

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

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Gettysburg 2009



RENDEZVOUS XXXII
ASSOCIATION OF NATIONAL PARK RANGERS

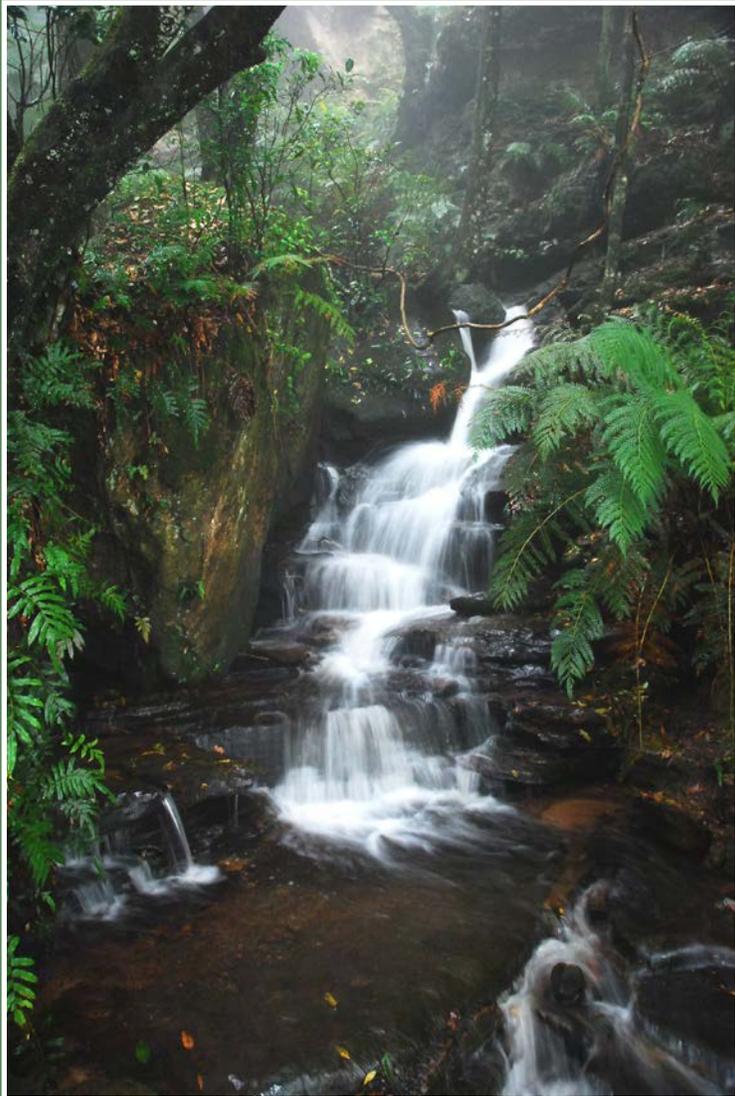
2009 PHOTO CONTEST WINNERS

1ST PLACE
"Gift of a Yellowstone
Bear Jam"
Yellowstone
Stacy Allen, Shiloh



2ND PLACE
"Blue Mountains"
New South Wales, Australia
Patrick Hattaway, Grand Teton

Sixteen images were entered in ANPR's annual photography competition. Start thinking about entering your top images in this year's contest in Bend, Oregon.



3RD PLACE
"Mount Moran with Flowers"
Grand Teton
Jessica Sheffield
Pennsylvania State University



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

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

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

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

Submissions

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FIELD NOTES FROM WINNING PHOTOGRAPHER

THIS IMAGE of a magnificent grizzly bear taken as the animal traversed the slopes of Mount Washburn, below Dunraven Pass in Yellowstone, produced considerable comment at the Ranger Rendezvous concerning the proximity of the photographer (myself) to the subject (the bear). On this day, since dawn, my morning had been spent observing members of the Druid Peak wolf pack on Yellowstone's northern range, in the Lamar River Valley and further west at Slough Creek and Little America Flats. At noon, with the wolf watching having calmed considerably, I decided to proceed further into the interior of the park to Hayden Valley. The day was cool and cloudy with intermittent snow in the afternoon. As I traversed southward, ascending to the west side of Mount Washburn toward Dunraven Pass, along the section of Yellowstone's Grand Loop Road connecting Tower Junction to the Canyon area, I noticed this grizzly meandering southward across the slope of the mountain.

It being mid-autumn, the bear was busily engaged in what all bears do during this time of year—voraciously browsing on all things edible that her highly efficient nose guided her to discover. When first observed, the grizzly was roughly 120 yards upslope from the road, and luckily a convenient turnout was nearby for safe parking. Over the course of the next 15 minutes, as the bear steadily descended the slope, her presence near the road created one of Yellowstone's famous "bear jams" as motorists took notice of the always predictable human behavior in response to any bear observable from a park road. To see a wild bear is one of the remarkable gifts of wilderness and always exciting for anyone privileged with the opportunity, whether they're viewing their first

bear in the wild or their 100th. A volunteer with the park bear management program, who was familiar with this particular female grizzly, was present to assist visitors to find safe suitable parking off the road from where they could enjoy watching the animal from a reasonable distance without interfering with her wanderings. As for the bear, she all but ignored the behavior of her excited human audience gathered along the roadside.

This particular photo is one among several taken as the grizzly passed 40 yards upslope from my safe vantage at the turnout. From there she rapidly descended to the road, crossing to the west side, where she sidled down the mountain to disappear under the canopy of conifers growing below. The image was taken handheld with a Canon EOS 40D, digital SLR camera, using a 100-400mm zoom lens advanced to full focal length (400 mm), snapped at F/5.6 with an exposure time of 1/400 second. The image has not been cropped and was selected for the Rendezvous photo contest based on the recommendation of my wife, Diane, who considered it the best of the bear photos. The few minutes spent enjoying this grizzly, number 14 of 18 total bears observed during this particular two-week visit to the park, remains my closest—but not too close—encounter with *ursus arctos horribilis* throughout 10 unforgettable journeys to Yellowstone since 2001. I've always wondered when this grizzly dened a month later, settling into winter's hibernation, whether she was pregnant and gave birth. The hope for the continued existence of her species is what I ponder when viewing this image.

— Stacy D. Allen

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Cover art

Rendezvous logo courtesy of Elizabeth Pols

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Rendezvous in Gettysburg

Youth and energy merged with Gettysburg's history and tradition to create a dynamic mix at the 32nd Ranger Rendezvous.

Nearly 200 participants of this annual gathering of the Association of National Park Rangers met at the Wyndham Hotel Gettysburg Dec. 6-10, 2009.

A special viewing of the park movie, the restored cyclorama painting and the museum, all within the new visitors center, were the first order of business. Guided tours of the battlefield and national cemetery set the scene the next day.

"America's History: Protecting the Past, Informing the Future" provided the theme for the five-day event. Many of the speakers and panel presentations focused on this theme, which became a stepping-stone for other discussions.

To many, NPS Director Jon Jarvis' speech to a standing-room-only audience on the second full day was a conference highlight (see next page). His talk and a question-and-answer session then sparked a flurry of conversation and photo opportunities.

In addition, employment presentations and special one-on-one resume/job counseling

were popular offerings. Also, an eight-hour Operational Leadership training session took place during a two-day period.

Nearly 30 students, many from Slippery Rock University in western Pennsylvania, attended the Rendezvous as new ANPR members. The youth factor was apparent as they delved into breakout sessions, job counseling and networking with longtime members.

Not far from many people's minds was the spirit of Rick Gale, an enthusiastic supporter of ANPR who helped found the organization and served many years as president. He died unexpectedly in March 2009, and this Rendezvous was dedicated in his honor. Several family members attended and supported the discussion to use memorial funds in Rick's name for an oral history project (see page 13 for details).

The popular NPS film night returned to the Rendezvous, thanks to Eric Epstein of Harpers Ferry Center. It included showings of historical films featuring San Juan in Puerto Rico, the Wills House in Gettysburg, San Antonio Missions and the Selma to Montgomery National Historic Trail.

*Photos by Warren Bielenberg,
Patrick Hattaway & Teresa Ford*



More Rendezvous activities and photos are featured on the following pages. Check the ANPR page on Facebook for other photos and comments. [📷](#)

NPS Director Jon Jarvis addresses full house

The National Park Service should ride the wave of the Ken Burns' documentary and advance strong support of national parks into this century, NPS Director Jon Jarvis said in his keynote speech to Rendezvous attendees.

He outlined his priorities of stewardship, education, relevance and workforce, and provided details for each core value.

Jarvis pledged the "very best science" in order to focus on stewardship, and he said a silver lining of climate change is the opportunity to operate at ecosystem and landscape levels and "create corridors of connectivity" for wildlife, water and other elements.

"The NPS should be a leader in sustainability — demonstrate to the public how it can be done," Jarvis said.

He called for sustainability in historical preservation and also pledged to rebuild our country's international role.

Education about climate change must bring no fear of reprisal, Jarvis pledged. "This is a core responsibility."

In regard to relevance, he called individual activism a key to relevancy. It's not just about the 392 units in the system, but also about the people who help communities, he said. He pointed out how the NPS presence at

Lowell NHS restored the community's faith in itself.

Lastly, Jarvis said the NPS must reinvest in its workforce, and he recommended reading the many valuable thoughts from *The People Factor: Strengthening America by Investing in Public Service* by Linda Bilmes and W. Scott Gould.

Later, he said we need to "excite the next generation in coming to work in government," a comment that likely inspired the several dozen university students in attendance.

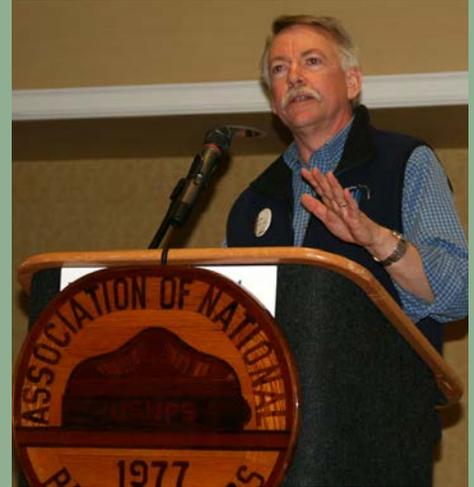
Operational Leadership training, which was held during the Rendezvous, will transform the NPS, Jarvis asserted. He supports reducing excessive reporting requirements, some which he says aren't adding any value.

Jarvis called the *ranger* an idea and iconic symbol of the NPS. We need to decide what is the "ranger of the future," he asserted.

National parks employees should be more willing to embrace technology — from cell-phones to GPS to iPods, he said.

Jarvis encouraged ANPR to think about what the workforce needs in future years and then "find that niche" to contribute to the second century of the national parks.

Afterward, ANPR members were left with thought-provoking ideas to synthesize about



positioning the group for future years. Jarvis, an ANPR member for years, stressed that ANPR must become relevant to NPS employees in order to gain similar recognition granted to the George Wright Society and the National Association for Interpretation.

He suggested ANPR offer relevant professional training for NPS employees, and add a community service project to future annual gatherings to show commitment to a local community. 



President's Message

In his State of the Association address, ANPR President Scot McElveen made these remarks Dec. 7, 2009, in Gettysburg, Pa., at the annual Ranger Rendezvous.

Good morning. For those of you who don't know me, I'm Scot McElveen, ANPR's president and the guy you get many of those ANPR e-mail reminders from. The focus of my remarks today is loosely based on what type of year 2009 has been for ANPR, but I also hope we will be making some organizational decisions this week that will affect what kind of year ANPR has in 2010.

Historically, this has been a good decision-making week for me because in fact 18 years ago this week, I made a decision with some calculated risk to ask Jeannine, who is now my better half in every sense of that phrase, if she would like to go out on a date with me. And after the longest 45 seconds of my life, filled with silence on the telephone, she agreed to give it a try against her better judgment. As this week progresses I hope that I can invite some of you to take a calculated risk with me to become more active in ANPR business.

As you all know, not far from here 146 years ago another president gave a famous speech that although brief, 278 words to be exact, were exactly the right words for the moment. I fear that my remarks will not be as brief or as well suited to the moment as those, but I do hope that they will convey a sense of where ANPR is as 2009 closes, and a few places we may try to take it as a new decade begins. I will be happy to recognize anyone who has a question or comments during my remarks, or I will definitely leave time at the end for questions and comments.

First, I must acknowledge something missing from this Rendezvous, something that has never happened in the history of Rendezvous. We are missing a certain persona; about 20 rows back usually sitting on the center aisle, with a cowboy exterior and a work ethic on behalf of ANPR that was seldom rivaled in our 32-year history. That's right, this is the first Ranger Rendezvous ever held in which our friend and past president Rick Gale is not in attendance. For years there was a loose contest between the original 33 founding members on who would be the last one to say that they had attended every Rendezvous. As other individuals dropped out I could see Rick was proud to be the last. He was also proud to say that he never had attended one single breakout session at Rendezvous unless he was involved in teaching or facilitating it. I think we all have our fond memories of him at Rendezvous, whether it

was hawking raffle tickets, collecting fines as bailiff, making that off-handed remark that was usually right on point at a business session, or just giving career encouragement and advice to us individually. To many Rick became the embodiment of ANPR. During Rick's tenure as ANPR president we made some of our most significant organizational progress on things like Ranger Careers, housing and IRF, and we had our highest membership numbers (over 1,700) and our highest financial assets during this period.

Rick's untimely passing in March left a void in ANPR, but I'm sure it is nothing compared to the sense of loss felt by Rick's family. To Rick's family members here with us in Gettysburg, his daughter Beth, son-in-law Cliff, and granddaughter Lily, and to Rick's other family members who will read these remarks later, let me pass along the deepest sympathies of ANPR's members for your loss, to be added to our thanks for sharing him with us for 31 years. We know that Rick is here in spirit with us this week as evidenced by the appearance of his briefcase that again sits in its usual place while Rick is around talking to members, raising funds and spreading his good cheer. Rick was frequently referred to as ANPR's fund raiser-in-chief. A memorial fund was set up in Rick's name and many members generously donated. At the request of Rick's family, the money collected (\$4,700) will be used to support and help achieve some of the NPS Second Century Committee goals.

