YOUTH IN THE NATIONAL PARKS
In this issue: Youth in the National Parks

Stephen T. Mather, patriarch of the National Park Service once said, “The national parks are … the playlands of the people … where men, women and children can forget the cares and the sounds of the cities for a few days.” Nearly a century later, our parks have “grown up” to become more than playlands. They are natural places to restore physical and mental health and to make sometimes-difficult discoveries. They are essential places for adults and also for youth, too, whether they are park visitors or residents. In this issue of *Ranger*, we look at youth in the National Parks, including the “kids” of NPS.

For NPS family members of all ages — especially second-, third- and even fourth-generation rangers — leaving the cares of the cities behind is a lifestyle. Like me, many NPS kids grew up in parks. When I was 6, I spent my summer building forts and fighting pinecone wars with the district ranger’s kids deep in the shadowed forests of Mount Rainier. In this issue, we hear from other ranger kids. Kayci Cook Collins tells us about standing in a forest of green pants in her story, “Four generations of dressing for success and happiness,” and Chris Mather jokes, “I’m not *that* Mather,” in “National Parks from a Mather’s perspective.”

For youth who do not grow up in the outdoors, the parks offer new and life-changing experiences. For example, Eugenie Bostrom walks *Ranger* readers through her experiences with Yellowstone’s YCC program in “I found a sense of worth,” and George McDonald and Erica Austin fill us in on the current direction for YCC in “Engaging the next generation through CSC and YCC.” And the thoughtful eyes of young writers and photographers at Chicago’s Mather High School offer readers another, more reflective, view of the parks.

Perhaps the most important grown-up role for parks is explained by Adam Shaffer and Dr. Mary Margaret Kerr in their article about the Flight 93 National Memorial, “Can you tell my child what happened here?” As one parent explained after taking children to the memorial: “I don’t know how I would ever have answered my kids’ questions… Now I know how to talk with them about this.”

— Kendell Thompson, Lincoln Boyhood, Indiana, Ranger Editorial Adviser
LETTER FROM THE PRESIDENT

Spring brings changes to ANPR

Erika Jostad, Sequoia & Kings Canyon, President ANPR

I hope this finds you well and enjoying early spring. I want to share with you news of the Association’s new partners and ask for your personal help in enhancing the work of ANPR. As your local National Park units begin to emerge from winter, ANPR is in the midst of an exciting transition on several fronts.

You hold in your hands the first issue of Ranger created by our new Editor Ann Dee Allen, in partnership with Designer Sherry Albrecht and our Editorial Advisor Kendell Thompson. The new look is part of a concerted effort to attract new members to ANPR in the same way that the National Park Service is recruiting youth to our ranks.

Our business office is now managed by former Board member Alison Steiner. Alison is using membership management software that has increased ANPR functionality with regard to membership renewals, communications and Rendezvous registration, while also reducing costs for the organization. We are also launching a new website this spring to support ANPR services and member forums.

NEW BOARD MEMBERS

We welcomed four new members to the ANPR Board of Directors at the beginning of January: Katlyn Grubb, Education and Training; Cadence Cook, Internal Communications; Tom Banks, Treasurer; and Scott Warner, Strategic Planning. These new leaders have enthusiastically jumped into their responsibilities and we are glad to have them on the ANPR Board.

HELP GROW ANPR

Now, to expand our influence, I would like to ask each one of you to give a $35 ANPR gift membership early this year. A number of you are retired or working in locations where you may not have regular contact with prospective members. That doesn’t mean, however, that you can’t support new members who would enjoy and benefit from an ANPR membership. Like me, you, too, can be inspired by ANPR members Mark Herberger and Ed Rizzotto. At Rendezvous, Mark writes notes on copies of Ranger magazines that say gift memberships accompany the magazines, and offers the magazines to conference-goers to distribute to potential members. Ed contacts chief rangers and superintendents in the region he retired from and offers gift memberships for them to distribute to high performing employees in recognition of their service.

In the spirit of Mark and Ed’s generosity, for every $35 gift membership that you provide, we will find a new member for your gift. You may purchase a gift membership at www.anpr.org. On the membership form, please request that ANPR match a new member with your gift.

The summer 2015 Ranger theme is Transportation in the Parks

Please send your Ranger feature article ideas for the summer issue to kendellthompson@gmail.com and/ or rangermag.editor@gmail.com by April 7.

Please send letters to the editor, completed announcements, photos and captions for All in the Family and all items for ANPR Actions & News, ANPR Reports and book review ideas on an ongoing basis (regardless of the deadline) to Ranger Editor Ann Dee Allen at rangermag.editor@gmail.com. If possible, please send fully completed content for these departments for the summer issue by April 24. Questions? Kindly email or call Ann at (414) 778-0026 Central time.
Shortly after the September 11th crash of Flight 93, thousands of people began visiting a temporary memorial overlooking the crash site in Pennsylvania. Among them were families, often with young children. This is the account of how we learned to answer the challenging question: “Can you tell my child what happened here?”

As Jeff Reinbold, superintendent of the National Parks of Western Pennsylvania, observed: “It became evident once we opened the first phase of the permanent memorial in 2011, that parents were visiting with young children and they weren’t sure how to explain the story of Flight 93 or the Memorial. As the 10th anniversary approached, there were few practical tools for addressing September 11th with younger children.”

Traditional interpretation was inadequate for the task. Research had shown that children even indirectly exposed to mass trauma could experience distress. Rangers and volunteers grappled with how best to share this tragedy, yet safeguard the emotions of their youngest visitors.

DISCOVERY TABLE
A children’s discovery table seemed like a good first step. This hands-on experience provides young visitors with an opportunity to touch objects that relate to the story of the memorial. Working with volunteers from the University of Pittsburgh specializing in child trauma, child development and special education, rangers at Flight 93 National Memorial selected interpretive materials. We decided against some objects: A model airplane might frighten young children traveling by plane on their vacation. A pilot’s hat might be misconstrued as belonging to one of the deceased crew.

The table now includes sample tributes and messages left by other children, small flags that represent the countries and territories of the passengers and crew of Flight 93, a piece of bituminous coal to represent the mining history of the site, samples of marble, granite and a mold similar to the one used to form the hemlock-textured concrete surface of the memorial. Children can draw, color or write tributes and attach them to a commemorative wreath. The discovery table has proven to be very successful, enabling rangers and volunteers to

At 9:28 a.m. on the morning of September 11, 2001, four al Qaeda operatives, as part of a larger planned attack against the United States, hijacked United Airlines Flight 93. After incapacitating the pilots and killing a passenger and flight attendant, the terrorists navigated the Boeing 757 toward Washington, D.C. and their likely target, the U.S. Capitol. The remaining passengers and crew members huddled in the rear of the aircraft, talking about their plight and sharing information from their phone calls to families and friends. They voted to rush the cockpit. The passengers and crew forced the terrorists to abort their plan. Within moments, at 10:03 a.m., Flight 93 crashed into a field in southwestern Pennsylvania, killing all 44 people aboard the plane. The cockpit voice recorder chronicled their struggle.

Interpreting the story of United Flight 93

By Adam Shaffer, Flight 93 National Memorial, and Dr. Mary Margaret Kerr

“Can you tell my child what happened here?”

Photo courtesy of Adam Shaffer
share aspects of the story in a comfortable and non-threatening way.

After implementing the discovery table activities, our team soon saw the need for a Junior Ranger program that would embody Freeman Tilden’s principle that interpretation for children requires a fundamentally different approach. University of Pittsburgh faculty members and graduate students forged a partnership with the Flight 93 rangers to co-author, evaluate and revise a new Junior Ranger Program.

**JUNIOR RANGER PROGRAM**
The team determined that the program should be more than a collection of activities. Instead, it needed to a) include a child’s version of the events on the plane, b) engage children with the three key interpretive themes and c) help children understand abstract aspects of the memorial, such as the architectural symbolism.

Together, the team identified three appropriate themes to explain the memorial as a place of reflection, a place of honor and a call to action. The goal, then, was to communicate these themes sensitively and age-appropriately for children ages 6 through 12.

During hours of conference calls and face-to-face meetings, the team reviewed the proposed text and illustrations, and checked each activity against these key questions:

- Does this activity convey one of our three interpretive themes? (If not, we eliminated the activity or redesigned it.)
- What will young visitors learn from this activity?
- How does this activity encourage children to engage actively with the memorial during all seasons?
- How does the activity appeal to children with different learning styles or disabilities?

The team used six formulas to evaluate readability, including the number of syllables and words, the length of sentences and paragraphs, and the difficulty of the words. (Microsoft Word™ offers a simple readability analysis). If the ease of reading and comprehension was too high for an activity or set of instructions, we rewrote our draft or changed the format altogether. This focused review was painstaking (and sometimes frustrating!) but seemed the only way to pursue the precise understanding and outcomes we desired.

**FIELD TESTING**
Although the team was quite confident about the initial completed draft, we realized our opinions were insufficient. As adults, we simply could not experience the activities in the same way that our young visitors would. Therefore, we invited 80 fifth- and sixth-grade students and teachers from the University of Pittsburgh’s Fanny Edel Falk Laboratory School to visit the memorial and “field test” the Junior Ranger Program.

Students offered candid advice, including: “I did not understand this page.” “Can you make this more interesting?” “I don’t think kids will want to do this activity.” “This page took too long.” “This was too easy.”

