

RANGER

The Journal of the Association of National Park Rangers

Stewards for parks, visitors & each other

Vol. 29, No. 2 | Spring 2013

An NPS Uniform of a Different Color: Public Risk Management

Healthy Parks, Healthy People, US

Safe Adventures





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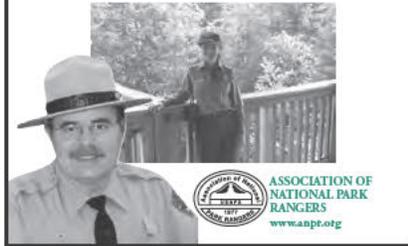
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We are looking for good articles/ideas in these areas:

- Philosophical/ethics discussion
- "News you can use" events from which we all can learn
- Topics of interest to park employees (i.e. housing)
- Travel of interest to park employees
- New technology/new ways of doing business
- Special places — discoveries you've made
- Photos, photos and more photos!

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

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ANPR Calendar

Ranger (Summer issue)

deadline..... April 30

Theme: Water Issues in National Parks

Ranger (Fall issue)

deadline..... July 31

Ranger Rendezvous XXXVI Oct. 27-31

Hilton St. Louis at the Ballpark

St. Louis, Missouri

Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with National Park Service employees of all disciplines; to promote and enhance the professions, spirit and mission of National Park Service employees; to support management and the perpetuation of the National Park Service and the National Park System; and to provide a forum for professional enrichment.

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

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

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Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401, 303-526-1380; fordedit@aol.com. Editorial adviser, Kendell Thompson, 614-406-9400.

Deadlines

Spring issue Jan. 31
 Summer issue April 30
 Fall issue July 31
 Winter issue Nov. 15

President's Message

We start the year with newly elected members of the board of directors and a new president-elect. I happily join all members in welcoming Erika Jostad (president-elect) Seth Tinkham (board member for fundraising activities) and Gannon Frain (board member for membership services) to their new roles of service on behalf of the organization.

In addition, on behalf of all members, I extend our sincere gratitude to Amy Gilbert and Ben Walsh for accepting their qualified nominations to stand election for president-elect (Amy) and board member for membership services (Ben). The expressed desire of each of these five members to serve ANPR in these capacities was equally heartfelt and praiseworthy from every member of the Association. Thank you, all.

The year begins with Rendezvous planning, initial brainstorming for ANPR to organize and host the Eighth World Ranger Congress in 2016, and continued progress on transcription of the oral history interviews conducted at Rendezvous XXXV in Indian Wells, California.

ANPR has signed a contract with the Hilton St. Louis at the Ballpark to host the next Rendezvous Oct. 27-31 in St. Louis, Missouri. Program coordinators are Mark Christiano and Tim Pagano. See page 21 for more details.

They have contacted members via email to solicit Rendezvous program concepts, ideas and needs. All members are encouraged to communicate to them at commentsRR36@gmail.com

about any program and activity ideas and desires you may have for this annual gathering. They need volunteers to assume key roles in developing and staffing the next Rendezvous,



so contact them directly to lend a hand. It truly takes a collective membership effort to plan, develop and conduct our annual professional conference, and everyone can play a role.

Information on making hotel reservations and Rendezvous conference registration will be forwarded to members by email, in *Ranger* and on ANPR's redesigned website.

I invite all members to spend time exploring and enjoying the new web format and congratulate our Association website editor Teresa Ford and board member Alison Steiner for their work in developing the new look. Teresa is in continual need for web material and photos, so please forward information, articles and photos that could be useful to the organization and her editorial needs.

We experienced a productive Fall Fund Campaign for the Association, and I thank members for the generous monetary donations to fund the work and business of ANPR (see page 24). We have made productive use of donated funds from the Rick Gale Fund and the Bill Supernaugh Scholarship Fund accounts, to support the NPS Oral History Project (Gale Fund) and 11 scholarships for Rendezvous attendance (Supernaugh Fund). I hope every member will join me in keeping these two funds in their thoughts for future donations.

The theme of this issue of *Ranger* concerns one of the primary missions of every national park employee — visitor safety and more specifically, the prevention of visitor injuries.

In our increasingly complex world, even with all the potential for shared information and innovation, visitors of all ages continue to suffer traumatic and often fatal injuries in our national parks. I hope you will discover meaningful and vital connections with the innovative methods in which Service employees throughout the agency are using technology to improve visitor safety in the parks.

Stacy D. Allen

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Lt. Jennifer Cheng-Dobson and Cmdr. Sara Newman of the U.S. Public Health Service and the National Park Service. NPS photo.

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Millions of park visitors every year enjoy the natural and cultural wonders we preserve and maintain throughout the National Park System, leaving with fond memories of their experiences.

However, a relatively few but still significant number of visitors — an average of 15 people daily — are seriously injured in parks. Every week nearly three people die from a recreation-related accident.

Of our 398 national park areas, the majority of these incidents occur in the 100 or so units where we have the highest number of visitors and offer the greatest range of outdoor recreational activities, including hiking, biking, swimming and boating.

The three leading causes of accidental deaths are drownings, motor vehicle crashes and falls. We know more about the fatalities because NPS policy (Director's Order 9) requires that parks report fatal incidents, including the details. Fatalities are only the tip of the iceberg.

We don't know as much about nonfatal injuries. At the end of every fiscal year, parks report the number of serious injuries to the NPS Office of Strategic Planning, but the report doesn't include details. While we know the total number of reported injuries in all units (approximately 6,000 on average every year), we don't know the cause, location, time of day or year, nor the kind of injury. We also lack details about the person injured, including the gender, age or language spoken.

We know little about the environment. Was the road slippery, was there debris on the trail, was the weather bad? If available, information on these and other key factors would help parks target their prevention efforts to certain times of year, days, locations or populations. A new NPS reporting system to collect incident data — the Incident Management and Reporting System, or IMARS — is scheduled to be fully implemented in 2013 and could help us gain greater insight into the injuries. Until IMARS is in full swing, gaps remain.

To address this, Lt. Jennifer Cheng-Dobson is responsible for gathering, analyzing and translating visitor injury data into meaningful information that help parks understand their visitors (see page 16). This enormous undertaking can't be done by one person alone. Past data that parks have filed away won't be captured when IMARS is implemented. With resource demands like this in mind, several years ago we came up with a low-cost idea to expand the ability to gather and analyze data and assist parks to target their prevention efforts: a public

Promoting Safe Adventures in Our Parks

An internship program helps to gather data, brings park staff together to create and implement a risk assessment, and provides guidance for a park safety plan.

risk management internship program.

The idea was sparked in 2007 after a visit to Virgin Islands to discuss visitor safety-related issues. We discussed how the park's case incident reports could help staff pinpoint the where, when, who and why of incidents. When we talked about conducting a risk assessment to identify key high-risk locations, I recommended that the park draft a safety plan to guide their injury control efforts and identify roles and responsibilities for implementing an injury prevention program. I explained how these efforts could serve as first steps to help park staff cut down on drownings, water-related injuries and hiking-related incidents (slips, falls and dehydration).

The superintendent invited me to spend three months at the park to undertake this effort. Instead, I offered to find a graduate student with the needed skills. In partnership with the Student Conservation Association, I found an excellent candidate, Ekta Choudhary. I traveled to her university to train her before sending her to the Virgin Islands to take on the task (see page 15).

Ekta's work exceeded all expectations. Her excellent analytic and presentation skills, her ability to work with a range of staff and bring divergent viewpoints together, and her fresh look at longstanding issues to identify innovative solutions were astounding. In a short time she identified a mechanism for gathering data, brought park staff together to create and implement a risk assessment, and provided guidance for a park safety plan. The risk assessment she created became part of the NPS 50C Reference Manual.

Initially Ekta wasn't comfortable engaging with nature. She had little desire to dip her toes in the warm, inviting waters or to hike the

trails. I urged her daily to get out of the office to experience the natural wonders around her — but she was in her comfort zone indoors under reams of paper.

Ekta called one day more excited than I had ever heard. She finally swam, snorkeled and experienced the treasures of the park. It changed her, just like a park experience changes all of us. In addition to gaining a new love for our parks, Ekta's career also blossomed following her experience. She earned her Ph.D., was hired by the Centers for Disease Control and Prevention in a permanent position, and since the internship has collaborated with our office to undertake a study at the Grand Canyon on heat illness.

This internship experience not only offers parks a low-cost, high-impact resource to address a myriad of injury prevention issues, it provides hands-on experience to hone professional expertise, enhances personal growth, and builds stewardship and love of our parks.

This beginning effort evolved into a full-scale program with SCA that had trained and placed 50 interns in three- to six-month, injury prevention projects in parks around the country. Parks cover the cost of the stipend and housing, our office covers the cost of an intensive weeklong training before interns get to their sites, and together our staff and a park supervisor provide technical and supervisory support to ensure a successful, productive experience.

In these pages of *Ranger* you can read the stories and learn about the experiences of several interns and their supervisors. While taking on challenges that advanced their own personal and professional growth, each of the interns brought energy, fresh perspective, compassion, new ideas and sustainable initiatives that

Intensive Training

One of the key features of the Public Risk Management Internship Program has been an intensive weeklong training before interns embark on their park adventure.

This training has been held in parks and training centers. The concepts and tools the interns gain in the training is essential to the success of their internship.

The training takes months to design and prepare because we cater it to the work the interns will do in parks. On the first day interns learn about the National Park System, including its history, organization and structure. Then we jump into the meat, which includes topics such as injury epidemiology, the strategies of injury prevention, data gathering and analysis techniques, risk communication and risk assessment. Other topics include cultural competency and tort liability.

In a past training Aeries provided a daylong certification for interns in wilderness medicine essentials. Last year a unique



Interns in 2010 attended training sessions at Prince William Forest Park.

feature of the training was “Injury Prevention Apprentice” in which the students had to apply everything they learned during the week into a one-day, injury prevention assignment. They gave group presentations on how they would

address an injury at a particular park.

While the training is exhausting, it is one of the most essential parts of the internship experience. □

All photos in this special section provided by the NPS

benefited our parks.

The internship has also built lasting partnerships between our program and the many committed staff throughout the NPS who have invested time and energy in these young people to provide a meaningful experience for them, and have continued to work with us to refine their programs and target their prevention efforts.

While we can't prevent every injury, I hope our efforts enhance visitor experience and continue to provide safe adventures for the millions of visitors who come to enjoy our country's greatest treasures. 🏠

Dr. Sara Newman is a commander with the United States Public Health Service and has been with the National Park Service since December 2006. She currently serves as the acting chief of the NPS Office of Risk Management providing overall management support for the Occupational Health and Safety Program, the Operational Leadership Program and the Employee Wellness Program. She also directs the Service's Public Risk Management Program. Previously she was a special adviser to the deputy assistant secretary in the Office of Public Health Emergency Preparedness at the Department of Health and Human Services, and a senior epidemiologist with the Department of Homeland Security where she managed the agencies disease surveillance and infection control programs. She lives in Arlington, Virginia, with husband David and three daughters.

