

RANGER

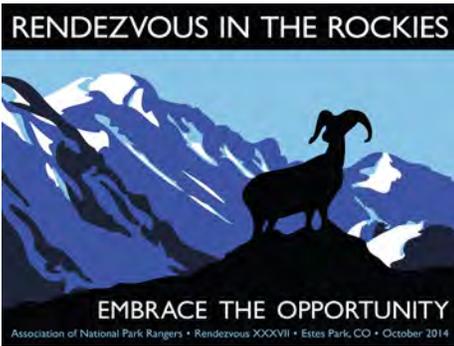
The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 30, No. 4 | Fall 2014

Time Management





Logo design courtesy of Alex Eddy

Plan to attend Rendezvous in the Rockies in October.

See the full-page infograph on the inside back cover of this issue. More details: www.anpr.org

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Share your world and show off your knowledge through a little healthy competition. We are stewards of some of the most remarkable sites and areas in the nation — go out and take some beautiful photos. Bring your photos to Ranger Rendezvous and see if you can win the photography contest.

Submit your toughest, nerdiest, Park Service-related questions for trivia night. Email ideas to rangerrendezvous37@gmail.com.



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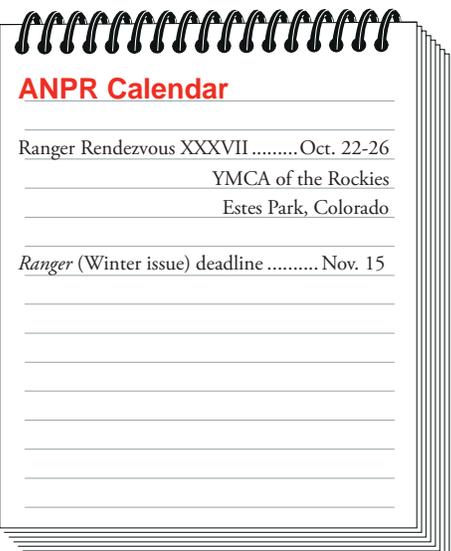


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Order online at www.anpr.org/lost.htm

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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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President's Message

Greetings from Gates of the Arctic National Park where I have been working on a detail. This past summer I found myself walking the high tundra west of the Arrigetch Peaks in the Brooks Range with a Supernaugh Scholar from the 2013 Ranger Rendezvous, sharing stories of the value of ANPR membership.

My companion attended his first Rendezvous with generous assistance from ANPR donors and the family of the late Bill Supernaugh, a longtime life member. The scholarship recipient talked about the connections he made in St Louis, and he is looking forward to attending the Rendezvous in Estes Park enroute to training at FLETC in October.

It reinforced my sense of the significance of ANPR membership in extending each of our communities within the National Park Service. I want to encourage each of you to join us at the 37th Ranger Rendezvous Oct. 22-26 in Estes Park, Colorado.

Our Association is deeply engaged in planning for the World Ranger Congress in May 2016. We are hosting this International Ranger Federation event, which will be held during the centennial of the NPS and will serve up to 500 delegates from protected areas around the world. It is the premier opportunity for attendees to meet with others and share experiences in conservation work. We are partnering with the NPS, George Wright Society and additional collaborators to ensure the success of the Congress.

As 2014 draws to a close, ANPR will contract

with a new business manager and editor for *Ranger* magazine when Teresa Ford steps down from her long and valued service with the organization. Please see details on our website and direct emails to membership.



As each year ends, we are poised to select several new positions on your ANPR Board of Directors. We will elect four new members: treasurer and board members for education and training, internal communications and strategic planning. Please look at descriptions for these positions and consider throwing your name in the hat. We need members who are interested in moving forward the business of the Association. It is a great opportunity to develop your experience in working in a team environment. This is a time of activity and transition, and I look forward to improving upon what we do and integrating new staff and board members. 🏠

Erika Jostad

IN THIS ISSUE

Americans obsess about time. Often considered timeless, parks are not immune as we look to future generations. We “fall back” when days grow short, and “due by” has become an email genre that defines our eight-hour day. “FTE,” our “full-time equivalent” doppelganger, is shorthand for us — our 2,080 hours per year. Time is money. And time is distance. Near the White House, the Zero Milestone marks the origin for all distances, and similarly, time too.

In this issue we explore the nexus of time and the NPS. Sarah Bone and Mike Reynolds point this out in “Island Time” where WASO deadlines meet the National Park of American Samoa despite the intervening confusion of time zones as described by Jim Burnett in his article, “What Time Is It?”

Time management is not only a modern cliché, it is our unique palate. In “Overcoming Time and Space,” David Kilton explains how our modern view of time began at Golden Spike. Michelle Ortwein continues with Thomas Edison’s invention of our “due by” culture in “Hell, There Ain’t No Rules!” Sara Newman ponders cultural change in “Time for Safety,” and Carla Robinson explores culture and nature at Alcatraz in “Doing Time or Serving Life?” Elspeth Hamilton Mange shares mountain time in her poem, “Metamorphosis.”

Parks often appear to stand out of time, but they are in reality our rich, temporal stage. □

— Kendell Thompson, *Ranger* editorial adviser

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COVER: Ranger Sam Meleisea of National Park of American Samoa participates in a pese and siva, a type of traditional Samoan song and dance, at the annual Flag Day celebration. Photo by Eymard Bangcoro, NPS



Island Time

Getting things done at the National Park of American Samoa

By Sarah Bone and Mike Reynolds

The phrase “island time” is often used to describe a carefree life imagined while on vacation. Island time evokes images of coconut palms and beaches, no deadlines and no cares in the world.

Island time, however, is a real part of life in many places. It reduces the stress of society, but it creates interesting challenges for those working within another culture’s norms. The National Park of American Samoa, located in a remote United States territory in the South Pacific, is one of those places. Working there is an interesting experiment in meeting the expectations of a federal agency while living day to day in a far flung place.

The park was established by Congress in 1988 as the 50th national park. It protects the rainforest, coral reef and culture of American Samoa. The enabling legislation mentions the

▲ Park staff, in traditional dress, perform an ‘Ava ceremony, an important custom of the Samoa Islands.

fruit bats, or flying foxes, repeatedly. These bats have three-foot wingspans, fly during the day and are the only native terrestrial mammals in Samoa. They are the park’s charismatic megafauna — move over, bears and bison!

The National Park of American Samoa is unique among national parks because the federal government does not own the parkland or water. An important aspect of Samoan culture is communal land ownership of village lands. The park leases these lands from the villages. The 50-year lease payment encompasses about one-third of the park’s annual budget. The land is leased from seven villages on three islands. About half of the 11,000-acre park is located on the main island of Tutuila; the rest is on the remote Manu’a Islands.

The Manu’a Islands are only 50 miles east of the main island of Tutuila, yet another world away. Life there is more traditional than in Tutuila and just getting there can be an adventure. When we first arrived, there were 30-minute flights three times a week to each island. The charter flight is on a tiny, ancient plane that

routinely breaks down. It’s not subject to the kind of safety thresholds that the National Park Service supports when flying its staff. These flights are notoriously unreliable and the half-hour flight somehow can take all day. You have to arrive early to make sure you are on the flight, and then flights never take off on time. Life simply moves on “island time.”

One time we were bounced off a flight to the island of Ofu because the people ahead of us in line were too heavy. The weight limit had been met and despite having paid for the trip in advance, we were left at the airport. Other times a ticketed passenger is bounced off because someone with a higher social rank, like a village chief or a preacher, shows up. You can’t make reservations for the return flight until you are in Manu’a, so you can never be sure you will be able to return at all.

Flights to Ofu eventually ended, and everyone with business or homes in Ofu or Olosega (connected by bridge to Ofu) relied on the flight to Ta’u instead. You must hitchhike across Ta’u from the airport to the harbor in the back

of a pickup or walk the 7 miles. Once there you must convince a local fisherman with a boat to take you across 6 miles of open ocean to Ofu. The boats are partially homemade, 20-foot vessels with no safety equipment. It is the personal decision of the fishermen if they want to make the ride, not to mention weather and fuel restrictions. When you arrive in Ofu, be ready to repeat the trip backward to return to Tutuila. Any one of the links in the chain could break and then you are out of luck and stuck on a remote island. This transportation scheme greatly inhibits the park's ability to manage more than half of its acreage.

Manu'a also can be an administrative challenge. There are no banks or ATMs in Manu'a because all transactions are handled in cash. Explaining the need for hundreds of dollars in travel cash to NPS bureaucrats is often comical: "No, the vendor cannot register their business in the system... They have no bank account, no computer, no power and often do not speak English." There are just no alternatives.

Travel to and from the mainland U.S. can be a challenge. There are only two flights a week to Honolulu. Even if there is an urgent reason for traveling, you still have to wait until the next flight. It takes about 2½ days and two redeye flights to reach the East Coast. You travel across seven time zones.

Even when not traveling, those time zones can be a challenge. The staff is never completely sure they did the math correctly when dialing into conference calls. Sometimes you can be off by 14 hours. It's a blessing to have the time zone excuse some days, but when WASO has a close-of-business deadline, it hits American Samoa at 10 a.m. In fact, the international date line lies just past the territorial boundary, making it possible to look at tomorrow from the park.

Little molehills, like buying supplies, are mountains in American Samoa. Supplies bought over the Internet can be thwarted by one of two things. First, American Samoa (AS) isn't always on the drop-down list for shipping, and customer service agents can't fix the drop-down list. As a U.S. territory, it doesn't cost extra to send packages through the U.S. Postal Service, but other shipping companies classified "AS" as international. Shipping rates are sometimes exorbitant. We did our best to stop those purchases, but if they went through, the package would be sent from the U.S. mainland to New Zealand, then to Independent Samoa and then, on a small prop plane, to American Samoa. This adds to the severely extended time it takes to receive even regular mail.

By far the most unique aspect of the National Park of American Samoa is the culture in which we do business. The Samoan culture is so vibrant and vital that it is a part of every aspect of life. Employees live and work within the curiosities of language and social practices. Traditional Samoan *lavalavas* (rectangular cloth worn as a skirt) and *puletasis* (two-piece dresses) are incorporated into the official national park uniform. Texts and programs are translated into Samoan. Since the park leases the land and water from the villages, any time the park wants to do something, such as put up a sign or build a trail, we need to discuss the project with and get approval from the chiefs of the village. This, of course, is a good thing to do regardless of the culture. Parks should be open with their neighbors about what is happening on their lands, but it becomes a complex situation when the culture is so different from the normal NPS mode of operation. At any time, a chief or village member can walk into the office and question actions taken in the park or demand money.

The relationships between the villages and the park are simple enough on the surface but become complicated. They are barely explainable to people within the NPS, let alone a villager with a language barrier. These are often interesting conversations, but ones that are cherished by park employees. Most other parks wish they had such an intimate relationship with their constituents, and so



Samoan flying fox, Ofu Island, National Park of American Samoa, © Amy Gulick, amygulick.com

much is learned from our neighbors despite the initial frustrations.

These formal meetings with partner villages are long ceremonial events. The Samoan culture is an oratory one. Employees come dressed in traditional attire and sit with the village council in traditional *fales* (open-walled structures). There are flowery introductions, singing, gift exchanges, ceremonial 'ava and food. All proceedings are in Samoan. It is never appropriate to get right to it. Everyone who participates is expected to give speeches that convey the point and display oratory skills. There is a lot of use of complex imagery, metaphor and emotion in every speech.

Living and working in American Samoa is an experience to be cherished. The challenges encountered and overcome teach life lessons that can be used in continued service as a park ranger and in daily life. Though "island time" may not fit well with the day-to-day operations of a bureaucratic agency, it does provide a good outlook on life.

Things happen to us and because of us every day. We spend a lot of energy stressing over every detail. Life in American Samoa teaches us that it is good sometimes to take a step back and realize that everything will work out fine — if given enough "island time." 🏠

Sarah Bone served with the National Park Service in American Samoa in diverse capacities from 2009-12. Mike Reynolds was superintendent of National Park of American Samoa for 3½ years, learning that eating nearly raw pig with a dose of dirty dishwater-flavored 'ava really isn't as bad as it sounds. Now he is superintendent of Tule Lake Unit WWII Valor in the Pacific NM and Lava Beds NM.



◀ **Rangers Sam Meleisea and Elaine Lio dance at an all-employee party.**

Overcoming Time & Space

By David Kilton, Golden Spike

It is 4:35 p.m. Mountain Standard Time. A family runs through the front door of the visitor center at Golden Spike National Historic Site and asks, “Did we make it? Where can we see the locomotives?” Unfortunately, the replica locomotives Jupiter and the 119 have just returned to the Engine House for the night. The family has missed the chance to see either of the locomotives in operation today.

As the ranger informs them of this regrettable circumstance, the family expresses disappointment and frustration. “How could we have missed the locomotives?” They had read that the locomotives returned to the Engine House at 4 and 4:30 p.m. Suddenly it becomes clear: time difference. They are still on California time, but this is Utah and there is an hour difference. Although problems like this can be irritating, it is minimal compared to the time issues faced in the past. Consider the difficulties people experienced with time changes before the establishment of formal time zones.