*“I don’t know how I would ever have answered my kids’ questions ... without this booklet.”*  
— A grateful parent

University of Pittsburgh faculty members and graduate students forged a partnership with the Flight 93 rangers to co-author, evaluate and revise a new Junior Ranger Program.

The students’ behaviors at the Memorial gave us ideas, too. Most children touched the Wall of Names, so we added activities to encourage their exploration of the Memorial’s many different surfaces. When students began tearing corners from the Junior Ranger booklet pages, the team realized that students were spontaneously writing or drawing tribute messages or drawings on these scraps to leave at the site. We responded with a new activity that allows space for children to draw or write their own tributes.

We conducted more field tests of the Junior Ranger Program activities and booklet with the public on weekends. Sometimes we tried only a page or two, observing how well young visitors responded to the changes before the final version was submitted for print. The resulting 20-page booklet now includes 11 activities.

Within the first three months, more than 700 children had explored the Memorial with the booklet and become Flight 93 National Memorial Junior Rangers. One grateful vacationing parent summed it up this way: “I don’t know how I would ever have answered my kids’ questions in the hotel tonight without this booklet. Now I know how to talk with them about this.”

When the Visitor Center at Flight 93 National Memorial opens in September 2015, the team will again revise the Junior Ranger Program activities to support the permanent exhibit inside the Visitor Center. The team is planning to develop Braille and audio-recorded versions of the program in multiple languages to make it accessible to all children.

Our many discussions and the dozens of lessons we learned from our field tests will inform the Memorial’s ongoing effort to provide the highest quality interpretative and educational materials for our youngest visitors.

Adam Shaffer is a park ranger and volunteer coordinator at Flight 93 National Memorial in Stoystown, Pennsylvania.

Dr. Mary Margaret Kerr is professor and chair of administrative and policy studies, professor of psychology in education and professor of psychiatry at the University of Pittsburgh.
Parenting in the Parks:

Wild country to be young in

By Kevin Moses, Buffalo National River

M y 15-year-old daughter’s bedroom wall explodes in a mosaic of colorful snapshots: Rock climbing, caving, canoeing and camping at Big South Fork; sand sledding and rolling down dunes at White Sands, Sleeping Bear and Indiana Dunes; snorkeling, motorboating and manatee watching at Biscayne; kayaking through sea caves at Apostle Islands; hiking to waterfalls in the Great Smoky Mountains; more caving at Mammoth Cave and Carlsbad Caverns; scuba diving, cliff jumping, mountain biking and canoe-camping at Buffalo National River. And that’s just a third of the wall.

Each photo has three things in common: Loved ones, magnificent landscapes and adventure! All capture memories that my daughter will cherish forever. Some have been forged during trips to NPS sites we’ve visited on family vacations, others at parks where I’ve been stationed as a ranger over the years. In either case, my kids — like so many Park Service children — have been blessed with childhoods punctuated by that particular brand of fun, challenge and excitement that can only be found in the settings of wild places.

In the timeless words of Aldo Leopold, my daughters are “…glad [they] shall never be young without wild country to be young in.”

Zoos and aquariums are terrific, but neither can hold a candle to the experiences my kids have enjoyed in our national parks. My 17-year-old has an uncanny knack for finding critters of all shapes and sizes, regardless of the environment. Snakes and lizards in the desert, turtles and crayfish in the rivers, salamanders in the caves — you name it, she discovers it. She even caught (then released) a baby octopus on a snorkeling excursion in a place that will remain unnamed.

During each of these episodes, her ranger father — protecting the resource 24/7 — dutifully advised her that, according to Chapter 1, Part 2, Subsection 2.2 (a)(2) of 36 Code of Federal Regulations, “The feeding, touching, teasing, frightening, or intentional disturbing of wildlife nesting, breeding, or other activities” is expressly prohibited and that she was lucky I didn’t have my ticket book handy. To this she always responded with that ever-ready teenager expression: “Really, Dad?”

That’s okay; a couple of years ago I got the last word on this little tug-o-war we’ve played during most of our trips. I bet her that she couldn’t catch a 400-pound alligator that was minding his own business basking in the sun at Big Cypress. That little jab from me was so pathetic, it didn’t even elicit a “Really, Dad?” The best I could get was an eye roll to remind me that she had become a teenager while I was still, ahem, “a dork.”

For me as a poppa, though, I have experienced unquantifiable joy in visiting national parks with my family and watching my girls progress to increasingly difficult outdoor activities. To some degree, though, it’s been bittersweet, too. They seem to rely less and less on their old man the older and stronger and more capable they get.

Years ago, when they were 6 and 8 years old, my daughters giggled and screamed as I lunged down hard on the stern of their kayak, using the momentum of a building Gulf Islands wave to launch them skyward. The result of this seemingly reckless but surprisingly safe stunt was giddily squealing and ear-to-ear grins on their part and a feeling of fatherly satisfaction on mine, knowing that I had provided them with an adrenaline rush they could not have achieved on their own.

Sadly for me, both my daughters paddle their own kayaks now, without any assistance from annoying old Dad. “Oh yeah,” I spout. “I bet you can’t launch that thing 8 feet into the air without your Pops doing his handy work at the stern.” Their reply: “WhatEVER!”

I am redeemed, though, in knowing that even as teenagers, my daughters still need me for at least one of their adrenaline highs. I serve as musher during “kayak bobsledding.” Further elaboration on this topic (which will hopefully be an Olympic event someday) will have to wait for another column.

Despite our silly banter, I’m thrilled to see that, even as teenagers, the girls are jaded to chase after that wilderness experience; to spend time close to nature; to do things they’d never even consider doing their own. They even elicit a “Really, Dad?”

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As a fourth generation National Park Service employee, the daughter of a regional director and granddaughter of superintendents, I wondered what sort of advice my father would have for me as I prepared to become a superintendent. From the time I was small, I knew that I wanted to be a park superintendent. Every decision I made, from college major to the career ladder, was focused on attaining that goal.

Finally, in 1996, I was going to Fort McHenry National Monument and Hamptom National Historic Site to live my dream. My dad’s advice: "You will need to order the dress, blouse and skirt for formal occasions and events." What? You have got to be kidding me - the SKIRT? "Well, it is the accepted business suit for women."

I grew up in a forest of green legs. I have early memories of my dad, retired Regional Director John E. Cook, coming home to our government housing unit at Canyon de Chelly National Monument in his uniform. Next door, my maternal grandfather, Meredith Guillet, was wearing a similar pair of green pants.

Two time zones away, at Chickamauga & Chattanooga National Military Park, my paternal grandfather, John O. Cook, would have already changed out of his green uniform pants for the day. In a photo album at his government quarters in Georgia would have been a picture of his father in uniform, as well. Great-grandfather John Edwin Cook was both a U.S. Forest Service and NPS employee during his federal career in Northern Arizona.

From what I could tell, wearing green pants made these guys happy. They loved their work and it took them to many interesting parks: Grand Canyon, Mesa Verde, Black Canyon of the Gunnison, Chaco, Montezuma Castle, Saguaro, Navajo, Hubbell Trading Post.

By the time I was 9, my dad didn’t wear green pants much anymore. He was a central office employee, moving from the Southern Arizona Lands Office in Phoenix to the regional office in San Francisco to WASO and then the Southwest Regional Office in Santa Fe, where I graduated from high school. I recall some hilarious photos of him wearing the dreaded leisure suit of the 1970s! The attire may have changed, but my dad still ate, slept and breathed NPS and was happy in his work.

The well-worn footsteps of my forefathers seemed a good path for me too. So, off I went to college at Northern Arizona University, where both of my parents had gone to school, to get ready for my own career with NPS.

I got my first pair of green pants in 1981, as a volunteer at Canyon de Chelly, although they weren’t “real” uniform pants. I got those the next summer when I was hired as a seasonal interpreter; my clothes closet has not been the same since.

My green legs have enjoyed hiking at Death Valley, Apostle Islands, Glen Canyon, El Malpais and El Morro, among other great places. I literally had ants in my pants at San Antonio Missions. These days, my pants and I enjoy Walnut Canyon, Sunset Crater Volcano and Wupatki when I am able to break free of my headquarters office for Flagstaff Area National Monuments.

Thinking back to my first superintendent and my dad’s assertion that I needed a green skirt, I consider why I was so put off by his advice. Was Dad gender-stereotyping me as a woman? I don’t think so — after all, John Cook promoted many women into leadership positions during his long NPS career. More likely, those green pants represented something special to me: the shared experience and joy of four generations striding around in and caring for America’s national parks. So, I skirted the issue and stuck with the family legacy.

Kayci Cook Collins is superintendent of Flagstaff Area National Monuments in Arizona.
As a child I was fortunate to have my first park experience at Yellowstone National Park. My first memory however, wasn’t of the distinct smell of sulfur or the awesome power of Old Faithful, nor was it seeing the herds of bison moving about the plains. It was a simple question.

Upon passing through the entry gate to the park, my father asked a park guide, “Where can we find the Mather memorial plaque?” I had heard of Stephen Tyng Mather, but only as some distant relative. As far as I knew, he was just a person who had contributed funds to help support the agency or donated a piece of land. It wasn’t until we arrived at the plaque and my father began to read the inscription that I truly began to understand why the name Mather held such significance.

