ANPR 21st Century Revitalization Plan
ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Stock ANPR’s popular booklet in your park’s bookstore
Refer visitors and prospective park employees
to this informative publication. Go to www.
anpr.org/publications.htm for single copies or
bulk ordering details. Support ANPR.

Why write for Ranger?
- Shares ideas; say it where 1,200 readers will see it
- Viability for your thoughts and issues
- Improves your writing skills (peer reviewed)
- Adds "published writer" to your résumé
- Be creative beyond day-to-day government writing style
- Professional recognition among your peers

We are looking for good articles/ideas in these areas:
- Philosophical/ethics discussion
- “News you can use” events from which we all can learn
- Topics of interest to park employees (i.e. housing)
- Travel of interest to park employees
- New technology/new ways of doing business
- Special places — discoveries you’ve made
- Photos, photos and more photos!

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

Teresa Ford, Editor
fordedit@aol.com
(303) 526-1380

Mark Herberger, Editorial Adviser
Mark_E_Herberger@nps.gov
(571) 926-1509

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)

LIVE THE ADVENTURE
Join the National Park Service

A guide to becoming a Park Ranger
with the National Park Service

Association of National Park Rangers

ANPR Calendar

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

Ranger Rendezvous XXXIII .......... Oct. 31 -
Nov. 4, Bend, Oregon

Ranger (Winter issue)
deadline................................. Nov. 15

Coming next issue: Career Paths for Seasonals
in Facility Management

(Originally scheduled for Summer 2010)

Affordable health insurance
through ANPR and Aetna. Turn to the half-
page poster on page 19 and display it in your
break room or work site. Visit www.anpr.
org/insurance.htm for more details.

Ranger

(Originally scheduled for Summer 2010)
President’s Message

T

There are times in an organization’s life when organizational reflection and perhaps even recalibration seem appropriate. Some believe ANPR is at that point and has been for some time. After starting ANPR in 1977, the founding 33 members and those of their NPS generation were the leadership and the movers and shakers of ANPR for its first 15-17 years. In the early and mid-1990s a generational shift began to occur with those of us who became NPser in the 1980s and early 1990s stepping into primary leadership and operational positions of ANPR. It has been just over 15 years since our first turnover occurred, and by that earlier timetable it is time for a second turnover. If that is an accurate prognosis, then it’s time for us to re-examine ANPR’s mission, leadership and structure to evaluate whether or not ANPR is still relevant and desired by today’s NPS workforce and those who support the NPS.

What other clues might indicate that organizational revitalization is needed? Here are some that I see. The last letter to the editor written by any member for Ranger was in the fall of 2008. The last professional opinion submitted for approval to the Board of Directors was also in 2008. Many years we bring in 200-300 new members, but we also lose that many existing members who decide not to renew. While 300 new members certainly is a significant number at our current membership level, compared to the 20,000+ NPS employees who are potential members, it is not all that significant.

Last year at Ranger Rendezvous 32 in Gettysburg, following a motion from the floor, a work group was formed to examine ANPR’s present status and to bring together ideas on how we might move toward a revitalized organization that attracts a greater percentage of the NPS work force in all disciplines and that delivers increased positive, articulable outcomes for NPS employees and the National Park System. Their report is the primary focus of this issue of Ranger. My perception is that it is a fine action plan, and I publicly commend the work group for producing it and for their many hours of volunteer work.

The real question for you as an ANPR member is: Do you approve of its recommendations, and more importantly, what will you do personally to bring any of the recommendations to fruition? In the last year I have heard NPS Director Jon Jarvis say that while the Second Century Commission Report is a good thing that might serve the NPS well as a planning tool, what the NPS needs now is “to get the work done” and not necessarily more planning documents. I think the same can be said for ANPR’s present circumstances. There are positive, actionable ideas in this report, as there are in our bylaws and in other formats, but it is time to produce results if we want ANPR to be relevant to rank-and-file NPS employees, NPS managers, and politicians and their staffs that oversee the NPS. Who among us will step forward and volunteer some portion of their time and expertise to move ANPR into its next generation?

In trying to write something inspirational and motivational as a lead-in for you to read this report, I reread some of my old issues of Ranger, specifically from the time period of the mid-1990s. In 1994 ANPR President Rick Gale wrote, “Who is going to do the work of the Association? It is time for a generational change to provide leadership, direction and guidance and to accomplish the work in the Association of National Park Rangers. It is time for the 30- or 40-somethings to grab hold, step up and assume leadership roles.”

The 21st Century ANPR Revitalization Report and Recommendations identifies many opportunities for every member of ANPR to step forward and reinvigorate our organization. Will you 21st century NPser accept that challenge and answer the ANPR opportunities before you? Answer that question by reading the report, identifying one of the recommendations that you will help with, and then contacting any board member to get started.

A. Gale McElvene
A Call to Action — ANPR’s Shared Future

By Amy Gilbert
Arlington House

As ANPR works to revitalize itself as a professional organization, it is important for all members to reflect upon ANPR history, their hopes for the future and how they anticipate helping ANPR reach its goals.

We may be aware of the organization’s beginnings and social history. We have heard the worries that we are promoting the wrong image to National Park Service leadership or to potential members. Yet, we are also rightfully proud of the work we have done over the years in supporting professional career development and helping to further the mission of the national parks and the NPS.

With all of this together, we are only seeing part of the larger picture. ANPR must look from within, to its own members, to determine where to go next. It must be based on a well-discussed past and a future that is still to be determined.

In my own experience, ANPR has played a large role in my professional development. It’s not from nights in the Rendezvous hospitality room or fraternizing with the good ol’ boys of the NPS, but rather from seeing opportunities to play a role in the organization and better work toward its mission.

As a college student, my professional mentor pushed me to become a member, write a paper for Ranger Rendezvous in Santa Fe in 2008 and become involved in the organization. At that Rendezvous I decided to help coordinate the next year’s Rendezvous in Gettysburg. While at Gettysburg, I found opportunities for more involvement by seeking election as the board member for special concerns and the co-chair of the Revitalization Work Group. Every time one opportunity reached a close, I seized another opportunity to expand my involvement with ANPR and achieve goals for the organization.

I have benefited from this involvement, not only professionally, but personally—and it all started because someone I admired persuaded me to become a member.

Of all the work I have done so far, being a part of the Revitalization Work Group has been the most beneficial because I was part of a group of fresh-minded, hardworking, dedicated and positive ANPR members. We all saw promise and hope for the future of ANPR. Younger members are becoming active, older members are ready for a change and we have been asked to make this happen. Putting together this report wasn’t an easy task, but we have created an end product that each of us is proud to have our name on. If implemented properly and efficiently, this report will set the groundwork for ANPR’s future. It is a future to look forward to and most importantly, be a part of.

This report is thoughtful recommendations; it does not cover implementation fully. That is the next step. The Revitalization Work Group provided an outline for the implementation process because we realized the importance of determining not only what to do but how to do it. Ultimately, it is up to the ANPR Board of Directors and an implementation team to determine the step-by-step process of putting this report into action.

When the board reviewed the report, the main concern was “how do we do it?”

Ultimately, it is up to you. ANPR needs your help. If six members can put their heads together and develop this plan, as an organization we should be able to implement this plan. As you are thinking about ANPR’s future and its work in support of parks and protected areas, remember that small steps by many people are just as important as large steps by a few.

The members of the Revitalization Work Group can’t do it all, and we do not want to, nor should we. ANPR’s future is a shared future; we cannot create it for you.

The recommended actions in the report are called for specific actions and an end product. The recommended actions can not only be a fun experience, they can also be a rewarding experience. Stepping up to the task proved to be easier knowing it called for specific actions and an end product. The recommended actions in the report are the same. They don’t call for a three-year term, but rather, they are smaller projects that can be achieved and celebrated fairly easily with one person’s hard work and dedication.

ANPR’s shared future is within our grasp, but we need your help.

ANPR success is based on you.

Left to right are Leland Barker, Amy Gilbert and Michelle Wenz.

 Kopf, the current ANPR board member for special concerns, works at Arlington House: The Robert E. Lee Memorial. She has worked for the NPS since 2005, and is a graduate student at George Washington University.

Amy Gilbert, the current ANPR board member for special concerns, works at Arlington House: The Robert E. Lee Memorial. She has worked for the NPS since 2005, and is a graduate student at George Washington University.
May 2010

Dear ANPR membership:

During Rendezvous XXXII in Gettysburg, Pennsylvania, last December, the membership of the Association endorsed a resolution calling for the convening of a revitalization work group to consider any issues pertaining to the future of the Association and prepare a written report for the President and the Board of Directors for presentation to the membership. The report was submitted to them on April 1, 2010. As co-chairs of that group, we are now pleased to submit this report to the full membership.

We are also pleased to report that the members of this group provided outstanding service to the Association in preparing this document. They worked long, hard, cooperatively and conscientiously to evaluate all options open to the Association in each of the five areas that the group was asked to evaluate:

- Recommend additional or improved methods of outreach and communication to the agency, partners and potential members;
- Determine ways to help increase funding and membership that will help ANPR meet future needs of its members and goals;
- Make recommendations on the current and future viability of the ANPR mission statement with suggestions for any changes;
- Make recommendations on ways to ensure an active and effective board and membership that has clear goals and produces measurable results; and
- Recommend an advocacy plan for ANPR that helps support the NPS mission and the NPS employee.

The report lists recommendations in each of these five areas. A sixth charge was to assure that any recommendations for related outcomes are of a nature that can be measured and tracked. That objective was met as well.

The report also provides some background on methodology, lists work group members, and breaks out recommendations into two categories — those that are “global,” applying to all recommendations, and those that are particular to each of the specific areas. The report concludes with a suggested implementation time line and recommendations on who should be responsible for each action.

We believe that this report provides a comprehensive plan for revitalizing the Association of National Park Rangers, and ask that it be given full and thoughtful consideration by the full membership. Members of this group stand ready to assist in any way you deem appropriate.

Sincerely,

Amy Gilbert and Melanie Parker, Revitalization Work Group Co-Chairs

Members of work group
- Greg Broadhurst (co-lead for Funding and Membership outcome)
- Amy Gilbert (co-chair and lead for Effective Board and Membership outcome)
- Leslie Green (co-lead for Funding and Membership outcome)
- Dylan Mroszczyk-McDonald (recorder)
- Melanie Parker (co-chair and lead for Outreach and Communications outcome)
- Glenn Smith (lead for Mission Statement and Advocacy outcomes)

Advisers
The work group members were assisted by four longtime ANPR members—Deanne Adams, Bill Halainen, Dick Martin and Tony Sisto — acting in the capacity as advisers to, but not members of, the work group.

Contributors and Final Reviewers
Leland Barker and Sam Sehman were early contributors to the work group during the initial brainstorming calls and they reviewed the final drafts, contributing useful feedback and suggested revisions.

Additional Reviewers
The work group thanks ANPR members Maureen Finnerty, Bob Krumenaker and Jeremy Kaufman for their review and constructive comments on the final drafts.
Executive Summary

On Dec. 10, 2009, the Board of Directors of the Association of National Park Rangers approved a motion from the floor at its annual meeting, held during the Ranger Rendezvous at Gettysburg, which mandated that ANPR convene a work group in 2010 to consider any issues pertaining to the future of the Association. The resolution directed the work group to consider issues of specific concern to the organization and prepare a written report for the President and the Board of Directors, by April 1, 2010, to be subsequently presented to the membership.

