PARKS AND THE CITY

I support creating a national park at Pullman because... of its major contribution to the historical development of our Nation.

#NPforPullman
In this issue: Parks and the City

S
ay the words “national parks” and many people think of the majestic scenery of the most well-known parks of the western and eastern United States. Yet, as the NPS Stewardship Institute reminds us in this issue of Ranger, 40 of the 50 most populated metropolitan areas in the U.S. are home to national park sites, more than 30 percent of NPS sites are located in urban areas, and 36 percent of all NPS visitors occur at urban sites.

In planning the theme for this issue, Ranger Editorial Adviser Kendell Thompson was inspired by the national park sites in our urban areas — their wildlife, as in “Bats and the city: Illuminating animal behavior” and “The Pullman story;” law enforcement challenges, as in “Golden Gate batteries under assault,” and especially, the future, as in the two Urban Agenda articles included in these pages. In addition, articles about the SLETP training program changes and new federal employee benefits further remind us of changes within NPS as we look to the next 100 years.

In this issue we learn that whereas the only lights visible at night in many NPS wilderness areas are stars, in some urban parks streetlights provide rich feeding “grounds” for big brown bats. We read that Saguaro National Park is working together with the City of Tucson, Pima County, and other government, university, and advocacy organizations to promote the park, tourism, education and recreation in a large metro area. And while other Park Service units manage forests and fire in highly remote areas, Ben Jacobs relates in our Oral History article that as an NPS fuels management specialist he strategically sets fires in “one of the most polluted air basins in the nation.”

Regardless of where your NPS career and professional and personal travel have taken you so far, most likely you will become increasingly connected to urban parks in the future. We hope you enjoy reading about these challenging and fascinating urban places.

— Ann Dee Allen, Ranger Editor
LETTER FROM THE PRESIDENT

The Land Management Workforce Flexibility Act

Erika Jostad, Denali National Park and Preserve, President ANPR

I am delighted to report that on August 7, 2015 President Obama signed into law the Land Management Workforce Flexibility Act. This has been a goal and fondly held hope for many ANPR members and NPS employees for years. I am proud we are a part of this effort that has come to fruition.

What does the Land Management Workforce Flexibility Act (LMWFA) mean for us?

The LMWFA gives long-serving seasonal employees in the National Park Service the same opportunity to advance their careers that other federal employees have. It gives them the ability to compete for promotions under internal agency merit promotion procedures. This is cause for celebration for both experienced seasonal employees who want to transition to permanent positions and a great tool for park managers to be able to hire experienced, tested staff for the jobs they need filled.

ANPR members have been working with partners over the years, talking with congressional representatives to bring the many iterations of this bill to law. It is great for the National Park Service and its many dedicated employees. We are proud to be a part of this success! You can read more about the details in “News and Actions” in this issue. You can read the text of the bill at: https://www.govtrack.us/congress/bills/114/hr1531/text

Influence the future of ANPR: consider becoming a board member

On another note, this is the time of year that ANPR begins planning for new board members to join the team as current board members complete their terms. Maintaining strong leadership is vital for the organization’s continued success. When you serve as an ANPR board member you step up your engagement with issues you care about, expand your connections around the NPS and develop your management skills. I encourage you to take a look at the position descriptions on our website: https://aonpr29.wildapricot.org/Resources/Documents/ANPR-BoardPDs_MasterCopy.pdf

Consider stepping into a leadership role this winter with ANPR. We will be electing our next president, who will serve in a developmental role alongside me during 2016. The president-elect will have the opportunity to learn the business of the organization, connect with members and take part in World Ranger Congress. We will also elect board members for membership and fundraising. ANPR needs good people like you, so throw your name into the hat.
As the National Park Service approaches its Centennial, Dr. Martin Luther King, Jr.'s fierce urgency of now has never been more poignant. There has been a tremendous amount of thought and debate about the relevancy of the national parks — individually, as part of the national park system, and also as a continually evolving concept. There is no better time than now to embrace innovation, adopt new ways of working, and strengthen the connection between our national parks and the American people.

The concept of the National Park Service was groundbreaking in 1916. In the past 100 years, however, as America has diversified and evolved so, too, has the need to diversify NPS parks and programs. In 1916, the U.S. population was about 102 million persons, about half of whom lived in rural environments and small towns. Today, 319 million people live in the United States, more than 80 percent in urban areas. In addition, more than half of all babies born in America are racially diverse, yet just 18.6 percent of the NPS workforce is made up of people of color and the majority of people who visit our national parks are non-Hispanic whites. These demographic changes affect how parks are valued, how they are visited, what kinds of development are appropriate in the parks, and who will support our parks going forward.

The NPS has a significant urban presence, with national park units in 40 of the country’s 50 most populated metropolitan areas. More than 30 percent of NPS sites are located in urban areas and 36 percent of all NPS visitation occurs at urban sites. Yet, many Americans still are largely unaware of the Park Service’s presence and impact in cities.

The Park Service has heard the call for a new agenda — a uniquely urban agenda. The new Urban Agenda is a product of many voices, including NPS employees and nonprofit partners. Its genesis dates from 2012, when a group of NPS leaders met at the City Parks Alliance conference in New York City. Together, they identified the foundational elements for a new NPS

“We are now faced with the fact that tomorrow is today. We are confronted with the fierce urgency of now. In this unfolding conundrum of life and history, there is such a thing as being too late. This is no time for apathy or complacency. This is a time for vigorous and positive action.” - Martin Luther King Jr.
agenda. Thirty-nine leaders went on to enlist more than 350 people from within and beyond the NPS — people who represent almost every state and 40 park units — to create the Urban Agenda.

In an effort to re-imagine NPS’s role, the Agenda looks to better serve urban communities by using three bold principles:

1. **Be Relevant to All Americans:** Reach new audiences through stories that represent our nation’s multi-layered history; diversify our workforce to become a true reflection of the American population; and look at “parks” as innovative urban landscapes for new uses.

2. **Activate ONE NPS:** Imagine the collective power the Park Service could have if the agency truly performed as a “system” of national parks and programs. We can activate this collective power by reaching across divisions and breaking down silos to unite parks, programs and partnerships with greater intentionality, and demonstrate how a coherent system can be harmonized in an urban landscape.

3. **Nurture a Culture of Collaboration:** Collaborate both internally and externally to better serve communities.

In addition to being highly relevant in the urban landscape, these principles apply to all parks. They signify a change in the way the NPS works in cities, small towns and communities across the country. Whether in a city or in a desert, national parks inspire those people who visit them. The Urban Agenda seeks to ensure that future generations continue to find inspiration in our parks and through our programs.

**How it works**

As the Park Service strengthens its commitment to urban communities, NPS employees can find ways to engage and share in dialog with the public and with each other. We need these conversations to address important issues such as climate change, education and employment pathways for youth, and how urban national parks are designed.

The NPS has three overarching approaches under the Urban Agenda:

1. Through a network of park and program practitioners, the Urban Matters National Network connects thought leaders, practitioners and partners working to advance the role of urban parks and programming and better serve the American people.

2. Ten model cities are being used to develop promising practices for activating the Agenda’s principles.

3. Urban Fellows are being engaged in each model city to serve as catalysts for change and facilitators of the Agenda.

The principles of the Agenda are already being put into practice across the NPS. For example, the Latino Heritage Internship Program represents a collaboration between Mayors and city leaders, businesses and NGOs are all investing in new parks, new park designs and new ways to engage communities and create healthy, livable cities.

**Continued on page 6**
Tucson. The center proposal is a collaboration of the City of Tucson, Western National Parks Association, Federal land management agencies, Pima County, Visit Tucson, University of Arizona, businesses and neighborhoods. The one-stop destination center is proposed to help expand Pima County’s $2.8 billion tourism economy. Saguaro’s participation is important because the park generates more than $58 million in economic benefits for the region and a downtown presence for the park would likely increase park visitation.

In March 2014, when Saguaro National Park Superintendent Darla Sidles initiated a fee-free day in the park to honor the Arizona-born civil rights leader and Latino César E. Chávez, she had no idea that the park, which is essentially in Tucson’s backyard, and the City of Tucson would be part of a national agenda to make national parks more relevant to diverse audiences. The city had just created a new city holiday and day of service in Chavez’s honor, and Sidles simply wanted to make sure that Tucson residents were aware of Saguaro’s support for the holiday and related activities.

“More than 40 percent of Tucson’s population is Latino, and we are always looking for ways to connect to our city,” she explained.

One year later, Saguaro’s connection to the community became a factor in the selection of Tucson as one of 10 cities and affiliated National Park Service units to launch the new NPS Urban Agenda program. Urban Agenda highlights youth connections, outdoor recreation, historic preservation, economic vitality, health, and urban design and sustainability.

Urban Agenda fellows have been hired in each model city to serve as community organizers between the parks and communities. Saguaro partnered with the Western National Parks Association and University of Arizona’s College of Science to create an Urban Agenda fellow position, and I was fortunate to be selected. My work began this past spring, shortly before the April 2015 official launch of the Urban Agenda.

The university is a significant research partner with Saguaro and home to the NPS Desert Southwest Cooperative Ecosystem Studies Unit. Part of my work involves advancing the Urban Agenda’s One NPS principle — which advocates for reaching across NPS divisions to develop one united NPS “system” — by highlighting climate change research and wildlife studies, particularly gila monster research, at the university.

Another One NPS project is bringing awareness to President Obama’s 21st Century Conservation goal of fully funding the NPS Land and Water Conservation Fund (LWCF). If enacted by Congress, the LWCF would provide an additional $25 million for the Urban Parks and Recreation Fund to assist economically distressed urban communities such as Tucson with parks and recreation efforts. Tucson Mayor Jonathan Rothschild has joined the Mayors for Parks Coalition in support of full funding of the LWCF.

The Urban Agenda also plays a role in the proposed collaborative Regional Orientation Center project for downtown Tucson. The center proposal is a collaboration of the City of Tucson, Western National Parks Association, Federal land management agencies, Pima County, Visit Tucson, University of Arizona, businesses and neighborhoods. The one-stop destination center is proposed to help expand Pima County’s $2.8 billion tourism economy. Saguaro’s participation is important because the park generates more than $58 million in economic benefits for the region and a downtown presence for the park would likely increase park visitation.
Two community focus groups have been held for the Regional Orientation Center — one with elected officials and stakeholders and one with more than 25 youth — to solicit suggestions that will help to further define the space, surroundings, infrastructure and programming.

