

The Journal of the Association of National Park Rangers

# RANGER

Stewards for parks, visitors & each other

The evolution of law enforcement



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**On the cover:** The NPS arrowhead on a protection park ranger's uniform is in full-focus with a sunset at Joshua Tree National Park. Photo: NPS / Emily Hassell

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**T**HIS MONTH'S ISSUE OF *RANGER* MAGAZINE FEATURES AN EMPHASIS ON law enforcement in our national parks — how law enforcement came to be, how it was trained and is being trained today, and how this critical piece of National Park Service operations integrates into the spirit of “rangering” as a profession.

Fortunately, ANPR's current president, Rick Mossman, is a resident expert. He is director of Skagit Valley College's NPS Park Ranger Law Enforcement Academy and a National Park Service retiree with 36 years of experience. Mossman collected descriptions of nearly all of our country's NPS law enforcement academies, and presents us with the history of how law enforcement has evolved over the years of the National Park Service's existence. We thank him for his efforts and hope you enjoy the pieces presented to you in the front half of the magazine. As a cap to the topic, be sure to read our quarterly “So There I Was” submission on Page 12, which features a law enforcement experience well-documented in NPS history, the Stoneman Meadow uprising at Yosemite National Park.

We also want to thank you, the members of this organization, who generously donated to ANPR during its annual spring “FundRanger” from the beginning of April through May 31. As of press time, we have collected nearly \$18,000 in donations — more than \$10,000 of it allocated to unrestricted funding. Some donations were earmarked to two of our newer initiatives: \$3,850 to help restore Yellowstone's Museum of the National Park Ranger, a project that ANPR originally helped create in 1991; and \$2,725 to a Natural Disaster Assistance Fund, created to help ANPR members affected by natural disasters such as flood or fire. Donors also continued to support some of our ongoing funds, including the Harry Yount Fund, the Rick Gale Fund, the Rick Smith International Fund, and the Bill Supernaugh Fund. We thank you again for supporting this organization, which is here to serve you, the park employee past, present and future.

— Melissa DeVaughn  
*Ranger magazine editor*

## Letters to the editor

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### Keep politics out of *Ranger* magazine

I just finished reading through the Spring 2023 edition of *Ranger* magazine. It was full of amazing articles that I found both enriching and inspiring, except for one article, “Don't know much about history,” by Alan Spears. This article had little to do with cultural history and resources in the national parks. Instead, it was a political op-ed. Political opinion articles are out of place in professional journals. Let's keep it professional.

— Bob Piontek, *ANPR member*

*Do you have an opinion you want to share? Ranger magazine welcomes all respectful input and feedback. Please limit letters to no more than 250 words, and send to [mdevaughn@anpr.org](mailto:mdevaughn@anpr.org).*

# RANGER

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

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

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## FINAL DEADLINES

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



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# Help us help you, the protection ranger

## President's message

— Rick Mossman



**T**HIS EDITION OF *RANGER* IS FOCUSED ON LAW enforcement in our national parks. Over the last two decades, there has been some controversy over the direction Law Enforcement (LE) is taking in the NPS. Some of the newer, younger rangers only want to do LE and nothing else. Some want to continue performing all the duties that rangers have historically done. As most of us have said over the years, LE is an important part of the job, but it's not the only job. However, we must do LE professionally and as good as any other LE agency all the while doing the other things that a ranger does. This is what makes rangers stand above the crowd, in my opinion. We've come a long way since superintendents, managers and even some chief rangers did not want rangers to carry guns or do LE, but we all, in every NPS discipline, still have a ways to go with supporting LE in parks. Please read the articles inside to see what Congress mandated rangers to do.

It's not an easy job. Any protection ranger will tell you that.

Thirty years later, it also is a good reminder that ANPR was instrumental in getting protection ranger jobs upgraded in grade scale and benefits by making them more equivalent to other federal LE agencies.

There has been a lot of talk from current rangers who claim that every protection ranger is leaving to go to other agencies — and some have. This mainly has to do with benefits provided by those other agencies such as AUO (Administratively Uncontrollable time), take home cars, and pay incentives for other certifications. But the overriding one I have heard from the field is the better quality of life due to less stress.

One former NPS ranger who is now with another agency told me he gets more training and more opportunities to take leave or work from home — which all contribute to improved quality of life. But it must be remembered that many of those agencies, (BLM and USFS) do not have primary LE duties. That is left up to local, county, and state agencies. So, they don't necessarily have to do "shift" work. In the NPS we must do it all, and this is taking a toll on both mental and physical health of NPS protection rangers (and other disciplines).

There is no question that protection rangers are overworked due to lack of enough rangers. The same is true with interpretive rangers, resource rangers, and maintenance folks. We have been battling this for 60 years, and it's only become worse. I wish I had the answers to fix it.

More rangers in all disciplines would certainly help morale and lessen the burden on existing rangers. But until we can convince Congress and your NPS managers to fund more protection rangers, maintenance employees, resource rangers and interpretive rangers it's not going to happen.

Instead of complaining I would like to hear answers and viable solutions from the field as to how we can fix this. As an employee association, ANPR wants to hear your constructive solutions. Rangers from the field, with the help of ANPR, changed things 30 years ago that management told them could not be done. Perhaps we need to look again and figure out how to fix what "they" say can't be done.

— Rick Mossman  
*ANPR President*



# The evolution of LAW ENFORCEMENT ACADEMIES

*By Rick Mossman, ANPR president*

**T**HE NATIONAL PARK SERVICE (NPS) and park rangers have come a long way over the last 100 years with Law Enforcement (LE). There have been many changes over the years, and the current status of both seasonal protection hiring and seasonal law enforcement academies is different than it was just 10 or 20 years ago. Here's a glimpse of its history – it's a lot of ground to cover, so buckle up.

First, remember that according to U.S. Congress, LE is only one of the many duties of a protection ranger. In the General Authorities Act of 1976 (16 USC 1a), it wrote that LE was to be engaged in conjunction/complement with the duties historically performed. So yes, protection rangers are still very much responsible for LE, but also for “traditional” ranger functions, which include structural and wild-land fire, emergency medical response, search and rescue, fee collecting and, “other duties as assigned.” Some of those duties include safeguarding the cultural and natural resources of their area, which is half of the NPS Organic Act of Aug. 25, 1916. The “Flat Hat, Gray and Green Wearing National Park Ranger” has proudly performed these duties, and more, since our beginning.

Although rangers (and all park employees) were given LE authority as far back as 1897, there was a lot of ambiguity:

1897: The 54th Congress proclaims that, “the superintendent or any guardian of such park is authorized to arrest forthwith any person engaged in committing any misdemeanor....”

1905: The 58th Congress modifies the authority of the 1897 Congressional action, stating that, “...all persons employed in the forest service and national parks of the United States shall have authority to make arrests for the violation of the laws and regulations relating to forest reserves and national parks....”

This is the authority existing when the NPS was created as a government agency in 1916. And it remained so until 1976 with the passing of the General Authorities Act.

During the first 50 years of the National Park Service, some rangers occasionally carried guns and all performed LE to some degree, although their authority was ambiguous and their training and equipment was marginal. During those years, two rangers were murdered in the line of duty: James Cary in Hot Springs in 1927 and Karl Jacobson in Acadia National Park in 1938. It should be noted,



Park Ranger law enforcement academy students at Skagit Valley College practice crime scene investigation skills. Photo: Rick Mossman

however, that several times that number died during that same period in other ways while on duty, including responding to vehicle accidents, backcountry rescues, and even patrols.

In the mid- to late-1960s, the country experienced serious social concerns resulting in anti-Vietnam War demonstrations, continued Civil Rights protests, the beginnings of the American Indian and environmental movements, “flower children,” the military draft, revolutionary leaders, political and racial assassinations, dissent over many issues and, “...sex, drugs, and rock-and-roll.” This turmoil and unrest spilled over into the national parks, affecting the agency entrusted with protecting these lands for “future generations.” In 1970, the independent International Association of Chiefs of Police (IACP) documented an increasing burden on park rangers and growing crime problems in national parks.

Several of the more egregious incidents were a seasonal ranger killing an unarmed 16-year-old boy while he was driving the wrong way in a campground at Lake Mead in 1969; the arrest by rangers and other officers of cult leader and mass-murderer Charles Manson in Death Valley; a riot of 400 to 600 mostly young people in



The Skagit Valley College Park Ranger Law Enforcement Academy Fall graduating Class of 2021. Photo: Rick Mossman

Yosemite Valley on July 4, 1970, resulting in the arrests of more than 160 people and accusations of police brutality by park rangers, (more than 150 LE officers responded from nearby agencies and communities); and then, Ranger Ken Patrick being shot and killed by poachers at Point Reyes National Seashore in 1973.

An After-Action Review for the “Stoneman Meadow Massacre,” as the Yosemite Riot has often been dubbed, (read more about it in our “And There I Was” feature on Page 12) identified the following problems:

- Lack of clear law enforcement authority for rangers,
- Lack of solid law enforcement policies/procedures,
- Lack of training, standards, and equipment,
- Massive cultural inertia to overcome: most of the NPS does *not* want to make law enforcement a greater part of the ‘generalist’ ranger’s duties,
- National recognition of need for improvement and further “professionalization” of NPS law enforcement.

In referring to the Yosemite Valley Incident in 1970, National Park Service Assistant Director William C. Everhart stated, “rangers were desperately trying to handle a situation for which they were ill-equipped by reason of training, equipment and ideology. Should another disturbance occur, however, it will be treated differently.” At the time, there were only a handful of park rangers who had obtained professional LE training while being policemen, sheriff’s deputies, or highway patrolmen, elsewhere while working for some other agency.

