

RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 27, No. 4 | Fall 2011

Ten Years Later | 9/11



Letters

Summer issue a fine edition

I just received the summer issue and want to commend you on putting together a fine edition. The new cover format is great, particularly when combined with the color masthead and image. You've made *Ranger* into an even more professional publication, both in terms of content and format.

Bill Halainen
Ranger founder & editor, 1982-1994
 Milford, Pennsylvania

Relevancy addendum

Per the summer issue of *Ranger*, "Remaining Relevant: NPS & ANPR," I'd like to offer this: "There is an instant esprit de corps among park staff due to our singular vocation, but behind that initial connection is the importance of professional organizations. ANPR can and will remain relevant for as long as it continues to reach out to fledgling rangers and facilitates the important relationships and discussions between staff at all levels. It cannot be allowed to languish in ineffectual practices, but must be able to embrace change as it comes. We also have a mighty heritage whose influence should remain a guiding force behind all that we do."

Stephanie Steinhorst
 Americus, Georgia



Share your views!

Signed letters to the editor may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to fordedit@aol.com or Editor, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.

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ANPR Calendar

Annual Professional Conference & Ranger Rendezvous XXXIV Oct. 10-14
 Williamsburg, Virginia

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

Ranger (Spring issue)
 deadline..... Jan. 31

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

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

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Submissions

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President's Message

Certain experiences and events which transpire in our lives seem to resonate within our collective sense of time and space much more than other memories. I assume this has been true for all of mankind throughout our passage of time on this earth. Thus, the day which broke clear and bright on Sept. 11, 2001, containing – as all days do – such great promise for 300 million Americans, quite suddenly, within a few hours after witnessing sunrise, irrevocably turned brutal and tragic. It forever created a relevant, collective benchmark experience in our nation's history.

All Americans share in the pain wrought by the experiences of that day, whether they witnessed them directly in the actual locations where the momentous events of 9/11 occurred or found ourselves relevantly linked to them as they hauntingly transpired in real time on television. The day awakened memories of other historic events in my lifetime, which in and of themselves wrote similar chapters in the collective and assimilated experiences of “we the people of the United States.”

The first such national event I possess real time awareness occurred on Nov. 22, 1963, another day that seemingly began bright and clear, with hope and promise. That historic day and the corresponding week that followed the assassination of President John F. Kennedy hold distinct memories for me. Much of what I recall is observing the effect of the assassination on my parents and other adults. The same collective emotional uncertainty and tragedy that accompanied the death of a young president in 1963, I again experienced

on 9/11, sharing it with all citizens – both young and old – across our nation. This early childhood memory remains accompanied by the haunting drumbeat of the death march and the prancing grace of a horse named Blackjack, who carried upon his back the empty saddle, inverted boots and sword of a fallen leader.

It sometimes appears that the historic events shared as “we the people” always involve tragedy – possessing painful and bitter adverse effect on the lives of individuals and families. Our lives are marked by many wars and conflicts, more assassinations of promising leaders like Martin Luther King Jr. and Robert Kennedy, or landmark catastrophic natural events like Hurricane Katrina or the paths of devastation cut by the tornados upon our nation's heartland just this year.

Not all nationally significant events carry tragic overtones. I retain the excitement and wonder experienced on the night of July 20, 1969, when I peered at the small, 13-inch black-and-white television and watched Neil Armstrong and Edwin “Buzz” Aldrin make a “giant leap for mankind,” the first of our species to walk on the moon.

Not all shared national experiences are negative, although they may well be accompanied by brutality and bitterness. They each possess opportunity to advance the human condition. Within my lifetime we have experienced the self-evident truth of “civil rights,” the election of an African-American to our highest national office and the continued advancement of one of our nation's truly best ideas — the National Park System. These are good things, which in some way, shape or form have been touched by the events of Sept. 11, 2001.

The 10-year anniversary of 9/11 will touch each of us in personal ways. However, the experience also binds us together, for we share it and a world influenced from its carnage and destruction.

From this old Civil War battlefield (Shiloh), I reflect on the relevancy of this 10-year anniversary to the emotional memories my great-great grandfather may have experienced on April 6, 1872. He reflected upon the momentous time his life “was touched by fire” in the carnage witnessed a decade earlier at Shiloh.

I find comfort in linkage of time and place and hope all people do. 

Stacy D. Allen



CONTENTS

Memories Overflow.....	2
9/11: 10 Years Later.....	6
The Bears at Katmai.....	8
Golden Spike Locomotives.....	10
Diversity: A Perspective.....	12
ANPR Actions.....	14
Professional Ranger.....	16
ANPR Reports.....	18
IRF Update.....	20
Ranger Rendezvous XXXIV.....	21
All in the Family.....	22



Cover image: A memorial at Eagle Rock in New Jersey, overlooking the Manhattan skyline, honors the victims of the terrorist attacks on Sept. 11, 2001. *Photo by Tim Pagano*



Memories overflow

Events of 9/11 traumatized a nation and continue to evoke emotions, questions.

▲ Above: Eagle Rock Reservation is a 400-acre park in New Jersey eight miles west of New York City. From this vantage point you can see all of Manhattan, Newark and the entire Orange Valley. On 9/11 hundreds of people watched the tragedy unfold from here. The memorial today lists the victims' names — more than 2,700.

Article & photos by Tim Pagano
Thomas Edison

As I pulled into the Glen Ridge train station, my 5-year-old son Zane asked this question: “Why are there people buried in front of the train station, Daddy?” He was staring out the window at a cut stone memorial with seven names engraved on the face. Immediately, memories flooded back to me.

I was in my windowless office in a morning meeting with my staff going over the day’s objectives. My door flung open without so much as a knock, and an excited network administrator said an airplane had just hit the World Trade Center’s North Tower. At that

moment I knew that this day was going to be a long one.

As we all know, a few moments later another airliner slammed into the South Tower. Millions of people watched the tragedy unfold on television that day, but I and my coworkers stood in our parking lot in East Rutherford, N.J., and watched the towers burn. And then they were gone. In the blink of an eye the towers disappeared. Where moments before there were billows of smoke, there was only clear blue sky.

My relationship with the World Trade Center goes back to 1976 when, as a child, I watched Operation Sail from the 93rd floor. Burned into my thoughts were those huge, tall ships with white billowing sails coming up the Hudson River to celebrate the birth of our nation.

Decades later I was working in the World Trade Center for the investment firm Dean Witter. I always considered myself lucky to have such a wonderful view of the New York metropolitan area. From those upper floors

This is a story that we will tell not only to our children but to the world.

you could see 30 to 40 miles in any direction on a clear day.

The restaurant — Windows on the World — at the top of the World Trade Center had one of the best views of Manhattan and the Empire State Building far below. As a child and as an adult I always walked to the windows and looked down. Depending on how high up you were you couldn't see the street below. I've mountaineered all over the world, and these buildings were the closest thing the city had to being high on a mountain.

My work with Dean Witter took me a few miles west to Secaucus, and there on Feb. 26, 1993, as I sat at my desk the computers went blank. Someone complained that the IT group had done it again, but my immediate instinct was that this was a bigger problem than the IT folks. Moments later we learned that a bomb exploded in the garage of the World Trade Center's North Tower and destroyed communications links into southern Manhattan.

We were back up and running in just a few days after that first bombing and life returned to normal. I left Dean Witter and started my own computer business and had a number of clients in the World Trade Center. It seemed every week or so I was in New York working in the towers. As I think back now my most memorable client was a young gentleman who had a pushcart in the lobby of the South Tower. His business was embroidery. As I write this article I'm looking at the hat he embroidered for me with my company logo. The hat remains, but he is gone.

The official count still fluctuates, but today 2,752 people perished on 9/11. That's not the whole story. On that day tens of thousands of people lost loved ones — and a nation lost its sense of security. Once the towers fell my phone started ringing. My friends working in New York wanted me to pick up their children from daycare or at least let the kids know that mom or dad were safe. My 9/11 was spent chasing kids and ensuring that the television never turned on.

Glen Ridge, New Jersey, the town I live in, has a population of about 6,500 people. Seven residents perished that day. In some ways I was lucky because I did not lose anyone. But my friends lost relatives.

"Dad! Why are there people buried at the train station?" Back to reality for me. How

do I interpret this for my son? I struggled for a moment and tried to put his question in context. Zane and I spoke for a few minutes in the words and terms he understood. I didn't want to scare him, but I also wanted to answer his question. Our conversation still bothers me because a good answer to this simple question is far from grasp.

Today the Flight 93 Memorial and the National 9/11 Memorial celebrate our loved ones lost. The wounds are still too raw, but as time goes on will someone ask the National Park Service to tell the other side of this tragedy?

The easiest tale to tell is that hijackers brutally murdered nearly 3,000 people. If we are circumspect though, there is a much greater story. Will there ever be a time when we can speak about the hijackers? What will we say about those eight men? Were they patriots for their cause? Was it an overwhelming frustration they felt that drove them to sacrifice their lives? How could they justify their murderous actions on 9/11? These are just some of the questions that make it hard for us all to understand the tragedy.

Though I only live minutes from the World Trade Center, I still have yet to go to Ground Zero. The image of two beams of light shooting

▼ The Glen Ridge train station memorial lists seven victims of 9/11 from this town.



into the heavens still haunts me. Every time I look at the New York City skyline from my park on a winter's day and I don't see those two towers, anger wells inside me. What happened on 9/11 and America's reaction has changed the geopolitical landscape for the 21st century.

Reflecting on my conversation with my son I realize there are lessons worth learning and passing on to future generations. This is a story that we will tell not only to our children but to the world.

Living in the New York metro area and having such a close relationship with the World Trade Center, I tend to emphasize the local loss. I have not forgotten those who lost their lives at the Pentagon or in Pennsylvania. With millions of tourists, New York is a city of the world, and when the time comes we will be challenged to tell the world's story, not just the local story.

It will always be important to remember those we lost that day. My hope is that somehow we will be able to make sense of this painful experience for ourselves and the world. 🇺🇸

Tim Pagano began his public service in 1978 as a private in the U.S. Army. After graduating from West Point and serving as an officer, he has held various leadership positions in private industry. He returned to public service two years ago as an interpretive ranger at Thomas Edison NHP.