Visitors bring their kids to see the trains, not to discuss arbitrary and invisible lines where time magically steps ahead or falls behind. There are trains in museums across the country, but the hidden demarcation of time is what makes the trains at Golden Spike special. It is because of these trains that every second email seems to have a “due by” in the subject line. Golden Spike is where everyone from park visitors to park managers really climbed aboard the time management express.

To understand how the establishment of time zones came about, you need to know about the construction of the Transcontinental Railroad. When Abraham Lincoln signed the Pacific Railroad Act in 1862, he hoped to overcome difficulties connected with moving supplies back and forth across the nation. One of Lincoln’s fundamental objectives was to move troops from coast to coast in under two weeks. Prior to the railroad, it took several months for immigrants and soldiers to reach



the western United States from points east.

On May 10, 1869, after years of challenges and setbacks, the dreams of many were realized, and the country was united by a single railroad spanning the nation. Individuals crossed the country from coast to coast in seven to 10 days. Some railroads advertised the speed of passage by declaring “passengers could travel coast to coast without missing their weekly bath.”

As the nation celebrated the completion of this significant accomplishment, a new issue came to the forefront of the nation’s attention during the driving of the Last Spike Ceremony at Promontory Summit, Utah. In order to broadcast across the nation the exact moment the last spike was driven, the telegrapher wired the spike maul and the final iron spike to the telegraph. The signal when they connected was heard live from coast to coast as the last spike of the Transcontinental Railroad was driven. In Promontory, the driving of the last spike was recorded as 12:45 p.m.; in Virginia City, Nevada, 12:30 p.m. In San Francisco, 11:44 and 11:46 a.m. were recorded, and in Washington D.C., 2:47 p.m. The nation now had a new challenge: how to standardize time.

Before time zones were established, many towns and cities set clocks based on the sun’s location in the sky. Dawn and dusk occur at different times, but time differences between distant locations were barely noticeable prior to the 19th century because of long travel times and the lack of adequate long-distance communications. In the late 1800s, each train station set its own time. Nearly every city in the United States used a different time standard and, according to the Library of Congress, there were more than 300 local “solar times” to choose from. In the early days of the railroads, train schedules were confusing because they were based on local solar time. The use of local solar time became increasingly awkward as railways and communications improved. This problem was particularly pronounced in the

United States and Canada where transcontinental railroads moved people over thousands of miles relatively quickly.

Within a decade of the Transcontinental Railroad’s completion, efforts were being made to solve the issues with time differences. In 1878 Sir Sandford Fleming, a Canadian Railway engineer, proposed the system of worldwide time zones that we use today. He divided the earth into 24 zones, each spaced 15 degrees of longitude apart. Fleming observed that as Earth completes a rotation every 24 hours and there are 360 degrees of longitude, each hour the Earth rotates 1/24th of a circle (15 degrees). His observations and conceptualization of time would eventually change the world.

As with many new ideas, Fleming’s solution was not accepted immediately. Railroad companies in the United States finally began to adopt his standard time zones on Nov. 18, 1883. An International Prime Meridian Conference was held in Washington, D.C., in 1884 to standardize time around the world. This conference was responsible for establishing the prime meridian—designated at 0 degrees. It is the site from which all other longitudes are measured (often referred to as Greenwich Mean Time or GMT, located in Greenwich, England). The international date line, an imaginary line where travelers change from one date to another, was also established at the 1884 conference. The international date line is located at roughly 180 degrees, halfway around the world from Greenwich and conveniently drawn through the Pacific Ocean so no countries are divided into separate days. Though the time zones established by the conference were supported by most of the influential nations of the world, there was still some hesitancy in accepting this as an international standard.

Eventually, the demand for a more efficient or uniform time-keeping system and the adoption of Fleming’s idea would be forced by the powerful railroad companies. The railroad companies adopted the new time system, agreeing that North America be divided into four time zones. Most Americans and Canadians quickly embraced the idea because railroads were often a community’s connection to the outside world. The four zones adopted by the railroads are still close to the ones we use today. Even the nations that were hesitant to adopt the international system eventually were forced to submit when railroads and businesses they supported demanded time standards.

On March 19, 1918, standard time zones were officially established by the U.S. Congress. The act that established this, frequently referred to as the Standard Time Act, also created

daylight saving time. Although daylight saving time was repealed for some time in 1919, standard time zones remained the law, with the Interstate Commerce Commission having the authority over time zone boundaries.

Once an international time standard was established, the stage was set for worldwide trade and international growth on a scale unimaginable to previous generations. A continual process of change and invention would cause individuals to seek to accomplish things ever more efficiently. The next few generations would witness rapid advancements in many aspects of their lives. More and more of society would live by and perpetuate the statement that “time is money.” The lives of generations that followed the establishment of time zones were increasingly tied to schedules and time as first inspired by the demands of the railroad.

With the ever-increasing need for things to move faster, eventually the site where the Transcontinental Railroad was first completed was bypassed with a shorter route across the Great Salt Lake. The section where the last spike was driven became abandoned. Today’s Golden Spike visitors can see the rich history of the building of the Transcontinental Railroad preserved in the cultural landscape. Following the completion of this railroad, the United States became a leader of technology.

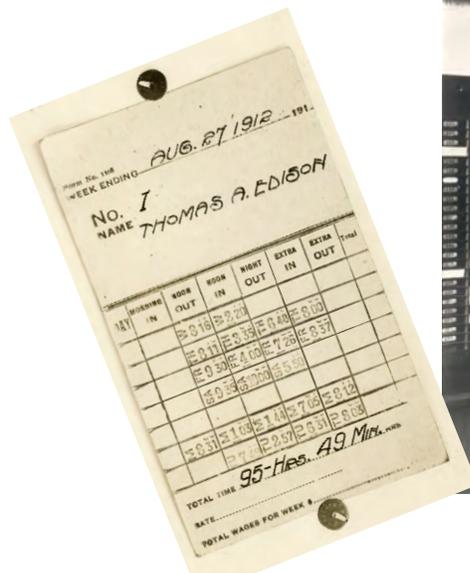
Golden Spike’s isolated location allows visitors to step back in time from the subsequent networks and technologies of modern life. Visitors can marvel at the determination of those who dreamed and built a Transcontinental Railroad and how their perseverance has influenced our lives today. The lack of development around Golden Spike and the integrity of the preserved cultural landscape help visitors connect to the story of the completion of the Transcontinental Railroad. Park managers connect to the Servicewide combined call, the visitor use report and the year-end close out, all due by close of business Eastern Daylight Time, no matter the time zone of your park.

You get to see some cool trains, too. The visitor center is open from 9 a.m. to 5 p.m. Locomotive steam demonstrations occur every summer at 10:30 a.m., and 1 and 4:30 p.m. Remember: We are on Mountain time. Don’t miss it! 🚂

David Kilton set his sights on wearing the green and gray when his fourth grade class participated in an overnight ranger program. Golden Spike is his fifth national park as an interpretive ranger. He lives in Utah with his wife and their four children.

‘Hell! There ain’t no rules around here!’

Thomas Edison’s management style



Left, Thomas Edison’s timecard dated Aug. 27, 1912. Right, Edison punching a timecard Feb. 11, 1921, in the front hall of Building 5.

By Michelle Ortwein, Thomas Edison

Thomas Edison called his laboratory complex in West Orange, New Jersey, his “Invention Factory.” It is here where he built his last and largest research and development laboratory, perfected the phonograph for commercial use and invented the kinesiograph (first movie camera) and many other inventions.

One of the first things visitors see when entering the main laboratory building at Thomas Edison National Historical Park is a time clock flanked by timecard racks in the main entry hall. He installed several time clocks in the laboratory complex. Edison himself punched in and out here, and his timecards, now part of the archives, show that he often worked 80-plus hours per week.

The time clock represents the organizational management style of Thomas Edison. He may have said, perhaps flippantly, “Hell! There ain’t no rules around here! We are trying to accomplish something,” to suggest the flexibility of the invention process. But the time clock kept careful track of how much time was spent on various projects happening at the lab concurrently. Edison’s notebooks in the museum collection also show he recorded and noted everything that he worked on, as did many of his staff.

Keeping track of time was necessary for accurate project management and staying profitable. Edison funded his own experiments, but also relied on investments by others. Sometimes these outside funds were reimbursements for completed projects; other times they were advances on future work. Therefore, it was critical

for Edison to know the cost of doing business. At the West Orange laboratory, Edison continued to refine his system of recordkeeping and cost accounting.

Just as Quicktime, the Project Management Information System and the Facility Management Software System track the project work and time of NPS employees, so did the time clock in Edison’s “Invention Factory.” He even concerned himself with portioning “the rent of different parts of the Laboratory” based on the amount of square footage occupied and the number of people assigned to each experimental project. Each project received a number that tracked its costs through labor records, material and equipment vouchers, and account books. In this way, Edison could calculate the costs of each project. He retained all of this documentation, and it is stored today in the archives.

Edison allowed himself to be portrayed as “The Wizard of Menlo Park” (a name he earned after perfecting the electric lamp in Menlo Park, New Jersey) with no rules and no restrictions in the work place. However, the time clocks at the laboratory complex, common in factory work, suggest a precise attention to time and production. For someone who seemingly cared little for rules, his use of the time clock indicates that Edison was a shrewd businessman who managed closely the research and development process. 🚂

Michelle Ortwein is the supervisory museum curator at Thomas Edison NHP.

Say, Ranger: What Time Is It, Anyway?

By Jim Burnett

If there's one task that's universal to every ranger's job, it's answering questions from visitors. The topics run the gamut from the ubiquitous "Where's the restroom?" to "Is it going to rain next week?" In some parks the answer to a seemingly routine query — "What time is it?" — can occasionally lead to considerable consternation.

The cause of the head-scratching and occasional angst is twofold: the sometimes surprising twists and turns that define the boundaries between time zones, and the twice-annual switch between standard and daylight saving time. To add to the confusion for time-zone-challenged travelers, not all parts of the country observe daylight saving time, and at least two National Park Service areas are located in more than one time zone.

If you've worked in one of the parks where an hour seems to have mysteriously vanished from visitors' timepieces, you understand the resulting challenges for everyone involved.

Want to pick up a backcountry permit for tomorrow morning's early departure, attend a special program or check out the film in the visitor center before it closes? In some areas, visitors need to do their time-zone homework or risk arriving to find a closed sign because it's later than they think.

Why is this so confusing in some parks? While there's actually some logic to the system of time zones, the boundaries between one zone and the next are often no respecters of state lines — or park boundaries; the time lines zig and zag across the map with more unexpected turns than a jackrabbit with a coyote hot on its trail.

You'll find one example in west Texas where two parks within the same region — Big Bend and Guadalupe Mountains national parks — are in different time zones. At Big Bend it's always an hour later than at Guadalupe Mountains.

Even more unusual is the situation at Theodore Roosevelt National Park, where the clocks in two sections of the same park are always an hour apart: The North Unit is located in the Central Time Zone, while the South Unit, about 70 miles away by road, runs on Mountain time.

If you make the drive from the Painted Canyon Visitor Center in the park's South Unit, it will take you about an hour to reach the Visitor Center in the North Unit, but according to the clock, you'll arrive two hours later. Of course, if you travel in the opposite

direction, local time will show that your trip took almost no time at all.

Valerie Naylor, superintendent at Theodore Roosevelt, says the time changes sometimes cause visitors to be early or late for activities, and she noted that employees have to pay attention. Announcements for meetings in the park always stress the starting time in terms of the time zone and the hour.

Lake Mead National Recreation Area offers a triple-whammy for schedule planning: the park occupies parts of two time zones (Pacific and Mountain) and two states (Arizona and Nevada), and it's that Arizona connection that creates the real potential for a seasonal time-warp.

For about half the year, it's an hour later on the Nevada vs. the Arizona side of Lake Mead; when daylight saving time is in effect, the entire park operates on the same time. Visitors on the Arizona side who are planning to gain an hour when they cross the state line en route to the airport at Las Vegas can be in for a rude surprise during daylight saving time, and may discover that what happened in Vegas was . . . they stayed in Vegas.

The major culprit for clock-watchers at Lake Mead is Arizona's aversion to daylight saving time. Like it or hate it, we're getting better about remembering to "spring ahead" or "fall back" twice a year, but those rules don't apply in most of Arizona (or all of Hawaii), where the time switch is ignored.

Even armed with that information, don't get too smug about being right on time in Arizona because in the Grand Canyon State, there are exceptions to the exception when it comes to daylight saving time.

The result is the potential for bewildered visitors at places like Glen Canyon, Canyon de Chelly, Navajo and Hubbell Trading Post.

Any good map will confirm that the latter three sites are indeed located in Arizona, which does not observe daylight saving time. No problem, travelers may think, I've got this figured out. But not so fast. Those NPS areas also lie within the boundaries of the Navajo Nation, which being perhaps more progressive than the rest of Arizona, observes daylight saving time.

The net result: during the months daylight saving time is in effect, it's an hour later at those sites and elsewhere in Navajo territory than in the rest of Arizona. The park website for Hubbell Trading Post reminds visitors that during daylight saving time season, "When it is 1 p.m. in Flagstaff, Arizona, it is 2 p.m. at

Hubbell Trading Post."

The park staff at Glen Canyon, which straddles the Arizona-Utah border, has made a valiant attempt to clear up confusion for visitors with the following post on the park website:

Q: What time is it?