After Ken Patrick’s murder in 1973, that Board of Review concluded in part, “The major share of the responsibility for Park Ranger Patrick’s death must rest with the service.” Then adding, this was due to rangers’ lack of being given proper LE training, lack of proper equipment, lack of a proper uniform for LE duties and the historic ambiguity of authority and enforcement.

As a result of this increasing need for professional law enforcement and these incidents, Congress passed the General Authorities Act in 1976 (16 USC, SS1a-6 (b) (10), (as of 2014, this Act is now

under USC 54), which specifically gave NPS rangers full federal law enforcement authority to: Make arrests, carry firearms, serve warrants, and conduct investigations.

Another important part of this Act mandated that the NPS “... shall not authorize the delegation of law enforcement authorities of the agency to state and local governments ... except to supplement rangers in case of emergencies.”

This was important because at the time, many NPS superintendents and “old school” managers still did not want rangers carrying out LE duties and just wanted to turn it over to the “locals,” despite their park’s legal jurisdictions and associated mandates. But with the country’s social problems ballooning all around them, the NPS slowly began to wake up. In the early summer of 1970, five rangers began attending the U.S. Park Police (USPP) School in Washington, D.C. Then, with the July Fourth “riot” in Yosemite, these five, plus a significant contingent of uniformed USPP, were quickly deployed there. Later that same year, the USPP School expanded to become the Consolidated Federal Law Enforcement Training Center (CFLETC). Over the next five years, the LE curriculum would grow, and other agencies would begin going, as well.

In 1975, after six or eight classes, each eight- to 10-weeks long at CFLETC, park rangers, along with numerous other agencies, would now start at the Federal Law Enforcement Center (FLETC) in Brunswick, Ga. With a \$28 million retrofit of the Glynco Naval Air Station, FLETC opened its doors on Sept. 12, 1975. Along the way and before moving, the name “consolidated” fell by the wayside. Rangers, along with many students from other agencies (in 2023, there are 91), many of which didn’t have a core LE training academy, received it there. They sat beside Border Patrol, Secret Service, DEA, ATF, BLM, and numerous other federal LE agencies. So, with FLETC beginning in 1975, coupled with the recent General Authorities Act, it can be said the true beginnings of professional LE in the NPS started in 1976.

After a few years, the FLETC and the NPS recognized the need for a separate class and curriculum for the land management agen-



cies: Bureau of Land Management (BLM) U.S. Fish and Wildlife Service (USFWS), Tennessee Valley Authority (TVA) and U.S. Forest Service (USFS). In July 1979, the first official land management class was put together in the Police Training Division (Class PTD-215), made up of 15 NPS rangers, five USFS employees, three U.S. FWS, and one LE officer from the TVA.

I was one of those 15 park rangers and I remember with a smile how many of the urban area, federal LE instructors struggled to make their lesson plans about arson or racketeering relevant to land management law enforcement!

As you might guess, over the years these courses have greatly improved, and rangers and officers have proven themselves capable in academic and physical testing. Our class alone had 15 distinguished graduates, a much higher average than the other federal LE agencies classes. Since then, many hundreds of rangers have graduated from FLETC and under the new (Central Intake) Direct to FLETC hiring process, the NPS hopes to get about 100 a year through.

In the early 1990s, as a result of this professionalism and with the help and direct involvement of the Association of National Park Rangers (ANPR), the Park Ranger-Protection Position (025), was rewritten and raised to the Journeyman Level of GS-9, closer to what other federal agencies offer. (I started out in 1979 as a GS-4 permanent commissioned park technician, supervising a GS-5 LE seasonal ranger!)

## SEASONAL PARK PROTECTION RANGERS

After the General Authorities Act passed in 1976, the NPS realized they had to figure out a way to commission seasonal rangers. There were approximately 2,800 seasonal LE positions, compared to approximately 1,500 permanent NPS positions. (Note those numbers! We had approximately 1,500 commissioned positions in 1980, which is the same number today, even though we have almost 100 new NPS units and about triple the visitation. The number of LE seasonals has dropped to less than 500.)

In 1978, the NPS partnered with Santa Rosa Junior College, north of San Francisco, to start a seasonal NPS LE program. The number of required training hours was about 250. At that time, permanent rangers went through a 450-hour program at FLETC.

For Seasonal Rangers going through a seasonal academy, the NPS developed the Type-2 commissions (versus the Type-1 commission that FLETC graduates received). The difference was that with a Type-2 commission, seasonal rangers were authorized to make arrests, carry firearms, serve warrants (inside park boundaries only), and conduct investigations of minor incidents only.

Two years later, Southeast Community College (Known as Sylva at the time), near the Great Smoky Mountains National Park in North Carolina, started an approved NPS seasonal certification academy, becoming the second seasonal LE academy.

Over the next 40-plus years, a number of seasonal programs came and went, through various colleges around the country including: Slippery Rock College, Pa.; Memphis State, Tenn.; Unity College, Maine; Evergreen College, Wash.; San Antonio Community College, Texas; Hocking Junior College, Ohio; Dakota Tech, S.D.; University of Massachusetts-Amherst, and others. Today there are six programs still certifying graduates for Type-2 (Seasonal) commissions within the NPS:

- Skagit Valley College, Wash.
- Southwest Community College, N.C.
- Temple University, Pa.



Physical fitness plays a large role in preparing for the demands of the job. Photo: Rick Mossman

- Vermillion Junior College, Minn.
- Northern Arizona University, Ariz.
- Colorado Northwestern Community College, Colo.

By the 1980s, the FLETC program hours were increased dramatically and the seasonal academy hours were increased to more than 400. In 2016, the NPS directed the seasonal academies to offer the same number of hours as the FLETC land management classes and both permanent and seasonals are now comparable at approximately 700 hours. FLETC and the NPS set the curriculum for the seasonal academies, which is the same for all six schools. The courses parallel almost identically to the hours for permanent rangers at FLETC. Testing at the seasonal academies is done by computer from FLETC to preserve their integrity; neither the academies nor the instructors know what the questions will be.

Despite some recent rumors, the Seasonal Protection Program, including the seasonal academies and Type-2 seasonal commissions, continue to exist.

In the past, if a seasonal ranger got a permanent position, they were allowed to continue LE work until they went through FLETC and received their Type-1 commission. There were limits, though, as to the time frame in which this could be done. It was usually for only one to two years, with the intent that a new employee would go to FLETC as soon as possible. However, with the new Direct-to-FLETC Hiring Program, the NPS has changed that policy and the seasonal commission is no longer allowed for permanent rangers to work until they go to FLETC. They must graduate from there before they can continue doing LE work.

For the last two decades the number of “filled” ranger positions

has been 200 to 300 short, due to attrition, funding shortages, and other reasons. The Washington Office of the National Park Service is working diligently with the Direct-to-FLETC Program to get the number of vacant permanent ranger positions filled by offering more “seats” at FLETC. Hopefully, this will get us back to the 1,500 number – still far short of what the NPS needs to be proactive and effective in all 424 units, but it’s a start.

Although the NPS still has improvements to make, the progress over the last four decades has been good, and credit is due to all the protection rangers who have worked tirelessly and professionally in all their protection duties.

Let us not forget, 42 protection rangers have died in the line of duty since 1913, among them eight by murder. These officers were safeguarding grizzly bears and rattlesnakes, as well as ocean beaches, forests, deserts and mountains, along with the great many of our nation’s cultural and historic treasures. We owe it to the places we want to preserve for our grandchildren and “future generations” to stay professionally vigilant and continue to improve the policy, safety, and ourselves. Be proud of being a “Flat Hat, Gray and Green Wearing National Park Ranger.”

## References:

*National Park Service Law Enforcement Training Center Seasonal Law Enforcement Training Program Curriculum (June 2017), “101-NPS Mission and History of NPS Law Enforcement.”*

*Ranger Magazine, Vol. 1, No.2, Spring 1985; “The Evolution of Enforcement in the Services,” by William O. Dyer and Robert Howell, pages 7-11.*

*Reference Manual-9; National Park Service Law Enforcement Program (2015)*

*National Park Service Law Enforcement Training Center Seasonal Law Enforcement Training Program Curriculum (June 2017), “209-Lost in the Line of Duty”.*

*Personal conversations with NPS and FLETC staff and seasonal academy directors.*

*Rick Mossman is ANPR president. He retired from the NPS in 2012 after 36 years of service. In 2012, he became the director of the Seasonal LE Academy at Colorado Northwestern Community College and then in 2018, moved to the director/commander of the Seasonal NPS Park Ranger Law Enforcement Academy at Skagit Valley College in Mount Vernon, Wash., where he currently lives. Mossman encourages comments from the field on the LE program of the NPS and how ANPR can help (and be a voice) for the field to the NPS with their issues and ideas on improvement. Reach him at [rmossman@anpr.org](mailto:rmossman@anpr.org)*

## Skagit Valley a great place to discover your law enforcement career

The NPS certified seasonal law enforcement training program started at Skagit Valley College in 1991. More than 900 graduates since 1991 have gone on to work as park rangers in the National Park Service, Washington State Parks, other state parks and law enforcement agencies. The academy has had five directors with former Director Bill Overby serving approximately 18 years. The current director, Rick Mossman, has been in charge since 2018. He is a retired career chief park ranger with more than 45 years involvement with most aspects of rangers and national park management. He is the current president of the Association of National Park Rangers.