Another aspect of the Urban Agenda involves reaching out to diverse communities to listen, learn and activate the next generation of park visitors, supporters and advocates. In Tucson, several significant initiatives were launched as part of this objective in 2015, including the first annual Latinos in Heritage Conservation Summit in May and the first in a series of community listening sessions about ways to highlight Hispanic heritage in July. Also in July, the Urban Agenda helped coordinate the U.S. Department of the Interior (DOI) Play-Learn-Serve-Work 50 Cities Initiative kickoff event in Tucson, which highlighted the launch of a youth partnership between the DOI, YMCA and Arizona Conservation Corps. The kickoff featured Saguaro’s Next Generation Ranger Yesenia Gamez as emcee.

In Saguaro, the park has leveraged $110,000 in new ranger internship program funding to hire young people with diverse nationalities, including Mexican Americans and Native Americans from the Tohono O’odham Nation.

Projects in the works include a $40,000 grant from DOI to hire Next Generation Centennials — a special crew of Arizona Conservation Corps youth leadership teams — to create a link between urban parks and wilderness trails. Under the program, two six-person crews will work for five weeks in downtown Tucson near the Juan Bautista De Anza National Historic Trail and for five weeks in the Saguaro wilderness on the new Arizona Trail through four national parks.

Another future project may include expanding the YMCA partnership to link doctors, health care providers and youth in a Tucson version of the successful Healthy Parks, Healthy People program, which was established in 2011 to reframe the role of parks and public lands in public health.

Diana Rhoades is the National Park Service Urban Fellow for Tucson at Saguaro National Park. She can be reached at Diana_Rhoades@partner.nps.gov or (520) 982-4178. For more information about the Urban Agenda, visit nps.gov/urban.

The 10 Urban Agenda model cities are:

- Boston
- Detroit
- Jacksonville, Florida
- New York City
- Philadelphia
- Richmond, California
- Richmond, Virginia
- St. Louis
- TUCSON
- Washington, D.C.
national parks, NPS programs and external partners, such as the Hispanic Access Foundation and Environment for the Americas, to create a new generation of conservation advocates.

The Park Prescriptions program in Washington, D.C. connects doctors, their patients and parks through such actions as “prescriptions for health” (more than 700 prescriptions have been written) that encourage D.C. residents to be more physically active and get outdoors. Partners in this program include Dr. Robert Zarr of Upper Cardozo Health Center and other health care professionals at the center; NPS staff from the Rivers, Trails and Conservation Assistance program; the District’s Departments of Health and Parks and Recreation; National Environmental Education Foundation; American Academy of Pediatrics; George Washington University; and Children’s National Medical Center.

Many different kinds of parks can be part of the Urban Agenda. Lincoln Boyhood National Historic Site in Indiana is partnering with the Latino Heritage Internship Program and a local high school advanced placement Spanish class to encourage NPS staff to learn Spanish. The program helps the park make connections with Spanish speaking residents and park visitors, provides staff with opportunities for cultural competency development, and enhances NPS’s partnership with the local high school.

Similarly, at Jefferson National Expansion Memorial, Janet Wilding, the NPS Urban Fellow for St. Louis, is helping to build an alliance of six partner organizations working together on CityArchRiver 2015. The organizations are developing a strategic plan to embed a culture of collaboration into their partnership, marking the first time that the Memorial will have a formal alliance of partners.

What it means for you
Extraordinary innovation is happening all around the United States. Mayors and city leaders, businesses and NGOs are all investing in new parks, new park designs and new ways to engage communities and create healthy, livable cities. This innovation extends to our rural parks as they look to engage neighboring communities and better serve visitors from across the country.

The Urban Agenda invites everyone in the NPS to join this national movement, to offer their assistance and active participation, to listen to new perspectives, and to help build communities across the urban landscape. The Agenda is an opportunity to engage and share in a dynamic public dialog, learn from one another, and foster the next generation of urban national parks and park leaders.

The National Park Service Stewardship Institute is a collaborative for change rooted in the idea that the NPS is an organization of great public purpose and that its people — charged with the stewardship of some of America’s greatest treasures — need to be supported, challenged and provided opportunities for renewal.

Be a Mentor
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
Most people don’t automatically associate wildlife with urban areas, and many urbanites may not often think about wild animals being close by. Yet, many forms of wildlife actively share space with us, even in the city.

*Mexican Freetail bat.*
Bats are a good example of wild-life we tend to forget until we encounter them. Versatile creatures, bats have adapted to interact with the human world and also to avoid it. Considering that there are more than 1,300 species of bats, it’s nearly impossible to categorize bats as “one-size-fits-all” or to develop unilateral solutions to the threats different species of bats face. But by observing how bats behave in human-dominated places and how they interact with the natural and artificial worlds, we can learn how to best benefit bats in our conservation efforts.

We know that bats are nocturnal. They roost during the day and come out at night, foraging for food over long distances under the cover of darkness. Insect-eating and carnivorous bats use sophisticated echolocation systems to navigate and capture prey, while fruit- and nectar-eating bats also use their senses of smell and vision to find food. Many bats also prefer to hunt and roost under tree cover to avoid predators.

But what happens when the bats’ natural behavior is thrown into disarray by human activity? With artificial light, the cover of darkness enjoyed by bats and other creatures is disrupted, and as a result their behaviors may change. And while this may be detrimental for some species, others may exploit situations and flourish, creating poor “species evenness.”

Friday night lights

A recent study by Professor Corrie Shoeman of the University of KwaZulu-Natal in Durban, South Africa, examined the relationship between bats and artificial light, and whether there is a connection between the two. The study examined the frequency of bat activity around stadium lights. It found a lot more bat activity near stadiums that were in use and lit than vacant stadiums, regardless of the season or nearby human land use. The bats were attracted to the large number of insects near the stadiums, which they used as foraging grounds.

The Shoeman study also stressed that bats using stadiums as foraging grounds were “exploiters,” and that many other species of bats shied away from these areas or did not take full advantage of them. Shoeman also emphasized that the increase in insect consumption by bats could disrupt ecosystem balance and be detrimental for non-exploiter bats.

A different study done by the royal society of the UK found that LED lights decreased the ability of moths to evade bats, giving bats another predatory advantage. And with many cities switching their streetlights to money-saving LEDs, moths may be in for more trouble in the near future.

Blinding lights

However, just because artificial light benefits some species of bats, this does not mean it benefits all bats. An increase in light during the night may throw certain bats off and alter their natural foraging behavior. Many bats in the wild only forage under tree cover and in the darkness to avoid predators, and artificial structures and light may stop them in their tracks.

According to the study “The ecological impact of city lighting scenarios: Exploring gap crossing thresholds for urban bats,” by James D. Hale, Alison Fairbrass, Thomas J. Matthews, Gemma Davies and Jon P. Sadler, gaps in urban tree cover may cause bats to halt their foraging activities and seek alternate routes. And in well-lit cities and city parks, bats may be stopped altogether by illuminated gaps in the tree cover.
or attempts to find a darker place to cross to other places. Anti-predatory behavior is not easily forgotten, and these well-lit open spaces may be red flags for foraging bats.

As there are over a thousand species of bats, there are many different approaches to the issue of bats and urban light. What may work for one species may not work for another. Worldwide, approximately 24 percent of bat species are threatened with extinction, and even common species may be declining. We can help bats by taking them into consideration when we light up the night. Bats can help us through being an indicator species: A rise in bat species that exploit urbanization may tell us that more conservation planning is needed.

**Low lights**

Urbanization and development are expected to continue to increase over the next several decades. As a result, we also expect to see large-scale habitat loss and fragmentation, and therefore loss of wildlife species, including bats. Importantly, parks and preserves in and around urban settings are becoming increasingly significant in the conservation of regional biodiversity.

In specific research about national parks and urbanization, scientists with the U.S. Forest Service and Clemson University have explored the theory that parks can serve as darkness reservoirs for bats. Bats in 10 southeastern national parks and nearby areas were surveyed by the Forest Service and Clemson researchers. They learned that species evenness — a measure of the structure of bat communities — declines with increasing development. On the other hand, species richness — the variety of bats — was not significantly affected.

Park size does not appear to be significant to species richness, either. Contrary to the researchers’ expectations, species richness was not related to park size. However, most of the parks included in the Forest Service/Clemson study may be larger than the maximum size at which area becomes important. Even though large parks usually harbor more species, small parks often contain a greater proportion of unique species. Small parks may also contribute to conservation of regional biodiversity by serving as refuges for endemic species with low mobility and as rest stops for species migrating among the larger parks. Plus, many small parks are located in more densely developed areas, the researchers noted.

The study concluded that the decrease in species evenness in urban parks was due to the dominance of big brown bats (Eptesicus fuscus), whose populations increased as the percentage of developed land in the surrounding area grew. Big brown bats readily roost in urban buildings and bridges and commonly forage at streetlights that attract insects. Urban parks may be important for conserving regional bat biodiversity, but the low species evenness suggests that some bats may be more harmed by urbanization and extirpated over time. In particular, smaller species such as tri-colored bats, evening bats and red bats may be more heavily impacted by urbanization than big brown bats, which can better afford to fly to distant foraging sites if necessary. On the bright side, increasing proportions of big brown bats may be a good indicator of a tipping point — and a warning sign — for encroaching urbanization.

Although the canopy cover didn’t vary much in the parks studied, there was considerable diversity among parks in the amount of forests and wetlands as well as in the density of human development surrounding the parks. Congaree National Park, for example, is more rural and is primarily forested wetland. Whereas, based on area population density and the percentage of nearby developed land, Chattahoochee National Recreation Area, Fort Sumter National Monument, Guilford Courthouse National Military Park and Ocmulgee National Monument are considered urban. Similarly, Cowpens National Battlefield, Kings Mountain National Military Park and Ninety Six National Historic Site are considered rural, while Carl Sandburg Home National Historic Site and Fort Pulaski National Monument are suburban.

In general, urban parks such as Chattahoochee and Guilford Courthouse had the lowest species diversity and evenness, although one urban park, Ocmulgee, had relatively high species diversity and even contained the rare Rafinesque’s big-eared bat. In contrast, rural parks, such as Ninety Six and Kings Mountain, had the highest species evenness, and Ninety Six had the highest species diversity. The two suburban parks, Carl Sandburg and Fort Pulaski, sported the highest species richness.

Although factors such as roost site disturbance and pesticides are important threats to bats, loss and degradation of forest and wetland habitats — and more recently, disease — are the major concerns. So, while urbanization and development, and the lights they bring, have the potential to greatly impact bat populations, urban parks may also play an important role in the conservation of regional bat biodiversity. There may be a light at the end of the urban tunnel after all — at least for our big brown bat neighbors.

