* can include, but are not limited to, operating archives and libraries, research centers, museums, collections, and cultural and commemorative centers. *Programs* can include, but are not limited to, tours, interpretive talks, traveling exhibits, theater productions, living history productions and educational programs.

There are a multitude of Underground Railroad-related *sites* around the United States that have suffered the impacts of prolonged negligence or developments inconsistent with the historical character of the site. Nonetheless, these sites are often integral parts of the Underground Railroad story. Their significance should not be lost, so the Network to Freedom is designed to include these impacted *sites* with the provision that they must be associated with an interpretive program and signage. The association of such a site must be documented in a verifiable way using professional methods of historical research, and must be related to Underground Railroad activity.

Managed by the NPS, the Network to Freedom Program is recognized as a unique partnership program. To date, the Network has accepted more than 180 sites, programs and facilities in 25 states and the District of Columbia into the program.

The Network to Freedom Program invites the public to share its community-related or family accounts of the Underground Railroad. The Network to Freedom Program is always in search of stories and sites associated with the Underground Railroad. To receive national recognition of commemorative programs, facilities or sites related to the Underground Railroad, one must apply to the Network. For additional information or for a list of regional coordinators, check out the Network to Freedom website at [www.cr.nps.gov/ugrr](http://www.cr.nps.gov/ugrr). 

*Barbara Tagger currently serves as a historian and regional coordinator of the National Underground Railroad Network to Freedom Program in the Southeast Region. Her NPS career began in 1982 while serving as a research historian with the Martin Luther King Jr. NHS in Atlanta. Her work as a historian/park interpreter included developing a range of interpretive programs that highlighted the rich history of the Auburn Avenue community and its influence on young Martin Luther King Jr. Tagger has served on several congressional and special resource studies, playing a key role in developing the Selma to Montgomery National Historic Trail, the Na-*

## Our Experiences

By Marsha and Jim Lee

What were we thinking that warm April day in 1974 when we set out on a remarkable journey that would be our lives in the National Park Service. We were not overly concerned with our friends and relative's characterization of this move as "strange" to say the least. They were supportive but very, very skeptical. We were excited, anticipatory, a little anxious, but most of all confident that our little family of three was strong enough to accept any challenge. Little did we know what we were in for! We were stepping out of our "level of comfort" and moving 3,000 miles away from anything we had ever known. What a journey it was.

We actually began our NPS journey the summer of 1968 in Washington, D.C. Jim was a park technician at the Washington Monument, collecting dimes and operating the elevator. Marsha loved going to visit, especially on July 4 to see the spectacular fireworks on the mall from the top of the monument. There were, of course, ups and downs (no pun intended) with Jim's budding NPS career, just as with most other NPS employees: striving to become permanent, trying to move up and into the ranger ranks, trying to gain a foothold and more. Just when it appeared there was no viable future for Jim in the NPS, and after more than five years, the call came and he was selected as an intake ranger and on his way to Grand Canyon for the Ranger Skills course — and then to Yosemite.

**Jim Lee:** Working in the National Park Service for more than 30 years was a rewarding experience. Now living in Delaware, I would like to share some of my experiences.

*tional Underground Railroad Network to Freedom Program and the Tuskegee Airmen National Historic Site. Currently she serves as co-program manager for the Harriet Tubman Special Resource Study. In October 2002 Tagger received the William C. Everhart award for her sustained achievements in interpretation and fostering an appreciation of cultural and historic heritage within the NPS. Tagger earned a bachelor of arts degree in U.S. history at Howard University in Washington, D.C., and a master of arts degree in U.S. history, with a specialization in African American history, at Atlanta University.*



My Park Service experience began in Washington, D.C., at Monuments and Memorials as an interpreter. As I gained experience and responsibility, I also became involved with public relations dealing with the news media on the national and international level. This helped to prepare me for the "big picture" in the NPS in later years.

Some of my NPS work experiences included campground supervisor, law enforcement patrol ranger, shift supervisor, backcountry mounted ranger, interpretive ranger, district ranger, deputy coroner, helo-repeller, structural and wildland firefighter, certified fire apparatus operator and engineer, whitewater trained to class 5, cross-country ski patrol, FLETC staff instructor, seasonal law enforcement program manager, and WASO servicewide emergency services coordinator (including agency representative for USCG, FEMA and NIAMS).

My most rewarding jobs were patrolling the backcountry by horse while leading a string of mules; removing trees from avalanche-damaged trails; patrolling trails and eradicating fire rings; revegetation of impacted areas to reinstate the park's ecosystem; search and rescue; wildland firefighting; participating in mounted patrol parades; and working with trail crews building and replacing trails.

There is nothing like sitting around the campfire at night with trail crews. I enjoyed cross-country skiing to conduct snow surveys for the park's water table supply and installing and removing the cable ladder on Half Dome for visitor safety. I also loved working with YCC, CCC crews and SCA program workers, training seasonal rangers to become skilled law enforcement rangers and, later, training permanent rangers at FLETC. Setting up and recruiting for seasonal law enforcement training programs at colleges, trying to help supply the NPS with well-qualified and diverse candidates, were also among my favorite jobs.

A large western park experience, working and living inside a national park is beyond anything one could ever imagine, especially being African American. I initially found making the cultural transition to be a real challenge. This included a change in life styles; socializing in the park community (i.e. the clothing you wear, the music you listen to, the food you eat, the dialect and language you speak, the people and groups you socialize with, and the activities and organizations in which you participate) gave credence to how you and your family are treated in the community. We eventually settled into our comfort level and learned to just be true to ourselves. The community was very tight-knit, especially because park concessions and NPS employees lived and worked together. Although you have to be careful not to become polarized, and tact and diplomacy are critical, living in a park gave us a strong sense of love and community.

I was very committed to family, fellow employees, community and the Service. I coached Little League activities. I provided training and career counseling for employees under my leadership, helping them aspire to positions as district ranger, chief ranger, facility managers, park assistant superintendents and superintendents. In addition to working with some of the greatest rangers and people in the system, I also gained so much working with chiefs of maintenance and their foremen and workers. They gave me a broader perspective and appreciation of how critical they are to all park operations — an intricate web of cooperating employees.

I feel very proud to have been involved with the stewardship, conservation, preservation and restoration of the NPS. Nothing is more rewarding than seeing, visiting and shaking the hands of those who helped you along the way and those whom I have helped.

**Marsha Lee:** I began my career with the NPS as a personnel clerk in Yosemite. I ended my service as the chief personnel officer for the Pacific West Region. During my career I also worked at Cape Hatteras and WASO where I was involved with the 6c program. It is impossible to emphasize how the friendships I found in the Service touched and changed my life.

The most rewarding of my duties involved recruiting students from colleges and universities to work in the NPS. My “youngsters” hold various positions in the NPS, including the NPS Intake Program. Each one also took a leap of faith by stepping out of

their comfort level. Each year in my final position, along with Amy Tien and lots of employees in the parks and support offices (using Jim as a volunteer recruiter), we spent the few available recruitment dollars looking for summer seasonal candidates, mostly from local schools.

Because of the Servicewide contract between the NPS and Southern University, a predominately African American university, considerable time and effort was spent on

that campus. We grew more successful each year, from seven recruits in 2001 to 19 in 2002 and 29 in 2003. Although many of the students had never been out of Louisiana, they were often from rural roots and not intimidated by the lack of lights in the national parks. Their thoughts about working in a national park for the summer were touching.

Here are a few quotes from write-ups they submitted at the end of the summer:

“I met so many fun people and I’ve been having a blast. I love Hetchy. I am going to miss my pine box — I mean tent cabin — and all the creatures I had to sleep with.”

— Gina Burrell

“The first time I took a trip to see the giant sequoias was amazing and I could barely believe they really existed. My roommate joked that they had to be fake because it was so unbelievable how big the trees were. The things that I learned here and the many great friends I made were well worth the trip.”

— Jason Berry

“This summer was based on ‘the new.’ When I say ‘the new,’ I speak of seeing and doing what I thought I would never have a chance to see or do. Who would have thought the grounds would be covered in snow in May, and a southern lady like myself, raised on flat land, would now have a desire to hike hills that seemed to rise upward forever?”

— Lizzie Scroggins

“... Then we arrived at our house on the hill. I immediately wanted to return to Louisiana. It was pitch black and I thought to myself, is she really going to leave me here in the woods without street lights? ... After meeting the staff, I knew it would be fine ... everyone made me feel at home. When you leave home, of course you are homesick for your friends and family. I can truly say I feel I have found a new bunch of family and friends a long way from home. The mountain is so beautiful.”

— Maggie Starks

“I can honestly say this has been a wonderful experience for me. Before I left home to come here, my attitude was strictly: ‘Expect the worst and hope for the best!’ After getting here and meeting all the *wonderful* people here in the park, that attitude changed a great deal. ... I think I had the *greatest* supervisors and co-workers in the world. I am extremely happy that I could be blessed with such a wonderful experience. These types of experiences only come once in a lifetime and I feel honored to have shared it with the people of Sequoia and Kings Canyon National Park.”

— Corey R. Stewart

“The summer that I spent in Yosemite National Park was one of the most memorable and exciting experiences of my life. When I arrived in Yosemite, I was greeted with open arms from all of the staff members as well as many people from the surrounding communities. Their warmth, courtesy and generosity was overwhelming. They really made me feel right at home and that was something that I deeply appreciated. ...they gave me really important responsibilities. ... Yosemite gave me the opportunity to gain a higher appreciation as well as a higher understanding for nature and all of its beauty. I established friendships with my colleagues that I am sure will last a lifetime. The employees have a saying, ‘We are paid in sunsets’ and I, for one, can say that it is well worth it.”

— Calvin Stevens

"I was a little apprehensive about spending the whole summer away from my family and friends in a strange place that I had never seen or heard of before, but . . . I decided to be a firefighter in Yosemite National Park. This was one of the best decisions that I could have ever made. I loved the scenery, the people and the atmosphere in California. It was all great. I loved being a firefighter, everyday loved getting out of bed and going to a job that was actually fulfilling. The fact that we were protecting one of the earth's most beautiful places was just an added bonus . . . The time I spent in Yosemite was truly memorable . . ."