Public Risk Management Program Visitor Safety Interns

2009

Luke Hamilton, Cuyahoga Valley
Patrick Craven, Devils Postpile
Karli Kegerreis, Gateway
Matthew Phillips, Death Valley
Andrew Romaner, Delaware Water Gap
Sonia Lazreg, Golden Gate
Jen Mall, Indiana Dunes
Laura Rickard, Mount Rainier
Dimitri Antonelis-Lapp, Olympic
Ray Colletti, Richmond
Sean Gavaghan, Saratoga
Ekta Choudhary, Virgin Islands
Sarah Bowman, Virgin Islands
Andrew Eaton, Washington Office
Amanda Ellis, Yosemite
Nathan Wildt, Yosemite

2010

Hiro Takeda, Chamizal
Mike Rodriguez, Delaware Water Gap
Dan O'Brien, Gateway
Christina Brennan, Glen Canyon
Stepanie Chalifour, Grand Canyon
Charles Opalak, George Washington Memorial

Doug Gardiner, George Washington Memorial
Beth Borkowski, Lassen Volcano
Claire Marchetta, Washington Office
Patricia Pegram, Washington Office
Caitlin Dowling, Wrangell-St. Elias

2011

[REDACTED]
Brian Werner, Chesapeake and Ohio Canal
Susan DeSessa, Golden Gate
Beth Porter, Great Falls
Emily Vuxton, Great Falls
Howard Gordon, Lake Mead
Molly Simmons, Washington Office
Andrew Wallace, Yosemite
Nicole Ulacky, Zion

2012

Anne Harrell, Cape Cod
Brittany Rosen, Rock Creek
Juliana Pugmire, Sequoia and Kings Canyon
Lisa Schaller, Washington Office/Geohazards
Manrui Zhang, Washington Office
Melissa Leventhal, Organ Pipe
Wren Haaland, Yosemite

Revealing the Truth about Those at Risk of Injury

By Juliana Pugmire

I picked up my radio and shimmied down rocks, slick with moss and water, to peer over the edge of the waterfall. Please be OK, I thought.

What steps might I have to take to initiate a park EMS response? Two intoxicated men turned to me with an unsteady thumbs-up signal. I could breathe again.

I continued watching until I saw a man in the water below, both conscious and mobile. Only seconds before, he attempted to cross a chute of water coursing above the waterfall. He went down fast and had a rough, albeit incredibly quick trip down a powerful natural water slide before being spit out at the bottom.

I looked around me. It was Sunday at the Kaweah River with sun shining hot on the cool water. The river sent out its siren call on these triple-digit hot weekends. There were crowds of people with beer-filled coolers lounging on rocks, soaking in pools and cliff jumping. I had spent the last two hours doing visitor observations. It had taken at least that long for my stomach to stop dropping every time I watched an 18- to 25-year-old male I had seen drinking all afternoon, take a running leap off a cliff, flip or dive, and land in the water below in an area that was unforgiving in its length; dive too far and you landed on rocks, dive not far enough, same story.

Why was I doing visitor observations at the Kaweah River in Sequoia National Park? I had finally and recently finished my doctorate in epidemiology at the University of Arizona. Most importantly, I had my explanation of epidemiology down pat. No, I am not a skin doctor. The root of the word is *epidemic* and I study diseases in populations. Tucson, in all her desert charm, had been good to me but it was time to adventure again. An opportunity to live and work in Sequoia and Kings Canyon doing injury prevention epidemiology under the NPS's Public Risk Management Program proved an irresistible opportunity. After many grueling hours consumed with dissertation, I was thrilled to be headed for the great outdoors in a park famous for its giant trees and located in the stunning Sierra Nevada mountain range.

The purpose of my job was to understand visitor injury and



fatality through data collection and analysis, and communicate findings and recommendations to park staff so they can apply that information to reduce visitor injury in the park. Who was getting injured in the park? Where was it happening? What were park visitors doing when they got injured? I have heard epidemiologists referred to as the disease detectives of public health. This is an apt description of our work.

As I shared my upcoming assignment with friends, many of whom also work in public health, I got this playful and facetious advice from a couple of them: "You don't even need to collect and analyze data. Backpack and hike and play all summer. At the end all you need to say is this: 'If you are male between the ages of 18-30, *do not* do what you are about to do.'"

Indeed, I had heard this same "truth" before: that it is young adult males getting hurt in national parks. Conducting visitor observation at this popular river spot certainly made it seem like it would be young adult males getting injured. I found through interviews with park staff, they too identified young adult males as being at higher risk of injury than other demographic groups.

It took two months to clean and code a 648-observation working dataset from 2008 to 2010 to get it ready to analyze. The analysis is the real fun, and you get some surprises along the way. And what was the big Sequoia and Kings Canyon surprise? In this park during this time frame, injuries are almost evenly distributed among men and women, young and old.

Organizations, both private and governmental, are moving toward data-driven approaches to design policy, improve program effectiveness and allocate resources. The NPS is no exception.

It was wonderful being a part of this effort for a season, getting to apply epidemiologic methods to a new type of public health issue, and working with the people that protect and preserve my beloved national parks. It is my wish that park visitors and staff stay safe and healthy while enjoying our national treasures. 🏕️



Juliana Pugmire

Dr. Juliana Pugmire was a visitor safety intern at Sequoia-Kings Canyon in 2012 upon completing her doctoral degree in maternal and child health epidemiology from the University of Arizona.



Bicycle Safety at Cape Cod

Two Perspectives — Ranger and Intern

By **Nicole Brooks Taylor, Ranger**

Originally built in the 1960s, most of Cape Cod's 11 miles of bicycle trails are steep, narrow and winding. They are central to the visitor experience and provide access to some of the most popular seashore features, including the coastal dune system of the Province Lands.

Bicycle crashes have consistently been Cape Cod's No. 1 visitor accident throughout the years. There has been one death and more than 125 documented major accidents with injuries, including flight-for-life rescues. In an effort to reduce these visitor accidents, Cape Cod participated in the Washington Office's Public Risk Management Internship Program for the last two years.

Interns are well-trained, motivated and skilled in addressing visitor safety and prevention. They assisted Cape Cod in reducing bike accidents, and have provided bike safety education and outreach to visitors.

Our visitor safety interns have made tremendous impacts. They input injury data into the Visitor Injury Database System, created forms to better track and summarize bicycle accidents, identified accident trends, proactively identified creative strategies to address problem areas,

created and installed safety signage, conducted targeted safety interactions on the bike trails, and worked with community partners to host bike safety events throughout the summer.

The database has been a valuable tool in determining priorities for addressing bike accident causes. This database includes pertinent information for each injury entered, such as activity, environmental conditions, cause of injury, nature of injury, body area and outcome (fatal and nonfatal). Data from park accident reports (2005-11) were analyzed to determine the most current demographics and statistics concerning bike accidents at the park.

Prior to using this database, the park knew that bike accidents were happening, but we didn't have a clear understanding of the key area(s) and location of the injuries. The results showed that most bike accidents occurred among females ages 45-54 between noon and 2 p.m. on Sundays in July and August on the Province Lands Bike Trail. The results also showed that the three most common causes for bike accidents were excessive speed, inexperience/operator error and distraction. In addition, the data showed where most of our accidents occurred on each trail. The results enabled us to see who, what and where to

target in order to reduce these accidents. As an added benefit, the results disclosed loopholes in past park accident data collection, which have since been corrected by updating park tracking mechanisms to get to the root of the accident cause and obtain GPS coordinates to locate the exact accident scene.

It's important to understand the demographics and statistics concerning bike accidents. We also need to learn about visitor behavior, attitudes and knowledge in order for the park to provide more targeted safety outreach to prevent bicycle accidents and enhance the visitor experience. The VIDS-trained interns were the catalysts needed to take the park to the next level to understand and address visitor bike accidents.

Cape Cod will continue to update and maintain the visitor-injury database to establish trends, and continue to sponsor bike safety days with local bike shops and organizations. Cape Cod also will increase visitor contacts by forming a volunteer bike ranger program, install bike safety kiosks at visitor centers, create live action footage of the trails that can be accessed through the park's website, and install speed reduction devices on bike trails.

(continued on next page)

By Anne Harrell, Intern

During my summer at Cape Cod in 2012, I worked on an education and outreach initiative to reduce the number of bicycle accidents that occur at the park.

The park has three paved, multiuse bicycle paths that provide access to the beach and recreation to visitors. Accidents on the trails are the No. 1 cause of visitor injury at the park.

When I first arrived I was unaware of the monumental task that lay ahead of me. Even though everyone was welcoming and open, I still was overwhelmed by the amount of knowledge I needed before I could make a difference.

I began with a literature review and researched everything I could find about bicycling on multiuse paths in the United States, specifically in other park settings. I wanted to have a sound understanding of the whole picture before I jumped in with designing programs to address the issue. It's best to have this basis, especially when you are coming in from an outside perspective.

Another major aspect of my research included learning about the park staff. I spoke with employees from maintenance, natural resources, administration and law enforcement to gain a better understanding of the specific issues they faced. I heard multiple perspectives on the issue. This was important because it gave me insights into the different schools of thought and insights into what might be possible and acceptable to employees.

My next step was to look at the existing park data to learn the "who, what, where, when, why and how" of the accidents. The best solutions come from data-based initiatives. Before I began thinking about ways to prevent accidents on the trails, I needed to know everything I could about the accidents that occurred. I had access to the visitor injury database and a report written by [REDACTED], Cape Cod's summer intern in 2011. She had entered and analyzed more than 400 accidents at the park from 2005-11. These data provided me with an understanding of the basic profile of

accidents on the trails. I was able to determine exactly where on each trail the accidents had occurred, the frequency of accidents throughout the year and throughout each day, along with a basic demographic profile of the victims. I was in data-geek paradise.

After completing my background research and reviewing the data, I was ready to get into the real "meat and potatoes" of my project. I rode each trail several times to understand what the visitor was experiencing. I walked the trails, took pictures and made notes. Through my research and field work, I had determined that most accidents could be categorized this way: accidents due to inexperience in bicycling and accidents due to excessive speed on the trail. I decided that my project interventions would focus on controlling speed, increasing awareness of safe biking practices and increasing awareness of trail difficulty levels.

At this point I was ready to begin the planning process. I was interested in addressing the issue with three basic strategies: designing targeted safety messages in multiple mediums, implementing outreach initiatives with visitors and initiating partnerships with local community organizations and vendors. With the help of my supervisors and advisers, I designed two signs to be placed along the trails. One warns visitors to control their speed before an upcoming hill, and another keeps count of the number of bike accidents that have occurred on the trail since the beginning of the year.

I organized two bike safety events attended by over 300 visitors. More than 100 helmets were given away at each event. We displayed educational posters and gave interactive demonstrations to help children understand the fragility of the human brain, and the im-



Nicole Brooks Taylor and Anne Harrell

portance of wearing a helmet and using other bike safe practices.

I also reached out to local bike shop owners to involve them. Local shops provided bike mechanics to perform free bike safety checks. They also gave away other products, such as bike lights and gloves. These successful events will be continued and expanded each year by the Cape Cod team.

This is a glimpse of our accomplishments. The bike accident reduction initiative continues at Cape Cod. Effects of the implemented solutions won't be fully understood until after this summer when data can be collected to determine the reduction in bike accidents. However, it's clear that a multidisciplinary, data-based approach is instrumental in developing a clear solution. 🚲



◀ [REDACTED] Linda Degutis, director of the CDC's National Center for Injury Prevention and Control. Degutis attended one of the park's bike safety events while vacationing at the seashore. "Our national parks are an important resource and provide many people with the opportunity to be physically active while enjoying and appreciating their natural surroundings," she said. "I am especially pleased to see the efforts of the NPS focusing on safe use of bicycles in the Cape Cod National Seashore. We want to make sure that everyone has the chance to enjoy the park safely."