The plaque reads: “He laid the foundation of the National Park Service, defining and establishing the policies under which its areas shall be developed and conserved.

By Chris Mather, Fort Laramie
unimpaired for future generations. There will never come an end to the good that he has done.” Hearing this message read out loud was quite a poignant experience. “See here, Chris,” my father exclaimed. “This man gave so much to shape a culture of stewardship, ensuring places like this could be preserved and enjoyed by all.”

Growing up near San Francisco, my father spent his youth exploring the Yosemite Valley with my uncle and grandfather. Those experiences instilled in him a love and appreciation for the outdoors, which he passed on to my siblings and me. Similarly, I grew up hiking and fishing in the Coeur d’Alene National Forest in northern Idaho. My passion for nature was equaled by my love for history. I was fortunate to secure a position with the National Park Service in 2010, and I was excited to work for an agency to which a “Mather” had nobly given so much to preserve.

I hold deep appreciation and satisfaction in my work with national park museums and collections as I help to conserve and secure the tangible remains of our nation’s history. Museums play a crucial role in the explanation and understanding of our park’s resources. In 1993, Ralph H. Lewis produced the work *Museum Curatorship in the National Park Service 1904-1982*. In the book, Lewis notes that Stephen Tyng Mather foresaw the important role that museums and education would play in the continued success of the National Park Service. He even called upon Congress to fund a large museum space during the budding years of Yosemite. Lewis writes:

“… Mather himself seized upon curatorial measures in his vigorous campaign to build public support for the national parks.”

I often reflect on a photo that was taken when I was 5 years old. My uncle, father, grandfather and I are standing beside a Mather memorial plaque. The three generations in this photo are just a small example of countless families who continue to enjoy, appreciate and preserve what Stephen Tyng Mather set out to do nearly 100 years ago.

Although some days our jobs are filled with challenges, donning the green and grey fills me with a certain pride and joy that I hope all rangers and park staff feel. We are truly blessed to continue the legacy and take on the responsibility of what Stephen Tyng Mather and countless others began so long ago.

Chris Mather is a museum technician at Fort Laramie National Historic Site in Fort Laramie, Wyoming. He was graduated from the University of Idaho with a bachelor’s of science degree in anthropology and a minor in history. Mather is currently pursuing a graduate degree in American history and government from Ashland University.
Mather plaques can be found from Alaska to the Virgin Islands and Maine to Hawaii. Their locations cover the gamut — national parks, monuments, a seashore, a lake shore, parkways, memorials, a preserve, a battlefield, historic parks and historic sites. They adorn three administrative offices, a couple of state parks and two schools. There are Mather plaques at 16 UNESCO Biosphere Reserves and 10 World Heritage Sites.

Although Mather and Horace Albright, his protégé, were both opposed to monuments of any sort in national parks, at least 62 plaques have been cast. They are bronze reminders of our history, they are touchstones to our present, and they are a challenge to our future. They are America at her best. Visiting them is a journey.

The first Mather Memorial Plaques were commissioned and funded by the private Stephen T. Mather Appreciation Association, a group of friends, associates, colleagues and admirers of Mather. World-renowned sculptor Bryant Baker was chosen as the artist and was paid $1,000 for the arts and crafts design. Gorham Bronze manufacturing company was contracted in 1930 for the first run of 28 bronze plaques: 25 for parks and three for other venues. July 4th was Mather’s birthday and several dedications were conducted on or near July 4, 1932.

As the years passed and other parks were legislated into existence, a second run of 14 bronze plaques was ordered from Gorham in 1959. The original mold at Gorham had been destroyed, so a new master mold was created using the original 1930 plaque from outside of the director’s office at NPS headquarters. (This mold was evidently lost as well.)

In 1986 the chief ranger at Colorado National Monument took great lengths to obtain a Mather plaque for the monument’s 75th anniversary. This ultimately led to a rededication activity of 20 park units in 1991, on the 75th anniversary of NPS. The original 1930 plaque at Wind Cave National Park (then in storage) served to make the master mold for a run of 20 new plaques at Gorham.

How many plaques over time have actually been made? Where are they now? What stories might they tell? What future plaques will there be? Keep your eyes and ears open for commemorative plaques, and find a list of Mather plaques on the ANPR website at www.anpr.org.

Gerriet Arthur Janssen, MD worked four summers with the National Park Service in the 1960s as a backcountry firefighter, packer, crew foreman and ranger. After 40 years as an academic and a clinical anesthesiologist, he is now a full-time dirtbag hiker and is still searching for four “lost” Mather plaques.

Eighty pounds of bronze

By G. Arthur Janssen, MD

Photo courtesy of G. Arthur Janssen
ANPR is honored to publish photography and poetry submitted by students at Mather High School. The poetry is provided by members of the Creative Writing Club. The haikus are from a freshman English class. Faculty involved in this effort include: Assistant Principal Maureen W. LaRaviere, English teachers Samantha Kramer and Brigit Stacey, and photography instructor Kara Smith.

Poetry

Ode to Mother Earth

Tyler Paik

With love, thou hast embraced us;
Our multitudes upon your lovely face
Have long been sheltered.

With patience, thou hast raised us;
Our cities and towns
Have grown large and prosperous.

With strength, thou hast lifted us;
Our daily lives
Powered by her great resources.

With silence, thou hast accepted us;
Our polluting ways
And destructive creations.

It has long been about time that we
Should take care of you:
Thank you, Mother Earth.

Grandpa’s Joy

Tom Kwak

I can still remember the life
On this warm summer’s day,
The smell of flowers and trees
That my grandpa raised.

From left to right
Of nature’s children
Stood a single flower
A single white stem lily
He told me many things,
From what he gave to Grandma,
From what he got in his grave,
It represents the joy Grandpa had.

The joy that he gave
He planted that day,
The happiness he gave us
All day, every day,
As I pass by this garden of joy
I still remember the love he gave me
when I was a boy.
The National Park Service is the steward of some of our nation’s most important natural and cultural resources. The Millennial generation (35 years and younger), as our nation’s youth, represent one of the most important groups of stakeholders in the future of these resources. Eventually, the Millennials will assume the mantle of leadership for the NPS. The keeping of our national treasures will be up to them.

Work programs engaging young people in the Service have existed since the origin of the NPS. The most successful youth development program in the history of NPS was the Civilian Conservation Corps (CCC) Program during the 1930s. Today we are building on the legacy of the CCC Program with the development of the 21st Century Conservation Service Corps (CSC) Program and the continuation and revision of the Youth Conservation Corps (YCC) Program.

Most park managers are familiar with YCC — many of them started there themselves! The YCC Program targets youth 15-18 years old — Millennials — for conservation work projects and focuses on vocational skills development, environmental education and life skills training. Most YCC projects take place in an outdoor setting during summer months, with the program looking much as it did when it began in the 1970s.

A NEW APPROACH

Millennials offer an opportunity for the NPS to enlist new and innovative ways to engage this group, who have a world view that is different from previous generations. Worldwide social, economic and technological integration have created exciting new challenges and opportunities for engaging today’s youth. The 21 CSC Program is a new approach that builds on the legacy of the CCC Program utilizing a nonprofit partnership organization model.

21 CSC organizations recruit civilian young people and veterans to work on natural and cultural resource conservation projects that are important to the NPS mission. These programs have a clear public purpose and the Service is substantially involved in the planning and design of each project. The participants working on these projects gain valuable vocational skills training educational development and the Service is able to complete important projects that it might not otherwise be able to accomplish. These projects include a wide spectrum of NPS work ranging from facilities, to scientific and historic research, to interpretation and education.

CAREER FOCUS

Through these programs, the NPS Youth Programs Division is committed to developing employment opportunities that represent high-quality, sustainable and innovative jobs. While only a fraction of the program participants will eventually work directly for the NPS as Federal employees, their experiences through these work projects will help create lifetime supporters and advocates for the NPS.

There is clear evidence that visiting parks at a young age leads to continued support in adult years. This is enhanced if a person works and/or contributes to the development and sustainability of a park. The expansion of our youth development programs is an opportunity for park staff to create new, sustainable programming and experiences for the American public that could not otherwise have been accomplished. Over the last six years, under the collaborative leadership of Secretaries Kenneth Salazar and Sally Jewell, NPS Director Jonathan Jarvis has been able to both dramatically expand NPS Youth Development Programs and make them a central component of the NPS operational infrastructure.

Another benefit to expanding employment opportunities to the Millennial generation is that many of the participants come from racially and economically diverse backgrounds. Their participation in these programs will eventually expand the array of people interested in visiting and financially supporting our park sites and mission. The NPS is committed to diversifying its visitor base and workforce. The expansion of youth programs has enabled the Service to recruit a highly qualified, diverse pool of individuals with skill sets developed in the field that relate to
mission-critical occupational job series. The engagement of these diverse Millennials has created ambassadors for the Service in communities that otherwise were not exposed to or did not support their National Parks. After their positive experiences in parks and with NPS staff, these young people are sharing the important work that NPS employees are doing in their local communities and schools.

PROGRAM UPDATES
Moving forward, the NPS Youth Programs Division is looking for ways to improve the YCC and 21 CSC Programs. While the YCC program is successful, the experience and quality of program delivery for crew members, implementation methods, and outcomes can and should be improved to provide the best possible opportunities and experiences for enrollees, agencies and the public. A national assessment of the YCC program revealed a need to improve outreach and recruitment, information sharing, the on-boarding process, staff training, internal and external capacity, and funding streams and sources available to youth programming.