— Lorenzo Cooper

"I had the opportunity to work with the Pacific West Region of the National Park Service in Yosemite National Park. I am no stranger to the Park Service in that I have worked as a firefighter in Big Cypress National Park . . . It was one of the best jobs that I ever had. The people in Yosemite are some of the nicest people that you would ever want to meet and they all welcomed me with open arms. My supervisor and crew mates were all excellent to work with and I am grateful for all the things I learned from them. The time spent there was truly excellent and I look forward to going back next year."

— Theo Holt

My favorite is of Lester Lee, who came to Crater Lake as a visitor use assistant from Louisiana on a Greyhound bus. Lester was a hero of sorts on his cross-country trek. He ran into two young, frightened, Hispanic children who were taking the vast journey to Seattle with little money or food. He became their big brother and shared the little he had with them. When he changed buses in California, he found a fellow traveler from Louisiana to "adopt" the girls for the rest of the journey to Seattle. Lester had a strength of character, born from a tough start and nourished in the spirit that he can make a difference. During his stay, he was a proud representative for the National Park Service.

Living in a national park was remarkable. We had hardly visited national parks before 1973. Back in those days our national parks were not exactly welcoming places for people of color. So this was a great leap of faith — and what an adventure. In the beginning we took the initial opportunity to visit several parks on the way to our new home in Yosemite.

Jim had visited several during his training at the Grand Canyon and couldn't wait to share his experiences. So we had a little indoctrination before reaching our new home in Yosemite. How do you describe your first look at those majestic mountains? Overwhelmed? Awed? Humbled? We came to feel safe with those gigantic mountains almost close enough to touch and the falls roaring their presence. We arrived in April 1974 during one of the most spectacular springs Yosemite had seen in recent years.

Ever since, we have taken every opportu-

nity to visit national parks across the nation. We continue this even in retirement.

The advice I can give to the NPS is not to overlook minority schools while recruiting. There is a huge untapped resource out there and we will all be the lesser for it if we fail to be an inclusive agency. The occasional small adjustment that might be made, such as hiring at least two minorities in a park, especially for isolated areas, is insignificant compared to what we gain.

The NPS has made strides toward diversity. When we first arrived in Yosemite there were only two other black families in the park: Bertha and Sam Allen, two wonderful employees working for the post office, and our dear friends Dot and J.T. Reynolds, the other ranger family. We were all very close, as we were with other members of the Yosemite community. NPS has improved those employee numbers somewhat but there is more to do. When Jim was on patrol, he rarely came across minorities in the campgrounds and in the park. What a pleasure he experienced by driving up to such a group in his patrol car and talking with them — encouraging them in their visit to our national parks, talking to the children. Those visitor numbers have improved significantly.

Pardon us if we paint a picture too rosy to be believed. No, living in Yosemite and our experiences in the NPS were not all perfect. Of course, there was some prejudice and a few difficult times, but they were far and few between and happened far too long ago to dwell on. Age is a beautiful thing because as time goes by one remembers the good times far more than the bad — the wonderful friends,

the close-knit neighborhoods, beautiful scenery, worthwhile work (if not always great working conditions).

The mission! How many people with 30-plus years can look back and feel they really made a contribution to something magnificent, something noble that will stand the test of time? We will always advocate and recruit for the NPS.

Our lives have been immeasurably touched by our NPS experiences. Who would have thought that New York City and South Carolina would meet in Virginia and explore together some of the most beautiful places on earth in our national parks? We have tried to share our experiences with friends, relatives, students and strangers we have met along the way. 

*After many fun and productive years with the NPS, Marsha and Jim Lee have retired to Seaford, Delaware. They invite all of their Park Service friends to drop them a line or stop by to share some memories.*

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# Buffalo Soldiers

at Fort Davis, Texas • 1867 – 1885

By Mary Williams

Fort Davis

It was opposed by many, considered only an experiment by others, but the 1866 “Act to Increase and Fix the Military Peace Establishment of the United States” changed the course of military history, and afforded blacks a permanent place in the armed forces of the United States.

The legislation stipulated that of the 30 new regiments created, two cavalry and four infantry “shall be composed of colored men.” For the first time in the history of the United States, men of African American descent were permitted to enlist in the regular Army. It was their admirable volunteer service in the Civil War that helped pave the way for the authorization of black units. Designated as the 9th and 10th U. S. Cavalry regiments, and the 38th, 39th, 40th and 41st Infantry regiments, they were organized under white officers between the summers of 1866 and 1867. The men who served in these units became known as Buffalo Soldiers. According to some historians, the term Buffalo Soldiers was initially given to black cavalrymen by Indians who compared their hair to that of the buffalo and considered them brave and worthy adversaries. In recent years, the term has become synonymous with all enlisted men of African American descent who served in the frontier Indian Wars Army.

Troopers of the 9th Cavalry were the first Buffalo Soldiers to garrison Fort Davis. On July 1, 1867, four companies, under the command of Lt. Col. Wesley Merritt, officially reoccupied the post that had been abandoned since 1862. Merritt and the 9th had a sizable job ahead of them. In addition to helping to construct a new post, they had the Apache and Comanche Indians to contend with. A major responsibility was to protect travelers and the mail on the San Antonio-El Paso Road. In so doing, about six mounted enlisted men were detailed to escort the stages carrying the mail, while others were sent out on scouts and patrols.

Buffalo Soldiers of the 41st Infantry arrived at Fort Davis in the spring of 1868. Along with the troopers of the 9th, they were involved in regular garrison duties, but as

raids at stage stands increased, detachments of infantry men were sent to guard various stations. When the number of infantry regiments was reduced from 45 to 25 in November of 1869, Company E of the 41st became part of the new 24th U. S. Infantry and remained at Fort Davis. The 24th served at the fort from 1869 to 1872 and again in 1880. The men performed all the usual, tedious, every day soldier tasks and fatigue details in garrison. In addition, they provided an invaluable service scouting, guarding water holes, repairing military telegraph lines, and escorting government wagon trains, survey parties, and freight and mail coaches.

With the arrival of two companies of the newly formed 25th Infantry in July of 1870, Buffalo Soldiers from three regiments were now stationed at the post. The troops were involved in numerous expeditions against the Mescalero Apaches into the Guadalupe Mountains and the southern Staked Plains of western Texas. Although rarely encountering the elusive Apaches, the Buffalo Soldiers proved that troops could survive in rugged mountains areas and regions almost void of surface water.

For most of the 1870s, Fort Davis served as the regimental headquarters of the 25th Infantry with its commander, Col. George L. Andrews, serving as the post’s commander. The soldiers were responsible for constructing new roads throughout the area and in December 1876, a large contingent of the regiment marched to Presidio del Norte, Texas, (present-day Presidio) “for the purpose of protecting American citizens from

aggression by Mexican marauders and bandits.” Many of the troops remained in Presidio for more than two months before peace was restored to the town.

Perhaps the most important field work for the 25th was constructing 91.5 miles of telegraph line west from Fort Davis. The line became a vital communications link and was used by Col. Benjamin H. Grierson, 10th Cavalry, during subsequent operations against the aggressive and powerful Apache leader Victorio. This major campaign occurred in 1879-1880 when Victorio led a number of followers off a reservation in New Mexico and began raiding areas of western Texas. Learning that Victorio was in Mexico, Grierson attempted to prevent him from reentering Texas and especially from reaching New Mexico where he could find more supporters.

The campaign called for the biggest military concentration ever assembled in the Trans-Pecos area. Six troops of the 10th Cavalry and Company H of the 24th Infantry were assigned to patrol a vast area of west Texas. Major confrontations occurred at Tinaja de las Palmas (a waterhole south of Sierra Blanca, Texas) and at Rattlesnake Springs (north of Van Horn, Texas). These two engagements halted Victorio and forced him to retreat to Mexico where he was killed by Mexican troops in October 1880.

In the history of Fort Davis, the Buffalo Soldiers amassed a notable record of accomplishments. They arrived at the post in 1867 when western Texas was still very open to

*(continued on page 24)*



9th Cavalry on Parade, Fort Davis, circa 1885

Fort Davis NHS

# At The Right Place



Park ranger Reggie Murray, center of back row, celebrates the Fourth of July with original descendents of Nicodemus, Kansas.

By Reggie Murray  
Nicodemus

**M**y name is Reginald B. Murray and my date of birth is Dec. 13, 1962, born to John and Beverly A. Murray in a hospital in Anniston, Alabama.

I like to think that my life has been shaped by being in the right place at the right time. While attending classes at Kansas State University, a ranger was looking to recruit someone for a position as a Buffalo Soldier at Fort Larned National Historic Site. I was the only African American student in my major of parks and recreation management. I decided this was a challenge for my race and me. I was given a chance to make a difference in the National Park Service, to teach the public about African American history and enlighten them on our strengths over the annals of time.

I have worked at Nicodemus National Historic Site since it became a unit of the NPS. I've also served at several parks that tell a story about African American suffrage and gains throughout history. I have enjoyed working with the staff at all these park areas.

We have a long road to travel to achieve full equality within the Park Service. We are making great strides for racial balance in the

parks and I have witnessed improvement in trying to get more minorities interested in working within the structure of the NPS. But we need to educate more minorities in the day-to-day workings of this great organization and to promote more minorities into managerial positions.

I have worked with some individuals who are great site managers and superintendents. They all have taken time to expose me to things — things that I may have otherwise been missing out on when assigned to a new site. They had their own ways of teaching, and they helped me to become a well-rounded park ranger.

I served my country for 15 years in the Army, then was able to adapt to life in the NPS with a smooth transition. I know that I'm making a difference when I see returning visitors who are interested in the progress Nicodemus has made since the last time they visited.

I can't say that I haven't encountered any racist issues while being stationed at Nicodemus. People have their views and opinions; some are very harsh but I have not encountered anyone who just wanted to vent their anger. They leave here satisfied that their questions were answered and were satisfied with the level of service they received from me. They saw past my skin color and saw a park ranger who knows his facts

about the park he works in.