Last year we recognized those who had retired from the NPS prior to Rendezvous, so this year we'd like to recognize those who have retired since last year's Rendezvous or those who are retired but were not at last year's Rendezvous to be recognized. Please stand. Thanks for your efforts on behalf of the National Park System and Service, and for your continued support through ANPR.

What do you think of how ANPR's 2009 went? Chronologically we started out the year continuing with the "whether loaded guns are appropriate in parks" debate. We had initial success in our advocacy, but that was later trumped by the United States Congress. Let me explain. NPCA asked both ANPR and CNPSR if we would be interested in joining them in a lawsuit to challenge the new 36 CFR firearms regulation pushed through at the very end of the Bush administration. The three nonprofits retained the Hogan & Hartson law firm of Washington, D.C.; ANPR did so on a pro-bono basis. The legal filings of Hogan & Hartson led quickly to a U.S. District Court suspension of the regulation on grounds of failure to comply

with the National Environmental Policy Act and the Endangered Species Act. That victory was relatively short-lived because in May the U.S. Congress passed legislation attached to the Credit Card Holders Rights Act that permits the possession of firearms in national park system units per state law. That means all firearms, not just concealed weapons. CNPSR and ANPR continue to offer our opinions to NPS management on how to implement this law with the least negative impact on park resources, values, employees and visitors. The new law takes effect Feb. 22.

As usual, we began the year with money and membership numbers concerns. As we met in Santa Fe last December our membership numbers were at 1,208, about a 150-member-ship increase from the year before. At that time I said, "Wouldn't it be great to gain another 100 memberships by the time we meet in Gettysburg?" Early in 2009 our memberships had fallen to 931. Unfortunately we did not make that 100 membership gain again in 2009, but I am happy to say we held on to what we had and are currently at 1,190. Teresa Ford will speak more about our membership numbers later, but let's use proven methods and try new ways to get our membership numbers to 1,300 by the end of 2010.

I'm also happy to say that our finances have been stable in fiscal years 2008 and 2009. In FY2008, our net income was just under \$4,700. So far in FY2009, our net income is approximately \$20,000.

Our new membership numbers continue to be strongest in the seasonal category, and part of those numbers relate to ANPR's health insurance program. For the second year in a row, ANPR's health insurance program flyer was distributed by WASO to NPS regional offices. This still is not our preferred distribution method to NPS employees as we believe it doesn't maximize the number of people who find out about this program. With administration changes come new political leadership in the NPS Washington office, and we hope to revisit this distribution method in 2010.

With this new NPS leadership in place, we also hope to revisit the discussion of NPS recognition of Ranger Rendezvous as an official professional development opportunity worthy of attendance on NPS duty time with paid travel and per diem, at supervisory discretion, of course.

We seated four new board members and appointed one (due to a resignation) in February. We also have had a recent resignation in October when Craig Ackerman, our board member for special concerns, cited NPS work

time commitments that allowed little time to devote to ANPR business. That leads us to board elections for members whose terms will begin in 2010. We have four openings and those are president elect, fundraising activities, membership services and special concerns. I renew my plea to the next generation of ANPR leadership to come forward, especially those of you who have just joined in the last decade. Just last week I received an e-mail from an ANPR member and he expressed his desire to see ANPR do less whining and produce more tangible outcomes that are positive for employees and public lands, and he listed many worthwhile efforts we could and perhaps should be involved in (see page 17).

My reply to him was that ideas are good, but without volunteers to do the work necessary to develop organizational positions, establish and maintain lines of communication, fact check, investigate, travel, etc., then it is unlikely that any of those worthy causes or outcomes will involve ANPR. It has always been my perception that ANPR is willing to go wherever its volunteer workers take it, and I can give several examples of that, like the Wupatki eaglet issue in 2000, or ANPR representation at NAI or other professional conferences, or our health insurance program. In each of those cases an individual ANPR member or a group of ANPR members had an idea and committed the time and energy to it. Serving on the board is one significant way to bring your ideas and desires to fruition. Except for the president's position, board members should be willing to put in two to five hours per week to work on ANPR business.

ANPR has a wonderful opportunity in the next few years to be on offense and assist the NPS in many ways that will help the agency, the System and ANPR and its members, as opposed to playing defense as we have in the recent past. Helping ANPR and its members, and most likely helping your own career aspirations is opportunity waiting for you, that you should not pass up in the positive outlook I expect will continue for several years. Heck, I'm excited just telling you about it and remembering how it worked for me my first time on the board, which was 20 years ago this year. We will accept nominations for open offices here at Rendezvous on Thursday or nominations can be made by e-mail or fax no later than Thursday, Dec. 17.

In another regulatory matter, ANPR submitted comments in opposition to a proposed regulation revision that, in our opinion, would have given park superintendents almost singular power to establish bike trails, even in

park backcountry. Our belief is that the current level of checks and balances in the Part 7 Special Regulations process better protects park resources from poor decision making often influenced by local pressures and/or individual career concerns.

ANPR's board voted to reword several sections in our bylaws, mainly relating to our organizational statement of purpose. At almost every location in the bylaws where the group being addressed was "park ranger" we changed that to "National Park Service employees of all disciplines." You may ask why we did that. Over the years we've not always been able to convince NPS employees in non-park ranger positions that ANPR advocates for them, too. These changes remove any doubt that ANPR is an organization for all NPS employees, with the only remaining vestige of "rangers-only" being our name.

Early in the year ANPR signed a contract for Ranger Rendezvous 33 at the Riverhouse Hotel in Bend, Oregon. The dates are Oct. 30-Nov. 4, 2010. I want to talk this location up early and often in 2010, but that will be hard to do if the volunteers necessary to plan, organize, coordinate and execute this event don't materialize soon.

The same holds true for 2011. We have not yet begun to search for that eastern location, mainly because it would be irresponsible to sign a contract that could obligate substantial ANPR monies without an indication that there will be the leaders and coordinators necessary to pull off a successful Rendezvous. So, we are in a wait-and-see mode for the Rendezvous in 2011. If any of you or a group of you would like to talk about hosting the event in a location near you, please speak with me or any board member.

In 2007, ANPR surveyed NPS employees in an attempt to learn more about what type of activities ANPR could pursue that would attract more of them to become members. One area identified was as a training provider. In 2008, ANPR offered two training courses in conjunction with Rendezvous, but we did not get enough registrants in either course to hold them. This year our board member for education and training, Rebecca Harriett, arranged to offer "Operational Leadership" training here in Gettysburg. I am pleased to say that course is being held and concludes today, but there were more spaces that we could have filled in this course. Should we continue to offer training in 2010? Are NPSers really interested? Part of our original reasoning to try this was the 2006 survey of federal employees in which NPS employees ranked themselves 209 of 223

in employee satisfaction with training courses the agency offers them. This same survey in 2009 ranks the NPS 206 of 216, so it seems that the opportunity is still there. But what courses could ANPR offer at what dates and what locations? Those are the questions ANPR needs to successfully answer to make ANPR-provided training a successful venture.

Last year we embarked on an attempt to involve more students in ANPR by encouraging college chapters to form. In theory, we have chapters formed or forming at Hocking College, the University of Tennessee, New Mexico State University and Slippery Rock University. ANPR offers networking to these folks as they look for opportunities for jobs in the NPS. This week I ask all of you to make new friends, invite some of these new folks (blue buttons) into your conversations in the hallways or in the Hospitality Room, or invite them to lunch or dinner with your group. Don't make a liar out of me. We are friendly people and interested in being helpful to young people trying to start their NPS careers.

Last year we began to discuss if a change in ANPR's organizational leadership structure would help recruit more new members, retain more existing members, and/or energize existing members to make them more active. Some members recall our previous structure with regional representatives that mirrored NPS regions and wondered if we should return to that structure. The regional reps often knew at least one ANPR member in each park in their region to facilitate communications. Another idea was to add representation for several of the major career fields to further ensure everyone understands that ANPR is an organization for all NPS employees. In the last month, we asked our e-mail listed members to participate in an online survey to test some of these questions. One hundred responses were received, and while I haven't received the final report yet, some of the preliminary results are interesting.

- Respondents: 55% permanent, 23% retired, 22% seasonal
- Professions were all pretty well represented, with interpretation at 39 responses and maintenance at 6 responses for the two extremes.
- 29% strongly or very strongly identified with their region
- 74% strongly or very strongly identified with their profession
- Structure preference
 - 57% for professional representatives
 - 21% for regional representatives
 - 6% for the current structure
- Non-voting liaison



the Rendezvous in 2010 in Bend, Oregon, and to continue Rick Gale's work on behalf of ANPR. Whatever amount we collect now will be equally divided between the two funds. In particular, in relationship to the Supernauth Scholarships, the dollars donated now and during the year are

may be a proposal submitted to the board for a vote to support a gathering of new generation of potential ANPR leaders to map out a plan for how we transition from an organization that meets the needs of 20th century NPS employees to one that meets the needs of 21st century NPS employees.

Making any nonprofit, volunteer organization as successful as it can be is a circular proposition. The more active the current members are, the higher the quality and quantity of accomplishments the organization achieves. The higher that achievement level is the more non-members want to join and become members to be associated with the success. The higher membership numbers translate into more clout and communications with decision-makers (NPS management, Congress, administration), and more stable finances. More clout and communication with decision makers and more stable finances allows for higher level organizational accomplishments in quantity and quality. And the circle starts all over again.

Rick Gale knew this circle of success well and he was our most successful leader in getting it out of neutral and into drive. On Rick's behalf and on behalf of your current officers and board, I ask each of you to volunteer some small amount of your time and energy to ANPR in 2010. Seize this opportunity and moment that we have right now, and perhaps not again for another political cycle, to start that circle of success moving more rapidly. Based on what I saw last year in Santa Fe and am already seeing this year, I'm encouraged, but ANPR's future success really depends on each of you.

Thank you for your attendance here this week, and with that I'll open the floor to any questions or comments you might have. 🏠



70% for professional representatives
48% for regional representatives

In response to questions if an organizational change would affect membership renewal, 22% said they'd be more likely to join, 78% said no effect; even 22% increased renewal could mean about 40 more renewing members at our current rate of loss. In response to a question if an organizational change would affect the rate that nonmembers may join, 11% said more likely, 87% said no effect. Even 11% could be a sizable number of new members if, in theory we're talking about 11% of the 20,000-plus NPS employees who currently are not members of ANPR. In response to a question if an organizational change would increase involvement in ANPR by current members, 56% said more likely, 43% said no effect. 56% of current membership extrapolates into approximately 625 members more actively engaged and involved in ANPR business. Wouldn't that be fantastic!

So, let's talk about this again this week, informally at breaks, meals or in the hospitality room, and then bring it back to the floor for discussion later this week.

Many of you are familiar with ANPR's Bill Supernauth Memorial Scholarships, which allow members or NPS employees who have never attended a Rendezvous to come with the majority of their travel expenses and registration fees paid. Last year we offered three scholarships, and this year we were able to offer four scholarships out of 15 applicants. I'd like to identify those selected individuals by asking them to stand: Stephanie Steinhorst, Tom Grant, Christina Garton and Todd Bishop.

And now I'd like to ask each of you to help us fund this worthwhile endeavor (the Supernauth Scholarships) and the Rick Gale Fund by opening your wallets, purses or pockets right now and donating what you can to these funds for scholarships that will be awarded for

the only source of funds for these scholarships named in honor of longtime ANPR member and second generation NPS employee Bill Supernauth. Bill loved coming to the Rendezvous and participating fully in it both professionally and socially. So if you are so inclined, please give to these funds at whatever level you feel comfortable with. Just pass any donation toward the center aisle and we'll pick those up.

Later in this year ANPR, along with 50 other organizations or groups, NPS personnel, members of Congress and the administration, were invited by NPCA and the Howard H. Baker Center for Public Policy to participate in a conference to start the process of formulating how the recommendations of the National Parks Second Century Commission might best be achieved and implemented. If you have not already read this report with its recommendations, I encourage you to do so. And, then perhaps many of you will decide you'd like to lend your advice and/or your time to help ANPR do its part in this effort. For those of you working in NPS entry level jobs or others who just don't believe their voice is heard inside the official NPS chain of command communications, here is an excellent opportunity to be a part of high-level decision-making that has great potential to affect future operations of the NP system and the NPS. If you want ANPR to regain some of its former clout among higher level NPS managers, Congress and the Executive Branch, this is one tremendous opportunity. Help us to not miss this opportunity in 2010.

Finally, tomorrow we are going to have a business meeting specifically to talk about the future of ANPR. At that discussion there



Panel presentations & other breakout sessions

A strong lineup of compelling panel discussions and breakout presentations highlighted the annual Rendezvous.

Younger attendees were interested in the employment information offered during general sessions and one-on-one discussions with ANPR mentors and NPS employees from WASO.

“An NPS Career: Finding Your Way” focused on useful details of job searching and submitting applications. Sula Jacobs (at right), administrative officer at George Washington Memorial Parkway, encouraged job applicants to make use of the DOI Learn website, while also keeping updated at these websites: *nps.gov*, *opm.gov* and *usajobs.opm.gov*.

In “Partnerships: Overcoming Obstacles, Defining Successes,” five panelists talked about the challenges of partnering successfully with communities.

During a presentation on the Second Century Commission Report, Tom Kiernan of National Parks Conservation Association said, “We have a historic opportunity and a historic responsibility to use these years to enhance the parks. We have some good momentum.”

Likewise, Deny Galvin, a former NPS deputy director, said the “ranger image is so powerful and it’s that image we need to build on — of helper, teacher.” Rangers can be that intermediary that opens up the wonders of national parks, he added.

“Interpreting Controversial Sites” provided a compelling look at three national park sites — Flight 93, Arlington House: The Robert E. Lee Memorial, and Little Rock Central High School.

Jeff Reinbold related the challenges of creating a fitting tribute to the lives lost in a Pennsylvania field when United Flight 93 crashed during the terrorist attacks of Sept. 11, 2001. Among the priorities are building trust among partners, gaining perspective, integrating activities, capturing the story, building archives and conducting oral histories.