The demographics of cadets coming to Skagit are as follows: The average age is 28, about 25 percent are veterans, and approximately a third to a half already have four-year college degrees.

The Mount Vernon campus is 30 minutes from the beaches and parks of the Pacific coast and 30 minutes from the Cascade Mountains and North Cascades National Park. This makes it an ideal area for outdoor activities for students and great area to conduct training scenarios.

One of the unique aspects of this academy is that it is used by



Law enforcement students prepare to be “tased” as part of taser training at Skagit Valley College.

Photo: Rick Mossman

the Washington State Park System and local county and city park systems to train their protection rangers. However, we still follow the NPS curriculum but add a day of Washington criminal law. Currently, the academy is being reviewed by the Washington State Criminal Justice Training Center to be an equivalency academy for Washington State Peace Officers Standards.

The program is conducted in a full-time academy setting with a typical week consisting of a minimum of 40-plus hours Mondays through Fridays. The college also offers a separate (optional) wildland fire class (qualifying

you for a red card) and an (optional) Emergency Medical Responder class. These two classes are compatible with the academy. Two academies are offered a year – mid-August through December and early January through early May.

For more details, visit: <https://www.skagit.edu/academics/areas-of-study/public-service-social-science/criminal-justice/parks-law-enforcement-academy/>

Or contact Director Rick Mossman at 360-416-7829 or [rick.mossman@skagit.edu](mailto:rick.mossman@skagit.edu) or Program Assistant Jenny Knezek at 360-416-7819 or [Jennifer.Knezek@skagit.edu](mailto:Jennifer.Knezek@skagit.edu)

# LE academy sampler

**Interested in a career in  
National Park Service  
law enforcement? Here's a primer  
on a few good locations**

## Southwestern academy: 'Excellence through training'

**F**ounded in 1964, Southwestern Community College (SCC) takes pride in a history characterized by community involvement and collaboration resulting in excellent educational opportunities. SCC's service area includes Jackson, Macon, and Swain counties, and the Qualla Boundary in North Carolina. The main campus is 50 miles southwest of Asheville, N.C., 90 miles southeast of Knoxville, Tenn., and 149 miles northeast of Atlanta. SCC is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools.

The National Park Service-Park Ranger Law Enforcement Academy (NPS-PRLEA) is delivered through the Division of Public Safety Training Center's (PSTC) Law Enforcement Training Program (LETP), located in Franklin, N.C. The LETP is responsible for, and committed to, providing the highest level of training capabilities to those who serve, safeguard, and secure communities within North Carolina, as well as the nation's federal level of law enforcement, and essential personnel within the criminal justice system.

### "EXCELLENCE THROUGH TRAINING"

Guided by integrity, commitment to excellence, professionalism, the efficient management of resources and cultivation of strategic partnerships, the LETP provides innovative research, timely consultation, comprehensive program development, exceptional education, realistic training, and continuous support for law enforcement professionals. This is expressed through our operational philosophy: *esse quam videri* and consistent with established standards. The LETP encompasses basic through advanced law enforcement certification training, inclusive of annual in-service training, as established by the State of North Carolina Department of Justice - Criminal Justice Education & Training Standards Commission, the State of North Carolina Department of Justice - Sheriff's Education & Training Standards Commission, and the National Park Service - Law Enforcement Training Center.

NPS-PRLEA training sessions are delivered twice a year with a maximum class of 24 recruits per training session and approximately 780 scheduled training hours with optional course add-ons, including Woodland Operations and Wildland Fire.

Since 1978, Southwestern Community College has been dedi-



NPS-PRLEA training sessions at Southwestern Community College are delivered twice a year with a maximum class of 24 recruits per training session. Photo: Zach Dezarn

cated to the delivery and improvement of the NPS-PRLEA program for prospective commissioned law enforcement park rangers, graduating 2,689 recruits since the program's inception upon the main campus in Sylva.

Academies are held January through May and August through December. For more information on Southwestern Community College's NPS-PRLEA contact Zach Dezarn, program coordinator, at [z\\_dezarn@southwesterncc.edu](mailto:z_dezarn@southwesterncc.edu), or (828) 306-7046, or Mitch Boudrot, program director, at [m\\_boudrot@southwesterncc.edu](mailto:m_boudrot@southwesterncc.edu), or (828) 306-7043.

## Far north law enforcement academy skirts Minnesota's Boundary Waters

**T**he National Park Service Park Ranger Law Enforcement Academy, formerly known as the Seasonal Park Law Enforcement Ranger Training, began at Minnesota North College in 1985. Since



then, more than 900 graduates have gone on to work as park rangers in the National Park Service, Minnesota State Parks, or as Minnesota state, county, and city peace officers.

Minnesota North's academy has had four directors. The current director, C.J. Ross, has served since 2018. He is a retired chief park ranger with 32 years working for the National Park Service, the Bureau of Land Management, and the U.S. Fish & Wildlife Service. Ross also worked as an instructor, senior instructor, and manager at the Federal Law Enforcement Training Center in the Drive & Marine Division, Physical Techniques Division, Enforcement Operations Division and the Law Enforcement Leadership Institute. He is also a U.S. Army military police veteran.

The Vermilion campus is in the 1-million-acre Boundary Waters Canoe Area in Ely, Minn., along the Canadian Border in some remote country. The academy has its own facility three miles east of the main campus known as the Outdoor Learning Center. It is a former fishing camp in Superior National Forest with a state of the art classroom building and eight cabins overlooking Fall Lake complete with canoes, snowshoes, and cross-country skis. The facility has its own island, resident eagle, and wolf pack.

One academy is also a Minnesota Peace Officer Standards of Training Academy (POST), thereby offering federal and state certification and exponentially increasing job opportunities. The 17-week standardized NPS curriculum is blended seamlessly with the Minnesota POST curriculum. The program is conducted in a full-time academy setting with a 6 a.m.-4 p.m. Monday-Friday schedule of 40-plus hours. One academy is offered annually, August through December.

Students interested in applying for the academy should contact Director Ross at (218) 235-2128 or [carrol.ross@minnesotanorth.edu](mailto:carrol.ross@minnesotanorth.edu). Or contact Cindy Loushin, administrative assistant, at (218) 235-2101 or [Cynthia.Loushin@minnesotanorth.edu](mailto:Cynthia.Loushin@minnesotanorth.edu). For more details on what the Minnesota North Academy offers, visit <https://minnesotanorth.edu/academics/programs/park-ranger-law-enforcement-academy/>

## Colorado LE academy surrounded by national park units

The Park Ranger Law Enforcement Academy (formerly known as the Seasonal Law Enforcement (LE) Training Program) debuted at Colorado Northwestern Community College was in the early 2000s. Since then, hundreds of graduates have obtained employment in national parks, state parks, and other local police agencies around the country.

The campus is in Rangely, Colo., surrounded by a bastion of public lands and wilderness and within a day's drive of numerous national parks and monuments such as Arches, Canyonlands, Dinosaur, Rocky Mountains, Colorado, and others. Diverse opportunities for outdoor recreation exist for students who choose to train here.

As a bonus, CNCC's program consistently exceeds the training required of other local and state law enforcement agencies, thus allowing graduates to be employed by other LE agencies without having to attend yet another academy. Examples of LE agencies employing our graduates include Colorado police departments in



Charles Huyck, director

Steamboat Springs, Rifle, and Rangely, as well as Colorado Parks and Wildlife, Washington State Parks, Utah Division of Parks and Wildlife, and others.

The current director of the CNCC PRLEA is Charles Huyck, who has 28 years of law enforcement experience as a former DEA special agent, BLM special agent, CGIS resident agent in charge, and FLETC supervisory instructor and program manager. The strength of our program lies in its diversity of adjunct instructors, which range from retired and current U.S. Fish and Wildlife officers, NPS rangers, FLETC legal instructors, former U.S. Army Green Berets, former U.S. Marine Corps small arms specialist, Vietnam War veterans, state and local deputy sheriffs, and police officers, among others.

CNCC's academy has a disciplined approach to training and is quasi-paramilitary. The program demands discipline, respect, honor, integrity, and professionalism in keeping with other basic law enforcement academies. A usual week consists of 40-plus hours of lecture mixed with labs and practical exercises. The program is offered twice per year in the Fall and Spring semesters at CNCC.

CNCC provides an optional AAS degree that can be obtained either prior to or following the PRLEA by taking a few additional courses. The program also offers Wilderness First Responder and Search and Rescue certifications, which can be obtained while attending the PRLEA.

For more details, go to [www.cncc.edu/degrees/rangely/nps](http://www.cncc.edu/degrees/rangely/nps) or contact Charles Huyck at 970-675-3336 or [Charles.Huyck@cncc.edu](mailto:Charles.Huyck@cncc.edu). Or contact Kathy Kottenstette, academy coordinator, at 970-675-3337 or [Kathy.Kottenstette@cncc.edu](mailto:Kathy.Kottenstette@cncc.edu).

## NAU training program in an outdoor lover's paradise

Northern Arizona University's Park Ranger Training Program is an approved National Park Service Park Ranger Law Enforcement Academy (PRLEA) and has trained approximately 1,000 prospective rangers since 1998. The program is offered with college credit and noncredit options.

Northern Arizona University is in the vibrant mountain town of Flagstaff, Ariz. Flagstaff sits at 7,000 feet in elevation at the base of the San Francisco Peaks on Route 66 in northern Arizona with a population of approximately 75,000. Flagstaff offers endless outdoor adventure opportunities for mountain biking, camping, rock climbing, hiking, backpacking, river running, OHV, canyoneering, hunting, fishing, equestrian, downhill and cross-country skiing enthusiasts.