[REDACTED] Anne Harrell was a Public Risk Management Program visitor safety intern in 2012 at Cape Cod. She is a student in the master of public health program at the University of Louisville and will graduate this May.



Rescuers carry a litter down the trail in Yosemite.

The Personal Side of Visitor Injury Data

By Wren Haaland

After a few weeks in my intern position at Yosemite Search and Rescue (YOSAR), I started to notice a certain look of exhaustion that would creep over rangers' faces when they talked about the 2011 season. The large number of deaths and stressful recovery situations surely took its toll on the people with the closest involvement in the situations.

By contrast, the uneventful summer of 2012 was starting to make me concerned that I was missing out on a key component of the YOSAR experience. Even though I'm a graduate student rather than a park ranger, I loved being associated with the YOSAR team. I wanted to feel the rush of an emergency situation and watch the whirlwind of activity come together to successfully manage an incident.

The Public Risk Management Program internship brought me to Yosemite to work

with the park's Preventive Search and Rescue (PSAR) program. I had just completed my first year of a master's in public health at the University of Washington and was eager to combine academic training and outdoor experience in the best summer job imaginable. The internship would involve studying visitor injury data and spending time on the trails doing PSAR outreach with hikers. It was a perfect fit for my interest in injury epidemiology, the study of how injuries are distributed in the population and their causes.

One aspect of YOSAR that I watched with particular interest was the role of the family liaison. I was intrigued by the privilege and responsibility to provide a human face to what may otherwise seem like a cold and uncaring institution. Near the end of my season, one of the YOSAR family liaisons offered me the opportunity to assist on her next assignment. I was curious about what that experience could

be like. I had some peer counseling training, but my experience ran more along the lines of friend mediation and academic troubles than grieving family members. I awaited the opportunity to learn more.

The day came a few weeks later. I was sitting at my desk at the SAR cache when the announcement came over the radio: reports of two children swept away in the Merced River. The boys were wading with their family near the Vernal Fall footbridge on the heavily used Mist Trail when they became caught in the river's current. Rangers began storming into the cache almost immediately, and I was quickly pulled into the response.

Other rangers arrived on scene by the time we made it to the trailhead, shouldered our packs and began up the steep trail. After a few minutes, we found the scene where one of the boys had been pulled from the river, down a steep embankment from the trail. We



Wren Haaland

scrambled down and I found myself assisting with one of the few roles to which I fortunately could make a contribution: escorting the father of the drowned boys away from the scene to allow the rescuers and searchers to do their work.

I felt a rush of pride to be entrusted with this task, and I was thrilled that my YOSAR moment had arrived. The feeling quickly turned to fear once I realized that no experience could have prepared me for the moment of facing a father who had just lost his children.

Moving the father away from the scene was my first priority. He told me emphatically that he had no intention of leaving his son, but we were able to compromise on a move a little ways along the trail. We sat on a log facing the water and watched the current. I worried that my lack of words would create awkwardness, but I thought back to my counseling mentors and resisted the draw of speaking just to fill the space. He spoke eventually, expressing his fears and grief. I offered affirmations to show that I was listening and attempted to convey empathy in every way possible.

Periodically we caught glimpses of personnel searching upstream from our location. The father was able to surmise that one son was still missing and the poor chances of survival that entailed. He asked me several times to tell him the truth about his son who had been pulled from the water. I could see the pain in his eyes through the cloud of his tear-stained eyeglasses and evaluated my options. I knew a good outcome was unlikely, but I had turned my radio volume low and didn't have a current report. While I wanted to be

truthful, I couldn't bring myself to verbalize what I knew to be likely, instead resorting to claims of ignorance. He seemed to understand the gravity of the situation and we agreed to move upstream to join the rest of his family to receive an update.

On the way we encountered two paramedics making their way back to the ambulance. The paramedics and I exchanged apprehensive looks and finally one addressed the father. The paramedic confirmed that he was the father of the boys, then stated simply yet compassionately, "I'm sorry to tell you this, sir, but your son has passed away." Contrary to the reaction I was steeling myself for, the father calmly thanked them for their efforts and turned to continue walking. When we arrived back at the footbridge where the rest of the family was waiting, I stepped aside to give them space. When the family liaison returned I was reassigned to trail block duties.

For the next several days I monitored developments in search activities for the remaining boy. I felt compelled to be present when he was located and recovered, as though I had a responsibility to the father to see the incident to the end. I finagled a role as public outreach provider on trail for the intensive search days. On the day of the recovery I made sure that my trail block post would be closest to the site of the activity. In what was simultaneously my dearest hope and worst fear, the trail block personnel were asked to do the carryout. Eight days after my involvement began, I was able to close out the last remaining aspect of the incident.

Accompanying the YOSAR team in the drowning helped remind me of the personal side behind the injury and fatality data that we deal with in the field of public health.

As Sir Austin Bradford Hill, a pioneering epidemiologist, is quoted, "Health statistics represent people with the tears wiped off."

Data- and research-oriented people like me can at times lose sight of that truth. I am grateful to have been allowed the opportunity to play such an intimate role, and I hope that I was able to ease even a small amount of suffering for the boys' family. 🏠

Wren Haaland is a graduate student in the School of Public Health at the University of Washington. In addition to contributing to PSAR field operations, she performed detailed and new analyses of existing search-and-rescue incident data.

The Urban Challenge

Two perspectives on trail safety

Visitor safety interns Charles Opalak, George Washington Memorial Parkway, and Brittany Rosen, Rock Creek Parkway, recount their discoveries, challenges and experiences of working in urban parks in the District of Columbia and Virginia areas. Both graduate students in public health, they applied their skills and knowledge to help reduce incidents on the park trails.

The interns faced the challenges of collecting accurate data, fostering interdivisional relationships, embedding safety messaging in park programs, and identifying opportunities to integrate the three E's (engineering, enforcement and education) into prevention strategies.

By Brittany Rosen

When it comes to safety of employees and visitors, urban parks are a different beast than the more iconic parks like Yellowstone and Yosemite. Rock Creek, in the center of Washington, D.C., exemplifies this challenge.

A visit to Rock Creek means that one minute you are in dense traffic and the next you are transported into a serene landscape in the middle of the wilderness.

One of Rock Creek's unique features is the high number of daily commuters using the parkway, particularly near the National Zoo. It is not surprising that motor vehicle crashes continue to be a leading cause of visitor injury but they are not the only incidents contributing to visitor injuries.

Bike crashes are also a problem. Rock Creek has a multiuse trail shared by a mix of bicyclists, runners, joggers, walkers, dog walkers and families. This adds to the complexity of addressing trail safety. The biggest challenge is getting these diverse users to understand and adhere to the rules of the trail, such as staying within the speed limit when biking, proper signaling when passing, or staying to the right of the trail to allow faster users to pass.

This is not easy when users are competing for use of the trail or get in one another's way. When users are commuting or in a rush to get



George Washington Memorial Parkway's Mount Vernon Trail

to their destination, often they forget (or are unaware) that they are in a national park.

Persuading visitors to adhere to rules of the trails or rely on protective measures is also tricky. It seems that runners blame cyclists for not signaling, and cyclists blame runners for wearing headphones and not hearing signals. Rock Creek started to combat this by adapting methods used on the Mount Vernon Trail. Stickers and flyers with information using animals instead of cyclists or runners avoided blaming and alienating either group, but provided awareness of issues on that particular trail (blocking the trail, making noise before passing, staying on the right side, using a safe speed).

The most important part of this behavioral change involves self-awareness. People on the trail often don't know that they are engaging in dangerous behaviors. Rock Creek organized a Trail Safety Day in August 2012 in order to connect with the visitors and disseminate safety information. The information was important, but visitors most appreciated the direct contact with rangers and volunteers. Visitors' comments indicated that they preferred this over the less personal email correspondence. One visitor suggested including safety information

in ranger programs by combining interpretation with safety to reach more people.

Our Rock Creek project stretches much farther than urban parks and bike trails. Success here provides possible solutions that could be worked into parks nationwide. Each unit has its unique safety issues, but all parks have one thing in common — uniformed park rangers. As more uniformed rangers begin integrating safety information relevant to their area into their programs, some behavioral safety problems could be removed entirely. It is impossible to reach every visitor every day, but beginning the culture of safety with the most important part of the National Park Service, the rangers

Three E's

- ▶ Engineering
- ▶ Enforcement
- ▶ Education

who interact with visitors day-in and day-out, is a leap in the right direction.

By Charles Opalak

I paid little attention to the built environment before beginning my internship. I had never thought about how the availability or the lack of trails affects behavior, and how the trail's design dictates its safety. I began my visitor safety internship at George Washington Memorial Parkway's Mount Vernon Trail in summer 2010 under ranger Georgeann Smale's guidance and supervision.

The trail is located alongside the Potomac River and runs for 18 miles on its southern bank from George Washington's Mount Vernon Estate to Arlington, Virginia. Its paved surface averages 8-10 feet wide, crosses several roads and sees an estimated 200,000 users a year. Along with another safety intern, I was assigned the mission of discovering and ameliorating trail hazards that put users at risk.

I was taught that a good program rests upon the public health model of research and refinement, and that implementation of injury prevention consists of the three E's: education, enforcement and engineering. Before applying the 3 E's we needed to know the problem.



Rock Creek Park

We started a large-scale, data collection effort to include both a numerator and denominator. We needed to know the number of injuries occurring (numerator), but also the number of total users (denominator) so we could know how many people were at risk of injury. To get our numerator data, we began an aggressive outreach program to the Arlington County Police and Fire Departments, the Metro Washington Airport Authority EMS, the Fairfax Country Fire Department, the U.S. Park Police and the Alexandria Transportation Department. Over the course of the summer we collected more than 200 crash and injury reports from 2006-10.

In order to gather data about the number of trail users (our denominator), we installed a series of eight counters along the trail in collaboration with the Natural Resources Division at the parkway. After installing the counters, we calibrated them so that they would count each user no matter how slowly or quickly they were traveling.

By analyzing the data, we learned that incidents were clustered in certain areas. These findings brought me around to my original

thought about the built environment. It became apparent that trail intersections and road crossings were putting our users at an elevated risk. We then conferred with the parkway's civil engineers to find engineering solutions to these inherent risk factors. We knew that engineering was not the only solution.

Education was critical. Therefore, we expanded the educational component on the Mount Vernon Trail by organizing a Trail Days event promoting safe practices and consideration for others on the multiuse trail. This consisted of a trailer packed with tents, tables, water and various trail safety materials that we could set up anywhere along the trail. We spent one weekend a month at different locations interacting with visitors and encouraging safe practices. This was a great experience not only because we promoted safe behavior but because we learned about public perceptions and adjusted our own accordingly.

I learned a great deal and will never look at a street in the same way again. I look at whether or not there are bike lanes, sidewalks, blind corners or windows overlooking the passageways — all with an eye to safety elements.

As I look around the cities I pass through, I find that they were poorly designed for pedestrians and cyclists, and I recall the rangers who were working hard to educate users and make the built environment safer for its more vulnerable users. I also learned that even when initiatives are in place, data should be gathered in an ongoing fashion in order to revise and update existing programs to continue to identify and address blind spots. 🚶

Brittany Rosen worked as a visitor safety intern at Rock Creek Park in Washington, D.C. She worked to collect visitor injuries, observe visitor behavior and activities on the Rock Creek Park trail, and organize events such as Trail Safety Day.