The work group was charged with five goals:

1. Recommending additional or improved methods of outreach and communication to the NPS, its partners and potential members.

2. Determining ways to help increase funding and membership that will help ANPR meet the future needs of its members and attain its mission goals.

3. Making recommendations on the current and future viability of the ANPR mission statement, with suggestions for any changes.

4. Making recommendations on ways to ensure an active and effective board and membership that have clear goals and produce measurable results.

5. Recommending an advocacy plan for ANPR that helps support the NPS mission and the NPS employee.

This final work group report, prepared for the Board of Directors and the membership of ANPR, includes recommendations and an implementation plan for consideration.

Recommendations (Global and Outcome Specific)

Responding to the specific issues identified, the work group established subcommittees to develop recommendations for each goal which would assist the Board of Directors in identifying plans of action with clear goals and measurable results. These recommendations have been listed in order of feasibility, but not necessarily importance of achievement. Each board member should be assigned a lead role with the outcomes; suggestions for those board leads are listed within the outcome specific recommendations. In some cases, other board members have been assigned to work with the board leads. In other instances, there is a staff lead or board lead assigned, within sections, where their role is a better fit.

Implementation Plan

In addition to the recommendations for each goal, the work group also developed a separate implementation plan to comply with the resolution’s directive that: “All outcomes must be presented in a manner that can lead to measurable results.”

Process

After the December Ranger Rendezvous, the work group quickly agreed on the outline for their process, which would result in the delivery of a report of recommendations to the Board of Directors by the April 1 deadline. The work group selected two co-chairs and a recorder, committed to a weekly conference call and to a rotating facilitator with each member taking that responsibility at least once. The co-chairs committed to an additional weekly call with the advisers and a weekly call with the facilitator to develop the next week’s agenda.

After an initial brainstorming call where ideas on all the outcomes were captured by the recorder, the work group members each took responsibility for at least one outcome and researched the feasibility of the brainstormed ideas. Each week one outcome was discussed with consensus points captured by the recorder. The lead for the outcome then took the notes from the recorder and developed a coherent set of recommendations for consideration by the entire work group. Overall, this was a thoughtful and structured process.

The work group also thanks the Board of Directors for passing the motion for the revitalization of ANPR, and for their confidence in this work group to develop recommendations.

As a longtime member of ANPR who has not been able to contribute to the Association in the past, I felt the work group’s diversity of newer and more experienced ANPR members enabled us to examine the important issues that ANPR faces in the future. I encourage all ANPR members to volunteer in some way to the Association, be it small or large.

— Glenn Smith, Steamtown

It’s been a great experience to work with such a dedicated group of people representing such a diverse cross-section of the NPS. The energy and commitment everyone brought together has led to some great ideas and suggestions for the future of ANPR.

— Dylan Mroszczyk-McDonald, Boston

GIVE AND TAKE: Rendezvous attendees at last year’s gathering in Gettysburg participated in small-group discussions one morning.
Recommendations

Outcome Specific Recommendations

Outcome 1 – Outreach and Communications

Current and potential members will have a more favorable and professional view of the Association through a modernized website. With Staff lead: Teresa Ford

- **Forums and/or Blogs** – Make available an interactive forum or blog on the website to post topics and exchange ideas. These either could be for members only, or could be available to the public to view but not to post on unless an ANPR member. Another option would be to make certain topics available to the public, but limiting the availability of other topics that might be of benefit to members only. This may help to encourage people to join ANPR, and could aid in the impression that they are getting more networking and communication opportunities with one another through the Association. Staff lead: Teresa Ford

- **Bumper Stickers** – By creating a simple and inexpensive bumper sticker, ANPR can help brand the organization, allowing for both name recognition as well as member pride in the Association.

- **ANPR Regional Representatives** – Revisit the idea implemented in the past of regional ANPR representatives. This could help to establish contacts within regions and parks and help develop better outreach and communication. These representatives could be assigned to represent approximately 25 parks. Responsibilities could be adapted from the 1980 list of responsibilities and could also allow representatives to delegate responsibility to others in order to assist them.

External

Board leads: Membership Services, Liam Strain, and Seasonal Perspectives, Tom Banks

- **Update ANPR Recruitment Flyer** – The flyer could state the Association’s relevance to all NPS employees, and should be updated with website info, pictures, etc. This information could also be made available in a two-sided rack card or tri-fold brochure that could be distributed to new hires by a representative in the park/region, and could be produced in a digital form as well. It is also important to tie in the availability of health insurance for seasonals, as this could help attract new members as well. With Staff lead: Teresa Ford

- **Support and Expand College Chapters** – Members could go to college campuses and career fairs to work to get students involved with ANPR and thereby the NPS. Ideally, this could be done through the pairing of a veteran member who has the knowledge and experience of working with the Association with a younger member who may be less intimidating and more approachable to students. Connecting ANPR to the NPS from the start will help young people to more closely associate ANPR with the NPS throughout their careers and help to maintain membership and interest within the Association. With President Scot McElveen

- **Develop/Improve Partnerships** – Cultivate partnerships with other, larger organizations, such as National Park Conservation Association and the National Park Foundation. Our involvement with other groups, who focus on a broader spectrum of issues, should be on an issue specific basis. Working with other like-minded organizations would attract potential members to ANPR who may already be part of another organization and promote teamwork to better achieve goals of both organizations. With Professional Issues, Mike Anderson

- **Keep Ranger Rendezvous Affordable** – Members generally agreed that housing provided by Catoctin worked very well at Gettysburg, but very few members knew about it until after other accommodations were made. It would help make Rendezvous more successful if a park housing alternative were regularly available in the future. With Rendezvous Site Coordinator Mike Pflaum

- **Improve ANPR’s Image** – Gaining the recognition of NPS management as a professional organization is perhaps the most important recommendation being made for ANPR, but also the most difficult to achieve. To improve standing among NPS management, ANPR must survey park superintendents for their thoughts on the organization and for suggestions that would benefit ANPR. It is vital to gain the superintendents’ support, as they decide whether to allow their staff to attend
Outcome 2 – Funding and Membership

The recommendations for this category are divided into two sections, funding and membership, with the former divided into internal and external components. The recommendations are also listed by feasibility, but not necessarily importance, of achievement. The work group reminds the Board of Directors that in the nonprofit community, the task of raising funds for ANPR and for recruitment and maintaining members is the responsibility of every board member. Therefore, while one board member is suggested as the lead for this outcome, all board members should identify how they will be engaged in this outcome.

Internal Funding

Board leads: Fund Raising Activities, Charissa Reid*, and Treasurer Bill Schappell

- **Donations** – Advertise and solicit Centennial donations from both corporate and private sources (expanding on the donation programs that we have had previously).
- **Direct Sales** – Revitalize in-house “direct sales” programs in conjunction with outside suppliers, such as Western Heritage, Schrade, REI, Columbia, North Face, Helly Hansen, etc.
- **CFC** – Research having an entry in the Combined Federal Campaign brochure so that members and others could contribute from their salaries. Contact Phil Brueck, Coalition of National Park Service Retirees, about their research into the process and their decision not to pursue using CFC.

External Funding

Board leads: Fund Raising Activities, Charissa Reid*, and Treasurer Bill Schappell

- **Training and Mentoring** – It is very important to provide training and mentoring opportunities in order to improve ANPR’s image as a professional organization. More detailed recommendations pertaining to training and mentoring are listed under Outcomes 2 and 4.
- **Determine standards for future partnerships** with non-NPS entities who have shared interests with ANPR that would also protect ANPR’s image.
- **Direct Giving** – Solicit direct giving programs, better utilize 501(c)(3) status to acquire funding from trusts, inheritances, tax reductions and annuity programs run through a financial management/donations program. Research how Sierra Club and other larger nonprofits/organizations do this.
- **Joint Campaigns** – Join combined campaigns with other nonprofit organizations such as the USFS, BLM, USFWS, George Wright Society, FOP NPS Ranger Lodge and other organizations that share similar interests/missions as ANPR.
- **Corporate Sponsors** – Seek corporate sponsorships, “green-linking,” recruiting of interns and AmeriCorps to help out with getting some of the recommendations up and running.
- **Reduced Cost Membership** – Institute reduced cost memberships for seasonals in all divisions (including online Ranger access).
- **Publicize ANPR** – As was recommended for Outcome 1, seek inclusion of membership information in job orientation packets/on job boards.
- **Advertising** – Increase ANPR exposure with a revved-up ad campaign and online posters to get the word out into regional offices and parks.
- **Gift Memberships** – Expand and increase visibility of the gift membership program to honor those who support and share ANPR’s goals, whether from park area communities, businesses and corporate communities, or those in government service, including “sister” agencies. This could possibly help identify and promote shared interests and support, as well as enhance membership and volunteer opportunities.
- **Extended Membership Benefits** – Develop an extended membership benefits program such as Costco has, with gear and publication discounts, like REI, which could be another cooperator/member. With Fund Raising Activities, Charissa Reid*
- **Video Conferencing** – Establish quarterly video conferences for ANPR members centered on issues important to the membership, to provide avenues for increased discussion and involvement. This would give the organization a way to make everyone feel included, and perhaps inspire more involvement. With Professional Issues, Mike Anderson
- **Emphasize Mission and Employees** – Foster ANPR as an organization dedicated to the NPS mission and support and advocate for employees in all NPS divisions, and place an emphasis on inviting all NPS employees to join. With Fund Raising Activities, Charissa Reid*
- **Member Recognition** – Develop an individual member recognition program for newer NPS/ANPR members, such as featuring them on an ANPR recruiting poster. With Fund Raising Activities, Charissa Reid*
- **ANPR Representatives** – As suggested for Outcome 1, reintroduce ANPR regional/area reps to help get the word out and to recruit and retain members and develop relationships with their parks. With Professional Issues, Mike Anderson
- **Link to NPS Managers** – Develop relationships with administrators and front-line supervisors by offering one-time, free memberships to develop exposure.
- **Campus Chapters** – Promote campus chapters of ANPR, identifying present and former NPS people in academia, getting them into an ANPR “campus adviser” program, and recruiting students who are NPS seasonals to help out. This could be a foundation for setting up and building future training opportunities for ANPR/NPS. We could propose being recruitment auxiliary for the NPS, which would serve both our purposes. With President Scot McElveen
- **Corporate Sponsor Memberships** – Develop corporate sponsor memberships with cooperators, companies with outdoor/ envi-

* Charissa Reid unexpectedly resigned May 11 (see page 14) and the board is seeking a replacement.
Environmental connections, gear/outdoor clothing companies, publishers and others. With Fund Raising Activities, Charissa Reid*

- **Professional Development** – Institute “develop professional excellence” or “NPS leadership for the next century” training courses at Ranger Rendezvous, along with professional development seminars and other learning opportunities for new and mid-career NPS employees. Explore opportunity for position on the Council of Park Professionals at the Hartzog Institute. Board lead: Education and Training, Rebecca Harriet

- **Regional Field Days** – Institute regional field days around the country where the campus chapters and ANPR members from the vicinity can get out into their communities and talk about what rangers do, have “ropes” sessions as how to get hired, and just get to meet people who are in the field, offer memberships and enjoy camaraderie. These could include extensions of Rendezvous training sessions.