More than 10 units of the National Park System are located within a few hours drive of the NAU campus. Instructors from these units support the diverse instruction of the PRLERA curriculum. Class field trips to four of these units provide the experience to interview park managers and rangers and to receive first-hand experience in management challenges.

The program schedule is generally Monday through Friday with several weekend sessions. Two academy sessions are offered each year, August-November and January-April.

For details, see [www.prm.nau.edu/rangers](http://www.prm.nau.edu/rangers). Interested students should contact Director Mark Maciha at 928-523-8242, [maciha@nau.edu](mailto:maciha@nau.edu).

# The Battle of the britches

Fifty years ago, female rangers launched a high heels and skirts resistance

*A collaborative recollection by Lyndel Meikle, with Marilyn Hof and Ginny Rousseau*

**I**N THE EARLY 1970s, WOMEN WORKING IN THE NATIONAL PARK Service had a most unusual challenge. While trained to do the same jobs as their male counterparts, their uniforms often prevented them from doing so. Not only were the short skirts and heels not functional, but they also conveyed the message that female employees somehow were not equally as capable as their male colleagues. Retired rangers Lyndel Meikle, Ginny Rousseau, and Marilyn Hof share their experiences during that time, and how they were part of a change that needed to happen. Follows is their “round table” discussion on what it was like to be a female ranger 50 years ago.

**Lyndel Meikle:** It’s an odd feeling to realize you are history; not a depressing belief that your role in life has ended, but the realization that you were privileged to be part of an important point in time.

One day, half a century ago, some women at Yosemite National Park went into the uniform store in nearby Merced and bought the men’s uniform. I was among them and for the next 43 years, the gray and green were as much a part of my life as the air I breathed.

We were not the first women to wear the traditional ranger uniforms, but we were the lasting turning point. Within a couple of years, the battle was over throughout the National Park Service.

**Marilyn Hof:** When I arrived at Yosemite, I found that the official uniform for women had been created by some fashion designers and consisted of a beige knit pantsuit or a beige knit dress and a cute



Rangers Marilyn Hof, left, and Lyndel Meikle in 1972 sent this photo of them in functional working clothing to the Washington office to help institute change in the NPS outdated female dress code. Photo: Dave Bagozzi

miniature version of the flat hat. There was no way I would ever wear beige knit pants, so I wore the dress when I was on duty at the Visitor Center. It was obvious that no one had considered that women would have to work in the field.

**Meikle:** I never wore the beige outfit – it would have been too reminiscent of what I wore when I had been a stewardess. The unofficial women’s uniform for field work became J.C. Penney’s green jeans and a white blouse with an arrowhead patch sewn onto the shoulder. It looked like a Girl Scout uniform, and I’m certain the average visitor did not consider us as being actual rangers.

**Hof:** I remember being aware that whenever there was a man in green and gray in my vicinity, I was completely ignored by park visitors. If we were doing the same job, we were entitled to the same respect and credibility bestowed on the men by virtue of the green and gray and that iconic flat hat. Hence our little rebellion and the trip to Merced. I have a vague memory of going to someone – perhaps Dave Karraker – and being told that if we could assemble suitable uniform parts, he would support us.

**Meikle:** I can still visualize the shelves at Alvord and Fergusson, the uniform supplier in Merced, and the twinge of elation and trep-

idation when we returned to the Valley, put them on and marched into Dave's office. He sent us over to Superintendent John Good, who, if memory serves, rested his forehead on his hand for a moment before saying, "Well, take a picture and send it to Washington." Yosemite interpretive ranger Dave Bagozzi took the photo out in the Indian Garden and it was sent to many parks, hastening the official change. It took longer to change preconceptions.

**Hof:** I remember an elderly gentleman telling me how pleased he was to see women in uniform. I started to turn to him with a big smile until he added, "because it frees up the men for the important work." Sigh.

**Meikle:** That sort of belief could prove fatal. I was on campground patrol near the river, which was at flood stage. I was in full uniform, including hat, gun belt with radio, mace, handcuffs and a .357. On the other side of the river a man with a young boy was about to put the raft in. I hollered across not to do it; the water was too high. I believe his response was, "We're just going a little way." I yelled again to stop. Then a maintenance man in gray and green but wearing a ball cap shouted that the river was too high and not to put in. The visitor looked toward me and said something along the line of, "The ranger said not to try it." At that point I felt like saying, "Oh go ahead, just leave the boy on shore."

**Hof:** I remember being surprised that comments from men usually came from surprise or awkwardness, but the really nasty comments came from women. There was the woman who came up to the desk at the Visitor Center and said, "You're cute, honey, but you're not going to know what I need to know." So, I phoned upstairs and reached one of the men and asked him to come down to the desk because there was a woman who wished to speak to a male ranger. He came down and asked the woman how he could help. She asked about conditions on some trail or other – he turned to me and asked about the conditions – I told him – and he told her. She left, not best pleased. But I enjoyed it.

**Meikle:** We did get support from our male counterparts. I once greeted a visitor at the VC desk and said, "Can I help you?" I was told, "No, I need to speak to a ranger," and continued to the male ranger at the other end of the desk. I don't even recall what the question was, but my coworker barely looked up and gestured at me, saying, "That ranger can help you." I hope I thanked him!

**Ginny Rousseau:** I was first introduced to the NPS women's uniform the summer of 1972 at Lassen Volcanic National Park. As an information receptionist (GS-3) and fill-in fee collector, it didn't strike me as odd that I wore a beige dress and white heels to do my job while the rest of the staff, from maintenance to interpretation to protection, wore gray and green. Was I the only woman in the District? Probably.

On occasion I took one of the patrol vehicles up to Summit



The gray and green uniform for women was approved nationally by NPS Director Gary Everhardt in the mid 1970s. Ginny Rousseau, YOSE, 1974-1978.

Lake and back. On one trip I chanced to see smoke from an abandoned campfire across the talus slopes of Chaos Crags. I reported it and was advised to "check it out." Anxious to please, I hiked up my already short miniskirt and charged across the rocky field. A fire crew eventually responded and put out the wayward flames. The park reimbursed me for a pair of shoes and stockings. It dawned on me that maybe this outfit wasn't as functional as it could be.

**Meikle:** One of the peculiar aspects of my first job with the Park Service is that I had not actually applied. I'd been working for the concessioner since 1969 and began volunteering with the NPS. Early in 1973, the Valley District interpreter, Bruce Fincham, gave me a seasonal application, explaining it was just so they'd have more information on me. Summer approached and I said, "I wish I'd applied for a seasonal job." That's when I learned he had submitted the application for me. When I had applied to forestry school several years before, I was informed they didn't take girls. What a gift it was to find a dream could come true! Next I transferred to Fort Point, a Civil War-era fort in San Francisco. For the most part,

the gray and green went back in the closet and I donned the uniform of a Civil War Artillery sergeant. Marjorie "Mike" Hackett was superintendent, and Charlie Hawkins was my supervisor. When the Civil War Skirmish Association had a hissy fit over a female in that uniform, he replied, "Just because we discriminated against women back then is no reason to do it today!"

I realize now I let the discriminatory episodes loom large and barely acknowledged the help I was given. My Fort Point seasonal job was coming to an end when the supervisor at Alcatraz informed me that I'd be starting there the following Monday. I am?! We wore the NPS uniform there (I'm surprised no one tried to get us into striped convict suits). Then, off to Montana to Grant-Kohrs Ranch National Historic Site, where I wore the field uniform at times, occasionally a Victorian era woman's dress, the functional jeans and long-sleeved shirt of a ranch hand, the bright yellow shirt of a wildland fire crew member and finally, amazingly, dressed as a blacksmith demonstrating forge work. It didn't bother me that I was no longer in the NPS uniform. After 43 years, I hold it inside me.

And seeing what Marilyn Hof and Ginny Rousseau accomplished, I feel very lucky to have been part of the "Battle of the Britches."

*Lyndel Meikle is retired after 45 years in the National Park Service, with assignments from law enforcement to historic research to blacksmithing. Marilyn Hof is retired after 30 years with NPS, mostly at the Denver Service Center doing long-term planning for parks. Ginny Rousseau retired in 2007 after 35 years in 13 parks as a protection ranger.*



# An uprising at Stoneman Meadow

By Bill Wade

**Y**OSEMITE NATIONAL PARK, ABOUT 2 P.M., JULY 4, 1970:

“222, 700.” (222 was my radio call sign as the Chinquapin subdistrict ranger. I was somewhere on road patrol in my subdistrict.) I responded: “222.”

“This is 700. You and Ted are to be at the fire house in the Valley at 1600. In uniform, with hard hats (our aluminum fire hard hats), baton, handcuffs and sidearm.” I responded with a “10-4” and Ted (Ted Rex, the Badger Pass ranger who worked for me) responded that he copied and that he would meet me at Chinquapin at 1530 and we would head for the Valley.

We arrived at the firehouse, and a short time later were briefed that we were going to “clear Stoneman Meadow” starting at 1930. Stoneman Meadow had become a favorite “hanging out place” for the young folks – known as hippies in those days – mostly from the San Francisco Bay area. The park had determined that their gathering in the meadow was not only “disturbing the peace,” but doing serious damage to the meadow itself. Signs had been posted around the perimeter of the meadow on that day, stating “This Meadow Must be Cleared by 7:30 p.m.” Turned out that was like an invitation to “clash.”