I also bring a good, professional working relationship with our cooperating association and the community.

Our visitors support the NPS and what we are trying to do for the future generations. We can't let them down because then we are letting ourselves down along with the rangers, conservationists, law enforcement officers and seasonal rangers who have gone before us.

I feel fortunate to have been given the chance to serve the public and the NPS, lucky to have been in the right place at the right time in my life. I sit back and reflect on my NPS career — and I would not trade it for anything.

I have met a lot of great people, have learned much from them, and I'm looking forward to learning even more. I look at the Park Service as my extended family working toward a common goal — the visitors' enjoyment of our national treasures. 🏠

# The Price of Freedom

By Tim Sinclair

Booker T. Washington

**B**ooker T. Washington, famous educator, orator and presidential adviser, wrote, "Freedom cannot be given; it must be purchased." Thinking about that statement, I thought about the end of the Civil War and the emancipation of four million people who once were held in the bonds of slavery. What does this word *free* really mean? Were the slaves emancipated at the end of the war, after the deaths of more than 620,000 Americans, really free? Webster's dictionary defines free as not being under the control of some other person or arbitrary power. I'm sure Booker T. Washington pondered this word.

In *Up from Slavery*, Washington's first mention of his desire for freedom came as he remembered "early one morning before day, when I was awakened by my mother kneeling over her children and fervently praying that Lincoln and his armies might be successful, and that one day she and her children might be free." What would freedom mean for this slave child? Could it mean no more dreaded trips to take corn to the mill to be ground into flour? Washington feared these trips because he was not strong enough to lift the bags of corn to place them on the back of the horse. He expected the bags to fall during his travels and reported that it happened "almost without exception." Could it mean he would not have to go to school every day carrying the books of one of his young mistresses while knowing, by law, he was forbidden to learn to read and write? He felt if he ever got a chance to enter a school and learn to read and write it would be like going to paradise.

Washington was freed from bondage in the spring of 1865. This emancipation broke the chains of slavery giving millions of people opportunities, responsibilities and harsh struggles. The opportunities included education and the ability to work for wages. The responsibilities included, as Washington stated, "the questions of a home, a living, the rearing of children, and the establishment and support of churches." Their struggles were for equality, rights as a citizen and a



sanctuary from the intimidations, beatings, oppression and murders by the Ku Klux Klan and like organizations. African Americans were given "freedom" along with many challenges and restrictions.

In 1872 Washington felt there must be more to freedom, so this determined young man traveled 400 miles from Malden, West Virginia, to a new school in Virginia named Hampton. He was sure his experiences at Hampton would teach him what freedom could be. He studied and worked hard and these experiences gave him insight on how to become truly free.

Washington then went on to establish Tuskegee Institute in Alabama. This school emphasized teacher training and vocational instruction while teaching some liberal arts. Education enabled many members of the freedom generation to eventually "purchase" their freedom.

How does one "purchase" freedom? Washington believed that education of the head, heart and hands puts a person in the position to purchase and to use land for home and profit. Education, land ownership and money could earn a person a position of influence. Once one can influence his surroundings and control his life, then that person is truly free! The emancipation gave people opportunities but until one is self-reliant and independent he is still controlled.

Washington once stated, "The black man that has mortgages on a dozen men's houses will have no trouble in voting and having his vote count."

Freedom is purchased from hard work, determination, education and courage, not just from presidential or congressional proclamations. Washington "purchased" his free-

dom at Tuskegee Institute where he would own land, educate people and constantly strive to make America a place where freedom is exercised by all its citizens. 

*Timothy Sinclair began his NPS career as a park ranger in Alaska working at Klondike Gold Rush National Historical Park and in offices in Fairbanks and Anchorage during his last years of college. A graduate of North Carolina Agricultural and Technical State University, he started working at Booker T. Washington National Monument in the summer of 1997. At this site, the history interpreted is heavily concentrated on the dynamics of slavery. During the past four years several projects were started at the park, most notably the Juneteenth Celebration and the Legacy Series.*

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## The Professional Ranger

### Interpretation

**An Interpretive New Deal** — In the beginning, we were all the same — generalist hunter-gatherers, each family or community group responsible for collecting their livelihoods from nature's larder. But with the serendipitous domestication of plants and animals, our generalist past slowly began to wither.

It soon became possible for one family to grow enough food to feed not only themselves but other families too. Those who were not compelled to farm began to concentrate in villages or cities and specialize in other trades — the world's first artisans.

As these artisans moved away from food production, the more vulnerable they became to shortages in the food supply. In a drought year, the farmer's family might be able to grow enough food for themselves but not enough to trade for the artisan's handicrafts. After assessing the grim reality of this predicament, the artisan is beset with choices: lower the trade value of your goods so that you can put something meager on your family's table or be starved out of your livelihood. Such are the facts of life in a stratified state society, and it should not come as a surprise that the rules have not changed appreciably from the Neolithic to the present day.

Looking upon the state of interpretation in the National Park Service today, there are many striking parallels to the struggling artisans of millennia past. And though many of these hardships are not endemic to interpreters, for the purposes of this column I live in a Tilden-centric universe. For the most part, gone are the days of the jack-of-all-trades park ranger. And among the myriad specializations that the ranger profession has splintered into, interpretation seems to frequently find itself in what historian Barry Mackintosh characterizes as a constant "state of crisis" (from *Interpretation in the National Park Service: A Historical Perspective* [1986]).

On Feb. 15, 2004, somewhat disheartened by the paucity of interpretive positions being advertised on USAJOBS, I began to keep a record of all permanent park ranger (0025 series) vacancy announcements.

Though the results are far from scientific, they do seem to confirm that, at least in the 0025 realm, interpreter positions are on the decline. During the past six months, 16 permanent field interpreter positions have been

advertised. In addition, 10 supervisory interpreter positions have been announced.

By contrast (and I certainly do not intend to minimize the importance of protection rangers or superintendent/management assistants but we share the same series and thus are fodder for comparison), during the same six-month period, there were announcements for 95 permanent field protection rangers, 40 supervisory protection rangers and 48 superintendent/management assistants. And perhaps ominously for the future of field-level interpretation, there were also announcements for 14 permanent and 18 term park guides.

Sixteen field interpreters, 10 interpretive supervisors and 32 park guides in six months. These numbers are, to say the least, discouraging for interpreters, but they are not new trends. I chose to highlight staffing because it was one tangible that I was able to quantify, but it is certainly not the profession's only shortcoming — there are crusty visitor center exhibits of avocado green and burnt orange approaching their golden jubilee; there are waysides in need of replacement; there are trail guides and site bulletins that go unpublished from lack of funding; there are schools turned away from understaffed education programs; the list goes on and on. Interpretation is certainly not expendable to a park operation, but its quality and vitality are permitted to wither in fiscal droughts.

Is there a solution to this feast or famine conundrum? Perhaps. Natural Resources has successfully implemented its Natural Resource Challenge to improve the state of air, water, geologic and biologic resources in the parks and revitalize and expand natural resource programs. To date, more than \$100 million has been appropriated to meet the challenge.

Cultural Resources is seeking to improve the state of many archaeological and historical sites through the Vanishing Treasures Initiative with a requested appropriation of \$60 million over 10 years. Perhaps it is time to consider the comprehensive improvement of interpretive services in national parks through a similar nationally funded initiative over and beyond already strapped park budgets. Call it an Interpretive New Deal or something similarly pithy, but a 10-year campaign to rehab antiquated visitor centers, print new interpretive publications, expand community education and outreach pro-

grams, and replenish lapsed interpretive staffs would pay huge dividends, both to the public and to the profession.

And though it might only be a temporary reprieve, the profession and the visitor would at least be better off at the beginning of the next famine than they were at the beginning of the present one. □

— Rick Kendall, Lake Roosevelt

### Maintenance

**Maintenance and Resource Protection Team Building** — The idea that facility and maintenance operations are a resource protection tool is a mainstream concept that is accepted servicewide, especially when one considers the level of effort and dollars that goes toward environmental protection programs and employee training.

Environmental park audits and the Environmental Management System are just a couple programs designed to ensure that facility and maintenance operations manage environmental risks, specifically to ensure that the activities and materials needed to keep a park facility management program effective and efficient, does not adversely affect or harm the staff doing the work or the resources that are being maintained.

However, it is important to expand this concept or relationship between facility and maintenance operations and resource protection. Maintenance management is complex and can easily adversely affect the full range of resources a park as whole has been tasked to protect and preserve.

Certainly, improper use and storage of hazardous materials is the most obvious, but maintenance and repair of historic structures, lack of routine and cyclic maintenance of roads drainage structures, failure of underground water and sewage systems, poorly planned construction projects, emergency repairs requiring excavations, all have the potential of significantly harming or even destroying critical natural and cultural resources. Fortunately, maintenance staffs are fully aware of these risks and do everything possible to avoid doing anything that will harm the facilities and associated resources.



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When something does go wrong it is usually a result of a lack of resources or unforeseen circumstances and not a lack of planning, training or desire to do the best job possible.

The understanding by all park staff that a maintenance operation plays a key role in the operation and protection of critical park resources is important. With this understanding maintenance staffs are more readily included in overall park planning and operational strategies at all levels. Effective interdivisional relationships are enhanced and play a large role in sending a positive message to maintenance field staff that their work is important and critical to effective management and operation of the park and the resources it protects. Positive and effective interdivisional relationships allow for better communications between work groups, better problem solving and sharing of available resources.

My experience has been that the day-to-day grind of keeping facilities operating, maintaining and repairing what broke the day before, and responding or preparing to respond to the next maintenance emergency does not keep maintenance staffs from needing to feel part of the team. Too often maintenance accomplishments are viewed as singular in their relationship to the broader park goals of resource protection. Although very much appreciated and supported by management and other park staff, these accomplishments are not always seen as a specific resource protection tool or program on the same plane as other park programs such as natural, cultural and science programs. And if they are we don't always communicate it to staff.