A: This gets a little complicated, so hang on. Glen Canyon National Recreation Area follows Arizona time, which is Mountain Standard Time year-round.

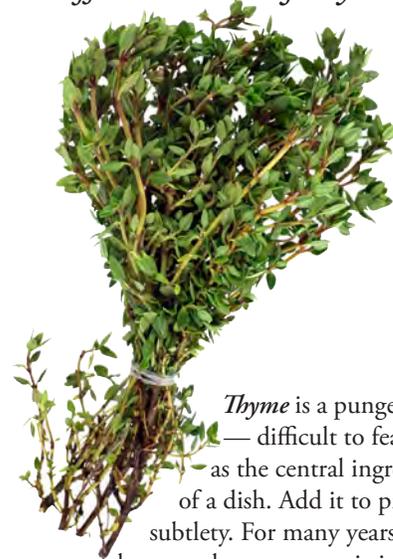
- The state of Arizona does not switch to daylight saving time in summer.
- Within the state of Arizona, the Navajo Reservation does switch to daylight saving time.
- Within the Navajo Reservation lies the Hopi Reservation. The Hopis do not switch to daylight saving time.
- The state of Utah does switch to daylight saving time.
- Exception: Dangling Rope Marina, which is in Utah, does not switch to daylight saving time. They run on Arizona time.

Simple, huh?

Time — it causes strange situations at many national parks. 🏠

Jim Burnett worked in eight NPS areas in six regions during his 30-year career. He retired in 2001 and is a regular contributor to the blog, National Parks Traveler.

A different kind of thyme —



Thyme is a pungent herb — difficult to feature as the central ingredient of a dish. Add it to provide subtlety. For many years it has been used as an aromatic in stocks and sauces, with just a few sprigs added to gallons of stock. Use it carefully so it won't be too strong to enjoy the food it is meant to season.

— from www.gardeningknowhow.com/edible/herbs/thyme/harvesting-thyme.htm

How much time will it take to achieve a culture of safety at NPS?

By Sara B. Newman, Washington Office

How long will it take us to create an environment where maintenance workers, no matter where they work in the agency, are encouraged and even rewarded for insisting that a co-worker wear eye protection?

When will all National Park Service managers and supervisors visibly demonstrate their commitment to safety by setting clear standards, providing necessary training and protective equipment, and insist on and are held accountable for safety? How much more time until safety considerations take priority and are embedded into decision-making for all operations?

The time it takes us to achieve a genuine culture shift depends on our actions — and there may be no better time for us to achieve success than right now.

We have made enormous progress raising awareness about safety around the Service. Mary Bomar, NPS director in July 2007, sent a memo to all employees with a vision that “safety must be a leadership practice and become part of our culture.” At that same time, the National Leadership Council chartered a “Safety Leadership Council to help the NLC create, deliver and sustain an effective safety strategy for the Service.” Since that time our current director has committed resources to support NPS Operational Leadership — a behavior-based program that identifies key risk factors affecting individual and team performance, and empowers employees to assertively participate in decision-making processes impacting their safety and the safety of others.

Employees are more involved in their own safety than at any point in our history. To date 19,000 permanent and seasonal employees have participated in the training phase of OL. NPS leadership has demonstrated com-

mitment by driving conversations around safety and sharing lessons learned from serious accidents. The NPS has established a formal employee wellness program to support parks, regions and offices around the Service to implement local initiatives to enhance the health and well-being of our workforce.

What more must we do to achieve a culture in which all employees demonstrate that safety, occupational health and wellness are integral to the NPS mission? Once all employees are trained in OL will that mean we’ve achieved a culture of safety? No, it won’t. OL training has paved the way and created the environment of understanding around the concepts of risk management and safety, but it can’t do it alone.

To reach our shared goal of an enhanced and sustainable safety culture, there are additional areas that we must address. NPS lacks capacity, effective communication and a safety management system. As consequences, the NPS suffers poor performance, high fatality and injury rates, and a lack of accountability in safety. These shortcomings have left supervisors and managers unclear about their responsibilities for safety and have resulted in a poor safety reputation.

Organizations with a strong safety culture have systems that include training in behavior and human error as offered through OL, but they include more. An effective safety management system must include data reporting and analysis, safety and health training, clear and communicated safety policies, hazard reporting and abatement, and industrial hygiene and medical surveillance programs to track and address health hazards. The graphic (above) provides an example of the kind of safety management system that is needed in the NPS to provide the full set of tools for effective implementation of OL and an enhanced safety culture.

To help us establish a safety management system that will align and coordinate our efforts across every region and around all parks and programs, we need a framework that will guide us. For that reason, the Safety Leadership Council and the Office of Risk Management were charged with leading an effort to develop a national safety, occupational health and wellness strategy. In response, they developed a draft strategy through a national, inter-



disciplinary effort that included the participation of NPS safety professionals, management and programs across the NPS.

To finalize this strategy, the ORM /SLC is now coordinating an outreach effort to hold conversations with employees throughout parks and regions to discuss the safety, health and wellness of our workforce and the draft strategy. The idea is to gather thoughts, build understanding and share a vision about how we achieve a culture of safety and wellness. The discussions focus on our commitment to work together and align our efforts. To help push this effort, employees should engage when possible in these conversations. You can learn more by contacting Sara Newman in the Office of Risk Management at sara_newman@nps.gov.

Organizational commitment, principled leadership, accountability, behavior recognition and OL implementation are some of the building blocks paving our road toward a safety culture. The key vehicle, a national strategy, will take us where we need to go. The drivers are you.

How much time will it take? Our success in achieving a culture of safety while we are all here to enjoy it and before the next generation of NPS employees takes over, depends on the contribution and efforts of all employees at every level and in every division of the organization. Now is the time to buckle up and start the engine. 🚗

Dr. Sara Newman is a captain with the United States Public Health Service and has been with the National Park Service since December 2006. She is deputy chief of the NPS Office of Risk Management, which provides overall management support for the Occupational Health and Safety Program, the Operational Leadership Program and the Employee Wellness Program. She also directs the Service's Public Risk Management Program.



Rock climbers practice their skills. NPS photo



Alcatraz Island

Doing time or serving life?

By Carla Robinson

Western gulls facing winds from the Golden Gate perch along a catwalk of crumbling concrete and rusting rebar gazing at the sea — like sentinels reclaiming posts once paced by prison guards and military gunners.

It's usually the outlaws who get the attention at first. Al Capone, Mickey Cohen, "Machine Gun" Kelly, Robert "The Birdman" Stroud all did time on the rock. It's often their stories, glamorized by Hollywood, that park visitors first seek as they step back in time to wander the green and gray cell blocks of the Main Prison Building.

"Alcatraz was built to keep all the rotten eggs in one basket," said Warden James A. Johnston. "And, I was specially chosen to make sure that the stink from the basket does not escape."

Alcatraz's historical significance stretches much further back in time and features more facets than the sensationalized story of gangsters and bank robbers, kidnappers and escape artists.

Like a stack of flapjacks on a shiny metal tray in the penitentiary Mess Hall, Alcatraz Island is a jumble of layers and clues. Architecture piled on armaments. Crumbling conglomerate covering red brick masonry. A beacon in the bay, fortress walls, a drawbridge, dry moats

and dungeons, tunnels and towers.

Each level gives hints to eras and uses.

From its rugged past as Fortress Alcatraz and the site of the first West Coast lighthouse, to its infamous history as a federal penitentiary and later the 1969 occupation by Indians of All Tribes, Alcatraz is rich in layers of history.

Underneath it all is that famous rock — the thick graywacke sandstone of the Alcatraz terrane, the oldest layer of Franciscan rocks in Fog City. It forms the resilient bedrock foundation that underlies each era in time.

During the glacial stages of the Pleistocene era, when sea levels were exceptionally low, there was no water in San Francisco Bay. Alcatraz was a hill connected to the city and formed from the same sandstone layer as other notable hills — Nob Hill, Russian Hill and Telegraph Hill — that give downtown San Francisco its unique character.

As the glaciers melted and sea levels rose, water flooded into the bay, isolating the rocky hilltop.

Long before its famed history as home to some of the most dangerous inmates in the U.S. penitentiary system from 1934 to 1963, the rock was a habitat for birds.

When Spanish explorer Juan Manuel de Ayala logged the island's discovery in 1775, he noted its steep, arid slopes covered in seabirds and bird guano. As he charted and mapped the bay, he named it "La isla de los alcatrazes,"

or "Island of the Pelicans," for the primary inhabitants.

The smooth dome of sandstone lacked a fresh water source, soil, plant life and game to hunt. What appeared to have little value to humans was a haven for water birds that could nest and raise their young without fear of predators.

There are references that early Native Americans, the Ohlone, may have traveled to the island to gather feathers for ceremonies and eggs or fish for food. It may even have been used as a place of exile for anyone who violated tribal rules, but there's no indication of long-term human occupation until centuries later.

After the end of the Mexican-American War in 1848, California came under the control of



Western gulls return each February to claim nesting territory and raise their young. The island is now a haven for thousands of nesting sea birds. NPS photo

▲ **Fortress Alcatraz in 1890, photo in public domain**

the U.S. government. Once gold was discovered on the South Fork of the American River, more than 80,000 immigrants flooded into California to seek their fortune in 1849.

As navy ships sailed into San Francisco Bay from rival nations, the U.S. government recognized that whoever controlled the bay would control the flow of gold. It wasn't long before the U.S. army realized the strategic location of the island as a defensive position and began the work of building a fortress atop the sandstone outcropping in 1853.

Its first surveyor wrote: "This island is chiefly composed of irregularly stratified sandstone covered with a thin coating of guano. The stone is full of seams in all directions which render it unfit for any building purposes and probably difficult to quarry."

That didn't stop the military from trying. Integrating the ruggedness of the terrain into the defense plan, laborers blasting dynamite created sheer cliffs and laid brick and stone to form steep fortress walls around the island.

Fortress Alcatraz, completed in 1859, included a row of enclosed gun positions to protect the dock, a fortified guardhouse with sallyport to block the entrance road, and a three-story citadel atop the island that served as an armed barracks and the last line of defense. The only access to the citadel was a drawbridge over a deep, dry moat that surrounded the entire building. The structure was designed to hold as many as 200 soldiers with provisions that could withstand a four-month siege.

The siege never came, and Fortress Alcatraz never fired a shot in anger during its reign as a Civil War stronghold stocked with 111 cannons, 60,000 pounds of cannonballs, 10,000 muskets, and more than 150,000 cartridges of ammunition.

The island's greatest advantage — location — could also be its greatest curse in isolation, the military had discovered. They designated Alcatraz a military prison and, over time, filled its ranks with deserters, military convicts, Confederate sympathizers, conscientious objectors and Native Americans involved in the Indian Wars of the late 1800s. But, the cost of importing water, food and supplies grew staggering.

By 1934 the military was ready to hand over the keys to Alcatraz to the Bureau of Prisons, which began the process of upgrading the facility to an escape-proof, maximum security federal penitentiary. Alcatraz became home to the "worst of the worst" criminal elements in the country for the next 29 years.

When sky-high operating costs and de-

teriorating conditions that threatened security forced the closure of the prison on March 21, 1963, the jumble of buildings sat abandoned in the center of the bay for years until a group of Native Americans claimed the island as Indian land in 1969.

Adopting the name "Indians of all Tribes," the group of Native American university students and urban Indians from the Bay Area staked a claim on the island, likening the surplus land to an Indian reservation because it was rocky with little water, no game, no jobs and no educational opportunities.

Seeking to establish an Indian university, cultural center, museum and other facilities, the occupiers held Alcatraz for 19 months. They ultimately awakened the public to the plight of Native Americans in this country and earned the right to self-determination.

Today "doing time" on Alcatraz means protecting an island rich in historical and natural resources and sharing stories from each chapter of history.

The uniformed correctional officers who made their final march down Broadway more than 51 years ago — when the maximum security prison closed its doors — have been replaced by the green and gray of the National Park Service.

Park rangers, wildlife biologists, interpreters, historic building preservationists, Conservancy gardeners, volunteers, interns and bird docents walk the trails and historical buildings each day, protecting a 22-acre island that draws nearly 1.5 million visitors from around the world each year.

The island's natural side — nesting water birds, lush gardens, tidal pools and bay views — offers an often surprising sensory experience for those who come expecting the clang of prison bars and the eerie despair of confined spaces on an isolated outcropping in the sea. It is a delicate balance to protect the needs of nesting water birds, such as the Brandt's cormorants, snowy egrets, black-crowned night herons, pigeon guillemots and Western gulls, with the maintenance of aging historic buildings undergoing stabilization and renovation for public safety.

Construction projects to stabilize and renovate the island's Citadel foundation, Sal-



Spring flowers bloom in the Officers Row gardens beneath the cellhouse. The Garden Conservancy documented more than 300 species of plant life on Alcatraz as part of Golden Gate's BioBlitz 2014. NPS photo by Carla Robinson

lyport Guardhouse, Quartermaster building, and dock Guard Tower are timed to minimize impact on the island's original residents, the birds.

Art exhibits, such as the upcoming September installation by Chinese activist and artist Ai Weiwei, are also timed to best showcase the creative works while ensuring the nesting bird populations go undisturbed.