- **World Ranger Day** – Put World Ranger Day on the map, becoming a primary sponsor, perhaps in link with “Ranger Field Days.” Perhaps we could get some help from like-minded organizations such as National Geographic or the National Park Foundation.

**Outcome 3 – ANPR Mission Statement**

The work group recommends the following actions in updating the organization’s mission and purpose. An updated mission will better serve the Association and the National Park Service. This is based on the ideas of Director Jarvis from the Gettysburg Ranger Rendezvous regarding being “more supportive of the NPS and less supportive of ourselves,” and the perpetuation of the “ranger image,” as well as Mike Finley’s comment that the “appropriate role of the organization is to be a friend of the NPS, with honest and open communication, mutual trust and respect, in good times and in bad.” (Mike Finley’s 1982 report to the Association, reprinted in the Spring 1990 issue of Ranger)

Board lead: Secretary Emily Weisner, with President Scot McElveen and President-elect Stacy Allen

- **Expediency** – Develop a new draft of the ANPR mission statement by Ranger Rendezvous 2010. This can be discussed and voted on with membership in attendance.

- **Consistency** – Examine the mission statements as they appear on the ANPR website and in Ranger. There are currently two different versions of the mission statement on the homepage and on the “Who We Are” page. There is also a third version of the mission statement in Ranger. These three versions need to be aligned or rectified so that the mission statement is consistent.

- **Make More Concise** – Revise the mission statement into a short, concise and to-the-point statement of approximately two to three sentences. Additional paragraphs can provide explanations and/or expand on the main statement. As part of this process, examine mission statements for the George Wright Society, NPCA, NAI, etc. to determine what makes their mission statements effective or ineffective.

- **Highlight Mission** – Separate the mission statement as it appears in Ranger from the rest of the text and incorporate it into the inside cover page of the magazine to highlight and emphasize the Association’s mission. Currently the mission statement seems lost within the sea of text surrounding it.

- **Revise Language** – Replace the term “social enrichment” with “professional enrichment” in order to help the Association garner a more professional standing with NPS management; to reflect that the ranger occupation is a highly professional career that ANPR has enhanced/can enhance through professional networking and advice through “face-to-face” contacts and camaraderie at venues such as Rendezvous, training and conferences; and to provide a better career image to new/potential members.

**Outcome 4 – Effective Board and Membership**

The recommendations for this category are divided into two sections, the first concerning an effective board and the second concerning an effective membership. The recommendations are listed by feasibility, but not necessarily importance of achievement.

Board leads: President Scot McElveen and President-elect Stacy Allen, with Board Member for Strategic Planning

- **Effective Board**
  - There are two common responsibilities all board members share: helping to raise money and helping acquire new members. These essential ANPR jobs are not just the responsibility of the president and the board member for membership.
  - **Review and Report** – Board members should provide a yearly summary review, or state of their office memo, complete with their accomplishments of the past year, as well as goals for the next year, including current information on ANPR goals, missions, values they are they are working to promote.

- **Communications** – Create an area on the website where board members can communicate what they have been working on. This will help to highlight their work to members unable to attend Rendezvous. With Staff Lead: Teresa Ford

- **Regional Representative Communications** – Establish effective means for regional reps to communicate with the board, and establish or expand a board position to oversee and communicate with regional reps. Regional reps should be called on in board meetings to report on their activities.

- **Develop Clear Expectations for each Board Office** – Increase interest in participating on the board by defining what is expected of board members so they know their roles and developing positions descriptions that will help define specific responsibilities and roles. Examine and determine if board terms should be shortened.

**Effective Membership**

With Mentoring Coordinator Bill Pierce

- **Mentoring Program** – The existing program should be continued but revitalized. Board members should be required to participate in the mentoring program. A clear and defined role should be established for the mentorship program, and a breakout session should be held at the next Rendezvous on how
to be an effective mentor. A start-up package or guidelines should be developed for interested mentors to formalize the mentorship program and help people get started.

- **Board Apprenticeships** – Establish apprenticeships to give members better insight into board roles and responsibilities. This might help to convince people to run for board positions by making the task less daunting. Define the limits and role of the apprenticeship to delineate what they can/cannot do vs. a full board member. Apprenticeships should be for one year.

- **Regional Retreats** – Hold three-day weekend retreats coupled with training opportunities, thereby attracting potential members. Establishing such retreats/training sessions should be part of regional rep duties. They should be called regional training workshops to get away from the idea that they’re vacations. Sites should be chosen that are close enough to many areas to encourage more people to attend. Also holding them over weekends would help ensure attendance. Look into funding from the NPS for trainers/instructors. Assure that skills are developed by making the task less daunting. Define apprenticeships to give members better insight into board roles and responsibilities. This might help to convince people to run for board positions by making the task less daunting. Define the limits and role of the apprenticeship to delineate what they can/cannot do vs. a full board member. Apprenticeships should be for one year.

**Outcome 5 – Advocacy**

The work group recommends the following actions regarding the re-establishment of ANPR as a pre-eminent advocate for all National Park Service employees, the NPS, and pursuits that conserve unimpaired scenery, both natural and historic:

- **Agency Issue Communications** – ANPR’s president should maintain clear and open communications with NPS senior management, especially the Director’s Office, concerning park-related issues that ANPR is advocating for, identifying issues important to the NPS and providing the Association’s perspective.

- **Convene Meeting on Common Issues** – As part of this effort, organize a meeting of the above groups (either in person or by conference/TELnet, etc.) in order to explore areas of mutual interest/concern.

- **Establish Special Concerns Team** – Identify a team to work with the president and the board member for special concerns to address advocacy and issues as a whole. Contact ANPR members who have worked with members of Congress (such as Bevinetto fellows and superintendents) to get advice on re-establishing contact with Congress.

- **Determine Issues** – ANPR should recommit itself to presenting professional opinions to NPS management and elected offices concerning issues that affect units of the National Park System and the employees of the National Park Service. These issues will be determined by the organization but should include two areas:

  1. issues that affect the integrity of the system and the operation of the NPS, such as budget (hiring freeze, flat budget, etc. and implications to the system)

  2. professional issues, such as professional development (training for current and future positions, leadership skills, mentoring, details), career ladders, position management, hiring practices (seasonal/permanent) and other issues that affect the employment and advancement of employees. The emphasis should be on impacts/concerns/benefits to the field rather than central/support offices.

- **Renew Congressional Ties** – Renew contact with members of Congress who have supported the NPS in the past. Introduce ANPR to new congressional members/staffs, starting with members who currently sit on House/Senate committees/subcommittees that oversee the NPS.

- **Restore Advocacy Role** – ANPR should renew/re-establish/strengthen its ties to NPS management, Congress, partner groups (NAI, George Wright, NPCA, Coalition of National Park Service Retirees) and the Administration/White House in order to have a voice regarding issues important to the NPS and its employees.
Global Recommendations

The following recommendations apply to all Outcome Goals:

- **The president-elect** should have the responsibility for following board member progress and ensuring accountability for implementation of the revitalization report.

- **Interns**—Establish an internship program. Look into the possibility of ANPR interns working on projects such as Ranger, the website, legislative research, grant-writing, etc. This would encourage undergraduate and graduate student interest in professional internship and advancement opportunities.
  - Place interns with ANPR board members or senior leaders around the country based upon location. Student interns could work from school and meet with ANPR adviser periodically.
  - Establish a position that would oversee intern program and coordinate.
  - Enlist the help of a faculty member whose course requires an internship. These internships may meet specific requirements for credit hours. An academic adviser to ANPR could aid in the setup and structure of an internship that is fulfilling to the student and organization.

- **Funding Options**—Explore the possibility of funding options, particularly grants.
  - Grants can help pay salaries of part-time employees (particularly a webmaster and an outreach coordinator) or a stipend for interns, which would in turn help the organization to grow.
  - Obtain grants from approved cooperators. Possible candidates include National Park Conservation Association, the National Park Foundation, and various companies and foundations with parallel interests, i.e. automakers who use national park names for SUV models. Also solicit “advertising grants” from cooperators.
  - Board members should actively look for grant opportunities as pertaining to their roles and responsibilities.
  - A primary job for the president-elect should be to search and apply for grant opportunities which extend over his/her term as president.
  - This revitalization report could provide a guideline for a grant writer and tie in with the excitement surrounding NPS centennial celebration, the Second Century Commission Report and the Ken Burns film.

Implementation

The work group recommends the following guidelines regarding the implementation of this plan:

- **Implementation Team**
  - The Board of Directors should establish an implementation team(s) to follow through on the recommendations and implementation. Members of the implementation team(s) can be from the board, general membership or members of the Revitalization Work Group.
  - Each board member should be assigned a lead role with the outcomes. Suggestions for those board leads are listed with the outcome recommendations.
  - The implementation team should be responsible for organizing the process to accomplish those recommendations approved by the board and membership, and for presenting a status report at the next Rendezvous in Bend, Oregon.
  - The Revitalization Work Group should remain as established through the end of the next Rendezvous to receive interim status reports from the implementation team, and to clarify any questions or concerns regarding its recommendations.
  - Members of the Revitalization Work Group can serve as liaisons with the implementation team(s) to provide continuity and additional information on the recommendations. Some may be willing to serve as working members of the implementation team(s).
  - The Revitalization Work Group found it effective to break into smaller teams, each focused on an outcome. The implementation team may also find this process helpful.

You’re not ‘just a seasonal’

Career paths for seasonals
IN FACILITY MANAGEMENT
Coming in Ranger this August

Whether 2010 is your first summer in facility management or you have multiple seasons in the National Park Service, the next issue of *Ranger* magazine (publication date, August 2010) will highlight articles about your career with the NPS.

What opportunities exist for you to make a permanent career in maintenance?

How can you make the transition from seasonal to permanent?

Which career fields make sense to you?

How can you build an application to get the job?

Hear advice and guidance from maintenance managers.

Hear from career facility management employees who started as a seasonal like you.

The Association of National Park Rangers is an organization for and about all National Park Service employees in all career fields.

---

It’s been an honor to work with this Revitalization Team. Members’ experiences span the NPS experience, from young seasonals to older, seasoned permanent staff and from all disciplines of the NPS. We came together and donated many hours of personal time for a cause: to develop a proposal to revitalize ANPR. Everyone’s voice was heard, everyone’s opinion was valued. I now challenge you to pick up this cause, to step forward, to stop being bystanders and instead to become participants, to make this the best that ANPR can be.

— Leslie Green, Saratoga
ANPR’s seasonal survey this spring augments NPS survey

By Tom Banks and Stephanie Hester

N ational Park Service Director Jon Jarvis has identified that one of his top priorities is an investment in the NPS work force so that it has the resources and passion needed to respond to the challenges the agency will face in its second century. Leadership recognizes that NPS employee satisfaction is a key factor in the agency’s success and is committed to creating a better workplace that values and learns from its employees.