The YCC Program needs to be restructured to effectively accomplish tangible conservation, restoration, and other project outcomes, and deliver education, training and supervised work experiences to participants.

Following the assessment, an interagency team from the Department of the Interior and U.S. Forest Service has been tasked with developing a strategy to improve the YCC program across agencies.

THE RECOMMENDED STRATEGY GOALS ARE TO:
1. Assess and develop tools to enhance internal and external capacity for program implementation.
2. Develop a vision of what the YCC program should be and define how it will tie in with 21 CSC.
3. Improve internal and external understanding of the YCC program by conducting training and enhancing and expanding online presence.
4. Improve YCC outreach, recruitment, hiring processes and career path information.
5. Identify a framework for implementing the YCC program through partners, including best practices, cost effectiveness and quality outcomes.
6. Research and recommend sustainable funding opportunities.

An enhanced Youth Conservation Corps will result in service, training and employment opportunities for thousands of young Americans, and significant work accomplishments that preserve, protect and promote America’s greatest natural and cultural treasures. Of even higher importance, the YCC has the potential to serve as a continued legacy program that will develop a generation of skilled workers, educated and active citizens, future leaders, and stewards of public lands, communities and the nation.

NEW PARTNERSHIPS
The 21 CSC Program will also improve through new partnerships with a wider array of organizations, especially in urban areas where the NPS is attempting to engage new communities. Beginning in 2015, the NPS will have established national cooperative agreements with more than 40 organizations. New programs like the Hands on Preservation Experience Program (HOPE) will offer youth an opportunity to gain valuable historic preservation vocational skills training while parks will accomplish necessary work projects in a cost-effective manner. Changing administrative functions will improve the areas of financial assistance and human resources processing for youth programs. This will make it easier for parks to engage these organizations in critical NPS work projects and eventually hire the best and the brightest of the youth participants into career positions.

The meaningful engagement of the next generation is crucial for the future of the National Park Service and, through our mission, the protection of our nation’s most important treasures. Both by nature and design, we are an organization of tradition. Through engagement of the new, diverse, digitally savvy Millennials we will also keep a tradition of innovation and continued relevancy.

Erica C. Austin is a program analyst and George McDonald is a program manager; both are with the NPS Youth Programs Division in Washington, D.C.

Do you feel passionate about sharing your knowledge and experiences with the next generation of NPS employees? ANPR’s popular mentoring program is looking for a good leader or two to guide its next steps. Please get in touch with Erika Jostad at PERRINCREEK@GMAIL.COM for more information if you want to help fill this important role.

— Erika Jostad, ANPR President

Be a Mentor
Share your news!
Send an e-mail to rangermag.editor@gmail.com with your information (new job, family news or more).
‘I found a sense of worth — we all did’
National youth leader Eugenie Bostrom: An interview with Kendell Thompson

Eugenie Bostrom was raised in a group home just outside of Chicago, far from any National Park. She was 6 when the 1988 Yellowstone fires grabbed national headlines and the attention of the members of the Loyal Order of Moose, who would change her life’s course. Eugenie has since made major contributions to the National Park Service’s ongoing efforts to identify and recruit youth and revamp the legacy Youth Conservation Corps program through her work with the Department of the Interior and the NPS Youth Programs Division, as well as with Conservation Legacy, a nonprofit organization that works to engage local youth in outdoor conservation projects. Eugenie works tirelessly, tackling youth programs as if they were washed-out trails. Ranger Editorial Adviser Kendell Thompson caught up to Eugenie in Washington, D.C., where she was shoring up support. Thompson asked her about her experiences and philosophy related to youth programs in the NPS.

THOMPSON: You spent over 10 years working in Yellowstone National Park as a member of the Youth Conservation Corps (YCC), a YCC program director and as a seasonal park ranger. How did you get involved in the YCC program?

BOSTROM: From the time I was 10 until I turned 18, I lived in a residential child-care facility fully funded by the philanthropic fraternal organization The Loyal Order of Moose. The Moose is an organization with an extremely generous heart.

By 1998, during the summer I turned 16, the Moose had been funding the YCC program for 10 years, reserving crew positions each summer for a couple of kids from the group home. We didn’t really know what Yellowstone was, and we certainly didn’t have any understanding of the National Park System. I saw it as something that would look good on a college application; I had no concept of how it would shape my life and career.

THOMPSON: You are the director of strategic partnerships and communications for Conservation Legacy (CL). CL focuses on operating programs with an emphasis on local involvement but also maintains an advocacy mission. How does CL define “local” and flex its advocacy muscle?

BOSTROM: CL is committed to supporting localized conservation corps and conservation service programs. Our programs learn from and help each other. The concept of local is critical. We believe that the communities or populations that we serve know best how to work within those places. We want to provide support to those communities, to steward the programming and conservation service opportunities. We have learned that this leads to more sustainable, impactful programming.

Local for us means stewarded by a community — whether that is the Pueblo of Acoma, New Mexico, or the entire state of Arizona, as with the Arizona Conservation Corps. CL staff also serve the national conservation corps community through efforts of the Public Land Service Coalition and the Partnership for the 21st Century Conservation Service Corps. We work closely with federal land management agencies in Washington, D.C. to engage community members in needed conservation work on public lands, utilizing existing authorities through updated policy guidance. Additionally, we engage in policy advocacy on Capitol Hill, aiming to get Congress to understand the value of conservation corps in their communities.

THOMPSON: As director of strategic partnerships, can you tell me what makes a partnership “strategic.”

BOSTROM: To me it’s important to call out the need for strategic partnerships rather than just partnerships. A strategic partnership implies that there is effort to identify mutually beneficial interests and potential outcomes, and that you work collaboratively to achieve those mutual benefits. By identifying strategic partners, I look for ways that our mission and model supports our partner before looking at how they can help us. A good strategic partner is complex and brings varied interests and resources to the table, and through that we improve, as we hope they do as well.

THOMPSON: At the DOI, you helped establish the 21st Century Conservation Corps Federal Advisory Committee. What is the role of the committee?

BOSTROM: The 21st Century Conservation Service Corps Federal Advisory Committee was established to provide guidance and recommendations to the Administration on the implementation of a 21st Century Conservation Service Corps. The America’s Great Outdoors (AGO) Initiative gathered recommendations from across the country. This told us how Americans wanted to see their public lands, waterways and cultural heritage sites managed and used.

The first recommendation calls on 21 CSC to engage young Americans in public lands and water restoration. With this call to action, the Departments of Interior and Agriculture convened the country’s conservation corps experts to develop an implementation plan bolstering current efforts and supporting new corps where none exist. The primary goal is to engage 100,000.
young people and veterans in conservation service annually by 2020.

THOMPSON: You were instrumental in developing the America’s Great Outdoors program. How do you see this program affecting future policy direction in the National Park Service?

BOSTROM: Some people may think that AGO fizzled out. But it created a community and set in motion networks of support that are continuing to grow. Looking at the NPS, we see efforts focusing on urban populations and working more collaboratively with community programs. And we are seeing policy changes like a directive to utilize a percentage of cyclic maintenance funds on conservation corps projects and cultural shifts that embrace new concepts of how to engage people to care for their parks. AGO got groups within the conservation community and outdoor spaces to talk and begin breaking down silos.

THOMPSON: Current NPS youth program guidance defines youth as up to 35 years old. What do you think about that?

BOSTROM: Many of the statistics behind the need for more nature-engagement are targeted at the Millennial generation, and specifically Millennial unemployment as a bigger issue that can be addressed through the Department’s efforts. I applaud the focus on Millennials at such a pivotal time.

THOMPSON: You have been influential as a policy builder in Washington, D.C. Your father, who died when you were young, served eight years as a U.S. Congressman and Senator. Does this connection give you a sense of legacy?

BOSTROM: Both my mother and my father were politically active and tireless patriots. They instilled in me an understanding of a commitment to civic duty. His commitment to service and change definitely influenced me. Both he and my mother were passionate, caring people who wanted to make the world better. That’s a legacy I can be proud of.

THOMPSON: You told Mooseheart newsletter that your YCC experience revealed that the concept of “home” is within you. How did YCC create that understanding for you?

BOSTROM: A sense of belonging is so important to understanding a sense of self. When I found myself thrust into Yellowstone’s backcountry, the YCC crew structure, the challenges that the crew must face together, and the community with the surrounding ecosystem, all contributed to a family dynamic that had previously been foreign to me. Through my ability to contribute, the camp environment and seeing a tangible impact on the landscape, I found a sense of worth — we all did. I’ve since realized that a sense of belonging doesn’t reside in a specific place, but rather in your perception of how you can contribute to that place or experience. It’s about self worth and, in turn, what that place is worth to you.

THOMPSON: You once tweeted the Terry Tempest Williams quote: “… My medium has been dirt, clay, sand — what I could touch, hold, stand on and stand for….” How has working with your hands influenced your work?

BOSTROM: Working with my hands is a clear outlet for me. At Conservation Legacy, I have found another medium: conversation. I am realizing how words and interaction carry weight and that each individual deserves to be treated uniquely.

THOMPSON: Do you see yourself reconnecting at some point with the National Park Service?