Micaela Jemison is the communication manager for Bat Conservation International (BCI). She joined BCI after working as a science communicator for the Smithsonian Institution and a threatened species biologist for the Victorian state government in Australia.
Along with spectacular views of the Pacific Ocean, Golden Gate Bridge and San Francisco Bay, the Marin Headlands of Golden Gate National Recreation Area feature historic coastal defense batteries along the area’s hillsides and ridges. Most of the batteries were constructed after the Civil War ended through World War II; the last time one was armed was in 1873. They have stood through wars for which they were built but never needed. Now these batteries are the focus of a modern-day battle that has no soldiers or artillery shells. Instead, this battle requires vigilance, persistence, teamwork, paint brushes and sweat equity.

Serving on the front lines at Golden Gate means combating graffiti. The park’s interface with the urban Bay Area makes the batteries easy targets for “tagging” crews that are organized, brash and a continuous threat to the historic resources of the Marin Headlands. Rangers utilize various tactics and techniques to implement successful enforcement strategies to combat graffiti violations.

These efforts include special operations for detection and apprehension, effective community policing strategies to educate visitors about how to report vandalism and other crimes in progress, monitoring social media sites to identify trends and possible suspects, seeking restitution for damages, engaging youth to help with graffiti mitigation, and partnering with park divisions and volunteers to calculate restitution, plan reclamation operations, and complete mitigation work. These initiatives directly correlate with NPS Call to Action goals and park-wide NPS Centennial goals.

NEVER-ENDING BATTLE

Persistent, proactive patrols of batteries and bunkers are essential for combating graffiti. As Golden Gate rangers habitually check on conditions at specific sites, they can identify trends as to when and how often the vandalism takes place. This information helps them formulate more focused enforcement efforts through special operation plans that consist of an Incident Command System structure and include Operational Leadership principles to ensure operational effectiveness, safety and success.

Rangers regularly employ high-profile saturation patrols of the most heavily tagged batteries and also utilize plainclothes techniques to locate and identify suspects committing vandalism in their presence. One case for active graffiti involved a cliff rescue above San Francisco Bay as two subjects ran from rangers and were subsequently picked up on a cliff ledge by a helicopter. Both subjects admitted to committing vandalism and were charged accordingly.

Community policing practices are commonplace at Golden Gate and have been employed successfully to combat graffiti and vandalism. Rangers conduct foot patrols of heavily vandalized sites and educate park visitors about the resource impacts of graffiti, the overall visitor experience in the park, and the efforts park staff dedicate to graffiti mitigation.

NPS staff also take to social media in their law enforcement efforts at Golden Gate. As part of thorough investigations, rangers sift through social media accounts to find posts with photos of specific acts of vandalism. Through these open source investigations, they identify potential suspects and then obtain admissions from them through methodical interviews.

A COMMUNITY APPROACH

Seeking restitution is an integral part of the prosecution process, especially for cases handled by the Marin County District Attorney’s Office and Probation Department. The significance of the current relationships between the NPS and the county cannot be understated. Ongoing cooperation and collaboration between the NPS and Marin County pave the way for successful prosecutions through productive communication, strong decision making on the direction cases will go, and consistent follow-through in documenting all aspects of ongoing vandalism cases.

Youth engagement and partnerships have also been instrumental in Golden Gate’s anti-vandalism strategy. In spring 2015, Golden Gate’s Visitor and Resource Protection Division coordinated and hosted a Ranger Cadet Week in partnership with Marin County Juvenile Probation. Juvenile offenders who were selected to participate had to successfully pass an interview process before they could attend...
the program. Program participants learned ranger skills that included land navigation, rappelling and CPR, as well as all aspects of the NPS mission.

The program was designed to provide the kids with an avenue to learn new skills and help open up future opportunities for their continued development to adulthood. Rangers even hired Ranger Cadets to form a “594B Crew” (named after state anti-vandalism statute PC 594B) to tackle graffiti mitigation. The group includes a leader and team whose primary mission is to conduct reclamation operations to clean the most heavily vandalized sites.

Rangers also collaborated with the park’s Maintenance Division to develop a system for calculating graffiti reclamation cost estimates for batteries and bunkers. They use a matrix to break down cost recovery expenses, including base cost (drive time, clean-up, etc.), cost per square foot, surface being reclaimed (painted concrete, unpainted brick, etc.), and accessibility to sites. The system has been highly successful in standardizing the restitution process and calculating a precise amount of restitution to be sought during prosecutions.

Maintenance staff also have a big impact on the recruitment and organization of volunteer groups who join the battle against graffiti. Reclamation operations are conducted with volunteers who paint over graffiti and clean up trash associated with vandalism such as beer bottles and spray paint cans.

But this robust approach is not enough. The Visitor and Resource Protection Division is continuing to work toward making these initiatives even more effective. The division’s Problem Solving Unit will now join the Chief Ranger’s Office to identify municipalities with successful graffiti mitigation programs. The goal is to visit agencies with thriving programs to collaborate with them and determine how Golden Gate can strengthen its program.

**INTEGRATION WITH NPS GOALS**

Many national and local goals were considered when developing action plans for combating graffiti, and the initiatives used at Golden Gate have a ripple effect on the park and the NPS. The Visitor and Resource Protection Division Strategic Plan identifies several NPS Call to Action and park-wide Centennial goals by which to measure the program’s impact. The anti-graffiti initiatives are also pushing the division to work even harder toward continued success and relevancy.

**NPS Call to Action #29: Posterity Partners; Action #31: Destination Innovation; Action #32: Play it Safe; Action #33: Homegrown; and Action #39: Lead the Way**

All directly influence and shape anti-graffiti initiatives at Golden Gate. Additionally, park-wide Centennial goals are also met, including Goal #1: Customer Service; Goal #2: Professional and Organizational Excellence; Goal #3: Safety and Wellness; Goal #4: Performance Excellence, and Goal #5: Reinventing and Reinvigorating our Staff.

As these goals help shape and guide the success of park units including Golden Gate, chronic issues such as graffiti can be tackled in deliberate, purposeful ways where cooperation, collaboration, creativity and teamwork are the driving forces that help improve the park experience and make it more memorable.

Matthew E. Wallat is the law enforcement specialist at Golden Gate National Recreation Area. He works regularly with Marin County agencies to ensure that Golden Gate graffiti cases have successful prosecutions.
In 1972, the number was 38. That was how many additional parks were needed to properly tell the story of “America at Work” under the 1972 National Park System Plan. The plan identified several gaps in park sites as related to themes representing American history, and noted that “in terms of the volume of potential sites, [Theme No. 7, America at Work] is the most poorly represented of any in the National Park System.”

What were the stories of Americans at work, and where were they set?

As it turned out, many of these stories were set in urban centers. Today, a growing number of national history sites are dedicated to economic and industrial history. Lowell National Historical Park in Massachusetts has become a successful model that is often praised when discussing these parks. Other notable NPS sites that reflect America’s economic history include Paterson Great Falls and Edison in New Jersey, Boston and Springfield Armory in Massachusetts, and Steamtown in Pennsylvania.

Just within the past year, Coltsville in Connecticut, Pullman in Illinois (see page 14), Blackstone River Valley in Rhode Island, and the Manhattan Project’s three sites in New Mexico, Washington and Tennessee, have all been authorized. Clearly, the number of national parks with a focus on the theme of America’s industrial history is on the rise.

PARK PARTNERS IN ARMS

More than 40 years after the National Park System Plan was published, and after almost two decades of advocacy, a diverse coalition of supporters has succeeded in broadcasting one important urban park’s story: the tale of Samuel Colt, American industrialist and urban developer. In December 2014, this coalition was finally able to celebrate as Congress passed, and President Obama signed, legislation authorizing Coltsville National Historical Park.

The new park, located in the densely populated capitol of Connecticut, encompasses key historical elements of Coltsville, the industrial village built by Sam and Elizabeth Jarvis Colt in Hartford to fabricate firearms. It includes the Colt Armory, Good Shepherd Church and Parish House, worker and supervisor housing, the Colt family mansion Armsmear, Colt Park (formerly the Colt estate) and the Sam Colt Memorial.

During the 1850s, Samuel Colt’s firearms factory was one of the most technologically creative in the world. In 1851, England featured the “Great Exhibition of the Works of Industry of all Nations” exhibit, designed to show off the country’s industrial strength. However, the American firearms industry, and in particular the exhibit highlighting the Colt repeating revolver, generated the most attention at the exhibition. In reaction, the British House of Commons appointed a commission to tour and investigate American industry — a tour that was really an exercise in industrial espionage. The British commission was struck by the unique features of American industry, especially the “American system” of precision manufacturing at firearms factories, including Colt’s.

Within the decade, England had modernized its Enfield Armory along American lines and Sam Colt had set up a factory in London. The technological knowhow that had once migrated from the Old World to the United States was becoming reversed: The United States was now exporting its knowledge; it had emerged as an industrial power.

YANKEE INGENUITY

Colt grew up in a practical New England family, typical of the Yankee tinkerer. Young Sam worked in a textile mill and in 1830 went to sea. As legend has it, the repeating revolver idea came to Sam Colt as he was watching the ship’s wheel spin.

Between staging laughing-gas demonstrations and working with pyrotechnics, Colt developed a revolver model for which he received a patent in 1836. In 1837, he set up his first factory in Paterson; the factory site is now in Paterson Great Falls National Historical Park. Poor sales and Colt’s problematic management doomed the factory, however. Following a short stint making revolvers in New York, Colt moved his operation to Hartford, where he would achieve remarkable success.

Colt built his first Connecticut firearms factory in downtown Hartford in 1847 and followed that with a much larger complex
along the Connecticut River in 1855, just in time to supply arms for the American Civil War. Sam and Elizabeth also developed an industrial village called Coltville, which included a church, community facilities, housing for workers and supervisors, and the Colt’s mansion and estate, known as Armsmear. One housing complex, Potsdam Village, was modeled after housing in Potsdam, Germany, for German employees.

When Sam died in 1862, Elizabeth took over running the factory, even though as a woman she was not allowed to vote. Some historians believe she had more business sense than her husband. Unlike Sam, Elizabeth insured the facility — before it was destroyed in a disastrous fire in 1864. She then had the resources to build a state-of-the-art fireproof factory, which she opened in 1867.

With Elizabeth at the helm, Colt Patent Fire Arms Manufacturing Company developed a new revolver, “The Peacemaker” — the weapon that made the Colt name famous. Elizabeth would go on to become one of the richest women in America, and ran the factory until her death in 1905 (still 15 years before women were allowed to vote). Although the Colt company filed for Chapter 11 bankruptcy protection in June 2015, it remains in business under reorganization.