NPS employee satisfaction has declined over the past eight years as gauged by a biannual employee satisfaction survey administered by Office of Personnel Management. OPM’s survey results show that NPS employees have high levels of satisfaction around the NPS mission and the type of work they do, but are concerned about several key indicators of job satisfaction including effective leadership, employee development, work-life balance, and support for diversity. Now being offered on an annual basis, the OPM Employee Viewpoint Survey (formerly the Federal Human Capital Survey) was administered Feb. 24–March 26, 2010, to full-time permanent employees.

This year the newly formed, employee-led NPS Workplace Enrichment Program* offered an identical version of the Employee Viewpoint Survey via Survey Monkey to terms, permanent part-time and seasonal employees who were ineligible for the OPM version of the survey. The surveys were intentionally identical and offered during the same time period so the results could be compared and contrasted.

While the Workplace Enrichment survey was sent to more than 6,000 employees, a large percentage of seasonal employees were still not surveyed. ANPR filled this gap by developing its own survey, designed specifically for current and former NPS seasonal employees. With the results of this survey now in hand, we have detailed information about seasonal employee perspectives that we can discuss with NPS managers and with Workplace Enrichment where recommendations to improve employee satisfaction are being formulated.

ANPR began its 2010 seasonal survey on April 1 using Survey Monkey, a web-based surveying tool. A cover letter and web link was sent via e-mail to all ANPR members with a request that seasonal members take the survey and that any member forward the invitation to seasonals and encourage their nonmember friends and contacts to participate. A survey invitation was listed on ANPR’s website and Facebook and LinkedIn pages. Anyone was welcome to participate in the survey who, in their last work assignment with NPS, worked as a seasonal federal employee.

An impressive response occurred rapidly, with about 20 surveys being completed within the first two hours, 70 within the first day, and about 100 within the first two days. (As of late May, nearly 160 people, mostly ANPR members, had participated in the survey.)

The results of the survey are available for review on our website, www.anpr.org. The site also includes a call to individuals who would like to help work on the issues raised in the survey. A summary and discussion of the survey results, as of mid-May, is below.

Length of service to NPS

Of the 153 individuals responding to the survey by mid-May, 41% have worked two to four seasons for the NPS, 28% have worked five to 10 seasons, 20% have worked one season, 9% have worked 11-20 seasons, and 3% have worked more than 20 seasons for the NPS.

Most (48%) have worked at two to four National Park Service areas, while 35% have worked at one national park. The remainder (17%) have worked at five or more national parks.

Most (61%) anticipate working two to 10 more seasons for the NPS, while 25% indicated one more season will be their last. The smallest portion (14%) expect to work 11 or more additional seasons for the NPS.

Most (72%) agreed or strongly agreed that their intention is to use their NPS seasonal experience to qualify for a permanent NPS position. About half (46%) agreed or strongly agreed with the statement that being a seasonal with the NPS is an enjoyable work opportunity in and of itself, and they would not mind remaining seasonal with the NPS, while 35% disagreed or strongly disagreed with this statement. About half of the respondents agreed or strongly agreed that they will use their NPS seasonal experience to help them qualify for other jobs.

Issues of concern to NPS seasonals

From a list of choices, lack of health benefits and lack of step increases ranked at the top of a list of concerns, noted by 70% or more of respondents as issues of high concern.

Lack of job assurance from one season to the next, lack of retirement benefits and inadequate opportunities for winter NPS employment were each identified by more than 60% of respondents as issues of high concern.

Salary level, lack of “clout” as compared to permanent employees and difficulty maintaining summer NPS employment year to year due to difficulties obtaining suitable winter employment were issues identified by more than 40% of respondents as issues of high concern.

In a narrative section of the survey, respondents were given the opportunity to name other concerns about seasonal NPS employment. The responses were numerous. Concerns included: a bureaucratic application system, preference given to military veterans, inability to move from seasonal into the permanent ranks, lack of professionalism of some managers, lack of seasonal positions beyond the GS-5 level, high expectations for employees combined with overreliance on intangible benefits (“paid in sunsets” rather than with tangible benefits), lack of mentoring, poor housing, inadequate training compared to that provided to permanent, undue concessionaire influence on park management, relaxation of professional interpretive standards due to overreliance on volunteers, difficulty planning one’s life around unpredictable and changeable season beginning and ending dates.

Many poignant stories were offered. Here is one example:

“All too often, my wife and I have felt that seasonal park rangers were treated as no more than ‘warm bodies’ — as people who were necessary to lead tours, work information desks and rove sites. Unlike

*About Workplace Enrichment

The Workplace Enrichment Program has been established to identify and address employee satisfaction issues. A partnership between NPS leadership, programs and employees, Workplace Enrichment provides a focal point for identifying and improving work processes and environments so they are more satisfying for employees.

For more information

Insidenps: www.inside.nps.gov/WE
Twitter: WEnps
Facebook: NPSWorkplaceEnrichment
most corporations, we weren’t treated as important or well-trained resources; our opinions, thoughts, suggestions and feedback were never solicited. And during the season and even at the end, no one ever asked us for suggestions or feedback, no one ever asked how we thought programs could be improved or visitor experiences enhanced, and no one ever did anything to try to have us return. After being the president of a company for many years, it was just strange watching and observing the differences between how we treated employees and how the NPS treats people. And worse still, many managers were so involved in other projects and in what could only be considered unnecessary paperwork, that they didn’t supervise or audit programs, they didn’t seem to care about visitor experiences or how to enhance visitor experiences, they didn’t seem to care about the seasonal’s as people and human beings, and they made no attempts to mentor and encourage the better younger rangers in the hope of keeping them interested in the Park Service. It all was very strange and very sad.”

**Overall satisfaction**

In spite of the concerns listed, most responded very positively to the question, “Overall, what has been your level of satisfaction with your seasonal NPS employment?” The average rating was “high.” Most (71%) answered that their level of satisfaction was “high” to “very high,” 19% answered close to “neutral,” and 9% answered “low” to “very low.”

Asked to name several things about seasonal NPS employment that were most personally rewarding, several themes predominated. Examples of responses:

“Protecting our natural wonders, working outdoors, inspiring others to appreciate nature, and helping children get out into nature.”

“I enjoy seeing the kids play, learn and actually use their imaginations outdoors – where it is okay to be a kid. Connecting with the great outdoors seems to energize kids in a way that technology cannot.”

“Getting to help visitors enjoy this national park and perhaps make a closer connection with it is satisfying to me. I enjoy the people I work with and find most to be dedicated and creative people.”

“It’s rewarding to live and work in an environment where most come to vacation or escape work and city life.”

“The smiles of relief on visitor’s faces after giving them a sense of ‘being part of the family’ here. Folks who are comforted knowing that we really care for them is amazing! The amazing people with whom I have the pleasure to serve, 99.9% of the folks I’ve met have been the best of the best.”

“The ability to work in an amazing landscape and learn a diversity of skills from other co-workers, supervisors, and other departments. Working as a seasonal has greatly improved my personal skill sets and overall experience.”

“Co-workers who love the parks and are excited about protecting and enjoying them together. Managers who work to give their employees the full park experience and give them opportunities to learn all the skills of a ranger.”

A large majority (72% of respondents) indicated they gain high satisfaction from “the type of work that seasonals do (public contact, hands-on outdoor work).” 56% called “getting paid in sunsets, i.e., having a great place to live and work during the high use season,” highly satisfying, but 26% rated it as only moderately satisfying, and 18% indicated low to no satisfaction from this oft-mentioned benefit. The “ability to move around and experience a variety of parks and work assignments” was identified by 48% as giving high satisfaction.

**Narrative statements**

The final narrative portion of the survey invited respondents to “list any other concerns, recommendations or compliments about seasonal NPS employment that you would like to share.” Again, the responses were numerous and poignant. Some samples: “I love the NPS. I credit it with saving my sanity and health. I just wish it was easier to stick with it.”

“I couldn’t imagine a greater job, thank you for a dream come true!”

“I am sorry. I really don’t have anything positive to say; as a direct result of my experience with the NPS and their treatment of employees, I will be seeking employment elsewhere.”

“I do not like the ‘hand me down’ and ‘leftovers’ attitude toward seasonal employees concerning equipment, vehicles, etc., especially in a LE position. We are expected to do the same job, but normally have older or not working equipment and ‘hand me down’ vehicles that can be downright dangerous.”

“I think, somehow, introducing benefits to returning seasonals would encourage dedicated, but poor, employees to stay with the NPS. Thank you for taking the time to do this survey and hear our voices.”

“I would love to see more permanent positions (including subject-to-furlough) in the backcountry realm.”

“I love my job, I love what I do. But there are times I wonder why I put up with working for an agency that truly does not appreciate its employees.”

“There should be some way for the federal government to provide seasonal employees with health benefits.”

“Time worked as a seasonal should be documented and time served should be rewarded. Why shouldn’t a seasonal be given status after an equivalent of two years worked?”

“If seasonal employees received the same training as permanents, government health insurance benefits and retirement plans, I would remain a happy seasonal employee for my entire career. Seasonal employment is the essence of what being a ranger really is, but today’s world requires adequate training, insurance and retirement.”

**Conclusions**

The survey results, especially the individual narratives, reveal the depth of devotion of NPS seasonals. They maintain a positive attitude about their jobs despite a great sense of long-suffering under conditions indicating they are not valued on an equal basis with regular, permanent government employees. While some conditions have improved in the last 30 years (housing is usually better than it once was, grade levels are a little bit higher with more GS-5’s rather than GS-4’s, and per diem is more often paid for backcountry overnights), other conditions (lack of health benefits, retirement benefits, step increases, and off-season paid training opportunities) have not improved. In the short term, the NPS maintains a lower budget by hiring seasonals rather than converting more positions to term/subject-to-furlough positions (attempted once back in the 1980’s, but quickly reversed, presumably for budgetary reasons). The long-term cost is the migration of skilled, devoted seasonals out of the NPS to other agencies with perhaps slightly less idealistic, “green” images, but with better employee benefits and upward mobility. This migration has become increasingly common, and in some parks the devotion, knowledge and skills of the average seasonal NPS employee has noticeably declined, causing many to be concerned that the quality of the future NPS permanent work force will also decline due to
the lack of a fertile seasonal training ground. Many hope that, as the NPS seeks to invest in its workplace, an investment in seasonals — the public face and front line of many park operations — will not be overlooked.

Thanks go to all who took part in the survey, with particular gratitude to those who said they are willing to work as a team to solve the problems they identified. For any who have not yet offered to help but want to step forward to further discuss and work on these issues, contact Tom Banks or another ANPR board member who will help facilitate.

Tom Banks, ANPR's board member for seasonal perspectives, administered the 2010 ANPR seasonal employee survey. Currently he is a lead wilderness ranger with the U.S. Forest Service in California. He has worked as an NPS seasonal for 22 summers in interpretation, law enforcement and backcountry work, including 13 summers at Olympic. Contact him at RangerTWB@aol.com.

Stephanie Hester, associate director for the Center for Park Management, National Parks Conservation Association, administered the 2010 employee viewpoint survey in partnership with the NPS Workplace Enrichment Committee. Contact her at Shester@npca.org.