It's appropriate that the island's original residents return home each year to nest on cliffs and in lush gardens featuring plant species imported from around the world by military and penitentiary families and staff seeking to soften the harshness of their environment by planting flowering landscapes.

The island's newest bird resident is also not a native and seems to be a living embodiment of the isolation that often characterizes Alcatraz.

The northern gannet, an Atlantic seabird, recently made a home on the island's cliffs near nesting Brandt's cormorants. The sleek, white water bird is believed to be the first of its kind ever sighted in the Pacific Ocean.

Bird enthusiasts have flocked to watch the rare seabird swoop and dive in the winds off the western cliffs and make striking mating displays that go unanswered for lack of a partner. This rare addition is just another new chapter in the ever-evolving story of doing time on Alcatraz. 🏰

Carla Robinson is an interpretive park ranger on Alcatraz Island, one of her favorite assignments because there's never a shortage of fascinating stories. She has served in nine national parks.

What time is it, ANPR?

This statement was submitted by President Erika Jostad as a follow-up to Bill Sanders' Perspective below: ANPR is at a crossroads as we replace the organization's business manager and editor. The Association is poised to reduce operating costs with this transition, and the 2014 Rendezvous early registration currently exceeds total attendance of recent years' Rendezvous. There are strong groups of ANPR volunteer members planning the World Ranger Congress and completing our oral history project. The organization has been productive this year re-engaging membership, but work remains to be done. There are a number of issues before the membership that need to be discussed when we next meet at the Rendezvous. Life member Bill Sanders submitted his view of a possible future for the Association. I am optimistic about the direction the organization is taking this year and look forward to continuing our discussion now and in October.

By Bill Sanders

Hey, kids! What time is it?" Those words, yelled out to the "Peanut Gallery" by buckskin-attired Buffalo Bob, launched a popular children's TV show back in the days of big, bulky, black-and-white console television sets in most every living room in America. Borrowing Buffalo Bob's memorable call, let's launch a discussion of today's reality facing the Association of National Park Rangers.

Although the membership may not be fully aware of the situation, ANPR faces some serious issues, including a declining membership and a financially fragile operation. Crucially, our editor/business manager has submitted her resignation. Unless some significant actions are taken soon, there might not be a viable Association in the not-too-distant future.

The roots of ANPR lie in an annual gathering of rangers who got together to experience the camaraderie, spirit and just plain old *fun* of sharing and reliving the comradeship of the ranger. Tell and retell the old stories, laugh at old jokes, poke fun at each other's foibles, imbibe just enough liquid refreshments that present company was all that mattered, and go back to your home park refreshed and re-energized to tackle the impossible. They called it a Rendezvous after the seasonal gatherings of western high-country trappers in the 1800s. There was nothing like it.

Recognizing the incredible talent pool and common interests of the assembled rangers from across the National Park Service, the Rendezvous'ers organized into an association and set out to see what could be done to

PERSPECTIVE

tackle some of the endemic problems facing the national parks and the national park ranger occupation. They envisioned a better NPS — with better systems and processes, working and living conditions, employees, managers, salaries and benefits, and most of all protected, interpreted and managed park resources. Over the next 30-plus years, ANPR members did more than just "keep hope alive," they actively worked individually and collectively as a network of caring, dedicated and loyal NPS employees striving to make things better.

The core founding fathers of ANPR and their next-generation successors also did what was necessary to ensure the success and sustainability of ANPR. They engineered an evolution of the Association from a mostly social and collegial organization to a professional association positioned as the voice of the ranger. The publication went from a newsletter to a professional journal, and the Association (and through it, the national park ranger profession) rose to prominence in the highest circles of government. Members representing the views of ANPR testified before Congress, served on national committees, consulted with top NPS and DOI officials and national conservation organizations. An outstanding ranger was presented a lifetime Harry Yount Award (named after the first park ranger in Yellowstone) at the White House by the president of the United States. Rangers mattered.

Inevitably, the core and early succeeding generations of ANPR members "timed out." Their time as doers, movers and shakers in the ranks of the NPS and ANPR passed. As retirees, most of them still had the "fire-in-the-belly" to preserve the national parks unimpaired for future generations, so they established and joined a new organization, the Coalition of National Park Service Retirees, appropriate to their status as sages of the NPS. They didn't abandon ANPR, rather they realistically passed its stewardship to the new, upcoming generations of rangers. That was a time when ANPR's investments and active fund-raising could sustain an activist organization.

Today, ANPR's reserves of human and financial resources have dwindled to the point that it is harder to function as the voice of the ranger. It likely will be financially impossible for ANPR to long continue as a professional organization, with a professional publication and an activist agenda. Dues-based, nonprofit

organizations are typically nonsustainable, particularly if they attempt to overreach what their finances comfortably allow. Maybe it's time for ANPR to return to its roots as primarily a social organization, hosting an annual or biannual Ranger Rendezvous, publishing an online newsletter, informally mentoring new rangers, and networking with each other through social media and at Rendezvous.

"What time is it?" It's time to hear comments from our Peanut Gallery — our members, partners, NPS leadership, retirees and other interested parties watching the park ranger occupation — about the reality, viability and the future of ANPR. Maybe it's time to restructure into a modified Association proudly focused upon the social interactions aspects of ANPR. Let's do what we can (and will) do best and leave the advocacy to others for awhile.

Perhaps it's time to restructure our governance to cut costs and increase efficiency. Let's consider a revised organizational structure focused on accomplishing ANPR's internal operations, i.e. corporate officers accomplishing the actual corporate tasks necessary for the organization to exist (president, vice president, secretary and treasurer, along with a part-time professional business manager). The officers could be supported by elected regional representatives (if necessary to ensure members' issues are brought forward and communications are maintained). However, in the age of email communications, the executive board could likely communicate with the membership directly. Since the Rendezvous and our publications/communications are our most important activities, absent capable member-volunteers, perhaps we should hire a few folks to accomplish those tasks if the budget allows.

Unless a significant, reliable funding stream can be obtained, perhaps we should not degrade the quality and reputation of *Ranger* by trying to cobble together a few articles under the old masthead. If we can no longer afford to publish a professional-quality *Ranger*, perhaps it's time to move online only. If we can't afford a professional editor for an online publication, maybe we should focus on member-run internal communications. Perhaps ANPR's membership newsletter might be combined with another organizations' membership-communication service. A joint communication could be sent to both organizations. If no capable member wants to take on the task, maybe it's time to stop

all publications and move to a simple e-mail newsletter sent to the membership from the executive board when necessary.

Silencing ANPR's "voice of the professional ranger" would be regrettable, but a mothballed *Ranger* and suspension of advocacy might be the only avenues available if ANPR has indeed become a financially crippled, active membership-depleted group. There are still things ANPR can do for the ranger profession and the national parks. As the economy improves and new energy infuses the organization, ANPR can resume its former activities.

In its time, the old Howdy Doody Show brought joy to thousands of children by exploiting a new mass-communications media: television. As the world increasingly moves its communications and values online and into the sterile "cloud," there is still a need and place for the joyous celebration of our collective park ranger experiences, the thoughtful, candid, face-to-face sharing of ideas and concerns with all levels of the NPS organization, and for continuing to tell the old stories and share the NPS ranger traditions, lest they be lost forever. There still is nothing like a Rendezvous – and nobody does Rendezvous like ANPR.

"What time is it?" It's time for members to leave the Peanut Gallery and act to save the core values and the existence of ANPR. 🐾

ANPR life member Bill Sanders retired in 2006 after 34 years of service. He lives in Pennsylvania.

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Metamorphosis

By Elspeth Hamilton Mange

There is a magic in these mountains
flower moss lichen
expounds
majestic
dainty
yet
bold
proudly to unfold
taking root among
the earth, metamorphic
revealing scars

stonecold stories of ages past
nearly forgotten — yet — they last
taking root
celebrating boldly
proclaiming — spring is here
earth wind water fire
always playing near
metamorphosis each year
perhaps to say — stop — I'm here

a gift
colors abound, each hue, for you
If a pedagogue we'll find
amongst el mundo underhind
a plea — love me — regard
elements divine
perhaps with time
en gloria pura vida metamorphosis for
thine

Elspeth Hamilton Mange is a field science educator for NatureBridge in Yosemite.

A Memorable Trip down the Yampa River in 1959

The two men hoped to find sign of bighorn sheep during their five-day exploration.

By Leslie Spurlin
and William J. Barmore

Big adventure was not top priority when two men with connections to Dinosaur National Monument took off on a five-day float trip down the Yampa River, but they were certain to find their fair share.

In October 1959, Dwight L. Hamilton, chief naturalist at Dinosaur, and William J. “Bill” Barmore, a collaborator with the Cooperative Wildlife Research Unit at Utah State University, undertook the trip with the intent of looking for bighorn sheep sign in that part of the monument. Twenty-two bighorns had been transplanted into Lodore Canyon in 1952, and the Dinosaur staff was interested in the status of sheep within monument boundaries.

Barmore, with a degree in wildlife science from Purdue, was pursuing a graduate degree, and USU suggested the bighorn study. Rocky Mountain bighorn sheep were native to the monument but apparently had died off in the 1930s, probably due to their susceptibility to diseases carried by domestic sheep grazed in Dinosaur.

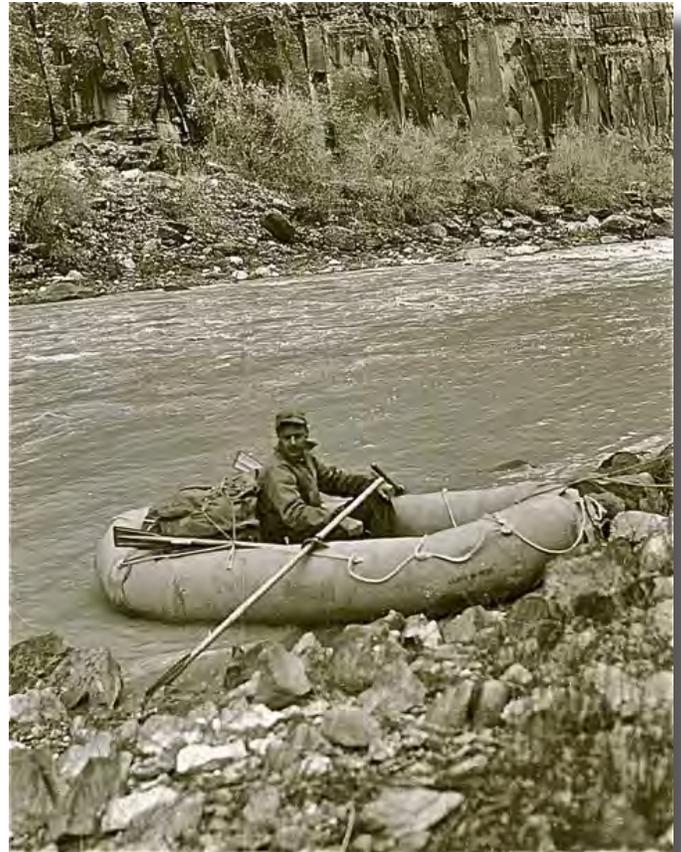
On Monday, Oct. 26, a clear, crisp day, Hamilton and Barmore left the Dinosaur Quarry housing area and headed to the put-in at Harding Hole. Boon McKnight, maintenance foreman, and Lee Wilkins, also in maintenance, helped transport supplies. Barmore kept a journal during the trip and recalled as they drove along in Hamilton’s Suburban, they discussed plant types, reasons for sagebrush and juniper invading other plant communities, and the National Park Service’s policy concerning development and road standards. Barmore suggested finding out the needs and desires of park users and to have educational/public relations programs to help people understand the purposes of parks and how to use them. As they drove past the Rial Chew home, both men agreed that Echo Park and the drive there wouldn’t be as attractive and pleasing once the road was improved.

From Echo Park, one vehicle continued on to the Harding Hole overlook at the Yampa Canyon’s rim. Hamilton and Barmore hiked to the river, with Barmore carrying the boat,

an Air Force rescue raft (a one “lunger”) with just enough room for gear and the two of them. They pumped it up and crossed over to the north bank and the remains of an old cabin. It consisted of a well-constructed fireplace (with damper), portions of stone walls, and a couple of pole beds with cedar bark. The cabin had belonged to a placer miner and some of his equipment was still there.

That day was spent exploring the Harding Hole area, which was “exceedingly beat up” by excessive livestock and mule deer use, Barmore recalled. Russian thistle was plentiful and most of the sagebrush was dead from overuse; what little grass existed was closely clipped. Despite evidence of such overuse, they observed a golden eagle and fresh mountain lion tracks. Both men investigated the large Meeker Cave, which had a spring seep near the entrance. There were many initials and other writing on the walls, and pits from pot hunters. Dinner that night over a fire consisted of hamburger, mashed potatoes, green beans, onions and coffee, and they washed dishes in the dark. Barmore wrote: “Got really chilly after sun went down. Roar of river. Absolutely calm, clear night. Stars & silhouettes of cliffs.”