BOSTROM: When I left the green-and-grey I think it shocked my NPS family. However, I still say “we” when talking about the National Park Service — I think I always will. The NPS and its support for Corps programs gave me a home, a passion for place, and a career trajectory that I couldn’t have imagined. The NPS will always be home for me.

Kendell Thompson is editorial adviser for Ranger magazine and superintendent of Lincoln Boyhood National Memorial in Lincoln City, Indiana.
Ginny Rousseau and Dennis Burnett met while working as protection rangers in Yosemite Valley and were married there in 1978. Each went on to accomplished careers in the National Park Service. Often duty stationed apart, they grappled with balancing marriage, raising their children — daughter Lindsey and son Bryant — and pursuing their individual professional goals. In an interview conducted in 2014 for the ANPR Oral History Project, Burnett and Rousseau shared how they negotiated difficult decisions, adapted, compromised and persevered — asking not if, but how, they could make their complex situation work. From delivering son Bryant in a car in a snowstorm on the General’s Highway in Sequoia National Park, to alternating as the stay-at-home “house spouse,” theirs was a partnership that strove to integrate family and career. This is their story.

**BURNETT:** We’d been on the Cape [Cape Cod National Seashore] for five years. Hard place to leave. There was little promotional opportunity. So, we moved.

**ROUSSEAU:** You moved.

**BURNETT:** At least three of us did (laughs).

**ROUSSEAU:** I rented an attic apartment in Quincy, [Massachusetts], closer to the Northeast Regional office where I worked. I would drive to Delaware Water Gap on Thursday evening after work, stay until Sunday, and drive back to Boston. It was a five-and-a-half-hour drive. I would be home for four days and Lindsey would go, “Who are you?”

One of the interesting things when I was at Albright [Training Center] and Dennis was on the Cape was the kids at school told them, “Your parents are divorced because they don’t live together.” We had a child psychologist school counselor tell us: “Keep communication open. They will be just fine as long as you talk about things.” The kids wrote me letters.
It was hard. We would get together with family for Thanksgiving, and they would say, “How can you abandon your children? How can you abandon your husband?”

**BURNETT:** “When are you going to get a real job?” (all laugh)

**ROUSSEAU:** A lot of family pressures and nobody around who understood what park rangers did anyway. But it was hard, looking back. I know I missed a lot. Would I have changed it? I don’t know because I wouldn’t be the person I am now if I hadn’t done what I needed to do. But there was certainly a price to pay.

**BURNETT:** But conversely, had you not taken the job, where would you be also?

**ROUSSEAU:** I get teary thinking about it.

**BURNETT:** You’re angry one way and you’re angry the other way. What’s the right thing? We did a lot of homework on this and it was not an easy decision, it really wasn’t. Overall, we computed the months, it was seven years living apart.

**BURNETT:** But you didn’t worry about the small stuff. The clean clothes pile is over here, the dirty clothes pile is over here. Shut the door.

**ROUSSEAU:** We put duvets on the quilts on the bed. To make their bed all they had to do was pull it up and their bed was made. Bryant is an excellent cook. They are both very independent. They both don’t think there is one way of doing things. I remember we were on a trip to Hawaii when Dennis was investigating a homicide there and Bryant calls us on the cell phone and says, “How do you make pasta?” So we had to give him directions over the phone on how to make pasta. But they never felt — I think they never felt — there was one role a parent had.

It wasn’t something we did in a cavalier manner. We really tried to say, “What are the pros and cons and how can we make it work?” We really gave it a lot of thought and talked it through.

**BURNETT:** We really did. And whether it was the right decision, wrong decision, we’ll never know. It was a decision.

**LISSOWAY:** What was the highlight of you both being able to stay in the Park Service?

**BURNETT:** The mere fact that both of us were able to continue doing what we loved doing. Yes, we sacrificed, but we didn’t sacrifice what our true passion was, which was what the Park System means. It is so important to both of us.

**ROUSSEAU:** I think from the very start, when we first got married, or before we got married, we both had this passion, and we didn’t give up on it. A lot of people say, “Well gee, I had to get divorced to be a superintendent.” We just said, “How can we make it work?” I’m not saying it was easy. You know, family counseling at times and yelling matches at times. Again, it was just an extension of how we’ve lived our life.

We’ve worked it together. It’s been very satisfying. I know a number of people who have made it work because they have been happy to go to other bureaus or agencies, and that’s fine. But for us, what we had to do for ourselves was to be true to ourselves — our own path.

Ginny Rousseau and Dennis Burnett retired in 2007 and now live (together) in Flagstaff, Arizona, where they teach for Northern Arizona University’s Park Ranger Training Program.

Brenna Lissoway, a “park brat” and second-generation NPS employee, is the archivist for Chaco Culture National Historical Park in New Mexico.
THE PROFESSIONAL RANGER

ADMINISTRATION

Hiring youth in the National Park Service

As we plan for our Centennial in 2016 and look to our next century of stewardship, the National Park Service must continue to engage and evolve its employment programs for people age 35 and younger. Three programs can help us meet the Secretary of Interior’s goal of 100,000 youth involved in Interior Department employment programs over the next four years: the Pathways Program, Public Land Corps and Youth Conservation Corps. These hiring authorities, along with other forward-thinking employment practices, can help us remain relevant and vibrant now and in the future.

The Pathways Program went into effect in 2012, replacing the Student Career Experience Program (SCEP) and Student Temporary Employment Program (STEP). The Pathways Internship Program provides students in high schools, colleges, trade schools and other qualifying educational institutions with paid opportunities to work at U.S. agencies and explore Federal careers while completing their education. The Pathways Recent Graduates Program focuses on recruiting graduates, and the Pathways Presidential Management Fellows Program is a leadership development avenue for advance degree candidates. Noncompetitive conversion to permanent jobs applies under certain conditions. To learn more, please visit www.opm.gov/hiringreform/pathways and www.nps.gov/aboutus/pathways.htm.

The Public Land Corps (PLC) is another hiring authority that targets youth. This program grants noncompetitive hiring status to former PLC members who have served a minimum number of hours of satisfactory service on an appropriate conservation project that includes at least 120 hours through the PLC. Participants must be between the ages of 16 and 25, and several procedures must be followed. Former PLC members who wish to use the noncompetitive hiring authority must apply to a specific vacancy announcement. Applicants must meet the qualification requirements stated in the vacancy announcement for the position to which they are applying. Also, applicants must provide a certificate of eligibility, which serves as proof that the former PLC member has met all necessary service requirements for noncompetitive hiring. Appointments under this authority must be effective within 120 days of the candidate’s completion of PLC service. For more information, please refer to the Public Lands Corps Healthy Forest Restoration Act of 2005 (which amends the Public Lands Corps Act of 1993) and visit www.nps.gov/gettinginvolved/youthprograms/plc.htm.

Finally, the Youth Conservation Corps (YCC) program is administered at the park level and offers eight to 10 weeks of summer outdoor employment to youth ages 15 through 18. Projects may include building trails, maintaining fences, cleaning up campgrounds, improving wildlife habitat and controlling exotic plants. The web address for YCC programs is www.nps.gov/gettinginvolved/youthprograms/ycc.htm.

Creating hiring opportunities for youth is an important mission of the National Park Service. It would be immensely rewarding to see more young people in green and grey “growing” the next generation of park employees.

— Michelle Torok, Saguaro and Tumacácori, Arizona

PROTECTION

Kevin Moses is a regular contributor to The Professional Ranger: Protection column. His article, “Wild country to be young in,” appears in this issue on page 4.

RESOURCE MANAGEMENT

Continuing education vital for staff

The good news is, two upcoming conferences are focused on science within, about and for parks: University of California at Berkeley’s “Science for Parks, Parks for Science” and the George Wright Society’s “Engagement, Education and Expectations: The Future of Parks and Protected Areas.” The bad news is, NPS attendance is restricted.

Let’s start with the good news. The two-day “Science for Parks, Parks for Science” conference aims to bring together “top researchers with park leaders, scientists, managers, educators and volunteers” to discuss the relevancy and scientific and management implications of the NPS mission in today’s changing world. It has a powerhouse program of speakers, including E.O. Wilson, one of the world’s most noted naturalists in science and literature; marine ecologist Jane Lubchenco; ecologists Joel Berger, Dan Simberloff, Monica Turner, Jill Baron, Dave Graber, Ernesto C. Enkerlin Hoeflich, Thomas Dietz, Steven R. Beissinger and David Ackerly; and experts in environmental planning, policy and law.

The George Wright Society (GWS), which is dedicated to the protection, preservation and management of cultural and natural parks and reserves through research and education, also sponsors a conference, generally every other year. This year, the society’s five-day gathering “Engagement, Education and Expectations: The Future of Parks and Protected Areas” immediately follows the “Science for Parks” conference in nearby Oakland, California, the first week in April.

Unfortunately, once again official attendance for NPS employees is limited, mostly to accepted session presenters. In some cases (at least in my case), not even presenters’ attendance has been approved. Many employees’ requests to attend were not approved.

For at least six years now, participation in the GWS conference — once a major biennial opportunity for science and resource management professionals and senior managers to reconnect — has been limited as a result of increased scrutiny of travel to conferences and workshops. I can’t speak to why this is, although I have heard about other agencies sending employees to exotic destinations at considerable government expense (which, of course, is quite reasonable to question). The last GWS conference was in Denver in
March; this time it is in exotic Oakland in early April.