Charles Opalak was an intern in 2010 at George Washington Memorial Parkway. He extended his internship for a year, and his park project became the focus of his master's thesis. He now has gone on to medical school.

Surveys & Stratovolcanoes

In support of
social science research
in national parks

By **Laura N. Rickard**

Proudly sporting the Student Conservation Association garb as a high school and college student, I had built trail at Cumberland Gap, eradicated leafy spurge at Devils Tower and driven an ambulance in Yellowstone's Tower region.

Many years later, as a graduate student at Cornell University, a fortuitous conversation led me to Dr. Sara Newman who had initiated planning for the inaugural Public Risk Management Internship Program in 2009. Swimming in the readings and problem sets that had, thus far, defined my graduate school experience, the mention of SCA and national parks was like coming to the surface for a much-anticipated breath. I was relieved and enthusiastic at the prospect of pursuing one love, the study of communication, in the context of another, working in the national parks. I spent summer 2009 and winter-spring 2011 as an intern at Mount Rainier conducting social scientific research.

Why use social science to study safety? That visitors continue to be injured and killed in our parks is perhaps reason enough to direct attention to safety. Investigating root causes of incidents and piecing together trends from these individual occurrences keeps the injury epidemiologists and safety scientists at the



Laura Rickard at Mount Rainier

National Park Service busy.

At the same time, many of these unfortunate instances, with their unique circumstances and iconic settings, lead them to be newsworthy. Media coverage can amplify public perception of certain park hazards and even attract unwanted scrutiny of the park (see Endnotes). As an academic with interests in risk and health communication, and also as a former NPS volunteer and emergency medical technician, safety interests me on multiple levels. As a Mount Rainier public risk management intern, safety in the context of both public health and public communication drove my research. For instance:

- How do Mount Rainier staff relay information about park risks to the public during face-to-face interactions?
- What do visitors take away from these interactions, and how might they draw on them to form risk perceptions and make

behavioral decisions?

- How do park visitors perceive, manage and evaluate park-related risks?
- When a park visitor is injured or killed, who (or what) is perceived as responsible?

Below is a vignette of my research to illustrate how answering these types of questions can provide useful information to park managers.

Given its proximity to densely populated urban areas, Mount Rainier attracts 2 million visitors each year, many of whom visit the park on a whim rather than on a planned vacation. As one backcountry ranger told me, "... it's a billboard when the mountain's clear and you're in Seattle."

Whether they are heading to a high elevation glacier or a visitor center around the corner, how do these individuals access the information necessary to understand and navigate park hazards? Unfortunately, limited

research has examined the effectiveness of the channels or message format of the “formal” risk communication, such as pamphlets, road signs and interpretive exhibits, we often see in parks. Moreover, research has never before involved studying the ubiquitous, unscripted interactions between visitors and NPS staff — “informal” risk communication, such as during interpretive programs or on the trail.

Using interviews with park employees and observations of their interactions with visitors, I examined how park staff rely on heuristic cues (intelligent guesswork), developed through their experience interacting with public audiences, to evaluate visitors. This is the so-called proficiency profiling. As my interviews and observations made clear, staff use these assessments as a basis for either encouraging or discouraging visitors from participating in inherently risky recreational activities.

While many employees thought that visitors should assume personal responsibility for their own safety, they also routinely told stories in which visitors appeared as deficient: lacking the clothing, skills or common sense to act appropriately in a national park. Profiling, then, represented a relatively quick, inexpensive route

to reading a park visitor and to avoiding certain disaster. The woman with the high-heeled sandals heading for the trailhead, for instance, would not be suitably equipped for an all-day hike and should be warned accordingly.

Such an act is not without implications, of course. Serious ethical issues, such as the potential for proficiency profiling to lead to inaccurate judgments or to perpetuate certain visitor stereotypes, are within the realm of possibility. Given these potential shortcomings, should park employees still rely on these cues to make assessments of visitors? Do the benefits (rerouting a proposed itinerary) outweigh the potential drawbacks (misconstruing or disempowering a visitor)?

In an article we published in *Environmental Communication: A Journal of Nature and Culture*, Dr. Newman and I, along with my Cornell professor, Dr. Katherine McComas, concluded that proficiency profiling:

“... represents a beneficial risk management tool, especially when considering the high-risk scenarios and potentially tragic outcomes associated with some park settings. Relying on intuition developed through experience to pinpoint ‘red flags’ allows staff to

intercept visitors with unreasonable itineraries or in inappropriate preparation, thus potentially preventing injury (See Endnotes).

As we make decisions about which risk management strategies to add, maintain or even remove from our arsenal, social scientific studies can help. My internships at Mount Rainier, which set the stage for a safety-oriented dissertation project involving employees, visitors and volunteers at Mount Rainier, Olympic and Delaware Water Gap, convinced me that social science can explain how individuals perceive landscapes, size up others, make recreational decisions, and attribute responsibility for safety, among myriad other things.

With initiatives such as Healthy Parks, Healthy People encouraging more—and diverse—Americans to visit our parks, these explanations can assist in our efforts to understand and reach diverse audiences.

I end this reflection by mentioning former Mount Rainier law enforcement ranger Margaret Anderson (Feb. 2, 1977- Jan. 1, 2012). While at Mount Rainier, I had the pleasure of interacting with Margaret daily. As the park’s emergency medical services coordinator, she took visitor and employee safety seriously, and my understanding of the topic grew from our numerous and lively conversations. I hope that, in some modest way, my research at Mount Rainier and within the NPS more widely, supports Margaret’s memory by contributing to the goal of safety in national parks. 🏕️

Endnotes

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Dr. Laura Rickard, an intern at Mount Rainier in 2009, continued her work with the Public Risk Management Program in risk communication and visitor injuries. She also worked with Olympic and Delaware Water Gap in better understanding visitor injuries in the national parks.

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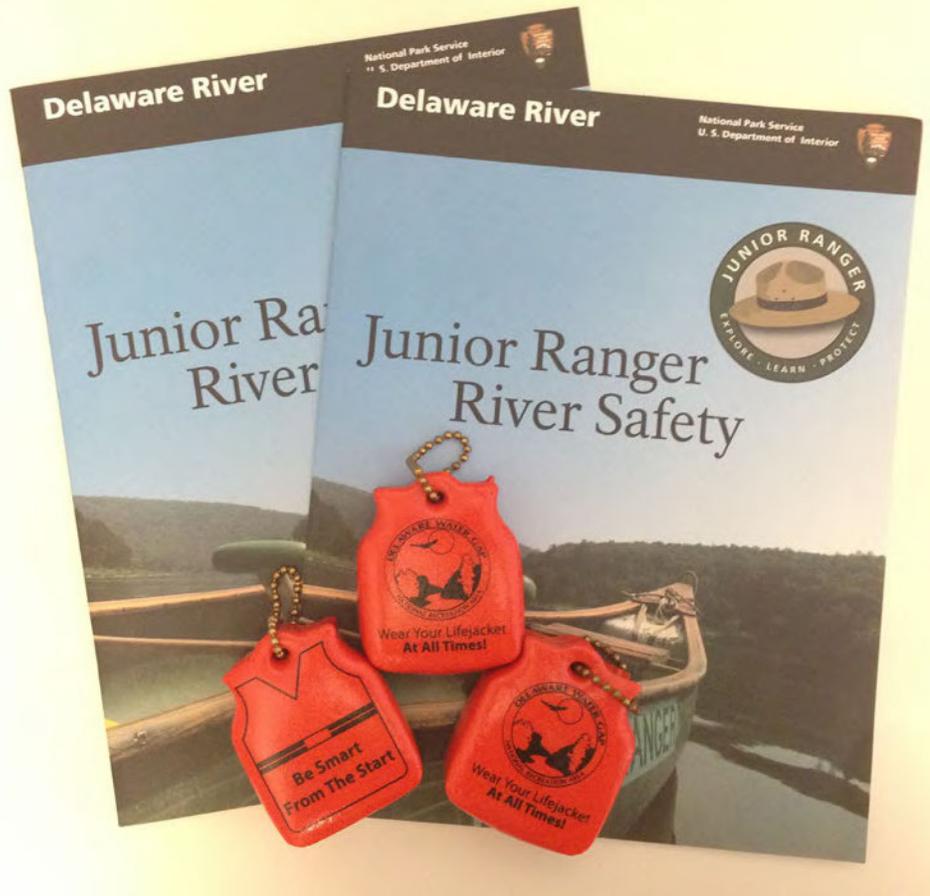


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Effective visitor safety initiatives find success through collaboration

By Joe Hinkes, Upper Delaware Scenic and Recreational River

More than 100 miles of the Delaware River flow through three units of the National Park System: Upper Delaware Scenic and Recreational River, Middle Delaware Scenic and Recreational River, and Delaware Water Gap National Recreation Area.

Since 1980 there have been 122 drownings in the Delaware River, tributaries, lakes and other bodies of water within these park units. In 2011 alone, there were five drownings at the Upper Delaware. With assistance and guidance of the NPS Office of Risk Management and support from the Northeast Regional Office, in 2012 we collaborated on a scientifically based, water safety initiative aimed at reducing fatalities in the units.

Prior to 2012 the parks had in place a variety of water safety education and outreach programs and had undertaken a review of incident data to develop an incident mapping program

using geographic information systems. Analysis of incident data indicated that the majority of victims were from the greater New York City metropolitan area. More than 90 percent were males between 27-30 years old. The majority of fatalities occurred while swimming. However, Upper Delaware also had a significant number of boating related fatalities. There were zero fatalities in the parks when a properly fitted life jacket was worn.

In 2008 and 2009 Delaware Water Gap participated in the Public Risk Management Internship Program, hosting an intern who researched, developed and tested a new messaging program designed to educate visitors about the dangers of attempting to swim across the river. In 2009 signs with these messages were strategically placed at high visitor use sites, and research was conducted documenting their effectiveness. In 2010 both the Water Gap and the Upper Delaware continued their separate

water safety efforts. In 2011, however, the Upper Delaware experienced its second highest number of fatalities due to drowning since keeping statistics in 1980. Five people had died due to drowning beginning with a boater who was ejected from his boat in a rapids, an angler who had fallen into the river, an 18-year-old Eagle Scout who died while attempting to swim across the river with two other scouts, a middle-aged visitor from Portugal who died while attempting to swim across the river with family members, and a 19-year-old New Jersey resident who died while attempting to swim across the river with his friends. None of the five victims wore a life jacket.

Based on the existing data and motivated by the tragedies of 2011, the parks decided to combine their efforts and work together on a joint water safety program. Collaborating made sense given the similarities between the two units and problem they were trying to solve. Working together, we were able to better use limited fiscal and human resources, getting the most out of time and money.

Realizing the need for assistance in focusing efforts, the Office of Risk Management has been providing us critical advice, guidance and support needed to move forward with a scientifically based approach to our outreach, education and enforcement initiative. With the help of Dr. Sara Newman and the staff at the Office of Risk Management, we chose to focus outreach, education and enforcement efforts on increasing the wear rate for life jackets among river users. The parks wanted to develop simple, effective and consistent water safety messaging and target those messages to the groups most at risk.

