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Dan Moses
October 25, 2014

Interview conducted by Lu Ann Jones
Transcribed by Teresa Bergen
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ANPR Oral History Project

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Audiofile: MOSES Dan 25 Oct 2014

[START OF TRACK 1]

Lu Ann Jones: So, I ask people just to give me your full name and when you were born and where you were born.

Dan Moses: Dan Moses. I was born in Virginia, in a little town called Luray. Most people, when you tell them that, they don't know the name until I tell them it's the home of Luray Caverns. Most people generally, you know, they know that. I was born in 1952, so I've been around for a while.

Lu Ann Jones: Yeah. Hold on. Let's just see what we've got.

[END OF TRACK 1]

[START OF TRACK 2]

Lu Ann Jones: I'm going to say now that this is Lu Ann Jones and Dan Moses here. We're beginning our interview for the Association of National Park Rangers Oral History Project. It's October 25th, 2014, and we're in Estes Park at the YMCA of the Rockies at this year's Rendezvous. I'm going to be asking you to sign a legal release form at the end, that makes clear you understand why we're doing this. But could you just give me consent on record—

Dan Moses: Sure. That's no problem.

Lu Ann Jones: Okay. So, this is all right. So, you were saying that, why don't you describe Luray, Virginia, and just sort of describe that setting?

Dan Moses: It's in the northern part of the Shenandoah Valley, about 75 miles southwest of DC. And it's a small town. When I was growing up, there was probably 3500 people lived there. My high school graduating class had 100 people. So, it was definitely the small-town type environment. But it was the headquarters of Shenandoah National Park, and that's where I really began getting my interest in the park service. I was there a lot as a kid. My grandparents actually owned property inside the park. They were one of the families when the park was established that got bought out. They were given fair market value for the property they owned.

Dan Moses: A lot of people think the government did that, but it was actually the state of Virginia that basically condemned the land. Because then the state gave the folks that owned land in the park fair market value for their property. And then once the property was obtained, then they transferred it to the federal government to establish the park.

Dan Moses: A lot of people, of course, didn't like it. There were other people that probably had to be forcefully removed, which happens a lot of times when those kind of situations come up. But my grandparents loved the opportunity. They saw it as a big boost economically to them. And they were able to move to Luray and bought a house.

Dan Moses: So that's kind of where my park service interest started.

Lu Ann Jones: What were your grandparents doing on that land?

Dan Moses: They were farmers. Mountain farmers, basically, is what they did. They lived near the top of the mountain at Thornton Ridge. Thornton Gap. They owned some land that was right around where the area of the entrance station is now, basically. Right below that. They were farmers of the land that they had there. Not a lot of income. I mean, in that 1920s timeframe, there was, it was a depressed area, really. But there was a lot of people that lived in the park at that time. There were a lot of families in larger little communities that were in the hollows. But that was kind of their beginning. So, I ended up in Luray and that's where I graduated high school from.

Dan Moses: I graduated high school in 1970 and I went to work for the park service. Worked seasonally on a maintenance crew. My first summer job was mowing the Appalachian Trail with a hand scythe – the hand scythe that you would swing and cut the grass along the side of the trail. I was on a crew with two other guys that were seasonal employees. We were basically taken out to a location, and we had our hand scythe and our lunch bucket, and the guy that dropped us off, the foreman, said, "I'll meet you at such and such a place at quitting time." So that's where you had to get to. That's what we did all day, is we mowed with the hand scythe. We did that pretty much the whole summer. That was my original experience in working seasonally for the park service. And that was the summer of 1970.

Lu Ann Jones: Well, I want to back up just a bit. So, when you were, say, coming along in school or anything, I mean, what were you thinking? Were you interested in the outdoors? Or kind of what were you interested in at that point before you graduated from high school?

Dan Moses: I loved the outdoors. I loved sports. I was involved in sports in high school. And just the outdoor environment and the background that I had with grandparents having a farm and dealing with farm animals. I just had that urge to try to, I loved the area. I had hiked a lot in Shenandoah. Just loved the area. Knew a lot about the history because of trying to go back and find my grandparents' home. My great-grandparents actually lived there as well. So going back and trying to find some of those old homesteads that were basically destroyed when the park came in because they were, when they looked back on it, it would have been really nice to have saved some of those structures as historical reproductions. But I think at the time, they were very, very concerned that the people would try to go back there, after they were moved out, they might try to go back. So they basically burned down or destroyed the old homesteads that existed at the time. And that was the philosophy at that point. I don't know that it was a good philosophy. But that's what they did.

Lu Ann Jones: Right.

- Dan Moses: So, I had a lot of just interest in doing it. When you get out of high school, when you start looking for summer jobs, and in that particular area, it's not a big town. There's not a lot of things to be involved in.
- Dan Moses: When I was in high school, I worked at Luray Caverns during the summer and parked cars in their parking lot. They had tour guides there. So, I got involved in that some. But there's not a lot of job opportunities in a small town.
- Lu Ann Jones: Right. Yes.
- Dan Moses: And the government paid pretty well at the time. So, it was better than most other places you could try to find work. So that's kind of how I got into it to begin with. And went from there.
- Lu Ann Jones: Then did you go to college at that point?
- Dan Moses: Went to college at Virginia Tech. Majored in public administration. But all the time I was in college, I really knew what I wanted to do. I wanted to go back and work for the park service again. But I worked seasonally during the summers while I was in college. When I graduated college in 1974, I was still working seasonally for the park service. By that time, I had transitioned. The first three seasons I worked; I was in a maintenance seasonal position. But then I had transferred over into the ranger division and began working seasonally as a park ranger. Back in that time, they called us park technicians.
- Lu Ann Jones: So, what were you doing in that capacity?
- Dan Moses: Started working the campground, as a campground ranger. I lived locally, so they were able to extend me during the winter so I could do some part time work if they needed somebody to fill in in an entrance station, they could call me, and I could go in and work a weekend or something like that. So being local, I had an advantage to be able to do that. I stayed there as a seasonal for a few years, until actually got my first permanent job with the park service through what they used to have was a ranger intake program. You applied for the program, you went to DC, and they interviewed you, and then they selected people through the interview process and your experience, and they reassigned you to a park as an intake trainee. You were in a GS7 9 position as an intake trainee as a park ranger.
- Dan Moses: It just so happened that when they reassigned me to a park, they sent me back to Shenandoah. So, I stayed there in my first permanent job. I ended up moving to a different district in the park. But there were three intake rangers that worked, one in each of the three districts that were in Shenandoah.
- Dan Moses: Lived in the park. Worked year-round. Did backcountry work. I was a fee collections supervisor for a period of time. Got some park medic training when I was in Shenandoah. All of the regular ranger type things, the jack-

of-all-trades kind of positions that we all had back then. Search and rescue, fire, we did everything.