The work also has included an international design competition (more than 1,000 entries), a 1,200-acre purchase for the core memorial, and marking the 1 millionth visitor a year ago. Reinbold cautioned the audience about the emotional toll on the small staff.

Spirit Trickey, interpreter at Little Rock Central High School, said the site is seen and interpreted from many perspectives. In 2007



the site observed 50 years since nine African Americans stood up to an angry crowd protesting integration at the school. (Trickey’s mother was one of the so-called Little Rock Nine.) Some in the community still hold negative attitudes about the integration, she said, and they boycotted the anniversary observance.

As Elizabeth Eckford, another of the Little Rock Nine, says: “True reconciliation can occur when we honestly acknowledge our painful, but shared past.” □

Other presentations & breakout sessions

NPS Operations Overview
Sesquicentennial of the Civil War
International Ranger Federation Update
Using Historical Records to Foster Family Connections: Genealogy and Park-specific Databases
Protecting and Restoring Historic Landscapes
Applying Experiential Learning Theory to Cultural Resource Management

Board members meet at Rendezvous

The ANPR Board of Directors took these actions during two meetings in Gettysburg:

- Suggested a revised strategic plan be submitted to the membership for review and comment. Go to www.anpr.org/anprnews.htm and follow the link to the strategic plan.
- Amended the bylaws to provide for electronic-only voting in the board elections; a voter may request a paper ballot within 14 days of the close of the Rendezvous. This item has been announced in *Ranger* magazine for the past year.
- Approved a motion to explore the possibilities of becoming a carbon-neutral organization and report back to the membership on the findings.

Natural Resources Update

Vince Santucci, chief ranger at George Washington Memorial Parkway, filled multiple chairs and delivered the update on the NPS Natural Resource Programs.

He reviewed the current status of all the WASO Stewardship and Science programs highlighting a variety of initiatives, particularly those addressing climate change and energy alternatives. The latter portion focused on his particular area of expertise: preserving fossils in parks (the rocks, not the senior staff).

The new Vertebrate Paleontological Resources Protection Act offers a new mandate (complementary to the 1979 Archeological Resources Protection Act) to protect fossil resources. Unfortunately, the NPS can only count eight paleontologists Servicewide, compared to 210 NPS archeologists. Santucci’s closing presentation was essentially a call to arms regarding the important challenges faced by many parks.

— Ed Rizzotto, Boston



ANPR AWARDS

Dan Moses, Rendezvous site coordinator since 2001, received the ANPR Rick Gale President's Award for his exemplary service to the organization. Gettysburg was the last Rendezvous under his oversight. He is retired and lives in North Carolina with Diane Moses, longtime Rendezvous raffle organizer.

Lee Werst received a plaque of appreciation for his long service to ANPR as president, finally fulfilling his board duties as immediate past president at the end of 2009.

The **R.J. Manufacturing Co.** of Cherokee, Iowa, received the ANPR Corporate Award for outstanding financial support of *Ranger* magazine with longstanding ads for Pilot Rock products, designed and manufactured in the United States since 1959. Included are picnic tables, park grills, campfire rings and trash receptacles, many made of 100 percent recycled plastic.

MATHER AWARD

The National Parks Conservation Association awarded Denver-based **Don Shepherd**, an environmental engineer with the Air Resources Division of the National Park Service, the Stephen T. Mather Award for his distinguished efforts to protect America's national parks and wildlife from the threat of air pollution.

"There are few priorities more important to our national parks than ensuring clean, healthy air for park visitors and wildlife," said Tom Kiernan, NPCA president, upon presenting the award. "Thanks to Don Shepherd, our children and grandchildren will be able to enjoy cleaner air and spectacular views in places like Rocky Mountain, Mesa Verde and Great Smoky Mountains national parks."

The prestigious award, traditionally presented during the Rendezvous, recognizes Shepherd's demonstrated initiative and resourcefulness in promoting environmental protection. A representative of Booz Allen Hamilton, endowers of the award, also was present for the announcement.

Most notable during Shepherd's 12 years with the NPS and his more than 30-year career as an environmental engineer are his efforts to prevent proposed coal-fired power plants from spewing dirty air pollution into national parks. He is known as a dogged proponent of the legal right to clean air in the parks.

Quotables

The Ranger Rendezvous was a great experience. It was a lot of fun and I made a lot of friends, and the atmosphere was relaxed and easy going. The seminars were very informative . . . I highly recommend anyone who hasn't gone to a Rendezvous yet to go whenever they get the chance. It was well worth it.

— Gabriel Vicente, Slippery Rock student

I'm so very thankful to all those who donated to the Supernaugh scholarship and made it possible for me to attend the Ranger Rendezvous in Gettysburg. Besides learning more about ANPR and its membership and gaining more insight into the National Park Service, I also met many wonderful people who have offered me their help in guiding New Mexico State University's new ANPR chapter. In this sense, Ranger Rendezvous continues for me as the new semester begins. Those who offered guidance in Gettysburg are following through in New Mexico. Thank you again for this wonderful opportunity. I am excited to share all I have learned with my group and to learn more in the coming weeks.

— Christina Garton
New Mexico State student

A great, fun, educational experience outside the classroom.

— Justin Meinert, Slippery Rock student

The atmosphere was great and I met rangers from all over the United States. The best

part was the networking and the professional development opportunities provided for newcomers like me. I can't wait till next year's Rendezvous.

— Leland Barker, Slippery Rock student

The Rendezvous created an atmosphere where a person could have an educational experience yet still stay true to the original purpose of the Rendezvous: to have fun and meet others.

— Wayne Reeb, Slippery Rock student

The Ranger Rendezvous was an amazing learning experience. My favorite part of the conference was the breakout session about international affairs. It was wonderful to hear about the great things going on all over the world thanks to these individuals and their hard work. The Rendezvous presented ample opportunities to meet a variety of park service employees and retirees. It was encouraging to hear their stories and receive their advice and encouragement. Thank you to all the individuals who made this conference possible.

— Liesl Klicker, Slippery Rock student

Because the Rendezvous took place in our backyard this year, the Slippery Rock students had the opportunity of a lifetime. Not only were we welcomed with open arms as new members, but we were given chances to meet, speak and get to know rangers, and learn the tricks of the trade from former and present park rangers across America. It was a great opportunity to learn what it takes to become a respectable park ranger, and I hope we are able to attend again in 2010 with even more students.

— Justine Hubler, Slippery Rock student



As a first-time attendee and new member of ANPR, I had a wonderful time hearing about Park Service careers of other seasonals, permanent employees and retired folks. I really felt like I was sampling all regions of the NPS and learning how to navigate federal employment based on the personal experiences of the people I met.

I was really encouraged in my young career by meeting everyone from seasonals to superintendents. Employees from all regions, divisions and positions seem to share that deep and abiding love for their work. We all have the sense of *esprit de corps* that unites us across so many lines. I returned from the event inspired to do more.

It was a highlight for me to hear Director Jarvis speak about his vision for the Park Service, and also I was excited to see representation from college chapters. I think that it is necessary to foster the college chapters and new seasonals so not only ANPR but the Park Service will have an educated, enthusiastic and talented new generation for leadership.

The Rendezvous still stands as a crossroads of rangers from across the country, both experienced and new. It really is a place for the sharing of stories from the past and present and a place to speak of the future. I hope to encourage more people, both experienced and new, to come to Oregon and share their stories and visions for a stronger Park Service.

— Stephanie Steinhorst, Death Valley

As a first-timer to the Rendezvous, I had no idea what to expect. It was a great learning experience. I enjoyed the opportunity to make contacts with people in the National Park Service. Being able to get to know them in a more casual setting really made all the difference for me.

— Tracey Lightcap, Slippery Rock student

Supernaugh Memorial Scholarship Recipients: from left, Todd Bishop, Christina Garton, Stephanie Steinhorst and Tom Grant





Quotables

continued from previous page

The Rendezvous was a great experience. I learned so much information that was useful to me. As a person just starting a career in the National Park Service, I felt welcomed by everyone.

— Tom Grant, Slippery Rock student

The Ranger Rendezvous allowed me to gain a better understanding of the workings of the National Park Service and those who are influencing everyday changes. In addition to excellent seminars, I met many people who gave me advice on how I could be an influential part of the Park Service. I found the Rendezvous was a quality experience, although I would suggest training sessions to accommodate some of the newer rangers.

— Jonathan Ludwick, Slippery Rock student

Seasonal defies tragedy in crash crash; thankful for ANPR's health insurance plan



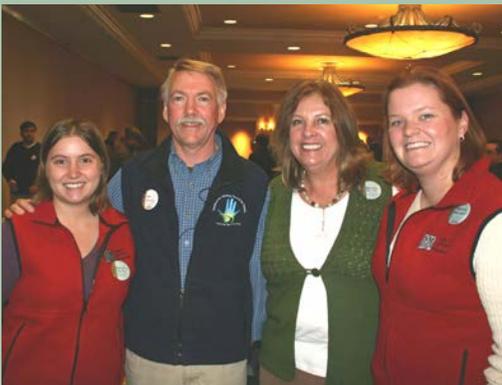
I have never been in a car accident. Not a scratched bumper, not a dented fender, but in the pre-dawn hours of Dec. 5, 2009, I missed a corner on a rural desert road outside of Death Valley. With little warning my car was catapulted from one side of the road to the other, flipping side-over-side three times into a ditch and coming to a stop upside down. My seat belt held me securely suspended upside down until I was able to release it and crawl out of the driver's side window. I then stood up and walked away to help from arriving motorists.

This is not a normal outcome. I should have died on that desert road. I did not intend to crash and could not anticipate totaling my vehicle, yet it happened. For me, this was a lesson in the suddenness of disaster, the gift of life, the kindness of strangers and the necessity of insurance. Until that morning my medical record was as clean as my driving record. I had never even broken a bone. Previously I held health insurance from my mother and then from my graduate school program. After completing my graduate coursework I was uninsured as I headed into the wilds of Alaska to work as a summer seasonal at Klondike Gold Rush. As my season closed in October I took the time to apply for the health insurance provided through ANPR. My policy went into effect just four weeks before this shocking car accident.

As a young seasonal employee, medical bills could have sent me into terrible debt. Thankfully, I did not fear that future when I pulled my new insurance cards from my wallet in the emergency room. Today, I stand as a living example of unexpected protection from above but also as a reminder that disaster and medical emergencies are never planned. I advise every seasonal and supervisor to safeguard themselves and their precious workforce by pursuing health insurance coverage. Without ANPR and its policy plan I might have continued to put it off until I found something on my own.

I am immensely thankful for my life and for a renewed commitment to a future career with the National Park Service but especially thankful for ANPR giving me a path to health insurance and a sense of security in a time of trouble. 🏠

— Stephanie Steinhorst, Death Valley



To gather and preserve the history of the NPS

By John Townsend

The Association of National Park Rangers' new oral history project will document National Park Service history with videotaped and structured oral history interviews of a broad range of individuals who have been a part of the Service's evolution. The ANPR board approved the project during the Rendezvous in Gettysburg and authorized initial funding from the Rick Gale Memorial Fund.

The objective is to gather and preserve the history of the Service, and the goal is to capture the essence and ethic of the Service — the attributes that make it what it is and without which it would lose its identity. They are the NPS' distinctive spirit, its character and fundamental values. Its *esprit d'corps*.

The Association's Centennial Committee proposed and developed the oral history project to add value to the celebration of the NPS' 100th birthday in 2016. Committee members are Dick Martin, Dave Anderson, Bob Krumenaker, Nancy Ward, Ken Mabery, Mary Martin and John Townsend. Until his premature death last year, Rick Gale chaired the committee.

To launch the oral history project ANPR invited respected oral historian Dr. Janet McConnell to make a plenary presentation at the Rendezvous. She expressed an interest in working with ANPR on the project. Her presentation included a brainstorming session about themes and persons who shouldn't be overlooked.

This project aims to collect the oral histories needed for "folklife" uses including NPS participation in the Smithsonian Institution's 2016 Folklife Festival. The Smithsonian Institution's Center for Folklife and Cultural Heritage sponsors the Folklife Festival each year. The 10-day festival, encompassing the July 4 holiday, is held on the National Mall in Washington, D.C.

Three themes generally are represented: a foreign country, a state or region of the United States, and an occupational culture or group. Relative to occupational groups, the festival's purpose is to celebrate the knowledge of these groups and what they hand down to others. Over the course of the festival, about 1 million people are contacted.

The Folklife Festival provides an opportunity to educate its visitors about the breadth of the National Park System and the behind-the-scenes story about how parks are cared for, and the people who make it happen. A focus can be teaching visitors about the knowledge, expertise and creativity of these park employees. Subsequent to the festival, the Smithsonian prepares a traveling exhibit and website.

In addition to the Smithsonian's Folklife Festival, ANPR's oral history project also can address several recommendations of the National Parks Second Century Commission. The commission's report recommends that the country "empower a new-century National Park Service," in part by "equip (ping) the Park Service to accomplish its mission by building a more adaptive, innovative and responsive organization."

The commission also recommends that "to build an effective, responsive and accountable 21st-century National Park Service," the Service should, in part:

- Create a Center for Innovation to quickly identify instructive organizational experiences, successful and otherwise, and to swiftly share lessons learned, along with demonstrably effective models of leadership, education, public engagement and collaboration.
- Create an institute to develop leadership and build the culture of organizational learning needed by a creative, networked enterprise.
- Follow private sector best practices by investing an amount equal to 4 percent of its annual personnel budget each year in professional development.

ANPR's oral history project dovetails with each of these recommendations.

The project also has application to the NPS' "Best Places to Work" initiative. Undertaken by the NPS in partnership with the National Park Conservation Association's Center for Park Management, a part of that initiative is "understanding workforce and work environment issues, devising and implementing actions that will improve that environment from the perspective of NPS employees."

The oral history project provides a historical view, as seen from the perspective of employees, of work environment issues, and of actions that improved the work environment. That

historical perspective provides valuable insight into what worked, what didn't and why.