The most effective park management program is one that best communicates park goals and objectives to all operational teams, and in return, generates an understanding and commitment to achieve those goals and objectives. Understanding and appreciating that overall resource protection is everyone's responsibility maintains a common thread of commitment and dedication to the work at hand and builds stronger team relationships. I guarantee that your maintenance staffs see themselves as valuable and important to the protection and preservation of parks resources. Do you? □

— Larry Harris, Mojave

## Protection

**Remembering the Storm King 14** — As I write this on July 6, 2004, a small group of remarkable people gather around a bronze monument over 1,000 miles away to honor 14 fallen heroes. Ten years ago today, the South Canyon Fire blew up on Storm King Mountain overlooking Glenwood Springs, Colorado, leaving in its wake the bodies of 14 of our brothers and sisters: Nine hotshots, three smokejumpers and two helitacks.

The loved ones of the fallen firefighters deliberately requested a quiet, simple ceremony rather than heavy media coverage, crowds and inappropriate fanfare. Local firefighters were welcome to attend and pay their respects, but the families did not wish for folks to travel long distances and converge on their special time en masse. They wished to recognize in their own private way the tragedy that irrevocably bonded them together forever.

Ten years. It's hard to believe so much time has passed. I remember it now like it was yesterday. I was traveling to a different fire in northwest Colorado, and my crew passed through Glenwood Springs three hours before the blowup. We would not learn of the ensuing firestorm until the next morning's safety briefing on our own fireline.

I traveled to Glenwood Springs a year after the fire to attend the dedication of the Storm King 14 monument. The ceremony was beautiful. Never before had I seen so many rugged folk, clad in ash-stained Nomex, wipe away so many tears with calloused hands. Listening to the children sing was the hardest.

The unveiling of the monument itself had the most lasting effect. Family members pulled suspension lines from a red, white and blue parachute that covered the statue. As they gently pulled the p-cord, the silk of the chute gracefully — and symbolically — fell to the ground. That was brilliant!

I was amazed at the raw, human emotion the artist skillfully captured in that piece of bronze. Each discipline is represented — three brothers and sisters, poised shoulder to shoulder, ready for action. The smokejumper stands tall, in full jump gear. The hotshot, chainsaw on her shoulder, is frozen in mid-step as she presses forward down the line. And the helitack . . . his eyes gaze hauntingly toward Storm King Mountain itself, looming in the distance. Again, the foresight was ingenious.

After the unveiling, I took some time to



walk in the firefighters' boots along the Storm King 14 memorial trail. Here again, the planners of the memorial demonstrated thoughtfulness and attention to detail. "Rugged and reverent" were the two themes they wished to achieve.

Visitors will take away three distinct experiences from their walk on the mountain. First, amongst the green regeneration they will notice clues of a blackened ghost forest that once stood. As one hikes through the hallowed ground, even an untrained eye will observe signs that some years ago a fiery beast roared up these slopes.

Secondly, the average visitor, who will surely *not* be as fit as the average firefighter, will find himself winded only partway along the trail. This was the planners' intent. Maybe, they thought, visitors stopping for a breather, carrying only their camera and cell phone, might try to imagine what it was like trying to outrun a fire fully clad in firefighting gear carrying handtools and chainsaws.

Lastly, the tread of the trail itself has its own intrinsic symbolism. It is different from most other trails because much of it was actually carved by the hard work of the very souls its purpose is to memorialize. Much of the trail is the original handline built by the firefighters before the blowup sent them racing for their lives.

Just below — excruciatingly close to — the top of the ridge, visitors will encounter what matters most: 14 white granite crosses bearing silent witness that our brothers and sisters fought and died together here. Each cross stands in exactly the spot where each firefighter fell. And each bears the name of an

American hero:

Kathi Walsleben Beck  
Bonnie Jan Holtby  
Tamera Jean Bickett  
Rob Johnson  
Scott Alan Blecha  
Jon R. Kelso  
Levi Brinkley  
Don Mackey  
Robert E. Browning Jr.  
Roger Roth  
Douglas Michael Dunbar  
Jim Thrash  
Terri Ann Hagen  
Richard Kent Tyler

The monument and trail memorialize the fallen 14, but their families wish for them to serve as a tribute to all firefighters everywhere.

I found a poem at the site of the memorial particularly moving. I don't know who wrote it, but it captures beautifully how all firefighters are brothers and sisters:

"In storm and cloud and wind and sky,  
In heart and mind and hand and eye,  
A bond still binds too strong to tell,  
All those who fly with those who fell."

— Kevin Moses, Big South Fork

## Resource Management

The Natural Resource Challenge has reportedly achieved its primary goals — to substantially increase the role of science in decision-making, revitalize and expand natural resource programs, gather baseline data on resource conditions, strengthen partnerships with the scientific community, and share knowledge with educational institutions and the public. The Challenge was initiated in 1999, partly in response to attention that resulted from publication of NPS historian Richard West (Dick) Sellars' 1997 book, *Preserving Nature in the National Parks: A History*.

In the ensuing five years, the NPS received base increases of nearly \$80 million for natural resource science and preservation efforts. Across the nation, 22 monitoring networks have been established, where scientists and resource managers have emphasized completion of basic resource inventories and development of long-term monitoring plans. Sixteen exotic species management teams are operating in 209 park units. To engage scientists and the public in enhanced information exchange, 13 research learning centers have been established; 16 Cooperative Ecosystem Studies Units help parks improve their science capabilities by contracting or cooperating with a myriad of

# ANPR ACTIONS

## Teleconference Board Meeting

The ANPR Board of Directors held a teleconference board meeting June 17, 2004. The meeting was held to take action regarding the presidency following the resignation of Ken Mabery. The following actions were taken:

- The association bylaws were amended to allow the president-elect to assume the office of president when a vacancy occurs.
- The bylaws were also amended to allow the board to appoint a president if there is no president-elect.
- As a result of these amendments, Lee Werst, the sitting president-elect, assumed the presidency of ANPR. Werst had originally been elected to assume the office of president Jan. 1, 2005.

## Other ANPR actions

- Ed Rizzotto, board member for strategic planning, has revised the association's strategic plan. It can be viewed on the ANPR website. Comments are encouraged.
- The Ranger Rendezvous agenda co-

chairs have compiled a tentative agenda for the Rapid City gathering in November. It will be revised as needed. It can be viewed on the website.

■ The CELEBRATION!!! (formerly Mission 16) steering committee has drafted a task directive. See page 26.

■ During the summer the president has received two inquiries from journalists regarding ANPR's *Beyond the Endangered Ranger Report*. The contacts were made regarding articles on staffing and funding in the national parks.

— Lee Werst, ANPR President

## Additional ANPR business

ANPR's executive director has continued to work with the White Mountain National Forest and the New Hampshire Fish and Game Department to make ANPR's "Lost But Found" video available for their use in an outdoor safety program they are developing for children.

■ ■ ■

ANPR sent a thank-you letter to Congressman Dicks for his advocacy to focus more funding on park operations.

member universities and other resource-based agencies. Base increases helped 36 parks develop or expand their natural resource management programs through added staff positions and projects aimed at conserving native species. And specialists who provide technical assistance to parks were added to the geologic, water, air and biological resources divisions of WASO. These are important accomplishments, though their success does not eliminate the continued need for existing field staff in many disciplines to share in resource inventory, monitoring, protection and restoration activities.

This winter, the NPS adopted a policy of "no net loss" to ensure that the number of law enforcement positions would not fall below FY2003 levels. An interesting turn of phrase — the term "no net loss" has long held meaning to natural resource specialists, as applied to the government's policy concerning wetland resources or, in the case of the ecosystem I work in, grizzly bear habitat. "No net loss" means maintaining the amount of resources — or, for every acre that cannot

be retained, another should be restored, hopefully as close as possible to the area that suffers the loss. So, I can relate to the concept as applied to law enforcement ranger positions. As such a policy is implemented (hopefully without unacceptable cost to other needed positions, including those in interpretation and resource management), may it go beyond counting the number of staff that hold law enforcement commissions. In *Ranger* and elsewhere, I am heartened to hear consistent semantics about maintaining the tradition of "resource" rangers; but personnel from both protection and resource management emphases often bemoan the apparent loss of time — if not interest and skills — that protection rangers spend on resource orientation.

I submit that our continued "resource challenge" will be to minimize the net loss in knowledge and contribution of protection rangers to tasks that preserve not only visitors and their experiences but also park natural and cultural resources. □

— Sue Consolo Murphy, Grand Teton

### Executive Director

**The More Things Change, the More They Stay the Same—Status of FY 2005 Appropriations**— Well, here we are again, nearly all the way through a fiscal year and the upcoming year's Interior and Related Agencies appropriations bill is not even close to being enacted. But that is not to say that there are not bright spots. There are. The House bill contains a small increase in funding for NPS, but more importantly, requires a greater concentration in the park operations account. This is how the House committee describes it in its report:

The committee has recommended \$1,686,067,000 for operation of the National Park System, the same as the budget request and an increase of \$76,507,000 above the enacted level. The committee has redirected increases in the budget request in order to provide an additional \$32,654,000 for across the board park base increases. Combined with \$22,012,000 in specific park operating increases in the budget request, the parks will have an additional \$54,666,000 for fiscal year 2005. This means that park units will have \$1.02 billion available for park operations in fiscal year 2005.

For three years, the committee has been concerned about the absorption of pay costs, storm damage, anti-terrorism requirements, competitive sourcing activities and other mandates from the Department and the Office of Management and Budget for which funds have not been provided, or provided at the expense of core operating programs. This has begun to have a major impact of the parks' ability to operate, despite the \$500,000,000 in additional operating funds provided by the committee over the last ten years. The committee understands the need for fiscal constraint during times of war and high deficits, however, that can be accomplished by focusing limited resources on basic operational needs and core programs—not by creating new initiatives and expanding non-essential programs.