**STEP BY STEP**

As the new Coltville park implementation process illustrates, it takes a village to “raise” an urban park. Staff from the Springfield Armory National Historic Site and the NPS Northeast Regional Office are working to satisfy the “conditions for establishment” specified in the legislation for the formal establishment of Coltville National Historical Park. The park will be typical of recent partnership parks, in which the NPS works with partners to effect preservation rather than owning most resources. A series of agreements must be negotiated with community partners to ensure the long-term preservation of Coltville resources.

Like the stories of other urban parks, Coltville’s story is tailor-made for the National Park Service’s 100th anniversary. The Connecticut park’s biography fits within the larger narrative of the transformation of the English North American colonies from a series of small, isolated agricultural settlements to the United States of America, the world’s dominant economic power. Indeed, the history of American economic growth is one of the pre-eminent international stories of the past 300 years. The Colt company is an essential part of that history.

National parks that highlight the significance of the Industrial Revolution are as important as Yellowstone and Yosemite. In fact, the history that is preserved and interpreted by sites like Coltville and Springfield Armory is integral to understanding how our nation came of age.

James Woolsey is superintendent of Coltville National Historical Park and Springfield Armory National Historical Site. He has served in five other NPS units and with the American Battle Monuments Commission in Normandy, France.

When Sam Colt died in 1862, Elizabeth Jarvis Colt took over running the factory, even though as a woman she was not allowed to vote.
The Pullman story

Nested in 300 acres on Chicago’s far south side is the model factory town of Pullman. No matter how people arrive, either as the result of a well-planned adventure or an accidental turn off the highway, it’s impossible for them to resist the allure of the Pullman community. Much of Pullman’s 1880s charm is preserved in the red brick row houses, historic Hotel Florence, Greenstone church, and the remnants of the rail car manufacturing complex. The scale and scope of the historic town harken back to a time when Chicago raced to rebuild after the great 1871 fire, industrialization and westward expansion were going full force, and America grappled with post-Civil War reconstruction.

Industrialist George Pullman capitalized on available land adjacent to Lake Calumet to centralize his rail car manufacturing in a spectacular way. He engaged architect Solon Beman and landscape architect Nathan Barrett to plan the town and design the buildings and its public spaces in an effort to attract and retain skilled workers. Pullman was a showplace and a destination during the 1893 World’s Fair in Chicago — and with more than 90 percent of the original buildings still standing, it is easy to see why.

When the 1893 economic downturn led to flagging revenues for his factory, George Pullman lowered wages but not rents on company housing, angering workers. This spark ignited the Pullman Strike of 1894, during which factory workers walked off the job and American Railway Union members led by organizer Eugene Debs boycotted Pullman cars nationwide, disrupting rail traffic. This major labor strike was defeated, with national reverberations. The Pullman Company would again be the focus of national labor events when, in 1937, A. Philip Randolph helped secure collective bargaining rights for the Brotherhood of Sleeping Car Porters. This influential African American union comprised of Pullman car porters and maids helped inform the Civil Rights movement.

SAVING A HISTORIC LANDSCAPE

The recent history of Pullman is one of strong preservation advocacy. In 1960, when the neighborhood was slated to be turned into an industrial park, residents banded together to prevent destruction of the community’s history. The Pullman Civic Organization, an early neighborhood advocacy group that remains active today, led the charge to designate the area an Illinois Historic District in 1969. In 1970, Pullman gained additional preservation protection as a National Historic Landmark District and shortly after became one of the early City of Chicago landmark districts.

The Historic Pullman Foundation, formed in 1973, quickly acquired and preserved several “at risk” properties at

National Monument status for Pullman

By Sue Bennett, Pullman National Monument, and Lynn McClure, National Parks Conservation Association

President Barack Obama signs a proclamation regarding the establishment of the Pullman National Monument. Official White House Photo by Pete Souza, whitehouse.gov.
the site. The Illinois Historic Preservation Agency purchased Hotel Florence and the factory complex in 1991 to develop a state historic site but a devastating arson fire at the factory in 1998 nearly destroyed the iconic building. Illinois invested millions of dollars to rebuild the clock tower and stabilize and reconstruct Pullman’s most famous building.

THE PATH TO FEDERAL DESIGNATION

In late 2011, then-Rep. Jesse Jackson, Jr., a longtime advocate for Pullman becoming a national park, said “let’s go for it!” He introduced a special resource study in January 2012 and the National Parks Conservation Association (NPCA) began working with the Pullman neighborhood groups to widen the circle of advocates for Pullman. It didn’t take long before the community of supporters grew to impressive proportions.

Through the strength of Pullman stories, groups including the Chicago Urban League, AFL-CIO, American Institute of Architects, Association for the Study of African American Life and History, and Congressional Black Caucus wrote letters to President Obama urging him to declare Pullman a national monument. By the time the park was established, more than 13,000 signatures had been collected and nearly 200 letters were written to the Illinois Congressional delegation and the President.

On the day of the Pullman public meeting in summer 2014, NPS Director Jon Jarvis was greeted by more than 600 people expressing their support for a national monument at Pullman. Finally, on a bitterly cold February 19, 2015, President Barak Obama returned to his hometown to designate Pullman National Monument.

In his remarks, the President said: “We’ve marched not only for jobs, but also for justice; not just for the absence of oppression, but for the presence of opportunity. And ultimately, that wasn’t just for African Americans any more than the original Pullman union was just for white workers. Eventually, that principle would be embraced on behalf of women, and Latinos, and Native Americans; for Catholics and Jews and Muslims; for LGBT Americans; for Americans with mental and physical disabilities. That’s the idea that was embodied right here. That’s the story of this place — that, together, we can do great things that we cannot accomplish alone.”

THE FIRST SIX MONTHS

Amazingly, visitors to Pullman National Monument are now greeted by uniformed NPS rangers. We have one permanent full-time park chief, three summer temporary hires, and interpreters from nearby Indiana Dunes National Lakeshore. Visitors continue to learn more about the Pullman story through programs and events offered by partner organizations such as the National A. Philip Randolph Pullman Porter Museum, Historic Pullman Foundation and Pullman State Historic Site. The park is also working with partners to streamline a volunteer program.

The NPS has drafted a monument Foundation Document based on input from spring 2015 stakeholders meetings. It outlines the monument's significance, themes and fundamental resources and is one of the documents in the monument's General Management Plan.

In addition, NPCA and partner American Institute of Architects hosted the collaborative “Positioning Pullman” workshop two months after the designation to keep the huge group of advocates focused and united for Pullman. The two-day event included public input and brought more than 40 designers, architects, economists, landscape architects, planners and engineers together to develop recommendations for improvements to accommodate the projected 300,000 annual visitors.

Workshop topics included creating better and safer streets, corridors, sidewalks and transit; developing guidelines that complement historic preservation as well as economic growth; outlining innovative ways to tell the Pullman story to visitors; and using the positive growth and energy that comes with a national park to influence change throughout the region. Planning related to these topics (www.PositioningPullman.org) is feeding into the NPS strategy and will solidify Pullman priorities for state and local agencies and advocates for years to come.

WHAT’S NEXT

Philanthropic efforts, spearheaded by the National Park Foundation (NPF), will fund NPS development of a visitor center on the main floor of the clock tower/administration building, with an anticipated opening in 2018. In the first few months of the Pullman designation, NPF had raised $7.5 million. The park had preliminary meetings with area educators and is forming a work group to support the development of curriculum programs. “Every Kid in A Park” and a Junior Ranger program will be launched in 2016. And the NPS is collaborating with the many dedicated partners of Pullman to develop a series of Centennial public programs and events, including a 2016 Labor Day event.

Pullman National Monument, which is easily accessible by public transit from the center of downtown Chicago, is poised to be one of our system’s great urban national parks. Considering the unprecedented and continuing support for Pullman, it won’t take long.

Sue Bennett is chief of visitor services and community outreach at Pullman National Monument in Chicago.

Lynn McClure is the Midwest regional director for the National Parks Conservation Association in Chicago.

A joyful crowd reacts to President Obama’s designation of Pullman as a national monument in 2015.
**Metered parking at National Mall to serve visitors, yield benefits**

*By Eliza Voigt, National Mall and Memorial Parks*

The National Mall stretches from the U.S. Capitol to the Potomac River, and from the Thomas Jefferson Memorial to Constitution Avenue. It is arguably the most significant historic landscape in the United States. As a unit of the national park system, it is more formally known as the National Mall and Memorial Parks (NAMA).

NAMA has many highly visible roles and is difficult to characterize as a national park. It serves as the symbolic, visual setting for our government; as the location of the nation’s primary memorials and museums; as a premier stage for First Amendment demonstrations, national celebrations and regional and local special events; and as part of Washington, D.C.’s complex urban landscape of circulation and transportation networks. The Mall is also where local residents walk, bike, jog, fly kites, picnic — and park their cars.

**Pay to park**

NAMA has had more than 1,000 free parking spaces in the downtown area of Washington, D.C., both along the curb and in parking lots. Metering NAMA’s parking was considered for many years and current planning recognizes that changing urban realities make free parking a thing of the past. As St. Louis columnist and author Bill Vaughn once said: “A real patriot is the fellow who gets a parking ticket and rejoices that the system works.”

While not universally appreciated, beginning in fall 2015, metered parking will provide a number of benefits, including generating parking space turnover, which will, in turn, create available parking spaces for park visitors. Additional positive impacts include encouraging visitors and commuters to use mass transit and other transportation alternatives, and providing NAMA with parking revenue to improve affordable visitor transportation-related activities.

The meters are the commonly used “pay-and-display” kiosks that allow a single machine to control numerous parking spaces, include multiple payment options, and occupy a smaller physical and visual footprint. The anticipated hours, rates and operational days for metered parking reflect the adjacent D.C. city meter operations.

A number of recent park studies, including the 2006 Environmental Assessment and Visitor Transportation Study, which evaluated alternative approaches for visitor transportation in and around the National Mall, and the 2010 National Mall Plan signed by former Secretary of the Interior Ken Salazar, supported proposals for metering NAMA parking. The 2010 plan explicitly states, “Implementing travel demand recommendations from the 2006 visitor transportation study would help increase parking for visitors by metering NPS on-street parking, which tends to be used by local residents instead of visitors.”

Authorization for NAMA to implement parking meters falls under the “Expanded Amenity” provision of the Federal Lands Recreation Enhancement Act (FLREA). FLREA requires that the public have opportunities to participate in the development of, or change to, a recreation fee established under the Act. Extensive public involvement was important to this process and included public meetings, social media outreach, Planning Environment Public Comment System (PEPC) outreach, a Federal Register notice, and meetings with the tour bus community and local and other agency stakeholders who may be affected by the proposal. The parking meter locations on the National Mall required extensive compliance review, as well.