ANPR has begun establishing partnerships necessary for the project's success. Prior to the Rendezvous, a meeting was held with James Deutsch, program curator, and Dr. Stephen Kidd, production manager, both of the Smithsonian Center for Folklife and Cultural Heritage, and Diana Parker, director of the Smithsonian Folklife Festival.

During the Rendezvous, Maureen Finnerty, past ANPR president and current board member of the George Hartzog Institute for Park Management at Clemson University, discussed the project with ANPR members. The Hartzog Institute and the oral history project are a natural fit, Finnerty said. "George would have loved this project."

Because all of the former NPS directors' papers (from Hartzog to date, except for James Ridenour's), are at Clemson University, the oral histories are a natural fit. Clemson would be pleased to be the repository for the oral history material.

Also during the Rendezvous, Bill Wade, chair of the Coalition of National Park Service Retirees executive council, lent the support of the coalition to the project. ANPR President Scot McElveen gave NPS Director Jon Jarvis a briefing paper about the project. The director indicated that he thinks the oral history project is a worthwhile effort.

After the Rendezvous, project organizers met with Dr. Robert "Bob" Sutton, NPS chief historian, and Dr. Lu Ann Jones, oral historian in WASO. The extended meeting covered the applications of the oral history project and how the Service can help. Dr. Jones followed up with an e-mail offering her full support and expressing her desire to do anything she can to help.

Project organizers met with Mark Kornmann, senior vice president for grants and programs for the National Park Foundation. He offered to do some internal research on what kind of funding might be required.

Lastly, Tom Ferranti, deputy chief of NPS Learning and Development, met with ANPR about how we can partner with the Service and the Smithsonian on oral history training.

There are four broad purposes of the project. Viewed as a continuum they range from "pure history" to "engaging people with parks." In between are "knowledge management" and "folklife." The project will concentrate on the knowledge management through folklife part of this oral history continuum.

Knowledge management has been defined as "a range of practices used to identify, cre-

ate, represent, distribute and enable adoption of insights and experiences. Such insights and experiences comprise knowledge, either embodied in individuals or embedded in organizational processes or practice.” Knowledge management can help the sharing of valuable organizational insights, thereby helping to reduce redundant work and avoid reinventing the wheel. It can help in training efforts and in efforts to adapt to changing environments.

Among knowledge management’s practices are the familiar After Action Reviews, Best Practices transfer and Lessons Learned. Also included is storytelling. However, it is thoughtful storytelling in response to questions posed as part of structured interviews. Interviews will look at actual events that were challenging and the concepts those interviewed used when thinking about a task. Interviews may probe for examples that emphasize the Service’s highest and best values, beliefs and other observable features that make up the Service’s culture and identity.

As Gary Klein points out in *Sources of Power: How People Make Decisions*, “Knowledge is a resource and should be treated as such.” He notes that much of the knowledge in organizations is tacit knowledge — internalized knowledge held in the heads of employees of which they may not be consciously aware. For example, they may know how someone accomplishes a particular task, that “something” which guides experts in the work they do.

Often, Klein observes, the best employees are not always conscious of their real expertise. Their success comes from knowledge they often cannot describe. When asked how they know what to do, experts tend to talk about experience, hunches and intuition, or they cite existing policies and procedures, even though they do not necessarily follow them.

Klein makes this telling point: “In most organizations, the culture seems to ignore the expertise that already exists, to take it for granted. If a skilled worker retired after 30 years on the job and tried to leave with a favorite personal computer, some programs or a set of tools, he or she would be stopped. The organization knows the value of the equipment. But the organization lets the worker walk out with all of that expertise, which is worth far more than some minor equipment, and never says a word, never even notices the loss.”

To prevent this loss, Klein argues that one must identify the sources of expertise, assay the knowledge, extract it, codify it and apply it. Assaying and applying knowledge cannot happen if the knowledge is lost. ANPR’s oral history project aims to prevent this loss by

identifying the sources of expertise, extracting the knowledge and codifying it.

On a broad scale, folklife oral history can tell the story of the NPS in the context of the story of the country. It can explore the Service’s history, culture, contributions, and its relationships with parks, visitors, partners (perhaps detractors, too), Congress and communities. It can be used to engage people and put them in touch with the humanity of the NPS.

In folklife history it is not only what is said but how it is said that is important. Accents, voice inflections, tone and emotions help to foster a greater understanding for the complexity of the Service’s mission. This builds support for the NPS and the park system as part of a strategic communications program.

Where is ANPR going from here with the oral history project? The next step is to prepare a proposal for Tom Ferranti and Dr. Kathy Hanson, NPS chief of learning and development, for a pilot training session in oral history techniques. This will be a partnership between ANPR, the Smithsonian and the NPS (Learning and Development and the Park History Program).

The objective will be to train an initial cadre of employees who will then begin to collect oral histories that can meet both knowledge management and folklife purposes. Concurrently, we will develop a budget for a pilot project, establishing additional partnerships and formalizing relationships. This project offers ANPR the opportunity to once again make a significant contribution to the NPS.

As the Naval Historical Center’s Oral History Guide aptly notes:

“The irony of this information age is that it will probably be more difficult for future historians to reconstruct the events of the late 20th century than to study the 19th century. People are less likely to keep diaries, draft correspondence or send memoranda as in the past. Major decisions are made using e-mail, telephones, facsimile and teleconferencing. Although files are supposed to be maintained electronically, in 50 years floppy disks will likely have followed the path of eight-track tapes and vinyl record albums. In some cases, verbal recollections may constitute the only documentation as to why certain decisions were made.”

Many of the individuals who shaped the 21st century National Park Service, serving and contributing during the formative years, during the periods of greatest growth and major changes, will no longer be with us in the

near future. Rick Gale’s sudden and untimely death stands as a stark reminder of this fact. If their remembrances are not gathered and preserved, a large part of the Service’s history will be permanently lost. ANPR’s oral history project can be an assurance against that lost.

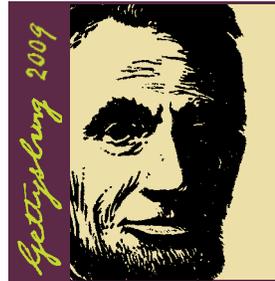
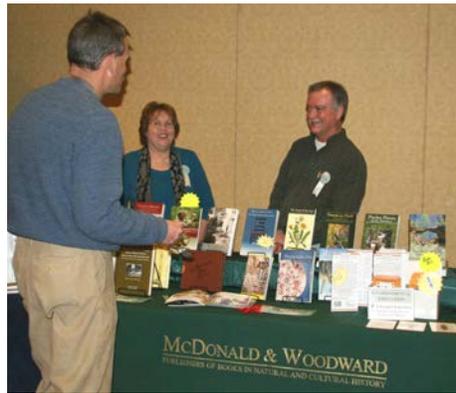
As the Naval guide also points out, “. . . oral history takes a great deal of effort. However, the end result will more than compensate for the hours spent You will have enriched your life as you have taken onboard the experiences of those individuals interviewed. Additionally, you will have provided a measure of immortality for the individual as their recollections are made available for future generations.”

For the NPS to be successful in accomplishing its mission it needs more than money and adoration. It needs to be needed by the country. Most most of all it needs to be a highly cohesive organization whose members are fully committed to the Service’s mission, and the objectives and goals that lead to mission accomplishment.

Organizational research has shown that such an organization correlates to a strong organizational culture. In other words, a culture in which individuals share a common frame of reference for understanding, interpretation, and action based on knowledge of the organization and its experiences. This knowledge fits largely into that part of the oral history continuum bookended by knowledge management and folklife — exactly the range of ANPR’s oral history project.

ANPR members are invited to become involved. 

John “J.T.” Townsend retired from the National Park Service and now lives in Newman Lake, Washington.



RENDEZVOUS XXXII
ASSOCIATION OF NATIONAL PARK RANGERS

Exhibitors help support ANPR

Each year at the Rendezvous, exhibitors help support ANPR financially by their participation in the exhibit hall. Please thank them by supporting them.

- ANPR Employment Networking and Coaching, with NPS assistance
- Bruce Bytnar, author
- Colorado Northwestern Community College
- Deryl and Connie Stone, NPS collectible items
- Eastern National
- Gettysburg Sentinels, LLC.
- Insights Investigative Services, LLC
- McDonald & Woodward Publishing
- National Parks Conservation Association
- R.J. Thomas Manufacturing Co. Inc.
- Specialty Made Goods & Services
- UNICOR Federal Prison Industries
- Vanasse Hangen, Brustlin Inc.
- VF Imagewear

THANK YOU to Rendezvous volunteers

ANPR ELECTIONS

Elections by electronic ballot were held in January and early February for new board members. Watch the ANPR website for election results.

The candidates:

President Elect: Stacy Allen and Patrick Hattaway

Fund Raising Activities: Charissa Reid

Membership Services: Liam Strain

Special Concerns: Amy Gilbert

Each year many people donate their time and energy to stage a successful Rendezvous. The 2009 effort in Gettysburg, Pa., was possible thanks to the efforts of these organizations and people:

Program coordinators: Bill Halainen, Tony Sisto, Amy Gilbert, Maureen Finnerty, Pat Tiller

Rendezvous logo: Elizabeth Pols

Registration: Meg Weesner, Page Bourland, Jan Lemons, Georjean McKeeman, Diane Moses

Exhibitor coordination: Warren Bielenberg

Raffle and silent auction: Diane Moses, Christina Garton

Judges: Amy Gilbert, Warren Bielenberg

Bailiffs: Barry Sullivan, Page Bourland

ANPR merchandise sales: Stacy Allen, John Ott

Logo T-shirts: Vincent Santucci

Photo contest coordinators: Liz Roberts, Mallory Smith

Hospitality suite: Nancy Ward

Photographers: Warren Bielenberg, Patrick Hattaway, Teresa Ford

Reception with exhibitors: VF Imagewear

Rendezvous advisers: Dwight Pitcaithley, Dick Sellars

Rendezvous sponsors: Eastern National, VF Imagewear, Western National Parks Association

Onsite assistance: Brion Fitzgerald, Katie Lawhon

Rendezvous site coordinator and hotel contract: Dan Moses

An Alluring Note

By Jeff Reardon
National Capital Region

I am a new national park ranger, an embryo of sorts but hoping to stick around a bit. I felt a strong camaraderie during the recent Ranger Rendezvous in Gettysburg. What a great time this was! I saw tons of peeps who simply had the same dreams as I do, wishing to make America better and better at the core, from dirt to sky. It was like a family reunion.

Well, shucks, maybe it was the season too. Oct 31 to Jan. 1 has always been one big, warm and fuzzy time of year for me. As we trek forth into a new year, I reflect on how I came to become a ranger. All the things I have enjoyed voraciously throughout my life have seemed to come to a pinnacle, and it is like a giant hand has gently rested me in this arena, this luscious playground where I can somehow make a difference.

I was but 13 when I went fishing from the muddy, yet snow-speckled apron and banks of springtime 1972's swollen Flint Brook, weaving up to the murky Merrimack River. It was that time of year in New England where the cold still chomped at your toes, yet the sun teasingly beckoned at your coat-clad back to hint that it wouldn't be long until you would be less confined by clothes. I had been fishing a Rebel minnow up toward the old fallen maple log that served a dual purpose as a bridge for daring cats to cross over to the other side and a harbor for stranded suckers in the summer breeding frenzy. This may be hard to believe as the season was not yet at that ripe time when the big ones pulled and ran and pulled some more, but something grabbed my cherished lure and did just that. It was only a matter of seconds and the lure was gone, ripped from my hand/pole connection and mentally filed under "possible conquests" instead of "victories" over the years. Within three months my tackle box was down to two treble hooks and sand particles. Keeping in mind that I was at an age when big spending was once a week and it was usually centered on a Suzy Q cake and a Hostess apple pie, requests to fill the tackle box usually fell on deaf ears because the money needed to be "saved." I have never been good with that! Every attempt at recruiting help was countered with "You'll shoot your eye out, kid!" or a reasonable facsimile thereof.

It turned out that I found that Rebel lure at the end of the forthcoming summer,

deeply embedded in the fallen maple after tides subsided. It was mine, as it had the same bent hook and missing barb. I assure you that it was a fish that pulled that first time though! The point of the story is the theme of things "coming around" full circle. The magic of seasons and change and growth and things in general seeking a course of completion or panning out, some way and somehow.

Our forts, parks and national sites are a beautiful thing that can be cherished even more with the embedded mystical and intrinsic qualities of seasonal change. Just a few days ago, I slid down a snowy hill at Fort Dupont in Washington, D.C., with supervisor Julie's sled. Kevin and Gary joined in the fun. It was Christmas Eve and we were all buoyant with the inherent childlike spirit that comes with it. What a moment! As far as I was concerned, that sled was Rosebud from the classic film *Citizen Kane* years ago. Months earlier at Fort Dupont, the sizzling summer concerts were blazing, with swooning folks on the exact same hillside where there was winter wonder now.

Where am I going with all this? Besides reaffirming that I was meant to be a park ranger, it is imperative that a stronger message comes out. I spent 23 years in the U.S. Army and witnessed many beautiful places around the world. I am grateful for this, but one of my bucket-list entries remaining is to get an RV and travel this great country from top to bottom and side to side. America, as a world leader with awe-inspiring resources, needs to go forth at whatever level it can to preserve, monitor and cultivate this great land of ours. A common denominator I have seen in places around the world is that we are all alike when it comes to one thing, that being the beauty that we are gifted with on this planet, whether it be natural, cultural or recreational flavor. Not only the awesome beauty, though, but collectively or individually how we assimilate it. As we continue to try to jumpstart world care in these matters, whether at Copenhagen or in our community gardens right here at Fort



Dupont, just remember to hold the pride. Even though there will be snags along the way, there is a pretty good chance your prize will somehow get back to your personal "tackle box," if only metaphorically.

Below is a poem I wrote while stationed in Seoul, Korea. It reveals a related personal and cyclical moment, and hopefully it reinforces my writing above. The mention of Jeffrey John in the poem refers to my son. Hooooah! Cherish the seasons and the sites! 🏞️

Dragonfly Boys

An autumn day that was far away brought something back out of the annals of a private library.