The plan was that those of us “on foot” (Ted and I, and probably 15 to 20 other rangers) would line up at the west end of the meadow. Rangers on horseback would line up on the north side. At the signal, our line would begin to move eastward, with the intent of gradually pushing the hippies out of the meadow. The horses would move independently, breaking up groups and generally help “herd” folks out of the meadow.

I, and maybe one or two others in our line, had previously had a bit of “crowd control” training. During the briefing, it was emphasized that under no circumstances were we to “break from our line.” We were to continue to move as a line, with our batons in front, and push the hippies out of the meadow. This sounded like a good plan to me.

Well...turns out one of the hippies was riding around the meadow on his three-wheeled motorcycle. At one point, he rode up to, and gently bumped one of the horses. This incensed Don Utterback, next to me in the line, and disregarding the “never break the line” admonishment, Don ran forward and put a headlock on the motorcycle rider, took him to the ground, and yelled for “handcuffs.” I was the closest, so I ran over and cuffed the guy. Don jumped up and moved on. By this time, the line was in complete disarray and there were a number of objects (some sharp) flying through the air toward us.



ANPR Executive Director Bill Wade was Chinquapin subdistrict ranger at Yosemite National Park in 1970 when the famed Stoneman Meadow Riot broke out. This was a turning point for law enforcement in the National Park Service. Photo: Bill Wade

As the motorcycle driver unfolded himself from the ground, under my control, it turned out he was significantly bigger than I. I began to try to move him toward the east end of the meadow, where our vehicles were and where other rangers were gathering after exiting the meadow. I was trying to wrestle this guy out of the meadow. He didn't want to go. I looked around and realized that all the other rangers had left the meadow to where the vehicles were. I was still there alone, trying to get this guy out, with stuff was still flying toward us from several directions. Finally, the big guy made one forceful lunge and broke away from me, running in the opposite direction. I decided not to go after him. I continued toward the east end, watching one patrol car full of rangers get stoned and almost tipped over as it tried to head out.

Then I saw an unmarked green NPS vehicle parked on the side of the east end and headed toward it. Standing next to it, I recognized Russ Olsen, the park assistant superintendent. He urged me to get into the passenger side of his vehicle. Almost immediately after getting in, I realized that someone had jumped into the back driver's side of the vehicle. Looking back, I saw a Latino-looking individual with long hair and a dark droopy mustache jumping in and holding up what looked like a .45 caliber handgun. At that moment, I was fortunate for two things: I didn't attempt to draw my weapon in response, and I didn't lose control of any bodily functions. Olsen



This screenshot of the Stoneman Meadow Riot was documented by filmmaker David Vassar, who in 1970 had been in Yosemite National Park to make a nature documentary. Instead, he recorded history. Photo: David Vassar film

quickly acknowledged that this person was an undercover ranger and he had expected him to be there and to pick him up for the ride back to the firehouse.

So, back to the firehouse we went. As the next briefing began (with plans to make another attempt to run all the hippies out of the meadow), someone yelled to me that I needed to call my wife at Chinquapin. When I called, she said a man had just come to Chinquapin (combination residence and ranger station) and reported that “a lady at the bottom of the Illilouette Creek trail was having a miscarriage.”

So, Ted and I headed out of the Valley, Code-3, to the trailhead on the Glacier Point Road. [I will say at this point that I can't remember ever being more thankful for a search-and-rescue call than I was for this one.] We gathered our emergency medical gear and ran down the trail. We located the party. It turned out that the lady, although pregnant, was not having a miscarriage, but was suffering from a classic case of heat exhaustion.

After stabilizing her, we were able to help her slowly walk back up to the road and got the party back to their vehicle. I got back home and to bed about 0200.

## THE REST OF THE STORY (AS PAUL HARVEY USED TO SAY) ...

The next morning, about 0900, I was sitting in the Chinquapin house having a cup of coffee, and happened to look across the road to the concession-operated gas station... and what did I see? A three-wheeled motorcycle! I rushed to get into uniform, but before I could get ready, I saw the vehicle head toward Wawona. I got into my patrol vehicle and radioed ahead to the Wawona Ranger the description of the vehicle and a request to stop him and hold him until I arrived.

When I got to Wawona, the ranger had the motorcycle driver detained and cuffed. I loaded him into my vehicle and headed to the Valley to book him, at which time he stated: “Jesus Christ, you rangers never give up, do you?” During the conversation on our trip, as is often the case, the guy turned out to be a decent, interesting young man. I think I did convince him about the damage a vehicle can cause to a fragile meadow, and I suspect he never did that again.

I forgot to ask him what happened to my handcuffs.



## Custom Printed Junior Ranger Badge Stickers for Kids

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# Ranger Rendezvous

*heads to sunny Florida*

A peek at Ranger Rendezvous 46; 'Employee wellness, employee support'



**7** HIS YEAR'S RANGER RENDEZVOUS 46 WILL BE HELD at the Southbank Hotel Jacksonville Riverwalk in Jacksonville, Fla. Training sessions will begin Sunday, Oct. 15 and run through Oct. 18. The ANPR Board of Directors will meet on Wednesday the 18th. The full program will run Thursday, Oct. 19-Sunday, Oct. 22, although Friday, Oct. 20, is set aside for field trips and personal experiences. Field trips will be planned to Timucuan National Historic and Ecological Preserve (including Fort Caroline National Memorial and the Kingsley Plantation) and to Castillo de San Marcos National Monument and historic St. Augustine.

## PROGRAM HIGHLIGHTS INCLUDE:

**Audrey Peterman**, president and co-founder of Earthwise Productions, Inc., an environmental consulting and publishing firm focused on connecting the public lands system and the American public.

- **NPS Director Charles Sams** has been invited, as have associate directors **Jennifer Flynn**, **Mike Caldwell**, **Tom Medema** and **Rita Moss**.

- The director of the **Federal Law Enforcement Training Center** has been invited to discuss hiring and training of NPS Law Enforcement Rangers.

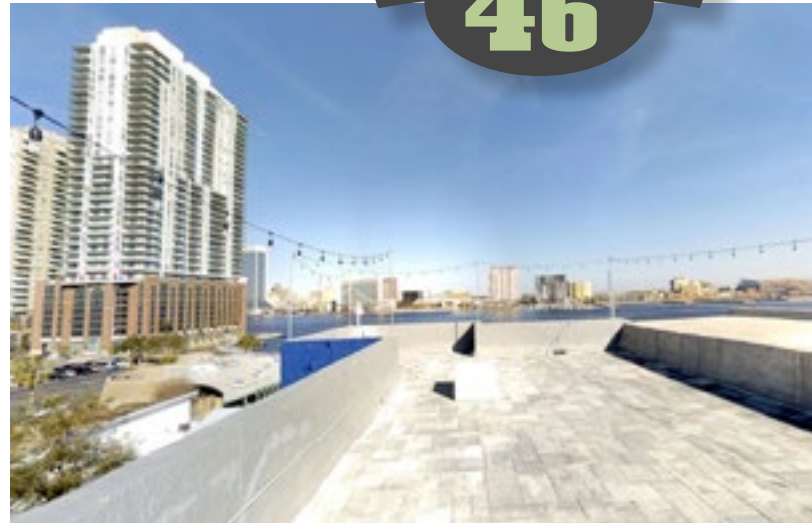
- **John de Graaf**, the director of the acclaimed documentary, "Stewart Udall – The Politics of Beauty," has confirmed his interest in attending and presenting the film.

- **Jean Pierre Jobogo**, a ranger in the Democratic Republic of the Congo, plans to attend and talk about "rangering" in the DRC. We plan additional sessions on hiring, housing and training –



Fort Caroline National Memorial is a historic rebuilding of the fort settled by French colonists in 1564 in Jacksonville. In 1565, the French colony was raided by the Spanish and destroyed.

Photo: Visit Jacksonville / Patrice Ross



The Southbank Hotel Jacksonville Riverwalk is located directly on the water so participants can enjoy the ocean breeze.

Photo: Southbank Hotel

the three priorities related to this year's theme, which is "Employee Wellness; Employee Support."

## TRAINING COURSES PLANNED INCLUDE:

- **National Association of Interpretation Certified Interpretive Guide Course** – 32 hours (tuition is \$230, and you must be an ANPR member to also attend)

- **Initial Response Incident Commander** – 16 hours (\$50, ANPR membership required)

- **Introduction to NPS Fundamentals** – Eight hours (\$25, ANPR membership required)

- **Personal Financial Planning** – Four hours (Free, ANPR membership required)

- **Strategies for Effective Communications** – Four hours (Free, ANPR membership required)

## AND MORE!

Receptions are planned, along with vendors, NPS trivia night, and, of course, the traditional Ranger Rendezvous hospitality room.

## REGISTRATION IS OPEN!

Registration opened June 1, and reservations at the hotel are open by calling the hotel at (904) 396-5100. Ask for group reservations and identify yourself as an Association of National Park Rangers members. All reservations must be guaranteed and accompanied by a first night room deposit or guaranteed with a major credit card. This year's room rate is \$118 plus tax for single/double rooms, which will include two free breakfasts per room.



EDUCATION

# Little-known NPS partner school shines in Manhattan

By Jeff Ohlfs

**WOULD IMAGINE NOT MANY NATIONAL PARK SERVICE EMPLOYEES** know there is a high school of which the NPS is a partner. It is named for our first director, Stephen T. Mather. Recently, I visited New York City and toured the Stephen T. Mather Building Arts & Craftsmanship High School. It's an independent public school housed in a seven-story building along with at least four other schools in the Hell's Kitchen neighborhood on the West Side of Midtown Manhattan. The fourth floor is dedicated to the program. This trade school highlights historic preservation programs including carpentry (the wood shop smelled wonderful), masonry, decorative finishes, and landscape management. The school has a work partnership at Governors Island National Monument. Their website is [www.matherhsnyc.org/](http://www.matherhsnyc.org/). I liked one of the quotes I saw "Mather Gather." If you are ever in New York, you might want to check it out. Go Wolves!