Having identified increasing life jacket use as our focus, we realized the need to have baseline data on current life jacket use. With the assistance of the United States Coast Guard, we conducted an observation study during the summer of 2012. It focused on assessing current trends in life jacket use on the Delaware River, and parks collected data on life jacket use within the river corridor. The data collected, once analyzed, will allow the parks to identify who to target with education and enforcement efforts. In turn, that will allow the parks to determine the best medium and method to deliver the water safety message so that the education and enforcement efforts are more effective at positively changing behaviors.

The parks also recognized that we needed to go outside of the box to develop strategies for reaching people. We wanted to bring into the program development process all stakeholders, including commercial business partners and

community members. This process started when rangers Kathleen Sandt, Kevin Reish and I were asked by Dr. Newman to create a scenario-based exercise for the Public Risk Internship Training Program.

At the training program a select group of undergraduate and graduate students in the internship program, along with interns from the Northeast Region's ProRanger Program, were brought together for an intensive week of training designed to prepare them for their summer internships.

The class was divided into work groups and provided limited background information about fatalities since 1980 at the Upper Delaware. The groups were then provided clues as to additional sources of information and the opportunity to interview instructors who played the roles of subject matter experts for Upper Delaware. Once their research was completed they developed an outline for a water safety program and/or messaging strategy. They had one day to complete their assignment. At the end of the day, it was amazing to watch as the interns presented their innovative ideas and strategies, including the development of

a short video, using readily available video images from social media sites. This exercise opened the parks to the available possibilities when they reach outside to their friends and partners.

As the summer of 2012 began and with the life jacket study in progress, the parks still wanted to deliver a message to the public about water safety. Commercial partners supported our efforts and only asked that the safety messages also promote the areas remarkable recreational opportunities. A local business owner suggested that we get the residents and business owners in the river corridor directly involved in delivering the safety message by using lawn signs.

At first the parks were skeptical but they took a chance. The parks borrowed a simple neutral message of "Wear It" from an existing water safety campaign sponsored by the United States Coast Guard. Lawn and other signs were designed with a life jacket on them and the message "Wear It – Swimming/Boating/Fishing/Floating." With the financial assistance of the Northeast Regional Office, a production and distribution plan was developed and soon

these signs could be seen throughout the river corridor. Upper Delaware also placed signs with the same message that Delaware Water Gap developed in 2008-09 at popular day-use areas along the river and also distributed signs to their commercial partners. A consistent messaging strategy had begun throughout the park units.

As 2012 ended, neither unit had a fatality due to drowning. Both parks have committed to continuing their joint efforts and partnering with the Office of Risk Management, Northeast Regional Office and the Coast Guard to further develop and refine our education and enforcement strategy based on scientific data gathering and analysis. The parks are awaiting the results of the life jacket use observation study to positively affect behaviors. 🚤

Joe Hinkes is the chief ranger at Upper Delaware Scenic and Recreational River.

A safety sign along the Upper Delaware warns visitors not to swim across the river.





Ekta Choudhary at Virgin Islands

Working Hard in Paradise

By Ekta Choudhary

During the second year of my doctoral program at West Virginia University's Injury Control Research Center, I received the opportunity to do a summer internship with the National Park Service. I was the first Public Risk Management intern and my new supervisor for the summer months, Dr. Sara Newman, came to Morgantown to meet with me and to do my orientation. It was a new experience for both of us.

After months of paperwork and preparations, I finally arrived at my duty station, Virgin Islands National Park. It was the most beautiful place I had ever seen with its pristine beaches, crystal clear ocean waters and warm sunshine. I was in paradise. But I knew that this was no vacation. My main objectives were to gather and analyze existing visitor injury data, to identify trends, design and implement a risk assessment for the park to use to target high risk areas, set up a surveillance system to track future injuries and help the park draft their first visitor safety plan. When I met with the park superintendent for the first time, he expressed a little doubt that one person could take on such a task and finish it in a few months.

But I rolled up my sleeves and wasted no time. After first having a chance to meet the incredible staff at Virgin Islands and learn from them what they were concerned about most when it came to visitor injuries, I turned to the data. My goal was to enter and analyze as much injury data as I could to give the park staff a picture of the burden of injury and the

trends in their park. I entered data from the park's case incident reports from 2002 to 2008, identified the most common and preventable injuries including factors such as location, type of injuries and more. I presented the data to the park staff. While they already had a sense of what the main injuries were, seeing it on charts and tables and being able to pinpoint locations and kinds of injuries inspired them into action. With the help of the Virgin Islands staff, we formed a safety committee with representatives from every division of the park. I helped them develop and implement a risk assessment tool that the park could use to identify and monitor high risk areas in the park and to draft a safety plan for the park. I fondly remember our long discussions and meetings, most of which occurred at a beach. I was impressed by the passion and dedication of the park staff to make their park an enjoyable treasure for all visitors. After reviewing years of data, our very first preventive measure was determined — removing 1,400 coconuts. Before analyzing the data, staff had no real sense of how many visitors were actually getting harmed by falling coconuts. So we went with the low hanging fruit. It was a simple measure, but one with high impact. This also showed the value of data collected by the park.

My next task was to set up a surveillance system to track future injuries. It was a huge task for the park rangers. Rangers can easily record incidents when they respond to a call, but what about visitors who don't call a ranger? Also, we needed medical expertise to classify these injuries. During my epidemiology and

I learned that when you come across a problem, it is surprising how simple the solution can be sometimes.

surveillance classes, I had learned all about study design, risk assessment, surveys and more, but nothing prepared me for the real-life experience.

St. John was an ideal place to apply my classroom knowledge. The island is approximately 20 square miles with one hospital, one police department and one EMS service. If someone is injured on the island, how will they get help? If they don't call the park rangers, they will most likely call 911 or visit the local hospital. One day acting chief ranger Tim Schaff and I walked into the local police station and asked if they could help us. They said yes. The local hospital was also willing to help us. I learned that sometimes if you ask, you shall receive! During this effort, all the local and federal agencies worked together for the first time. I am proud of the fact that we developed new partnerships with the local police and the hospital that still continue today.

During my orientation, Dr. Newman jokingly mentioned that I needed to be most careful of the iguanas on the island. They are usually calm but their sharp nails and bite could cause serious injury. The longer I stayed at the island the more I realized that it was not the iguanas that I needed to be careful about but the tiny little geckos. They were everywhere — in my shoes, in my bags, in my kitchen.

This internship was more than just an epidemiology assignment. I learned that when you come across a problem, it is surprising how simple the solution can be sometimes. And with a little cooperation between agencies big challenges can be overcome and goals accomplished. My time at St. John was one of the most amazing experiences of my life and, if given the opportunity, I would gladly do it all over again. 🏖️

Dr. Ekta Choudhary was a visitor safety intern at Virgin Islands in 2009. She was also the Public Risk Management Program's intern. She now works for the Centers for Disease Control and Prevention and has completed the CDC's Epidemic Intelligence Service, a two-year, post-graduate program of service and training in applied epidemiology.

Evolution of how we collect, use and analyze visitor injury data

By Jennifer Cheng-Dobson
Washington Office

While I am a relative newcomer with the National Park Service, I have spent the majority of my time focusing on one thing: understanding how to better collect, analyze and apply visitor injury data to prevention strategies nationally and at individual parks.

As interns and staff have mentioned in previous articles, data are the backbones of a successful and effective injury prevention approach or program. These data can provide basic information, including the age and gender of those injured, to a detailed map of where injuries occur. They can be stratified by the causes of injury, such as drowning, fall or motor vehicle accident.

Such data help parks target the right population, location and popular activities or causes of these incidents. The data can be used to direct the message and location of signage, train staff to assess risky situations during guided tours, identify unexplored opportunities for visitor intervention and assess the effectiveness of intervention.

The data can also be explored on a much deeper level. When we have good denominator data, we can calculate the risk of injury, the incident rate (how many injuries occur per 100,000 visitors), and how these rates and risks have and can change over time. We need to consider changes in environmental factors, visitor population, maintenance and more.

We are far from being able to answer the more in-depth questions, but we have come a long way. When I arrived, we pulled whatever information we could find from the NPS Morning Report (a voluntary news source) and entered them in a Microsoft Excel spreadsheet. We progressed to collecting data from multiple sources within the park system. Now we have a centralized Microsoft Access database that allows all parks to retrieve data about their own park, region or other park unit.

There is one caveat. The Public Risk Management Program has yet to figure out how best to collect these data, so the database is incomplete. It is available for anyone who may be so inclined, inspired or dedicated to enter their park's data into the system. It's also available for anyone who wants to request

special reports be designed and sent to their parks on a consistent basis. We are beginning to receive data from EMS charts (without personal identifiers) and soon will be receiving data from the new and long-anticipated Incident Management and Reports System to help make our visitor injury database as complete as possible.

Over the last few years we have built many multidivisional partnerships, and our interns have spent a considerable amount of time entering retrospective data obtained from filed paper reports. We now have about 85-90 percent of all visitor fatalities, but less than 10 percent of injuries.

Some of the major findings from these data include an intern's discovery of the calculated risk of an accident at specific locations and intersections on George Washington Memorial Parkway's Mount Vernon Trail. Another intern found that 71 percent of Great Falls' Potomac River drownings occurred above a certain water level and below a certain air temperature, a calculated threshold for fatal drownings at the park. Most recently, Grand Canyon's PSAR supervisor discovered that there was a 37-41 percent increase in hiker-related assists and search and rescues when the temperature (measured below the rim along the Bright Angel Trail) was above 95 degrees. Zion and other parks have also discovered that middle-aged women are injured at their parks more often than any other demographic, even more often than young white males.

Furthermore, with the available, albeit limited data, we needed to develop a consistent classification system for causes of recreational injuries. We couldn't fall back on the Centers for Disease Control and Prevention because it has never before been created, but we adopted a variation.

Our data also have helped us establish three categories of injured visitors:

1. those uneducated and unaware of the injury risk.
2. those aware but inexperienced who underestimate their injury risk.
3. those experienced, educated and aware of the associated risks of their activity.

The first category of at-risk visitors are the ones we most desire to reach. They are the ones with children who might accidentally fall into the water. Others could get caught in a

How can I get an intern?

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For more information, please contact Jennifer_Cheng-Dobson@nps.gov.

rip current. Still others might not know that hiking in the desert isn't the same as walking down the street because they've never been in the wilderness.

Collectively, our goal is the same: we want everyone who comes to national parks to leave safely. We can do more to address visitor safety in our parks through effective education, engineering, enforcement and emergency medical response. We don't have time or resources, though, to try every method of intervention and strategy. We need clear, accurate and complete data to help us. 

Lt. Jennifer Cheng-Dobson, who began her career with the National Park Service about three years ago, is the injury prevention specialist/epidemiologist with the Public Risk Management Program. She also is a U.S. Public Health Service officer serving at the NPS Washington Office.

She is pictured on the cover of this issue of Ranger magazine.

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Administration

Riding the turbulent seas in administration — This been a wild ride so far this year in administration. You might say the perfect storm has been brewing for a while. At the time of this writing the uncertainty of the congressional woes regarding the budget, sequestration and debt ceiling, combined with the NPS deployment of the new Financial and Business Management System (FBMS), Pathways implementation and migration to Gmail, have served to make all of administration a little seasick.

To date, the NPS has migrated 24,900 users to the new email system. This paves the way for the next steps in the planned IT transformation. The new system is referred to as BisonConnect and brings the NPS under the department's IT umbrella.