From my perspective, it is equally reasonable for park and other agency science professionals to seek continuing education and professional discussions with their colleagues once every two or three years. Conferences such as this provide the equivalent of hundreds of webinars in one week, and include the opportunity for direct interaction with presenters and other participants on site.

Years ago, I was privileged to represent my agency at these conferences at times. Each time I found myself greatly revitalized with new ideas and information about science and resource stewardship in parks and other protected areas. It was always well worth the trip, even if it required taking annual leave and paying my own way — which I will do again as I head for Berkeley.

I hope to see some ANPR members at the GWS conference. And I hope that future agency professionals will receive more support for their staff to periodically participate in professional continuing education — education that helps us keep up with the science that we so need, which enables us to make informed decisions relevant to the NPS mission.

— Sue Consolo Murphy
Grand Teton, Wyoming

Kudos List
These people have either given gift memberships to new members or recruited new or former members to join ANPR. Please thank them for their membership support:
- Jamie Richards
- Cassie Werne
- Ken Bigley
- Flor Arellano
- Mark Herberger
- Rebecca Harriett

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ANPR REPORTS

Share your views!
Do you have a comment on a particular topic featured in this issue? Or about anything related to national parks or ANPR business? Send your views to Ann Dee Allen at rangermag.editor@gmail.com.

Contribute to the e-newsletter
I am happy to be starting my term as the Board member for Internal Communications. I will be taking over responsibility for the monthly ANPR e-newsletter, replacing Jeremy Kauffman who has done a wonderful job with it throughout his term. Please send all submissions for the e-newsletter to me at cadencechinle@gmail.com. The e-newsletter is a great way to connect the membership and spread important ideas and news. I look forward to working with the Board of Directors and ANPR members during my tenure, and hope to hear from you. Be sure to check out ANPR’s Facebook page, as well, at www.facebook.com/parkranpers.

— Cadence Cook, Canyonlands, Utah

Welcome to the ANPR family!
Here are the newest members of the Association of National Park Rangers:
- Gretchen Mominee ..........Joshua Tree, CA
- Joaquin Repollet..........West Haven, CT
- Greg Waters...............Brookfield, CT
- Diana Edwards.............Big Bend, TX
- Isaac Galvez................Akon, OH
- Jonathan Maravelias........Richmond, IL
- Brett Hartnett....................Vail, AZ
- Jacob Van Veldhuizen.....Fairbanks, AK
- Erin Schoppmeyer......Brooklyn, NY
- Jordan Keiffer........Frederick, MD
- Garnet Tritt...............Dover, TN

ANPR ACTIONS & NEWS

Expansion of FEHB to temporary and seasonal employees in 2015

In an exciting development on the national front, as of January 1, 2015, the National Park Service has begun offering the Federal Employee Health Benefits program to most temporary or seasonal employees with an agency contribution toward their health insurance. ANPR supported this valuable benefit and we encourage temporary employees to take advantage of this program. When you enter on duty for your temporary position, talk with your human resources officer about the details of this health insurance benefit and how to sign up.
Plans are well under way for ANPR’s annual Ranger Rendezvous professional conference, with Ranger Rendezvous XXXVIII scheduled for the YMCA Blue Ridge Assembly near Asheville, North Carolina, from October 21 to 25 — when the Blue Ridge Mountains explode in a montage of reds, purples, yellows and oranges.

“Living the Mission” is the theme for this year’s Rendezvous, which will feature a wide variety of training and professional development opportunities designed to appeal to conference-goers across NPS divisions. The line-up of keynote speakers includes representatives from the Blue Ridge Parkway, Great Smoky Mountains, National Parks Conservation Association and National Climatic Data Center.

Networking, socializing and connecting with the host community are also important experiences at Rendezvous. Confirmed activities for 2015 include a guided bus tour of Great Smoky Mountains National Park, a walking tour of downtown Asheville with a local historian, and a service project with the Blue Ridge Parkway.

There will also be a photography contest, silent auction, raffle and hospitality suite, with beverages provided by local breweries.

**MUCH TO SEE AND DO**

Well-regarded as an art and music center, a place for rejuvenation, and home to notable luminaries, statesmen and bohemians, Asheville is one of the most welcoming, vibrant cities in America. Frommer’s international travel professionals tagged it as a “Best Place to Go in 2015,” citing Asheville’s great food, culture and natural beauty. There you will find an eclectic downtown with 30-plus art galleries, more than 20 breweries, a green-restaurant scene and thriving live music. Many people also know it as home to the lavish Biltmore Estate, the largest private home in America. Not far from downtown lie a wide variety of outdoor activities, including hiking, rock climbing and rafting in the Blue Ridge and Great Smoky Mountains.

The YMCA Blue Ridge Assembly is nestled in the mountains 14 miles east of downtown Asheville on 1,200 acres of woodlands with streams, valleys and spectacular views. A full-service conference center, it has affordable room and meal rates as well as activities for families and children. Visit [www.blueridgeassembly.org](http://www.blueridgeassembly.org) for more details.

**GETTING THERE**

Major airports near Asheville are in Charlotte, North Carolina, and Greenville, South Carolina. Asheville and Knoxville, Tennessee, have regional airports. Asheville is also accessible by car from many Eastern, Southern and Midwestern locations in the U.S. A “Roommate/Rideshare Match” form has been set up on the ANPR website, along with information about keynote speakers, workshops, field trips, trainings, the photo contest and the YMCA. Please visit [https://www.anpr.org/rr38-2015.htm](https://www.anpr.org/rr38-2015.htm) regularly for information and updates. Also, please encourage potential sponsors and exhibitors to join us at Ranger Rendezvous and bring more awareness to their products and services.

— Ben Walsh, National Mall, Washington, D.C.
Ranger Rendezvous XXXVIII, Coordinator
Meet Jewel Johnson, the “accidental ranger” whose love of nature is helping Los Angeles youth discover the world beyond the city blocks where they live. “It is important that kids step away from the city and find peace in the outdoors,” she explained.

Johnson, whose dream of being a police officer was altered by the grim realities of the job, said yes to being a ranger with the Mountains Recreation & Conservation Authority (MRCA) about 19 years ago and didn’t look back: “I was never an outdoor person before becoming a ranger; now I’m trying to make up for lost time because I’m always hiking or doing something outdoors.” She works as a supervisory ranger with MRCA, a local community partnership between the Santa Monica Mountains Conservancy, Conejo Recreation and Park District, and the Rancho Simi Recreation and Park District.

MRCA and its partners build parks with local, primarily young, residents. The philosophy is that when residents become invested in green space, they are likely to become stewards of it. “MRCA works with youth at risk, who don’t have stability,” Johnson said. “The park gives them a safe place to go and in turn they protect the area.”

**WRC ROLE WITH YOUTH**

Johnson is helping ANPR’s World Ranger Congress Organizing Group connect with the new generation of park stewards at the 2016 Congress. Along with members of the Communication Section, she has been tasked with developing a strategy for engaging the next generation of park stewards — the young people of today in the Congress.

“The older ranger generation needs to tell their stories to young people and pass on their knowledge,” Johnson said. “We need to get the youth involved. We need to grab their attention and help them develop an emotional connection with the outdoors. By helping them create positive memories of nature, they will want to protect it.”

Johnson’s hope is that by engaging youth she is expanding the next generation of park rangers. In 2012, she and co-worker Fernando Gomez took several youth from Los Angeles to the International Ranger Federation 7th World Ranger Congress in Tanzania. “The experience was life changing,” she said. “We took kids from the projects and completely expanded their world. No one had ever flown before and there they were in Tanzania. It completely blew their minds!”

Johnson called attending the 2006 Congress in Scotland the best decision she ever made, primarily because it gave her an international perspective on American resources. “I saw what our counterparts experience in other parts of the world — they work more hours, have little to no equipment and get shot for protecting the resource,” she said. “Yet, they are still passionate about what they do. I realized that I had no room to complain and I have been involved with ANPR ever since.”

Johnson has been getting even more involved as time goes by — she is applying to be a conference session speaker at the 2016 WRC. If all goes as planned, she will be sharing her stories and expertise at Estes Park.

Blanca Alvarez Stansky is superintendent at Perry’s Victory and International Peace Memorial in Put-in-Bay, Ohio.
ANPR’s World Ranger Congress Organizing Group (WRCOG) is delighted to announce that the World Ranger Congress (WRC) website is up and running and we are planning to open registration in May. You can reach the WRC online at www.worldranger-congressusa.com or through a link on the ANPR website (www.anpr.org) or the IRF website (www.internationalrangers.org/world-ranger-congress). WRCOG Communications Section Chief Blanca Stransky created most of the website’s design, and Jamie Richards is the webmaster.

WRCOG is seeking web content from ANPR members. Please send your suggestions to Jamie at jamie.wrc8@gmail.com.

ACTIVITIES
Joe Evans’ WRCOG Logistics Section is making great progress on pre- and post-Congress trip options. Information about trips will be posted as it is finalized on the website.

FUNDRAISING
Funding for the World Ranger Congress — the biggest event ANPR has ever done — is an important focus of WRCOG’s efforts. The WRC Fundraising Plan, developed by Lori Nelson under contract to ANPR, is complete and we have begun implementing it. Most important, we’ve already received a pledge from one donor for almost $10,000, a third of which is in hand.