The Stephen T. Mather Building Arts & Craftsmanship High School. It's an independent public school housed in a seven-story building along with at least four other schools in the Hell's Kitchen neighborhood on the West Side of Midtown Manhattan.  
Photo: Jeff Ohlfs

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INTERPRETATION

# A perspective on 'reality'



On one of his last days before retiring, Gary Bremen presents a storytelling program that addresses the importance of national parks on many levels. Photo: NPS / Pete Wintersteen

**REMEMBER A PARABLE I HEARD LONG AGO ABOUT HOW THREE** stone cutters in medieval Europe were each in turn asked the same question: What are you doing? The first said he was cutting stone. The second said he was building a cathedral. The last said, “I’m glorifying God.”

Perspective can make an enormous difference in how we perceive and interpret the world around us.

When I first became a National Park ranger back in 1986, there were around 360 national parks. No, not National Parks with capital N capital P, but I honestly don’t recall people making that distinction that is so prevalent these days. The emphasis was all about connectedness ... the idea that each park (lowercase p) was a chapter in the much bigger, more important story called “America.” As the National Park Service’s 75th anniversary approached in 1991, the idea of connectedness strengthened, and the resulting Vail Agenda strengthened it further. By the end of the last century, our organization was strategizing ways to better communicate the National Park Service message, and a few years later, employees were given a list of “Twelve Things You Can Do Today” to do just that. Here are a few quotes from that document:

*When talking about your park always mention that it is “one of nearly 400 national parks around the country.” The public is confused by the multiple legal designations assigned to parks. Unless the situation requires the formal name of the park, refer to all as “national parks.”*

*Many Rangers begin their talks by asking visitors their hometowns. When they reply, name a national park nearby and ask them if they’ve visited that close-to-home national park.*

*Make thematic and geographical connections to other parks and programs.*

As both a young and mid-career ranger, I took those ideas and integrated them into every aspect of my interpretive programming. I made it my business to know all I could about “my” park, but it was equally important for me to be able to place that info into the larger context of the National Park system.

Fast-forward to the present day. Social media outlets are loaded with posts and products that encourage visitation to “all the National Parks.” There are books and stickers and checklists and maps. And how many places are on those lists? Sixty-three. Only the ones with capital-N, capital-P National Park at the end. You know ... only the “real parks.”

Trying to point out the implications of that way of thinking to folks results in some interesting reactions as well. Asking what changed when Grand Canyon National Monument became Grand Canyon National Park (did it get deeper? Prettier?) results in downward glances

and awkward kicking-of-dust. One oft-repeated conversation revolves around some people’s distaste for parks like Cuyahoga Valley or Gateway Arch. They say “they’re not real national parks ... it’s just politics.” I don’t disagree with the last bit, but when they realize that what feeds those political name changes is the incessant drive for visiting “all 63,” they also get a little sheepish.

And park visitors aren’t the only ones espousing the hierarchy falsehood. I’ve heard about park staff that talk about “all 63” as well. What an incredible disservice to the Statue of Liberty, Chiricahua, Gettysburg and the other 358 places that “aren’t parks.”

A visitor to New Jersey’s Paterson Great Falls walked up to three rangers in succession and asked the same question: What is this place? The first ranger said it was a waterfall. The second ranger said it was where Alexander Hamilton demonstrated his belief that a new nation needed to have its own manufacturing base if it was to become strong and independent. The third ranger added to what the first two said. “Like all national parks, this place contributed to making this nation, despite some significant faults and foibles, one of the greatest the world has ever seen.”

Isn’t it time we all started acting like that third ranger?

*Gary Bremen wrapped his 36-year NPS career last December. His current focus is to visit the 154 parks he has not yet been to... real and unreal.*

**Asking what changed when Grand Canyon National Monument became Grand Canyon National Park (Did it get deeper? Prettier?) results in downward glances and awkward kicking-of-dust.**



IN PRINT

# 'Wild' is best when in travelogue mode

By Rick Smith

**A**S MANY OF US DID, I SUPPOSE, THE AUTHOR thought about the future of public lands during the 2016 takeover of the Malheur National Wildlife Refuge by Ammon Bundy and the boys. Was this how the Sagebrush Rebellion was to end? Was the future of public lands going to be increasingly one of hostility and anger?

To answer this question, the author recalls the long struggle to pass the Wilderness Act and establish designated wilderness in many areas of the country. Led by the Wilderness Society, the legislation aimed to designate land where the environment had not been altered by the works of man. When the Wilderness Act finally passed, it assured that current and future additions to the system would be free from the uses to which other public lands permit: off-road vehicles, mountain biking, huge campgrounds and the like. It's not that those activities are bad; it's simply that some places in the United States should be free from the noise and other distractions that might possibly intrude on one's contemplation of the stillness that exists in an area not set aside for large-scale public recreation.

To reaffirm his ideas about wilderness, Kenyon sets out to visit some of our nation's most cherished wild areas. He begins, as you might imagine, in Yellowstone, not because it's wilderness, but that it's the birthplace of America's public lands movement. He and his wife go on to visit the Bob Marshall Wilderness, Pictured Rocks



"That Wild Country," by Mark Kenyon, 2019

National Lakeshore, Utah's Ruby Mountain Wilderness, Yukon Charley Preserve in Alaska, Arches, Theodore Roosevelt, Grand Teton and Acadia. In each of these places, designated wilderness or not, he finds the wild places that recharge him and his wife, his most frequent traveling companion.

As the heat of the Sagebrush Rebellion died, it was replaced by the land-transfer movement. Its basic riff is 1.) The federal government lacks the constitutional authority to own and manage public lands; 2.) Federal management of public lands locks up natural resources that should instead be exploited; 3.) Federal land policies stifle economic opportunity and local input; and 4.)

By transferring these public lands to the states, all these "problems" would be solved.

I found my interest in this book went up and down, up when the author and his wife were out experiencing the wild places, and down when he was explaining the various threats that exist to public lands, especially its wild places. I suspect that this is the kind of book that I might assign to a first-year public lands management course and the kind of book that people such as Gov. DeSantis might want to burn. At any rate, it's an OK read and no reader of Ranger will fail to learn something from the book.

*Rick Smith worked in six parks, two regional offices and WASO, and ended his career as the acting superintendent of Yellowstone.*

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ADMINISTRATION

# Hiring authorities are a secret weapon for admin pros

**H**ELLO FROM THE WORLD OF ADMIN IN THE NATIONAL PARK SERVICE.

Let's talk about one of the great mysteries of NPS life: getting hired into a permanent position. Every employee has their story – the interpretive ranger who made it after many years of seasonal work, the maintenance worker who had previously spent time overseas with the Peace Corp, the archaeologist who capitalized on their advanced degrees, and so many others.

In the early '90s, after completion of four seasons and graduate school, I was able to 'get on permanent' because of the Federal Clerk Typist Test. This was a way for many to gain entry-level positions in clerical and administrative type positions. I remember it was hard; I don't remember even having to type!

Unfortunately, for many former and current employees, the struggle was or is still very real. One only needs to view the postings on the National Park Employees Facebook page or converse with many of our own ANPR members to know that what was hard for a lot of us remains a frustration for our current generation of employees.

Granted, the National Park Service doesn't make the rules that govern hiring. That honor goes to the Office of Personnel Management (OPM). We have so many options for how we hire folks be it for seasonal, temporary, or permanent appointments, but do prospective employees know? For that matter, do hiring officials know?! I barely scratch the surface with the examples given below and I hope that if you are a hiring official (or aspire to be one), this may spark your curiosity to talk with your HR specialist about how you can best advertise your vacancy to make the most of various candidate pools.

Is your park unit located near a military installation or what most would consider a 'military town'? Perhaps one of the Veteran's Preference authorities would be a great option.

Maybe your site has an association with a university or is located near a college offering degrees in subjects like those interpreted or researched where you work. The Pathways Recent Graduates Program might be the mechanism that allows someone to move from the classroom and into a permanent position.

Is your unit in an isolated location with substantial unemployment and a shortage of housing options? The Contiguous to the Area authority might be an option for hiring locally and supporting your neighboring communities.

One hiring authority that has been a game changer for many is the Land Management Workforce Flexibility Act (LMWFA). This



The Land Management Workforce Flexibility Act helped ANPR board member Elsa Hansen find her first permanent position.

Photo: Marin Karraker

allows current or time-limited employees of federal land management agencies to apply for permanent positions in the competitive service.

One of our very own ANPR board members, Elsa Hansen, was hired into her first permanent position via the LMWFA. In fact, she remains my favorite hire ever! I had the opportunity to ask her a few questions recently about her hiring, her work in Admin, and any suggestions she had for others looking for that first permanent position.

Elsa worked eight seasons as a temporary employee with the NPS and the USFS in Interpretation, Environmental Education and Biology. Yet, the permanent position remained elusive. Fortunately, she knew of the LMWFA authority and applied for an administrative support position at a relatively new NPS unit, Valles Caldera National Preserve (VALL) in New Mexico.

All six employees on the LMWFA certificate ('cert' or list of qualified applicants) I received were quickly snapped up and I still believe that I selected the best of the bunch!