Cooking Outdoors

<table>
<thead>
<tr>
<th>Charcoal Grills</th>
<th>Sizes for single sites and large groups.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Open and covered grills.</td>
</tr>
<tr>
<td></td>
<td>Three grate adjustment styles.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Campfire Rings</th>
<th>The pleasure of a campfire!</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Plus the ability to cook.</td>
</tr>
<tr>
<td></td>
<td>Many styles and sizes to fit your campsites.</td>
</tr>
</tbody>
</table>

Cooking outdoors - a tradition with Pilot Rock.

Long, Hard Road

Life as an NPS seasonal takes persistence, outstanding performance and networking.

By Keri Leaman
Cape Hatteras

When I think about where I’ve been with the National Park Service and the frustrations I’ve experienced, I’m reminded of the tagline of the old Peace Corps commercials: “The toughest job you’ll ever love.” I feel that way about working for the NPS sometimes.

How did I become such an expert in frustration? 2010 marks my ninth summer as a seasonal, and Cape Hatteras is my ninth park site. Even with my education and experience, I obviously haven’t secured a permanent job yet. I could be the poster child for the bitter, cynical and frustrated.

Throughout the years I’ve thought long and hard about finding something else to do with my life. Every time I’ve come close to making the decision, I’ve then stopped. Why?

For one thing, I’m in my mid-30s and, honestly, I’m too scared to start over at this point. Plus, finding a new path would require more school, and more school would mean more debt. That’s definitely a place I don’t want to go a second time.

Most importantly though, I can’t think of any other career that would give me the same happiness and satisfaction that being an interpreter gives me. I think of all the awesome resources I’ve gotten to learn about, and I think of all the great people I’ve met — and I smile. Sure, I made mistakes and bad decisions along the way, but I wouldn’t be who I am today nor would I be where I am today without all the ugly stuff.

To my fellow seasonals of all divisions, I understand your frustration and I know your pain. One thing I learned from attending the Ranger Rendezvous in 2009 is this: We seasonals are not alone.

You may think you’re your own little island but you’re not. There are others out there who are experiencing similar emotions and experiences. If I could wave a magic wand and instantly grant all of us permanent jobs, I would do so in a second. All I can give is advice and words of encouragement.

▸ Be persistent and consistent with your applications. As much as I’ve hated to hear people tell me this, you do really never know what could happen.

▸ Don’t lose sight of what’s most important to you.

▸ Do the best at your job that you can and do work that you can be proud of.

▸ Join ANPR and other professional organizations as you can afford them. Networking can prove valuable.

▸ Hang in there and keep your chin up.

My words of encouragement come from the late Dr. Randy Pausch and his “Last Lecture,” later a book by the same name. He taught at Carnegie Mellon University before passing away in 2008 after a long battle with pancreatic cancer.

His words have encouraged me to keep going through the frustrations, and I hope...
Seasonal resident artist speaks out

By Kim Henkel

Artists have captured and documented the national parks since the early days of the creation and development of our protected lands. Artistic interpretations have advocated land preservation issues while artists have enjoyed opportunities to work in some of America’s most fantastic landscapes.

Historically artists have played a large role in influencing Congress to establish national parks. In the 1870s landscape painter Thomas Moran painted Yellowstone and his images influenced creation and protection of national parks. There are more than 30 national parks that have artist-in-residence programs today.

I have been a seasonal interpretive park ranger for more than four years. I have been fortunate to have benefited from the creative opportunities as an artist in residence in my off seasons or in between seasons.

My first experience was as a volunteer at Gila Cliff Dwellings in New Mexico. I was recently out of graduate school and an adjunct sculpture instructor at a local university. I found my way to the cliff dwellings on my weekends and during breaks. The remote monument in the heart of the Gila Wilderness inspired my work as a sculptor and pinhole photographer. The archaeology and the magical cliff dwellings influenced my concepts as an artist. I created a portfolio of work, volunteered with the area’s centennial events and gave interpretive walks and talks at the dwellings.

After years as an art teacher in public schools, I knew becoming a park ranger in the interpretive division was in my future. I landed the paid sculptor-in-residence position at Mount Rushmore for three summer seasons. I created weeklong, free sculpture workshops for visitors of all ages, educational outreach programs in the early spring and fall, and special workshops for school groups on site. I also networked with the South Dakota Arts Council, and worked closely with the park’s historical society that funded the supplies for the sculptor-in-residence program.

My last season, however, was cut short due to budget reductions and a changing of the guard in the interpretive administration. Under consideration was having a volunteer do the sculpting next summer. It was time for me to

MORE JOB TIPS

Visit ANPR’s website at this link: www.anpr.org/jobs.htm

- Learn how to write a good federal résumé.
- Learn the do’s and don’ts for applications and résumés.
- Get a checklist for applications.
- Learn to craft concise bullet statements.

NOTE: An Employment Networking and Coaching Team, a popular feature at last year’s Rendezvous, is scheduled for this year’s gathering in Bend, Oregon. Two staff members from the Seasonal Recruitment Operations Center will be present, the new NPS chief of human relations will be invited, and experienced ANPR members will do a mock interview, review your résumé and application, and answer your career questions. Talk with experienced employees and hiring managers about how to position yourself for a new job, entry level or mid-career. Bring a copy of your résumé and KSAs for review.

Keri Leaman on top of the lighthouse at Cape Hatteras

Keri Leaman has interpreted a variety of great resources throughout her career: at Gettysburg, Perry’s Victory and International Peace Memorial, Martin Van Buren, Chesapeake and Ohio Canal, Thomas Stone, Boston, George Washington Birthplace, Yosemite and now Cape Hatteras. She’s excited this summer for two reasons: She gets to talk about a big, beautiful, amazing lighthouse every day, and for two hours every other week she shares the joys of birdwatching with visitors and teaches them about the birds of the Outer Banks. She holds a bachelor’s degree in history from Millersville University and a master’s in applied history from Shippensburg University, both in Pennsylvania.

PERSPECTIVE

they encourage you:

“Brick walls are there for a reason. The brick walls are not there to keep us out. The brick walls are there to give us a chance to show how badly we want something. Because the brick walls are there to stop the people who don’t want it badly enough.”

If we happen to run into each other at another Rendezvous and you want to swap seasonal stories or just vent, meet me in the hospitality room. I’ll be all ears.

Keri Leaman

Keri Leaman has interpreted a variety of great resources throughout her career: at Gettysburg, Perry’s Victory and International Peace Memorial, Martin Van Buren, Chesapeake and Ohio Canal, Thomas Stone, Boston, George Washington Birthplace, Yosemite and now Cape Hatteras. She’s excited this summer for two reasons: She gets to talk about a big, beautiful, amazing lighthouse every day, and for two hours every other week she shares the joys of birdwatching with visitors and teaches them about the birds of the Outer Banks. She holds a bachelor’s degree in history from Millersville University and a master’s in applied history from Shippensburg University, both in Pennsylvania.

NOTE: An Employment Networking and Coaching Team, a popular feature at last year’s Rendezvous, is scheduled for this year’s gathering in Bend, Oregon. Two staff members from the Seasonal Recruitment Operations Center will be present, the new NPS chief of human relations will be invited, and experienced ANPR members will do a mock interview, review your résumé and application, and answer your career questions. Talk with experienced employees and hiring managers about how to position yourself for a new job, entry level or mid-career. Bring a copy of your résumé and KSAs for review.
move on. Being a GS-5 seasonal isn’t what I want to do forever. If a full-time permanent position would be created, I’d be interested.

I have applied to many residencies in the national parks, and I worked as the artist-in-residence for three weeks last November at Petrified Forest and for five weeks in December at Grand Canyon.

What a gift it is to live and work in the park. Although it was a volunteer position, the parks provided housing. I worked closely with some resourceful and giving park rangers. I was able to do research in the museums and collections. I loved giving talks and going into the local schools and talking to the students about my work and experience as an artist.

A typical requirement of a residency is to donate a piece of your art work to the park’s museum collection. While I was at the Grand Canyon, I was able to view the collection of artists’ work dating back to 1905. I wondered why these aren’t available for the visitors to see, but space always is an issue.

I’ve seen the collection at Badlands, Mount Rushmore, Petrified Forest and Grand Canyon. If only there was a way to exhibit the wonderful collection of work that interprets the parks so well. I’m interested in curating a traveling exhibit of artist-in-residence work to various national parks.

Currently I’m working on an American Recovery and Reinvestment Act project with the Bureau of Land Management. This is my first job not dealing with my art work or interpretation. I miss the NPS, working with visitors, interpretation and the integrity and work ethic of the NPS mission.

I once again live in a beautiful place but know it will come to an end when the fiscal year is over. I hope to secure a permanent career position with the NPS eventually. Some of us choose to be seasonal and benefit from it; some of us really want to find an NPS career.

It is a mystery or luck on how to land a permanent job in the parks. I continuously make a score of 100 but don’t get referred. The economy has brought people out of retirement and elsewhere to apply for park ranger jobs.

Our friend (or foe) Ken Burns, the filmmaker, has generated interest in many people who want to live the dream of the glamorous job of a park ranger. Perhaps sometimes volunteers take positions that could go to full-time rangers. In this slow economy, it’s tough for new college graduates — with a ton of energy for our future — to find the parks jobs.

Kim Henkel lives in New Mexico and works for BLM.
You are 1 degree of separation from changing your world. Which 1 will it be?

76 affordable degrees of distinction – 100% online, including Environmental Studies with concentrations in:

- Environmental Policy
- Environmental Sustainability
- Global Environmental Mgmt.
- Environmental Technology & Mgmt.
- Fish and Wildlife Mgmt.
- Regional & Community Environmental Mgmt.

Let us help you get started today.
1.877.777.9081
www.studyatAPU.com/enviro
The Professional Ranger

Administration

It’s All about the Customer Service! — If you really stopped and thought about what percentage of your job in the National Park Service is related to customer service, I think you would find it rates fairly high. No matter what discipline (paid or volunteer) you may work in, there is likely a portion of the job connected to a customer. Your customers may be internal (employees) or external (park visitors) but they are still customers and we should be in the business of providing quality customer service. The experts say that you can hear smiles as well as see them. When was the last time you smiled before picking up the phone?

My nearly 20-year NPS career has always put me in the customer service business. I started out as GS-3 fee collector at Oregon Inlet Campground at Cape Hatteras and now happily serve as the chief of administration at Saguaro. All through my career I have dealt directly with either the park visitor or the employees of a park. No matter who they are, I always have thought of them as customers. Customer service should be a part of any job description in the NPS, and hiring the right people goes a long way to creating a positive customer service experience.

I worry that today the NPS may be losing some of the customer service skills that benefit the internal customers (the employees). In the past two years we have seen the shift to centralizing human resources and contracting. Moving some of these positions out of parks and isolating them in central offices has left the parks without the direct customer-service contacts that employees often need.

At many parks new employees never meet with a human resource employee. They may anonymously receive a hiring packet in the mail and are then asked to mail it back. Any benefits, payroll or general human resource questions must now be funneled through the supervisor or even someone on the administrative staff to act as the go-between with human resources and the park employee.