That's the good news. The bad news is that while the House of Representatives has passed its version of the bill, the Senate has only considered the bill in subcommittee. That means that we are awaiting action by the full Senate Appropriations Committee, "floor" consideration by the full Senate, a House-Senate conference committee to reconcile the differences in the two versions,

consideration by the full House and full Senate of the conference report, and then the signature of the president. With that much yet to be done this late in an election year, it is looking more and more likely that NPS appropriations will be included in an omnibus (or is that ominous?) funding bill. That raises at least three important concerns:

1. The omnibus bill may or may not adopt the House approach of placing a higher priority on operational funding;
2. The bill may include the \$76.5 million increase over the 2004 funding level or NPS could receive level funding or worse; and
3. NPS could, like last year, get caught in the "across-the-board" cuts that are frequently made to omnibus bills.

So keep your fingers crossed as we move through September and October. Rest assured that we will continue work in concert with other organizations, such as Americans for National Parks, and on our own to preserve the House increase and to advocate for an enhanced emphasis on park operational funding.

As always, if you have compelling stories from your parks about the need for operational funding, please send them to me at [anprexdir@comcast.net](mailto:anprexdir@comcast.net). □

— Jeff McFarland

### Retirement

**Revocable Living Trusts**— Some of you may remember at a past Ranger Rendezvous Harley Look, an attorney from Denver, spoke about revocable living trusts at the retirement workshop. He is a member of the Katz, Look and Moison law firm in Denver. Recently I received a copy of the firm's newsletter, which included a lead article relating a personal experience of a member of the firm. I have asked and gained permission to reprint this article.

#### Make Things Easy on Yourself and Your Loved Ones

By Peter Moison

This is more of a personal reflection than a legal expression. Since the start of my legal career I have recommended clients set up their estate plans to, among other things, promote efficient and simple management of their affairs should the client become legally incapacitated. The value of this advice came home to roost about two years ago when my wife's mother was, unfortunately, diagnosed with Alzheimer's disease. My wife's dad,

who is 89, does not want to handle any of the financial affairs. This leaves my wife and her sister to "take care of business." Both are very busy with families and careers.

Fortunately, many years ago my wife's parents completed their estate plan. I recommended they use a revocable living trust and coordinate all of their assets with the trust. This is not a large estate so it was important to make sure nothing was wasted. The family has accepted the fact that mom will not get better and things will never be the same. Since all planning was completed well in advance of the disease, the ability for my wife and her sister to step in and take control of the finances and make sure all bills are paid has been seamless.

After hearing all the horror stories, my wife and her sister are amazed how simple the trust has made the entire process. The bottom line is that the family can spend quality time visiting mom and taking care of dad instead of fighting the system trying to manage financial affairs. Time is spent where it should be and there has been almost no loss of time with their own families.

While we hope most people will not have to experience the incapacity of a loved one, we hope most will plan just in case it does happen. Seeing the trust in action with family has reconfirmed the benefits of the planning we recommend to our clients.



Kathy and I have had similar personal experiences with our parents such as Moison relates in his article. In our retirement workshops we emphasize the flexibility of trusts in estate planning. Most wills trigger probate, which is expensive and sometimes take years to resolve. Trusts avoid probate.

At the risk of being presumptuous, I do not hesitate recommending the law firm of Katz, Look and Moison, particularly to those residing in Colorado or adjoining states. Their phone number is (303) 832-1900. □

— Frank Betts, Retired

## IN PRINT

### Meaningful Interpretation: How to Connect Hearts and Minds to Places, Objects and Other Resources

Edited by David Larsen, 2003. Published by Eastern National. ISBN: 1-59091-019-2, hardcover, \$33.50

By Carol Huston

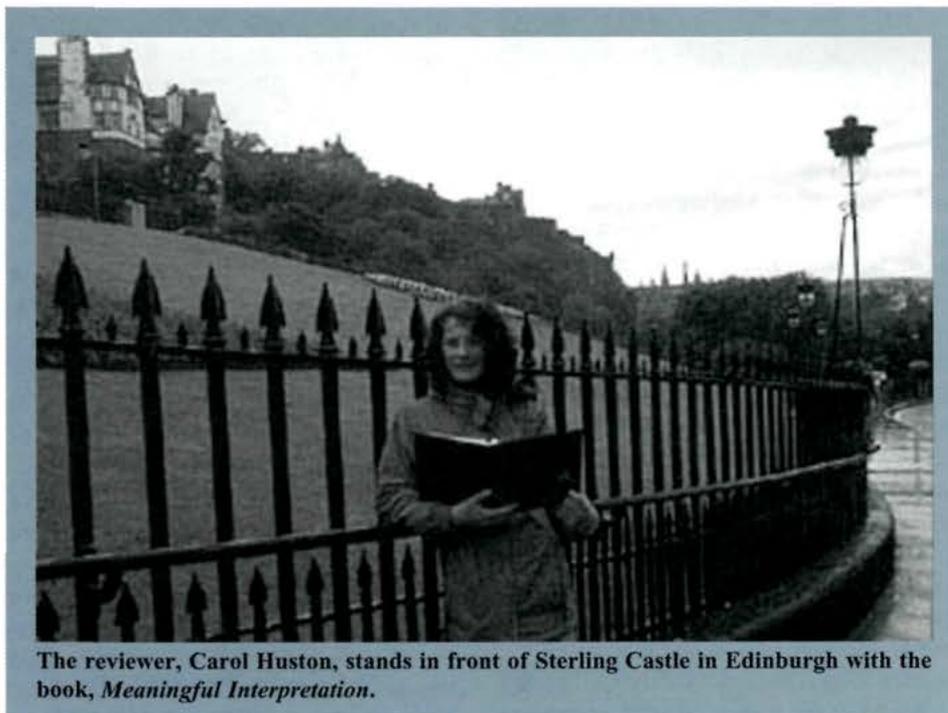
Pentland Hills Regional Park, Scotland

Many manuals and books deal with the techniques, methods, media and processes of interpretation. It is refreshing to find one that takes time to look into the inspirations and motivations of the individual interpreter.

If the principal purpose of interpretation is to provoke, then as a tool for the interpreter, this book achieves that aim. Many elements tweaked at my own interpretive conscious, others I felt took the air out of a good idea — such as in interpretive themes, equations and models — by suffocating it with layers of over analysis and pseudo-intellectualism.

*Meaningful Interpretation* is composed of a well produced DVD, background pamphlets and workbook all contained in a luxurious, glossy folder. Although the text handles the sometimes weighty subject matter with a light touch, I only wish the same could be said for the folder itself. The packet is heavy! The DVD works well. The enigmatic character Nedlit (with more than a nod in the direction of Tilden), takes our worthy park interpreter, Ruth, through Nedlit's interpretation thesis, prompting Ruth to deeper consideration to the job she clearly is committed to. Poor Ruth, with all that heavy contemplation after the day she had, the woman should be sainted! I too felt more than a little brain dead after going through the DVD in its entirety. Its beauty, though, is its facility to pause and dip in and out of its different sections.

At the heart of this work is the dichotomy that is interpretation — what is it — art or science? Although it provides a particular philosophy and set of learning and practice techniques, it states the authors desire to present an option rather than a solution. It's a courageous and difficult step the various authors have taken to attempt to analyze, evaluate and describe the mysterious spark that transforms good interpretation to something that really connects with people.



The reviewer, Carol Huston, stands in front of Sterling Castle in Edinburgh with the book, *Meaningful Interpretation*.

The thought-provoking dialogue and questions in the workbook may help interpreters to rediscover or reaffirm that unknown quantity within them. The existence of that “X” factor does not, however, excuse the diligent interpreter from laying the groundwork of solid preparation and research and again the workbook presents various methodologies.

Throughout the workbook are questions and exercises and much of the more technical elements are a bit “heavy going” and do take away from the earlier inspirational realm of the inner working of the interpreter. However, for me the “Your Colleagues Said” sections are what pulls a sometime earnest work back into the world where suddenly the reader is reminded of and connected to, a community of real, living breathing interpreters.

As a ranger/interpreter in Scotland who has gone to the “dark side” of park management, I have some understanding of the complexities and compromises of the commissioning process. Obviously I don't have an understanding of the particulars in this case, yet some aspects of this do smack of a committee production where the “less is more” tenet could have been more rigorously applied. It also strikes me that if the investment was available for the production of the DVD, why the entire book/manual was not produced as a CDRom.

It was good to take a “backward” look at Tilden, but it may have been an even more interesting exercise to peer even further and look at other related artistic disciplines, such

as storytelling, dramatic and visual arts and compare how they are taught.

As with the creation of any art, there is mystery. Follow the tenets, techniques and advice presented in *Meaningful Interpretation* and you will reconnect yourself to your vocation. □

*Carol Huston highland dances, drinks malt whiskey and traipses Scotland's countryside, often simultaneously. She is therefore a living interpretation of all things Scottish. The city fathers of Edinburgh pay her to manage Pentland Hills Regional Park, and the Ranger Services of the park and city. She still manages to escape the office from time to time, and engage in some interpretation under the disguise of a ranger. She works with a dedicated bunch of fellow interpreters to further the Scottish Interpretation Network: <http://www.scotinterpnet.org.uk/>*



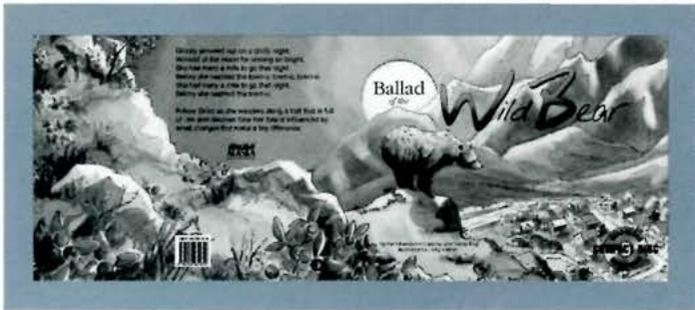
### Ballad of a Wild Bear

Pat Chamberlin-Calamar and Sandy Kogl, illustrated by Libby Hatton, published by the Alaska Natural History Association, 2004, 32 pages; CD with original music and read-a-long book for children; ISBN: 0930931610, paperback, \$14.95

By Sandy Kogl

Talkeetna, Alaska

Increasingly humans are finding themselves in conflict with bears. Often this occurs where human habitation, trails, and



campgrounds encroach upon bear habitat. People conclude that they have a “problem bear”. Or, as our new children’s book on the issue puts it, “Actually, it is the other way around; the bears, who have roamed this great land for thousands of years have a “people problem!” In the small town of Talkeetna, Alaska, bears were drawn to food left in trash containers and frequently began roaming into town. This resulted in unwelcome bear encounters, and eventually six bears were shot. A group of concerned citizens formed the Bear Necessities Coalition to increase bear awareness in the Talkeetna community and beyond.