Elsa recently transferred from the Southeast Utah Group (SEUG) to the administrative officer position at Cedar Breaks National Monument (CEBR). While her career may take her back to Interpretation/Education someday, the opportunity provided to her by this hiring authority gave her a chance to learn about other aspects of park operations. It also afforded her the chance to especially support seasonal employees (just like she used to be!) in timekeeping, uniform authorizations, travel arrangements, and many other processes to ensure they were set up for success in their work.



Her advice to other long-suffering temporary employees? Get into your electronic Official Personnel File (eOPF) and save those SF50s – the ones that show your start dates (EOD or enter on duty) and end dates (NTE or not to exceed). You will need every single one of those to apply through the LMWFA. Remember: Once you leave the service (for example, between seasons), you won't be able to access your eOPF.

Today, great resources on hiring authorities exist in any number of locations including:

- OPM's website: Hiring Authorities (opm.gov)
- USAJobs Help Center: USAJOBS Help Center / Unique Hiring Paths
- NPS HR Central (for those currently in the service): NPS HR Central - Home (sharepoint.com)

One look at the USAJobs site will lead you to descriptions and parameters for all sorts of hiring authorities.

Of course, hiring officials would be wise to consult with their HR specialist early in the process to determine what hiring authorities are available to them and what might garner the best applicant pool.

For those employees still seeking that first permanent appointment, find a mentor – someone to help craft your resume or to suggest pertinent training or other ideas that will boost your chances. Set up one or two or more job searches in USAJobs that will alert you to positions and locations you might not have immediately considered. Take a position with another agency – it might be easier to get in permanently that way and then make the jump when the right NPS position opens up.

Hiring is a lot of work, and it isn't always fun, but it's full of potential for creating fabulous teams, which pay dividends in every aspect of our operations. Good luck to hiring officials and employees, all!

— Marin Karraker, Administrative Officer,  
*Southeast Arizona Group (Chiricahua National Monument, Coronado National Memorial, Fort Bowie National Historic Site)*

## Association of National Park Rangers names its first executive director in 20 years

In April, ANPR voted to appoint Bill Wade as its executive director. Wade, who previously served as ANPR's treasurer, will continue the responsibilities of managing the Ranger Rendezvous and be involved in other committee assignments as needed. By accepting the executive director position, Wade resigned, effectively immediately, his position as ANPR treasurer, although as executive director he will continue to assist the board of directors and work with the association's business manager to manage the finances of the association. ANPR member Meg Weesner has accepted the interim treasurer position to fill out the remainder of the term, through December 2023. If you are interested in joining the ANPR board as treasurer, please reach out to Wade at [bwade@anpr.org](mailto:bwade@anpr.org).

This is the first time ANPR has had an executive director in more than 20 years. ANPR's bylaws provide for such a position, and the appointment by the board is intended to help grow ANPR membership and involvement. Wade is accepting the role as a volunteer position.



## Welcome to the ANPR family

(Updated 5/31/2023)

- |                      |                            |
|----------------------|----------------------------|
| Andrew Power         | <i>Harlingen, TX</i>       |
| Jarred Battles       | <i>Browning, MT</i>        |
| Nicholas Pirelli     | <i>Plymouth, MA</i>        |
| Jody Maberry         | <i>Port Hadlock, WA</i>    |
| Shina Duvall         | <i>Anchorage, AK</i>       |
| Gibson Gilmore       | <i>Rochester, NY</i>       |
| Barry Moreno         | <i>Staten Island, NY</i>   |
| Jonathan Middleton   | <i>Tacoma, WA</i>          |
| Roger Welt           | <i>Santa Maria, CA</i>     |
| Paul O'Donnell       | <i>Death Valley, CA</i>    |
| Stephanie Obernesser | <i>Yosemite Valley, CA</i> |
| Karla Ponce          | <i>Gift membership</i>     |
| Alfredo Rodriguez    | <i>Gift membership</i>     |
| Colton Johnston      | <i>Gift membership</i>     |
| Logan Rothstein      | <i>Gift membership</i>     |
| Brienne Ashley       | <i>Gift membership</i>     |
| Rhiannon Davis       | <i>Gift membership</i>     |



## Kudos List

These people have either given someone a gift membership to ANPR or recruited a new member.

Thanks for your help and support! (Updated 5/31/2023)

- Jennifer Frost
- Rebecca Harriett
- Jonathan Shafer
- Tom Workman



## PROTECTION

## Leaders &amp; direct reports: Who works for whom?

SEVERAL YEARS AGO I ATTENDED A FAREWELL PARTY FOR A CLOSE ranger buddy of mine—I'll call him Joe—who was transferring from a prominent national park to a new park. The event was held at a restaurant near the district he worked in, and I found myself a comfortable seat in a booth whose seat backed up against the seat of the booth right next to it. I had previously worked at the park with Joe but had transferred myself about a year earlier, thus there were several folks at the party whom I did not recognize. A few minutes later, one such fellow slid into the booth that connected to mine, I shook his hand, introduced myself, and he introduced himself—I'll call him Dave. After some small talk, I asked Dave how he knew Joe, and with a hint of self-importance, Dave told me that Joe worked for him.

About this time, the conversation became ... how do the kids say it these days... *"aaawwwkward."*

I replied, "Really? Joe's your boss?"

Dave, appearing put-off, corrected me and explained that he was in fact the new chief ranger at the park Joe was transferring from and that Joe was one of "his" rangers.

Now, I realize that Dave didn't mean anything offensive by this, and I realize, too, that it's intuitive for most bosses to get themselves into the mindset that their direct reports work for them, so naturally, Dave was probably confused at my question. The reason I reacted the way I did, though, was because all my professional life—at least in the National Park Service, anyway—I've listened to supervisors refer to their direct reports as people who work for them.

My view of who works for whom is exactly 180 degrees the other way. If a person is designated as a supervisor over other people—ergo, their leader—he or she has been given a sacred duty, and part of that duty is to work *for* the people he or she leads. In fact, in a way, supervisory rangers, district rangers, and chief rangers all have two jobs: We have to be excellent rangers and we have to be excellent leaders, and both require our absolute best.

Rather than be pompous about my own self-instilled notion, I took advantage of the interaction to express my view to this new chief ranger about who exactly works for whom in a hierarchy of command. I told Dave it was my opinion that as a chief ranger, one of his most important roles was to serve his direct reports and provide for their needs, whatever those may be: equipment, training, developmental opportunities, quality fellow rangers, solid programs,



Obed Wild and Scenic River Chief Ranger Matt Hudson (upper left) rigs anchors for his rangers and fellow classmates during a recent technical rescue training course in Tennessee. Big South Fork NRRRA Chief Ranger Randy Scoggins (right) works on his ascending/descending Change-over skills so that he can work side by side with his rangers during technical rescues. Photo: Kevin Moses

accountability, coaching, and "going to bat" for them when necessary. Sometimes, the best way we can work for our troops is to simply stay out of their way and let them do the important work of rangers the way they know best—have faith in them—empower them. By doing all of these things—serving "his" rangers—Dave would essentially be working for them, not the other way around.

At the time of this interaction with Dave, I was a young punk and probably didn't know much about much, but I had been fortunate thus far in my few years to have served under several leaders who knew that they worked for me, and did so cheerfully. My scoutmaster, pastor, little league coaches, platoon sergeant and Army squad leader, my first NPS chief ranger and my first NPS superintendent all were leaders who understood that when done right, leadership works for its followership.

I've had some knucklehead leaders, too, like a particular district ranger who said to me and my fellow field rangers assigned to his district, "Your job is to go out there every day and make me look good." How disappointing. Not only did this bloke completely MISS the idea that he worked for us, his motives were so self-serving that they got in the way of just about every aspect of his attempting to serve as our leader, and his would-be followers came to a "no confidence" consensus about him. Fortunately, though, my fellow field rangers and I still learned from him ... we learned what

to NEVER say to direct reports once we became leaders.

To be sure, direct reports answer to and are evaluated by their supervisors in a formal structure. But just as importantly, supervisors, when they're doing it right, must answer to their direct reports and should definitely give them opportunities to at least informally evaluate their performance. Every year during mid-year and end-of-year evaluations, I turn the table around and ask the rangers I lead how I'm doing. They know they have full amnesty to communicate to me in clear, unmitigated language what I'm doing well in and what I need to improve in. It's important to me to measure up to my superiors' expectations of me, but it's exponentially more important to me to measure up to the expectations my direct reports have of me.

In my previous article, I referred to author and former U.S. Marine Captain Nathaniel Fick's belief in "moral authority" and how, in the battlefield environment, it has so much more power than "legal authority." As a refresher, Fick's contention is that legal authority is worn on the collar, but that moral authority is the legitimacy granted to a leader by the troops he leads and that it can be revoked by them at any time if he fails them.

Another author, and again, another former warrior, retired U.S. Army Delta Force commander, Lt. Col. Pete Blaber, touches on this concept from a slightly different angle in his book, *The Mission, The Men, and Me*. Blaber explains that one of his battalion commanders taught him a vital lesson in leadership early in his career, and it centered around what he called "the 3Ms."

To paraphrase Blaber, who quoted his commander in his book (Editorial note: Blaber served with Delta Force, the Army's pinnacle of special operations. At the time of this writing, female soldiers do not serve in Delta Force, only male soldiers, hence the gender-specific "men." No offense is intended):

"The 3Ms are the key to being successful in life. They're all connected, so if you neglect one, you screw up the others. The first M stands for the mission; it's the purpose for which you're doing what you're doing. Whether in your personal or professional life, make sure you understand it, and that it makes legal, moral, and ethical sense, then use it to guide all your decisions. The second M stands for the men. Take care of your men's welfare by listening and leading them with sound tactics and techniques that accomplish your mission, and by always having the courage of your convictions to do the right thing by them. The final M stands for me. Me comes last for a reason. You have to take care of yourself, but you should only do so after you have taken care of the mission, and the men. Never put your personal well-being, or advancement, ahead of the accomplishment of your mission and taking care of your men."