**Revenue will support transit**

Along with supporting a wide range of projects that benefit visitors, parking meter revenue is planned to offset a portion of the funding gap for the new D.C.-National Mall Circulator bus route through an agreement with the city public transit agency. Rather than use expensive, specialized vehicles (e.g. double-decker buses and open-air trolleys similar to ones operated by sightseeing companies), the buses are standard transit buses and offer a non-interpretive service connecting passengers to key attractions on and around the National Mall.

This new route, which began in June and is experiencing a good response, provides better access to residents and visitors to the Mall and surrounding areas. Visitors, residents and employees in the District currently have no public transit options for quickly and easily moving around the Mall. Consistent with other Circulator routes, the new route offers frequent service (every 10 minutes) and a low $1 ticket.

The increased access provided by the new route to and from National Mall-area activity centers effectively extends the reach of the entire transit network. District residents and employees enjoy much-improved access to both recreational sites and work sites and, as a part of the larger Circulator network, residents, employees and visitors are encouraged to explore other District neighborhoods via transit instead of cars. For visitors, the new route complements bus-based sightseeing options and other sustainable transportation efforts at NAMA, such as the six Capital Bikeshare stations on the National Mall — some of the most highly used bike stations in the city.

Bill Vaughn went on to quip, “Man is the animal that intends to shoot himself out into interplanetary space, after having given up on the problem of an efficient way to get himself five miles to work and back each day.” NAMA and its city partners intend to prove him wrong for only a couple dollars per hour.

Eliza Voigt, AICP, is a park planner for the National Mall and Memorial Parks in Washington, D.C.
Directors and staff of the seven Seasonal Law Enforcement Training Programs (SLETP) academies and NPS staff held their annual meeting in June 2015 at the National Conservation Training Center in West Virginia.

Back row: Mark Cutler (NPS LETC), Tony Luongo (Temple University), Bill Overby (Skagit CC), Don Coleman (Southwestern CC), Rick Mossman (Colorado Northwestern CC), Mitch Boudrot (Southwestern CC), Mark MacIha (Northern Arizona University), Brian Marvin (Santa Rosa JC), Jim Christensen (Vermillion CC), Pam Bell (Southwestern CC), Jill Hawk (NPS LETC). 

Seated: Dr. Vicki McGarvey (Temple University), Rebecca Roarty (Colorado Northwestern CC), Charles Cuvelier (WASO-LESES), Curtis Dowdle (Southwestern CC), Chris Willard (Temple University), Liz Dodson (NPS LETC).

SLETP leaders approve 650-hour seasonal law enforcement training program

By Rick Mossman, Seasonal Law Enforcement Training Programs

During June 24-26, 2015, the directors of the seven approved Seasonal Law Enforcement Training Programs (SLETP) met at the National Conservation Training Center in West Virginia with NPS Law Enforcement Training Center (LETC) staff, NPS Washington, D.C., personnel and Harpers Ferry Center staff for their annual meeting. This year’s meeting was a watershed event as the new 650-hour SLETP curriculum was reviewed and completed. Developing the new curriculum — which was increased from 400 hours — was a collaborative and cooperative effort by all involved. The 650-hour curriculum will go into effect in January 2016.

Southwestern Community College in Franklin, North Carolina, is piloting it this fall.

Working with NPS-LETC Superintendent Jill Hawk, NPS LETC SLETP Program Manager Mark Cutler, and Chief of Law Enforcement, Security and Emergency Services Charles Cuvelier, the academy directors spent three days reviewing details of the new curriculum classes, hours and instructor requirements. In order to meet the 650-hour requirement, all academies will now need 16 to 18 weeks to conduct a class, versus 12 to 15 weeks for the 400-hour curriculum. This new curriculum will be one of the best in the country. Future law enforcement rangers graduating from the participating academies will be better prepared for their work in the National Park Service.

A high priority for the academy directors is to encourage current NPS staff and rangers to teach at the academies. The current Solicitor’s Opinion concerning ethics issues indicates there are no issues with NPS personnel teaching at the academies as government employees or private citizens. This interpretation and clarification will provide another opportunity for ranger instructors to maintain their certifications and also for parks to recruit new rangers to their programs.

Hawk stated, “The collaboration and cooperation demonstrated by all seven academy directors at our recent meeting will set the stage for an improved Seasonal Law Enforcement Training Program that is contemporary and forward-thinking. The 650-hour curriculum, while building upon the success of the accredited 400-hour program, will allow the NPS and our academic partners to revise and improve the program quickly based on field requirements and After Action Reviews.”

For more information, visit the ANPR website at https://www.anpr.org/news/3243112.

Rick Mossman is director of the NPS SLETP Academy at Colorado Northwestern Community College in Rangely, Colorado, and a retired NPS chief ranger.
ANPR
Oral History Project

‘We rebuilt that relationship’

Ben Jacobs: An interview with ANPR’s summer intern Analisa Skeen

Ben Jacobs at the Hart prescribed burn in Sequoia and Kings Canyon National Parks.
JACOBS: The reality of the Sierra Nevada is that the air wasn’t clean here, historically. There were fires burning because there was lightning, there was Native American burning. The place burned and the air quality probably was pretty bad at times. When I first got there [the parks] were at odds with the Air District and it was kind of a mating dance between myself and the individuals on their side.

We were trying to put fire in the landscape, which we consider to be very important, whether it’s for giant sequoia [re]generation or trying to maintain a healthy forest. But the Air District had a mission that was perpendicular to ours; where they need[ed] to watch out for [human] health and air quality. So we were naturally going to be at odds.

It got really bad after the 2003 fire season. There was a lot of smoke in the southern Sierra because we were managing [natural] fires and we were fighting fire. We had a lot of fires in the park and we live in one of the most polluted air basins in the nation, there’s no disputing that. And the Air District kind of flipped out on us because they felt they had lost control, because they couldn’t regulate our natural fires.

And then we lit the Tharp’s burn with their permission in late June 2004. I was the prescribed fire manager for that burn, which meant I was briefing the superintendent and running interference with the Air District.

After we lit it, the next day they told us, “You can’t light anymore.” Like this isn’t the deal you know? We can’t just turn this thing off like a light switch. We got a fire on the hill. We’re not going to dig fire line through a sequoia grove.

I was briefing the superintendent on this and he asked me, “Well, what do you think we should do?” I said, “We’ve got to finish this burn... The longer that thing just sits up there... the greater the odds something could go wrong.” He basically just said, “Go ahead and do it.”

I remember radioing up to the guys on the hill, “Hey, Superintendent gave the thumbs up. Just continue burning.” But I’m the guy who has to call the Air District and tell them. After they tell us, “You can’t burn,” I had to call them and say, “We’re burning anyway.” And then sure enough, a couple of months later, the citation [with a $25,000 fine] arrived in the mail. We knew it was coming. It was a low point.

SKEEN: How did you approach trying to rebuild that relationship?

JACOBS: It was little things that turned it around through the years. I was working with them as the burn boss [on a prescribed burn in 2005], but I was also their contact. [I thought,] “If we can burn these seven acres that we had to do on this blackline at the top, this will enable us to be able to burn this thing really quick.” Because it

“It worked out great; it was a model for how we should cooperate with each other and they totally got that.”

would be better if we burned in to better [smoke dispersal] conditions versus waiting for good conditions and then we burn into bad conditions. And they got that.

So they let us burn these seven acres on a no-burn day, which isn’t much, but the burn window came through and we were poised to light... 350 acres in two days. It worked out great; it was a model for how we should cooperate with each other and they totally got that.

Then right after we lit that thing, this huge high pressure dome sat in, huge heat wave, and that smoke didn’t ventilate anymore. It went right down into the Sequoia Lake [YMCA Camp]. I remember I drove down there because I heard it was bad, and there was the classic asthmatic kids and everything. I got on the radio, “Get people up there mopping up. We’ve got to start putting this thing out because this is bad.” We told the Air District, “We’re well aware of the problem. We’re mopping it up. We’re trying to put it out.” And that bought us a lot of credibility, that we could be responsible.

Then that [September], we lit the Quarry burn up in Giant Forest and that was about 350 acres or so and the smoke got pretty bad [on day four] down in Three Rivers. I was getting word up as the burn boss that “it’s pretty bad.” And so we [said], “Okay let’s just shut it down for a day and let it ventilate.”

The Air District was calling the parks saying, “You guys can continue burning today.” And we told them, “Actually we shut ourselves down because we felt we were impacting Three Rivers.” And again, it bought us all this credibility with them: “Well, maybe we can actually trust these guys.”

That was where it started turning around. I think they wanted to have a voice, and they felt like they didn’t have a voice during the big fires of ’03. Now I can say when I retired last year, for several years they’d been calling us saying, “Hey you got a burn window coming up, do you have anything you can burn?” I mean, completely 180 degrees difference.

We rebuilt that relationship. Here you have one of the worst air basins in the nation and you have a program that can actually prescribe burn. I feel pretty proud of that. I always thought we were much closer to being on the same side than either one of us realized.

Ben Jacobs retired from the National Park Service in 2014.

Analisa Skeen is a volunteer for the ANPR Oral History Project.
Though I’ve never personally had a permanent duty station at an urban park, I am married to a ranger who has, I’ve done Homeland Security and other details at a handful of urban parks, and I grew up just outside of Cuyahoga Valley National Park in northeast Ohio.

Situated equidistant between the major metropolitan areas of Cleveland and Akron, Cuyahoga Valley — known as CUVA in NPS circles — definitely has an urban feel in some ways. In other ways, it offers a more rural and even backcountry appeal that might surprise folks who simply see it on a map as surrounded by two large population centers. Protecting 33,000 acres of temperate upland forest bisected by the winding Cuyahoga River and crisscrossed by steep ravines that channel tributaries, this little hidden gem of a park is also punctuated by cascading waterfalls and occasional cliff bands, which are referred to by the locals as “ledges.” Beyond that, it celebrates the rich history of the region, most notably through quality interpretive programs that highlight sections of the Ohio and Erie Canal (including still-working locks and dams), the Cuyahoga Valley Scenic Railroad, and healthy professional relationships with several urban metropark districts.

Within CUVA’s Congressionally authorized boundaries visitors can enjoy exquisite outdoor recreation including hiking, biking on the Towpath Trail, fishing, golf, paddling on the Cuyahoga, snowshoeing, cross-country skiing and carving the slopes at two downhill ski resorts. Additionally, they can visit the also-still-working historic Hale Farm and Village and attend concerts at Blossom Music Center. Who would have thought all of this history, outdoor recreation and nature await folks within a short drive of two big cities?