9/11

10 years later

Article and photos
by Jay Lippert

How did the attacks change us,
personally and as a nation?

What have we learned?

▼ Below: The boat from Fire Island approaches Manhattan just hours after the attack. Right, debris lines the streets of the city.



Since Sept. 11, 2001, when terrorists attacked the World Trade Center and the Pentagon using hijacked airliners and included the intentional crash of Flight 93 in western Pennsylvania, we have been at war with what some have described as unconventional forces.

Not since the Civil War and the border incursions by Mexico at the turn of the 20th century have Americans experienced war on our own soil of this magnitude.

President George Bush had said, “. . . it is a war unlike the American people have ever experienced before.” Because of the unique resources and the responsibilities the National Park Service, the agency has become an integral part of protecting our country and its citizens. Homeland Security functions on a national scale.

I was working at Fire Island in New York during the 9/11 attacks. It is a 32-mile-long barrier island approximately four to seven miles south of Long Island and approximately 24

miles of the island's total length.

The park has concurrent jurisdiction with state of New York. The waters within and adjacent to the park have been characterized by the United States Coast Guard as “some of the most congested waterways in the Northeast.” It is one of the most complicated parks in the Northeast Region to manage, with 17 communities and two incorporated villages within the boundary of the park.

Like most New Yorkers and most Americans on that bright, sunny Tuesday in September, we were living our lives as we did the day before — drinking coffee, watching our usual morning news show, planning the day. I just happened to be off that day and was looking forward to time on the golf course.

We all know what happened at 8:46 and 9:02 that morning. When it became obvious this wasn't a horrible aviation accident but a coordinated attack, I was on the phone with Dave Griese, chief ranger at the time. After

I don't think any of us will ever look at life quite the same way.

some discussion, we decided to contact the United States Park Police at Gateway, thinking they were going to coordinate the NPS responses to the area. Marty Zweig at Flood Bennett Field didn't yet know what response was needed but we began making preparations for getting under way by boat to New York Harbor.

How do park rangers prepare for going to war? There was a varied level of experience in the park at the time. I had spent five years at Everglades and Big Cypress conducting powerboat and airboat patrols in the backcountry in the late '70s and early '80s. I also was the operations supervisor at the Statue of Liberty/Ellis Island from 1983-1988 during and after centennial celebration. It was varied but key experience for the safe and successful completion of our mission in New York Harbor in 2001.

The rest of the crew was a mix of experienced rangers, all with boating experience, and maintenance boat operators, all licensed Coast Guard captains.

Our boats were "surplus" Coast Guard four-foot, motor utility boats powered by twin diesels capable of cruising at 25 knots (about 28 mph). Each boat had a crew of four — two rangers and two maintenance boat operators. The other rangers and I, all EMTs, were worried about what we would find when we got there, worried if someone on one of the boats were seriously injured, how would we be able to stabilize and care for them and where would we take our crewmates given the number of expected casualties at local hospitals and trauma centers. We later found out there were far fewer survivors than initially anticipated.

The weather on 9/11 was one of the 10 best days of the year. While underway to New York Harbor we passed the Coney Island amusement park where stationery, business cards and other paper debris rained down on us as we crossed the area. As we went through the Verrazano Narrows between Staten Island and Brooklyn, passing under the bridge, we saw the column of smoke from Ground Zero.

None of us was prepared for the sight. Where the World Trade Center had once been, there was a column of white smoke rising straight into the air and then being sheared off due to upper level winds. I contacted Griese and advised him of our location, what we saw from our vantage point and the need to start a critical incident stress management team to

respond to the incident.

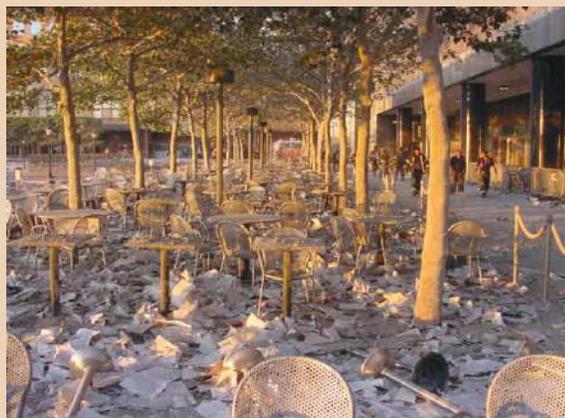
We arrived off Liberty and Ellis Island about 5:30 p.m. After checking in with the Park Police commander on Ellis Island, we went to work enforcing the security zone around the two islands. One of the first things both boat crews noticed was that the garrison flag (about 40 by 60 feet) was up on the big flag pole on Liberty Island. The flag was at full staff, not half. The deputy superintendent told me that "Old Glory" would remain at full staff for a while yet, wanting to show those who had attacked us that they didn't win. Lights shown on the flag all night and at sunrise, it was lowered to half staff. Over the course of the next week, we made numerous boarding of vessels entering the zone, from recreational boats that leaked through the harbor closure to 100-foot tug boats too close to the islands. Also in the zone was the U.S. Coast Guard cutter Tahoma. It was serving as the overall area command platform for the Upper New York Bay area.

On the evening of Sept. 12 shortly before sunset, we took the boat into North Cove, a small boat basin adjacent to the World Trade Center. What struck us immediately was the overwhelming smell of burning hair and vomit. We got off and left one person while three of us walked to where the buildings had stood — now a smoking pile of rubble. We saw overturned fire trucks and crushed police patrol cars, half-eaten sandwiches, full coffee cups and silverware in place at an outdoor café. We saw firefighters asleep against a building, the first sleep for many in more than 24 hours.

We saw neighbors helping neighbors moving personal belongings from apartment buildings adjacent to Ground Zero. We saw NPS and U.S. Park Police employees involved in this major incident, one that changed the lives of us all.

Another aspect that stood out was the lack of air traffic. The New York airspace over Manhattan Island usually is one of the busiest. The only aircraft flying were F-15s constantly circling low overhead.

Staff members from Fire Island have responded to two major international incidents in the last 15 years: the first was the crash of TWA Flight 800 on July 17, 1996, which resulted in the deaths of 230 people, and the second, the 9/11 terrorist attacks on the World Trade Center when 2,819 Americans were murdered. Many of our lives have been changed forever because of both incidents.



An outdoor café with half-eaten sandwiches, full coffee cups and silverware provides a grim reminder of the tragedy.

Another ranger and I returned to Fire Island late on Friday, Sept. 14, in time to attend a memorial service for those lost. The Ryan family in town lost their son when the South Tower went down. Many people approached us to thank us for responding and doing whatever we could to help.

How are we doing today? I don't think any of us will ever look at life quite the same way. Some of us have retired, some are still working. Some of us have met in a local diner on 9/11 every year to have lunch, share stories and just be together.

The date 9/11 also happens to be my daughter's birthday; this year she'll turn 30. A few years after the 9/11 attacks, she said she now knows what the kids born on Dec. 7 (Pearl Harbor Day) felt like.

This year we'll all get together as we do every year. I think it's important for all Americans to remember what happened on that day. Remember how we got along. Remember how we all helped each other, how nice it was to see neighbors working together. Remember how we all took a different look at those working in the emergency services and law enforcement communities. How many times did we have people thank us for our actions?

Regardless of one's political affiliation, this is still the best country. The concept of "freedom" is one that people try to copy throughout the world. It's uniquely American, just as the concept of putting land aside for preservation and for the enjoyment of future generations is for the most part uniquely American.

Yes, we'll get together and celebrate life and remember those who have lost their lives for being an American.

If you see something, say something. 🚓

Jay Lippert, now retired, previously was chief ranger at Fire Island.

Have red card . . . will travel!

By Dale Thompson

Emergency Management can use your skills! Since retirement seven years ago I have continued to use my red card. At my age I no longer work the fire line, but I've found there are many other jobs for retirees and current employees.

June 4, 2011: ordered 525 firefighter dinners meals, fed 1,238 people

You can earn money or just keep up with inflation by working a few days or weeks during the year. You don't need to be retired; if you're still employed you can earn overtime. Where else can you get paid to go camping, have meals and showers provided, have an adventure seeing old friends and co-workers and making new friends? Plus, you can be useful helping in an emergency.

20 to 60 days per year with work in 10 states

What would you do? Every position in government can lend its skills to emergency work. Are you an interpreter? You could be a public information officer. Were you in law enforcement? How about becoming a security manager? In maintenance? become a base camp manager or facilities unit leader. Budget officer? Incidents need cost unit leaders. Park superintendent? You might be good as a liaison or safety officer.

Where would you do it? It's like an adventure. It may be a hurricane, tornado, flood, fire, oil spill and more, and it could be anywhere in the United States.

35 days in Mississippi helping victims of Katrina

How can you get this work? You need to be red carded (fire) and/or gray carded (all risk). There are many jobs other than basic firefighter. You could be an incident management team member or a freelancer. Most of the jobs require training and experience with the completion of a task book. Job examples: personnel and equipment time recorder, check-in, demobilization unit leader, resource unit leader, situation unit leader, receiving and distribution manager, ordering manager, supply unit leader, security manager, base camp manager, facilities unit leader, transportation manager, ground support unit leader, food unit leader and equipment manager.

58 days in Alabama working on the BP oil spill

As a retiree these jobs would be considered casual hire or AD (administrative determination) and would not affect your retirement benefits. For retirees there are no benefits or overtime attached to this type of work. Travel is approved via authorization. Work hours range from 12 to 16 hours maximum per day. Housing may be your tent in fire camp, but in some instances a hotel room may be provided.

We couldn't sleep on the ground in Mississippi because there were alligators.

This may not be for you. What are the down sides? If you are "available" it is for a 14-day minimum assignment. Is your calendar open? Can you leave on short notice? Who will take care of the house, plants and pets?

Any appointments scheduled? Besides the long hours there could be dust, smoke, heat, cold or other environmental factors to consider.

Fire camp was evacuated twice when the fire got too close.