Boys of Korea in quest of a project for school, or even a precious pet... Flying Jewels in their midst, and hopefully too, soon entwined in their net.

Running and hovering with snares on a stick, like extended arms grasping at instant, ready-mix dreams.

They were in search of trophies with wings, the setting so right and bathed in September sun's beams.

As I slipped passed their world on two decades of trail, sweet memories had surfaced, of one long lost tale.

A tale of a hunt for mantis or lizard, and nothing could stop me, save praying or blizzard.

I looked at that treasure and felt love in my heart,

A rekindled joy for my offspring to start.

The scrapes on their knees and the dirt on their pants,

I knew in my Seoul, was all worth the chance.

The dragonfly quest will always go on.

They won't be the last, nor will Jeffrey John.

An autumn day that was far away brought something back out of the annals of a private library.

I dusted a memory and placed it on shelf,

But I'll read it again, to share part of myself.

Jeff Reardon currently is assigned to National Capital Parks-East. He is a retired U.S. Army paratrooper and a stage and screen actor. He has been a tour guide for Tampa Bay Ghost Tours and a mental health counselor. His aspirations include acquiring a permanent NPS position, where he is eager to blend his skill sets with a love of nature. He has two adult kids, Natalia and Jeff, and resides in northern Virginia with his faithful dog, Ronin.

America needs to go forth
at whatever level it can to
preserve, monitor and cultivate
this great land of ours.

ANPR member takes aim at board inactivity, gives suggestions for projects and advocacy

ANPR member Glenn Bailey sent this message in late 2009 to Scot McElveen, ANPR's president, who then responded.

You and the past presidents of ANPR have requested ideas/perspective from members in respect to moving forward as an organization. There is apparently a belief (however misplaced) in the leadership that ANPR has run its course as an organization since its goals were met and perhaps it is time to dissolve as an organization. I believe nothing could be further from the truth. Besides the value as a networking organization, please consider the following paragraphs.

Where was ANPR when NARFE president Baptiste (National Active and Retired Federal Employees Association) was testifying before Congress on issues such as part-time employment by federal government agencies of retirees without cuts to their annuities? Where was ANPR when Congress was debating the issue of sick leave and FERS employees? Why isn't ANPR pushing Congress to allow FERS employees the opportunity to purchase all of their temporary time back since Jan. 1, 1989, (this is a biggie for me personally)? Where is ANPR on the health care issue? Long-term care? Insurance premiums (mine will climb 28 percent this year)? Dental/vision insurance? Life insurance? What are we doing for volunteers? The allowance for a non-monetary award (for a volunteer) hasn't been increased since dirt was discovered. The non-monetary allowance is flat embarrassing. How about lobbying Congress to allow temporary employees the opportunity to participate in a 401k/403b retirement account? I'm not advocating a matching contribution, just the ability to participate in a retirement system. ANPR should be lobbying to do away with temporary "protection" park rangers completely within the NPS. If those positions are so important that they are advertised every year then they need to be at the very least, career seasonal positions!

Believe it or not, park rangers in agencies other than the NPS are treated as something less than professional employees and, sometimes, less than the average employee. Outside of LEOs, there are very few park rangers in the BLM above a GS7 level (I know of only one and I have been with this agency for over 25 years). Why not take up their cause before

Congress? OPM? Perhaps lobby other agencies in the department, and we need to throw the Forest Service in here as well, to set up career ladders for their park rangers and recreation professionals including maintenance personnel. NPS has already set up a model for career paths. It is time for ANPR to flex that muscle and make it happen for the rest of us.

In a recent article titled "Revitalization of ANPR" (*Ranger*, Fall 2009) one of the reasons cited for lack of enthusiasm within the ANPR family was the resolution of key issues. The first reason given for resolution was the adopting of professional standards. We have some of that in NPS sister agencies but certainly not to the extent that NPS has. The next reason given for resolution of key issues were three employee issues. Pay/career advancement is still an issue with NPS sister agencies. We reach a glass ceiling at the GS7 level and career advancement does not exist, except, to some extent, for law enforcement personnel. We have similar issues as the NPS when it comes to system issues, which I am sure are unique to individual agencies.

Member Fred Koepler did some great leg work to get an insurance company to offer health insurance to seasonal employees at a group rate, with strings attached, of course. I know of at least three individuals who took advantage of that (thanks again, Fred). Perhaps ANPR could use its muscle to get something done in this arena to attract more insurance companies to create a little competition.

What I am suggesting is for leadership of this organization to look over the hedge at some of these other agencies/issues. ANPR was established to fight for these same issues within the NPS. Let's elevate that to the next level and go after Congress to allow FERS employees the opportunity to purchase back seasonal time acquired after Jan. 1, 1989. Let's lobby for career ladders for recreation professionals and their maintenance colleagues in sister agencies. Let's go after insurance companies to offer seasonal employees group health insurance coverage (if the only way that is possible is through membership to a national organization). Let's team up with NARFE, CNPSR and NRPA to put on a united front on issues that affect us all.

When lobbying for change, no manager, director, secretary or member of Congress is going to go out of their way to request

information that could potentially upset the status quo. We need to be kicking doors in to be heard. We need to let these individuals in positions of power know that we mean business. We need to take these issues to them where it will get their attention (voters, stakeholders, constituents, colleagues, media). I guarantee that these issues will motivate membership and perhaps attract a new member or two along the way.

Let's take the blinders off, quit whining and get to work. For me, the next two big issues are health care reform and the ability to purchase back all seasonal time as a temporary employee. At this point in my career it is too late to go after management (NPS sister agencies) to set up career ladders for recreation personnel, but this issue is at the very heart of why ANPR was created.

Start by contacting the presidents of these other organizations. Next, put forth a united platform to the various stakeholders. Get membership energized about the issues. Plagiarize the lobbying techniques of these other organizations to present our issues, or when possible, piggyback with the other organization on issues affecting us all. If the leadership of this organization focuses on pushing these issues, increases in membership will take care of itself.

ANPR held its Ranger Rendezvous here in Coeur d'Alene a few years ago (2006) and recruited a new member in the process. I observed a close-knit membership of professionals who gave me the impression that they are very passionate about their profession even into retirement. My advice to leadership is to take that passion and focus it on these issues that affect its members.

I wish that I could join you in Gettysburg in a couple of weeks but bureaucracy calls.

— Glenn Bailey, Park Ranger
Bureau of Land Management
Coeur d'Alene, Idaho

ANPR President Scot McElveen's response:

Thanks for your ideas, and most, if not all of them merit consideration. But if you reread the article I hope you'll see that we are asking for more than ideas alone. Your words imply to me that you either missed or ignored the real plea that the article and the current leadership makes, and that is for a new generation of ANPR members to step up and do the work of the organization.

I agree that we could do things that would energize membership and once that positive flow is started and maintained, then membership numbers take care of themselves. But doing

those things takes grassroots organization and hours of work. ANPR has one paid contractor who splits time as editor of *Ranger* magazine and as business manager. Anything else done by ANPR is done by volunteer hours, including any of the suggestions you make.

Advocacy, communications, developing organizational positions, event planning and execution, decision making, fund raising and budget tracking all require someone willing to do that work on their own personal time. Board members have a loose, time commitment expectation of about 30 hours per week (combined), but there certainly is no mechanism to hold each one to their part of that time commitment as volunteers, especially since many of them had their arms twisted to be on the board in the first place.

Members who joined in the 1970s, 1980s and early 1990s did their parts and volunteered their hours of work to grow ANPR and keep it active, both professionally and socially. It is now time to see that same time commitment in volunteer hours from members who have joined in the last decade if ANPR is to sustain itself into the future. That is what the current leadership is searching for. It is past time to pass the torch.

Again, thanks for your ideas. Many of them would be worthwhile if volunteers can be found to do the necessary background work and follow through to bring them to fruition.

— Scot McElveen, ANPR President

ANPR Reports

Membership Services

KUDOS LIST

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

Ed Rizzotto
Dwight Pitcaithley
Martha Lee
Greg Mockoviak
Mike Caldwell
A.J. Harrison
Jason Wickersty
Don Castleberry
Cindy Purcell
Cathy & John
Wittenwyler
Deryl Stone
Deanne Adams
Tony Sisto
Sara Sprinkle
Daniel Dillon

Kathy & Frank Betts
Sarah Jensen
Brion Fitzgerald
Tom Schaff
Erin Carroll
Vicki Allen
Flo Six Townsend
Clair Roberts
Stacy Humphries
Pete Peterson
Todd Bishop
Kale Bowling
Mark Christiano
Megan Gilles
Chris Olijnyk
Ben Tholkes

Update on Bill Supernaugh Memorial Scholarship Fund

Michelle Supernaugh Torok, daughter of the late Bill Supernaugh, has started off this year's drive for the scholarship fund named for her father with a \$100 donation. Rendezvous attendees at Gettysburg also donated nearly \$700, although the money was split equally between the Supernaugh Fund and the Rick Gale Fund.

The Supernaugh Fund provides scholarships to first-time attendees at the annual Rendezvous, a gathering that Bill Supernaugh enjoyed so much.

Here is Michelle's letter:

"The Supernaugh family regrets that there is no one in attendance at this year's Ranger Rendezvous but we know that the spirit of Bill Supernaugh is very much a part of this room. I don't have to be there to already know that the room is full of an ANPR family that is excited to welcome the recipients of the Bill Supernaugh Memorial Scholarship Fund for the second year in a row! I know that many of you were either friends, colleagues or were mentored by my dad. I want to thank the ANPR family for their generosity at last year's Ranger Rendezvous, which enabled ANPR to sponsor this year's

new attendees.

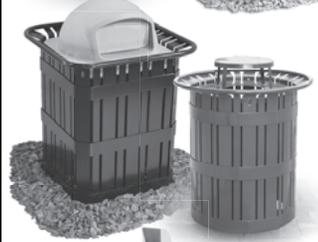
"I can't think of a better way to honor my dad then to continue to fund the scholarship for as long as the Association can support it. What a great way to ensure that the twinkle in my dad's eye remains with us in spirit today! This memorial fund validates what was so important to my dad — to encourage and support those who work for the National Park Service. He believed in giving back to the Service and to ANPR. It is my hope that you will again pass the hat to raise funds to enable more scholarships to next year's Rendezvous. I am starting this off with a donation from my sister, Victoria, and me for \$100.

"Thank you and I hope to see you next year!"

— Michelle Supernaugh Torok

► If you are interested in keeping this scholarship program going in Bill's name, please send your donations (payable to ANPR) to ANPR, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. On the memo line please designate the "Supernaugh Memorial Scholarship Fund."

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The Professional Ranger

Administration

The Changing Role of an Administrative Officer — Remember that common phrase about the only thing that is constant is change? I have come to believe that this concept really applies to the world of administration today.

More than 140 National Park Service administrative employees gathered Oct. 27-29, 2009, in Albuquerque at a joint conference representing the Intermountain and Midwest regions. The majority of the audience was comprised of administrative officers.

The three-day agenda was packed with speakers from the WASO office, and many of us were looking forward to hearing current news right from the chief program managers themselves.

As I took in the conference and talked to my fellow administrative officers, a theme started to develop. It was becoming apparent to us that an avalanche of change was coming to the world of administration and that we had better prepare to embrace it because we all know you cannot outrun an avalanche.

The signs of the oncoming change express

were all there about a year ago with the invention of the regional SHRO and MABO concepts. The Servicing Human Resource Offices (SHROs) and the Major Acquisition Buying Offices (MABOs) have centralized the functions of human resources and contracting. Although this concept does have some great benefits (I am a strong supporter of both concepts), it alters the supervisory role of an administrative officer. This has left some parks with fewer on-site staff or even burdened the remaining administrative staff with duties that were once collateral duties of the now-streamlined human resources and contracting staff.

With the removal of human resources and contracting as one of the day-to-day functions overseen by an administrative officer, the role of the administrative officer may need to be redefined. Perhaps we need a new job title?

Oversight of the park's budget is still a major function of most administrative officers, so perhaps the title of chief finance officer could apply. This title is easily recognized and understood in the private sector and would put us more in line with running a park like a business, a concept that continues to be brought up. Another title could be chief strategy officer as was suggested by a superintendent attending

the conference. A good administrative officer must be able to plan ahead, understand the park's needs and have the ability to prioritize — all strategic tools to bring to the management table. I believe that an administrative officer must have her ear to the ground, be able to network and ask the questions that need to be asked. Perhaps then the title would be “chief inquirer”?

There are days when there is a steady stream of people in my office looking for a variety of advice. Some come seeking answers to budget questions, others come in to plan for a future project or just need to talk to another supervisor. Perhaps then the title that would apply is “chief nurturer.”

Whatever the title given to the main supervisor of an administrative staff, it must reflect the recent changes in this field. I believe there is still an important support role for administrative staff at every park. Who else to better tackle the cumbersome programs that deal with travel and payroll?

These are my thoughts as I prepare to weather the storm and figure out how to ski triumphantly through the avalanche of change that we should prepare to embrace now. □

— Michelle Torok, Saguaro

Interpretation

A 21st Century Direction — The Second Century Commission, sponsored by the National Parks Conservation Association, has released a major report. It explores, defends and defines the role of the National Park Service as a provider of meaningful learning and experiences for people around the world, and visitors come to parks in search of these connections. Every employee should take the time to read this report and think about how we all add meaning to the visitor experience, and most important, that we work together to do it.

We all play a role in ensuring visitors find the meaningful connection they seek. Every division in a park supports the visitor's interest, from interpretive programs and media projects, to a law enforcement operation to keep a resource from disappearing, a resource manager sharing information about a species under threat, cultural resource staff preserving something historic, or facilities folks who design and maintain the infrastructure that allows people to experience the resource.

The process of connecting visitors to meaningful resources in parks is why the NPS and all of us are here. Everything our agency does flows from and supports the seeking of mean-

ing, but it involves changes in strategies and tactics as times change. We must continue to find new ways to support each other so that we can support our collective purpose.