The next morning there was ice in the raft. They set off after a breakfast of oatmeal, bacon, eggs and coffee, stopping at several caves and side canyons, mostly looking for sheep sign but not finding any. Beaver were observed cutting box elder along the river and at Deer Trap Draw. That night was the only one they spent without the shelter of a cave or overhang, and as luck would have it, it rained hard for seven hours. A tarp provided the only cover, and despite being primitive, both men managed to



Dwight Hamilton at mouth of Warm Springs Draw, Yampa River Canyon, Dinosaur National Monument, Oct. 30, 1959

stay fairly dry. They were fortunate, Barmore wrote. “Part of tarp with about a bucket of water in it was resting on Hamilton’s legs.” Hamilton called the experience “spooky” with water and occasional rocks cascading off the cliffs. Barmore, too, noted the rush of water cascading off cliffs and down gorges. There was an inch of rain in his coffee cup.

On the 28th, Barmore and Hamilton stopped above Mantle Ranch and climbed a makeshift ladder up a low cliff along the river to a large alcove enclosed by cliffs. This pinyon-juniper area was not used by livestock and only occasionally by deer. Grass was plentiful under the trees and in the open. They also climbed to a large overhang with an abundance of old possible bighorn sheep droppings. Lunch was at Mantle Ranch where they visited with Evelyn Mantle, wife of Charlie Mantle. They looked around Castle Park at a couple of former hermit Pat Lynch’s caves, one with his initials and charcoal drawings of old sailing ships. That night, they camped opposite Outlaw Park about 2 miles below Mantle Ranch, under a huge overhanging ledge, and spent all of the

next day exploring the ridges and gorges north of there. Hamilton considered it the “nicest place in all of Dinosaur.” Both men hiked into side canyons to take a look around and note vegetation and sign of wildlife. Hamilton found a couple of caves used by Indians and a mano in one. He considered the ridges and gorges north of Outlaw Park about the most rugged country anywhere to be found.

The weather turned cold, and the raft drifted toward Warm Springs Draw with shivering occupants. They decided to use trapper Art Gardner’s dugout cabin at Warm Springs Draw. It was cold, windy and looking like snow, and it began snowing the next morning. They were well protected and warm in the cabin, though. The dugout was about 12 by 20 feet and not quite high enough to stand up in; the door was on leather hinges. There were cans on the table and skillets hanging in the middle of the room, and animal-pelt drying boards. The roof was juniper with dirt on top. Upon arrival, Barmore opened the barrel stove to start a fire and found an invoice dated Nov. 26, 1933 to Art Gardner from Sears & Roebuck for a pair of five-buckle galoshes. There was some concern that warming up the dugout with a fire in the stove might activate snakes, but that didn’t happen. Dinner was corned beef and sauerkraut, mashed potatoes, coffee and onion soup. Barmore fondly recounted that “the fire crackled pleasantly in the barrel stove, and the flames glowed and flickered into the room from cracks around the stove door. There was no wind inside the dugout. The small light from the flashlight allowed much of the rather barren, dirty interior of the cabin to be hidden in darkness. I tried to imagine what it would have been like to have lived in the cabin 20 years ago. No doubt it would have been more comfortable and clean,

but I couldn’t help but feel that it would have been just so lonely.”

Hamilton remembered that the big rock fall that made Warm Springs Rapid a real doozy had come down not too long before they camped there. The front of the dugout was plastered with sand splashed there when the rock crashed into the river. Junipers along the bank were shattered, and some were broken off above the ground.

Waking to a gray, chilly morning on Friday, Oct. 30, the surrounding cliffs were obscured by falling snow and low-hanging clouds. Barmore and Hamilton explored the area, and Barmore found no sure evidence of bighorn sheep. They had carried the raft around Warm Springs Rapid and when Barmore got back to the river, Hamilton had the raft packed and was sitting by a small fire in a sheltered spot along the river. They shoved off about noon and had a short, exciting ride through lower Warm Springs Rapid, due partly to the small paddles on the oars that did not allow for much control of the raft in fast, choppy water. They floated on to Echo Park, where they beached below the ranger station. They carried their gear up the bank and loaded it into the Dodge carryall. In Sand Canyon they ran into snow and mud and slid all over the road, finally coming to a stop on a steep pitch. They had to put chains on and barely made it out. There was plenty of snow on Blue Mountain and they were concerned. However, maintenance men Neil Thorne and Boon McKnight, in a four-wheel drive International, met them coming out, worried they’d have trouble with the snow and mud. Luckily, the switchbacks were still frozen and covered with snow.

The trip did not provide any sign of sheep, but they found cattle droppings in all but one place. Apparently cattle would use the can-

yons when they could travel on the ice. The aforementioned spot, which was not grazed by cattle across from Mantle Ranch, was above a ledge that livestock couldn’t get over; neither could deer very often. It was a revelation to both men to see what the countryside looked like ungrazed by wildlife or livestock. It was pinyon-juniper terrain covered with



Dwight Hamilton at Art Gardner’s dugout, Warm Springs Draw, Yampa River, Oct. 30, 1959

Dinosaur’s 100th anniversary — Oct. 4, 2015

Plans are taking shape to mark the 100th anniversary of Dinosaur National Monument on Oct. 4, 2015.

If you have information or photos of adventures as a visitor or former employee, please email dino_information@nps.gov to learn more about special events, including an employee reunion and community scrapbook.

grasses and a scattering of cactus. (Hamilton was surprised that cactus was an integral part of this type of plant community). Grasses there were noticeably more abundant, vigorous and closely spaced than elsewhere in the monument. Equally noticeable was the sparseness of the annual cheat grass and the abundance of cryptogamic soil surface crust.

Somewhat later on, Barmore and Hamilton brought chief ranger Paul Webb and some men from the Bureau of Land Management who knew grasses and forage plants to that spot to show off the place they’d discovered. As they were walking along looking at various plants, suddenly they came upon a big cow pie. Barmore and Hamilton were completely deflated. They didn’t know how a cow got in there. It wasn’t until they were headed back to Vernal that they realized Webb had smuggled the pie in his pack and planted it there for them to find.

Before his death in 2002, Hamilton donated his slides from the river trip to the Michael and Margaret B. Harrison Western Research Center at the University of California at Davis. It houses a collection of western history, Native American, and NPS-related publications and art.

Barmore retired from the NPS after a career as a park ranger and research biologist in Yellowstone and a research biologist in Grand Teton. His bighorn sheep study, a master’s degree thesis titled “Bighorn Sheep and Their Habitat in Dinosaur National Monument,” is on file at Dinosaur. 🏠

— Photos courtesy of Bill Barmore —

Leslie Spurlin is the daughter of Mickey Hamilton and the late Dwight Hamilton. She lives in Grand Junction, Colorado.

Bill Barmore lives near Jackson, Wyoming.



Superior Sheen

AmeriCorps team polishes locomotives' brass

By John Ott and Ronald Wilson, Golden Spike

AmeriCorps youths have contributed more than four weeks of intensive work at Golden Spike National Historic Site.

The main objective was to assist the National Park Service team to prepare the two replica locomotives for their annual début on May 10. Historically, this daunting task has relied heavily on volunteers and extended hours. Over time the number of volunteers for this work has dwindled and more demands have been placed on the NPS staff in order to complete the repairs, mandatory service, and cleaning and polishing the mass of brass.

AmeriCorps NCCC (National Civilian Community Corps) is part of AmeriCorps, a network of national and community service

programs that engage 75,000 Americans each year in intensive service to meet critical needs in the areas of natural and other disasters, infrastructure improvement, environmental stewardship and conservation, energy conservation, and urban and rural development.

The NCCC is a team-based, full-time residential program for men and women between 18 and 24. Members are based at regional campuses in several states.

More than 18,000 people have served in AmeriCorps NCCC since 1994, and they have provided assistance to hundreds of thousands of Americans. Members serve in diverse teams of eight to 12 individuals with an on-site leader and are assigned to projects in their regions.

NCCC members are trained and certified

by the American Red Cross to provide disaster relief assistance. An entire team could get called from its regularly scheduled project to respond to a national disaster.

The NCCC service project at Golden Spike was accomplished in a three-step process. The first was a service project concept form. This form is used to determine if the organization's project concept meets the basic criteria for a service project. Upon review, the regional program office notifies an organization of its approval and the next steps in the project application process. The final step was a presite

▲ **Jeremy Monserrate cleans and polishes a drive wheel on the Jupiter Central Pacific locomotive.**



Jenny Meeuwsen shines a piece of brass trim.

visit to verify that all project plan facilities were in place.

The AmeriCorps NCCC team arrived at Golden Spike April 1 and were shown the three on-site trailers, their housing for the next five weeks. Following introductions and orientations, the team of three men and two women were introduced to the tasks ahead. The team leader was Shannon Dean, assisted by Jenny Meeuwsen, Rob Harper, Tony Guizzetti and Jeremy Monserrate.

The project objectives included locomotive restoration and repair, minor facilities repair, fence repair, landscaping, painting and event assistance.

The most important task was restoration of the locomotives. The actual task of restoring the brass on the historic locomotives involved removal of the brass, removing lacquer coating, polishing brass, recoating lacquer and replacing the completed brass. In all, each locomotive has more than 50 brass pieces, including the steam dome, the bell and cylinder covers.

Golden Spike is the nation's memorial to the completion of the first Transcontinental Railroad across the United States in 1869.

The assistance of AmeriCorps volunteers in the weeks of final preparation before the appearance of the replica locomotives on May 1 gave assurance that the functional and aesthetic work was accomplished on time. The team also helped with preparation of the Last Spike Site for the May 10 anniversary of the driving of the last spike.

Working side by side with engineering and maintenance staff provided the AmeriCorps volunteers with valuable experience and reduced the pressure on the Golden Spike staff.



AmeriCorps team members: (left to right) Jenny Meeuwsen, Shannon Dean, Rob Harper, Tony Guizzetti and Jeremy Monserrate.



Shannon Dean polishes the nameplate for the 119 Union Pacific locomotive.

The monthlong project was extended to May 10, the 145th anniversary of the completion of the Transcontinental Railroad. This provided the AmeriCorps volunteers an opportunity to participate in the event and a chance to see the fruits of their labors. 🚂

— Photos By Mike Oestreich, NPS —

Ronald Wilson is the locomotive engineer and mechanic for the replica Jupiter and No. 119 steam locomotives at

Golden Spike National Historic Site. He is responsible for repairs and maintenance to assure these machines are kept in "as-new" condition. He also is the Volunteer in Parks coordinator.

John Ott is a VIP at Golden Spike. He has been volunteering at national parks with his wife, Gail, since 1997. He coordinates the weekly re-enactment of the Last Spike ceremony and assists with the interpretation programs. He also is on intermittent ranger status to provide assistance when needed.

The Professional Ranger

Administration

The Building Blocks of Park Administration

— I participated in the revamped NPS class titled “Introduction to Park Program Management” and came away enlightened. The three-day class, sponsored by the Stephen T. Mather Training Center, introduces the tools that are used in every park for sound program management.

The class, geared toward superintendents, division chiefs and program managers, focused on real-scenario park planning exercises that allowed participants to work as management teams at the fictional Great National Park.

Class objectives focused on the basic building blocks of administration: understanding the overall budget cycle, introduction to the

current systems and tools needed for sound park program management, practice writing a good funding request for operational base or a project funding need, emphasizing accountability, and applying an interdisciplinary approach to park program management.

I admit I enjoyed the systems and tools session with seasoned administrative officers who traded tips and hints on the various programs that were introduced.

In these days of tighter budgets, park management must look beyond base funding and seek other fund sources for projects. Successful project funding requests are vital to supplementing base funds.

One of the best exercises in the class was a step-by-step session on developing a well-written funding request, including title, description, justification and measurable results.

Each table group acting as its own park

management team collaborated to write a one-page project request. Each request was then read by the other teams and all voted on the best one. The competition was friendly but it drove home the point that limited pots of funding will reward well-written requests.

With more than 400 national park units that may be writing funding requests for the same pot of money, understanding the basics of writing a good request goes a long way.

If you need a good refresher on the tools available for park program management, I suggest looking for this course and enrolling. It was time well spent with program managers, and the networking among staff from other parks was beneficial. After all, everyone can use a little refresher — even on the basics. □

— Michelle Torok
Saguaro and Tumacácori

Interpretation

“In every deliberation, we must consider the impact on the seventh generation.”

— *Great Law of the Haudenosaunee (Iroquois)*

The Visitor is Sovereign? — Interpretation and education in the National Park Service are in transition. A new agencywide vision paper and strategic plan was released last April, and with it a new expectation of how interpretation will further the NPS mission over the next five years.

For me as a professional interpreter, this new expectation calls into question several sacred gospels of our interpretive culture. One of these gospels is codified in a “Visitor Bill of Rights” containing the central mantra that the average park visitor is *sovereign*, meaning they are entitled to have their privacy and independence respected, to retain and express their own values, to be treated with courtesy and consideration, and receive accurate and balanced information.

If you don’t know what I’m talking about, refer to *Meaningful Interpretation* edited in 2003 by David Larsen. The concept of visitor sovereignty oozes with the misguided mentality of corporate-speak, with its emphasis on short-term values and the myth of individualism. I don’t buy into the trappings and language of those who, consciously or unconsciously, promote and embrace an “NPS Inc.”

As professional interpreters, respecting visitor privacy (realistically, does privacy even exist anymore in this age of social media and surveillance?), treating visitors with courtesy and consideration, and providing visitors with accurate information should always come without hesitation. Most importantly, it should come without the need to manage

an interpretative operation as if the NPS is a corporation. To unquestioningly place the concept of visitor sovereignty on a marble pedestal and insist that the world of NPS interpretation and education revolves around it could be damaging to the long-term (future) health of the parks because it establishes the wrong priority.