Got up one July morning in Idaho and it was 19 degrees.

ADs need a home unit, such as a local park or forest to process time, travel and keep all records for the individual. Pay rates can be found at www.nwccg.gov/branches/pri/ibcl/documents/personnel/fjs. A manager earns \$21.04 an hour, a unit leader earns \$28.16 an hour and a section chief or command staff earns \$37 an hour.

If you are nearing retirement and are interested in this type of work, you should "get yourself qualified" or red carded because it may become more difficult to obtain after leaving your agency. The work is not guaranteed; it is on an "as-needed" basis. You must be available through your local dispatch office and be the closest resource available.

Contact your local fire management officer for more information on obtaining a red card. 

Dale Thompson is a retired NPS park superintendent. Currently he is a food unit leader on the Eastern Arizona Incident Management Team.

Once lived in eastern Montana and enjoyed the fact that there were more sheep per square mile than people in some areas.

Now I live in a place where there are more bears per square mile than people — Katmai National Park and Preserve in southwestern Alaska. With 4.2 million acres and a bear population of about 2,200, Katmai has plenty of space for these wild and wonderful animals to roam.

I work as a seasonal interpretive ranger at Brooks Camp in Katmai. It's a remote location situated on the mile and a half long Brooks River, which connects two large lakes, Lake Brooks and Naknek Lake. About halfway along the river is the famous Brooks Falls where bears congregate in large numbers in the summer months to fish for sockeye salmon. These fish are swimming upstream from Bristol Bay toward their spawning grounds.

The high concentration of bears attracts large numbers of people who come from all over the world to experience these bears in their natural habitat. Having so many people around the bears may sound dangerous, but park rangers at Katmai work together to help visitors have the safest and most enjoyable experiences possible.

As an interpreter I have many duties, including presenting three formal interpretive programs and staffing the visitor center. However, the majority of an interpretive ranger's work at Brooks Camp involves taking measures to decrease the chances of negative human-bear interactions. We do this many ways.

One step to keep visitors safe is the bear orientation. Upon arriving at Brooks Camp, all visitors must report to the visitor center to attend a 20-minute bear orientation given by a park ranger interpreter. During this orientation, visitors learn about the important rules to follow while visiting Brooks Camp in order to stay safe around bears. These rules include keeping a 50-yard minimum distance from bears at all times, properly storing food and gear, and knowing the location of designated picnic areas.

Visitors aren't allowed to carry food items on their person or leave any possessions unattended at any time. We stress the importance of not letting bears learn to associate humans with food. Bears are intelligent, and it only takes one time for a bear to obtain unsecured food from people for it to learn to associate humans with food. Bears may also come to associate humans' unattended property with

Keeping bears & people safe at Brooks Camp

Some 2,200 bears live in Katmai



▲ Bears and humans in close proximity present management challenges at Katmai.



Park rangers help to manage the floating bridge over the Brooks River.

something they can play with or chew on. When bears make these associations, they become problematic and sometimes dangerous.

The last time a bear was destroyed at Brooks Camp was in 1983. This bear obtained fish from anglers and food from visitors, and it began to approach visitors. The rules in our bear orientations are important. They not only keep visitors safe from bears, but they also help protect the bears.

Another important duty of interpreters at Brooks Camp is managing the floating bridge near the mouth of the Brooks River. The bridge is the only way for visitors to cross the river to get from Brooks Camp to the trail leading to

Brooks Falls. In July, bears need access to the river to fish for salmon. This is necessary for their survival, and they have the right-of-way on the Brooks River.

Fishing bears often come close to the bridge. To assist visitors in crossing the bridge without having a negative encounter with a bear, a park ranger interpreter is stationed at each end of the bridge. These two rangers communicate via radio with one another about where bears are located, what they are doing and how fast they are moving in the area around the bridge.

Whenever a bear is within 50 yards of the bridge, rangers close the bridge to visitor traffic until the bear(s) move outside of that zone. The ranger on the south side of the river is on an

elevated bear viewing platform so bears can simply walk underneath the platform without the people above them having to move. The ranger on the north side of the river, however, is standing on the ground on a path that bears frequently walk on to watch for fish in the river. Whenever a bear approaches that position, it's necessary for the ranger to move away from the bear. When you're with a large group of visitors, you must instruct the visitors on how to avoid the bear. This usually involves backing up about 50 yards from the river to allow the bear to pass.

Instructing and moving large groups around mobile bears can be challenging. Oftentimes rangers and visitors find themselves doing a sort of dance around the bears. We call it the Brooks Camp shuffle. Managing the bridge over the river efficiently is important in order to keep visitors safe and the bears well fed.

Rangers perform many other duties around camp in order to help visitors have the safest experience possible. When walking to Brooks Falls, we usually ask visitors if they'd like to walk with the ranger. The trail winds its way through a thick spruce forest, and you never know when a bear may emerge from the forest around you. Many visitors feel safer walking with a park ranger on this trail. I suppose they think we will protect them if a bear comes near. It's always amusing when a big, burly man asks if he can walk with me (a petite 5-4).

Rangers help prevent visitors from having close encounters with bears on the Naknek Lake beach. Visitors love to photograph bears walking down the beach, especially sows with cubs. When bears are walking toward a group of photographers, rangers will alert them and ask them to move at least 50 yards away from

▼ **Park ranger Jeanette Meleen presents an evening program at Brooks Camp.**

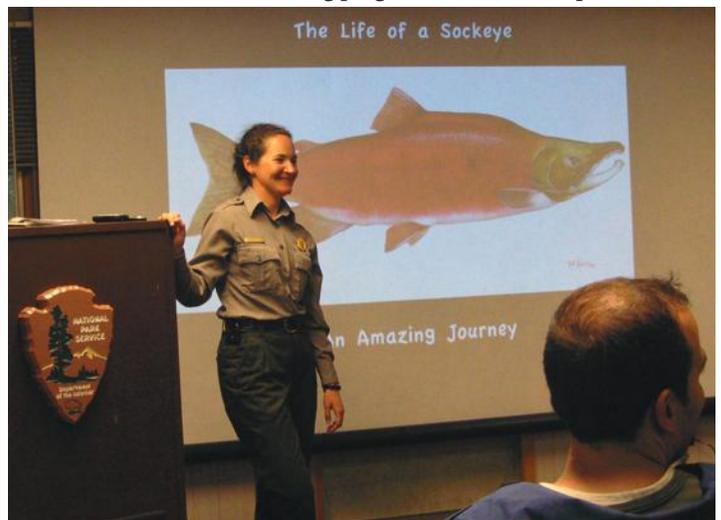
Crazy/funny questions from visitors

“Will my makeup attract bears?”

“Do you remove the bear poop from the trails?”

“Why don't you taze the bears?”

“Why don't you euthanize that old bear?”



the bears to give them space. It can be a challenging task for a ranger to ask people to move when a sow has three adorable spring cubs with her. Visitors can become so enamored with the bears they may forget that they're wild animals.

Educating visitors and providing informal interpretation about brown bears is another step that we take as interpreters at Brooks Camp to help visitors have a safe experience. The more visitors know about the bears, the more they will respect them and hopefully do the right thing around bears. Most interpreters at Brooks Camp enjoy answering the many questions we get from visitors, and many questions open opportunities for us to provide informal interpretation. Questions like "Why don't you euthanize that old bear?" or "How long does a mother bear keep her cubs?" are great questions that give us opportunities to provide informal interpretation.

Attending an evening program about bears is another good way visitors can learn about them. If a visitor is seen by a ranger doing the right thing around bears, they may be awarded a Katmai brown bear booster pin. These pins have a different design every year. An angler who stops fishing well before a bear approaches or a visitor who reminds others to give a sow



Bears fishing for salmon often come close to the bridge connecting Brooks Camp with the trail to Brooks Falls. Whenever bears are within 50 yards of the bridge, rangers close the bridge to visitor traffic until the animals move outside of that zone.

with cubs extra space are examples of actions deserving a bear booster pin.

Brooks Camp can be a chaotic place, especially during July when the salmon are running upstream. Managing people and bears safely during this time can be both a challenge and a joy.

It's challenging to have seven bears within 50 yards of the bridge and a large group of visitors needing to cross to get to their float plane on the other side of the river. It's also a great joy

to educate visitors about the brown bears and see them connect with these creatures.

If rangers continue taking the necessary steps to keep visitors safe around bears, and if everyone who visits Brooks Camp makes an effort to learn about the bears, the bears can continue to cooperate with us and allow us to share their home.

The bears of the Brooks River are special animals and deserve our respect. If everyone who visits Brooks Camp can appreciate that, then we can continue enjoying these bears safely. 🐻



◀ **A sow and cubs saunter through the cabin area.**



Jeanette Meleen, a seasonal park ranger at Katmai for the past two summers, also has worked at Mount Rushmore

for two summers and Boston National Historical Park for a winter. She originally is from Louisiana and graduated from Loyola University in New Orleans.



It's not all Whistles and Bells

By David Kilton, Golden Spike

As the locomotives came to a stop amid clouds of steam and smoke, the clanging of bells and a short blast of each whistle, I could hear the man behind me exclaim, “Wow, now that’s a job I’d like to have; just drive the locomotive and ring the bell and blow the whistle.”

The location is Promontory Summit, Utah. It could just as well have been 1869 instead of today.

Golden Spike NHS features the place where the Union Pacific and Central Pacific met on May 10, 1869, to complete the first Transcontinental Railroad. Two beautifully crafted replica locomotives adorn the location and help the visitor envision the significance of

that meeting. These two replica locomotives, the Union Pacific No. 119 and the Central Pacific Jupiter, were designed and built by O’Connor Engineering of Costa Mesa, Calif., and delivered to Golden Spike in May 1979. Highly decorated and constructed as they were in 1868, these two mechanical masterpieces adorn the “Last Spike Site.” They represent the Jupiter locomotive, which brought Leland Stanford and his Central Pacific cronies to the ceremony, and the No. 119, which brought Thomas Durant of the Union Pacific and his entourage.