It is easy in tough budget times to defend one's own divisional territory, but this knee-jerk habit is counterproductive in the big picture. Rather than engage in divisional tribalism, which is still endemic on poorly led management teams, I want to believe that each division leader in each park has the emotional intelligence to choose to think collaboratively, weaving their respective roles into support for that singular idea. We serve our visitors best if we coordinate our actions and think about and understand why we are here. To work without direction and friends is to work blind and lonely.

I see many positive and hopeful signs in the exciting new messages and direction from our leaders in Washington. Now is the time to embrace 21st century thinking servicewide to provide direction and guidance as the NPS charts a new course to a future of meaningful connections.

From the national level to regional level, this thinking must be promoted. However, for true success, we should expect all our superintendents to use their authority to actively

implement positive evolutionary change in each park. Seeing this through at the ground level should be one of our top priorities, and it's happening with varying degrees of success right now.

Imagine what would happen if it were standard practice in all parks that superintendents and division managers sit around the table on a regular basis and get beyond day-to-day issues to instead discuss cooperative interdivisional 21st century goals? Discussions should flow from stated goals, be led by an engaged superintendent and be reflected in general management plans. This vision should be clearly articulated so that every staff member understands not only what direction the park is going in, but also how each division and individual plays a role in the promotion of park resources and their meanings. Actively managed collaboration will go far in facilitating the changes that will keep us as an agency healthy.

I sense that the NPS is fighting its way out of the bramble patch of confusion, malaise, and in some places, even mutual distrust toward a new period of positive collaboration and forward movement. We must continue to fight against the energy-sapping forces of inertia, reject the urge to give up and be cynical

about the future, and avoid the tendency to find our strength only in memories of former glory.

Unless we are adaptable, the challenges of the 21st century will overwhelm this agency. Our audience is evolving and we must continue to embrace new strengths and ideas to meet our audience where they are, or our audience will leave us behind. Relevancy comes from operations that are flexible, optimistic and open to new ideas so that we target our work to the new eyes and ears yearning for connections to parks. This will require many of us to let go of cherished but outdated priorities and techniques. That is not an easy thing. The ability to fight institutionalized hopelessness, dismantle tired management constructs, facilitate change and build vibrant new managerial structures is critical. We must assess our leaders by these measures.

In my view, the single unifying idea that all employees should understand is that our visitors, our supporters and the promise of continued funding rests on how well we work together to promote our meaningful resources, value flexibility and innovation, and prioritize the pursuit of continued relevancy. As we move into the 21st century and figure out how our resources are relevant, we will continue to connect people to meaningful experiences if we are open to new thinking. No matter the division or role, everyone should be working toward this inspiring goal and ask, "So what can I do in a new way today?"

This is my last column for *Ranger*. I enjoyed writing in this space, but I have passed the torch to others with ideas to share. I will dedicate my time to a new interpretive project to continue the work of interpretive change management and agency evolution.

Thank you, and I hope that my columns have provoked at least a few discussions. I have used this column to pose tough questions to and challenge the status quo of current operations, warn about the pitfalls of inaction, and stay vigilant against thinking and actions that harm our division. I hope the interpretive staff keeps evolving and we all do our part to keep the NPS a great agency. □

— Jeff Axel
Big Bend

Protection

The Individual Development Plan: A Tool to Guide the Future of Your Career — Where do you want to be in three years? Or even five or 10 years? How about when you retire?

These are important questions that all rangers and other National Park Service employees ought to be asking regardless of where we are in our career path. One available tool to help us guide the future of our careers is an Individual Development Plan, or an IDP.

When things progress the way they are supposed to, new employees during their initial years of employment are educated about IDPs and the role they can play in guiding their career by their supervisors and possibly their human resources folks. Many employees, though, may have several years of employment before they hear the phrase IDP for the first time.

Don't let this happen to you. Recognize that you ultimately hold the reins of your career, and you are the primary guiding force in the direction your career moves. A lot of factors exist that can influence your career, but in the end, you decide where you want to go professionally and how far.

By using an IDP, you can begin early on to steer your professional development toward measurable, definable, realistic goals you set for yourself. The beautiful thing about IDPs is they help to accomplish two things at once: help individual employees guide their careers and help the NPS develop its workforce. To quote the NPS Fundamentals curriculum, which includes an entire section on IDPs, "they provide a logical and structured framework for assessing and addressing both individual and organizational needs."

According to the NPS Workforce Management Team, its mission is "to ensure that NPS has people with the right skills at the right place at the right time. To achieve this, we work to create an NPS culture that brings out the best in all NPS employees by fully aligning workforce management systems and processes with the needs of the NPS to accomplish the mission."

"People with the right skills." That means people who have progressed along a certain career ladder, developing specified skill sets along the way. These skill sets vary with each job title and are known in NPS lingo as "Essential Competencies," those skills that are crucial to the job.

For protection park rangers (which the Office of Personnel Management has listed for the NPS as a mission-critical occupation), the NPS has identified six essential competencies: law enforcement, resource stewardship, resource

education, emergency operations (to include fire management, EMS and SAR), special park uses, and recreation, backcountry and wilderness management. The OPM has identified two additional essential competencies for protection park rangers: legal, government and jurisprudence, and emergency medical (similar to the NPS Emergency Operations competency).

These essential competencies are listed for specific job titles and are in addition to the eight NPS universal competencies, which apply to all NPS job titles in all career fields. These are mission comprehension, agency orientation, NPS operations, fundamental values, resource stewardship, communication skills and individual development and planning.

That last one proves to reinforce how important IDPs are, so much so that the NPS includes the concept as a universal competency that all employees must master. Moreover, one of the five NPS core values is "excellence." This means that as NPS employees, we are expected to be professional, competent, highly skilled and excellent at our jobs. If that's not compelling enough, consider the Centennial Initiative. Under it, the NPS director has outlined several goals, one of which is to "develop the next generation of NPS leaders."

We are part of the next generation of NPS leaders, and an initial step toward our development is to complete our IDPs.

So how do we go about accomplishing that? The steps are simple and begin with accessing the actual IDP form. We can do this through the InsideNPS website by conducting a search for "Individual Development Plans" and clicking onto the link provided. Another way is to enroll in the NPS Fundamentals curriculum, complete Fundamentals I and II, then begin Fundamentals III, during which IDP forms are made available to us.

Once the form is printed, schedule a time to sit down with your supervisor and fill in the blanks. Begin by actually listing individual competencies that need to be achieved. Next, list different training courses and/or developmental opportunities that will enable the employee to achieve the targeted competency. Lastly, identify dates for the training courses and/or opportunities so that a timeline is established. Be sure to make the timeline realistic and achievable.

The IDP becomes a useful justification to help us acquire needed training sessions and developmental opportunities in a competitive world. Once we attend the training or participate in some other developmental exercise, we complete the blanks asking if we met the

competency.

By staying true to a well-thought-out IDP, we can have a tangible means of guiding our own career and be able to answer the question, "Where do you want to be in x years?" with a confident certainty, whether that destination is district ranger, FMO, special agent, chief ranger, superintendent or beyond.

Better yet, we can know that we are on track to becoming part of the next generation of NPS

leaders who, according to the NPS Workforce Management Team's Vision Statement, are "a diverse, highly skilled, motivated and effective workforce capable of accomplishing the NPS mission and carrying it into the next century."

Where do *you* want to be in 10 years? ☐

— Kevin Moses
Buffalo National River

Resource Management

New NPS Director Jon Jarvis has appointed Dr. Gary Machlis as the agency's first science adviser to the director. Creation of this position sends a strong message about the director's priorities and the importance with which he views the role of science.

Dr. Machlis has outlined 10 goals. They include advancing science delivery and literacy; engaging the scientific community to support science for parks and parks for science; establishing standards to ensure that science is relevant, rigorous, peer-reviewed and delivered in usable form to managers; elevating and expanding the role of science in decision-making; work on defensible, defensible funding, looking at education programs as an investment; training NPS leaders in how to incorporate science into decision-making; developing a diverse, professional science workforce; linking park science to education programs that contribute to visitor experiences; promoting science-based communication across boundaries, even international ones; and ensuring that science is accountable and efficient.

Dr. Machlis earned graduate degrees in forestry and human ecology, has authored several books, and is national coordinator for the Cooperative Ecosystem Studies Unit Network.

Other resource news from the natural resource and science directorate — Pending OMB approval, the NPS plans to solicit early public input, through a notice in the Federal Register, to aid in developing proposed revisions to its nonfederal oil and gas regulations at 36 CFR Part 9B. Approximately 700 non-federal oil and gas operations exist in 13 park units, on private or state inholdings or split estates.

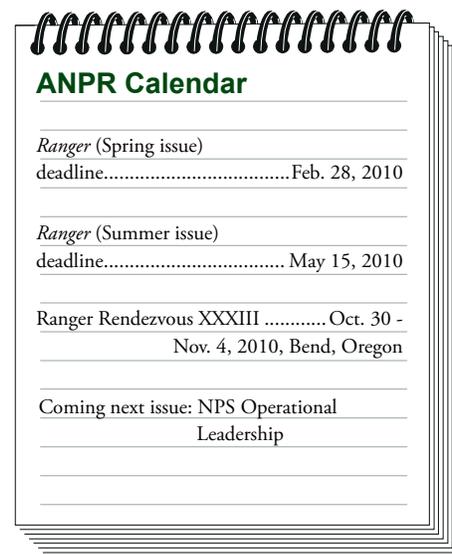
The NPS Geologic Resources Division is developing a comprehensive list of energy-related projects outside park boundaries that could impact park resources. If you know of an energy-related project near your park — existing and potential projects for conventional (e.g., coal, oil and gas, coal bed methane, oil shale,

tar sands, power plants, transmission lines and liquefied natural gas) and renewable (e.g., solar, wind, geothermal, biomass, hydropower and coastal hydrokinetics) energy development — send a summary to kerry_moss@nps.gov or call him at 303-969-2364.

The U.S. Animal Welfare Act calls for the establishment of an Institutional Animal Care and Use Committee to review investigator protocols and actions. To help ensure the highest standards of animal welfare in parks, the NPS Biological Resource Management Division has hired an interim attending veterinarian/committee chair and appointed three additional members to serve on the committee. Immediate priorities include working with each region to select representatives, and development of outreach, policy implementation and training activities. ☐

— Sue Consolo Murphy
Grand Teton

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



ANPR Calendar

<i>Ranger</i> (Spring issue) deadline.....	Feb. 28, 2010
<i>Ranger</i> (Summer issue) deadline.....	May 15, 2010
Ranger Rendezvous XXXIII	Oct. 30 - Nov. 4, 2010, Bend, Oregon
Coming next issue: NPS Operational Leadership	

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Bolivia hosts IRF's 6th World Ranger Congress

261 rangers attend from 43 countries

By Tony Sisto

The first World Ranger Congress held in South America began on a hot Santa Cruz evening with a gala opening ceremony and dinner. From this Sunday evening, Nov. 1, 2009, the congress headed into a full week of conferences, plenary sessions, workshops, IRF business and just plain fun for the attending rangers.

Latin America was well represented with 164 rangers from 13 countries. Other countries with high participation included 22 from Australia, 14 from the United States, nine from the United Kingdom, nine from the Republic of Korea and five from Iceland.

The congress was held at the Los Tajibos Hotel and Convention Center, a modern resort in the heart of Santa Cruz. In a change from the urban location, mid-week saw most participants heading out on planned field trips into Bolivia's Amboró National Park, and to similar regional parks nearby.

Santa Cruz, a relatively new city located in the headwaters of the Amazon watershed, serves as a gateway entry to the wild and diverse national parks of the Amazon Basin and the northern Chaco regions of Bolivia, including Amboró, Noel Kempff Mercado and Carrasco.

Bolivia has protected approximately 35 percent of its land area in some massive national parks, some nearly impossible for the average visitor to easily reach. Many are home to indigenous peoples of the Amazon region. Although too far away for congress participants to visit during the week, rangers from these parks were present at the congress, and many rangers headed to these parks for post-congress visits. Those who couldn't visit, including this author, vowed a return trip in the future to explore the remarkable biological diversity

that these parks and their rangers help protect.

Focus on climate change

This congress, like others, was a hard-working one. Plenary and break-out sessions focused broadly on climate change, special values of protected areas, and the role of rangers. The first full day began with a climate change panel, represented by Omar Rocha, general director of biodiversity and protected areas from the Bolivian Ministry of Environment and Water, and Robert Wallace, a director from the Wildlife Conservation Society, United Kingdom.

This theme was followed two days later with another plenary panel on the "Role of Rangers in Fire Management and Climate Change." Panel participants were Ian Christie, general manager, Parks Victoria, Australia; Jim Gale, chief ranger, interpretation, Hawaii Volcanoes National Park; and Damian Rumitz, director, Wilderness Conservation Society, Bolivia. Through these sessions and follow-up talks, the congress was called upon to be a voice for effective climate change policies by world governments and protected areas. As a result, the congress crafted a separate Climate Change Proclamation to be included in the Santa Cruz Declaration.

Protected areas and the role of rangers

The well-received Tuesday plenary panel focused on "Special Values of Protected Areas"



Newly elected IRF president Deanne Adams, a life member of ANPR, is surrounded by rangers from around the world.

Tony Sisto

and was presented by Allen Putney, vice chair for World Heritage, IUCN World Commission on Protected Areas, U.S.; Guido Leonel Gil, president of the Galapagos Rangers Association, Ecuador; and Carlos Espinoza, National Service of Protected Areas, Bolivia. This was followed by concurrent panels on ranger training, conditions of work, and country presentations of ranger work. Much of the effort from these sessions found their way into the drafting of the Santa Cruz declaration focusing primarily on the ranger profession and on climate change.

As is often true with IRF congresses, this mixing of nongovernmental organization representatives, managers, politicians and field rangers in plenary and other presentations provides a welcome diversity of opinion and experiences that all learn from. It continues to be one of the strengths of the congress format.