The same has happened with contracting. Many parks have lost the invaluable opportunity to have an in-person conversations with a contracting officer or purchasing agent when developing a purchasing or contract request. I can understand the need for centralizing. It makes sense in small regions or areas that have several park clusters. As budgets shrink and we continue to do more with less, centralizing (in theory) should work. However, the current administration)

situations for most of the Servicing Human Resource Offices and the Major Acquisition Buying Offices have resulted in high employee turnover, workload backlog and communication barriers to their very own customers — the employees of the NPS!

These customer service issues are beginning to be addressed at the national level in the NPS and I want to be part of a solution. I hope for an attitude that complaints should be looked at as a great opportunity to fix a problem and keep the customer. If everyone walked the customer service talk, just think how employee morale would improve. Why would we not want to treat the employees of the NPS as valued customers just as we would any visitor?

Basic customer service slogans such as “customers come first” and “we’re here to serve” are good reminders that we really are an agency that can provide quality customer service not only to the general public but to our own employees. After all, we do have the word “service” in our agency name.

Now go ahead and smile first before you answer that next phone call. Try it . . . it really works!

— Michelle Torok
Saguaro

Interpretation

Collateralized — I had dinner with a couple of my friends and co-workers recently. As is usually the case, our conversation centered around our work, specifically the future of our profession. One of the more interesting things to come out of this discussion was the creation of a new word that summed up the way we felt as interpreters in the National Park Service. That word is collateralized.

The definition is simple: having so many collateral duties that one becomes incapable of doing their primary job with any kind of effectiveness. In other words, most of us felt that we were jacks of all trades and masters of none.

At first we laughed and were somewhat amused at our brilliance in creating a new word. Then we quickly became sullen. The reality of the situation seemed to hit us all at the same time. It was not just the four of us at the table who felt this way, it likely was most of the members of our profession. To make things worse, we also realized that the system, which measures success and ultimately validates promotions, was set up that way.

All four of us knew reality because we were living and breathing examples of it. Most of our careers have been spent in the acquisition of skill sets that will allow us to go from intern to seasonal, from seasonal to permanent, from permanent interpretive park ranger to chief of interpretation and further. In other words, we had become great at checking off boxes on our applications.

Our discussion led to this troubling conclusion: We (most seasonal and permanent front-line staff) have become skill-based rather than knowledge-based interpreters. We (the supervisors and those who hire) have forgotten that knowledge of the resource(s) that we interpret is the fundamental thing that makes a great interpretive ranger. Both of these things are big problems.

When I say “we” I know full well that there are some interpreters and supervisors out there who don’t fit this mold, but most in the NPS do. Those who don’t have chosen not to for reasons that are almost certainly not career advancement based. Rather, they have chosen to put the resource(s) in front of their careers.

Thinking more about this subject, I realized that in my entire career I have never been asked in an interview about the level of my resource knowledge of my current park. (I have worked at 10 NPS units and have interviewed for countless others.) Rather, I have always been asked about my knowledge of the profession of interpretation or about specific skill sets.

Another interesting note is that while preparing this article, I asked some of my past supervisors if they had ever been asked about my resource knowledge in any reference check about me. The answer was no. I know that I have never been asked that question during a reference call on one of my employees.

There are a number of problems with this paradigm, too numerous and too big to discuss here, but the consequences are clear and simple. The status quo is resulting in substandard interpretation being given to the public due to a lack of resource knowledge. The long-term risk of substandard interpretation is a public that has not connected to public resources strongly enough to want to protect them.

We need interpretive rangers to be resource- and subject-matter experts. We need the programs that we present to the public to have as much substance as they do style.

Unfortunately, the four of us eating dinner that night couldn’t come up with a practical solution to the problem. We were able to identify a number of root causes for the problem,
but in each instance we found ourselves up against a wall.

The one thing that we agreed on was our unanimous support of the rumored return of the GS-11 master interpreter position description. The dream job of just being asked to intimately know a resource, present the highest quality interpretive programs to the public, and to mentor and coach fellow interpreters while being appropriately compensated for it, is one worth raising a glass to, which is exactly what we did.

— Josh Boles, San Juan Island

Protection
No Such Thing as “Just a Seasonal” — We need to rid our vocabulary of the phrase “just a seasonal.”

You might think it would never be uttered on National Park Service soil, but having recently completed a training program at the Blue Ridge Parkway in North Carolina, I lost track of how many times I heard that exact language.

Over the course of this training, I had the pleasure of working with many high-caliber, professional people, at least a dozen of whom were seasonal NPS employees, and all of whom had arrived at the Blue Ridge by way of a variety of national park sites. Listening to their stories, I began to detect a disturbing pattern in some of their remarks.

It seems that we, the NPS, have instilled among many of our seasonal employees, albeit inadvertently, that their employment doesn’t span a 12-month period, their importance is somehow subordinate to that of permanent employees. The message we’ve sent them is clear: Because their time on our payroll falls short of a full year, they themselves somehow fall short of being a “full” or “real” employee.

Listen up, seasonal. Here’s the truth: There is no such thing as “just a seasonal.” Yes, you are viewed through a different lens administratively in the same manner any other employers might view part-time employees. As far as valuing you as a real employee and the indispensable skill sets and collective experience that you bring to the NPS each year, you’re as real as anyone among our permanent ranks.

It seems that too many of our seasonal folks are feeling less than valued by our agency. We need to remedy this right now.

Several of the seasonal rangers I met during this most recent training, coupled more than I can remember from past encounters, say the NPS fails to value them. As a supervisor I hear seasonal rangers just arriving at my park make statements like, “I didn’t think you’d be able to get that piece of equipment for me because I’m just a seasonal,” or “I guess I won’t be attending that training with the other rangers because I’m just a seasonal.”

I shake my head at these statements and ask them where they developed such skewed views on how to expect to be treated by their employer. Without exception they answer, “That’s how it always is . . . seasonals never get training or equipment.”

Wake up, NPS! These seasonals are the very future of the NPS. If we fail to equip and train them now, during their seasonal years, what caliber of work can we expect from them once they’ve acquired that Holy Grail of permanent status? How will we treat them once they’re the next generation of permanent employees?

There are 480 to 500 seasonal commissioned rangers working at our national parks during any given summer. Imagine the impact it would have on our operation if we didn’t have their help. And that’s just the commissioned folks. Apply this idea across the board to all park disciplines and consider the impacts. Obviously, we’re not going to suffer such impacts because these positions are not vacant. We need them.

Let’s begin acting like we need them. Let’s supply them with the same caliber of equipment and training that we give our permanent folks. Let’s take the time to write well-crafted performance appraisals that sing their praises if they’ve done outstanding work. They use these appraisals to apply for their next job, so why not equip them with an honest recommendation where it matters most?

If we think back on our own experiences as seasonals, we might recall some unfortunate memories of being treated like we were less than valued. Let’s save this current generation of seasonal employees, the upcoming generation of NPS leaders, that same unpleasant experience and give them our best, as so many of them give us their best and more.

I look back on my recent training at Blue Ridge and recall the exceptional seasonal rangers there. I learned as much from them as they learned from me, and knowing them made me confident in the skill sets of tomorrow’s rangers. I’d be proud to work with any one of them and refer to them as “partner.”

Refer to them as U.S. park ranger.

— Kevin Moses
Buffalo National River

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

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

A notebook has fill-in-the-blank forms about:
• your desires about final arrangements
• civil service, military & Social Security details
• insurance facts, bank accounts and more
• synopsis of life, obituary & family history
• list of disposition of personal items
• anatomical gift wishes
• examples of durable power of attorney

$10 per book, plus $4 for shipping and handling. U.S. currency only.

Make check payable to ANPR.
Send to: ANPR, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401
Climate Change Response Council — Interior Secretary Ken Salazar issued a directive a year ago on the department’s response to climate change and its effects on water, land, and other natural and cultural resources. To ensure a coordinated strategy, he, his assistants and bureau chiefs, including NPS Director Jon Jarvis, make up the new Climate Change Response Council.

The secretarial order established regional Climate Change Response Centers, under the leadership of the U.S. Geological Survey, to coordinate data, analysis and adaptation strategies.

It also called for bureaus to join with state, local and private entities in Landscape Conservation Cooperatives. They would be organized around climate change and other stressors, focused on developing, providing and sharing monitoring and research results to inform outcome-based adaptive management actions.

The U.S. Fish and Wildlife Service is the lead on LCCs, but the NPS is to help formulate some half-dozen this year. The cooperatives aim to address landscape-scale issues for an entire range of priority species or groups of species. Initial efforts have included assessing science needs related to habitat connectivity and water scarcity, and preparing vulnerability assessments for species at risk.

Meanwhile, the NPS Inventory and Monitoring networks received increased funding in FY2010 to add or modify existing vital signs to track the ecological effects of climate change. This first effort is focused on 94 highly vulnerable parks grouped in high-latitude (Alaskan), high-elevation, Pacific Island, coastal and southwest desert areas, some of whose technical staff and managers met this spring to begin choosing how to bolster their I&M programs.

Within the NPS and beyond, new emphasis is on data integration and communication across program and agency borders. NRInfo currently makes available non-sensitive data, such as that in NPSpecies and the NRBib list of literature citations, available to all users. Future versions plan to provide access to more NPS and other agency databases such as the USGS reference search, USFWS ECOS database on threatened and endangered species’ status and the integrated taxonomic information system, ITIS.

A servewide Climate Change Response Strategy should be finalized soon; the review draft outlined approaches for mitigation, adaptation, science and communication. Key messages are that climate change is happening and humans have an influence in it; there are consequences for parks, people and the planet; the NPS is responding with practices that address climate change concerns; and people’s actions can make a difference.

Efforts to better link managers, planners and interpreters with the best available science information is a key task if we’re to manage for change and for resilience in the face of it, at the local level and beyond. — Sue Consolo Murphy

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

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.

Peter Drake
John Ott
Scot McElveen
Keri Leaman
Courtney Moose
Jason Pinter
Alec Chapman

Steve Elkinton
Christy Moerbe
Laura Jevtich
Angela Hays
B.J. Dunn
Kathy Dodd
Cape Hatteras staff

Mentoring Program
More mentors needed: ANPR’s facilitated mentoring program has run out of mentors to match with protégés.

If you’re an experienced park employee (in any discipline) and want to share with a new, young member, sign up now to be a mentor. A short submission form is at www.anpr.org/mentor.htm. Contact Bill Pierce, flamingo12az@aim.com, with questions.

Retirement
2010 and the ROTH IRA — We’re well into 2010, the year for all of the prophesied tax savers. The main angle that we’ve been waiting for is the fact that this year there is no cap on your adjusted gross income, or AGI, as it relates to whether you would qualify to convert your traditional IRA to a Roth IRA.

Since the beginning of the Roth back in the 1990s, to qualify for conversion your AGI had to be under $100,000, not including the amount of the IRA that was to be converted. Granted, that was a moot point for most of us, but for the benefit of those fortunate few in our ranks whose income does exceed that amount, they can now convert their IRAs this year.