What is it about the gospel of visitor sovereignty that has always bugged me as a professional interpreter? When placed in the light of what could arguably be the most important aspect of the NPS mission: “To leave parks unimpaired for the enjoyment of future generations,” I have three answers.

1. It wrongly assumes that human individualism is the crowning achievement of democracy and thus must be promoted by NPS interpretation.

2. It naively caters to selfishness, ignorance and destructiveness; that the parks were set aside solely for the visitor’s entertainment and satisfaction.

3. I hold out hope that “future generations” will have more intelligence, understanding and solutions for the mistakes that ours and previous generations made that led to current problems, such as climate change, species extinction, ocean garbage, partisan politics, religious wars, cultural survival, negative technological impacts, unequal wealth distribution and the commodification of nature.

I speak in a global context about these problems. As a professional interpreter, if you do not have a global perspective in your park and in your walks and talks, you are out of touch with reality. All of these problems are direct or indirect threats to the sustainability of our national parks and arguably exacerbated by the concept of individualism disguised as

the creed, “The Visitor is Sovereign.”

What future generations of visitors will realize is that we had our priority backward. That priority should have been “The Future is Sovereign.” Within this priority is the implication that the parks themselves, including all their natural and cultural history, along with the future generations referred to in the NPS mission, are rightfully sovereign, not the current park visitor; that a sense of community with the future should be nurtured and respected in parks, not a selfish sense of present day individualism. Is this impossible to envision? Not at all. It is simply the NPS mission, but carried out with a sustainable vision that goes beyond the new five-year strategic plan.

As professional interpreters employed by our nation’s premier land conservation and preservation agency, we must remind ourselves to interpret for park visitors in a manner reflective of what the American conservationist and ecologist Aldo Leopold stated in *A Sand County Almanac*:

“All ethics so far evolved rest upon a single premise: that the individual is a member of a community of interdependent parts. His instincts prompt him to compete for his place in that community, but his ethics also prompt him also to co-operate (perhaps in order that there may be a place to compete for). The land ethic simply enlarges the boundaries of the community to include soils, waters, plants, and animals, or collectively, the land.”

Leopold’s statement offers an ethical vision for how to treat the visitor with respect and consideration without corporate-speak and without ignoring the seventh generation’s claim to true sovereignty. □

— Pete Peterson
Grand Canyon

Protection

By Guest Columnist Jason Flynn, Acadia
Redefining a Ranger: Learning Technical Rescue— How do rangers define themselves? Is it by the years in service, the location or possibly the courses they instruct? For 10 years I defined myself as a seashore ranger, a boating safety instructor — a salt. I would tell rangers from the mountains that the dynamic nature of an ocean beach was far superior to the relatively static nature of mountains. The mountains changed with the seasons, while the beach and ocean change every six hours with the tide. One coastal storm could move so much sand it seemed like I was working at different seashore. This past year, even as my environment changed around me, I found my skills had become static.

At Fire Island I was fulfilling my life's goal of being a marine ranger; however, I began researching other vacancy announcements. I wanted to redefine the type of ranger I was, but I was unsure how to do that. In 2012 Acadia offered me a position where the mountains meet the sea, and this allowed me to learn technical rescue.

Within days of arrival I was called in on my day off. A 20-something male had lost his footing along a cliff and fallen approximately 40 feet. The on-scene ranger reported that the patient was conscious and alert, with an open wound on his head. I found myself doing my best victim-witness assistance to an emotional family.

The family kept asking what was going on and why it was taking so long. I tried to reassure them that things were moving forward, and we were taking all precautions for the safety of the rangers and their family member. In all honesty, I had no clue what was happening. Eventually I was asked to “go over there and pull on that rope when you are told!” At last, my first litter raise. Now I'm a professional rescuer, or at least that's what I thought. In reality I was far from it, but it was my introduction to a whole new type of rangers.

My ongoing technical rescue education started with an afternoon every week set aside for learning, practicing and playing the “what-if game.” I was learning that technical rescue is a team activity.

Pictures of technical rescues often are of the litter team hanging off the side of a cliff, overlooking the patient with quiet confidence. As I learned at my first rescue, there is much more to it than that. The systems created to raise and lower were fascinating, but they looked like a physics puzzle that baffled me.



Rescue mission at Otter Cliffs, Acadia. Photo by LeslieAnn Dykes, NPS

I was given the *Technical Rescue Riggers Guide* by Rick Lipke, a task book, a helmet and a pair of leather gloves. I wondered, “Where is my harness?” I opened the riggers guide and realized I'm far from ready for a harness. Knots, anchors, belay, main line and patient package were words I've heard but now were skills I needed to know. I believed I knew all the knots I needed, having taught boater safety, but I was humbled by the array of knots, some familiar and some foreign.

We trained every week and slowly things began to make sense. I studied the Lipke guide, and the puzzle pieces started coming together. However, I needed more training than could be done at work. Not all training has to be on-the-job, and sometimes we need to take it upon ourselves to develop our skills. Training with the local team allowed me to get to know its members and create a team bond. When they show up on scene they are aware of my skills and I'm aware of theirs. Having trained together allows us to focus on the incident and work together as a team on the operation.

At the end of 2012 Acadia had 45 rescues. The majority were carry-outs, but I began to get a handle on the “ropes.” The staff I had become part of had about 50 years of experience, and the supervisors had even more. As my experience increased I was still a beginner.

In the spring of 2013 I found myself at basic technical rescue training at Obed Wild and Scenic River. Many instructors and students were at the training on their own time and dime because they were so passionate about the program. Quickly yet thoroughly we moved from knots, to anchors, to belaying, and on through ascending and descending,

climber pick-offs, patient packaging, and litter raises and lowers. We were able to do several rappelling evolutions, each on different equipment, such as the Grigri and the older Münter hitch.

The training week was jammed packed; full days in the field and a night operation. My fifth rappel (a second pick-off ever) was at night. Other nights were filled with guest speakers sharing experiences and skills. The students were given time to do several evolutions, and each time we were exposed to different techniques and equipment. I left more confident and with a greater understanding of what it takes to safely accomplish a high-angle technical rescue. I could, with confidence and speed, be the first to arrive on scene, secure a rope, descend to the patient, secure the patient safely, and begin rendering aid until others arrived on scene. These were skills I didn't possess prior to the training.

The biggest lesson I learned this past year is that we need not define ourselves as seashore rangers, battlefield rangers, parkway rangers, eastern rangers or western rangers. We are all park rangers with a broad range of skills. We should all strive to be experts, mentors and instructors in our specialized skill sets. However, we should never be afraid to learn a new skill, to be a novice and learn from others.

Where we work does not define us; it's our character that defines us as park rangers. □

Jason Flynn began his NPS career as a protection ranger at Fire Island National Seashore in 2002. He transferred to Acadia in 2012 and continues his rangers duties, including serving on the park's SAR team.

Kevin Moses' column will return for the next issue of Ranger.

Resource Management

Time magazine highlighted the threats of invasives, both terrestrial and exotic, mentioning the most recognized aquatic invasive species: Asian carp and zebra (or quagga) mussels. Many scientific articles point out the debate that park resource managers and others face — along with human communication and the economy, globalization has confounded the definitions and attempts to control non-native species.

Nonetheless, this year the U.S. House of Representatives provided “no less than \$2,000,000 . . . for quagga and zebra mussel containment, prevention and enforcement . . . for western U.S. waters.” This resulted in base funding increases to seven parks in the Intermountain Region (Amistad, Bighorn Canyon, Black Canyon of the Gunnison, Curecanti, Glacier, Glen Canyon and Grand Teton) and two parks in the Pacific West Region (Lake Mead and Lake Roosevelt), which should allow them to increase their efforts to fend off the invasion of native waters.

Readers likely know that quagga mussels were found in Lake Mead in early 2007. Despite efforts to inspect and decontaminate boats, they were found in Lake Powell at Glen Canyon NRA in 2013.

The U.S. Geological Survey’s database of aquatic invasive species records quaggas in other lakes in southern California, Arizona, Utah and Colorado, and on the Nebraska border. More northerly state and federal resource managers express resignation that, even with concerted efforts to monitor waters, inspect boats and other aquatic recreational gear, and educate users, the spread of mussels is inevitable.

Some managers and others question spending time and funds on what may appear to be a losing battle, not unlike the discouragement when facing potential outcomes from climate change. (“Should we be spending so much to restore the Everglades if it will all be under water in the next century?”)

Then again, the NPS and others have faced uphill challenges before. Who, half a century ago, would have predicted the return of native wolves to the West, or the removal of dams to restore native waterways and fish passage? □

— Sue Consolo Murphy
Grand Teton

Seasonal Experiences

By Ken Mabery, Scotts Bluff

Gen. George Patton’s biography is subtitled *Ordeal and Triumph*. This adventure got it mixed up:

Triumph. As seasonals in the Needles District of Canyonlands, the ultimate assignment was a 10-day backpack patrol. It didn’t happen often; if you were lucky you might get one per season. Short of that, any five- to seven-day patrol was pretty great. This particular October hunting season, Dave Johnson and I arranged a plum assignment: seven days patrolling the south boundary.

Why was it so plum? It was so remote and difficult to get to and there were only two areas that had any deer. In fact, over the years the only ones to hunt on the adjacent BLM land were a party of permanent park rangers from the Island-in-the-Sky District, Arches and headquarters in Moab. As seasonals, these permanent rangers could control our fates. There wasn’t any way that we were going to get even close to their known campsite.

The district had three four-wheel-drive vehicles; two were pickups. We had a lot of camping gear so we drew the full-cab Scout (model by International). Although it had its problems, it was generally the most reliable in the backcountry fleet.

There were some rough terrain issues, so the patrol had to go from headquarters to the east to Dugout Ranch, climb up a long canyon onto the flanks of the Abajo Mountains, then circle back to the east, down through Beef Basin and Ruin Park (on BLM land) before we could get into the area along the south boundary that might have deer. It took a full day just to get to the prime patrol area. We took our time.

Late on day two we were still on BLM land, finally working our way up a dry washbed near the park boundary. We knew that the off-duty NPS rangers planned to camp in the second side canyon off of this wash. We pulled into the first side canyon and pushed into it as far as we could by vehicle. By map interpretation, we were one-fourth mile into the park, and less than a half-mile — straight line — from the other rangers’ hunting camp. Only that one-half mile included sheer cliffs. We chose an area near an east-facing cliff to make camp; the rising sun would warm our campsite quickly.

The next day we explored the area for our first time. A few of the fall flowers were still blooming, every side canyon held a marvel of colorful rock formations. That evening we heard the faint echo of a shot, off to the

south and east, well outside of the park. The only thing missing from this paid vacation was any archeological sites. The Needles District is well known for ancestral Puebloan sites (called Anasazi at that time) except for this area. Still, we were always hopeful and watchful.

On the second morning in that campsite we discussed changing sites to explore another area. While brushing our teeth we both wandered over to some cracks in the cliff face, maybe 15 yards from our sleeping bags. I peered into one and Dave into another.

Suddenly Dave let out with something like “What is this?” He is a biologist; I assumed he had discovered a packrat midden, known to contain all kinds of strange things; some have been in use for thousands of years. When I was able to look over his shoulder, it was obviously an artifact. The weaving was evident. Prehistoric yucca fiber sandals were not common in the district, but they had all been found in the canyons in the eastern part of the district.

As we carefully removed some debris, it became evident that this was an even rarer find: two baskets nestled together; two partial baskets, as it turned out. The back, more protected part, had weathered away, but fully half of each remained. Had the exposed side not been in almost perfect condition, we might never have recognized it.

Ordeal. Our dilemma: We were at least two to three hours away from being able to hit the park’s radio repeater. For all of its comforts, the Scout could not be securely locked, and the fragility of the baskets dictated that they be padded on top of our sleeping bags. We decided to return early.

Packing went quickly. It took much of the morning to get to the main two-track route and the top of Bobby’s Hill. This was the reason we had to make the patrol in a clockwise direction. Bobby’s Hill is long, steep and rough, with a lot of soft sand between the rocks. Sometimes you could make it up the hill but at great risk to your vehicle. Easing downhill was much preferred. Even then it took slow, careful driving. Sometimes the slow, careful drivers had been known to roll a vehicle onto its side.

We were only part way down when the muffled sound of breaking metal came from the left rear axle. Another six inches and the vehicle would move no farther. Investigation revealed that the main leaf spring had broken; the frame now rested on the axle and tire.

We were still out of radio contact; no other vehicle could be expected until the off-duty rangers broke camp three to four days hence. In those days, all vehicles had a high-lift jack (Handyman Jack), a tool kit with bailing wire

and a bright yellow 4 by 4 block, 12 inches long, intended for use as a chock block. We used rocks to chock the front tires, dug out/built a secure platform for the Handyman, and jacked the axle off the frame. We had to do this several times before the vehicle quit creeping downhill. Finally we were able jack it high enough to lodge the yellow chock block vertically between the axle and frame, and wired it into place. The axle could still move forward and when that happened, it would slip off the chock block down onto the frame again. But going downhill, that was a slight risk as long as we took it slowly.