Santa Cruz Declaration and a Climate Change Proclamation

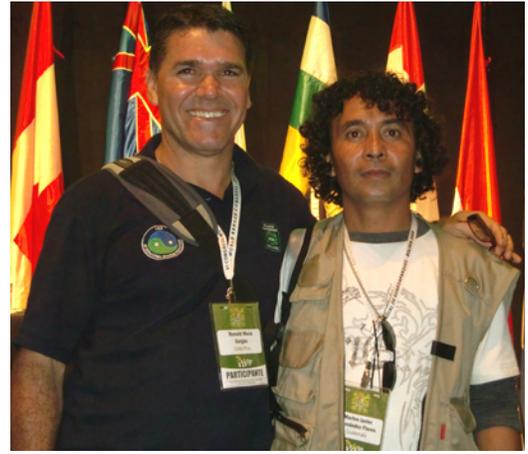
Groups worked hard behind the scenes throughout the week to craft two documents for approval by the membership. One is a Climate Change Proclamation, to be delivered by the Danish rangers to the delegates at the United Nations Convention on Climate Change in Copenhagen. The other document is the Santa Cruz Declaration that focuses mainly on the role and work of rangers around the world, and the importance for world governments to provide legal recognition and support

“After Scotland three years ago, our big family of rangers in the world is now together again, this time in the opposite hemisphere and in one of the most ecologically diverse countries on our planet. [Bolivia] has a huge heart to welcome all of you.”

— Ana Carola Vaca Salazar, Bolivia Ranger Association and Executive Director, World Ranger Congress

“In my 15 years of volunteering for ranger associations and IRF, I have seen that it is the dedicated commitment of skilled, intelligent rangers like we have in this room who will make a difference in protected area management. The strength that IRF brings is providing these forums that enable us to learn from each other and advance our profession.”

— Deanne Adams
Newly elected IRF President



Barbara Martin

of the work rangers do in protected area management. These documents were developed by a team of rangers from several Latin America countries, Australia, New Zealand and the United States. Although previous congresses have rightfully focused on protected area management, sustainable development and protection issues, the Santa Cruz Declaration is the first to focus mainly on the recognition and support of rangers.

Thin Green Line Foundation

In the Fall 2006 *Ranger*, in writing about the congress in Scotland, I specifically mentioned the inspiring presentation by Australian ranger Sean Wilmore of his travels around the world filming rangers at work. His draft documentary he showed at the time, “The Thin Green Line”, has since evolved into a professionally produced 1 hour 20 minute documentary of rangers. As a result of the success of the film in raising more than \$150,000 AU in donations for the IRF Ranger Dependents Fund, Sean established the Thin Green Line Foundation. Sean was at the Bolivia Congress, and gave several presentations of the work of the Foundation, his recent work on distributing assistance to families of rangers killed in Africa, and a special plenary presentation of assistance to a Bolivian family who lost a ranger in the line of duty.

IRF will continue working closely with Sean and the TGL Foundation to provide mutual support in assisting families of rangers killed in the line of duty. Currently the IRF president sits on the board of the TGL Foundation. At the Bolivia Congress, the IEC voted to include the executive manager of the TGL Foundation on the IRF Board.

ANPR members elected to IRF board

The IRF holds its main World Congress membership meeting every three years at each World Ranger Congress. The Bolivia meeting



Tony Sisto

Clockwise from top left: Congress attendees ford a stream during a field trip; Ronald Mora, Costa Rica (left) with Marion Flores, Guatemala; Cambodian rangers Khem Rong Den (left) and Thon Soukhon, (right); others unknown

was particularly important because many of the International Executive Committee (the voting members of the IRF board) were going off the IEC, and new members running for office. The election was run by Kristen Appel as a member of the IRF Election Committee.

Two long-term ANPR members were elected to IRF board positions. Past ANPR President Deanne Adams, retired NPS, was elected as president. Jeff Ohlfs, Joshua Tree, was elected as North America representative. The complete new IRF board for the next three years is outlined on the next page in the IRF Update.

Next Congresses

The IRF board is seeking to plan two congresses out, allowing both hosting countries to work together in planning for each congress. There is yet no country volunteering to host the next congress in 2012-13. Asia and North America are the only IRF regions that have not hosted a congress. Korea has in the past expressed some interest, and IRF is encouraging them to submit a proposal. However, ANPR has applied to host a congress in 2016, for which a presentation was made in plenary session

in Bolivia. One tentative location would be the YMCA of the Rockies, on the boundary of Rocky Mountain National Park. Such a congress would coincide nicely with the 100th NPS anniversary.

The Bolivia Congress was successfully closed after a dance and dinner on Friday night, Nov. 6, and a final business session on Saturday morning, Nov. 7. As always, after a week of being together with the world ranger family, it was hard to say goodbye. Many were continuing with their travels in the rich ecosystems and national parks of South America; others headed home to waiting jobs in their own parks.

The next congresses will once again bring world rangers together. It is a unique opportunity. Join in. 🏔️

Santa Cruz Declaration and the Climate Change Proclamation: see the IRF website, www.int-ranger.net



The 6th World Ranger Congress of the International Ranger Federation was held Nov. 1-7, 2009, in Santa Cruz de la Sierra, Bolivia. (See previous pages for details.)

Two longtime ANPR members were elected to IRF board positions. Past ANPR President **Deanne Adams**, retired from the National Park Service, was elected president. **Jeff Ohlfs** of Joshua Tree was elected as North America representative. All members of the IRF board are listed at the right.

Organizing and preparing for any international congress takes a lot of work. In addition to Bolivian ranger **Ana Carola Vaca Salazar**, who directed the congress organization in Bolivia, special recognition goes to **Deanne Adams** and **Yvette Ruan**, United States, and **Kristen Appel**, Australia. These three helped host travel by Ana Carola and others from South America to meet in San Francisco on two occasions to help plan the congress. In

addition, Kristen traveled on her own time and money to Bolivia, as did Yvette, to assist in getting agreements signed between IRF, the Bolivian Ranger Association (Asociación Boliviana Agentes de Conservación), and the Bolivian park agency, Servicio Nacional de Áreas Protegidas. They also helped with many other tasks. Deanne, as IRF vice president, was the IRF lead for the congress, and worked countless hours over the past three years, both from home and in Bolivia prior to the congress, to help assure its success.

Finally, a special thanks goes to the ANPR Board of Directors, which agreed to loan \$2,000 to the Bolivian association early on as seed money to get started. Without the extra volunteer work of these rangers and of ANPR, the congress would not have happened. Thank you again.

Travel well. ☐

— Tony Sisto, International Affairs



Left, opening ceremony at IRF's World Congress in Bolivia; below, (left to right) Tunde Ludnai, Hungary; Alberto Dominici, Italy; and Barbara Mertin, Austria.



International Executive Committee

The International Ranger Federation holds elections for board positions every three years at its World Congress. The International Executive Committee is made up of four officer positions and six regional representatives elected from member organizations. New members elected in Bolivia in November 2009 are:

Voting Members

International Officers

President Deanne Adams, United States
IRFdeanne@aol.com
Vice President Wayne Lotter, South Africa
wayne@pamsfoundation.com
Secretary Elaine Thomas, Australia
IRFsec@yahoo.com.au
Treasurer João Manuel Dos Santos Correia, Portugal, vigilantenatureza@gmail.com

Regional Representatives

Africa: André Bothe, South Africa
andreb@ewt.org.za
Asia: Young-Deok Park, Korea
pyd1790@hanmail.net
Central America: Cesar Augusto Flores Lopez,
titinoflores2000@yahoo.com
Europe: Florin Halastauan, Romania
florin_hombre@yahoo.com
North America: Jeff Ohlfs, United States
desertraveler2@roadrunner.com
Oceania: Tegan Burton, Australia
pawa_nsw@hotmail.com
South America: Ana Carola Vaca Salazar, Bolivia,
carolavaca@hotmail.com

These members will serve for the next three-year term. All elected positions may be held for two terms. The non-voting, ex-officio members of the board are the past IRF presidents, and a new member added in Bolivia the executive manager of the Thin Green Line Foundation.

Past Presidents

Gordon Miller, England, irfhq@hotmail.com
Rick Smith, United States
rsmith0921@earthlink.net
David Zellar, South Africa
Sean Wilmore, Australia, Thin Green Line Foundation, sean@thingreenline.info

In addition, the board recognizes these volunteer staff positions:

Bill Halainen, U.S.: Editor, Guardaparque newsletter, bhalainen@hotmail.com
Dana Dierkes, U.S.: Editor, Thin Green Line newsletter, Dana_Dierkes@nps.gov
David Burns, Australia: IRF Web Manager
babaji@aanet.com.au
Michal Skalka, Czech Republic
michal.skalka@seznam.cz
Kveta Cernohlavkova, Czech Republic
kveta.cernohlavkova@seznam.cz



© Steve Tague/NorthWest Crossing

Rendezvous swings West to Bend, Oregon

Join us for spectacular scenery in central Oregon this year, Oct. 30 - Nov. 4, for the annual gathering of ANPR members.

Program planning is underway to deliver meaningful presentations and training useful to a variety of employees at this 33rd annual Ranger Rendezvous in Bend, Oregon. Enjoy seeing old friends and learning something new at workshops and training sessions.

A new feature this year likely will have a community service component. Organizers are hoping to schedule a service project during the Rendezvous, and a tentative idea involves partnering with state and local parks to undertake trail construction at Pilot Butte State Park, about two miles from the venue hotel. The service project also could involve planting of native plants, building a split-rail fence, thinning a juniper colony, general trail maintenance and litter patrol.

The Rendezvous venue is The Riverhouse Hotel (www.riverhouse.com) on the Deschutes River.

Daily room rates are \$90 for a standard room, \$110 for a suite and \$69 for a standard room for members in the seasonal and student category (capped at 15 percent of

the room block). The occupancy tax is about 10 percent.

A planning group began working immediately after the 2009 Rendezvous to develop a professional conference with strong appeal. As the agenda and program take shape, check the ANPR website (www.anpr.org) for updates. Also check for the scheduling of several training sessions of interest to NPS employees and park partners, possibly following a leadership theme.

Flights to central Oregon arrive in Redmond (Roberts Field Airport, RDM), about

20 minutes from Bend. Allegiant Air flies from Las Vegas, Nevada, and Mesa, Arizona, at low cost but only on Mondays and Fridays. Round trip is possible for \$100-\$200 (including tax). Monitor the Allegiant website to determine how to get the lowest fares, which can change at anytime. United Airlines flies direct from Denver and San Francisco; Delta files direct from Salt Lake City; Alaska/Horizon Air flies direct from Seattle, Las Angeles and Portland.

Shuttle buses also travel from Portland or Redmond.

The ANPR photo contest will take place once again to showcase your best images. So start digging through your photos or get out there and shoot some new ones of your park or other parks. There are some excellent photographers in the ANPR ranks and here is a chance to show your work. Prizes will go to the top three photographers. More details will appear on the ANPR website and in future editions of *Ranger*.

Exhibitors will be on hand to display their products and services that interest parks employees. ANPR also will hold raffles as part of fundraising efforts. 

SAVE
THE DATE
Oct. 30 – Nov. 4
■ ■ ■
Bend,
Oregon

Welcome to the ANPR family!

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

Maria Abonnel	Courtlandt Manor, NY	Library, Jefferson Nat'l	Jeffrey Roney.....	Kihei, HI
Lynn Aderholt.....	Seward, AK	Expansion Memorial.....	Shelley Roy.....	Baton Rouge, LA
Andrew Albright	Berea, OH	Tim Jobe	Evangelina Rubalcava-Joyce.....	Gettysburg, PA
Jason Allen	Hamilton, MT	Gary Kaiser	Shawn Salley	Las Cruces, NM
Colgan Allen	Berlin, MD	Jeremy Kaufman.....	Christine Salomon	Flagstaff, AZ
Scherry Allison.....	Liberty, TX	Andrew Keller	Eric Schreckengost	Butler, PA
Monica Arjev.....	Takoma Park, MD	Harold B. Kelly III.....	Sam Sehman	Ellicott City, MD
David Astudillo.....	Wappingers Falls, NY	Brady Kirwan & Amanda Wilson.....	Richard Sellars.....	Santa Fe, NM
Leland Barker.....	Slippery Rock, PA	Liesl Klicker	Daniel & Britt Sheehan.....	Bloomington, MN
Gary Battel.....	Laurel, MD	Lester Kloss	Jessica Sheffield.....	State College, PA
David Bednar.....	Slippery Rock, PA	Kyle Knight.....	Robert Todd Shelton.....	Hite, UT
Bud Beets	Avon, IN	Katharine LaCroix.....	Paul Shevchuk.....	Gettysburg, PA
Tom & Beth Betts.....	Los Alamos, NM	Daniel Landgrebe.....	Erik Simula	Hovland, MN
Todd Bishop.....	St. Augustine, FL	Cynthia Langguth	Ryan Six.....	Kirkland, WA
Alex Black	Lewis Run, PA	Lauren LaRocca.....	Jenna Skogg.....	Arlington, VA
Daniel Blankenship	Flamingo, FL	Lucy Lawliss.....	Joseph Smith.....	Old Station, CA
William Bolger.....	Mount Holly, NJ	Rob Leighton	Christopher Stechmann.....	South Hadley, MA
Kevin Brandt.....	Hagerstown, MD	Michael Leon	James Stotler	Valencia, CA
Jeff Brown	Durango, CO	Tracey Lightcap.....	Fred Stover.....	Centre Hall, PA
Joseph Camisa.....	Medora, ND	Elise Liguori.....	Elson Strahan	Vancouver, WA
Mike Campbell	Slippery Rock, PA	Jack Lisco	Billy Strasser.....	Fayetteville, WV
Nona Capps	Holland, IN	Dr. Maureen Loughlin	Kimberly Szewczyk.....	Phoenixville, PA
Nicholas & Andrea		Jonathan Ludwick	Barbara & Clark Tallman	Davenport, FL
Capps-Henke.....	Vincennes, IN	Tim Lutterman	Jamison Taylor.....	Erie, PA
Joseph Carlson	Twentynine Palms, CA	David Martin	Miriam Taylor.....	El Portal, CA
Brian Carlstrom	Hagerstown, MD	Gilbert Martinez	Rachel Vegors.....	Jackson, TN
Tim Cassidy	Martinsville, IN	Rosemarie Meany.....	Gabe Vicente.....	Union, NJ
Don Castleberry.....	Little Rock, AR	Cathy Meigel.....	Scott Warner	Mt. Desert, ME
Susan Christy	Tulelake, CA	Justin Meinert	Randy Watkins.....	Petersburg, VA
Steve Cooke	Honeoye Falls, NY	Richard Miller.....	Kyle Weatherman.....	Denver, CO
Jim Dahlstrom & Christy Baker.....	Bayfield, WI	Jennifer Moore.....	Julie Weir	Philadelphia, PA
Shannon Dennison	Los Alamos, NM	Tim Moore.....	Michelle Wenz	Virginia Beach, VA
Dana Dierkes	Germantown, MD	Paul Motts.....	Mark Wenzler.....	Washington, DC
Raymond Drutis	Pittsburgh, PA	Dylan Mroszczyk-McDonald	Brendan Wilson	Norwalk, CT
Katie Ehler	Solvang, CA	Brian Nemes	Scott Wittenwyler	Mazomanie, WI
Daniel Engel	St. Louis, MO	Kat O'Hara	Tami Wolf.....	Washington, DC
Elizabeth Evans	Visalia, CA	Tim Pagano.....	Shawn Wolfe.....	Manchester, TN
James Facazk	Matawan, NJ	Edward Page.....	Peter Wong.....	New York, NY
Flagstaff Areas	Flagstaff, AZ	Melanie Parker		
Tracy Fortmann.....	Vancouver, WA	Nicola Pearson Allen		
Michele Fowler.....	Boulder City, NV	Teri Peasley.....		
Alexander Fraser.....	Dundalk, MD	Jessica Pilkington.....		
Larry Frederick.....	Estes Park, CO	Cory Pindroh		
Jim Gale.....	Hawaii National Park, HI	Jason Pinter.....		
Will Gallus.....	Nelsonville, OH	Sam Piper.....		
Christina Garton.....	Las Cruces, NM	Randy Pitstick		
Megan Gilles	Kihei, HI	Andrew Podany		
Thomas Grant	Rochester, PA	Martha Raymond.....		
Leslie Green	Baker, NV	Jeff Reardon		
Dan Hall.....	Brookfield, CT	Wayne Reeb		
Kathryn Harrison.....	Cheyenne, OK	Tim & Charissa Reid		
Kristofer Head.....	Chico, CA	Curtis Reynolds.....		
Leslie Henry.....	Cody, WY	David Reynolds.....		
Meghan Heuser.....	Roselle, NJ	Laurel Ridge		
Bill Hewitt	Gettysburg, PA	Richard Ring.....		
Jake Hoogland.....	Alexandria, VA	Jim Roach		
Justine Hubler.....	Morrisdale, PA	Elizabeth Rogers.....		
Kyle Hudick.....	Carlsbad, NM	Heather Rogers.....		
Stacy Humphreys	Fredericksburg, VA	Linda Rokosz		
Jennifer Jaworski	Interlochen, MI	Ryan Romanchuk.....		