In order to be strategic and targeted in our fundraising, WRCOG has outlined the most effective strategies for approaching potential funders. Our goal is to concentrate on contacts that are the most likely to generate results while avoiding duplicate requests to the same potential funders.

As you may know, effective fundraising is based on relationships, and we need your help to establish and strengthen relationships with people and organizations that could support WRC. Are there people you know who are passionate about rangers, conservation, national parks or YOU (and by extension what YOU care about)? Are any of them, or the organizations they are connected with, able to make a substantial financial contribution to WRC? It could be that they have not yet been asked for support.

In addition, it is highly likely that you and other ANPR members have connections with businesses, foundations and other funders that could support WRC. We are also looking for information about these organizations — particularly those with whom you have a direct connection.

If you know people who might be able to help fund WRC, including someone at a business or organization, please contact Finance Section Chief Bruce McKeeman at bruce.wrc8@gmail.com to help us determine the best way to reach out to these potential funders. By providing your contacts to Bruce, you will enable WRCOG to coordinate fundraising and track who is being contacted by whom.

Next, we want to work with you to determine the best way to reach your contacts. For example, WRCOG can: 1) provide you with background material about WRC and funding options, 2) have our fundraiser work with you on a joint approach or 3) have you call the contact and introduce them to our fundraiser, who can take it from there.

CROWDSOURCING
The WRC Fundraising Campaign also includes a crowdsourcing component designed to help rangers from developing countries attend WRC. The campaign on causes.com allows anyone to sponsor a WRC delegate. To help spread the word about the crowdsourcing campaign, we are asking all ANPR members to share the link www.causes.com/campaigns/84845 on Facebook, Twitter, Instagram and other social media. Please let your social networks know that the WRC campaign is up and running and ask your social friends to donate to it. And if you’ve attended WRC in the past, use the causes.com web address to post testimonials about your experience.
YOUR SUPPORT
Another avenue for you to support WRC is to send a donation directly to the WRCOG. We suggest that after you support the annual giving campaign for ANPR operations, you also donate to the WRCOG. This is an arm of ANPR and any donation would be considered as potentially tax deductible. Checks should be made out to ANPR-WRC and sent to Bruce McKeeman at 2359 Desert Willow Drive, Prescott, AZ 86301. Please keep in mind that supporting the WRC supports ANPR.

FREQUENT FLYER MILES
Looking for more options to support WRC? You can also donate frequent flyer miles to support the travel of delegates from developing countries. Please notify Bruce McKeeman that you are willing to donate miles, and provide the number of miles and the name of the airline(s). WRCOG will work with you to coordinate the timing of your donation.

FRIENDS GROUPS
WRCOG also has made a presentation to the Friends Alliance requesting that park Friends groups consider sponsoring WRC delegates from sister parks. We encourage all ANPR members to ask your Friends groups to sponsor delegates from sister parks. Many Friends groups only consider donations to projects that the park requests; if you influence your park’s request to its Friends group, please consider adding WRC to the list of requests.

The WRCOG can provide information for you to make the case for WRC-delegate support, if you need it. We estimate that it will cost $3,000 to $4,000 for each international delegate to attend WRC. This would cover visas, airfare, round-trip transportation from the Denver International Airport to Estes Park, WRC registration, meals and lodging.

SHADOW ASSIGNMENTS
While you’re thinking about raising funds to sponsor a delegate, consider offering a shadow assignment for an international delegate in your park before or after the Congress. WRC organizers are seeking national park units willing to host one or two international delegates for three to five days in a shadow or training assignment.

Past Congresses indicate that there are mutual rewards in these opportunities. Hosting international delegates enables U.S. park staff to learn about park management across the globe and make new friends and contacts. As a potential host, please consider what you and your park can offer an international delegate. For example, a three-day shadow assignment with a resource specialist could focus on endangered species; the delegate could work on a trail crew for a week; he or she could attend an interpretive or search and rescue training, or, if appropriate, shadow a park manager.

WRCOG plans to create a menu of options for training or shadow assignments on the WRC website. International delegates will be able to choose parks and activities that interest them and contact host park representatives directly. Delegates will be responsible for providing their own meals and travel to and from the shadow assignments. Host parks will be responsible for providing housing and travel support within the park during the shadow assignment. Delegates should be signed up as VIPs.

Due to the challenges of organizing international travel, particularly for people from developing countries, WRCOG would like to begin advertising host opportunities on the WRC website by the time WRC registration opens, if not before. For more information and questions about shadow assignments, please contact activity coordinator Cindy Purcell at cindyp.wrc8@gmail.com or WRC Logistics Section Chief Joe Evans at joe.wrc8@gmail.com.

Thank you for your help in advance. We look forward to a great WRC and your support to make it a success.

— Bob Krumenaker, Apostle Islands, Wisconsin, World Ranger Congress Chair

Rendezvous exhibitors help support ANPR

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

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Adamson Police Products
Backcountry.com
Backcountry Horsemen of America
Big City Mountaineers
Colorado Northwestern Community College, SLETP
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Rocky Mountain Conservancy
Rocky Mountain National Park
SPOT
The Supply Cache
UCSF Fresno Parkmedic Program
Unicor Services Business Group
Warner College of Natural Resources, Colorado State University
VF Imagewear, Inc.
ANPR members at the top of Africa

In early January, six trekkers with connections to ANPR and the National Park Service headed to Africa to tackle its highest peak, Mt. Kilimanjaro. On January 14, all six reached the summit of the 19,340-foot volcano, the highest free-standing mountain in the world. Trip organizer Joe Evans and his wife Caroline gathered the group, whose members have previous experience in Africa and taking on mountains. Craig and Kris Axtell, Lisa Eckert and Meg Weesner completed the sextet, which followed the Lemosho Route for a nine-day ascent. Along the way, Eckert gave NPS patches and other insignia to rangers the group met at Kilimanjaro National Park.

Starting at the far western edge of the park, the group circled around the south side of the peak, staying at progressively higher camps each night. As they climbed through the different vegetation zones, they saw monkeys and protea flowers in the montane forest, heather and various raptors in the heath zone, and pockets of amazing giant Senecios in high elevation valleys. On day seven, they left before dawn for the final 4,000-foot ascent. With encouragement from their guides, they all reached the Uhuru Peak summit within six hours. The summit crater was covered in snow, and glaciers shrouded the sides of the peak.

The two-day, 10,000-foot descent on the south side of Mt. Kili took them out of the alpine desert, through the heath zone, and down through rich rainforest, with tree ferns and dripping lichens reminiscent of the Olympic rainforest and New Zealand. As they bid farewell to their guides, camp crew and porters — all of whom helped make the trip a success — they exchanged the heartfelt expression “hakuna matata” (“no worries” in Swahili).

— Submitted by Meg Weesner, ANPR life member

Lisa Eckert, superintendent at Colorado National Monument, has been named superintendent at Bryce Canyon National Park.

Since 1999, Eckert has been a superintendent at Knife River Indian Villages NHS (1999), Devils Tower NM (2002), Gateway’s Jamaica Bay Unit (2005), and prior to Colorado National Monument (2012), the leader of the Horace M. Albright Training Center as a WASO employee (2008). During the first half of her career, Eckert was a park ranger and then chief of interpretation at Denali NP & Preserve (1994-1998). She has worked in 12 different park units in all seven regions and proudly counts eight years as a seasonal.

Robert D’Amico became assistant director for communications at the National Park Service Office of Communications in January.

D’Amico is a 32-year veteran of NPS, and a life member and former co-chair of the Mentoring Program of ANPR. D’Amico’s interdisciplinary career has focused on strategic communications, public affairs, interpretation, education and incident management team communications. Most recently, she had been the Communication and Education Branch Chief with the NPS Division of Fire and Aviation Management. D’Amico and her husband, John Segar, enjoy spending time outdoors, traveling, and with family and friends. Segar is the fire director for the U.S. Fish and Wildlife Service. D’Amico can be reached at joro.boise@gmail.com.
Bill Halainen, “Mr. Communication” for the National Park Service, has been presented with The Coalition of National Park Service Retirees’ George Hartzog Award for 2014. Halainen retired from NPS in 2007, is a part-time NPS contractor, a longtime ANPR member, and the founder and first editor of Ranger magazine, as well as a longtime contributor. He has been the editor of The Morning Report since 1986 and has remained fully engaged in promoting and assisting NPS throughout his career. Halainen was routinely called upon to provide information and assistance to many offices and people within the NPS organization and family. Additionally, he was instrumental in founding the International Ranger Federation and edited and published its newsletter for over a decade. The Hartzog Award represents outstanding support for the mission of the National Park System and/or NPS. Nominations are solicited from the general membership of the Coalition or NPS, with the recipient(s) selected by the Coalition’s Executive Council. Halainen can be reached at wjhalainen@aol.com.

Carol Hegeman, former supervisory historian at Eisenhower National Historic Site, has retired after 42 years of Federal service and has also been recognized by the U.S. Department of the Interior for superior service. She is a life member of ANPR. Hegeman first worked at the Eisenhower Site when it opened in 1980, has conducted more than 200 hours of oral history interviews about the Eisenhower in Gettysburg, and served as editor of Eisenhower National Historic Site Museum Collections. Hegeman also worked at Gettysburg NMP, Lake Mead NRA and Lincoln Home NHS. Along with her husband, retired Gettysburg NMP Museum Specialist Paul Shevchik, Hegeman plans to travel and contribute to the oral history project. She can be reached at chegeman3@comcast.net.