By midafternoon we were on a relatively flat and smooth two-track road. One person had to walk alongside, watching for the block to slip. It wasn't safe to drive more than 4 or 5 mph, and even then the block would bounce out of place every mile or so. By late afternoon we were finally back in two-way radio contact. A team was dispatched to come over Elephant Hill (as bad as the name implies), over Wyatt Hill, through Devil's Kitchen and down through the Grabens to meet us. It would be hours. In the meantime we crept on.

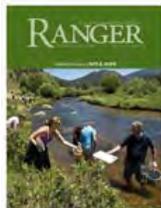
At the bottom of S.O.B. Hill we gave up. The hill wasn't that steep or rough, but at the top you had to negotiate a hairpin by backing through a slot between sandstone fins. The axle stayed mostly in place going downhill, but it would never stay in place going uphill, never mind backing. Just as dusk was turning to full night, our rescue team arrived. We quickly and carefully transferred our gear and precious cargo into the pickup and slowly made the hours-long journey in the dark back to district headquarters.

It had been an exhausting day — and the most exciting of the season. Dave and I could not help with temporary repairs to the Scout the next day because we were on our way into Moab headquarters to deliver two 1,000-year-old baskets. □

Ken Mabery, a life member of ANPR, is superintendent of Scotts Bluff National Monument.

NOTE: Are you a seasonal or former seasonal with memories to share? Send them to the editor at fordedit@aol.com.

Give a friend or work colleague an ANPR membership! Details on page 24.



In Print

The Height of Secrecy, J.M. Mitchell. Prairie Plum Press, release date: Oct. 15, 2014. ISBN: 978-0-9852272-5-8. 367 pages, paperback, \$14.95

Reviewed by Rick Smith

Most of us are familiar with Anna Pigeon, the ranger who is featured in the books by former NPS employee Nevada Barr. She made an appearance at the Rendezvous in 1995 and read from one of her books.

Now we have a new ranger on the scene, Jack Chastain, who works in Piedras Coloradas National Park in New Mexico. This is the second book in which he is the central character, the first being *Public Trust*, reviewed in *Ranger* in Fall 2012. Like Barr, J.M. Mitchell is a former NPS employee, and Chastain, like Anna, talks like an employee. Unlike Anna, though, Jack's problems so far don't revolve around a homicide or some other serious crime. His problems relate to politics and the agency bureaucracy. I suspect many readers of *Ranger* have or had similar issues.

Most of you will find familiar characters in this book. There is the acting superintendent who believes that she knows more about her new park than those who have been there for some time, and she sees this assignment as a steppingstone to significant career advancement. There is the person detailed from the regional office to the park whose main job is to report back to the regional director on the activities within the park. There is a wealthy man who wishes to swap some land that has water — needed by local ranchers facing the drought — for land that could be within the

park or include sacred sites of the nearby American Indian tribe. Perhaps the most despicable of all is the regional director who is seeking to undermine the director so that he can have his job. Then there are the members of the community whose passions against the park are enflamed by anonymous posts to a community website.

It is through this political briar patch that Jack has to navigate. The path is complicated by a rescue, a persistent fire, a planned visit by the director to preside over a ceremony, and the presence of the regional director. Even more difficult for Jack, he can't discover what is sacred about the area that the wealthy man wishes to obtain — the height of secrecy. Without this information, it will be difficult to keep together his community coalition that works to resolve issues between the park and its local constituents.

I'm not going to say much more about the plot because I don't want to spoil the surprises. This was a fun read. The characters are believable, the rescue and fire scenes ring true, and Mitchell worked in the agency long enough so that he knows how things can go bad. He is working on the third novel in the series so it looks as if Jack Chastain will be with us a while longer. That's good because Jack is a biologist, not a protection or interpretive ranger. It's nice to read about someone who works in resources and whose problems stem from his work. □

Rick Smith, a life member and former president of ANPR and the International Ranger Federation, retired from the National Park Service after a 31-year career. His last position was as associate regional director of resources management in the former Southwest Region. He then served as acting superintendent of Yellowstone. He lives in Tucson, Arizona.

Rendezvous exhibitors help support ANPR

These exhibitors supported ANPR by participating in last year's Rendezvous. ANPR appreciates their generous contribution.

Colorado Northwestern Community College, Seasonal Law Enforcement Training Program, rick.mossman@cnc.edu, 970-675-3337

Deryl Stone, NPS collectibles, derylstone@hotmail.com

EnerFusion Inc., Joe Kobus and Tom Davis, www.enerfusioninc.com, 517-783-3344

Intoximeters, www.intox.com, 314-429-4000

Qual-Tron Inc., Dan Chambers, www.qual-tron.com, 918-622-7052

R.J. Thomas Manufacturing Co., pilotrock@rjthomas.com

Unicor Services Business Group, Dean Osborn, dean.osborn@usdoj.gov, www.unicor.gov/services, 202-345-9636

VF Imagewear, Gwen Pettiford, www.vfc.com

Voice Products, Ronda Riggle, www.voiceproducts.com, 316-616-1111

‘I’m proud of what we did’

Ranger Ed Rizzotto: An interview with historian Alison Steiner

Ed Rizzotto left the Mid-Atlantic Regional Office in 1988 for a job in Gateway National Recreation Area. His seven years in Gateway helped him recognize the unique role that urban parks play in people’s everyday lives. During an interview conducted for the ANPR Oral History Project, Ed reflected on the decisions he made while working as a center director, management assistant and unit superintendent of Staten Island.

Rizzotto: The last night I was in the regional office, I was moving 28 crates of references and books that I’d accumulated. I’m doing this at 10 o’clock at night. This protection ranger comes through.

He said, “What are you doing?”

I said, “I’m packing for my next job.”

He said, “Where are you going?”

I said, “I’m going to Gateway.”

And he said, “I used to work at Gateway.”

I said, “Oh, yeah?”

We talked about it a little bit, and he said to me, “You know... there’s a right way, there’s a wrong way, and there’s the Gateway.”

I said, “What does that mean?”

He said, “You’ll find out.”

Gateway was a unique experience. It was trying to do Park Service stuff for people in a big urban area who were never going to see the Park Service any other way. There are people in New York who never leave the city. Never drive.

At some point in that experience, I was at lunch with a guy named Bob Barbee. He was at Yellowstone, and we were schmoozing. I was saying, “You have a great job. What a terrific job. I would love to have your job.”

He said, “You know, you’re really doing a more important job in some ways because the average visitor to Yellowstone travels more than 800 miles to get there, which means lots and lots of people never get there. It is too far and too expensive. So they aren’t going to see the mother park or the premier sites that we all know about.”

His point was that they had to see the green and gray in New York City. Because then, when their congressman came home for a town hall meeting and said, “Do we need more jails? Do we need more highways? Do we need to build a sewer plant?” someone might put up his hand and go, “The Park Service has taught my eighth grader environmental science. The only time we camped out was at Gateway.” They would, in a small way, see the Park Service there . . .



Ed Rizzotto with his daughters, Amy (left) and Melissa

A kind of a sad thing we would do. Not sad. I don’t know the right word for this. Riis Park is a big ocean beach that the Park Service runs. When it was very hot, a lot of people would come down from what we would call tenements. The upper part of the city had old, old, nasty housing that typically didn’t have any air conditioning. And they were living in little boxes, not necessarily even with airshafts. They’d come down to the park for the day, you know, which normally closed at sunset. But we let them stay.

We put a few extra rangers on. [The visitors] would bring their blankets and their picnic gear, and they’d kind of roll up in their blankets. We’d let them sleep on the beach because it was so much better than forcing them back up into what you’d probably call slums.

I was the Staten Island Unit superintendent. We went through a big development program. We renovated the marina. We built new bathhouses. We built new concessions. We did a lot of concerts and activities there. So we had our fun there, and we hopefully exposed people to the Park Service.

And again this is people who’ve never had a chance to go to Rocky Mountain. They haven’t been to Two Ocean Plateau in Yellowstone. They haven’t been to Kings Canyon. But, they’re still getting those values and exposures.

There is a Gateway, but it’s not a bad way.

Steiner: Listening to you, it’s clear that you believe very strongly that urban parks are critical not only to the populations that use them, but also to the Park Service in accom-

plishing its mission. How did you feel being so involved in these urban places? Did you feel a part of the Park Service community?

Rizzotto: They’re a little bit different. But the Bob Barbee story . . . I’m having lunch with Bob Barbee, and he explains to me what I kind of already knew. Why the Gateways are important. Okay? And I believe him. I always did. It didn’t mean that they were more important. They may have been less important. But they were part of creating a national picture for a citizenry.

We need to educate as many people as we can about the lessons the Park Service holds. I think the Park Service has a vital role. And I think the urban parks are included in that because they’re going to reach lots and lots of people who are never going to get to the other places.

When you look at how the balance is in Congress, we need people valuing us, understanding us, supporting us, from everywhere. They can’t be just rich white kids who went to prep school and had the summer to travel out West. It’s got to be kids from the city, kids from poor families. Most of the urban parks don’t have entry fees. If you’re having a hard time with food, and a park is \$20 a year to get into, you wouldn’t go. But you can go to Gateway and you can remember that they took you in at night when it was too hot and uncomfortable to go home.

People would die in those tenements. I don’t mean everybody, but older people who were under stress. No air conditioning, maybe nobody watching them. It was shelter. And those people got to come to the parks, got the experiences. It’s a hot day. Don’t worry. The parks are open. Everything will be fine. Rangers are here to watch you.

I’m proud of what we did. 🏡

Ed Rizzotto retired in 2011 after a nearly 46-year career, mostly with the National Park Service. He lives in Massachusetts. Alison Steiner is the assistant wilderness coordinator at Sequoia and Kings Canyon National Parks.

The oral history project is financed by the Rick Gale Memorial Fund. You can continue Rick’s legacy with a tax-deductible donation. Please visit www.anpr.org/donate.htm.

ANPR ACTIONS & NEWS

Proposed rule could extend health benefits to seasonals

The United States Office of Personnel Management issued a proposed rule that would expand eligibility for enrollment under the Federal Employees Health Benefits Program to certain temporary, seasonal and intermittent employees who are identified as full-time employees. This regulation would make FEHB coverage available to these newly eligible employees no later than January 2015. This is likely to include employer contribution.

Notice of this rule was posted in the Federal Register July 29, 2014, with a comment period of 30 days.

ANPR is strongly supportive of expanding health benefit coverage to all employees of the National Park Service. The Association has for several years offered a limited benefits health insurance plan to seasonal employees and volunteers to help fill this need. With implementation of the Affordable Care Act, options have been expanded for coverage, and this would be a welcome next step in recognizing the value of seasonal employees of the agency and supporting their continued employment.

As *Ranger* goes to print, a decision has not been issued on this proposal. See www.anpr.org for follow up.

Recruiting for ANPR business manager and *Ranger* editor

ANPR is recruiting for the positions of business manager and *Ranger* editor to begin early winter and assume full duties in January 2015. Both positions are for contracted employment on a part-time basis. We intend to have the positions filled prior to year end to allow transition with the current business manager and editor. Please contact Erika Jostad at per-rincreek@gmail.com for more details about duties and salary. □

— Erika Jostad, ANPR President

ANPR Reports

Kudos List

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

Paul Holthouse	Jake McCommons
Ali Paul	Alison Steiner
Cassie Werne	Slippery Rock University
Colleen Derber	Park Ranger Society
Wendy Lauritzen	Randy King
Robert Whitman	Cindy Micheli

New discounts available

Backcountry.com is offering discounts to ANPR members who want to shop at three online companies: backcountry.com, dogfunk.com and competitivecyclist.com.

The discount code is operational at the links below, and your discount will be placed automatically in your shopping cart. (There are several brand/item restrictions.)

- www.backcountry.com/?COUP=988-1-6YCFC
- www.dogfunk.com/?COUP=988-1-6YCFC
- www.competitivecyclist.com/?COUP=988-1-6YCFC

Alternatively, you can use this code — **988-1-6YCFC** — at checkout. Make sure there are no spaces before or after the code.

ProMotive still going strong

Contact anprweb@gmail.com to receive an invitation to join our ProMotive team and get deep discounts on gear from 360-plus major brands.

Membership Services

I am pleased with the results of the summer membership drive, but we are always looking for interns, volunteers and employees who can benefit from our organization and strengthen ANPR. Remember to talk to your friends and co-workers about ANPR. I look forward to seeing all of you at Ranger Rendezvous.

I am working to raise support from the general public for the issues that face our seasonal and term workforce. Please urge your congressional representatives to support HR 533, the Federal Land Management Workforce Flexibility Act, and other rules that would help our members, NPS employees and partners help protect our parks.

— Gannon Frain
Board Member for Membership Services

Secretary

Are you interested in becoming more involved with ANPR? If so, consider running for a position on the board. These positions will be open for three-year terms that begin Jan. 1, 2015:

- Treasurer
- Education and Training
- Internal Communications
- Strategic Planning

Nominations will be taken at the Ranger Rendezvous in October and may be submitted through Nov. 2. See www.anpr.org for more information.

— Colleen Derber, Secretary

Thank you for your generous support of the Supernaugh Memorial Scholarship Fund

Nearly 40 members have donated to this fund to help several people attend their first Ranger Rendezvous. The annual event was cherished by the late Bill Supernaugh, and after his death in 2006 his family decided to create the memorial fund.