All in the Family

Rick Kendall is the new superintendent of Saint-Gaudens National Historic Site in Cornish, New Hampshire. He recently completed the NPS Bevinetto Congressional Fellowship in the Washington Office. As part of the fellowship he spent 2008 working as a member of the legislative staff on the U.S. House of Representatives Committee on Natural Resources. In 2009 he served as the liaison between the director and the assistant secretary of the interior for fish and wildlife and parks, working on national issues for the NPS and the Department of the Interior. He began his NPS career in the backcountry office at Olympic. He also has worked at Lake Roosevelt, Death Valley and the USS Arizona
(continued on page 28)

In Print

Repairing Paradise: The Restoration or Nature in America's National Parks, William R. Lowry, Brookings Institution Press, 2009, ISBN: 0815702744, 287 pages, hardcover, \$28.95

Reviewed by Ken Mabery
Scotts Bluff

I had not read any of William Lowry's previous three books (one on national parks, *The Capacity For Wonder: Preserving National Parks*). When I learned that he is a professor of political science and this book was published by the Brookings Institution, I thought it would be another academic treatise on the state of the parks.

I was pleasantly surprised. This book is readable for business or pleasure. Lowry's style is not conversational, but certainly not academic. He visited many national parks on numerous occasions and peppers his text with personal anecdotes. The stated purpose of the book is to use four national parks as surrogates for the restoration challenges of the entire national park system.

He speaks eloquently to the needs of parks: "In the closing decades of the twentieth century, many Americans realized that traditional natural resource policies had resulted in substantial and often negative impacts on the environment." He consistently makes the case for not just preservation, but restoration. Lowry understands that "the country's treasured national parks, while remaining immensely popular tourist destinations, were not immune to the damage." This book does not discount the effects of loving the national parks to death—of too much visitation—but makes the case that national policies have done more to impede park preservation. Therefore, nothing short of a shift in national policy is necessary to restore national parks.

He makes a fine argument for picking four national parks to serve as surrogates for the ills of the entire system. He chose places that are known to millions of people, not just U.S. citizens; on the world heritage list; some of the most precious resources in the world; high-profile repair projects; cases that are "quite similar in many ways"; and parks that enjoy support from the world environmental community. Finally, the "restoration projects at all four parks require significant departures from past practices," and require significant changes in public policy. Lowry chose to concentrate on

Yellowstone, Yosemite, Everglades and Grand Canyon. These four case studies, Lowry says, illustrate the more general changes in policy required to help restore all national parks. The major issues that he chose are reintroduction of eliminated species, reducing automobile traffic, replenishing fresh water supplies and restoring natural water flows.

His book perpetuates the myth that the large, highly recognized natural areas in the system are drivers for the entire system. He fails to recognize that the 350+ small- and medium-sized units of the System make up the bulk of the parks. Among these are nationally significant issues requiring policy shifts. Chaco Culture National Historical Park, as a case in point, would meet most of his categories for inclusion as a case study, except that it is neither large nor a natural area. The absence of a cultural park leaves a substantial gap in his claim of looking at policy changes to help all national parks.

In each case study Lowry suggests how the status quo equilibrium might be changed to favor the necessary change. Using sound social, political, economic and scientific principles he frames each issue in multiple positive ways to achieve environmentally friendly outcomes. For example, eliminating cars from Yosemite Valley might be accomplished by framing the argument in terms of enhancing the natural beauty and reminding everyone that's why they want to go there. In the final chapter, he extrapolates from the case studies, generalizes the lessons learned and presents a theoretical framework for addressing other issues.

Lowry asserts that external influences on agencies and "a persistent, patterned way of thinking" on the part of agencies either leads to an apathetic or antipathetic culture toward change. Only occasionally does he cite the effects of supportive and nonsupportive administrations when it comes to effecting positive environmental change. He does acknowledge that "... the commitment of political leaders is crucial to the outcome of change efforts." Overall, he gets it right. As he points out, the American democratic system is not conducive to effecting big changes; only through effective coalitions can effective change be accomplished.

That seems to be the bottom line in this book: Build strong coalitions that can craft and deliver strong, consistent messages using social, political, economic and scientific principles to effect positive environmental policy change. Because he only uses natural areas, we don't get a full opportunity to see how he might frame a large, cultural resource restoration issue. In

his final chapter Lowry "... readily admit[s] that any extension to other issue areas will necessarily be preliminary." He then goes on to apply his framework to a few other examples, most notably climate change.

While this book is well worth reading and enjoyable, there are times that Lowry's academic background and perspective leave out some of the real-world issues that park managers deal with. Recognizing the author's limitations, the reader can glean much from this book. I doubt that it will become a staple volume of long merit, in the class of, say, Richard Sellars' *Preserving Nature in the National Parks*. □

Ken Mabery is superintendent at Scotts Bluff National Monument in Nebraska.

A Park Ranger's Life: Thirty-two Years Protecting Our National Parks, Bruce W. Bytnar, Wheatmark, December 2009, ISBN: 1604943459, 250 pages, paperback, \$18.95

Reviewed by Warren Bielenberg

Bruce Bytnar's life as a park ranger began as a seasonal at Fort McHenry National Monument and Historic Shrine in Baltimore, Maryland. In 1977 he received a permanent position at Fort McHenry and then in September 1977 he transferred to Fredericksburg and Spotsylvania National Military Park. In January 1981 he transferred to the Blue Ridge Parkway where he spent 28 years as park ranger, assistant district ranger and district ranger.

His book chronicles interesting supervisors and park visitors, adventures in training and travel, intriguing cases, searches, fires, and the joys and frustrations of being a National Park Service ranger. Through his stories you can see how the job of a ranger has evolved since the mid-70s.

While never working in a western "crown jewel" park, his experiences are every bit as exciting and varied as a ranger in Yellowstone or Yosemite. OK, no 3,000-foot vertical rescues or bison stories, but many well-told tales of rangers that some of us could only imagine.

Much of the book reads as if Bruce were telling his stories to you over hot coffee or a cold beer. I would recommend this book to anyone interested in seeing how varied a national park ranger's job can be, or for you old rangers, to compare Bruce's stories with your own. □

Warren Bielenberg is an NPS retiree living in Tennessee.

Fall Fund Campaign shows strong numbers

ANPR members once again gave generously to the annual Fall Fund Campaign from October through December 2009. The total came to \$8,470.62, nearly the same as last year. The funds will be used for ANPR's operating costs this year. We appreciate the outstanding support.

Ranger Level — under \$25

Amy Brown
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Alec Chapman
Carol Coy
Christopher Davis
Colleen Derber
Kathy Dodd
Roger Goldberg
Woody Harrell
Casey Horrigan
Jerry Kasten
Shirley Knutson
Robert Laine
Christy Moerbe
Brian Nemec
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Frank Platt
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Wendy Watson

Shenandoah Level — \$25+

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Daniel Blankenship
Gregory Broadhurst
Jennifer Champagne
Deny Galvin
John Haines
Rick Kirschner
Ruthann Knudson
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Rick LeFlore
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Noemi Margaret Robinson
Alan Maynes
Kevin McCarthy
Dylan Mroszczyk-McDonald
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Helen Scully
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Victor Vieira
Lee Werst
Dennis Young

Everglades Level — \$200+

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Gregg Fauth & Jenny Matsumoto
Rick Erisman
Rebecca Harriett
Wendy Lauritzen
Robert Peterson
Ron & Sara Sprinkle
Michelle Torok
Meg Weesner

Yellowstone Level — \$500+

Deanne Adams & Tony Sisto
Stacy Allen
Bill Wade

All in the Family

(continued from page 26)

Memorial. He holds a bachelor's degree in archaeology from the University of Georgia and a master's in archaeology from the University of Arizona. He and his family (wife **Laura** and two children, ages 6 and 3) have moved to the Upper Connecticut River Valley area.

Sean McGuinness is the new superintendent of Upper Delaware Scenic and Recreational River. He will assume his new post in February. Previously he was deputy superintendent at Fire Island. He began his NPS career in 1977 as a seasonal river patrol ranger at Grand Teton. He also has worked at Wrangell-St. Elias, Natchez Trace Parkway, Crater Lake and Mojave. He completed a two-year assignment in the Department of the Interior, Washington Office, with the Office of Law Enforcement and Security. A native of Buffalo, he grew up in Lake View, New York, a small town on the shore of Lake Erie. He graduated with a bachelor's degree in psychology from New York State College at Fredonia. His interests include paragliding, backcountry travel, sailing, family and friends.

Longtime ANPR member and career ranger **Lee Shackelton**, 80, died Nov. 7, 2009. He spent his life serving his country as a soldier in the United States Army and as an NPS park ranger. His park career took him to Sequoia-Kings Canyon, Death Valley, Hawaii Volcanoes and Yosemite. He was the chief of law enforcement from 1971 to 1992 at Yosemite. He attended and graduated from California College of the Arts, and married **Ti** in 1953. He remained active in retirement, enjoying activities such as writing short stories and working as a private investigator. He was also an active member in many corporations and clubs, including Lions Club and Rotary. He was a man of many talents, including his abilities as an elaborate storyteller, artist, singer and chef.

Cindy Von Halle has moved to a job as chief of interpretation at Klondike Gold Rush. She transferred from Joshua Tree as interpretive operations supervisor. She and husband **Karl** welcome NPS families to visit their new home in southeast Alaska. ckhalle@yahoo.com □

Affordable health insurance
through ANPR and Aetna. See
www.anpr.org/insurance.htm

MEMBERSHIP APPLICATION — Association of National Park Rangers

New Member(s) Renewing Member(s) Date _____

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

Name(s) _____ 4-letter code of park / office where you work _____

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

Address _____ Home phone _____

City _____ State _____ Zip+4 _____ Personal e-mail address _____

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

Type of Membership (check one)

NOTE: The annual membership renewal notification is each fall with an annual membership period of Jan. 1 to Dec. 31. Membership for those who join Oct. 1 or after will last the entire next year.

Active Members

current & former NPS employees or volunteers

- | | Individual | Joint |
|-----------------------------|-------------------------------|--------------------------------|
| • Seasonal/Intern/Volunteer | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$85 |
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not an NPS employee or representative of another organization

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ACTIVE (all NPS employees/retirees)	ASSOCIATE (other than NPS employees)
Individual <input type="checkbox"/> \$2,500	Individual <input type="checkbox"/> \$2,500
Joint <input type="checkbox"/> \$3,000	Joint <input type="checkbox"/> \$3,000

OR life payments made be made in three installments over a three-year period. Rates are \$850 per year for individual or \$1,025 for joint. If full payment isn't received by the third installment due date, the amount paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. Check here if you want to make payments in three installments _____.

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

Name of person giving gift _____

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(two copies of each issue of *Ranger* sent quarterly) \$100

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

\$10 \$25 \$50 \$100 Other _____

TOTAL ENCLOSED: _____

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



Share your news with others!

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

Name _____

Past Parks — Use four-letter acronym/years at each park, field area, cluster (YELL 96-98, GRCA 99-05) _____

New Position (title and area) _____

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Contact the president or fundraising board member for details on special donations. Check the website at www.anpr.org/donate-ack.htm

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or visit ANPR's website: www.anpr.org and
go to **Member Services** page



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