Some of you may have attended one of our workshops and heard Kathy (Bets) expound on her information and opinion about the Roth IRA. There are many factors to consider before making this decision. One of the primary issues is: Do you have enough ready cash outside of your IRA to be able to pay the taxes on the amount you convert? Don’t do the conversion if your only “tax” money is coming out of the IRA itself because this defeats the strategy of conversion.

When you reach age 70½ you must take required minimum distributions, or RMDs, annually from a traditional IRA. If you think you won’t need that income from the distributions for your living expenses at that time and want to have the investment in your IRA continue to grow, perhaps you should consider converting to a Roth.

Since you will pay all of the tax due at the time of converting from a traditional IRA to a Roth (i.e., any deductible traditional IRA contributions will be liable for taxes; any nondeductible contributions have already had the taxes paid on them), all of the converted amount will continue to grow tax free and not have any future RMDs. This could then be considered part of your long-range goal of saving for your retirement or leaving an inheritance to a beneficiary.

No one’s crystal ball is clear enough to know whether taxes are going to rise or what changes Congress may make. Hopefully, the Roth will remain a tax-free investment. Get out your sharp pencil and see if this conversion would benefit you. — Frank Betts, Retired
DISCLAIMER: The National Park Service does not sponsor, sanction or endorse this health insurance plan, but provides this display for information only.

Health Insurance for Seasonals & Park Partners

Available to all ANPR members
Coverage not affected by employment
Visit www.anpr.org for more details

Offered by the Association of National Park Rangers
By Tony Sisto
International Affairs, ANPR

Australia International Parks Conference

Parks Victoria, Australia, hosted the first “Healthy Parks, Healthy People Congress” in April in Melbourne. IRF President Deanne Adams and I attended the Congress, along with more than 1,000 attendees from around the world.

Parks Victoria and the IRF, through an anonymous donor, provided generous sponsorship funding for IRF officers and IRF representatives from South and Central America to attend the meeting.

The Young Conservationist Award (a joint award of IRF and IUCN, with sponsorship by Parks Victoria) was presented to Alasdair Harris from Scotland (see Ranger, Spring 2010, for details about his work and the award). He gave generous remarks and highlighted his work in Madagascar. Harris said the visibility he received from the award was worth more than any cash award.

While there, Adams joined with Parks Victoria Chief Executive Mark Stone in signing a memorandum of understanding between IRF and Parks Victoria to provide mutual exchanges of training, information and other support. In addition, it outlines the continued sponsorship of the Young Conservationist Award for the next three years.

The memo also provides the groundwork for the establishment of a three-year, half-time position of Parks Victoria ranger Elaine Thomas to work for the IRF, which began May 10. In Adams’ remarks to the assembly upon signing, she said the “agreement reflects our belief and that of Mark Stone and Parks Victoria that ‘Healthy Rangers equal Healthy Parks.’”

Also attending the Congress was NPS Deputy Director Dan Wenk, who presented the first Brian O’Neil Oration at a plenary session. Later, he joined with Stone, Adams and other dignitaries in the unveiling of a memorial established in Albert Park, Melbourne, in commemoration of Brian O’Neil, the late superintendent of Golden Gate. This was in recognition of his work over the years with Parks Victoria in sharing management ideas and visions, and other work with international agencies in Australia and other countries.

New IRF member association

The Northern Territory Parks and Wildlife Ranger Association from Australia was admitted to the IRF on April 30. President Adams joined Northern Territories Park and Wildlife Operations Manager Digby Whyte, ranger association secretary Julie Trembath and others in a signing ceremony in Darwin, Australia, admitting them as a regular member of the IRF.

While in the Northern Territories, Adams also met with agency staff from other national and territory parks, and members of the ranger association. Further information on this and other IRF actions will be available in the next issue of the IRF newsletter, The Thin Green Line, which will be sent to those ANPR members on the e-mail list.

ANPR sponsors new IRF member application

ANPR was asked awhile back to sponsor the admission of the Bureau of Land Management Law Enforcement Association as a regular member of the IRF. The board approved the application, which was forwarded to the IRF for review and approval. I will let you know the results in the next Ranger.

Travel well.

Tony Sisto can be reached at tsisto47@aol.com.

Nik Lopoukhine (left), chair of the World Commission on Protected Areas-IUCN, and IRF President Deanne Adams present the Young Conservationist Award to Alasdair Harris of Scotland.

Mark Stone of Parks Victoria, Australia, and IRF President Deanne Adams sign a memorandum of agreement.
Strong program taking shape for Rendezvous 33 in Bend, Oregon

Annual professional conference runs from Oct. 31 – Nov. 4. Plan to be there!

By Mallory Smith
Grand Teton

The planning committee is putting together a high-caliber program for Ranger Rendezvous XXXIII and developing a concurrent leadership training course targeted at new and developing mid-level leaders in the National Park Service. The course brings together select elements of the Rendezvous program with facilitated group and panel discussions on current leadership topics. This combined program/training is guaranteed to be exciting and valuable; see draft agenda information on page 23.

This year’s Ranger Rendezvous is set for Oct. 31 through Nov. 4 in Bend, Oregon. A theme of “Building Bridges to the Future” will focus on topics and tools for actively leading the NPS forward in the areas of stewardship, education, relevance, and employee support and development.

Volunteer project
ANPR will sponsor an interagency volunteer project with Oregon State Parks on Tuesday, Nov. 2, at Pilot Butte State Park to showcase the value of community involvement in public lands management. Rendezvous participants will enjoy camaraderie while they maintain old trails, construct new trails, build a split rail fence and restore impacted areas.

Raffle and photo contest
Two perennial favorites, the raffle and photo contest, live on. The raffle provides valuable revenue to ANPR, so act now and find a raffle prize from your area. Big or small, your contribution is welcome. Prizes can be sent ahead to Beth Spencer or Roger Rudolph (e-mail them for mailing addresses, betbs81@gmail.com or rogerarudolph@gmail.com); or send Beth a note about your prize and then

▲ Image above, downtown Bend theater at night, © Kyle Justice
bring it with you to Bend.

For the photo contest, start finding and shooting good images now. You can bring up to two unframed photos, no larger than 8 inches by 10 inches, of national or international park sites to present for the competition.

**Location, location, location**
The Rendezvous setting is a spectacular location, The Riverhouse, on the banks of the Deschutes River north of downtown Bend. Visit www.riverhouse.com for more information and photos of the hotel. Room reservations are now available at 1-800-547-3928; ask for the ANPR room block. Daily room rates are $90 for a standard room, $110 for a suite and $69 for a standard room for members in the seasonal or student category (capped at 15 percent of the room block). The occupancy tax is about 10 percent.

Early room numbers and estimates of attendance greatly enhance our ability to plan and bring together the professional conference that you have come to expect. So please get your hotel reservations and also visit ANPR’s website to register for the conference.

For more information about Bend, visit www.ci.bend.or.us.

**Program**
The program and training committees are putting together an array of sessions to include keynote presentations and breakout groups on “Building Bridges to the Future” topics. The outdoor service project with Oregon State Parks will demonstrate collaborative stewardship.

Invited presenters include NPS Director Jon Jarvis (who has expressed an initial interest in attending) and associates to share agency and program direction, an inspirational speaker on international conservation, and human resources staff to assist with job search and development options. Collectively they should provide exciting opportunities to envision and move toward the future identity of the NPS.

More program details will be included in the fall issue of Ranger. Also check www.anpr.org for periodic updates.

**Getting to Bend**
Planes, trains and automobiles... you can get to Bend by air or ground. Flights to nearby Redmond are offered by United, Delta, Alaska/ Horizon Air and Allegiant, with shuttle service and rental cars available in Redmond. Flights to Portland, about a 3½-hour drive from Bend, are offered by these and other carriers. Trains serve Portland and Seattle, with bus connections to and from Bend.

Plan to visit nearby NPS or other management areas enroute to and from Bend. Fort Vancouver near Portland will welcome incoming Rendezvous participants from 9 a.m. to 3 p.m. Sunday, Oct. 31. In addition, Newberry National Volcanic Monument will offer a Lava Butte/Lava Lands Visitor Center tour from 1 to 4:30 p.m. Sunday. Other park sites within reach are John Day Fossil Beds, Crater Lake, Lewis and Clark, Lava Beds, Mount Rainier and Olympic.

**Register soon — and bring a friend with you**
Rendezvous registration will be available in early summer at www.anpr.org. Registering early saves you money and gives ANPR the option to book additional hotel rooms if demand warrants. So go for it and sign up now.

Consider bringing a colleague or friend to Rendezvous to share in the program and fun. First-time attendees receive a one-year membership to ANPR with their registration. The Supernaugh Memorial Scholarship is designed to provide first-time attendees assistance with travel costs; application information is at www.anpr.org/scholarship.htm.

Watch the website for Rendezvous planning updates. To offer program suggestions or to volunteer your assistance, contact Rendezvous planning coordinators Kale Bowling, montanshelby@yahoo.com, or Pat Grediagan pat_grediagin@hotmail.com.

Great program, great location, great company, great opportunity! Come to Bend this fall. 🏝️

**Help send a few new people to their first Rendezvous**
Donate to the Bill Supernaugh Memorial Scholarship Fund to replenish the scholarship money. Your contributions are accepted online at www.anpr.org/donate.htm or by mail to ANPR, 25958 Genesee Trail Road, Golden, CO 80401.
Please send your news to Teresa Ford, Ranger editor: forded@ao1.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. You also can send All in the Family submissions and/or update your contact information by visiting ANPR’s website: www.anpr.org. Go to Member Services.

Joshua Boles and his family have moved to a new park and a new adventure. Formerly the lead interpretive park ranger at Montezuma Castle and Tuzigoot, he now is an interpretive park ranger/VIP coordinator at San Juan Island. All family members, including the two dogs, are excited about the change. He and wife Lorena welcomed their first child, a son named Evan Carter Boles, into the world on Jan. 28, 2010.

Cicely Muldoon has been named the new superintendent of Point Reyes. She began her NPS career in 1985 and has worked at Golden Gate, the Presidio, Pinnacles, San Juan Island, Sirka, Buffalo National River and the Washington office. She is a native of Sausalito, California, and a graduate of the University of California, Davis.

Seven ANPR members were among those selected to attend an 11-day intensive management seminar on leadership, innovation and organization renewal this spring. The University of California at Merced and the National Park Service partnered with the Great Valley Center, the Institute at the Golden Gate, the Center for Park Management and Stanford University’s Graduate School of Business to provide training for international executive-level managers of parks and protected areas. Participants included ANPR members Bob Krumenaker, Lucy Lawliss, Jeff Mow, Cicely Muldoon, Cindy Orlando, Jennifer Treutelaar and Russel Wilson. More than 150 people representing 50-plus countries applied for the seminar.

The family of the late Andrew Zavanelli has requested donations in his name to ANPR. He died May 13 at his home in Brunswick, Georgia. If you knew Andy, an employee at FLETc since 2006, and wish to make a donation, please send it to ANPR, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. Write his name on the memo line. You also may donate online: www.anpr.org/donate.htm. Andy is survived by wife Karen, four cats and two dogs. Karen has requested, in lieu of flowers or gifts, that people take a moment every day to open their hearts and minds and reach out to a law enforcement officer who may be in need of love, understanding and assistance.