At presstime nearly 15 people have submitted applications for a scholarship. A committee will review the applicants and announce the recipients by early September. Past scholarship winners have given the gathering favorable reviews for its professional and social networking benefits.

If you are interested in donating to this scholarship fund, visit ANPR's website at www.anpr.org. Your generosity is appreciated.

Seasonal Perspectives

I am looking for comments about a proposed how-to publication regarding things a new seasonal should know and answers to frequently asked questions. Share your seasonal perspectives and tips for a successful season. Send comments to lauren.kopplin@gmail.com

— Lauren Kopplin
Board Member for Seasonal Perspectives

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

Update — Eighth World Ranger Congress

Planning is well underway for the Eighth World Ranger Congress planned for May 21-27, 2016, just outside of Rocky Mountain National Park in Colorado. The theme will be Connecting Parks, Rangers and Communities. The WRC will have a large digital presence, with live feeds to enable rangers around the world to participate regardless of how far away they might be — literally connecting parks, rangers and communities.

The WRC is one of many events the National Park Service will officially participate in as part of the centennial celebration, and the agency has requested a budget proposal from ANPR. We're optimistic the NPS will commit to substantial financial support in addition to a large presence and official recognition, with a strong emphasis on sponsorship of foreign delegates.

This year's Ranger Rendezvous

intentionally is in the same location as the WRC in 2016, and this will allow the World Ranger Congress Organizing Group to preview the facilities and options, and work out logistical issues. The WRCOG will hold a working meeting on the day before the Rendezvous begins, and then a concurrent session open to all on the last day of the conference. We'll let you know how the program is coming together and all the latest news, and we'll be eager to hear from members. We hope to see you there.

Two personnel notes: Blanca Stransky has stepped up to be the interim Communications Section leader and has hit the ground running with a talented team. We also are looking for someone passionate about fundraising to join our team. Contact Finance Chief Bruce McKeeman at bruce.wrc8@gmail.com, or me at bob.wrc8@gmail.com.

— Bob Krumenaker
World Ranger Congress Chair

Life Century Club Members

Life members who contribute an additional \$125 are recognized in the Second Century Club. Third Century membership can be attained by contributing an additional amount to bring your total life membership to \$500; Fourth Century membership can be attained by contributing an additional amount to bring your total life membership to \$750; Fifth Century to \$1,000; and Sixth Century to \$1,250 or more.

If you are a life member, consider raising your contribution to the next level.

2nd Century Club

Lawrence Belli
Tony Bonanno
Jim Brady
Paul Broyles
Rod Broyles
David Buccello
Patricia Buccello
Robert Butterfield
Michael Caldwell
William Carroll
Cliff Chetwin
Bruce Collins
Bruce Edmonston
A.J. Ferguson
Mitch Fong
Hal Grovert
Dr. Russell Clay
Harvey

Larry Henderson
Keith Hoofnagle
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Steve Hurd
Craig Johnson
Margaret Johnston
Ron Konklin
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Mary Kimmitt Laxton
Tomie Patrick Lee
John Mangimeli
Colleen Mastrangelo
Sean McGuinness
Jack Morehead
Rick Mossman
Aniceto Olais
Tim Oliverius
Cindy Ott-Jones
Bundy Phillips
Bill Pierce
Tom Richter
Bryan Swift
Mark Tanaka-Sanders
Dale & Judy
Thompson
Victor Vieira
Karen Wade
Philip Ward
Kathy Williams
Janice Wobbenhorst

3rd Century Club

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Carl Christensen
Kathleen Clossin
Maureen Finnerty
Rebecca Harriett
Steve Holder
Mary Jeff Karraker
Dave Lattimore
Dan Moses
Alden Nash
William Quinn
Teresa Shirakawa
Ron Sprinkle
Barry Sullivan
John Townsend
Phil Young

4th Century Club

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& Tony Sisto
Vaughn Baker
Dennis Burnett
& Ginny Rousseau
Jonathan Lewis
Deborah Liggett
Jay Liggett
Scot McElveen
Bruce & Georjean McKeeman
Edward Rizzotto
Jean Rodeck
Rick Smith
Nancy Wizner

5th Century Club

Rick Erisman
Butch Farabee

7th Century Club

Dick Martin

9th Century Club

Wendy Lauritzen

10th Century Club

Stacy Allen

11th Century Club

Bill Wade



ANPR's Fall Fund Campaign

ANPR will kick off the annual **Fall Fund Campaign** in early October. You can help with a tax-deductible contribution to keep ANPR financially stable.

Based on members' generous participation from previous years 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.

Any amount is appreciated, but special donor levels are listed below. 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 _____

- \$25 – Shenandoah Level
 \$100 – Yosemite Level
 \$500 – Yellowstone
 \$50 – Grand Canyon Level
 \$200 – Everglades Level
 Other _____
 \$75 – Acadia Level
 \$300 – Denali Level

Mail to: ANPR Business Office

25958 Genesee Trail Road, PMB 222 • Golden, CO 80401

www.anpr.org • anprweb@gmail.com

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.

Barbara Goodman, an ANPR life member and superintendent of Timucuan Ecological and Historic Preserve, and **Gil Noice**, cartographer/surveyor for Southeast Region's Land Resources Program Center, received the Department of Justice's Outstanding Civil Client Investigator Award for their dedicated protection of Timucuan's fragile resources. Also honored was **Mike Stevens**, attorney-adviser, Atlanta solicitor's office.

Scott Isaacson hung up his flat hat this past summer after nearly 39 years with the National Park Service. He is a life member of ANPR. As a college student he started his career in the Western Regional Office in San Francisco. Upon graduation he took a seasonal position as a student assistant sociologist at the Denver Service Center. Over the years he worked at Alcatraz, Kings Canyon, Everglades, Golden Gate (with permanent status) and Sequoia.

At Cedar Grove he met and married **Susan Ford**, granddaughter of Horace Albright. They moved to Timpanogos Cave and then to Lassen. He worked 12 years as the fire communication/education specialist and was a founder of the National Association for Interpretation. During that time their two daughters, **Carly** and **Haley**, were born.

Scott plans to spend more time outdoors, hiking, motorcycling, bicycling, gardening, birding and relearning his golf game. He is looking forward to seeing friends and former colleagues this fall in Colorado at the Ranger Rendezvous. Phone/email: 530-529-5675, susahn10@yahoo.com. □

We need mentors

The key to the success of ANPR's mentoring program is having mentors available to match with protégés.

Potential mentors are generally concerned about the time commitment. The program is informal, and the recommendation is three to six phone discussions. That's it! Then see where the relationship goes. Quite often mentors and protégés become friends for life.

Step up, share what you know, and learn from the up and comers. Contact us now. We need you!

— Roberta D'Amico (joro.boise@gmail.com)
and Ken Bigley (kbigley172@gmail.com)
Co-chairs, ANPR Mentoring Program

Tom Betts wins national Harry Yount Award



NPS Director Jonathan Jarvis presented the award to Tom Betts, chief ranger at Bandelier. Accompanying him were son Drew, wife Beth, daughter Dana and mother Kathy. His father, retired NPS superintendent Frank Betts, (pictured at right) was unable to make the trip. NPS photo above. Photo at right by Teresa Ford.



Tom Betts traveled with his family to Washington, D.C., this past summer to accept the national Harry Yount Award for excellence in rangering.

You could say being a park ranger comes naturally for him — it's in his blood. The son of ANPR life members Frank and Kathy Betts, Tom grew up in national parks. Since 1980, he has added to the family legacy by becoming an accomplished and respected park ranger.

The National Park Service and the National Park Foundation presented the award — the agency's most prestigious ranger honor. It is named in honor of the first known park ranger and recognizes the best of the best in the NPS, said Director Jonathan Jarvis. He called Tom

a “model park ranger — a true leader whose intelligence, situational awareness, physical strength and skill set make the extraordinarily tough jobs look easy.”

Tom currently serves as Bandelier's chief ranger. He also has worked at Crater Lake, Lake Clark, Hawai'i Volcanoes, Grand Teton, Grand Canyon, Rocky Mountain, Yellowstone and Wrangell-St. Elias during his 32-year career.

He said he's “always tried to emulate the high standards and uncompromised ethics exhibited by my father, my father-in-law and many other fantastic park rangers.” 🇺🇸

Welcome (or welcome back) to the ANPR family!

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

Craig Ackerman	Crater Lake, OR	Andrew Lowe	Wilton, CT
Paul Bartiromo	Three Rivers, CA	Jody Maberry	Port Hadlock, WA
John Blakley	Kings Canyon NP, CA	Lucas Mallon	Ardenvoir, WA
Christina Bonasso	Kings Canyon NP, CA	Ryan McDonald-O'Lear	Springdale, UT
Samantha Brown	Colver, PA	Jessica & George McHugh	Homestead, FL
Roger Crane	Salt Lake City, UT	AJ North	Greencastle, PA
Ellyse Deldin	Kings Canyon NP, CA	Sarah Perschall	Greer, SC
Clifton Edwards	Milwaukee, WI	Elizabeth Quall	Sequoia National Park, CA
Christine Gamble	Houston, TX	Nicolette Riggins	Lawrence, KS
Pablo Garzon	Fresno, CA	William Sandoval	Severn, MD
Tyler Gum	Lewistown, PA	Nicholas Stevenson	Lansing, MI
Kathryn Hanley	Wilton, CT	Richard Stirzaker	North Ridgeville, OH
Donald Havasy	Kent, WA	Sydney Stover	Greenacres, WA
Elizabeth Jackson	Fort Washington, MD	Scott & Anne Warner	Mount Desert, ME
Rebecca Jacobs	Emporia, KS	Cassie Werne	Wilton, CT
Dylan King	Bellingham, WA	Margaret Whitney	Newport News, VA
Mike & Allison Kuzar	Johnstown, PA	Gordie Wilson	St. Augustine, FL
Kristin Lessard	Wilton, CT	Adrian Zeck	Wilton, CT

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"/> \$35 through July 31 <input type="checkbox"/> \$85 |
| • Permanent or Retiree | <input type="checkbox"/> \$75 <input type="checkbox"/> \$145 |

Associate Members

not an NPS employee or representative of another organization

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

Life Members (lump sum payment)

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

- | | |
|---|---|
| Individual <input type="checkbox"/> \$1,500 | Individual <input type="checkbox"/> \$1,500 |
| 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 \$515 per year for individual or \$1,025 for joint. If full payment isn't received by the third installment due date, the amount paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. Check here if you want to make payments in three installments _____.

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

Name of person giving gift _____

Library / Associate Organization Membership

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

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

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

TOTAL ENCLOSED: _____

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

Payment by Visa or MasterCard accepted:

Visa _____ MasterCard _____

Card # _____

Expiration date _____

Name on Account _____

Signature _____

Please mark your job discipline:

- ____ Protection
- ____ Interpretation
- ____ Administration
- ____ Resources
- ____ Maintenance
- ____ Concessions
- ____ Park Partner
- ____ Other – list: _____

Special Supporters

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

Return membership form and check payable to ANPR to:

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



Share your news with others!

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

Name _____

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

New Position (title and area) _____

Old Position (title and area) _____

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

Other information _____

Send news to:

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

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Ways to EMBRACE THE OPPORTUNITY at Ranger Rendezvous this fall

- 1 Be a leader.** Attend a leadership development workshop led by **Jack Harris**. With an insightful understanding of human nature and a good sense of humor, his presentations are entertaining and filled with useful information. www.jackharris.org
- 2 Give Your Gear.** Give someone the opportunity to experience the outdoors by donating gently used camping, hiking, or climbing gear. Donations support Big City Mountaineers and Women's Wilderness Institute.
- 3 Learn by listening.** Learn about all aspects of oral history in a workshop with **Dr. Lu Ann Jones**. Gain insight on oral history project planning, recording methods, and interview strategies. Practice your interviewing skills and receive feedback.
- 4 Get outside.** Explore **Rocky Mountain National Park**. Hike to Emerald Lake, take a ranger-led shuttle tour around the park, or go on an elk bugling trip.
- 5 Make connections.** Introduce yourself to other National Park Service staff, partners, and volunteers from all around the country. Meet with old friends and make new connections at regional dinners, trivia night, movie night, and the nightly hospitality suite.
- 6 Find 'Em.** Learn about the state-of-the-art in missing person search planning. Join **Paul Anderson** for an interactive workshop, introducing the newest and most comprehensive textbook on search and rescue management.
- 7 Meet the experts.** Sign up for one of the many training opportunities, including patient packaging, budget, and more. Listen to keynote presentations from experts across a variety of fields.
- 8 Be inspired.** Join award-winning landscape photographer **John Fielder** for a half-day photography workshop in Rocky Mountain National Park. This workshop is appropriate for all levels of photographers, beginner to advanced. www.johnfielder.com
- 9 Share ideas.** Participate in meetings and choose from a wide array of presentations and break-out sessions. Visit the exhibitor floor and learn about event sponsors.
- 10 Bring your family.** Make this year's conference a family activity. The venue offers children's programs, such as scavenger hunts, nature games, night hikes, and arts and crafts.

www.anpr.org

Estes Park, CO
October 22 - 26, 2014

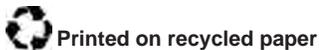
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