Lu Ann Jones: Was there somebody there at the park who you felt like maybe you would consider them a mentor or somebody who was kind of looking out for you or trying to help you figure out what the options and opportunities were?

Dan Moses: Well, I had a lot of different supervisors, because I was in a lot of different positions. The one person that I think once I became a permanent ranger that really helped me along a lot, trying to get us over those little humps and those things that, you know, can I stick it out? Because I had been a seasonal probably for seven to eight years. That wasn't all that uncommon. But when you're out of college and you're looking for work, you really think that you need to have a more permanent type position. I was lucky enough through the intake ranger program to land in a spot that I knew. But the district ranger at the time was named Randy Baynes.

Lu Ann Jones: Could you spell his last name?

Dan Moses: His last name is B-a-y-n-e-s. He's no longer with us. He passed away probably, oh, maybe 10 or 12 years ago. But he was a very good mentor. At that point in time, I think, supervisory wise, he was a very, very good supervisor. He was more like a father figure. The guys that worked for him, of course we all lived together. We lived at Simmons Gap in the south district of the park. There were three trailers and a house. His wife kind of took us under her wing. I mean, she fed us Thanksgiving dinner and Christmas dinner. Because back in the day when, you worked. Most of us worked holidays. You didn't necessarily have holidays off. Because the park was open, you had visitors, so you worked. But they made sure that we all, all us single guys at the time, were very well fed. It was fun. It was really fun. It really fit that family concept of living and working in an area together. And knowing your neighbors because you worked with them.

Dan Moses: I think that's a, I think we lost that some in the park service over the years with the moving away from the required housing. You know, so many more people live outside of the park now than they used to back in those days. So, it's different now.

Lu Ann Jones: When did that change happen?

Dan Moses: I don't know the exact year. But housing issues in the park service has been a big issue. It probably went back through maybe the '80s, the early '90s. There was a lot of housing issues in the park service, with quality of housing. I know that ANPR did some studies and did some reports about the housing conditions in the park service. I think management-wise they started to recognize that people needed not only quality of housing, but they needed to be more involved in the community. Because we were getting to a time frame when not necessarily both husband and wife worked for the park service. Dual-career jobs were not happening as

much. And so, I think people were moving more towards having spouses or kids that needed to be involved in things outside of the park service. So, they needed to be more involved in the local communities.

Dan Moses: There are parks that you can do that. I mean, there's other remote places in the park service where if you didn't live in the park it wouldn't be feasible to commute anywhere. Those places still exist today, obviously. But I think at that point there were a lot of people that were trying to get out of the park required housing situations that they may have been in. That's just one of the things over the years, I think, that we've moved away from in the park service.

Lu Ann Jones: Mm hmm. And this has certain consequences.

Dan Moses: It does. I think we've lost a lot of that really close-knit community, family type things where you work together. There was obviously sometimes that wasn't a good thing. There may have been people you worked with that you didn't necessarily want to be neighbors with. But I think for the most part that was a situation that really made it more of a family, and it was a good thing for a lot of people. It really was.

Lu Ann Jones: Well, once you became permanent and you were there at Shenandoah, when did you begin to think about kind of building a career? Was there a point where you began to think more strategically? Or did things just begin to happen, and you took advantage of things?

Dan Moses: I think I always wanted a career in the park service. I didn't really know how long I was willing to wait. But once I got into that intake ranger program, that was kind of the point where I'm in it now. I'm staying in it. And we'll just see where it takes us. I ended up; I was at Shenandoah through 1981. So, I was there off and on, as seasonal and permanent, for close to 11 to 12 years.

Dan Moses: I joined ANPR while I was there. The third Rendezvous was at Graves Mountain Lodge there just outside of the park. It was interesting because I had heard about ANPR through the ranger that was my supervisor at the time. I was still a seasonal at that point. And he gave us all time off to go to the Rendezvous. It was funny, because when you think about where we are now and what we're doing, the Rendezvous then, it was a nice little lodge. But the meeting area was in an apple-packing shed, and everybody sat on apple crates. So, you can see how comfortable that was listening to the discussions that went on, (Lu Ann Jones laughs) sitting around on apple crates.

Dan Moses: But I got hooked on ANPR at that time and joined then. I've been a member ever since. And that was in 1978. I've been a member of ANPR ever since. And been a life member several times over now.

Lu Ann Jones: Mm hmm. What did you like about it?

Dan Moses: It was more of the just being able to sit around with all these other people that were park service employees. I don't remember the numbers that were

there. It looked like a lot of people to me. There may have been 100 people there. But just being able to sit around with the other employees of the park service. Listen to people tell the stories about things they've done and the jobs they had and the other places they worked.

Dan Moses: You've got to remember, back in that time, there were no computers. There were no cell phones. There were no morning reports that you get now that tell you what happened. You had no instantaneous communication. So, the time that you spent at a Ranger Rendezvous was a time that you got to talk to people that you didn't see during the rest of the year. And listen to them tell what they have done over the course of the year, and what worked for them. I think you learned a lot. It was a lot of knowledge gained through just the talk and the conversations that were held. The networking that you get from being able to sit down and talk to people that you haven't seen over the course of the year.

Dan Moses: Now there's so much instantaneous communication. I think ANPR's transitioned over, and you change with the times, and that's going to be obvious. But I hope they don't lose sight of the need for folks to have enough time to sit down and talk to other people that work at other parks, and just network. You never know. You may be talking to the next person that's going to hire you. You don't know that.

Lu Ann Jones: Right.