The NPS now has guidance from OPM to begin using the Pathways Program. To learn more about Pathways visit www.opm.gov/hiringreform/pathways. Parks can recruit and hire current students, recent graduates and Presidential Management Fellows under this program. Servicing Human Resource Offices have been busy answering questions from hiring officials and potential student hires.

With the implementation of FBMS last November, we finally are seeing access granted to users in the field. Many users are exploring their new roles in FBMS. It will change the way we have reported our fleet, utilities and property, and it requires attention to detail when expending funds (total cost of ownership can now be tracked for assets.)

The NPS is involved in a planning exercise for the looming possibility of sequestration. Planning for a permanent reduction in funding is an exercise all NPS units have undertaken. Planning for many different budget scenarios

is enough to make any budget officer queasy. The uncertainty of a continuing resolution extension, Congress passing a budget, planning for sequestration and the effects of debt-ceiling plans have created stress and unease in the administrative workforce.

There has been so much change this year in administration that it feels we must stop and gasp for air at times. As we strive to get our sea legs under us, we must continue to learn how to use FBMS, understand the potential of Pathways, and conquer the new user struggle in learning a new email system.

Please remember to be kind to your administrative staff — our learning curve is still uphill. Before we can blink the fiscal year-end closeout will be upon us. Let's hope that the budget scenarios have played out to the NPS in a manageable way by the time you read this. If not, parks may need life preservers to stay afloat in this turbulent sea! □

— Michelle Torok, Saguario

Interpretation

"Interpretation is an art, which combines many arts, whether the materials presented are scientific, historical or architectural. Any art to some degree is teachable."

— Freeman Tilden

The interpreter as an artist — As a professional interpreter, do you consider yourself to be an artist? When was the last time you referred to interpretation as art? If your answer to these questions is bewilderment or denial then you might be in the wrong profession. As a professional interpreter, you must be keenly aware of your power as an artist and develop the skills, knowledge and talent to be imaginative, innovative and reflective about your art. The best artists in history were motivated beyond the simple commitment to their "profession." They were motivated by a passion and thirst for deeper meaning in their work.

I have attended many interpretive programs where it was clear presenters saw themselves in one or more these roles: information specialist, technician, elementary school teacher, expert lecturer, scientist, safety officer, and one of the most bizarre, game show host. Within the NPS culture these roles played by interpretive staff during programs are accepted as the norm. But I challenge you to consider: this current cultural norm is not enough if the national park idea is to thrive. The programs met "professional standards" but had missed a far greater potential. The presenters lacked an artistic vision that would

have provided deeper meaning and provocation for new thought, emotion and action from the audience.

If, as Freeman Tilden stated, interpretation is an art, then the interpreter as an artist, regardless of NPS bureaucracy and uniformed stereotypes, should consider nurturing the same imaginative sensitivities as a painter, photographer, architect, writer, musician, sculptor and poet. Exceptional artists live, work and breathe in a creative realm of interpretation. They "interpret" their surroundings and life experience with the medium of their expertise. Consider how these interpreters expressed their art: Aaron Copland, Willa Cather, Diego Rivera, Will Rogers, Georgia O'Keefe, Walt Whitman, Billie Holliday and Ansel Adams.

One of my colleagues firmly believes the best interpreters have a "gift" or an innately creative talent that can't be learned, and the rest of us are stuck in mediocrity. The interpreter as an artist should realize this false belief only reinforces a self-imposed ignorance about the artistic and creative qualities of the human potential. Science has proven that the right and left hemispheres of the human brain can be equally engaged in problem solving as a creative act. Don't allow this false belief to deter you from deepening your appreciation and passion for the imaginative art of interpretation.

Interpreters who strive to rise above mediocrity and achieve artistic vision in their programs should consider deepening their passion and skills in language, visual and dramatic arts

through these ways:

- Attend or participate in storytelling workshops.
- Take public speaking classes.
- Take voice lesson classes.
- Attend or participate in poetry slams.
- Take creative writing classes.
- Take music appreciation classes.
- Learn to sing.
- Take photography classes.
- Attend guided tours of art museums.
- Take drawing classes.
- Read books on the history and meaning of art.
- Attend Artist-in-Residence presentations, if possible.
- Take dance classes.
- Take dramatic art classes.
- Perform in a community theater.

Theoretical physicist Albert Einstein once said: "I am enough of an artist to draw freely upon my imagination. Imagination is more important than knowledge. Knowledge is limited. Imagination encircles the world."

This statement symbolically conveys the gulf between the artist's imagination and the interpreter's knowledge. The interpreter as an artist passionately melds the two together. If the interpreter lacks imaginative passion then interpretive culture and programming may remain mediocre, and the mission of the National Park Service may never be fully understood by visitors.

— Pete Peterson, Grand Canyon

Mental Preparation for Armed Confrontation — MPAC

EDITOR'S NOTE: It has been well established that anyone experiencing a critical incident, such as described in this article, should participate in a critical incident stress management debriefing within 72 hours of the incident. Those who do not participate in a debriefing run the risk of experiencing post-traumatic stress disorder later in life. (See news articles from Feb. 4-5 on the shooting of the highly decorated Navy Seal). The article below illustrates the benefits of learning from the experiences of others; the conversations indicated are friend to friend and are not intended to discourage anyone from seeking immediate CISM support.

By Kevin Moses, Buffalo River

I can't imagine what it must be like to be in a gun fight, and I can't imagine trying to talk about it afterward. For officers who have lived through one, talking about it will probably be one of the hardest things they'll ever do. They need to try, when they're ready. For some, it might be six months later, for others, maybe 20 years. Whenever they're ready to talk about it, we — their fellow rangers — should encourage them to do just that. We need to hear more about our victories, and we need to hear it straight from the mouths and hearts of our victors.

The Northeast Region has made commendable headway in this regard, having developed a "Gap Analysis for Policy and Tactical Considerations," which reviews ranger and agent-involved shootings. More specifically, and more toward the achievement of hearing the stories from the shooters themselves, the region produced training videos in which rangers from three NER parks talk about what they experienced during their incident and what they learned from it. These videos are awesome, as is the insight and initiative displayed by the NER for seeing this need and filling it efficiently and professionally.

They're the only ones who can teach us what it's actually like to be in the middle of a real-life firefight, to have bad guys shooting real bullets at us, trying to kill us. Any law enforcement officer from any agency who has lived through a deadly force encounter are the only people who can teach us such a topic with any credibility.

Think about it. Mentally steeling oneself for a gunfight cannot possibly be learned from someone who hasn't already experienced such a fight. This isn't the stuff of book work, PowerPoints and happy little group exercises. It's dirty, gritty, uncomfortable and emotional, and no amount of speculation, theorizing or statisti-

PERSPECTIVE

cal analyses will ever substitute the hands-on, practical expertise that can be provided by the person who has "been in the trenches."

Nor can any amount of range time, tactical firearms training, or control tactics. Don't get me wrong, all of these trainings are top-notch and we must continue to conduct them with fervor, along with some of the emerging, cutting-edge courses that the NPS is leading the way in, such as Active Shooter Response, Use of Force, and Tactical EMS (TEMS).

All of these trainings help us to cultivate a personal propensity to acquire and maintain a high degree of situational awareness (SA) in rapidly evolving, high-stress situations. But all of these together still are not enough to ready ourselves for that "someday moment" when we have to pull the trigger for real. I believe we must augment all the above with mentoring directly from those who've walked the point in the most personal way, because one thing is for certain in a gun fight: Chaos will rear its ugly. Whoever's in the middle of it will need the best SA they can get.

Hundreds of agencies have officers who have had to use deadly force. A couple years ago, I sat through a presentation by an officer from a police department in Washington state who had justifiably killed a threatening aggressor in the line of duty. His story was poignant, emotionally charged and moving to the audience. He motivated us with the knowledge that when faced with a deadly force encounter, we can win. It wasn't easy for him to stand in front of us and talk about his experience, but he did it. On the day he spoke to us, just over a year had passed since his incident.

I propose that the NPS take the lead on filling this need by developing a curriculum called MPAC: Mental Preparation for Armed Confrontation. We do this through a series of steps:

1. First, identify warriors who've fired their gun in the line of duty and/or been shot at (whether as a cop or a military service member).
2. Discretely talk to each one of them, tell them what their fellow rangers need, and ask them if they'd be willing to talk about their experience.
3. Then give them time to think it over and ask them to get back to us whenever they're ready to talk.
4. Assemble the volunteers to talk amongst

themselves about their individual situations in an environment where the only other people are fellow officers who have shared a similar experience.

5. When they are ready to move forward, ask them to put together a training course (MPAC) that will help their fellow officers mentally prepare for armed confrontation. Let those who know best determine the nature of the training.

6. Lastly, give them the resources to make the training happen. Start small, maybe a few classes at FLETC or one course per region, and then work our way up until someday, every commissioned employee in the NPS has benefitted from the wisdom and experience that comes from these gracious officers who were willing to share their insight.

This will not be an easy task for any involved. In a way, we'll be asking them to put themselves in harm's way a second time, albeit metaphorically, by exposing their vulnerabilities to their fellows. But the consequences of *not* doing it are unacceptable: Fewer and fewer officers will reach that point in their preparation where they can enjoy the peace of knowing that they've done all they can do to be ready.

After 12 years in the Army (six of those in the infantry), and 20 years rangers in the NPS, I've never been shot at, discharged my firearm at another person, nor otherwise been in a deadly force encounter. I've never had to take a human life, nor fear for my own. But I'd like to think that if I ever do come through such an incident alive, I'd eventually—in my own time—be willing to share with my comrades whatever it is that I learn from it.

I opened this article with "I can't imagine what it must be like to be in a gun fight..." That's precisely why I and thousands of officers like me need this training, so that we can imagine what it's like.

The adage says something like this: "Been there, done that, lived to tell about it."

Those of us who've not lived through a firefight need those who have to start telling us about it. □

In Print

No book reviews were received for this edition of *Ranger*. We encourage you to write a review, so feel free to contact editor Teresa Ford to suggest a book. fordedit@aol.com

ANPR ACTIONS & NEWS

Chetwins pledge financial support for Eighth World Ranger Congress

ANPR life member Cliff Chetwin and wife Judy have made a generous and substantial monetary pledge and challenge to begin raising funds for the next World Ranger Congress. ANPR will organize and host the International Ranger Federation's Eighth World Ranger Congress in the United States in 2016. The Chetwins' challenge has been accepted by an ANPR board member. Funds from these initial donations will be the foundation to meet financial goals for the congress in 2016.

In upcoming months, ANPR will provide more information, particularly the need for sponsorship funding to provide for and increase delegate participation from around the world. The Congress last year in Tanzania attracted 264 delegates from 40 countries. Many delegates required assistance to make the journey and represent their associations. ANPR sponsored two delegates from Guatemala, and our goal is to provide for more out-of-country delegate sponsorships to travel to the United States in 2016.

President Stacy Allen, in his remarks before the delegates gathered in Tanzania, called on all associations to begin the task of organizing funds for sponsorships from their associations. The Chetwin pledge/challenge was made at that time.

ANPR members can forward donations for the WRC fund directly to the ANPR business office (address on back cover) and designate the donation for the Eighth World Ranger Congress in 2016.

ANPR is grateful to the Chetwins for their timely generosity in taking the first step to help fund sponsorships and other Congress program needs.