Welcome (or welcome back) to the ANPR family!

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

Wayne Adamic k ....................... Albuquerque, NM
Rachel Adler ......................... Los Alamos, NM
Andrea Ashby, Independence NHP Library ................................. Philadelphia, PA
David Baker .......................... Elberfeld, IN
Deborah Benoit ....................... Fruitland, WA
Jerome Bridges ........................ Williamsburg, VA
Neil Davis .................................. Seattle, WA
Dustin Drollinger ..................... Paso Robles, CA
Joe Edmiston ......................... Malibu, CA
Karen Eidson ........................... Greensboro, AL
Scott Einberger, American Canyon, CA
Jarrod Elmer .......................... Flagstaff, AZ
Danise Fairchild ........................ Oakhurst, CA
Joshua Fox .................................. Mechanicsville, PA
Kevin Gaalaas .......................... Denver, CO
Larry Gold ............................. Bayside, NY
Brooke Hallberg ...................... Mesa Verde, CO
& Donald Whiting .................... Columbus, SC
Katharine Hartley ...................... Somerville, MA
Angela & Brian Hays .................. Moab, UT
Frank Hickey ............................ New York, NY
Emily Iacobucci ...................... Denali Park, AK
Laura & Sasha Jevtich ................ Moab, UT
Scott Johnson .......................... Homestead, FL
Allison Luchnick ........................ Brick, NJ
Michelle Mann .......................... Victor, ID
Timothy McElwain .......................... Fort Davis, TX
Gary McGinnis ........................ Sykesville, MD
Rose McMillen .......................... Fulton, MS
Lisa Mendelson-Ielmini ............. Arlington, VA
Jesse Miller ............................ Piedmont, CA
Jay Moose .............................. King George, VA
Susan Oshman .......................... Madison, WI
Bryan Petrtyl ........................... Maineville, OH
Tracy Pinter ............................ Newcastle, WY
Sherman Potter ....................... Ashford, WA
Alice Rush ............................. Ocracoke, NC
Carmen Selent .......................... Paw Paw, MI
Erie Shanley ............................ Townsend, MA
Mark Spencer ......................... Altamonte Springs, FL
Daniel Smith ............................ Kailua-Kona, HI
Kevin Stillman .......................... Jemez Springs, NM
Mary K. Sullivan ..................... Mountainair, NM
Edward Tuite ......................... Boulder City, NV
David Weber ............................ Gaithersburg, MD
Paul Welter ............................ Centennial, CO
Sean Williams ......................... Scandia, MN
Donald Wilson ....................... Medina, OH
Kate Zullo .............................. Litchfield, CT
I can’t remember when I first read Desert Solitaire: A Season in the Wilderness by Ed Abbey. Maybe it was while I was an instructor at the Albright Training Center. After finishing the book, I thought to myself that whoever this guy is, he knows something. He’s got it right about what should be important to the National Park Service and what often isn’t: too much emphasis on tourism; too much stress placed on the idea that park areas are economic engines for surrounding communities; too little emphasis on getting visitors out of their cars and out onto the trails in the parks; too much bureaucracy and not enough love for the wilderness.

Imagine my surprise when in the introduction, Jack Loeffler, later a longtime friend of Abbey’s, recounts his first experience with Desert Solitaire. “I started reading, tentatively at first, then with increasing interest. Near the end of the first chapter, Abbey had written concerning his stint as a backcountry ranger at Arches National Monument: ‘I am here not only to evade the clamor and filth and confusion of the cultural apparatus, but also to confront, immediately and directly if it’s possible, the bare bones of existence, the elemental and fundamental, the bedrock which sustains us. I dream of a hard and brutal mysticism in which the naked self merges with the non-human world and yet survives still intact, individual and separate.’ Tears blurred my vision, and I shouted out some weird primal yell.

“Ah, Abbey, you bastard! You know, don’t you? You know the truth! The same truth that I know. Except you maybe know it better than I do! I laughed and cried and then I read Desert Solitaire.”

Maybe I didn’t use the same language, but I sense that our reactions were similar.

The Ed Abbey that emerges in this book is not entirely likable. He goes through women like some rangers go through flat hats. He probably drank too much, always throwing the bottles and the cans out the window of the car. He considered himself an anarchist and encouraged vandalism in the name of the environment. Other than his essays, collected in volumes such as Abbey’s Road, Desert Solitaire and The Monkey Wrench Gang were his most famous works. Much of the rest is read only by true Abbey diehards.

Much of Adventures with Ed is simply that, a collection of stories about epic road trips, visits to Mexico, interminable arguments and long nights camping in the Desert Southwest. I found the arguments fascinating but tired, after a while, of the kind of “boozy-masculine” relationship that existed between Abbey and Loeffler.

There has long existed a mystery of where Abbey is buried. Loeffler knows, but he isn’t telling. But he does describe the scene.

“….We lowered him into the grave and covered him over with a ton of desert soil, piling rocks on top. And then it was done. There is no describing what any of us felt. We made final ablations as we saw fit. We poured beer on his grave as a final toast. And then we left our friend to become one with the desert.”

It’s hard to imagine a more fitting end.

Whether you’re at the bottom of the ladder or climbing to the top . . . you’re welcome to join ANPR’s mentoring program.

If you’re serious about advancing your career or have knowledge to impart to a younger employee, the first step is completing an application as a mentor or a protégé.

It’s easy — fill out the short form on ANPR’s website at www.anpr.org. Go to the link under Membership Services. It’s easy to sign up online — and could make a difference in your career.

For more information contact ANPR’s mentoring coordinator, Bill Pierce, at flamingo12az@aim.com.
MEMBERSHIP APPLICATION — Association of National Park Rangers

☐ New Member(s) ☐ Renewing Member(s) Date ______________

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

Name(s) ____________________________________ 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

- Seasonal/Intern/Volunteer $45 $85
- Permanent or Retiree $75 $145

Associate Members

not an NPS employee or representative of another organization

- Sustaining $70
- Full-time Student $45

Life Members (lump sum payment)

ACTIVE (all NPS employees/retirees) ASSOCIATE (other than NPS employees)

Individual $2,500 Individual $2,500
Joint $3,000 Joint $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 __________________________________

Library / Associate Organization Membership

(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.

Payment by Visa or MasterCard accepted:

Visa ______ MasterCard ______

Card # ____________________________

Expiration date __________

Name on Account __________________

Signature _________________________

Please mark your job discipline:

☐ Protection
☐ Interpretation
☐ Administration
☐ Resources
☐ Maintenance
☐ Concessions
☐ Park Partner
☐ Other — list: _____________________

Special Supporters

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

Return membership form and check payable to ANPR to:

Association of National Park Rangers
25958 Genesee Trail Road, PMB 222
Golden, CO 80401

Send news to:

Teresa Ford, Editor
fordedit@aol.com or
25958 Genesee Trail Road, PMB 222
Golden, CO 80401

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

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) _____________________________________________________________________________________________________

Old Position (title and area) _____________________________________________________________________________________________________

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

Other information _____________________________________________________________________________________________________________

Visa ______ MasterCard ______

Card # ____________________________

Expiration date __________

Name on Account __________________

Signature _________________________

Please mark your job discipline:

☐ Protection
☐ Interpretation
☐ Administration
☐ Resources
☐ Maintenance
☐ Concessions
☐ Park Partner
☐ Other — list: _____________________

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

Name of person giving gift __________________________________

Library / Associate Organization Membership

(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.

Payment by Visa or MasterCard accepted:

Visa ______ MasterCard ______

Card # ____________________________

Expiration date __________

Name on Account __________________

Signature _________________________

Please mark your job discipline:

☐ Protection
☐ Interpretation
☐ Administration
☐ Resources
☐ Maintenance
☐ Concessions
☐ Park Partner
☐ Other — list: _____________________

Special Supporters

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

Return membership form and check payable to ANPR to:

Association of National Park Rangers
25958 Genesee Trail Road, PMB 222
Golden, CO 80401

Send news to:

Teresa Ford, Editor
fordedit@aol.com or
25958 Genesee Trail Road, PMB 222
Golden, CO 80401

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

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) _____________________________________________________________________________________________________

Old Position (title and area) _____________________________________________________________________________________________________

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

Other information _____________________________________________________________________________________________________________
Directory of ANPR Board Members, Task Group Leaders & Staff

Board of Directors

President
Scot McElveen, Retired
288 Lerner Road, Helenwood, TN 37755
(423) 286-8644 • ANPRScotM@aol.com

President-elect
Stacy Allen, Shiloh
290 Residence Circle, Shiloh, TN 38376
(731) 689-3451 • stacydallen@hotmail.com

Treasurer
Bill Schappell
3231 Key Largo Drive, #102, Las Vegas, NV 89120
(484) 332-1521 • rosebud15@live.com

Secretary
Emily Weinert, Arlington House
250 11th St., SE, Washington, DC 20003
(614) 406-9400 • eweinert2@gmail.com

Education and Training
Rebecca Harrient, Harpers Ferry
265 Old Plantation Road, Rocky Mount, VA 24151
(540) 489-4893 • rharrient@b2xonline.com

Fund Raising Activities
vacant

Membership Services
Liam Strain, Gateway
107 A Mont Sec Ave., Fort Wadsworth, NY 10305
(646) 707-0475 • shoreranger@yahoo.com

Professional Issues
Mike Anderson, Southeast Regional Office
51 Oak Shores Drive, Newnan, GA 30265
(770) 253-2902 • rangermikeanderson@gmail.com

Seasonal Perspectives
Tom Banks
PO Box 419, Pioneer, CA 95666-0419
(508) 579-2521 • rangerrwb@aol.com

Special Concerns
Amy Gilbert, Arlington House
6428 Blarney Stone Court, Springfield, VA 22152
(703) 731-4268 • amygilbert@gmail.com

Strategic Planning
Stacy Allen, Shiloh
290 Residence Circle, Shiloh, TN 38376
(731) 689-3451 • stacydallen@hotmail.com

Task Group Leaders

International Affairs
Tony Sisto, Retired
1348 Glen Drive, San Leandro, CA 94577
(510) 633-1282 • tsisto47@aol.com

Retirement
Frank Betts, Retired
1326 Catalpa Drive, Fort Collins, CO 80521
(970) 226-0765 • fjbktb@msn.com

Ranger Editorial Adviser
Mark Herberger, WASO
2111 Jefferson Davis Highway, Apt. 1110 N
Arlington, VA 22202
(571) 926-1509 • Mark_E_Herberger@nps.gov

Staff

ANPR Business Address
25958 Genesee Trail Road, PMB 222, Golden, CO 80401
(303) 526-1380 • ANPRbiz@aol.com
Teresa Ford, Membership Services Director

Financial Operations
Bill Schappell
3231 Key Largo Drive, #102, Las Vegas, NV 89120
(484) 332-1521 • rosebud15@live.com

Ranger Editor, ANPR Website Coordinator
Teresa Ford
25958 Genesee Trail Road, PMB 222, Golden, CO 80401
Home office & fax • (303) 526-1380 • fordedit@aol.com

Stay in touch
— www.anpr.org —
News, features, member services — and more