Take care of your men's welfare ... listen to them ... do the right thing by them ... lead them ... all of this sounds like "work for them" to me.

None of this is rocket science, either. It's mostly just "doing the right thing." Working for our direct reports can be as simple as do-

ing something special for them to show appreciation, such as was the case at a training event I participated in a few months ago at a national park area in Tennessee during which time the park's superintendent and her division chiefs prepared an after-hours feast for more than 60 training attendees.

Working for direct reports can also be the little, every-day chores, like honoring schedule requests, answering questions in a timely fashion, and purchasing needed equipment and supplies. But it also includes some of the harder stuff, like dealing swiftly and decisively with problem employees in order to maintain the collective morale and being their go-between ambassador, their "voice," so to speak, with higher management.

Whatever actions we take to serve our direct reports, we must remember that sacred duty I spoke of earlier. We must remember to work for them cheerfully, perhaps even feel honored to have been placed a position of their trust.

Lt. Col. Blaber understood this, and later in his book, he nailed it squarely on the bull's eye when he wrote:

"I was learning that commanding a mission such as this one

required a delicate balance between asking and telling, and between working with and working for my men... The success or failure of our mission depended on their ability to execute; my job as the commander was to make sure they had everything they needed to make it happen."

There's a scene in the movie "Braveheart" that captures this ideology perfectly: William Wallace has been leading his fellow Scotsmen warriors at the tip of the spear against a ruthless British occupying force. His army is tired, hungry, wounded, fewer than it was, and needing reinforcements from "the nobles" of his own fatherland. Wallace meets with the nobles to recruit their numbers to serve with him and his men on the front lines, but the nobles quibble and will not fight.

Wallace, desperate for help, desperate for a unified front to be made by his country's "leaders," implores them:

"There's a difference between us," he declares. "You think the people of this country exist to provide you with position. I think your position exists to provide those people with freedom."

It's easy to see how Wallace's words can be applied to leaders in any ranger organization. We, as district and chief rangers, might not be charged with providing our troops with something as lofty as freedom, but it is our charge to provide them with whatever it is that they do need.

Some say this is all just semantics. I say it's much more than that—it's our *attitude* about who works for whom. Like Braveheart's nobles, our positions as leaders most certainly do exist FOR our direct reports. As the guys and gals in charge, let's do right by our rangers ... let's show up every day, work for them, and do it with a cheerful—even thankful—attitude.

— Kevin Moses

*Central District ranger, Shenandoah National Park*

**My scoutmaster, pastor, little league coaches, platoon sergeant and Army squad leader, my first NPS chief ranger and my first NPS superintendent all were leaders who understood that when done right, leadership works FOR its followership.**



## CULTURAL RESOURCES

# Victory in our time: Congress passes Heritage Area Bill

IN DECEMBER 2022, THE NATIONAL HERITAGE AREA ACT cleared the House and the Senate with strong bipartisan support. Passage of S. 1942 capped a 12-year-long effort to save the National Heritage Area program from a seemingly innumerable list of detractors and bad policies. This victory is one of the largest and most significant that preservationists have achieved in the last two decades, and there's a very good chance you haven't heard a thing about it.

The National Heritage Area program was established in 1984 to support expanded preservation efforts at the state and local level that would not lead to the designation of new national parks. National Heritage Areas would be designated by Congress and the program managed and funded by the National Park Service. But the historic, cultural, and natural resources found within heritage areas would remain owned and operated by local entities. A true public-private partnership.

The key component for National Heritage Areas (NHAs) was that they needed to protect and interpret stories and resources that were both regionally distinct and nationally significant. America's first National Heritage Area, the Illinois & Michigan Canal (designated in 1984), commemorates the history of the 96-mile-long canal that opened in 1848, and provided the region with its first reliable method for transporting crops and trade goods over long distances to faraway markets. The Cache la Poudre National Heritage Area in Colorado (designated in 1996) was the first NHA to be established west of the Mississippi River. Its mission is to "promote a variety of historical and cultural opportunities" through learning, preservation, and recreation all connected to the Poudre River. Both Illinois & Michigan and Cache add to their local focus national issues related to western expansion, industrialization, and water rights.

The program grew at a modest pace with just four NHAs being designated in the 1980s. But in the 1990s the program experienced exponential growth adding 30 new heritage areas between 1994 and 2006. Program expansion led to funding challenges and critics of the initiative began targeting its purpose, its federal funding, and its very existence.

Heritage areas were referred to by some lawmakers as funding "boondoggles" while other opponents linked them to efforts by the federal government to take land away from its citizens. Both claims were spurious as was the charge that NHAs took much-needed funding away from national parks like Yellowstone. They don't. They never have.

The FY2003 budget (requested) for the National Park Service was \$2.7 billion. The budget for the National Heritage Area program for that same fiscal year hovered at or below \$18 million.

Still program critics had their victories. Throughout the 2000s both Democratic and Republican administrations were enticed to recommend that the tiny budget for NHAs be cut (sometimes by



The Mississippi Delta National Heritage Area of the Tunica Blues Museum in Tunica, Miss., embodies the spirit and culture of the area. Photo: Alan Spears

as much as 50 percent) or eliminated altogether. Several successive congresses saw the introduction of legislation aimed at eliminating the program entirely.

The fight to preserve the National Heritage Area program coalesced around the introduction and passage of a program bill. Legislation that would codify the NHA program with clearer benchmarks for designation, management, and assessment, and take steps to end the perennial battles over funding reauthorization that had effectively crippled the ability of most NHAs to operate. The Alliance of National Heritage Areas led the campaign to pass a program bill bolstered by the staunch support of congressional allies like Congressmen Paul Tonko (D-NY) and David McKinley (R-WV) and Senators Debbie Stabenow (D-MI) and Roy Blunt (R-MO).

S. 1942 establishes a system of National Heritage Areas supplanting the loosely organized program that had previously existed. Seven new National Heritage Areas (NHAs) including Downeast Maine, Bronzeville-Black Metropolis, and the Alabama Black Belt, were designated when the legislation passed. And most important, the federal funding authorizations for all NHAs were extended by 15 years to 2037.

National Heritage Areas, like other outward facing programs managed by the National Park Service, multiply and extend preservation. They establish "pride of place" and forestall the destruction of a region's historic fabric and infrastructure. And in a much-needed defiance of convention they provide us all with common ground on which we can recreate, serve, learn, and (perhaps) heal. Together.

— Alan Spears  
*National Parks Conservation Association*

## Founder of IRF a ‘ranger of the world’

By Bill Halainen

Gordon Miller, the founder, guiding spirit and first president of the International Ranger Federation, passed away May 27, 2023, after many long months of dealing with Parkinson’s disease.

Gordon was a career ranger in the United Kingdom, primarily in Peak District National Park, but he was in truth a ranger of the world.

In the early ’90s, Gordon began working on the creation of an international ranger organization. In 1991, he brought rangers from Scotland, England and the United States – all three had strong associations – together to discuss formation of what would be called the International Ranger Federation.

On July 31, 1992, now World Ranger Day, representatives from those three associations signed an accord at Loosehill Hall in Peak District NP in the UK, creating the federation. Gordon was the first president. More importantly, he was the driving force behind the expansion of the federation to include scores and scores of ranger organizations from all over the world – through his dynamism, his vision, his salesmanship, his persistence, his indefatigable energy and his constant travel as a de facto world ambassador for the federation. IRF is now a worldwide organization linking rangers everywhere and providing training, financial support, spiritual support, communications, materials, and guidance to rangers everywhere.

Gordon was able to pull IRF together by tapping into the extraordinary network of rangers that he had in almost every country with a national park system worldwide (a colleague has said that it’d be easier to list countries he hadn’t visited than to name those he’d been to), his vision for a world ranger organization, his political skills, and his unflagging energy.

Gordon’s approach to creating the federation helped make it a success. Rather than creating a worldwide association of individual rangers, it was his idea to have a federation of associations. By doing this, IRF was able to manage its mailing lists (no small task when we started, as we didn’t have international email or the Internet then), cover a lot of territory with limited funds, keep the board and voting membership small, and, above all, encourage countries without national associations to form them in order to join IRF.

The latter was very important. Perhaps a half or more of the current member associations were created specifically because a nation’s rangers wanted to be part of the worldwide community. So, along with being the father of IRF, you could say that he’s been the godfather to ranger associations around the world.

No announcement has yet been made about a service or memorial event.



The signing of the accord creating the International Ranger Federation took place at Loosehill Hall in Peak District National Park in July, 1992. Gordon Miller is second in from left. The three men in the front row are the then-presidents of SCRA (Steve Nunn), ANPR (Rick Gale), and ACR (Phil Parsley).

## Donor Recognition list

(Updated 5/31/2023)

### Denali Peak \$1,000 and higher

- Anonymous
- Mike Lynch
- Robin & Christopher Steis Foundation
- Yosemite Foundation

### Mauna Loa \$750-999

- Ron Sprinkle

### Half Dome \$500-749

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- Fred Hilton
- Michael Smith
- Thomas Workman
- Joan Hagar
- Aaron Power

### Old Faithful (monthly donations of at least \$25)

- Meg Weesner





**ASSOCIATION OF  
NATIONAL PARK RANGERS**

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