Three years after that fateful summer, the group has completed a children’s book, *Ballad of the Wild Bear*. The book, authored by Pat Chamberlin-Calamar and myself, is written in verse and set to the tune of the old folk ballad “The Fox,” a natural choice since it deals with a similar theme. “The Fox” tells the story of a fox who goes into town and makes off with a grey goose, while the *Ballad of the Wild Bear* is about a bear who wanders into town in search of food but finds something unexpected.

The 32-page book features a detailed afterword on bears and bear behavior as well as a CD with a read-along story and the song. The musical version enhances the text, making it catchy and informative and encourages listeners to sing along. Additionally, local Talkeetna teacher, Ellen Wolf, has developed a companion teaching guide.

Bears and bear safety are important issues in Alaska and wherever humans wish to coexist with bears. This book addresses the subject in a creative way. The authors and illustrator, with input from bear experts, have produced a credible book that can fit equally well into a children’s book, non-fiction, or picture book category. Illustrator, Libby Hatton, uses vibrant colors and tiny details to capture the authentic essence of Alaska. The beautiful illustrations alone are sufficient reason to purchase the book.

The *Ballad of the Wild Bear* was produced and published by the Alaska Natural

History Association. The authors and artist forego compensation for the book and proceeds go toward bear awareness programs compatible with the Bear Necessities Coalition’s goal of keeping bears wild

and people safe.

To learn more, check out the Alaska Natural History Association website at: [www.alaskanha.org](http://www.alaskanha.org) or Bear Necessities Coalition at [bearcoalition@gci.net](mailto:bearcoalition@gci.net). □

*Cofounder Sandy Kogl, a lifetime ANPR member, lives in Talkeetna, Alaska, after retiring from Denali National Park and Preserve where she worked for 20 years as the manager of the park’s sled dog kennel and as backcountry district ranger. She is involved in community based activities, gardening and traveling throughout Alaska. She also still finds herself on the back of a dogsled in the winter.*



## **Give and Take: How the Clinton Administration’s Public Lands Offensive Transformed the American West**

Edited by Paul Larmer, Publisher, High Country News, 2004; 224 pages, ISBN: 0974448508, paperback, \$16.95

**By Bill Supernaugh**  
Badlands

The largest set aside of protected landscapes since the Alaskan monument proclamations of the late 1970s began in 1996 with the creation of the Grand Staircase-Escalante National Monument and continued until 2001, ending just days before President Bill Clinton left office.

This series of actions marks Clinton as one of the nation’s foremost conservation leaders although, as the book outlines, the real driver behind the effort was Secretary of the Interior Bruce Babbitt. Often pitting himself against his own western heritage, Babbitt’s department drew up a plan that set aside several million acres of the West’s federal land legacy as national monuments, changing the face of the West and altering the attitudes of its inhabitants for years to come.

High Country News chronicled these controversial events in the pages of its highly acclaimed publication through a series of articles by various contributing authors as

the events transpired. Now, the articles have been collected and organized in *Give and Take*, presenting a thoughtful examination of the political background and human reaction to this extraordinary conservation effort.

Once you get past the idea that these new monuments are administered by the Bureau of Land Management and not the National Park Service, the articles reveal a fascinating look into the use of the 1906 Antiquities Act to administratively thwart the congressional designation process. With a stroke of the presidential pen, Clinton and Babbitt carved out new ecologically significant preserves. By setting BLM up to administer the bulk of these new areas, which were largely administered by BLM to begin with, the administration avoided much of the criticism that would have occurred had the NPS been placed in charge. Too, it avoided an internecine conflict between Interior’s land management agencies. By allowing uses such as hunting and grazing to continue (while withdrawing the areas from mineral entry) they deflected the worst of the claims of “land lock up” following the designations.

The book’s articles are an excellent reference for the student of policy and conservation history. It explores the efforts of the BLM to provide responsible stewardship of these new monuments and the impact those decisions had on careers, community relations and the bureau’s culture. It touches on the Bush administration’s embryonic efforts to roll back these designations only to find that there was no provision in the Antiquities Act to “un-designate” the monuments. This was followed by the department’s open solicitation for suggestions regarding changes to the boundaries and accommodation of public uses.

The articles are interspersed with excerpts from an interview between Secretary of Interior Babbitt and former High Country News publisher Ed Marston on Feb. 12, 2001 — Babbitt’s last day in office. These provide a fascinating backdrop for the collection. Using a simile to describe the establishment of these new monuments and establish the paradigm of BLM management, one author paraphrases the saying, in order to make an omelet you have to scramble some eggs; the current administration has discovered it is difficult to unscramble the eggs — or in this case, the monuments. □

*Bill Supernaugh, an ANPR board member, is superintendent at Badlands.*

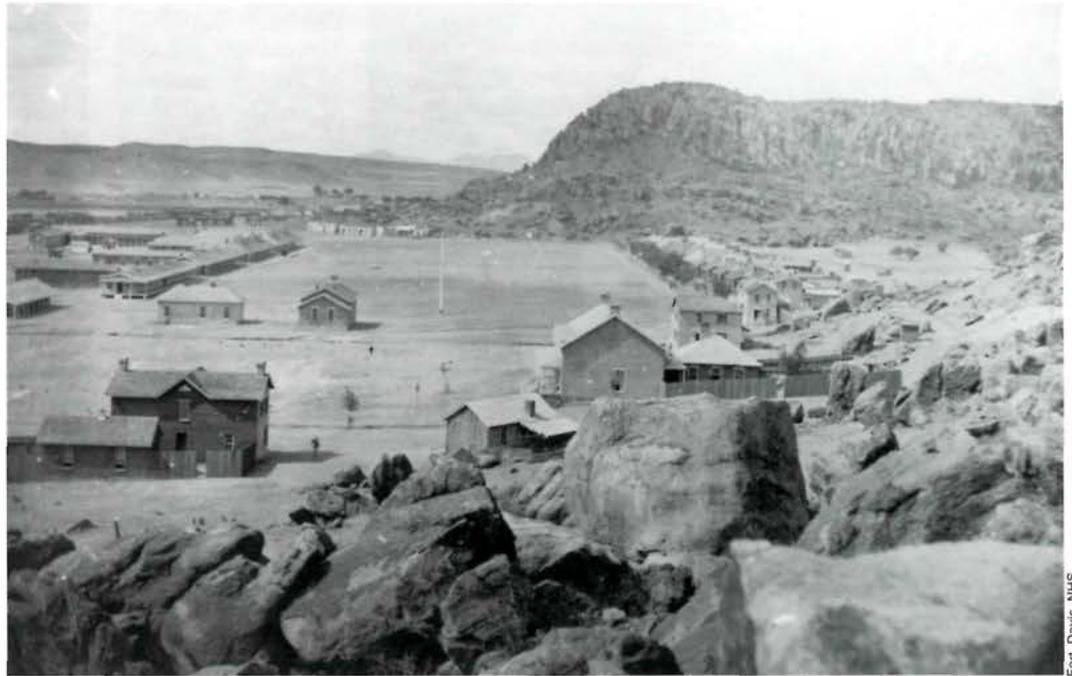
# Fort Davis

(continued from page 15)

attack by raiding Apaches and Comanches. When the 10th Cavalry left in 1885, peaceful travel and settlement prevailed in much of the region. Six years later, the post was abandoned for a final time having "outlived its usefulness."

Today, Fort Davis NHS helps visitors not only learn about the Buffalo Soldiers through museum exhibits, an orientation video, educational programs, and five restored and refurbished quarters (including an enlisted men's barracks furnished as if Buffalo Soldiers were occupying it in the summer of 1884), but makes it easy for them to envision themselves as being at the fort when Buffalo Soldiers were stationed at the post.

For more information on the Buffalo Soldiers and Fort Davis, please visit the park's website at [www.nps.gov/foda](http://www.nps.gov/foda).



An historic image of Fort Davis in 1886

Fort Davis NHS

Mary L. Williams is a career employee of the National Park Service and is the historian at Fort Davis. She earned received an undergraduate degree in social studies from Daemen College in Buffalo, New York, and a master's in history from the University of Connecticut. She has written numerous articles on various aspects of frontier military history. She is the editor of *An Army Wife's Cookbook*, a publication containing recipes, household hints and home remedies of Alice Kirk Grierson, the wife of the first colonel of the 10th U. S. Cavalry, Benjamin H. Grierson.



ANPR's award-winning "Lost... But Found, Safe and Sound" video, also available on CD!

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## *“Following in Their Footsteps”*

Ranger Rendezvous XXVII  
November 15 – 19, 2004

# Join your colleagues at the annual Ranger Rendezvous

This year's event is in Rapid City, South Dakota

You are invited to Rapid City, S.D., for the annual Ranger Rendezvous. The opening session will begin Monday, Nov. 15, and events will run through mid-afternoon Friday, Nov. 19.

Complete details are available on ANPR's website: [www.anpr.org](http://www.anpr.org). Highlights include a keynote talk by Barry Lopez, author of the acclaimed books, “Arctic Dreams” and “Wolves and Men.”

In addition, Mount Rushmore Superintendent Gerard Baker will speak. He supervised the Lewis and Clark National Historic Trail and was responsible for developing the traveling exhibit, “Corps of Discovery II,” currently following the trail to commemorate the 200th anniversary of the Lewis and Clark Expedition.