After some informal talk with the crowd that had gathered, I noticed that my “friend” had engaged one of the engineers. From the exchange of conversation it seemed that our visitor had little concept of how much work

is involved in the care and maintenance of a steam locomotive. With just a little frustration, our locomotive engineer offered, “We normally do not permit anyone in the engine house while we are getting ready in the morning. But since we have both engineers, the fireman and a volunteer working tomorrow, I guess you could come and observe, provided you get one of the staff to accompany you.” It was too late, he immediately turned to me and I couldn’t say no.

Our visitor arrived promptly at 7:45 and we drove to the locomotive house. We could observe but had to stay out of the way since

— *Photos courtesy of Golden Spike* —

▲ Jupiter and No. 119 replica locomotives stand ready for another summer.



A volunteer artisan adds gold pin striping to Jupiter's cab.

the rollout for the first locomotive was 10 a.m. We were handed a checklist of tasks that needed to be performed for each engine and noted that the No. 119 burns coal and the Jupiter burns wood. Being steam locomotives, one of the first tasks is to get a fire going. The Jupiter is always the first locomotive out in the morning so starting a fire in her firebox is the No. 1 task. Since it's impossible to light a lump of coal, a wood fire is also required in the No. 119 before coal can be added to the firebox. By now each man had donned a pair of coveralls and was intent on tasks part of the daily operation.

Engineer Ron Wilson explained, "We try to bring the fire up slowly to minimize the stress on the expanding metal in the firebox and the boiler."

Richard Carroll, the other engineer, added, "There are 44 lubrication points on each locomotive and 12 oil cups that must be filled each day."

Many other moving parts such as slides, bushings and eccentrics, also get a coating of oil or grease. As the fire increases in each locomotive, the temperature and pressure in the boiler is carefully monitored and adjusted. Once the fires create smoke the exhaust fans in vent ducts above each smokestack are turned on, and the telltale smoke from each locomotive can be seen for miles.

On this particular morning the Jupiter

also needed to have water and wood added to the tender. This task added another five to 10 minutes to the preparation, although the wood had already been neatly stacked in the bucket of an end loader. Our visitor was surely impressed as Jupiter's crew donned their 1860s period dress and started on their way to the last spike site to be greeted by a throng of visitors.

Many of the visitors are surprised when they hear the other tasks the engine crew performs during the winter season. The permanent engine staff members and several volunteers participate in five months of maintenance, restoration, inspections and repairs during the winter in order to prepare for the summer season of operation. This restoration will involve various tasks from year to year, but always includes a lot of polishing of the many brass pieces and quality inspections to ensure the locomotives are safe and in beautiful condition for the next operating season.

When visitors realize that the engineers' job requires more than meets the eye, the fascination of watching the locomotives often increases.

Golden Spike receives about 50,000 annual visitors who explore the site where the nation changed forever. Many visitors comment that they experience and learn more than they expected.

As National Park Service employees at

Golden Spike we often have the opportunity to share more of the story and clear up misconceptions about why the NPS has designated this site for protection. Visitors often come with expectations that aren't quite accurate. Some of the most often misconceptions: visitors expect to see the "trains," want to take a look at the Golden Spike, are here to get a ride down the tracks, or want to see Promontory Point where it all took place. They often are surprised to learn that there are no trains, which equal a locomotive pulling more than three cars, but two authentically replicated locomotives on which they can't safely take a ride.

What's more, the golden spike is at Stanford University in Palo Alto, Calif., and the original track layers and graders never approached Promontory Point, but went up and around the summit of the Promontory Mountains in order to complete the first Transcontinental Railroad.

The initial astonishment of false expectations quickly turns into genuine interest as visitors are presented with the stories of the Transcontinental Railroad.

One fascinating tales is the story of workers who labored under extreme conditions in weather and terrain to lay 1,776 miles of track



Central Pacific replica locomotive Jupiter

across the country with less than a two-percent grade anywhere along the route's length.

Visitors' interest oftentimes is sparked when they hear of the corruption surrounding some of the businessmen and officials, such as Thomas Durant and some associates of Leland Stanford, connected with this great accomplishment.

Visitors are often in awe of the determination and insight of those associated with this major engineering feat, especially when they realize that these events were being performed while the country was in the midst of the Civil War and the subsequent Reconstruction era.

Another interesting part of the story involves the changes that came to this nation with the completion of the Transcontinental Railroad. Included were the settling of the western wilderness; the increased ease of transporting goods and people throughout the country; the altering of the lives of many residents living on this continent, for both good and bad; and the improved communication that played a key role in the forging of the nation.

These stories and more lie just under the surface at Golden Spike. Indeed, the site is more than just whistles and bells. 🚂

David Kilton is a park ranger at Golden Spike. He began his NPS career with a seasonal internship at Rocky Mountain. He also has worked at Bryce Canyon, Carlsbad and Craters of the Moon, and holds a bachelor's degree in outdoor recreation management from Utah Valley University. He and his wife have four children.



Above, engineers polish the locomotive brass steam dome cover. Below, a first task each day is starting a fire in the firebox to power the steam locomotives.



From ‘Kentucky windage’ to *kaizen*

Learning to embrace and harness our diversity

By Deak Lundlee, Saguaro

Why are both sides of the debate so stubborn? Why can't they come together for the good of the people? Do these questions sound familiar? With government shutdowns — threatened or realized — at the federal and state levels, seemingly intractable labor disputes and apparent brinkmanship over the increase in our nation's debt ceiling, 2011 has been like a wild rollercoaster ride for some and a Greek tragedy for others.

While many, including myself, have lamented this state of affairs, we are mistaken if we think that such apparent dysfunction is limited to the body politic. Indeed, as the following story illustrates, we are sometimes guilty of allowing our differences to prevent us from making progress even within our own workgroups.

I ran into a friend of mine from another park who told me a story about a negative experience with a co-worker. I was left practically speechless. I was shocked and saddened by my friend's story, and I found myself asking how something like this could happen in our 21st century organization. More importantly, it compelled me to write and share this story so that we might all take a second look at how we approach and learn from our differences as we carry out the vital mission of the National Park Service.

Incredibly enough, my friend's story was about how the smooth operation of her office came to a grinding halt — all because of her regional accent. My friend is from California but she works on the East Coast. While she might not like to admit it, her vocabulary and pronunciation differ enough from her co-workers that they would tell you she has a regional accent.

She's proficient at her work and a member of a team. Her success is dependent upon the receipt of data from a man who works in her office. One day, while engaged in a discussion with him, he interrupted her to “correct” her pronunciation of a word. He insisted that she pronounce the word correctly before they continued.

My friend tried to laugh it off, but this guy was serious; in fact, he went to the point of writing the word for her and explaining to her

PERSPECTIVE



why it was pronounced in a certain manner. Sticking to his guns, he refused to continue the conversation until my friend acquiesced. Putting mission first, my friend conceded the point and pronounced the word “properly,” but she was hurt by this encounter and it has damaged their working relationship.

My friend's disheartening experience contrasts markedly with a positive and memorable one that I had shortly after coming to Saguaro. While engaged in a conversation with a co-worker in the fee management branch, I used the term “Kentucky windage.” She asked about it, and I explained that we used the term in the military for shooters who, rather than adjusting the windage and elevation controls on their rifles to correct the strike of their bullets, would, perhaps like Kentucky frontiersman Daniel Boone, make quick corrections by slightly altering their aim to a point off of target.

Over time, Kentucky windage has come to be understood in more generalized terms. So, I often use Kentucky windage to describe a situation where others might be inclined to speak of adding a “fudge factor” or taking an educated guess. Nonetheless, this exchange between the co-worker and me was beneficial to our relationship because it gave her an opportunity to learn a little bit about my history, and it gave me an opportunity to ensure that the terms that I used to communicate with others were being understood.

So, in the spirit of continual improvement — something the Japanese refer to as *kaizen*

— I encourage everyone to take the time to appreciate and learn from our differences in speech. If a co-worker uses a new term with which you are unfamiliar, take the time to learn what it means. If somebody pronounces words differently than you, this is a great reminder that you have the opportunity to learn more about that person's cultural heritage.

As we move toward greater diversity in the composition of our workforce, I am confident that our differences will provide rich opportunities for us to learn to look at the world in new ways and to build skills that will help us to increase the relevance of our parks for many generations to come. 🏠

Gary “Deak” Lundlee is a visitor use assistant at Saguaro. Following high school he spent eight years on active duty in the United States Marine Corps. For a decade he worked in the world of telecommunications at various jobs, including cellular systems specialist and wireless implementation engineer. He joined the NPS in April 2009.

ANPR ACTIONS & NEWS

Board of Directors teleconference

Business discussed during the July meeting of the Board of Directors included the agenda for Ranger Rendezvous XXXIV, scheduled for Oct. 10 – 14 at the Crowne Plaza in Williamsburg, Virginia.

Plenary and concurrent sessions will cover engaging youth to experience parks, civic engagement, interpreting hidden history, creating 21st century leaders and the relevancy of slavery to American history. Scheduled activities include a service project cleaning headstones at Yorktown National Cemetery and the popular Harpers Ferry Center-sponsored National Park Film Night. See page 21 for other Rendezvous details.

The board will open its annual business meeting on Monday morning, Oct. 10, and keep it open throughout the Rendezvous. Agenda topics of note will be the nomination of ANPR to host the International Ranger Federation's World Ranger Congress in 2016, development of a preliminary planning com-

mittee, strategies for fundraising to support ANPR business, and significant organizational challenges confronting ANPR in the first half of the 21st century.

All members are invited and encouraged to attend and participate in the annual business meeting. Member suggestions for agenda topics and relevant issues should be forwarded to Stacy Allen, president, at sallenanpr@aol.com.

Other issues discussed briefly during the teleconference were:

- enhancement of the ANPR website
- continued sponsorship and funding of the Rick Gale Memorial Fund and Bill Supernough Memorial Scholarship Fund. Both funds provide much needed and direct support for important ANPR-sponsored programs and projects, thereby requiring direct monetary support through continued donations. Avenues for the sustainable promotion of the two funds and the need to establish a permanent process to replen-

ish both memorial funds will be one of the scheduled items for membership discussion and potential action at the Rendezvous in Williamsburg. □

Discounted liability insurance

Wright USA is offering discounted liability insurance to ANPR members who are full- or part-time federal employees.