Speaking for myself, having enjoyed an idyllic boyhood in these woods, I thank God for the place and return to it each time I visit my family, who still live in the area. And, I’ll venture a guess that the more than half a million people living to the north and south of this green spot on the map are thankful for it, as well.

Perhaps growing up in such an urban setting contributed to my powerful desire to ranger in wild places (as I mentioned, I’ve only held permanent duty stations at what I’d call “non-urban” parks), and therefore, maybe I’m not the best judge of what it’s like to serve in an urban setting. However, I have spent a fair amount of time recreating at parks such as Indiana Dunes National Lakeshore, Golden Gate National Recreation Area and San Antonio Missions National Historical Park; I’ve been on hurricane and/or search and rescue responses to Jean Lafitte National Historical Park and Preserve and to Chattahoochee River and Gateway National Recreation Areas; I’ve had the sincere privilege of being on Honor Guard missions to the Washington, D.C. parks and the Jefferson National Expansion Memorial (aka: the St. Louis Arch); and I’ve worked Homeland Security assignments at Independence and Boston National Historical Parks.

While spending 21 days in Boston, I patrolled NPS-owned sites downtown, contacted over a thousand visitors every shift, and became enamored with the magnificent — and undefeated — USS Constitution, which the permanent rangers made us detailers memorize as “the oldest commissioned warship afloat in the world.” This treasured symbol of our nation’s military might is absolutely glorious, her main mast towering upward to accentuate the Boston city skyline. I shall always remember firing one of her cannon for “Taps,” raising the Star-Spangled Banner up her topmast halyard, and having the singular opportunity to sail her out to harbor on what’s called a turnaround tour. My fondest memories of my time at Boston are those of the friendships I forged with some very intrepid young Navy sailors on one of America’s most awesome ships in September 2002 — one year after 9/11.

Through all of these experiences, this ranger needing wild places learned to fully appreciate ALL of our parks and protected areas, regardless of their degree of wilderness, and to make the most of the time I spend in such places to soak in the fullness of their “compelling stories.” I learned that
citizens living in urban centers NEED their parks as much as America needs her Yellowstone, and in many cases, those citizens visit their beloved urban parks nearly every day of the week. How many people can say the same about their nearby wilderness?

And, being married to a ranger whose first permanent job with the NPS was protecting the Jefferson National Expansion Memorial in St. Louis, I also learned that rangers can even make “resource” cases at urban parks: My wife, Melissa, caught a would-be vandal red-handed as he attempted, with complete disregard to the sacred ground on which he was standing, to scrape his name into the stainless steel skin of that iconic Arch with a pocket knife.

Maybe they’re not busting the elk poacher in a big, western park, or making the ginseng case of the decade, nonetheless, urban rangers are in action every day protecting the resource in those smaller green shapes on the map surrounded by the big, sprawling yellow ones.

— Kevin Moses
Buffalo National River, Arkansas

ADMINISTRATION

Budget planning updates

I wanted to share a few updates about National Park Service budget planning as a follow-up to my previous column, “Parks must factor in background investigations in costs for volunteers,” in the summer 2015 issue of Ranger. As of October 1, NPS is in fiscal year 2016 — our Centennial year!

NPS parks will likely already have some funding set aside in their operating budgets for Centennial celebrations. The hiring of Centennial seasonal employees and expenses for community outreach events are also probably part of many parks’ plans. Gearing up for increased visitation means more staffing needs, which may expand to attracting more volunteers as well. Bringing new staff or volunteers on board has attached costs, with the required background checks for volunteers, partners and staff who must have USA Access cards for logging onto computers, handling money or having unsupervised access to federal buildings.

Recently we received news that the Office of Personnel Management’s Federal Investigative Service has issued a retroactive price increase for background investigations that occurred from October 1, 2014 to July 1, 2015 (Reference: Federal Investigations Notice 15-04). The investigation showed the need to raise expenses to fully recover costs of carrying out the investigation program. Initial expenses for the investigations were not adequate to fully recover costs. Agencies were billed for the cost difference of investigations that have occurred retroactively from October 1, 2014. As of July 21, 2015, the new prices are in effect and parks will need to plan for these increased expenses.

Two examples of changes to common investigations are: The National Agency Check with Inquiries (NACI) increased from $171 to $189 and the Moderate Background Investigation (MBI) increased from $1,044 to $1,156. The Intermountain Regional Office estimated its retroactive bill could be as high as $20,000 for its region.

It’s harder to pin down a cost for another piece of budget planning. Namely, agencies will likely absorb the costs of providing credit-monitoring services in the aftermath of the Office of Personnel Management data security breach. As of late summer 2015, how these costs might trickle down to the park-level budget planning was still an unknown. With this news coming so late in the planning process it definitely is a concern.

As we begin our Centennial year, we must keep our budget planning flexible. Given that the scenarios outlined above came as a surprise this year, it is fair to say that we need to stay on our toes when it comes to managing our budgets in 2016.

— Michelle Torok,
Saguaro and Tumacácori, Arizona

ANPR

Seasonal employees eligible for career positions with the NPS

What does the Land Management Workforce Flexibility Act (LMWFA) mean for us?

The LMWFA gives long-serving temporary seasonal employees in land management agencies the same opportunity to advance their careers that other federal employees have. It does so by giving them the ability to compete for promotions under internal agency merit promotion procedures. This is cause for celebration for both experienced seasonal employees who want to transition to permanent positions and a great tool for park managers to be able to hire experienced, tested staff for the jobs they need filled. ANPR members have been working with many partners over the years, talking with congressional representatives to bring this to fruition. It is great for the National Park Service and its many dedicated employees. We are proud to be a part of this success!
Two major Presidential initiatives were introduced in 2015 that have the ability to positively affect the lives of thousands of federal government seasonal employees and their families. The first initiative is an individual retirement savings program called “myRa,” which is short for my Retirement Account. The second initiative allows seasonal and temporary employees to enroll in the Federal Employee Health Benefits Program under the Affordable Care Act.

**MY RETIREMENT ACCOUNT**

This U.S. Department of the Treasury myRA individual retirement savings account is very similar to a Roth IRA and makes saving for retirement simple, safe and affordable. Individuals can open a myRA with no startup cost and there are no fees for the maintenance of the account. There is no minimum contribution requirement, so savers can contribute the amount that best fits their individual budgets. The investment in myRA is backed by the U.S. Treasury and earns interest at the same variable rate as investments in the government securities fund for federal employees. myRA accounts carry no risk of losing value.

Seasonal rangers of the National Park Service and other temporary employees of the federal government do not have access to the Thrift Savings Plan (TSP), an employer-sponsored defined contribution plan or 401(k). myRA can be an excellent option to help remove barriers to retirement savings and provide seasonal employees with another retirement savings option.

Signing up is easy. Participants can fund myRA accounts from their paychecks by way of a savings allocation. Those who decide to sign up first need to visit myRA.gov. More information is also available at https://myra.gov/.

**HEALTH BENEFITS ELIGIBILITY FOR SEASONAL EMPLOYEES**

Under the guidelines of the Affordable Care Act, the Office of Personnel Management (OPM) published a final rule in the Federal Register expanding availability of Federal Employees Health Benefits (FEHB) coverage for certain employees on temporary appointments and seasonal and intermittent schedules. Under the regulation to expand FEHB coverage, employees on temporary appointments, employees on seasonal schedules and intermittent employees who are expected to work a schedule of 130 or more hours in a calendar month (30 hours per week) and expected to work 90 days or more will be eligible to enroll in an FEHB plan. This rule allows for the same government contribution as full-time permanent employees during a period of coverage.

As of August 1, 2015, 866 seasonal employees of the National Park Service had already enrolled in this program. NPS hopes to see even more participation next summer season and in the years to come. To learn more about FEHB, please visit https://www.opm.gov/healthcare-insurance/healthcare and https://www.opm.gov/healthcare-insurance/fastfacts/.

Blake Dodge is chief of retirement and employee benefits programs for the NPS in Denver, Colorado. He invites NPS employees and seasonal to contact him about myRA accounts or the FEHB program at Blake_Dodge@nps.gov or (303) 985-6834.

---

**Welcome to the ANPR family!**

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

Thea Garrett…Bar Harbor, ME
Phillip Officer…Takoma Park, MD
Debbie Wehmeyer…Death Valley, CA
Alex Brun…Death Valley, CA
Anela Janda…Death Valley, CA
Ryan Seese…Mammoth Hot Springs, WY
Christopher Williams…Baltimore, MD
Ty Felder…Twentynine Palms, CA
Jeannie Campbell…Twentynine Palms, CA
Katie Morris…Twentynine Palms, CA
Patrick Patten…Franklin, NC
Kristin Luetkemeier…Independence, CA
Natascha Fraser…Sausalito, CA
Jeffrey Zyland…Coupeville, WA
Erick Herndon…Mountain View, MO
Hans Flockoi…Port Angeles, WA
Patrick Jarrett…Petersburg, VA
Kirby Taylor Smith…Williamsburg, VA
Charissa Reid…Yellowstone National Park, WY
Meaghan Bauder…Richmond, VA
Samantha Hoilet…Washington, DC
Jennifer Hernandez…Visalia, CA
Kevin LaFeir…Three Rivers, CA
Leigh Schmitt…Three Rivers, CA
Colleen Culbertson…Estes Park, CO
Erin Hawley…Davenport, IA
Nathan Hurliman…Saint Paul, MN
Shannon Hoil…Bradenton, FL
Jessica Pilkington…Norwood, MA
Sean Gaffney…Melbourne, FL
Francis Bawden…Homestead, FL
Charles Miller…Boone, NC
Sarah Davis…Tupelo, MS
Christy Brigham…Ventura, CA
IN MEMORIAL

Frank Betts remembered

Many long-time ANPR members (and some new folks) will smile at this picture of Frank Betts, remembering fondly the retirement workshops given by Frank and Kathy Betts at Ranger Rendezvous for over 25 years. Sadly, Frank passed away on April 11, 2015, but not before leaving thousands of NPS employees with their retirement years, either current or to come, measurably improved because of his and Kathy's commitments.

I remember Frank from ANPR, but also from having worked with him during his last NPS assignment, as superintendent at Mt. McKinley National Park (now Denali National Park and Preserve) in the late 1970s. Frank was accompanied to Alaska by Kathy and, both being pilots, they brought with them their Cessna 185. Frank was frequently the park pilot, flying hither and yon in the large wilderness park.