Several other NPS units and state parks also are a short drive from Rapid City, including Wind Cave, Mount Rushmore, Badlands Jewel Cave, Devils Tower, Custer State Park, Bear Butte and the Mickelson Trail.

Rendezvous activities will focus on the theme “Following in the Footsteps of Lewis and Clark — Exploration, Partnerships & Preservation.” Among the scheduled events are the National Parks Conservation Association's presentation of the Mather Award, the Harpers Ferry Film Fest, workshops, an exhibit hall and receptions.

An evening dinner at Mount Rushmore

will include the lighting ceremony. The agenda also features the Super Raffle and regular raffle, hospitality room, fun run, a golf outing (weather permitting) and the photography contest.

Rendezvous participants can choose from two field trips on Thursday — visits to Wind Cave and Mount Rushmore (with a special hike to the top of the mountain); or visits to Minuteman Missile and Badlands.

A pre-Rendezvous training session is scheduled for Sunday, Nov. 14. Dr. Jeff Thompson, D.D.S., will present “Native American Relations — Cultural Considerations in Managing and Working with a Native American Workforce and Tribal Governments.”

The course is open to people in all job classifications, grades and lengths of service, but it will be of greatest interest to those needing to fulfill NPS supervisory training requirements. Enrollment is limited to 30.

Tuition of \$100 is payable at the time of registration. Payment can be made by personal or government check or credit card, or by submission of a completed 10-part SF-182. Register at ANPR's website by credit card or download and mail in the completed registration form with payment by check, credit card or SF-182.

You may register for the course now and request that your government credit card not be charged until after Sept. 30, 2004.

**Preregister for Rendezvous XXVII** at ANPR's website — [www.anpr.org](http://www.anpr.org). Updated and reliable information about this year's Rendezvous in Rapid City, South Dakota, is posted online.

ANPR members have received a postcard in the mail and e-mail reminders to register for this annual event. In addition, you can register online for the ANPR-sponsored, pre-Rendezvous training course.

[www.anpr.org](http://www.anpr.org)

Your information source!

Registration for this course will close Friday, Oct. 8. Check the ANPR website at [www.anpr.org](http://www.anpr.org) for updated information on training, preregistration forms and the complete agenda.

The Best Western Ramkota Hotel and Conference Center will host this year's gathering. ANPR has reserved a block rooms at \$71 per night (double or single) until Oct. 22. **Call the hotel at (605) 343-8550 to make your reservation.** Be sure to give the conference name of **Association of National Park Rangers** to get the reduced room rate. 

### Rendezvous contacts

Rick Mossman, agenda co-chair,  
[mossman@gwtc.net](mailto:mossman@gwtc.net)

Laurie Heupel, agenda co-chair,  
[chester@montana.com](mailto:chester@montana.com)

Dan Moses, overall Rendezvous coordinator and raffle organizer (with Diane Moses), [mosesdd@aol.com](mailto:mosesdd@aol.com)

Wendy Lauritzen, exhibitors,  
[ohranger@dobsonteleco.com](mailto:ohranger@dobsonteleco.com)

Dan Greenblatt, super raffle,  
[dan\\_greenblatt@yahoo.com](mailto:dan_greenblatt@yahoo.com)

Teresa Ford, photo contest,  
[fordedit@aol.com](mailto:fordedit@aol.com)

# Celebrate 100 years

**On August 25, 1916**, about three years after Stephen Mather and Horace Albright began working in earnest on their vision of a national park system, President Woodrow Wilson signed into law the act establishing our nation's National Park Service. The 35 existing parks and monuments were then placed under the management of the National Park Service, "which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same by such means as will leave them unimpaired for future generations." The foresight, enthusiasm and vision possessed by the founders of the NPS still draws admiration, respect and appreciation from throughout the world.

**On August 25, 2016**, we will celebrate 100 years of "America's greatest idea — the National Park System." The leadership of the Association of National Park Rangers has identified the 100th anniversary as a time to focus on the national parks and those who protect them and to increase public involvement and commitment in our national parks. The following task directive has been developed to achieve those ends.

We need your input and assistance. Do you have thoughts about the task directive and its direction? Would you like to help rename the effort for the public campaign? Are there things the steering committee ought to focus on, or delete? Are there partnership opportunities? Would you like to help the group? Your thoughts, feedback and more can be sent to Rick Gale, chair of the steering committee, or Lee Wert, ANPR president (addresses on back cover). Also, please feel free to contact any of the steering committee members directly; we all plan to be at the upcoming Rendezvous!

## NPS Centennial Celebration

*Celebrating 100 years of the NPS  
(aka: Mission 16)*

### CELEBRATION!!! Steering Committee

Rick Gale, Chair  
Mary Martin  
Bob Krumenaker  
Nancy Ward  
Dave Anderson

### Task Directive

Steer a CELEBRATION!!!

### Vision

The 100th anniversary of the National Park Service (NPS), to be celebrated in 2016, is the culmination of more than a decade's effort of increasing public commitment to the importance of the national parks, and those that protect them, to the American people. ANPR supports and helps lead a celebration of the 100th anniversary of the National Park Service to increase public commitment and involvement to the importance of national parks and their natural, cultural and recreational resources. The American people embrace their national parks as never before.

### Goals

- The 100th anniversary of the NPS in

2016 is the culmination of an internal (NPS/ANPR) and public celebration of the importance of the national parks and the women and men of the National Park Service to the preservation of American heritage, landscape, and character.

- Resource stewardship staffing needs are achieved using a defensible, quantifiable system that stands up to public and professional scrutiny and updated regularly to keep pace with changing factors such as park visitation, acreage managed, and complexity of the challenge.
- Park (field?) funding needs are achieved using a quantifiable, defensible, and updateable system (one possibility is the NPS/NPCA Business Plan methodology).
- Roles of partners are explored and embraced in achieving the NPS mission, and a baseline of what is the unequivocal NPS responsibility is established and accepted.
- An employee development program commensurate with quality private sector organizations is implemented in the NPS to assure the most capable workforce possible to sustain the mission.
- A leadership and management suc-

cession program is implemented to assure that each generation of park leaders is more capable than its predecessors.

- ANPR/NPS enhance their public relations and marketing program to stress the importance of the national park system to Americans' spirit and heritage, emphasizing stewardship as much or more than recreation/enjoyment.

**Definition:** Throughout this project, "resource stewardship staffing," or variations thereof means all field staff and includes all disciplines necessary to run field operations.

### Steering Committee Purpose

1. Project direction, oversight and *modifications as necessary* to realize the vision and goals.
2. Provide strategic guidance and direction to **CELEBRATION!!!** work groups and other related work groups.
3. Charter additional work groups as necessary with the President's approval.
4. Identify a benchmark year or time (and any qualifiers), as the starting point for project background materials.

### Strategy

- Develop 6-12 specific objectives to educate the public through **CELEBRATION!!!**
- Develop work groups, as necessary, to support the Task Directive Vision and Goals
- Invite the NPS NLC to partner in **CELEBRATION!!!**
- Invite other NGOs to participate, e.g. NPCA, and adopt pieces of the whole for themselves
- Create an oversight system that encourages people to take initiative, develop work products that interconnect and support one another, and have measurable progress at each rendezvous — and pulls the inevitable disparate products into a cohesive whole
- Market, market, market to the non-NPS world. **Get some qualified professionals involved.**

### Potential Specific Objectives

- Sustainable membership
- ANPR relevance to all NPS employees

## All in the Family

Please send news about you and your family. All submissions must be *typed or printed* and should include the author's return address and phone number.

Send via e-mail to [fordedit@aol.com](mailto:fordedit@aol.com) or write to **Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401**. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 108, Larned, KS 67550-0108.

**Marcia Blaszak** (GOGA 74-76, PORE 76-78, SEKI 78-87, LAVO 87-90, SHEN 90-92, YELL 92-94, AKRO/AKSO 94-04) now is the regional director in the Alaska Region. She was the deputy regional director since 2002. Home address/phone: 6600 Aspen Ridge Circle, Anchorage, AK 99516; [rctent@alaska.net](mailto:rctent@alaska.net).

**Gary Candelaria**, after 30 years in the field, and 4.5 years as superintendent at Wrangell-St. Elias, has moved to the deputy manager position at the Harpers Ferry Interpretive Design Center. He is looking forward to assisting the center become ever more responsive to the needs of the parks and offices of the NPS, and to furthering the valuable and even indispensable assistance the talented staff of HFC provides to the parks' staffs and visitors.

**Larry Johnson** (OZAR, HAFE, VOYA, YELL, APIS, HEHO) has transferred to Sleeping Bear Dunes National Lakeshore where he is the chief ranger.

**Franco Paolino**, who works in the Northeast Region, and his wife, **Ana**, whom he met working in a park, celebrated their daughter, **Daniela's**, first birthday July 3. Naturally, the party was in a local park.

**Joel K. Shockley** (MEVE 03-04) is a park guide/museum technician at Washita Battlefield NHS in Cheyenne, Okla. Previously he was a museum technician at Mesa Verde. He holds an anthropology and museum management degree from Oklahoma Baptist University. He also is an Eagle Scout, a military veteran and the father of four children. He enjoys photographing outdoor scenes, fishing, camping, visiting historical sites and national and state parks, writing, history and keeping busy. He is originally from Catoosa, Okla, but has been all over the globe. Address/phone: P.O. Box 178, Cheyenne, OK 73628; 580-497-2742.

(continued on next page)

(members or not)

- MOU with NPS NLC for participation in **CELEBRATION!!!**
- Land Acquisition to "make the parks whole"
- Identify sustainable staffing levels
- Identify sustainable ONPS levels (beyond staffing)
- Employee Development Program
- Leadership Mentoring Program
- Public outreach plan applicable to each objective

### Potential Partners

- NPSNLC
- Congressional National Park Caucus
- Cecil Andrus Public Policy Center
- National Park Foundation
- National Parks Conservation Association
- The Nature Conservancy
- The Wilderness Society
- Others?