Professional liability insurance protects professionals against potential negligence claims made against them. Read full details of plan choices at www.anpr.org/liability.htm.

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Wright has improved the coverage for the \$2 million liability limit option and renamed it the Career Protector plan. Defense coverage for criminal proceedings increased from \$100,000 to \$200,000 and now covers allegations brought worldwide not just a U.S. territory.

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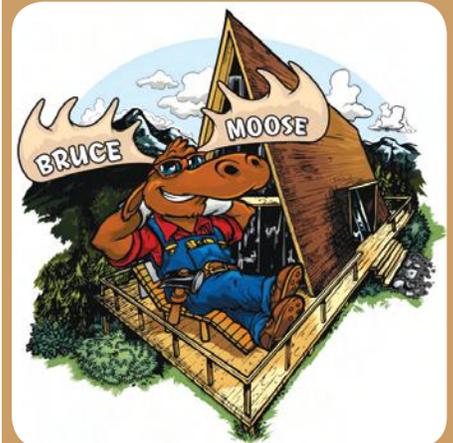
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Supernaugh Memorial Scholarship Fund needs your help

Each year ANPR hopes to fund several first-time Rendezvous attendees to the annual gathering that was a joy to the late Bill Supernaugh. Can you help replenish the fund so several people can go to this year's Rendezvous in Williamsburg?

One of last year's winners made an online donation recently and explained why.

"I received the Supernaugh Scholarship last year, and it was a breakthrough in my life," said Kyle Robbins of Portland, Oregon. "I want many others to have the opportunity that was given to me."

Please consider donating to this fund so several first-time Rendezvous attendees can take advantage of professional and social networking.

Go to the **Donate Now** tab on ANPR's website: www.anpr.org.

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The Professional Ranger

Administration

Got your new government I.D.? — When I began to think of what in the administrative world has been changed since Sept. 11, 2001, I thought of the changes in security we have to administer. An ongoing administrative logistics problem in the National Park Service is ensuring that all federal permanent, term and now those hired as Student Career Experience Program employees are issued a standard identification card.

On Aug. 27, 2004, the Homeland Security Presidential Directive 12 was signed into law establishing "a mandatory, governmentwide standard for secure and reliable forms of identification issued by the federal government to its employees and contractors (including contractor employees)."

The primary objectives of the directive were to eliminate "wide variations in the quality and security of forms of identification used to gain access to secure federal and other facilities where there is potential for terrorist attacks" and "to enhance security, increase government efficiency, reduce identity fraud, and protect personal privacy." Where it has been practical and could be supported by information technology, these new identification cards are also used for logging onto government computers.

This declaration has proven to be a challenge to implement, especially for the remote park units. I recall getting my new identification card three years ago once the station was set up in Tucson. I am one of the "lucky" ones since my park is located near a major metropolitan area and has several other government agencies in the community.

Now I am due to get my card recertified and will soon prepare to make the appointment to do so. As I prepare to get recertified, I know there are other folks in the NPS who are just now getting their first identification card because of the logistics of working in a remote park.

Remote parks have been at the mercy of decision makers who had to best locate enrollment facilities. For some parks this could mean petitioning to host a station on site and for others it means at least a two-hour drive to the nearest enrollment station. Issuing the access cards to such a NPS diverse workforce has been another challenge. For now the implementation has been limited to permanent, term and SCEP employees. Can

you imagine the complexity and cost if and when it expands to seasonal employees?

For now I will continue to send an updated list of permanent, SCEP and term employees from my park to our region's access card administrator. These employees then receive an email informing them they have been sponsored by Homeland Security and will need to make an appointment at a facility that may or not be near them. Employees may be looking at the loss of an hour of their work day up to a full day or two depending on how far they need to travel.

How many of us lament the old days of in-house picture taking (when it was OK to smile at the camera), then trimming the picture to fit the ID card that was signed by your park superintendent and hoping that the do-it-yourself lamination would come out crease-free?

Of course, those were the days before Homeland Security was a department and HSPD-12 became law. I know that we are working toward a secure workforce and hope that it goes a bit smoother for those remote parks.

I must admit that I will still have a fond place for the old laminated ID I once carried. The new ID is hard plastic to protect the embedded microchip. I use it as an ID and look forward to the day when I can use it to log onto a government computer. Maybe I won't have to change my password every 30 days. One can only hope! □

— Michelle Torok, Saguaro

Interpretation

Is interpretation in your blood?

"But not with the mere recitation of facts. Not with the names of things, but by exposing the soul of things — those truths that lie behind what you are showing your visitor. Nor yet sermonizing; nor yet by lecturing; not by instruction but by provocation."

— Freeman Tilden

Have you ever met a park ranger who wanted to be an interpreter more than anything else? I had the rare honor of meeting such a person once. This person didn't accept a job as an interpreter because it was seen as a means to go elsewhere in the National Park Service.

This person became an interpreter because of passion for helping visitors connect to the meanings of the park. This person studied the art, science and philosophy of interpretation in college.

After college, this person took the profession of interpretation seriously by participating in the Interpretive Development Program without being asked by a supervisor. This person recognized the importance of peer review certification as a means for creating a professional culture of evaluation. Most importantly, this person was a joy to be with on interpretive programs. This person comfortably interacted with visitors and never tired of learning about the natural and cultural history of the park.

I want to emphasize that this type of person with interpretive knowledge, skills and talents is rare. Most front-line interpreters I've met stumble upon the field of interpretation by accident. I'm one of those people. In my first summer as a seasonal "interpreter," I had a vague notion that interpretation was sharing information with a naïve hope that visitors would be interested. Someone mentioned Freeman Tilden but I didn't take much notice that summer.

Tell me if I'm wrong, but I have doubts that most NPS employees who call themselves interpreters have read the basic literature on the foundations of interpretation, such as Freeman Tilden's *Interpreting Our Heritage*. Where is the passion? I worked in one large park (average visitation: 24 million) where the passion for interpretation was missing. The passion for information was there, but not for the art of interpretation. If interpretive walks and talks occurred in a meaningful, relevant and provocative manner, it was an accident. In this same park, when I proposed that we send some of the frontline "interpretive staff" to the annual National Association for Interpretation Workshop, I was told that only interpretive managers attended the workshop. As long as this "trickle-down" form of interpretive management occurs in parks, the passion we seek will be rare.

Sadly, the park ranger I met with the passion for interpretation passed away recently. To simply say that this is a great loss to both the NPS and the profession of interpretation is not enough. The best way to honor this person's life is by critically examining the level of passion for our own work as professional interpreters and taking more risks to ensure that our walks and talks are intensely provocative.

Let the visitor sense that interpretation is in your blood. □

— Pete Peterson, Grand Canyon

Protection

Triaging the competing roles of the emergency responder — It's hard to believe it's been 10 years since 9/11. So much to reflect on, all of it staggering, especially when viewed through the eyes of an emergency responder.

When the planes crashed into the Twin Towers, emergency workers arrived on scene to find utter chaos on an extreme scale. The same was true for those responding to the Pennsylvania field where United Flight 93 crashed, and for the scene at the Pentagon. For those at Ground Zero, an already unimaginable scene was exacerbated to "beyond comprehensible" in a matter of seconds when the towers came crashing down.

Like any emergency responder who has arrived at smaller-scale emergency scenes and struggled with the "what do I do first" dilemma, it's hard to imagine the mental strain the 9/11 responders dealt with on that fateful morning.

So many vital tasks had to be attended to, most of them with an urgency that was through the roof:

- Scene safety, the safety of themselves and that of their fellow rescuers
- Preservation of human life — triaging and treating the wounded
- Accessing those who were trapped and treating them once they were extricated
- Apprehending suspicious persons who might continue to be a threat
- Preservation of evidence
- Initiating an investigation of the incident
- Searching for those suspected of being trapped and/or buried
- Communications
- Acquiring specialized tools and teams to aid in SAR operations;
- Battling with the painful knowledge that some of the victims were personal friends or colleagues of the responders
- Battling with the unavoidable emotional stress caused by such a horrific scene

Prior to 9/11 the United States didn't have a Department of Homeland Security, Hurricane Katrina and all of its lessons had not yet occurred, emergency support functions did not exist. In many ways, the first responders to the disaster scenes of 9/11

were "flying blind."

America certainly had other mass casualty incidents to help us prepare for disasters, such as bad wildfire and hurricane seasons, the Oklahoma City bombing, the incident in Waco, Texas, and school shootings, but nothing had fully prepared us for the sheer magnitude of 9/11.

How did emergency responders do it all? What did they do first?

The answer, at least in part, is triage, a French word meaning "to sort." I don't mean the actual triaging of the wounded, although that in itself is one of the tasks needing a priority assignment. I mean the triaging of the myriad tasks facing emergency responders as they arrive at such a scene.

No one responder is capable of doing it all. For that matter, neither is a single team of folks, trained or not. All the first folks could do was attend to the most urgent tasks first, leaving the rest of it to those arriving in later stages.

The problem is that this is easier said than done.

For instance, take a smaller incident requiring multiple tasks, all of which seem to be highly urgent: a fatal motor vehicle accident involving multiple patients, one who's deceased, three others seriously injured (one entrapped and needing extrication); multiple vehicles, one on fire and the other over an embankment, on a heavily traveled highway; a medevac helicopter requesting latitude/longitude coordinates; reduced light; adverse weather conditions; and at least some element of criminal conduct, such as a stolen car or DUI.

Sound unlikely? Park rangers deal with this type of incident fairly often. To compound our difficulty of triaging the priority of work, as rangers, we're not only law enforcement officers but usually emergency medical responders.

We can't just "pass the buck" of EMS to the ambulance personnel and focus solely on law enforcement aspects of the incident. We must remember what comes first in task triage: scene safety and the preservation of human life, which means we might *have* to treat the injured first until higher-qualified EMS arrives.