Dan Moses: So, you need to make a good impression. Being able to put a face to a name when you've got 100 applications sitting in front of you, I think is a positive thing. People need to understand with ANPR, there's nothing better than being able to sit and talk to other people that work at other parks. You can sit in the hospitality room in the evening and talk to the regional director, where you might not have the opportunity ever to do that.

Lu Ann Jones: Right. (laughs)

Dan Moses: I think it's beneficial. It really is.

Lu Ann Jones: At what point did you realize that you were probably going to leave Shenandoah, or need to leave? What was your beginning to think about how you were going to build that career?

Dan Moses: The park service, I think, if you have any desire to move forward to gain a better pay scale or whatever, you really needed to move. I had grown up in the area. I knew it well. But I didn't really need or think I wanted to stay there forever. I started applying for jobs to leave and actually the transfer position that I got, I moved to Yellowstone in 1981. I got married while I was at Shenandoah.

Lu Ann Jones: Yes. Yeah. How did you meet your wife?

Dan Moses: The long or short story of it is, I did hire seasonal employees when I was there. I didn't necessarily supervise them all. But I actually hired my wife.

She worked at an entrance station, but there was a midlevel supervisor between us. But her supervisor at the entrance station was not me. We got married in 1981. And we started applying for jobs. She was a seasonal employee at the time. I was in a permanent position. Frankly I met the gentleman that hired me, district ranger that hired me at Yellowstone, I met him at a Ranger Rendezvous at another training session that I went to, he was there as well. And I had talked to him before. So, we moved in the fall, moved to Madison Junction as a sub-district ranger at Yellowstone. Got there about two weeks before the road closed, so we were on snowmobile the rest of the winter. I had never ridden a snowmobile before. So that's one of those on-the-job learning curves that you get into. You don't necessarily know how to do everything in your job when you get one. You kind of have to learn some things along the way.

Lu Ann Jones: (laughs) Well what did you think about going to Yellowstone? Not that Shenandoah isn't a big park and one of the crown jewels? But Yellowstone is so iconic.

Dan Moses: It is. It is. I mean, if I had a bucket list of parks, that would have been one of the parks that would have been on it. With the park service, though, I think when you think about moving or transferring, you really just start watching jobs that open up. You just start throwing applications out. I probably sent out 100 applications before I ever got a transfer. At that time, I remember the district ranger that hired me, he said, "I had 120 applications for the job." In that timeframe, I think you got a lot of applications. And it took you a while to be able to obtain a transfer.

Dan Moses: My wife and I had sat down and looked at places, and an opportunity came up at Yellowstone. I was there for about a week and I got a call from an application I'd sent to Yosemite, from Dick Martin, who was another person I know well from ANPR, and offered me a job in Yosemite Valley. But I was already in Yellowstone, so I had to turn that one down. That happens sometimes. You get two or three at a time. And it's like, you know, you feel like you're flooded after sending out 100, not getting any takers.

Lu Ann Jones: Right. Yeah. It becomes feast or famine.

Dan Moses: It is. Pretty much.

Lu Ann Jones: So, what month did you arrive?

Dan Moses: We got there right at the end of October, and it was snowing already. I think we lasted until about the middle of November before the road was impassable. In Yellowstone, that's the timeframe where, they quit plowing towards the end of October, and they start letting the snow accumulate so that they can groom the road and open it for the snowmobile traffic. That generally happens around the first part of December.

Dan Moses: But it was interesting getting that first experience with the snowmobile. And having to leave your vehicle in West Yellowstone for the winter. That

was your transportation in and out. Of course, that's how you got your groceries back. That's what we did as patrol rangers. We were on snowmobile all day. And that was the job.

Lu Ann Jones: Huh. What were you looking for there in the winter?

Dan Moses: If you haven't ever been to Yellowstone in the winter—

Lu Ann Jones: I haven't been in the winter.

Dan Moses: —the snowmobile traffic is horrendous. There are snowmobiles everywhere. Any given day at the parking lot at Old Faithful, you could count maybe 800 snowmobiles in the parking lot. The entrance stations are open, they're lined up at the entrance stations. Now this was back in the '80s. Things have transitioned a little bit. But at that time, that was, there was probably as many snowmobiles traveling the road, especially from West Yellowstone to Old Faithful, as you had cars in the summertime.

Dan Moses: We did regular ranger law enforcement work. It would be really no different on the snowmobile than it was if you were in a vehicle. A lot of problems with snowmobiles off the road, running out through the woods and around the bison and elk herds. So, there were the kind of things. It was a lot of resource protection type things. But it was issues, medical issues with snowmobile wrecks. Speed of snowmobiles was an issue. It was a lot of those kinds of things. Did a lot of skiing. A lot of cross-country skiing, which was really fun. I hadn't done much of that before. But you kind of kept your ski poles on your porch. You got off of work in the afternoon, and before it got dark, you'd go out for a nice little couple mile ski. It was really fun.

Lu Ann Jones: Uh huh. Well can you remember any particular incidents that you, search and rescue or particular law enforcement incidents that stand out?

Dan Moses: You know, the ones at Yellowstone that are really probably stand out more to me are the funny ones. The animal/people interactions that you get. Some of them are funny. Some of them are serious. But I remember one time driving along the road and looking over and there was a family heading out into the field with a camera toward some bison out in the field. There was a man and his wife and a small child, she must have been only two or three years old.

Dan Moses: I could hear the wife telling the husband, "Just hold her up over the bison head so I can get a picture." And it's like, you know, that's not real smart. (laughs) But you know, you would see a lot of things that involved wildlife. Too many people would think that the wildlife are tame. We don't have any fences. And if they were dangerous, we would fence them. And it was an idea of the concept, it's more that zoo mentality that people would get.

Dan Moses: So, there were those types of things. There were the funny instances. Coyotes are pretty prevalent all over. Especially in the wintertime, they're looking for food. There would be people that would park their

snowmobiles and they would walk out along the boardwalks to take pictures. The coyotes would sit up in the woods. Once the people left the snowmobile, they would go down and rummage through the packs that they left on the snowmobiles and snatch the food out of it. A lot of those kind of funny things.