Frank had built up a lifetime of field and management skills by the time he arrived in Alaska. Beginning as a seasonal ranger in Rocky Mountain National Park (Kathy was also a seasonal), he soon became a permanent ranger in Yosemite. After that assignment, the family moved to Grand Canyon, where he was the assistant chief ranger, and in 1968 was promoted to the chief ranger of Grand Tetons National Park. His first superintendent position was at Crater Lake before he finally moved to Denali for his last NPS assignment.

Though Frank may have retired from the NPS in 1980, he didn't retire from the parks or from the employees. He took an interest in the importance of financial and retirement planning, and soon developed what would become a second (unpaid) career. At the ANPR Ranger Rendezvous in 1985, he gave the first of what would become over 25 years of Rendezvous retirement seminars, calling setting up IRAs “a must,” and addressing overall estate planning in the context of finances, family and health.

This began many years of Frank giving financial sessions, both at Rendezvous and in over 60 park areas, to over 6,000 park employees. In 1991 ANPR established a Retirement Committee with Frank as chair for 20 years.

The National Park Service was well-served with Frank's career and his professionalism. ANPR and NPS employees twice benefited, once from his career, and secondly from his and Kathy's dedication to the financial and life-health of all.

Our thoughts are with you, Kathy. Thank you, Frank.

— Tony Sisto, retired

See you at Ranger Rendezvous!

Ranger Rendezvous XXXVIII is upon us. Rendezvous once again offers a wide variety of training and professional development breakout sessions that appeal across NPS divisions and service levels.

There are 16 breakout sessions and six training seminars to choose from. Keynote speakers include:

- Mark Woods, Superintendent, Blue Ridge Parkway
- Don Barger, Senior Regional Director, NPCA Southeast Region
- Dan Pierce, Ph.D., Professor of History, UNC Asheville
- Tyler B. Howe, Tribal Historic Preservation Specialist, Eastern Band of Cherokee
- Deke Arndt, Chief of the Climate Monitoring Branch, National Centers for Environmental Information

Having fun and networking is also an important part of Rendezvous. Confirmed trips include:

- Full-day ranger-guided bus trip through Great Smoky Mountains National Park
- Walking tour of downtown Asheville with local historian Dr. Kevan Frazier
- A service project on the Blue Ridge Parkway.

There will also be a photography contest, silent auction, raffle, and movie night. At the end of the day, join us in the hospitality suite for trivia and networking. Drinks to be provided by locale breweries.

For more information: https://aanpr29.wildapricot.org/Ranger-Rendezvous

— Ben Walsh, National Mall, Washington, D.C.

OCT. 21-25 ASHEVILLE, NORTH CAROLINA

RENEZVOUS EXHIBITORS

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

- AACT BioRemediation Products
- Adamson Police Products
- Backcountry.com
- Backcountry Horsemens of America
- Big City Mountaineers
- Colorado Northwestern Community College, SLETP
- Flare Alert
- Flow397
- Geocorps America and Mosaics in Science Programs
- L.N. Curtis & Sons
- Motorola Solutions
- Northern Arizona University Park Ranger Training Program
- 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.
Registration

Registration for the World Ranger Congress (WRC) is going strong, with a lot of interest from Australia and Latin America in particular. Registering for WRC in advance means YOU know what you're going to be doing the last week in May 2016 and ANPR has an idea of how many people will be coming. More early registrants also means we can offer more scholarships for delegates from developing countries. Although the early registration discount has expired, advance planning is still helpful.

It's not as hard to get an ANPR delegate slot as some might think, but you do have to let ANPR know that you want one via the application process online at https://aonpr29.wildapricot.org/ANPR-Delegate-Application. There will be four application rounds before the Congress if all of the slots are not filled before then. If you are not immediately selected, don’t give up; as more foreign delegates sign up, more ANPR members will be able to attend.

Once you are approved to be an ANPR delegate, you can register for the Congress and book your accommodations at www.worldrangercongressusa.com/page5.html. Delegate registration is $650; accompanying guests can register for $325.

Support the Congress as a worker

Do you want to be part of the WRC but don’t think you’ll be able to come as a delegate? There may be opportunities to support the Congress as a worker, helping to make sure the logistics run smoothly. We are especially interested in bilingual rangers who can informally assist non-English-speaking delegates during concurrent sessions, field trips, meals and social events. Fluent Spanish, French and Portuguese speakers will be especially valuable. We also need a small number of people with technology skills to help with room set-up — linking computers to projectors, troubleshooting audiovisual equipment, etc. We have not yet worked out all the finances, but volunteers may be offered half-price registration. To volunteer as a translator, contact Yvette Ruan at yvette.wrc8@gmail.com. To offer your technology expertise or find out about other volunteer opportunities, contact Joe Evans at joe.wrc8@gmail.com.

Training and organized trip opportunities

The number of pre- and post-WRC training and organized trip opportunities is growing! WRC partner Colorado State University’s (CSU) Center for Protected Area Management is offering two nine-day ranger training courses for foreign delegates, one before and one after the Congress. The objectives are to offer hands-on learning opportunities for rangers from around the world, to provide rangers with an extended technical visit to a variety of types of protected areas and management approaches in the western U.S., and to allow rangers to form a community of practice and learn together with counterparts from other countries around the world. The post-Congress session will be conducted in Spanish. Please let potential delegates from your sister park know about these opportunities! CSU is also independently raising funds for scholarships to cover the costs to attend the WRC and one of these courses.

Three post-WRC organized trips are also available and are on the website. The trips are visits to the Black Hills, to Colorado’s National Parks, and a camping trip that focuses on the nexus between archaeology and astronomy at Chaco Culture National Historical Park and Aztec Ruins National Monument.

Visit www.worldrangercongressusa.com and click on the appropriate tab for more information about the training and trips.

Scholarships

An important measure of WRC success will be the number of delegates we can support with scholarships. A line on the delegate registration form provides a timely opportunity to contribute to the scholarship. You can also “go direct” by sending a U.S.-tax-deductible contribution to WRC Finance Chief Bruce McKeeman at 2359 Desert Willow Drive, Prescott, AZ 86301 USA. Contact bruce.wrc8@gmail.com for more information.

Spread the word

You can support the WRC in non-financial ways, too, and spread the word about it by purchasing WRC-themed patches, stickers, magnets, postcards and even a challenge coin at www.worldrangercongressusa.com/page10.html, thanks to the initiative of Mike Lynch, our King of Swag and the California State Park Ranger Association’s rep on the WRC Organizing Group.

National Park Service support

Saving the biggest news for last, I want to acknowledge with great appreciation...
that the National Park Service has also stepped up to support the WRC in a major way. The NPS has invested in an existing cooperative agreement with CSU that will result in substantial financial assistance for the WRC. This will assist in bringing Latin American and other world rangers to both the CSU training and the WRC, scholarships for the WRC, and in providing many services during the Congress. A true grassroots initiative, the funding came from seven different parks and programs! If your park or office is able to contribute additional funds for this amazing cause, please contact me at the email address below.

— Bob Krumenaker, Apostle Islands, Wisconsin, World Ranger Congress Chair bob.wrc8@gmail.com

**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.

- Kathy Brazelton
- Katlyn Grubb
- Rebecca Harriett
- Patrick Hattaway
- Bob Krumenaker
- Ryan McCrea
- Jamie Richards
- Ed Rizzotto
- Liz Roberts
- Scott Sheads
- Brian Spang
- Alison Steiner
- Scott Warner
- Brittany Williams

**Shop AmazonSmile and make $$ for ANPR**

When you shop 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](http://smile.amazon.com/ch/58-1494811)

**Sign up for ANPR’s email list**

If you don’t receive email updates from ANPR, please let us know. Email ANPR’s business manager at anpr-businessmanager@gmail.com, and we’ll add you to the list.

**International interpretation conference**

The National Association for Interpretation is planning its 10th annual International Conference on Interpretation in Wellington, New Zealand, April 3-7, 2016. For information, please see [www.interpnet.com/ic](http://www.interpnet.com/ic) or contact association Executive Director Margo Carlock at mcarlock interpnet.com or (970) 484-8283.

**ANPR REPORTS**
Larry Johnson has been selected as the new superintendent of Ozark National Scenic Riverways. Johnson, a 32-year veteran of the NPS and an ANPR annual member, is the interim superintendent of Badlands National Park. Previously, he was superintendent of Jewel Cave National Monument. He also served an extended detail as deputy superintendent at Badlands. Earlier in his career, Johnson served as chief ranger at Sleeping Bear Dunes National Lakeshore, Ozark National Scenic Riverways, Harpers Ferry National Historical Park, and was an NPS district and sub-district ranger at Voyageurs National Park, Yellowstone National Park, Apostle Islands National Lakeshore and Herbert Hoover National Historic Site.

Mike Pflaum has been selected as superintendent of Badlands National Park. Pflaum, a 35-year veteran of the NPS and life member of ANPR, has served as superintendent of Keweenaw National Historical Park, acting superintendent at Mount Rushmore National Memorial, George Washington Carver National Monument, and as regional partnership coordinator for Midwest Region, in addition to serving as chief ranger at Mount Rushmore and a park ranger at Yellowstone National Park. Pflaum is married to Barbara Erlandson-Pflaum, a former park ranger who worked for park cooperating associations in two parks.

Learning & Development
Crystal Owl Awards Presented To Three Employees

The NPS Learning & Development Program is pleased to announce the 2015 recipients of the Crystal Owl Award for Learning & Development Excellence. The three recipients are Lisa Sasser, Blaise Davi and Charlie Pepper. The Crystal Owl Award recognizes outstanding contributions to the Servicewide Learning & Development Program of the NPS. Crystal Owl Awards are given to individuals who have made significant contributions to the Learning & Development Program over a long period of time which have made a positive impact on the development of employees across the Park Service.

Sasser, Davi and Pepper have been instrumental in the development and success of the Career Academy for Cultural Resources. They each have served as subject matter experts for creating new training and learning assets. All of their contributions are reflected in the legacy of the training that they have developed as well as in the hundreds of NPS employees who have benefited from their dedication.

The three were presented the Crystal Owl award on June 5, 2015, during the Preservation and Treatment of Park Cultural Resources training at Grand Teton National Park, where they were instructors of the class.

Lisa Sasser is an ANPR member, retired NPS historical architect and instructor of preservation maintenance and preservation trades. Among the many training workshops she has provided are Preservation and Treatment of Park Cultural Resources, Secretary of the Interior’s Standards for Historic Preservation, History and Philosophy of Historic Preservation, Guiding Principles for Implementing Field-Based Historic Preservation and Foundations of Cultural Resources.