An incident at my home park involved an intoxicated man who had ridden his horse over a cliff and landed partially submerged in a river with an open head wound, pneumothorax



9/11 runner Michael Maney hands off an American flag to fellow runner Trinity Smith during the annual 9/11 Run in Oneida, Tennessee, just outside of Big South Fork.

and other injuries. While rangers, deputies and ambulance personnel worked to stabilize, package and lift the patient via a technical litter raising system, another intoxicated person rode her horse back and forth over the ropes being used to haul the patient.

This woman needed to be arrested. The problem was that all the rangers and deputies were committed to the rescue and unable to break away to go hands-on with her. Fortunately, a ranger staffing the belay line ordered the woman out of the area and she complied.

This is a perfect example of triaging the most important tasks first. We'll make that arrest soon enough, and the offender will earn herself a warrant. What mattered most that night was the safety of the patient and the responders over the edge.

That's what mattered most on 9/11, too.

The safety of emergency responders, patients and bystanders is the single most important priority at any emergency scene, regardless of

any other factors.

Remember this! When all seems to be chaos, we can only help others by first providing for our own safety and that of our team.

Remember 9/11. Strength and honor. □

— Kevin Moses, Buffalo National River

Retirement

The column by Frank and Kathy Betts doesn't appear in this issue of *Ranger* but will return in the next edition. □

Resource Management

The director's recent Flat Hat Chat, available online at Inside NPS, talks of his tasking a group of distinguished scientists to re-examine the Leopold Report about whether or how it should contribute to a "new paradigm" for the management of parks' natural and cultural resources in the 21st century. The report is due to be completed over the next year, and I hope it presents the opportunity for conversation among not only the 14-member panel but park managers and resource specialists across the NPS.

As this group undertakes its task, I encourage NPS employees in all professions to (re-) familiarize themselves with what was known officially as The Secretary of the Interior's Report on Wildlife Management in the National Parks. Commissioned by Stewart Udall and written by Starker Leopold (son of Aldo), Stanley Cain, Clarence Cottam, Ira Gabrielson and Thomas Kimball, the report set into motion groundbreaking policy changes for the NPS, which, I think it's fair to say, have sometimes been mischaracterized inside and outside the agency. The Leopold Report did not, as is often summarized, advocate completely hands-off practices with regard to resource management. And, quite appropriately, it was not literally turned into NPS policy directive. I find it thought-provoking to revisit periodically what the NPS has or has not incorporated into its culture in the decades since.

Leopold and all did recommend that the NPS acknowledge complex ecological communities, emphasize native plants and animals, and minimize "artificiality in any form" (such as artificial feeding of wildlife) — a lesson the NPS has long embraced. They cautioned that "the factor of human use of the parks is subject only to regulation, not elimination. Exotic plants, animals and diseases are here to stay . . . yet . . . the goal . . . a reasonable illusion of primitive America could be recreated, using the utmost in skill, judgment and ecological sensitivity."

The committee also wrote that rebuilding damaged biota "will not be done by passive protection alone," and that "where animal populations get out of balance with their habitat . . . population control becomes essential."

In this complex set of guidelines I suggest the NPS has achieved some successes, but perhaps more increasing frustrations (with the growth in proliferation of non-native species and attempts at population control.) I smile to re-read that they saw "the most dangerous

tool of all is the road grader” and urged that the “maintenance of naturalness should prevail.” (You be the judge.)

The committee also strongly advocated for research as the basis for all management programs — historical research into what biotic associations originally occurred in each locale, research on plant-animal relationships leading to hypotheses, experimentation to test those theses, and application of tested management methods. They also encouraged sharing of research and test results with the public “thereby eliminating possible misunderstanding and friction.” (Ah, if only it was so simple.)

Numerous reports and commissions since the Leopold group have encouraged a sound program of studies to guide NPS managers, and we’ve surely seen some successes. However, the struggle to build or maintain basic research, inventory and monitoring programs, and outreach with the public — despite the boost of the natural resource specialist training programs, the Natural Resource Challenge, the (newly renamed) Natural Resource Program Center, I&M Networks, and Research/Science Learning Centers — continues. To one who spends significant time promoting, reading, managing and incorporating science into actions, I still hear the question too often for my liking: “Why do we need that research anyway?” □

— Sue Consolo Murphy
Grand Teton

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

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ANPR Reports

Kudos List

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

John Ott
Mark Herberger
Rolland Maulding
Mark Herberger
Mark Washam

Erin Warrem
Alison Steiner
Rebecca Harriett
David Meyer
Bill Pierce

Mentoring Program

Calling all potential mentors: ANPR’s facilitated mentoring program needs you and your expertise. We have more protégés than mentors so your help is essential.

If you’re an experienced park employee (in any discipline) and want to share your knowledge with a new member, please sign up. A form is at www.anpr.org/mentor.htm.

Your mentoring relationship will help “pay forward” the great ethic of working in our national parks. Please help us keep this valuable program going.

— Bill Pierce, flamingo12az@aim.com

Education and Training

Free, official training courses available

— Three one-day training classes are available at no cost during the upcoming Ranger Rendezvous in October in Williamsburg, Virginia.

Each class is an official training course sanctioned by the National Park Service.

Details are below; see page 21 for full information about the Rendezvous.

Understanding the National Park Service through Resource Law and Policy

Oct. 10, 2011, 8 a.m. to 5 p.m.

Have you ever wondered what the NPS mission really means or why the NPS has so many rules and regulations in support of that mission? Understanding NPS resource stewardship laws and policies are foundational to anyone seeking or already in a career with the service. Join retired chief ranger Scot McElveen and former ANPR president in this informative workshop on what makes the NPS tick. While there is no fee for this workshop, preregistration is required through Rebecca Harriett, 304-535-6224 or rebecca_harriett@nps.gov by Sept. 30.

Interpreting Critical Issues: The American Civil War

Oct. 10, 2011, 9 a.m. to 4 p.m.

Over the next four years the NPS will be



ANPR member Jeanette Meloen, Katmai

Health Insurance for Seasonals & Park Partners

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commemorating the 150th anniversary of the American Civil War. This horrific national event has passed, but its lingering effects have not, and it challenges interpreters to balance its many compelling stories. This workshop will help interpreters gain skills in understanding the American Civil War in the full context of history. Participants will learn strategies on how to use controversial perspectives to their advantage when making these events relevant to today's generations. Join the Mather Training Center Interpretive team as they facilitate the workshop. There is no fee for this workshop, but preregistration is required through Rebecca Harriett, 304-535-6224 or rebecca_harriett@nps.gov by Sept. 30.

Using Oral History to Preserve and Protect NPS Heritage

Oct. 11, 2011, 8 to 11 a.m. This workshop introduces oral history methods and provides hands-on training. Topics include planning an oral history project; legal and ethical issues that relate to oral history; digital audio recording technologies; planning for and conducting in-depth oral history interviews; preserving and managing oral history collections; and processing interviews. Participants will practice skills by conducting short interviews with fellow students. Workshop will be conducted by Lu Ann Jones and Alison Steiner. Jones is staff historian in WASO's Park History Program. Steiner has been a wilderness ranger/oral historian at Sequoia and Kings Canyon National Parks and is a member of the ANPR board. There is no fee for this workshop, but preregistration is required through Rebecca Harriett, 304-535-6224 or rebecca_harriett@nps.gov by Sept. 30.

Fundraising Activities

The summer season in Yellowstone was busy and I wasn't able to complete the survey as planned. I continue to follow up with people who have experienced job application errors with USAjobs. The article from NPS HROC about the OPM USAjobs application problem continues to be edited, but I am hopeful it will be completed soon.

My attendance at Ranger Rendezvous will be based upon my finances and seasonal employment status. However, I will participate in the board meeting by phone (if the facility has the capability) if I am unable to attend.

Hopefully everyone had a great summer season. Be safe!

— Alec Chapman, Yellowstone



Tom Nichols, division chief for NPS Fire and Aviation Management, presents Jenny Dems, widow of Len Dems, with the first Rick Gale Award. Also pictured are Sarah Fisher (née Gale); Dylan and Cody Dems, sons of Len and Jenny Dems; and Cindy O'Neill (née Gale). Not pictured is Beth Spencer (née Gale).

Len Dems named first recipient of Rick Gale Award

When you stand on the rim of the Grand Canyon, it's easy to understand that great things can happen. Giving someone the ability to grow professionally and personally in the pursuit of great things is a true gift.

The late Richard T. "Rick" Gale possessed the traits of vision and empowerment as evidenced by his many accomplishments, not the least of which was serving as a mentor and coach to scores of National Park Service employees during his 41 years of service. Whether these traits grew or matured during his tenure at the Grand Canyon is hard to know, but the metaphor holds true. Great things can happen when the right person is aligned with the right opportunity.

Even after Gale retired as the deputy chief ranger for fire, aviation and emergency services, his contributions to the NPS were significant. His ability to recognize capable people and encourage and assist them in accomplishment of personal and professional growth is undeniable.

To honor Gale's legacy, the NPS Division of Fire and Aviation Management, in conjunction with the Gale family, established the Rick Gale Award. It is granted to an NPS employee who has demonstrated these traits in the continuation of the NPS mission and the growth of NPS employees.

The award is open to any NPS employee who has demonstrated mentorship/encouragement toward empowerment of individual employees

and/or volunteers. In addition, an honoree must have a demonstrated vision toward the betterment of the NPS, its employees, volunteers, programs and/or parks; and execution of actions necessary to accomplish that vision.

This year the first Rick Gale Award has been bestowed upon the late Len Dems, fire management officer for the Intermountain Region. Last December he lost his battle with cancer. When the Gale family learned of Dems' passing, it was their wish that he receive the first Gale award because he possessed so many of the characteristics they want the award to recognize. In support of this request, family and friends wrote:

"Len started his National Park Service career on the North Rim of Grand Canyon working for Rick as a fire control aid. Rick served as a mentor and supporter of Len throughout his career. Len's significant contributions to the profession of fire management, aviation and law enforcement warrant this nomination."

The endorsement continued with further accolades. In his early career, Dems served as a front-line firefighter. He understood the complexities of firefighting duties and consistently focused on firefighter safety as a priority in all response actions. His career path included stints in administration and as a law enforcement park ranger prior to focusing full-time on fire management. Len served as one of the first park-based fire management officers, building a strong program at Shenandoah.