Dan Moses: I saw a bison ram his head into the front of a tour bus one time and disable the tour bus, (Lu Ann Jones laughs) because he was laying in the road and the tour bus driver kept inching up to the bison in order to try to get him to move. When he got up to move, he walked down the road a few feet. Then he turned around and rammed the front of the tour bus. So, a lot of really just funny things. It's amazing what you can see.

Dan Moses: Of course, there's a lot of the other accidents. A lot of motor vehicle accidents with so many cars on the road. I was a park medic as well when I was in Yellowstone. So, a lot of falls from trails. Some badly injured folks. And those are certainly not the fun times, you know? Sometimes it's actually hard trying to get over them. Especially involving kids. When you see kids that are severely injured in car wrecks or falling off of cliffs. It takes a while to try to get through those things and talk them out with other employees. Because it affects you. It really does.

Lu Ann Jones: Was there a process that you would talk with fellow employees so that you could kind of process some of those instances?

Dan Moses: You know, we didn't. Today there's a better debriefing session. There's more opportunity to talk to mental health people that are provided by the park service. Back then, in those remote areas, you really didn't have that. What I, as a supervisor, I'd just call in the people that were involved. We'd just sit down in the evening and just talk through it. We'd do that however many times it took to try to get through it. But you did it yourself, and it was tough. It was tough, in a lot of cases, to try to work through the process. You knew you did what you could. But you needed other people to help you realize you did what you could to get through it.

Dan Moses: And we saw a lot of things. Like goring—

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Dan Moses: —from bison injuring people. Trees, you know, even park service employees getting injured from cutting trees and having trees fall and hit them. Just a lot of, you're involved in a lot of things. Some not so pleasant.

Lu Ann Jones: Do you think you were prepared for that? Did anybody kind of told you that this was going to be part of the job? Or was that again something that you learned on the job?

Dan Moses: I think you learned a lot of it on the job. You know, you really did. Some of your training would help you in those kinds of situations. But a lot of it

is learning as you go. It really is. A lot of times you're there by yourself. Especially when you lived in the park. I lived, well, I actually worked at Madison Junction for a couple of years and then I went down to Old Faithful and lived there for the last three years that we were in Yellowstone. A lot of times in the middle of the night, somebody's knocking on your door. They find you. They had a wreck.

Dan Moses: You know, had a guy come to the door one evening. It was probably about midnight. I was sitting inside reading and he knocked on the door and I opened the door. He said, "You're not going to believe this, but I just ran over a bison." And he said, "My insurance company's never going to believe that. You're going to have to come take pictures."

Dan Moses: Of course, you went down there and investigated the accident. Well, the bison was gone. He hadn't injured the bison, but the whole front end of the car was just smashed. Kind of funny. He was really worried that his insurance company was never going to believe that he had hit a bison with his car. But yeah. A lot of those kind of things that we were involved in that you look back on it and say you know; they were really fun times. They really were. And I wouldn't have traded it for anything.

Lu Ann Jones: Mm hmm. What was it like to live at Old Faithful? That must have been—

Dan Moses: Old Faithful is, of course it's tremendously busy in the summer. But it's a destination in the winter for a lot of people on the snowmobiles. The lodge was open in the wintertime, the snow lodge. And the little restaurant that was open, it was still there. One of the stores was still open. There's employees, concession employees that work in those areas. So, there was probably a population of about 100 people that lived there during the winter. But once again, it was a very close-knit group. You really learned to know and met a lot of the people that worked in the concession program, because you were so closely related to what they were doing, and what you were doing for the park service as well.

Dan Moses: A lot of activities for people. You know, the people staying at the lodge, they had snowshoe hikes. We had ski trails that we groomed for people to cross-country ski. It was a lot of fun. I mean, there was a community of people that were there year-round. So, it wasn't like you were out by yourself. But once again, you were 30 miles by snowmobile from where your car was parked. You made a monthly, generally what we did was make a monthly trip to go out to West Yellowstone and then drive to Bozeman, which was an additional 100 miles. That's where we did our weekend shopping, got most of our groceries. Then you returned.

Dan Moses: By that time, we had a daughter that was born while we were there. So, we were quite a scene going out on the snowmobile. Had a little dog. So, when we'd leave, my daughter was small enough, at the time, she was only a few months old. I would wear her in one of those snugglies that you attach to your front and zipped her up in the snowmobile suit. The dog would sit in front of me. And my wife would stand up on the back of the

sled that you took, because you had to have the sled to carry your groceries on. That's how we went to town. Thirty miles into West Yellowstone. You'd call ahead of time, have somebody plug your car in so you could get it started when you got out there, because there were nights it had been 40 below zero.

Dan Moses: Once you got there, though, then you had to dig your car out, because it obviously had snowed since you'd been out the last time. So, your car was buried. So, you had to dig your car out.

Dan Moses: It's interesting. You know, you got all your groceries, you packed them up on the sled, you put a tarp over it. You always had to have a cooler. But it was a reverse use cooler. You put items in your cooler that you did not want to freeze. So, you put the milk in there, the potatoes and your fresh veggies in there. Because if you didn't, by the time you got 30 miles down the road to Old Faithful, they'd all be frozen. So, you'd insulate them in the cooler to keep them from freezing.

Lu Ann Jones: Wow.

Dan Moses: So that's how you traveled.

Lu Ann Jones: Well what time of the year was your daughter born? What was it like to—

Dan Moses: She was born on February first, which was actually her due date. We were living at Madison Junction at the time. So about two weeks before the due date, we actually moved out to West Yellowstone and stayed in the housing area in one of the seasonal trailers that they had available so that we didn't have to make the snowmobile trip when the time came. Because we still had the hundred-mile trip to go to Bozeman to go to the hospital. So, we went out there.

Dan Moses: It was kind of funny. I'm a big football fan. I was a Redskins fan at that time. The Redskins were in the Super Bowl, and the Super Bowl was on January 31st, and my wife always laughs about it. She said, "Now if the baby's coming on January 31st are, we going to be able to go to the hospital, or are you going to have to watch the Super Bowl?" So, it was kind of a funny thing. But it all worked out.

Dan Moses: She came on her due date. We went up to Bozeman. That's where she was born. In fact, both of our daughters were born during the time that we were at Yellowstone. Both were born in Bozeman. But you compensate. You learn to compensate.