Raymond Klein, most recently chief park ranger at Grand Canyon-Parashant National Monument, retired on Dec. 31, 2014, after 36 years with NPS. His career began in 1978 at Smoky Mountains, where he was a seasonal park aid in the backcountry permit office. After 14 seasonal positions at Zion NP, Coulee Dam, Big Thicker National Preserve and Glen Canyon NRA, Klein was hired on full-time at Big Thicket. He later transferred to Lake Mead NRA and then to GC-Parashant NM. Klein and his wife Joannie will remain in southern Utah. He can be reached at ray_klein@nps.gov.

Sue Consolo Murphy, chief of science and resource management at Grand Teton National Park, has received the 2013 Director’s Award for Natural Resource Management for excellence in conservation leadership and resource management. She is a life member of ANPR, a former Board member and leads the Oral History Project submissions to Ranger. A 35-year veteran of NPS, she has been the science and resources chief at Grand Teton NP since 2003. She began her Park Service career in 1975 as a seasonal employee at Rocky Mountain NP and has working seasonally at Muir Woods NM, and permanently at the U.S. Forest Service’s Wasatch National Forest, NPS Appalachian National Scenic Trail Land Acquisition office and Badlands NP. She was a biologist at Yellowstone NP for 16 years, editor of Yellowstone Science and other resource publications, and cultural resource program manager before moving to Grand Teton.

Nancy Greene Sager retired from the National Park Service on Aug. 31, 2014. She joined NPS in 1972 as a seasonal in Everglades NP, followed by Yellowstone NP, Mt. Rainier NP, Assateague Island NS and Big Cypress Lands Office. She became the first permanent female LE park technician/ranger at Blue Ridge Parkway (BLRI) in 1976, and recalls interesting times in 1977-78, meeting at a co-worker’s house near BLRI for a discussion about the formation of “some type of rangers group or association” that was being discussed “out West.” After BLRI, Sager was supervisory park ranger at Shenandoah NP and held assignments at the Southeast Regional Office, Chattahoochee River and Great Smoky Mountains NP. Along the way, she married ranger LE and life ANPR member Alan Sager (deceased). She returned to Shenandoah to work in fee supervision for the third and final time. Sager welcomes being contacted at ngsager@comcast.net.

Russ Smith, a life ANPR member who has served as the first superintendent of First State National Monument since March 2013, announced his retirement after 42 years with NPS. Smith’s career includes 27 years of field experience, with assignments at Prince William Forest Park, Fort Sumter NM, Independence NHP, Hopewell Furnace NHS, George Washington Birthplace NM, and Frederickburg and Spotsylvania NMP. In 1989, Klein became chief of interpretation and visitor services for the Mid-Atlantic Region, where he pioneered the current NPS interpretive planning system. He also held two other leadership positions in park operations, working with park superintendents in over 70 areas from Maine to West Virginia. In 1984, Smith received the Mid-Atlantic Region’s Freeman Tilden Award, the agency’s highest award for interpretation. Three years later he received the NPS Director’s Design Award for his interpretive plan for the Edgar Allan Poe National Historic Site in Philadelphia. In 2002, Russ received a Department of the Interior Superior Service Award for redesigning the NPS interpretive planning system. In 2012 he was awarded the National Park Service’s Appleman-Judd-Lewis Award for Excellence in Cultural Resource Management. Smith has been active in tourism and preservation efforts where he has lived and worked. He will continue those interests in retirement, along with enjoying time with his wife, sons, and grandchildren.
ANPR members generously donated $10,354 during the annual Fall Fund Campaign. Total donations to ANPR in 2014 equaled $13,552. These funds will help cover ANPR’s operating costs and sustain the organization’s important initiatives. Thank you for your outstanding support!

**Ranger Level: under $25**
Brendy Appleby
Robert Armstrong
Chuck Arning
Ken Bigley
Tom Cherry
Katie Dambrun
Deny Galvin
Clayton Hanson
Jerry Kasten
Cliff Marson
Allison Owczarczak
Ron & Sherri Ramseyer
Kirk Singer
Patrick Stenshorn
Ben Walsh

**Acadia Level: $25+**
Bob Bryson
Larry and Jeri Frederick
George Land
Emily Prud’homme
Daniel Romes
Arnold Steiner

**Grand Canyon Level: $50+**
Jerry Case
Don Daniel
Carol Hegeman
Suzanne Kerrigan
John J. Reynolds
David Roberts
Phil Young

**Shenandoah Level: $75+**
Rebecca Harriett
Jonathan Lewis
Christina Mills
Rick Mossman
Alison Steiner
John Stockert

**Yosemite Level**
$100+
Fred Koegler
Anonymous
Tim Oliverius
Martin O’Toole
Scott Pfeninger
Noel Poe
Noemi Robinson
Bill Sanders
Helen Scully
Richard and Judith Sellars
Eric Trogdon

**Mount Rainier Level: $150+**
Jeff Olhils

**Sequoia and Kings Canyon Level: $175+**
Donald Weir

**Everglades Level: $200+**
Vaughn Baker
Scott Chapman
Gregg Fauth & Jenny Matsumoto
Mary Jenkins
Meg Weesner

**Death Valley Level: $250+**
Dennis Burnett
John Case
Rick Erisman
Steve Hurd
Dick Martin
Ed Rizzotto
Ginny Rousseau
John Townsend

**Yellowstone Level: $500+**
Butch Farabee
Gary Hartley
Wendy Lauritzen
Ron Sprinkle
Donald K. Steiner

**These people donated to ANPR (a total of $3,198) in 2014 before the Fall Fund Campaign began:**
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John Case
Cliff Chetwin
Rebecca Cuminis
Tom Engberg
Joe Evans
Mark Flora
Daniel Gelinas
Amy Gilbert
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Christina Mills
Kevin Moses
Jesse Nivolo
A.J. North
Cindy Orlando
John Ott
Ron & Sherri Ramseyer
Wisdom Rasil
John J. Reynolds
Liz Roberts
Mary Sauter
Shiloh National Military Park Staff, in memory of Charles Allen
Gilbert Soper
Sare Sprinkle
Kate Sullivan
J. David Swift
Donald Weir
John Wickersty
Richard Zimmerman, in gratitude for ranger assistance at the Grand Canyon

**Yellowstone Level: $300+**
Deanne Adams & Tony Sisto
John Ott

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Tony Bonanno
Jim Brady
Paul Broyles
Rod Broyles
David Buccello
Patricia Buccello
Robert Butterfield
Michael Caldwell
William Carroll
Bruce Collins
Bruce Edmondston
A.J. Ferguson
Mitch Fong
Hal Grover
Dr. Russell Clay Harvey
Larry Henderson
Keith Hoofnagle
James Hummel
Craig Johnson
Margaret Johnston
Ron Konklin
Bob Krumenaker
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**4th Century Club**
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Vaughn Baker
Cliff Chetwin
Jonathan Lewis
Deborah Liggett
Jay Liggett
Scott McElveen
Bruce & Georjean McKee
Jean Rodeck
Rick Smith
John Townsend
Nancy Wizner

**5th Century Club**
Dennis Burnett & Ginny Rousseau
Edward Rizzotto
Don Steiner

**6th Century Club**
Rick Erisman

**7th Century Club**
Butch Farabee
Gary Hartley

**8th Century Club**
Dick Martin

**9th Century Club**
Stacy Allen

**10th Century Club**
Stacy Allen

**11th Century Club**
Wendy Lauritzen
Bill Wade

Life members who contribute $125 to ANPR are recognized in the Second Century Club. Once you are a Second Century Club member, each additional $250 donation will increase your life level by one century. If you are a life member, please consider raising your contribution to the next level!
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- New Member(s)  - Renewing Member(s)  Date ____________

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

Name(s) ______________________________________________________________________________________________________________

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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.

RETURN MEMBERSHIP FORM AND CHECK PAYABLE TO ANPR TO:
Association of National Park Rangers
P. O. Box 984
Davis, CA 95617

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Check the website at www.anpr.org/donate-ack.htm

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Type of Membership (check one)

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<tr>
<th>ACTIVE MEMBERS</th>
<th>LIFE MEMBERS</th>
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<tr>
<td>current &amp; former NPS employees or volunteers</td>
<td>(lump sum payment)</td>
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<tr>
<td>Seasonal/Intern/Volunteer</td>
<td>ACTIVE (all NPS employees/retirees)</td>
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<tr>
<td>❑ Individual $45</td>
<td>❑ Individual $1,500</td>
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<td>❑ Joint $85</td>
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<tr>
<td>❑ Joint $145</td>
<td>❑ Joint $3,000</td>
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ASSOCIATE MEMBERS
not an NPS employee or representative of another organization
❑ Sustaining $70
❑ Full-time Student $45

LIBRARY / ASSOCIATE ORGANIZATION MEMBERSHIP
two copies of each issue of Ranger sent quarterly ❑ $100

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

Name of person giving gift ________________________________

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

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

Name of person giving gift ________________________________

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❑ $10 ❑ $25 ❑ $50 ❑ $100 ❑ Other ______

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

TOTAL ENCLOSED: ______________________

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) ________________________________

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