Later he served in the same capacity at Grand Teton, and then as the fire management officer for the Intermountain Region.

Dems served as a mentor for countless individuals in the NPS, including one of Gale's daughters, and to the interagency fire community.

He was highly regarded in the interagency all-risk, aviation and fire management communities as a leader and was integral to the professional growth of the NPS in these areas.

He had the ability to quietly influence the direction of programs, and his inclusive approach was legendary. Dems was a good-natured team player who worked well with internal NPS divisions and interagency partners.

In his personal life, Dems was a leader and mentor. He served in various capacities to support the Boy Scouts of America, including the support of young men who pursued Eagle Scout status.

Both Dems and Gale were longtime ANPR members. Gale served as president for many terms and continued to remain active up until his untimely death in March 2009. 

IRF Update



By Tony Sisto
International Affairs, ANPR

7th IRF World Ranger Congress, November 2012

Registration is now open for the 7th IRF World Ranger Congress to be held Nov. 4-9, 2012, in Tanzania, Africa. The conference will take place at the Ngurdoto Mountain Lodge near the city of Arusha. It is accessible to many national parks and world sites, including the Great Rift Valley, Olduvai Gorge, Mount Kilimanjaro, Tarangire National Park and Arusha National Park.

The host organization, PAMS Foundation, is a nonprofit conservation organization registered in Tanzania. One of its founding members, Wayne Lotter, is also vice president of the IRF. The IRF has full confidence in the ability of PAMS and Tanzania to successfully host this congress.

Early registration provides a modest savings of \$50. For those who are planning to attend,

the early registration will greatly assist planners. To register, sign on to the PAMS website at www.pamsfoundation.org/world-rangers-congress (you also can access it through the IRF website at www.int-ranger.net). Once at the home page, scroll down and see the options on the left side of the page for World Congress registration and other information.

If you haven't previously attended a World Ranger Congress, you should definitely make plans to attend this one. As an ANPR member, you will be accepted as a representative of ANPR, an IRF member. Hope to see you there!

IUCN meeting in Washington, D.C.

I will be attending, along with IRF President Deanne Adams, the North America regional meeting of the IUCN Sept. 21 in Washington. The purpose is to discuss the World Conservation Congress to be held in Jeju, Korea, in September 2012. Every four years, IUCN members (IRF is a member) from each of the IUCN's six commissions come together at the World Conservation Congress. These congresses provide IUCN members with the opportunity to influence the international conservation agenda for the coming years. IRF's involvement with the Commission on Protected Areas provides the basis of our interest, and IRF's probable involvement at the World Conservation Congress in 2012.

While in Washington, we also hope to meet with NPS staff from the Office of International Affairs and with NPS Director Jon Jarvis. IRF is seeking a memo of understanding with the NPS to share information, training and invitations to world conferences, among other goals. A draft memo is currently being reviewed by the Office of International Affairs and the solicitor. The goal would be to have a signing ceremony at the ANPR Rendezvous this October in Williamsburg, Virginia.

See you on the road. Travel well. 

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



ANPR's Fall Fund Campaign

ANPR is kicking off the annual **Fall Fund Campaign** this month. You can help with a tax-deductible contribution to keep ANPR successful.

Based on members' generous participation from last year and the tax-deductible aspect of this campaign, we are hopeful of reaching an adequate level of funding.

You can make a donation online by visiting our special web page: www.anpr.org/donate.htm or you may send your check to the address below.

We will acknowledge contributors by listing names in the Spring 2012 edition of *Ranger* magazine. Any amount is appreciated, but special donor levels are:

\$ 25	Big Bend	\$100	Yosemite
\$ 50	Grand Canyon	\$200	Everglades
\$75	Shenandoah	\$500	Yellowstone

Thank you for your support — we appreciate your generous spirit!

Please detach and return with your check (payable to ANPR).

Name _____

Address _____

City _____ State _____ Zip _____

E-mail _____

- | | |
|--|--|
| <input type="checkbox"/> \$25 — Big Bend Level | <input type="checkbox"/> \$100 — Yosemite Level |
| <input type="checkbox"/> \$50 — Grand Canyon Level | <input type="checkbox"/> \$200 — Everglades Level |
| <input type="checkbox"/> \$75 — Shenandoah Level | <input type="checkbox"/> \$500 — Yellowstone Level |
| | <input type="checkbox"/> Other _____ |

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www.anpr.org • anprbiz@aol.com or fordedit@aol.com

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Receive the electronic version of *Ranger* in full color — and help save paper and postage. It's easy to make the switch from the traditional print version of *Ranger*. E-mail the editor at fordedit@aol.com and write **E-version of *Ranger*** in the subject line. Thanks for doing your part to help us decrease the print run and save resources.

Join ANPR colleagues in Williamsburg

Register online for this annual event
www.anpr.org

A theme of “Making Sure Parks Matter” will anchor the upcoming Ranger Rendezvous in Williamsburg, Virginia. Join ANPR members Oct. 10-14 for this annual event.

The Crowne Plaza Williamsburg at Fort Magruder is the conference headquarters. The conference room rate is \$89 plus tax (approximately 10 percent) for a single/double standard guest room from three days before until three days after the conference closing date. *Our room block is being held until Sept. 9.* After that date rooms will be on a space-available basis at the conference rate. Our room block will fill quickly so please make your reservations now. If need to cancel your reservation it can be done 72 hours prior to the first night's occupancy without penalty. Make reservations by calling 757-220-2250 and give the reservation desk the conference group name: Ranger Rendezvous 2011 Block.

The closest airports are Williamsburg/Newport News, 20 miles away; Norfolk, 45 miles; Richmond, 45 miles; and Dulles, west of Washington, D.C., 150 miles.

This year is the 150th anniversary of the start of the Civil War. A special keynote speaker will be Kitty Wilson-Evans, a retired kindergarten teacher who helps tell the story of slavery. See www.kessiestales.com for a full description of her programs.

Training opportunities available

Three one-day courses will be offered (see page 18 for more details.) They are Understanding the National Park Service through Resource Law and Policy, Interpreting Critical Issues: The American Civil War and Using Oral History to Preserve and Protect NPS Heritage.

Service project

Members will once again participate in a community service project. It will run from noon to 5:30 p.m. Thursday, Oct. 13, at the Yorktown National Cemetery in Colonial National Historical Park. Bring outdoor work clothes, raingear and gloves. Transportation will be provided. Let's get out and demonstrate our commitment to the national parks and the



Designed by Mia Nickels

community. We will help clean headstones at the national cemetery. A box lunch will be provided at a charge of \$10 per person. Please include payment for lunch with your registration fees.

Newcomers welcome

A special continental breakfast with the board will be held for “newcomers,” those attending their first Rendezvous, on Wednesday morning, Oct. 12.

Raffle prizes and auction items

Daily raffles and silent auctions are planned, so be sure to bring items to donate. If you can't attend, mail your raffle items to John Short. Contact him at bunkyjaj@yahoo.com for the shipping address.

Tradeshow and receptions

Numerous exhibitors are expected to display products, equipment and services of interest to NPS employees. The Exhibit Hall will be open on Monday afternoon Oct. 10, and will close after the morning break on Wednesday, Oct. 12. A reception hosted by VF Imagewear is planned on Tuesday evening. If you know of a potential exhibitor or donor, please con-

tact Kendell Thompson at 703-927-1029 or kendellthompson@gmail.com.

Additional activities

Monday evening, Oct. 10: Meet-and-greet reception at hotel sponsored by ANPR
Tuesday evening, Oct. 11: Exhibitor reception sponsored by VF Imagewear with exhibitor raffle
Thursday evening, Oct. 13: Harpers Ferry Film Night

Photography contest

ANPR once again will sponsor the popular photo contest for members. Display your best park-related photos (those with park employees or scenes) at this annual activity. Rendezvous attendees will vote on their favorite shots to determine the winners. The top three winners will receive recognition at the Rendezvous and have their photos published in *Ranger* magazine. You may enter up to two unframed images, no larger than 8 by 10 inches, of national or international park sites.

To enter, bring your prints (no slides) — color or black and white — to the Rendezvous for display. Also allowed are paper prints

(continued on next page)

Rendezvous

(continued from previous page)

of digital images. Selected photos become the property of *Ranger* magazine and may be used in the publication. You don't need to be present to win.

If you can't attend, you may send your images to Liz Roberts, P.O. Box 163 Mineral, CA 96063, to arrive no later than Oct. 6, or you may ship them directly to the hotel in Williamsburg. Address the package to: Crowne Plaza Williamsburg, Attn: (your name) & ANPR Ranger Rendezvous, 6945 Pocahontas Trail, Williamsburg, VA 23185

Selected photos become the property of *Ranger* magazine and may be used in the publication. You don't need to be present to win. Contact Liz, lizandclair@att.net.

In the historic area of Colonial Williamsburg, open daily, you are welcome to participate in day and evening programs, and visit sites and learn firsthand about more than 20 historic trades. The area also includes the reconstruction of an 18th-century coffeehouse and Revolutionary City-themed programs.

Williamsburg is a major tourist destination and includes attractions such as Colonial Williamsburg and Busch Gardens. Restaurants, shopping and diverse entertainment are near the Rendezvous headquarters. Colonial National Historical Park, which consists of the Jamestown site and the Yorktown sites connected by the Colonial Parkway, is easily accessible.

For more information about the Williamsburg area, visit the Greater Williamsburg Chamber & Tourism Alliance at www.visitwilliamsburg.com to plan your trip.

Check the Web for more details

A program agenda is on the website: www.anpr.org/williamsburg-agenda.htm.

Please join other ANPR members for this important gathering and a major annual fundraiser for the organization. We hope to see you there! 

Affordable health insurance
through ANPR and Aetna

www.anpr.org/insurance.htm

Professional Liability insurance
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Welcome (or welcome back) to the ANPR family!