Dan Moses: My wife spent a little extra time in the hospital, just because of the situation in getting home. But we still, when we came home, we had to go back to Old Faithful. We went in on what they were running then as a snow coach that the concession had. So, we were able to ride the snow coach inside to go back home. But then whenever there were the doctor's visits, the well-baby visits, then we had to go back to Bozeman. So, it was the transition out again on the snowmobile.

- Lu Ann Jones: Mm hmm. Wow. How long did your wife, and I know she's done an interview, too, but how long did she work for the park service?
- Dan Moses: Well, she worked seasonally during the times that we lived somewhere that it was available to us. Once we were at Yellowstone, she worked one summer. Actually, she worked in a park service position as an interpreter. But it was a combined position that they had with the Chamber of Commerce in West Yellowstone. So, they had a park service person that staffed the visitor's center. She did that for one summer.
- Dan Moses: But once we were in the baby mode, then she pretty much stayed home at that point. Really, once we'd finally got to the point where we were thinking about leaving, you know, to transfer, I would have probably stayed longer at Yellowstone. We were there almost six years. But we got to the point where our oldest daughter was going to start school, and that wasn't an option with where we were living. My wife said, "I'll do a lot of things. But I'm not taking her to school every day 30 miles on the snowmobile."
- Dan Moses: So, the other option would have been to rent a residence out in town. I had required occupancy at the time, so I wasn't allowed to move, and we weren't in a situation where we wanted to try to maintain two residences. So, I started looking at other job opportunities to leave. To leave.
- Dan Moses: Got a position at Dinosaur National Monument, and we moved there. Interesting. Totally different area.
- Lu Ann Jones: Describe that area.
- Dan Moses: Just totally different area. Dinosaur National Monument is a park service area that is partly in Colorado and partly in Utah. I was the district ranger for the Utah section. And that's the section that had the dinosaur bones. We had the museum with the paleontologist. Couple of campgrounds, an entrance station. It's a smaller area. Probably maybe 200, 250,000 visitors a year. A lot of school groups for the fossil tours. So, there were a lot of school groups that came.
- Dan Moses: That was back during the time that the *Jurassic Park* movies were coming out. So, there was a tremendous amount of interest in dinosaur bones then. And you could actually see them. It was a touchy-feely thing that you could see there.
- Dan Moses: A lot of people didn't realize, though, Dinosaur National Monument is an excellent river park. The Green River runs through and also the Yampa River from the Colorado side. So, there's a lot of river trips, whitewater rafting trips. So, we were dealing a lot with the concessioners that ran the river trips, and the general public that got the permits to travel the river. There were campsites along the river. So, we got to do a little bit of that. But it's an interesting area.
- Dan Moses: We lived in Utah. We lived in the park in required housing for a while. I think at that point, while I was there, was when they began to be able to

transition some people out of park service housing. So, we were able to buy a house in Vernal, which was a little town that was only maybe 15 minutes outside of the park. That was actually the first house that we'd ever owned while we were working for the park service. Because always had been in required housing before that.

Lu Ann Jones: One of the things I'm always interested in is what difference did it make kind of the supervisor that you had. What were you looking for not only in the job itself but the kind of people you were reporting to? Any thoughts about just what made a good supervisor and what might make your life less pleasant?

Dan Moses: For me, I tended to like the supervisors that let you do your job. Micro-managers are not, I just am not real thrilled about a micro-manager type supervisor. Because I always felt that I was hired to do a job. I certainly felt that I was capable of doing that. It's always good to get advice and get some mentoring. But I always liked the supervisor that had a little more of the people skills and actually let you do the job that they hired you to do. Not necessarily looking over your shoulder all the time.

Dan Moses: I think a lot of park service supervisors met those qualities. I can't say that I've had all great supervisors during my park service career. But there's some of them out there that I think were very good folks, very good people to work for.

Lu Ann Jones: Do you think you were able to be that kind of supervisor to people?

Dan Moses: I hope that I was. You know, from the employees that I had, I think that, I really respected the employees that I had and working with them. I hope I was able to transfer some of those qualities on to them. I mean, there's other folks that I've worked with that I had hired in the park service now that are in some very nice positions in the park service. So, I think they worked their career out pretty well. You're always happy to see someone that you may have hired as a seasonal that's now a superintendent somewhere. That you know they did good in their career.

Lu Ann Jones: Well did you take any kind of training about supervision? How did you kind of work out that, your own style?

Dan Moses: That's always been a real controversial kind of issue, I think, in the park service. I don't think the park service did a really good job of training people to be supervisors. Part of the problem is in order to get any grade progression, the way the GS scale grades out, you have to be a supervisor to be able to get into the higher graded positions. It doesn't necessarily mean you have to be a good supervisor. But you don't get upgraded into positions without being in some supervisory capacity. And so, I think people got positions as supervisors without really being trained to know how to do that well. It's been an issue. I'm sure other people have talked about it. And we have over the years. How do we make good supervisors?

- How do we train people to be good supervisors? That may be an area where I think the park service probably needs some work yet.
- Lu Ann Jones: Mm hmm. Yeah. I think, I'm always interested in, again, how people learn their jobs and how they do that. Well was another part of your challenge at Dinosaur, I mean, people coming in and trying to steal fossils? I guess you'd call it poaching.
- Dan Moses: That was a problem. There were a lot of sites that were other – the protected site where the museum was, I mean, that was a pretty protected site. But once you left that, there were areas in the park that had a lot of fossils. There are also a lot of archeological features from historical Indian tribes that lived there. So, there was a lot of like the pot shards and the arrowhead hunting that went on – a lot of that in the back country. A lot of wildlife. We had a lot of deer in the park, elk in the park. A lot of those types of activities that you would encounter, too. Some people think it was a sleepy little park. It wasn't, really. It was a very good cultural resource type park. A lot of petroglyphs. But it was a neat area from that standpoint. It was an area that I'd never had any experience in. because my experience before was pretty much natural area. But I was able to get more interested in the cultural aspects and historical types of things.
- Dan Moses: And of course, dinosaurs are pretty controversial from a lot of standpoints.
- Lu Ann Jones: Mm hmm. Did you think that that park, I mean, it was a smaller park. But in terms of it being kind of categorized, I guess, as a cultural resources park, was the, I don't know, was it a different staff that you worked with or different ways that you oriented yourself to those resources that you were there to protect now?
- Dan Moses: My staff was mostly still involved in the fee collection law enforcement, campground, resources management type things. The interpretive staff did the tours, the talks about the dinosaur bones, the evening programs at the campfire. But we did have a staff of paleontologists that worked there. There were three paleontologists there at the time. There was always research work that was being done on the bones and also out in the park at other sites. It was a smaller staff, so you worked more directly with the research that was going on, the scientific staff. The divisions weren't as divided as they might be, say, in a larger park. We worked together more on all types of aspects of what was going on within the park.
- Lu Ann Jones: You mentioned that one of the deficiencies, you think, and I think many other people have about training supervisors. But were you continuing to get other kinds of trainings in terms of law enforcement or medical or—
- Dan Moses: Constantly. (laughs) Sometimes I think you might be trained to death on some of these things. A lot of the jobs that you had, especially in EMS and fire, you have to maintain certain qualifications. And they always require updating. They always require maintaining certain skill levels. So, there's always a lot of training from those technical things that you need to keep