Blaise Davi, a project and construction manager for the Northeast Region, has been with the NPS for over 30 years in a variety of cultural resource and facility maintenance positions. In the 1990s, Davi was on a team that led the development of standards for measuring successful cultural resource stewardship for facility management. Davi served as the principal coordinator for launching the Preservation and Treatment of Park Cultural Resources class.

Charlie Pepper manages the Preservation Maintenance and Education Programs for the Olmstead Center for Landscape Preservation, developing and promoting education and training opportunities that recognize the importance of skilled preservation maintenance professionals. Pepper has coordinated several national historic landscape maintenance conferences and...
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!

Bill Justice has been selected as the superintendent of Vicksburg National Military Park. A life member of ANPR and 38-year veteran of the NPS, Justice has held positions in interpretation, law enforcement and management of several National Park areas, including Abraham Lincoln Birthplace National Historical Park, Chesapeake and Ohio Canal National Historical Park, Fort McHenry National Monument, Carlsbad Caverns National Park and Natchez National Historical Park.

2nd Century Club
Lawrence Belli
Tony Bonanno
Jim Brady
Paul Broyles
Rod Broyles
David Buccello
Patricia Buccello
Robert Butterfield
Michael Caldwell
William Carroll
Bruce Collins
Bruce Edmonston
A.J. Ferguson
Mitch Fong
Hal Grovert
Dr. Russell Clay Harvey
Larry Henderson
Keith Hoofnagle
James Hummel
Craig Johnson
Margaret Johnston
Ron Konklin
Bob Krumenaker
Mary Kimmitt Laxton
Tomie Patrick Lee
John Mangimeli
Colleen Mastrangelo
Sean McGuinness
Jack Morehead
Aniceto Olais
Tim Oliverius
Cindy Oth-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
Erin Broadbent
Carl Christensen
Kathleen Clossin
Maureen Finnerty
Rebecca Harriett
Steve Holder
Steve Hurd
Mary Jeff Karraker
Dave Lattimore
Dan Moses
Rick Mossman
Alden Nash
Scott Pfeninger
William Quinn
Teresa Shirakawa
Ron Sprinkle
Barry Sullivan
Phil Young

4th Century Club
Deanne Adams & Tony Sisto
Vaughn Baker
Cliff Chetwin
Jonathan Lewis

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

6th Century Club
Rick Erisman

7th Century Club
Butch Farabee
Gary Hartley

8th Century Club
Dick Martin

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!

Bill Justice has been selected as the superintendent of Vicksburg National Military Park. A life member of ANPR and 38-year veteran of the NPS, Justice has held positions in interpretation, law enforcement and management of several National Park areas, including Abraham Lincoln Birthplace National Historical Park, Chesapeake and Ohio Canal National Historical Park, Fort McHenry National Monument, Carlsbad Caverns National Park and Natchez National Historical Park.
Paul Schullery began as a seasonal naturalist in Yellowstone in 1972. I believe he spent the rest of his career there, serving at various times as an archivist, chief of cultural resources and senior editor in the Yellowstone Center for Resources. He was invited to participate in the Wallace Stegner Center lecture series as a way of acknowledging what the Center calls Stegner’s enduring conservation legacy by giving voice to “the geography of hope” that Stegner evoked so eloquently throughout his distinguished career.

Schullery is an excellent choice for this prestigious lecture series as he has long been one of the keenest observers of Yellowstone and the area around it. As one might expect, his view is constantly evolving. In the essay, Schullery writes: “The idea of Yellowstone is, like nature itself, a work in progress, a vast coming-to-terms that is all the more exciting and fulfilling for its daunting uncertainties. I love the learning that goes on out there, but I also have a hunch that we need the uncertainty just as much. It keeps us on our toes. Luckily, Yellowstone is very good at uncertainty.

He also singles out two early scientists who charted the path for much of the way the modern world views the park. The first was Theodore Comstock who, no doubt influenced by Darwin’s work, proposed that Yellowstone National Park should become an evolutionary observatory. The second was George Bird Grinnell. Through his study of fossils, Grinnell realized that extinction was possible and “championed Yellowstone as a functioning wildland, an essential tool in the battle against extinction.”

Schullery mentions “getting Yellowstone right” or “doing Yellowstone right” several times: “On any given day, this business of trying to get Yellowstone right can be very hard to watch. The crowds and traffic are oppressive; the bureaucracies lurch along at fits and starts; the advocacy rhetoric seems only to grow more shrill; ecological process constantly bumps political boundaries; the scientists disagree among themselves about even more complex findings, someone is always fishing in my favorite spot and every little bit of progress, at least as we define progress today, seems to take forever.”

But he also notes some good results. … the human footprint on the landscape of Yellowstone probably peaked before 1920 and has declined substantially ever since. Public road mileage probably peaked in the 1940s and has declined significantly since. Native people have a historically unprecedented level of enfranchisement in park management deliberations. Women can and do regularly hold top positions in the Yellowstone work force. Science is now, finally, a required component of management decision-making and scientists are no longer recognized by managers as just another special interest group. Hot springs are no longer plumbed for swimming pools and hotel bathtubs. The park’s various small zoos are gone. Wolves and mountain lions are back. Coyotes and raptors that were once shot on sight now have first-class citizenship. Fire does what it is supposed to do.

So, why is Yellowstone in a perpetual state of crisis? Schullery’s answers are fascinating:

First, since 1872, every generation of us who cares about Yellowstone has been composed mostly of people who are reasonably certain what the best future of Yellowstone should be like.

Second, at least in the judgment of later generations, they were wrong.

Third, every generation has had to make its own fearful decisions without enough information. Often, they didn’t even know they needed more information.

Fourth, in our confidence about what Yellowstone needs, we have regularly sold nature short — underestimating its power, its resilience, its complexity, and its capacity to surprise us with unimagined consequences of our well-intentioned attempts to do right by it.

Fifth, learning about what Comstock called the “state of nature” continues to prove itself worthy of being a, if not the, fundamental purpose of Yellowstone, and we always learn less when we interfere with that state, no matter how pure our intentions.

Last, the decisions of our predecessors that we most appreciate are the ones that don’t limit our options today. We are constantly telling ourselves that we are saving national parks for future generations. But at the same time, we don’t dare lock our descendants too tightly into decisions based on our beliefs and values. Part of what we must save for future generations are choices.

This is a great essay. I have quoted rather extensively from it because I do not know how easy it would be for readers of Ranger to get their own copies from the University of Utah. For those of us who worked in Yellowstone, I’m not sure that we were aware that saving choices was part of our task. I see it a lot more clearly now that I have read this essay. I hope current employees in Yellowstone are tuned in to this idea also.

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 and his wife, Kathy, live in Tucson, Arizona.

Paul Schullery. This book is an essay of the talk Schullery delivered on March 26, 2014, as a part of the continuing Wallace Stegner lecture series.


By Rick Smith
MEMBERSHIP APPLICATION: Association of National Park Rangers

- New Member(s)  
- Renewing Member(s)  

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

Name(s) ______________________________________________________________________________________________________________

Address ________________________________ City ______________________ State  _______________________ Zip+4 __________________

Home phone ____________________________ 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)

**ACTIVE MEMBERS**
- current & former NPS employees or volunteers
- Seasonal/Intern/Volunteer
  - Individual $45
  - Joint $85
- Permanent or Retiree
  - Individual $75
  - Joint $145

**LIFE MEMBERS**
- (lump sum payment)
- ACTIVE (all NPS employees/retirees)
  - Individual $1,500
  - Joint $3,000
- ASSOCIATE (other than NPS employees)
  - Individual $1,500
  - Joint $3,000

**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

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

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 ______

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

**TOTAL ENCLOSED:**

**4-LETTER CODE OF PARK / OFFICE WHERE YOU WORK ________ ________ ________ ________**

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

**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 https://aonpr29.wildapricot.org/Donate

**PAYMENT BY VISA OR MASTERCARD ACCEPTED:**

- Visa ______ MasterCard ______
- Card # ________________
- Expiration date ________
- Name on Account ____________________________

**RETURN MEMBERSHIP FORM AND CHECK PAYABLE TO ANPR TO:**

Association of National Park Rangers
P.O. Box 984
Davis, CA 95617

---

**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:**

Ann Dee Allen
rangermag.editor@gmail.com

---
Directory of ANPR Board Members, Task Group Leaders & Staff

BOARD OF DIRECTORS

President
Erika Jostad, Denali
(559) 335-2840 • perrincreek@gmail.com

Secretary
Colleen Derber, Washington Office
(410) 897-7645 • collderber@yahoo.com

Treasurer
Tom Banks, Olympic National Park
(508) 579-2521 • treasureranpr@aol.com

Immediate Past President (nonvoting member)
Stacy Allen, Shiloh
(731) 689-3451 • stacydallen@hotmail.com

Education and Training
Katlyn Grubb, Golden Gate National Recreation Area
(209) 262-7232 • kfg26@nau.edu

Fundraising Activities
Seth Tinkham, Washington Office
(571) 451-9627 • rangerinkham@gmail.com

Internal Communications
Cadence Cook, Gates of the Arctic National Park and Preserve
(858) 353-3231 • cadencechinle@gmail.com

Membership Services
Kate Sargeant, US Park Police
(360) 286-3416 • kathryn.sargeant@gmail.com

Professional Issues
Ken Bigley, Manassas & Prince William Forest Park
(432) 477-2804 • kbigley172@gmail.com

Seasonal Perspectives
Lauren Kopplin, Glacier
(469) 831-3258 • lauren.kopplin@gmail.com

Special Concerns
Wendy Lauritzen, Tallgrass Prairie
(580) 449-1132 • nprprangerwsl@gmail.com

Strategic Planning
Scott Warner, Retired
scott.d.warner@hotmail.com

TASK GROUP LEADERS

International Affairs
Blanca Stransky, George Washington Memorial Parkway
spicy_ranger@hotmail.com

Eighth World Ranger Congress 2016
Bob Krumenaker, Apostle Islands
bob.wrc8@gmail.com

Ranger Editorial Adviser
Kendell Thompson, Lincoln Boyhood
(703) 927-1029 • kendellthompson@gmail.com

BUSINESS OPERATIONS

ANPR Business Address
P.O. Box 984
Davis, CA 95617
anprbusinessmanager@gmail.com

Ranger Editor
Ann Dee Allen
(414) 778-0026 • rangermag.editor@gmail.com

Financial Operations
Tom Banks
(508) 579-2521 • treasureranpr@aol.com

See you at Ranger Rendezvous!
Oct. 21-25 | Asheville, NC
Details pg. 23