Oral History Project Update

The Association has initiated the process of funding transcription of the NPS employee oral histories recorded at the last Ranger Rendezvous. Professional transcribers will document the initial interviews. Upon completion and review of the first transcriptions, ANPR will begin to share interview excerpts with mem-

bers in future editions of *Ranger* and online at www.anpr.org.

Ranger Rendezvous planning

As work proceeds in organizing the program agenda for Ranger Rendezvous XXXVI (see page 21), ANPR is looking at organizing and arranging contracts for future Ranger Rendezvous venues in 2014 and 2015. The board of directors encourages every member to participate in this process by forwarding ideas and suggestions for potential meeting sites and locations throughout the nation. Suggestions can be made for sites either east or west of the Mississippi River. The board is interested to know which locations the membership thinks might support rewarding and provocative professional conferences. Please forward your ideas to any member of the board (contact information on the back cover of *Ranger*), or send them to ANPR President Stacy Allen, sallenanpr@aol.com. □

IRF Update

Editor needed for Guardaparque

After many years of editing and producing the Guardaparque newsletter, Bill Halainen resigned his position in late 2012. This e-newsletter shares information about field ranger operations in parks and protected areas around the world. The International Ranger Federation is seeking a new volunteer editor. If you want to help with this project, contact IRF North American representative Jeff Ohlfs at deserttraveler2@roadrunner.com. This is a unique opportunity to work on the international front from the comfort of your home.

Bulletproof vests needed

IRF President Sean Willmore has requested donations of surplus bulletproof vests. Jeff Ohlfs has explained to Sean that vests are a controlled export from the United States, though it can be done to certain countries with the right paperwork. It is not a simple process. If you are interested or know someone who could help to coordinate this program, contact

Jeff at deserttraveler2@roadrunner.com.

Message from Sean Willmore: "We have a direct request for donated/surplus bulletproof vests for antipoaching operations in Tanzania. Keith Roberts from Freidkin Conservation Fund in Arusha has requested this and can get them sent from Houston for free. If we can get some together, I know of other places that could also use them in Africa and Latin America. Being that the U.S. and Canada seem to have the highest use of such vests and they are replaced every so often, it would be great if we could get this one happening now and in the future arrange a formal process for the vests to be distributed and used by IRF member associations. Perhaps we could get an interested IRF member to coordinate such a program from the North American side?"

"I'm happy to be involved at whatever level required and can arrange a formal letter to the necessary authorities as requested." □

— Tony Sisto
International Affairs



Affordable health insurance through ANPR & Transamerica
www.anpr.org/insurance.htm

Professional liability insurance discounted from Wright USA
www.anpr.org/liability.htm

Join ANPR on social media

facebook. www.facebook.com/parkrangers

Linked in.

 **twitter**
[@anpranger](https://twitter.com/anpranger)

Search for Association of National Park Rangers on any of the sites.

ANPR Reports

Kudos List

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

Sue Langdon Southwestern Comm. College-SLETP	Ben Walsh Mark Herberger Debbie Grace
Sally & Charlie Mankus	Victoria Allen
Katie Ehler	Mark Christiano
Alison Steiner	Carol Petricevic
Ed Rizzotto	Rebecca Harriett
Ken Bigley	Erika Jostad
Ron Woodall	Dave Little

Professional Issues

So much has happened for ANPR and your Professional Issues board member. We had a spectacular Rendezvous in beautiful Indian Wells and Joshua Tree. I made the last-minute trip to the Rendezvous and it was well worth it. It reinforced the decision to be an ANPR member and a board member to something bigger than my park or even the service.

I moved to Denali this past December, and my husband and I are enjoying getting to know the area and the amazing employees. Moving here really confirmed to me what a great job I

have. I enjoy seeing the employees and volunteers who are so passionate about what they do. It is a breath of fresh air to move to a different park and job. I love the new challenges, new explorations and meeting new people.

Changes also happened for ANPR: We elected three new board members (see box).

Another pleasant change is the new ANPR website. If you haven't visited the user friendly site, check it out: www.anpr.org.

I am here to answer any questions, and to help with résumé building or the application process. Please contact me at jessicakorhut@gmail.com.

— Jessica Korhut, Denali

Internal Communications

Alison Steiner and I launched ANPR's Oral History Project late last year. We had invaluable help from Rebecca Harriett, Lu Ann Jones, Brenna Lissoway and Hannah Nyala West. At Ranger Rendezvous last October the team interviewed 16 people, beginning a project that will collect and archive the rich stories of our colleagues. Our short-term goal is to begin the transcription process of these interviews.

I also created a Twitter account as another avenue for members to communicate and stay updated. My goal is to become more accustomed to Twitter to better serve the membership. Follow us: [@anpr ranger](https://twitter.com/anpr ranger).

— Jeremy Kaufman

ANPR ELECTION RESULTS

The annual ANPR election by electronic ballot ended Dec. 29, 2012, and new board members took office Jan. 1.

President-elect: Erika Jostad
Fundraising Activities: Seth Tinkham
Membership Services: Gannon Frain

Fundraising Activities

I'm looking forward to learning more about the organization's goals and where fundraising will fit in. Working with the board, I would like to identify and apply for funding for one project by the end of 2013. Now is a good time to think about major institutional priorities for the National Park Service centennial, too, and laying the groundwork for that is important. Lastly, as a way of demonstrating tangible progress, I would like to have something at the next Ranger Rendezvous funded by an external partner. I welcome suggestions on what that could be.

— Seth Tinkham, President's Park (White House)

Membership Services

I am excited to be elected as your membership services board member. Thank you for your support. I plan to work on a membership recruitment drive by using social media, increasing our visibility among new hires, volunteers and academy trainees. I also plan to incentivize existing members (this means you) to help sustain our organization. I would love to hear from you about what else we can do to make ANPR more valuable over the long term.

— Gannon Frain

Mentoring Program

New coordinators for this popular program are Ken Bigley and Roberta D'Amico. They are working to match mentors with protégés and clear up the backlog of requests. Thanks for your patience.

We always need more mentors. Can you help? Or can you suggest someone who might? Information about the mentoring program — for mentors and protégés — is on our website: www.anpr.org.

Join Promotive program

If you're in the market for outdoor gear, join ANPR's Promotive team for deep discounts on many products. The savings could easily pay back the price of your ANPR membership. Email fordedit@aol.com for sign-up details.



ANPR member Jeanette Meleen, Katmai

Health Insurance for Seasonals, Volunteers

- ▶ Three options available
- ▶ Coverage not affected by employment status
- ▶ Visit www.anpr.org/insurance.htm for details and enrollment information

DISCLAIMER: The National Park Service does not sponsor, sanction or endorse this health insurance plan.



Ranger Rendezvous looks to St. Louis in October for next annual gathering



JNEM Media Services

“Meet me in St. Louis” becomes a familiar refrain for ANPR members as the Ranger Rendezvous heads to this city along the Mississippi River. The event will run from Oct. 27-31 at the Hilton St. Louis at the Ballpark.

The annual Rendezvous is a premier networking opportunity for National Park Service employees and park supporters. Conversations started in meetings and informal get-togethers have helped to shape the NPS and ANPR.

Program co-chairs Mark Christiano and Tim Pagano are moving ahead with organizational and planning tasks. If you haven't received an email from ANPR lately (30 percent of life members have no email address on file) and you want to be on the list, send your address to fordedit@aol.com. Expect Rendezvous update emails monthly. Also, follow ANPR on Facebook and Twitter.

Program ideas welcome

Can you suggest a program, breakout session, speaker or social event for the Rendezvous? Send ideas to Mark and Tim at commentsRR36@gmail.com.

Some Rendezvous traditions will continue along with new ideas and programs. The Stephen Mather Award typically is presented by National Parks Conservation Association during the Rendezvous. Members also will discuss ANPR's commitment to host the Eighth World Ranger Congress in the United States in 2016

and plans for the NPS centennial celebration the same year.

Training sessions, service project

Sessions such as mastering a career path, climbing techniques, leadership and performance-based coaching have been featured at past Rendezvous. What would you like to see this year? Are you willing to help plan or conduct a course?

We also are exploring community service projects and expect to continue the tradition initiated several years ago. We will provide details via email, *Ranger* and on the website as plans develop.

The venue in St. Louis

Rooms at the Hilton St. Louis at the Ballpark will run \$109 per night for a double. ANPR will coordinate room and ride sharing to keep the conference affordable for attendees.

Cultural scene in St. Louis

Known as the Gateway City, St. Louis has a rich historical heritage. It also has a diverse culture with good food, entertainment venues, professional sports and the iconic landmark, Gateway Arch (Jefferson National Expansion Memorial). Visit www.explorestlouis.com.

Rendezvous is a professionally enriching and fun event. Join us in St. Louis for a great and transformative experience. 🏠

Life Century Club Members

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

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

2nd Century Club

Lawrence Belli	Bob Krumenaker
Tony Bonanno	Mary Kimmitt Laxton
Jim Brady	Tomie Patrick Lee
Paul Broyles	John Mangimeli
Rod Broyles	Colleen Mastrangelo
David Buccello	Jack Morehead
Patricia Buccello	Rick Mossman
Robert Butterfield	Aniceto Olais
Michael Caldwell	Tim Oliverius
William Carroll	Cindy Ott-Jones
Cliff Chetwin	Bundy Phillips
Bruce Collins	Bill Pierce
Bruce Edmonston	Tom Richter
A.J. Ferguson	Bryan Swift
Mitch Fong	Mark Tanaka-Sanders
Hal Grovert	Dale & Judy
Dr. Russell Clay	Thompson
Harvey	Victor Vieira
James Hummel	Karen Wade
Steve Hurd	Philip Ward
Craig Johnson	Kathy Williams
Margaret Johnston	Janice Wobbenhorst
Ron Konklin	Phil Young

3rd Century Club

Erin Broadbent	Mary Karraker
Dennis Burnett	Dave Lattimore
& Ginny Rousseau	Dan Moses
Carl Christensen	William Quinn
Kathleen Clossin	Edward Rizzotto
Maureen Finnerty	Teresa Shirakawa
Rebecca Harriett	Barry Sullivan
Steve Holder	John Townsend

4th Century Club

Deanne Adams	Scot McElveen
& Tony Sisto	Bruce & Georjean
Vaughn Baker	McKeeman
Jonathan Lewis	Jean Rodeck
Deborah Liggett	Rick Smith
Jay Liggett	Nancy Wizner

5th Century Club

Rick Erisman
Butch Farabee

6th Century Club

Dick Martin

9th Century Club

Wendy Lauritzen
Bill Wade

10th Century Club

Stacy Allen

All in the Family

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

Larry Frederick retired at the beginning of 2013. His last position was chief of interpretation and education at Rocky Mountain. As a college student at Colorado State University he started his park career as a volunteer at Rocky Mountain. He became a seasonal at Wind Cave, then a permanent at Bureau of Land Management. His NPS career resumed as a permanent at Rocky. Other job locations included Wind Cave, Grand Canyon, Olympic, Canyonlands, Glacier, Grant-Kohrs Ranch and Glen Canyon. He and wife **Jeri** plan to remain in Estes Park. Address/phone: 1850 Ranch Circle, Estes Park, CO 80517, 970-577-0859; ljfred@beyondbb.com.