up to date on. So, there was. There was a lot of training. One of the things that I did while I was there was a lot of fire management program. We did actually prescribed burns within the park. But we also did a lot of wildland fire response. And on other teams regional teams that we were involved in. We had a pretty big fire program at Dinosaur. So, we were constantly doing the training that you needed to keep up those skill levels that you needed to have. EMT skills, your medical skills, you have to do clinic time, you have to do patient time. You have all those skills that you have to keep up, and it's not easy. It takes a lot of time. It really does. That jack-of-all-trade ranger thing that you have to keep up.

Lu Ann Jones: Mm hmm. Did it make a difference which region you were in? Did regions have different personalities? Or in terms of—

Dan Moses: I don't know that workwise it made a difference so much. There has been some transitions in the park service and the regional boundary lines have changed over the years, too. So, it made a difference when they started moving the regional offices to different places, and the regional lines and boundary lines started to move around a bit. Some of the regions are more natural resource areas. Some regions are more urban area type parks. So, there is a different dynamic. But I don't know that actually working in a park as a field ranger type position that it actually mattered that much, one region to another.

Lu Ann Jones: It was more of that you were reporting to a superintendent, also, not thinking of a regional director, whatever.

Dan Moses: Right. Right.

Lu Ann Jones: So, you stayed at Dinosaur for, what, about—

Dan Moses: About 12 years.

Lu Ann Jones: About 12 years.

Dan Moses: Yeah. We stayed there a while. Our kids were in school. You kind of get into that thing where you know, you don't want to move them around a lot. So, you kind of let them stay where they're comfortable for a while. But then again, that has a big effect on your career. Because you're stagnant for a while. I was always thinking six, seven years at one place and it would probably be time to move on. But once our kids were in school, we spent a little more time there. Of course, applying for jobs, it's the luck of the draw in a lot of cases. I probably spent a couple years there longer than I intended to. But then you're looking for your next job. You can't really say, "This year I'm leaving." So, you have to apply for other jobs. And the opportunity comes along, it comes along. And it did before our kids both graduated. So, we did end up moving when they were still in school. But that was the opportunity that we had, and you have to latch on to those. You don't know when the next one might come along.

Lu Ann Jones: Exactly. (laughs)

Dan Moses: Yeah.

Lu Ann Jones: So that was a very different kind of environment again.

Dan Moses: It was. It was. And I did a couple of other detail assignments while I was there, too. I spent some time at Padre Island in a detail as an acting chief ranger there. The detail assignments give you an opportunity to get a little more experience in different areas, and they were always nice if you could find one that fit some of the things that you were interested in. But I spent a little bit of time there. Not as a permanent assignment, but it was a detail type assignment.

Lu Ann Jones: So, what was that, about three months?

Dan Moses: I was there for about six months. Filled in for a vacant position that was there. I was applying for jobs to leave Dinosaur at the time. So, it was a good opportunity to look at another area and pad your resume just a little bit. And see and do some different things.

Lu Ann Jones: Were there any areas that you and your family just said, this isn't for us, we won't go there. Or would you have gone virtually anywhere?

Dan Moses: I would have gone to a lot of places. I'm not an urban person. I don't think that I would have survived very long in an urban type park. That's probably the only real restriction that I would have had in looking for places to go. I always looked at it as exciting new opportunity. My wife was always, I'm willing to go wherever you want to go. So, it was just, you know, we were just looking for the excitement, the new opportunity to go somewhere new and to be able to experience the new places. But like I say, that's probably the only place that I, an urban assignment wouldn't have fit me very well.

Lu Ann Jones: So North Cascades, that is a different, much more vertical than—(laughs)

Dan Moses: Yeah. It was a totally different area. But I went into a totally different job. I had been accepted through the Ranger Careers program; I had gotten my okay on my 20-year retirement. I got it through law enforcement and fire. So, and I'd already had my 20 years in. So, it was too early to retire. That wasn't a thought in my mind at all. So, I thought in thinking do I need to stay in this? Or can I branch out now and do something a little bit different in pushing and working towards at least a 30-year retirement point. And once again, it was an ANPR contact. I met the associate regional director of the Pacific Northwest region one night in the hospitality room at Ranger Rendezvous. Talked to him a while and he was very receptive to listening to what I was doing at the time. I told him, you know, I don't need to stay in law enforcement and fire. I wouldn't mind branching out into something a little bit different. He said well, when you get home, send me your resume. Back then, it wasn't a resume. It was the old SF171 with 40 pages of paperwork that you had.

Lu Ann Jones: (laughs) Right.