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

Diana Aranda.....	Miami, FL	Brian Marvin.....	Windsor, CA
Ronald & Barbara Berry.....	Amelia, OH	Malachi Mata.....	Castro Valley, CA
David Boggs.....	Monroe, VA	Gail Maulding.....	Kettle Falls, WA
Mindy Bogue.....	Death Valley, CA	Shawna Mazur.....	Carleton, MI
Allyson Buccanero.....	Iron Belt, WI	Dianne Milliard.....	Denali Park, AK
Dominic Cardea.....	Philadelphia, PA	Kira Mullen.....	Northglenn, CO
Nathan Charlton.....	Kalamazoo, MI	Nicholas Nason.....	Wilmington, NC
Christopher Collins.....	Medora, ND	Daniel Oros.....	Gunnison, CO
Shelley Covington.....	Georgetown, TX	Sonya Pope.....	Stehekin, WA
Andy Craig.....	Port Angeles, WA	Steven Ross.....	Oakland, CA
James Day.....	Seattle, WA	Rodney Sauter.....	Silver City, NM
Toni Dougherty.....	Barron, WI	Carley Seepe.....	Atlanta, GA
Michelle Edwards.....	Gardner, MA	Elyssa Shalla.....	Grand Canyon, AZ
Margaret Fields.....	Three Rivers, CA	Claire Shields.....	Maplewood, NJ
Andrew Georgeades.....	Petaluma, CA	Justin Sochacki.....	Topeka, KS
Jessica Gibbs.....	Susanville, CA	Anne Stegmann.....	Denali Park, AK
Kathy Hanson.....	Ijamsville, MD	Melania Stoeber.....	Mineral, CA
Darlene Hassler Godwin.....	Harpers Ferry, WV	William Taylor.....	Meridian, ID
Jess Herbert.....	Brigham City, UT	Brian Tennesen.....	Northfield, MN
Stephen Hilger.....	Appleton, WI	Julie Tharp.....	Hot Springs, AR
Naomi Hodge-Muse.....	Martinsville, VA	John Tobey.....	Yellowstone NP, WY
Lynn Hyde.....	Seattle, WA	Angela Trnka.....	Lakewood, CO
Ryan Isaac.....	Tucson, AZ	Kristofer Veljak.....	Washington, DC
Wendy Janssen & Steven Floray.....	Hagerman, ID	Ryan Washam.....	Florence, KY
Colleen Keegan.....	Harpers Ferry, WV	Katy Wilkinson.....	Grand Canyon, AZ
David Kilton.....	Tremonton, UT	C.J. (Carolyn) Wilson.....	Lodge Pole, CA
Kaitlyn Kunce.....	Slippery Rock, PA	Stephen Windham.....	Gunnison, CO
Nathan Laye.....	Gresham, OR	Jolee Zanes.....	Gettysburg, PA
Chris Mahoney.....	San Diego, CA	Bryan Zielinski.....	Grand Canyon, AZ

All in the Family

Send your news to Teresa Ford, *Ranger* editor: fordedit@aol.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. You also can send All in the Family news and update contact information at ANPR's website: www.anpr.org. Go to **Member Services**.



Mike Caldwell is the new deputy regional director/chief of staff for Northeast Region. Previously he served as superintendent at Valley Forge, and also served a temporary assignment as superintendent of the National Mall. In his new position he is responsible for national parks in New York, Connecticut, Rhode Island, Massachusetts, Vermont, New Hampshire and Maine, and oversight for programs in natural resources, cultural resources, administration, construction and facility management. A 20-year NPS veteran, Caldwell served as superintendent of Fort Stanwix from 2001-04. Prior to that he served three years as a management assistant at New Bedford Whaling, where he played a vital role in the park's start-up operations. He has served as a park ranger at various NPS sites, including

Lowell, Monocacy, Greenbelt and Baltimore-Washington Parkway, and the National Mall and Memorial Parks. In addition, he worked as an employee development assistant for the National Capital Regional Training Office. During college, Caldwell worked seasonally at Mesa Verde as the assistant manager for ARA Mesa Verde Company's Morefield Campground. A second-generation NPS employee and native of Alexandria, Virginia, Caldwell holds a bachelor's degree in political science and American history from the University of Colorado at Boulder and a master's degree in public administration from George Mason University in Fairfax, Virginia. He is a 2010 graduate of the Department of the Interior's Senior Executive Service candidate development program and a 2001 graduate of the Northeast Region's management development program. Caldwell was awarded the Stephen T. Mather award in 2010 from the National Parks Conservation Association for his preservation and stewardship work at Valley Forge. He and wife **Debbie** live in Wayne, Pennsylvania, with their three children, daughter **Michaela** and sons **Ryan** and **Reese**.

ANPR life member **Mitch Fong** retired May 3 with 30+ years of federal service. Since

2000 he was a special agent with the National Marine Fisheries Service in Portland, Oregon. He always said “you can take the boy out of the park, but you can’t take the park out of the boy.” From 1978 to 2000, he worked in both the visitor and resource protection and resource management divisions in ROMO, CANY, BOST, ASIS, SHEN, PORE, SEKI and GOGA. He plans to be the home manager/soccer dad while his wife brings home the “bacon.” The family is moving to Denver. He can be reached at rollinfong@juno.com.

Tina Orcutt has been selected as the new superintendent of Fort McHenry National Monument and Historic Shrine and Hampton National Historic Site. Previously she served as superintendent of Women’s Rights National Historical



Park. A 23-year NPS veteran, Orcutt began her career while a student in the NPS Junior Fellowship Program, serving at Gettysburg and Eisenhower. Subsequent assignments included Colonial, Jean Lafitte and Jewel Cave, where she served as acting superintendent. Following a move to Booker T. Washington, where she was chief of interpretation and resources management, she did a detail assignment in the NPS budget office in Washington, D.C. Prior to her assignment at Women’s Rights, she served at C&O Canal as chief of resources management and as acting deputy superintendent. She holds a bachelor’s degree in government and politics from the University of Maryland and is currently working on a certificate in legislative studies from the Government Affairs Institute at Georgetown University.

Jin Prugsawan has a new position: permanent 5/7/9 interpretive ranger at Great Falls.

Ed Rizzotto, after a career of almost 46 years, mostly with NPS, has retired. Starting with a first opportunity in WASO and followed soon after rooming with Rick Smith in Yellowstone, he calls it a true adventure in a variety of places (50 states and six continents). He spent time as a ranger, chief ranger and superintendent, regional program manager and almost all else imaginable, printable or not. Much of it was facilitated by ANPR co-conspirators. In retirement he plans to enjoy family and friends in Hingham, Mass., and Mashpee on Cape Cod. He also intends to travel and re-travel the states and continents. Find him at treehome@pobox.com.



AN ESCAPE FROM WORK: Jerry Case, superintendent of Bighorn Canyon, and John Wessels, regional director of the Intermountain Region, are finishing the 3.1-mile run portion of the Bighorn Canyon Triathlon near Lovell, Wyoming, this past July.

Liam Strain has been selected as the new North District ranger for Manhattan Sites, a collection of units in the New York City area. His responsibilities include General Grant National Memorial (“Grant’s Tomb”), Saint Paul’s Church National Historic Site and the soon to re-open Hamilton Grange National Memorial. Previously he served as an interpretive park ranger at the Jamaica Bay Unit of Gateway since June 2011. He started his career as a seasonal in 1989 at Manhattan Sites while an undergraduate student at Fordham University. He worked at each of the six units then comprising the park, and assignments at the nearby Statue of Liberty and Ellis Island Immigration Museum. He holds a master’s degree in public administration from Columbia University.



Lee Werst is the new chief ranger at George Washington Memorial Parkway. Previously he was chief of interpretation at Women’s Rights since 2006. He has worked for the NPS for 24 years, starting as a seasonal park ranger at Gettysburg in 1988 while completing his master’s degree in history at East Stroudsburg University. He then served as an interpretive ranger at Independence and Colonial, as a supervisory ranger at the National Mall and Carlsbad Caverns, and as chief of interpretation at Timpanogos Cave. □



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Jamestown-Yorktown Foundation



NPS, Yorktown

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Jamestown-Yorktown Foundation



Colonial Williamsburg Foundation

What can ANPR membership do for you?

The Association of National Park Rangers is an organization looking out for your interests for 34 years. As a member, you have access to many benefits. Included are:

- ✓ Facilitated mentoring program
- ✓ Discount on professional liability insurance
- ✓ Affordable health insurance for seasonals and park partners
- ✓ Access to deeply discounted prices on name-brand outdoor gear
- ✓ Quarterly *Ranger* magazine with thought-provoking articles
- ✓ Employee voice to upper management and Capitol Hill
- ✓ Social functions with all disciplines from NPS
- ✓ Sponsored training with discounts to members
- ✓ Annual Ranger Rendezvous with professional workshops and training
- ✓ Networking with partner organizations

If you want to have an avenue to express issues that are important to you and your career, become an active member of ANPR — and make things happen!

Photos clockwise from top left, a Jamestown Settlement interpreter explains canoemaking; an NPS park ranger at Yorktown provides orientation at the visitor center; marching outside the Governor's Palace; and preparing a feast at the Yorktown Victory Center, a living history museum of the American Revolution. The center also includes indoor exhibition galleries and outdoor living history areas – Continental Army encampment and 1780s period farm. Discover the Williamsburg area at this year's Ranger Rendezvous.

MEMBERSHIP APPLICATION — Association of National Park Rangers

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

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

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

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

Address _____ Home phone _____

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

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

Type of Membership (check one)

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

Active Members

current & former NPS employees or volunteers

- | | Individual | Joint |
|-----------------------------|-------------------------------|--------------------------------|
| • Seasonal/Intern/Volunteer | <input type="checkbox"/> \$45 | <input type="checkbox"/> \$85 |
| • Permanent or Retiree | <input type="checkbox"/> \$75 | <input type="checkbox"/> \$145 |

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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 <input type="checkbox"/> \$2,500 | Individual <input type="checkbox"/> \$2,500 |
| Joint <input type="checkbox"/> \$3,000 | Joint <input type="checkbox"/> \$3,000 |

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

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

Name of person giving gift _____

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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.



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

Name _____

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

New Position (title and area) _____

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- ____ Other – list: _____

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