After enjoying hiking and wildflowers in Colorado for 20 years, life member **Sue Hackett** has returned to her hometown, Jacksonville, Illinois. She enjoys the many cultural activities of three local colleges. She's also sharing NPS methods with area historic sites: an Underground Railroad farm and the town site of New Philadelphia, established in 1836 by a freed slave and uniquely settled by both blacks and whites. Lincoln Home and the Abraham Lincoln Presidential Museum are in nearby Springfield. Her environmental interests include monitoring a "FutureGen" underground CO2 storage site planned for the county and supporting the development and design of a recreational trail along a town stream. She has joined the local Audubon group on day trips to

the Illinois and Mississippi River systems for raptor viewing. shackett50@frontier.com.

Joni Mae Makuakāne-Jarrell is the new chief of interpretation at Hawai'i Volcanoes. The first native Hawai'ian to serve in the position, she oversees visitor services and educational and cultural programs. Previously she served for eight years as the educational specialist. She is a 32-year NPS veteran and has worked at all five national park units on Hawai'i. Joni Mae began her career as an interpretive ranger at Hawai'i Volcanoes through the Young Adult Conservation Corps program. She became the park's supervisory ranger, then worked as the interpretive specialist at Kaloko-Honokōhau NHS with her late husband, ranger **Steve Makuakāne-Jarrell**. She also served as a law enforcement specialist at Pu'ukoholā Heiau. Joni Mae coordinates the annual Cultural Festival, now in its 33rd year, and piloted the first Summer Junior Ranger Program. She also started the Nā Leo Manu (Heavenly Voices) concerts and 'Ike Hana No'eau cultural workshops at the park.



Reed McCluskey has retired from Klondike Gold Rush National Historical Park after more than 35 years with the National Park Service. He served approximately eight years as the park's chief ranger, then moved to chief of administration in 2006. Reed and wife **Marlene** arrived in Skagway in 1998 with their two sons, **Arlen** and **John**. Previously Reed had been chief ranger at Petroglyph. He also worked at Grand Canyon and Channel Islands. Growing up in the East Bay of San Francisco, Reed enjoyed family hiking and camping trips, and

becoming a park ranger had been his dream job since high school. He and Marlene look forward to relocating to California in May to homestead. "It's time for planting fruit and nut trees, raising chickens, and woodworking projects for me and quilting for Marlene," he said. "We want to fix things that are broken and sell things that are fixed and do it all in the sunshine."

Karen McKinlay-Jones has been the chief ranger at Death Valley since last September.

Jeanette Meleen worked this past winter and spring at Scotty's Castle in Death Valley. She dressed in 1939 clothing, a much different fashion than the NPS green and gray.

Rick Mossman is the new chief ranger/director of the Seasonal Law Enforcement Training Program at Colorado Northwestern Community College. He retired from the NPS in 2012.

Jeannie Nguyen has joined the cultural resources directorate's business office as an administrative coordinator. She is coordinating operational, business and administrative activities impacting preservation assistance and stewardship science programs. Previously she coordinated publications and managed web content in support of Cabrillo National Monument's centennial initiative. She also co-chaired the park's environmental and safety committee at the park. She has led projects in education and outreach at Cabrillo and Muir Woods. Recently Jeannie finished graduate work at Stephen F. Austin State University. She enjoys traveling, running, biking, and various water and winter sports.

Jin Prugsawan now works as a park ranger at Zion. Previously she was an interpretive ranger at Great Falls Park.

Robert Stinson, an ANPR life member and district ranger at Saguaro, retired Dec. 31, 2012. A second generation park ranger, he began his career as a volunteer at Harpers Ferry. He also worked with the Youth Conservation Corps and the Young Adult Conservation Corps. After two seasons for the United States Park Police in the Washington, D.C., area, he attended a SLETP and then secured his first seasonal law enforcement position at Chatahoochee River. He also worked seasonally at Curecanti, Big Thicket, Grand Teton and Everglades. His first permanent position was at Organ Pipe Cactus. In 1994, he accepted a promotion and transfer to Saguaro as the district ranger for the Tucson Mountain District. He intends to remain in Tucson, and also travel and write. stinsonre@gmail.com. □

Welcome (or welcome back) to the ANPR family!

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

Hanem Abouelezz	Belle Harbor, NY	Sandy Lamparello	Gaithersburg, MD
Denise Altherr	Monroe, NC	Taylor Luedtke	Muskego, WI
Dennis Bailey	Manassas, VA	Bridget Macdonald	Northampton, MA
Margo Blewett	Brooklet, GA	Andrew Mankus	Mesa Verde, CO
Jessica Browning	Brooklyn, NY	Chris Patrick	Philadelphia, PA
Emily Buhr	Bloomington, MN	Kim Reich	International Falls, MN
Clark Carlson-Thompson	Helena, MT	Katie Rodriguez	Yosemite, CA
Michelle Covington	Georgetown, TX	Travis Senter	Fort Collins, CO
Tom Davis	Blacksburg, VA	Harvey Simon	Boston, MA
June Devisfruto	Trenton, ME	Tor Skeen	Three Rivers, CA
Scott Donaldson	Crested Butte, CO	Mark Spain	Manchester, CT
Mark Dowdle	Charlestown, MA	Charles Storlie	Dundas, MN
George Durkee	Twain Harte, CA	Jeremy Sweat	Washington, DC
Michael Foxx	Newton, NC	Ahmad Toure	Alexandria, VA
Alan Hamm	Almond, NC	US Dept of the Interior	Washington, DC
Brooks Hayes	Davis, CA	Ryan Washam	Florence, KY
Kadie Huse	Bozeman, MT	Ben Welch	Big Bend National Park, TX
Jacqueline Innella	Philadelphia, PA	Stephanie Welch	Flagstaff, AZ
James King	Boulder, CO	U.S. Dept of the Interior	Washington, DC

Please share your photos for use on ANPR website and several publications

We need more photos to rotate on ANPR's newly redesigned website: www.anpr.org.

Besides national park scenics, we're also interested in photos of you at your park site. In addition to using photos on the website, we need profile pictures for the cover of our publication, "Live the Adventure: Join the National Park Service." These should be high-resolution images to allow for print publication.

Please email them to Teresa Ford, fordedit@aol.com. Horizontal format works best for the webpage slideshow, but verticals are fine for other uses.

Be sure to state your name, location of photo and other pertinent information. Thank you for your contributions.



Little Five Lakes, Sequoia National Park. Photo by Alison Steiner

Personal Finance

More money in your pocket at the end of your month — I hope you took action on the items in the last article. The end result of eliminating debt is we now have money to create wealth since we have stopped creating debt, quit giving away money and are using cash whenever possible. Many of us haven't had time to get completely out of debt, but with the process started we have a positive result in sight.

Focused means focused on debt until your debt is eliminated. With all good intentions most of us will start the process, but few will finish. It's human nature. With all we have going on in our lives, we will eventually deviate. If you are interested in having a mentor throughout the process, help is available. Contact me for details or more information.

We need to guard against excuses for doing nothing. Here are a couple of laws to guide your thoughts:

Most purchasing decisions are driven by emotion. Focus on the positive of debt freedom and not the doing without. View saving as a way to speed up the process.

Seize your savings. Once you've saved some money you need to hide it. Out of sight, out of mind. Put it someplace where you won't spend it on anything but debt freedom.

Spending increases or decreases as available income increases or decreases. Financial

freedom is a choice. If you're focused, invest in your debt.

Here are ideas to help you make that extra effort.

1. Try to find an extra 10 percent from what you earn.
2. Stop making more than minimum payments across the board. Focus on the system.
3. Stop saving, at least until you're debt free. Putting money in debt elimination provides a greater return than savings programs. The best financial strategy is to first invest in your debt.
4. Cash in your safety net. Use this money to jump-start your debt elimination program. In the long run you will come out ahead. A small cash cushion for emergencies is OK.
5. Restructure, but still invest in your debt. If you are in a bad hole this may be worth considering. Debt consolidation doesn't usually work alone unless you add the money saved into your monthly debt-elimination program. There are many variables to determine whether restructuring can assist in your program. Research the alternatives and be careful. You may only get one chance to do it right.
6. Resist the wealth worms. Eating out for lunch can cost hundreds a month. Indulging in the pampering notions – designer ice

cream, microbrews, imported chocolates and more, and keeping up with the Joneses – clothes, cars, houses, yards.

7. Throw out the credit cards. It's hard to do in today's markets, but shoot for cash. Cash is self policing. We tend to impulse buy when a credit card is available.
8. Spending review. We are creatures of habit. Take a frequent review and make the changes to reach your goals.
9. Take baby steps. Find what you can to help. A little here, a little there. Every little bit added to the monthly program gets you to the goal quicker.

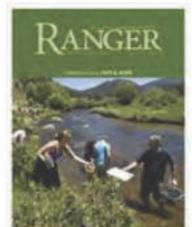
To review, here are actions steps again:

- Quit creating debt.
- Quit giving away money.
- Start paying cash wherever possible.
- Continue paying off our debts.

The above information was gleaned from *Invest In Your Debt, Fourth Edition*, IYD Inc.

— Bruce Reed
anprbruce@yahoo.com

Give a friend or work colleague an ANPR membership! Details on page 25.



Fall Fund Campaign for 2012

ANPR members generously gave to the annual Fall Fund Campaign from late August through December 2012. The total of \$6,550, when combined with members donations earlier in 2012 before the campaign began, made a grand total of \$8,549 in 2012. Funds will be used for ANPR's operating costs this year. Thank you for your outstanding support.

Ranger Level — under \$25

Paula & Kevin Alexander
Victoria Allen
Wendy Allison
Julia Bell
Christopher Bentley
Ken Bigley
Yvette Bly
Maria Carrillo
Lauren Carter
Scott & Lori Coombs
Katie Dambrun
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Jonathan Lewis

Denali — \$300+

Deanne Adams & Tony Sisto
Robert Butterfield
Meg Weesner

Yellowstone Level — \$500+

Ginny Rousseau & Dennis Burnett
Bill Wade

These people/organizations donated to ANPR (a total of \$1,999) in 2012 before the Fall Fund Campaign began:

Maria Abonnel
Stacy Allen
Amy Brown
Mark Christiano
Chad Cornwell
Colleen Derber
Greg Galloway
Roger Goldberg
Dr. Russell Clay Harvey
David Jacobs
Allison H. Jordan
Ed Rizzotto
Daniel Romes
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Nancy Wizner
National Parks Conservation Association

Shop online & earn money for ANPR

Link to [iGive](#) or [Expedia](#) from the ANPR website, then go to your preferred shopping sites. A portion of your sales will go back to ANPR. Nearly 700 brand-name online retailers are represented. Start at www.anpr.org.

MEMBERSHIP APPLICATION — Association of National Park Rangers

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

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

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

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

Address _____ Home phone _____

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

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

Type of Membership (check one)

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

Active Members

current & former NPS employees or volunteers

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

Associate Members

not an NPS employee or representative of another organization

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

Life Members (lump sum payment)

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

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

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

Gift Membership

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

Name of person giving gift _____

Library / Associate Organization Membership

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

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

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

TOTAL ENCLOSED: _____

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



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 _____

Payment by Visa or MasterCard accepted:

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Please mark your job discipline:

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

Special Supporters

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

Return membership form and check payable to ANPR to:

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

Send news to:

Teresa Ford, Editor
fordedit@aol.com or
25958 Genesee Trail Road, PMB 222
Golden, CO 80401
or visit ANPR's website: www.anpr.org and
go to **Member Services** page



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