- Dan Moses: So, I didn't think anything of it much. And got back home. And I sent him the application. And I don't remember exactly how long. But a few months later I got a call from Superintendent Bill Palleck up at North Cascades. And he said, "I've got a job up here if you're interested." So, I asked him what it was, and he said, "Well, I need a management assistant position filled. But it's over at Lake Chelan National Recreation Area. And what the job is going to be is to do the park negotiation with the public utility district for the re-licensing of the Lake Chelan hydroelectric dam." Which is the dam at the base of Lake Chelan that's basically used to form the national recreation area that was the park service area. The little community that was at the head of the lake was called Stehekin. We had a park service ranger office there and park service maintenance and ranger employees, the interpreters, the visitor's center. It's a little community that you only get to by ferry up the lake. There are roads there, but you had to send your car by ferry to get there for the folks that lived there.
- Dan Moses: So, he said, that's the job. It's the unit manager, basically. But it was what was called a management assistant position on the personnel form. He said, "It's probably going to last about five or six years. The re-licensing process."
- Dan Moses: So, we did it. I said okay. Talked it over with my wife. Once again, we were moving a little further west. It seemed like a neat area. I had a really good friend of mine in the park service that worked there. So, I talked to him some about it and asked him some questions about the park and what not. He liked it a lot. So, I said, okay, well, let's give it a go.
- Dan Moses: So, it was very, very different. Non-uniform position. My office was in a forest service office in Chelan. I attended all the public meetings, the negotiation meetings with the public utility district. A lot of conversations with other federal agencies that were involved with the relicensing process. I was there for six years. Saw it through the process until the licenses were signed. At that point, basically the job was going to evaporate. That was another big decision. At that point, I'd had enough years in that I was up to 32 to 33 years. And so, I was either going to have to make another transfer into another position or retire was the other option. I chose to retire. I didn't really want to move again. I just didn't have another move in me for a few years, you know. So, we decided to hang the hat up.
- Lu Ann Jones: One of the things in reading, I found the announcement of your retirement. And I think one of the phrases that you said that the park service had been not only a career, but a way of life. So how would you describe that?
- Dan Moses: You know, I think it started from the beginning. I mean, you just got so caught up in the whole park service philosophy and the protection of the resource and being involved in the resource. It was the work part of it. But it was also the people that you worked with. The people that you met.

ANPR is a wonderful example of how that has, ANPR's been part of my life as well. It's been a way to keep—

[END OF TRACK 3]

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Dan Moses: —in touch with the people you know. The park service, and I have no idea how many employees are in the park service, but it's a small family. It really is. You see people and meet people. A lot of your work positions that you have in different parks cross each other over again. You see people at training. You do things together as a family. I think it's almost like a fraternity type thing. I think a lot of that came from living in the parks. Being in park housing. Of course, we met people early in our career that have been our friends for our whole careers. A lot of them are here at Rendezvous. I think you just spend that much time together; it becomes a way of life. It really does.

Dan Moses: I never, you know, encouraged my kids to continue as park service employees, and they haven't. But I don't know that they could have had any better life growing up. My wife always laughs about what we used to do at Dinosaur. We lived in the housing area there. Our kids, in the summer, they'd leave the house. They were somewhere. I mean, we didn't necessarily know exactly where they were. They were visiting seasonal employees, or they were visiting other employees. We had a shuttle bus that ran from our visitor center at the base of the hill up to the museum. There wasn't enough space to park, so we had a shuttle bus that ran. They'd go over and ride the shuttle bus up and down the hill, up and down the hill. The guy that was the shuttle bus driver, they loved him to death. He'd bring them candy bars and stuff. He'd let them ride the bus up and down. They'd do that for hours. Listen to, they could recite the tape that was on the shuttle bus going up and back. They could have probably done the tour themselves and they were, my oldest daughter may have been seven, eight years old. She could have probably recited and given them the tour on the way up. But it was that kind of life.

Dan Moses: You know, we had a, we called it the dinner bell. We had one of those triangular metal dinner bells that we hung on the front porch. When dinner was ready, my wife would go out on the front porch and bang the bell. Wherever they came from, they would come, and they'd be home for dinner. Then they'd have all the stories about who they had talked to that day and the other employees, you know. It was fun. I mean, the kids learned that way of life. There weren't any sidewalks. But they got to explore. They knew places that I didn't know up in the rocks above the house. It was fun. I think they had a good life.

Lu Ann Jones: What I was thinking as you were talking, one of the things that Mike Reynolds talked about last night is on the one hand, here are these people, they're incredibly dedicated to the mission. But in recent years, at least, the morale ratings in the park service have been fairly low. So where do

you think there's a disconnect or room for improvement? Or what do you think the park service might need to be doing?

Dan Moses: You know, it's a hard question. It really is. I don't know that anybody has all the answers to how to make that any better. I think good employees get frustrated when they can't get where they want to go. Having someone graduate from college and having to tell them that, well, we can work you into the park service at some point; if you can get a seasonal job, maybe in seven or eight years, you might be able to get a permanent job. I don't think college graduates today really think that's what they should have to go through.

Dan Moses: Diversity issues, he talked about a bit. It's a very important issue. It's hard, though. It's very hard for the park service. Over my career, I have been to numerous college career days. And stood behind the table and talked to people about working for the park service. And you have to tell them that we can't hire you today. There's a process to go through. This is the pay scale that is there. And then they go to the booth next door and it's IBM or it's Microsoft and whatever. They want diverse candidates as well. And the conversation is we can hire you. Send us your application. Our starting salary's \$60,000, whatever dollars a year. Then you think about what you just told them. And frankly we're all competing for the same group of diverse candidates. And we don't stack up. I don't know how you make that better with the system that we're in.

Dan Moses: I think a lot of the employees that we have that want to work for the park service really want to work for the park service. But it's tough. It's tough on them in what they have to go through to be able to do that. I don't think people can live on sunsets much anymore. We did that a lot when we were younger. But I don't think you should be asking people to have to do that for a long period of time. But I don't know the answer. Under the restrictions that we have, the laws that we have, guidelines, the personnel guidelines that we have, I don't know how you fix that. And it's tough. It's really is.

Lu Ann Jones: Was there somebody that you think back in terms, one of the questions that we sometimes ask is just sort of thinking about somebody in the park service that you really admired and what kind of characteristics they had as an employee or a leader that you learned from?

Dan Moses: You know, I had some supervisors over the years. I'm a little uncomfortable with putting names out there.

Lu Ann Jones: That's fine.