### Initial Work Groups

#### a. Background and the Future (White Paper/Report)

*Initial Objective:* Research and prepare background report on the status and trends of staffing, what this has meant in relation to the NPS mission and ability to meet that mission. Report contains a general projection of the NPS capacity in 2016 given the present status/trends.

#### Initial Work Group Members:

Tom Banks

#### b. Statistical Background & Projections

*Initial Objective:* Statistical data and analysis of NPS staffing levels from the identified benchmark year/time to present. Provides projection analyses as necessary based on assumptions from the Steering Committee (or as directed).

#### Initial Work Group Members:

Debra Hughson

Karen Newton

#### c. Public Outreach

*Initial Objective:* Devise and implement a pro-active public relations and public outreach program to deliver **CELEBRATION!!!** messages to identified publics.

#### Initial Work Group Members:

Cindy Bryden

#### d. Membership (crosses with ANPR's membership Committee)

*Initial Objective:* Recruit members focusing on their skill, ability and time to volunteer for ANPR to realize the goals and objectives of **CELEBRATION!!!**

#### Initial Work Group Members:

Kirsten Talken-Spaulding

### Suggestions for Possible Additional Work Groups

- Work on a certified recreation professional program,
- Work on a report on the ethical foundations of stewardship to feed into the background report.
- Employee development (let's not reinvent the wheel but find some new energy to target a realistic NPS program)
- Leadership/management succession (ditto)

## Welcome to the ANPR family!

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

Erin Brasfield .....	Laurel Springs, NC
John Cann .....	Brooklyn, NY
Kevin Crisler .....	Whitney, TX
Raymond Delamarter .....	Poughkeepsie, NY
Mitzi Frank .....	Watrous, NM
Raymond Hammond .....	New York, NY
Bob & Sue Hansen .....	Springfield, VA
Dan Hollifield .....	San Antonio, TX
Northwest Interpretive Assoc. ....	Seattle, WA
Susan Langdon .....	Estes Park, CO
Virginia McCall .....	Moran, WY
Cindy Miller .....	Yosemite National Park, CA
Jeffrey Moskalik .....	Coldwater, MI
Julia Olszewski .....	Port Angeles, WA
David & Janet Page .....	Yellowstone National Park, WY
Francesco Paolino .....	Staten Island, NY
John Reyes .....	Roanoke, VA
Doyle Sapp .....	Lynchburg, VA
Joel Shockley .....	Cheyenne, OK
Nelson Siler .....	Como, CO
Trouper Snow .....	Fairbanks, AK
Liam Strain .....	Fort Wadsworth, NY
Matthew Wallat .....	Mesa Verde National Park, CO

## All in the Family

(continued from previous page)

**Allen D. Vaira** (YELL 78-79, DENA 88-89, YELL2000, DEVA2000-01, KLGO2001, DEVA 2001, 2002, GRCA 2002-03) is a permanent visitor use assistant at the North Entrance at Yellowstone. Previously he held the same position at Desert View, Grand Canyon. Address/phone: P.O. Box 545, Yellowstone NP, WY 82190; 406-848-9180; [parkranger\\_42@hotmail.com](mailto:parkranger_42@hotmail.com).

## Show your pride in ANPR — purchase logo items!

### Promotional sales

Please help ANPR by agreeing to assist with promotional sales. Just one person is needed to take over for Marianne Karraker, who has done the job for three years. The time commitment is minimal, but you must have storage space for the ANPR items.

Also, we need help with the promotional table at the upcoming Ranger Rendezvous — in November in Rapid City, S.D. If you are new to ANPR and/or are looking for a way to be more involved, please consider these opportunities. Contact Marianne Karraker at [makarraker@hotmail.com](mailto:makarraker@hotmail.com).



canvas briefcase



ball cap

See [www.anpr.org/promo.htm](http://www.anpr.org/promo.htm) for more items — all in full color

## New ANPR items!

ITEM	PRICE	QUANTITY	TOTAL
Long-sleeved polo mesh shirts: Men's M - L - XL - XXL Women's S - M - L - XL Colors: gray heather, white, honey gold (circle size and color)	\$ 35.00		
Short-sleeved polo mesh shirts Men's M - L - XL - XXL Women's S - M - L - XL Colors: gray heather, steam heather, (beige), white (circle size and color)	\$30.00		
Canvas briefcase, khaki	\$60.00		
Ballcap, khaki	\$17.00		
ANPR coffee mug (ceramic)	\$ 4.00		
Writing pen	\$ 4.00		
ANPR cloisonne pin or 25th anniversary pin, silver with relief, 3/4-in. round (circle choice)	\$ 2.00		
Mousepad, tan with ANPR logo	\$ 2.00		
ANPR decal	\$ 1.00		
Can koozie	\$ 1.50		
Subtotal			
Shipping & handling (see chart)			
<b>TOTAL (U.S. currency only)</b>			



**BONUS:** all orders are shipped with a complimentary ANPR pewter key ring.

### Shipping & Handling (orders sent insured mail)

Orders up to \$25 .....	\$6.00
\$25.01 to \$50 .....	\$7.50
\$50.01 to \$75 .....	\$9.00
\$75.01 to \$100 .....	\$11.50
Over \$100 .....	e-mail for cost
Orders outside U.S. ....	e-mail for cost

### Payment by Visa or MasterCard accepted:

Visa \_\_\_\_\_ or MasterCard \_\_\_\_\_

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

Expiration date \_\_\_\_\_

Name on account \_\_\_\_\_

Cardholder signature \_\_\_\_\_

Questions? Call the Marianne Karraker at (928) 645-8133 or e-mail her at [makarraker@hotmail.com](mailto:makarraker@hotmail.com).

Send order form and check — payable to ANPR — to Marianne Karraker, P.O. Box 3351, Page, AZ 86040.

Name \_\_\_\_\_

Address \_\_\_\_\_

Phone \_\_\_\_\_

E-mail \_\_\_\_\_

# MEMBERSHIP APPLICATION — Association of National Park Rangers

Renewal or  New Membership Date \_\_\_\_\_ Park Code \_\_\_\_\_ Region \_\_\_\_\_  Retired?

Name(s) \_\_\_\_\_ Office phone \_\_\_\_\_  
 Address \_\_\_\_\_ Home phone \_\_\_\_\_  
 City \_\_\_\_\_ State \_\_\_\_\_ Zip+4 \_\_\_\_\_ Home e-mail address \_\_\_\_\_

### Important Notice

In order for ANPR to be an effective, member-oriented organization, we need to be able to provide board members with lists of members by area. It is, therefore, vital that you enter the park and region four-letter codes before submitting your application.

**Note: It costs \$45 a year to service a membership. ANPR suggests additional dues based on your annual income according to the chart below.**

Type of Membership (check one)	Individual		Joint	
	One year	Two years	One year	Two years
<b>Active</b> (all NPS employees and retirees)				
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175
<b>Associate Members</b> (other than NPS employees)				
Associate	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75

Special Supporters		
Individual	<input type="checkbox"/> Friend (\$250-\$4,999)	<input type="checkbox"/> Ranger Club (\$5,000 & up)
Business	<input type="checkbox"/> Sponsor (\$500-\$4,999)	<input type="checkbox"/> Old Faithful Club (\$10,000 & up)

**Life Members** (May be made in three equal payments over three years; indicate if paying in one installment  or three )

Active	<input type="checkbox"/> \$750	<input type="checkbox"/> \$1,000
Associate	<input type="checkbox"/> \$750	<input type="checkbox"/> \$1,000

**Library/Subscription Rate** (two copies of each issue of *Ranger* sent quarterly)  \$100

To help even more, I am enclosing an extra contribution  \$10  \$25  \$50  \$100  Other

**Return membership form and check payable to ANPR to:**  
**Association of National Park Rangers, P.O. Box 108, Larned, KS 67550-0108**  
*Membership dues are not deductible as a charitable expense.*

### Payment by Visa or MasterCard accepted:

Visa \_\_\_\_\_ MasterCard \_\_\_\_\_

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

Expiration date \_\_\_\_\_

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

Signature \_\_\_\_\_

I want to volunteer for ANPR and can help in this way:

- Fund Raising
- Rendezvous Activities
- Mentoring
- Other (list: \_\_\_\_\_)

► **ANPR may publish a membership directory, for distribution to members.** May we publish: your e-mail address?  yes  no

► To assist the ANPR board in planning Association actions, please provide the following information.

- Do you live in **park housing**?
- Number of years** as a NPS employee
- GS/WG level** (This will not be listed in a membership directory)
- Your job/discipline area** (interpreter, concession specialist, resource manager)



## Share your news with others!

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

### Send news to:

Teresa Ford, Editor  
 26 S. Mt. Vernon Club Road  
 Golden, CO 80401  
 or e-mail: [fordedit@aol.com](mailto:fordedit@aol.com) or  
 check ANPR's website:  
[www.anpr.org](http://www.anpr.org) and go to Member Services page

Name \_\_\_\_\_

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

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

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

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

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

# Directory of ANPR Board Members, Task Group Leaders & Staff

## Board of Directors

### President

Lee Werst, Timpanogos Cave  
841 W 830 N, Orem, UT 84057  
(801) 802-7371 • ANPRpres@aol.com

### Treasurer

Wendy Lauritzen, Washita Battlefield  
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### Secretary

Melanie Berg, Badlands  
25225 Ben Reifel Place, Interior, SD 57750  
(605) 433-5580 • mtnsfar@gwtc.net

### Fund Raising Activities

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### Special Concerns

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P.O. Box 407, Hingham, MA 02043  
(781) 749-0770 • treehome@pobox.com

## Task Group Leaders

### Elections

Barry Sullivan, Fire Island  
26 Puritan Path, Port Jefferson, NY 11777  
sullivanbt@aol.com

### International Affairs

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1348 Glen Drive, San Leandro, CA 94577  
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### Mentoring

Bill Supernaugh, Badlands  
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### Mission 16/Celebration Steering Committee

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