Dan Moses: But I did have some supervisors over the years that I think were excellent. They really were good employee oriented. The supervisors I liked were the ones that stuck up for you. As long as you did what your job was, they'd back you 100 percent. No questions asked. And I think that's worth a lot when you're out on the front line. You need somebody that will

support you. And I think those characteristics are really important for a supervisor. Over a thirty-some-odd career that I had, I had several of those that were really good. I had others that were not so good. But it was, I don't know that that would be that much different in other jobs that you might have. There's probably the same type of situation that you get into in private business as well, probably.

Lu Ann Jones: Mm hmm. Mm hmm. Is there a particular instance that you can think of where maybe you got in a situation that was a little dicey or something, and it was important for your supervisor to stand up for you or make sure you—

Dan Moses: I think if you're ever involved in some of the after incident inquiries that you go through in medical incidences or law enforcement incidences and you start to second guess yourself – you know, did I do the right thing? Could I have done something different? You have to make too many split decisions to decide what's the right thing to do. But then to be able to sit down in the debriefing and have your supervisor say you couldn't have done anything any better. If you're in a situation where you're in the debriefing inquiries that go after these types of things, to have that person say he did the best thing he could have done. Just to have that kind of support, I think, is really important.

Lu Ann Jones: Is there a specific instance that you'd be willing to talk about?

Dan Moses: There's several of them that happened. Most of the ones that I've been involved with involved medical type things. There was one in Yellowstone where a young kid fell over a waterfall. He had significant head injury. We had to package him, carry him out, get the helicopter lift to get him out. The whole process of going through each thing, each step that you had to go through. He actually ended up passing away eventually. But being able to sit in the death inquiry afterwards and going through the process to make sure that what you did was as good as you could have done, and it, those types of situations. And some of them are hard for me because you always think gosh, that could have been my kid. And how the family feels. Then somebody has to go talk to the family. And that's always a hard type thing, too. But you need support. You don't want to feel like you're the guy that's out there on a limb. You need somebody to look at it and say yeah, you did what you could have done and what you should have done.

Lu Ann Jones: Was that something that you talked to your wife about, for example?

Dan Moses: Oh, yeah. We would talk about a lot of things like that. You bring those kind of things home with you and talk about them. My wife had some of the experience because of living in the park and working for the park service some. She was an EMT as well. So, in all those medical instances, we could talk through some of those things. And it's helpful. Because you're in a small group of people. You don't know where else to go. You're talking to the people you know.

Lu Ann Jones: Right.

Dan Moses: But it's also good in those situations to be able to support the people that work with you. They're your employees and they're going through the same thing. And being able to sit down with them and tell them that they did the right thing is important for them as well.

Lu Ann Jones: Well this is going to be an abrupt transition. But I am curious, you opened a wine shop, is that right?

Dan Moses: We did. Really, really kind of funny. When we were living in Washington, in the Chelan area, actually lived in a town called Wenatchee.

Lu Ann Jones: Would you be willing to spell that for our transcriber?

Dan Moses: W-e-n-a-t-c-h-e-e.

Lu Ann Jones: Okay.

Dan Moses: It's in the dead center of the state on the Columbia River. It's apple orchard country. There's a lot of cherry orchards and pear orchards, but primarily apple orchard country. Probably as much now as maybe 15 to 20 years ago, I think the orchardist discovered that apples were not bringing the profit that they once did. So as the orchards, some of them got older, rather than tearing the apple trees out and replanting apple trees, they did a lot of planting of grapevines.

Dan Moses: We got interested in wine when we were living there. There were probably about 20 or so wineries within an hour's drive of where we lived. In that whole Columbia Valley region of Washington, there's wineries all up and down through the area. So, we got interested in wine. That was just kind of a background thing at the time.

Dan Moses: So, when I retired, we moved to North Carolina. A town called New Bern. It's over near the coast. People have asked me how did you, because we had no ties there. How did you decide to move there? [knocking on door]

Lu Ann Jones: Would you hold on, just a sec?

Dan Moses: Okay. [pause]

Lu Ann Jones: Okay. So, moved to New Bern.

Dan Moses: So, we had moved to New Bern. Kind of picked it out of nowhere, really. We did some traveling around. We wanted to move back to the east coast because my family was still in Virginia. My wife's family was now living in South Carolina. So, we kind of were looking at places to kind of split the difference. We had our little check-off sheet for the kinds of things we were looking for. So, we drove around, looked at some areas. And really kind of decided when we saw New Bern, that's the place we wanted to be. It had a lot of good things going for it. One of my bucket list items was fish. Got to be a place where I can go fishing.

- Dan Moses: So, we bought a lot and built a house. Moved in late 2005. I spent a couple of years deciding what I wanted to do. Because I retired at a fairly early age because of the years that I had in the park service. Got involved with a few things going on in the community. We started doing an online business where we were doing in-home wine tasting parties. It worked sort of like a Tupperware party, where the host would set the party up, provide the snacks and we'd do a wine tasting party in the house. And then you would order wine and it would get shipped to you.
- Dan Moses: We did that for a couple of years, and it was fun. We kind of learned a little more about wine and that whole concept of doing the parties and the tastings.
- Dan Moses: So, the company kind of was transitioning out. They were transitioning to another company, and it was going to go out of business. We were having fun doing what we were doing. So, we just kind of started exploring the idea of maybe we could do a shop on our own.
- Dan Moses: So, we actually went to the community college during the summer and took a business class. And got involved in that. We said well, maybe we'll follow the process through until somebody tells us it's never going to work, and we never had anybody say it's never going to work.
- Dan Moses: So, we ended up opening our own wine shop.
- Lu Ann Jones: Wow.
- Dan Moses: And it's been a lot of fun. We've been there four years now that it's been open. We've learned a lot about wine. We do wine tastings. It's a little shop that we have, and we probably have over 150 different wines in the shop. And it's been a lot of fun. It pays for itself. But I told somebody last night in the hospitality room, they said, "Well, you're making a lot of money doing that."
- Dan Moses: I said, "Well, I'm glad I've got a government retirement check coming in once a month." Because it's really not making that much money. But it keeps us involved. I'm on the chamber of commerce board of directors in town. We've met a lot of people. You see a lot of people. And it's fun. It's being able to be involved in the community and do some of those kinds of things.
- Lu Ann Jones: You know, I told you I grew up in North Carolina. Used to teach not that far away in Greenville. And you know, at the time that I was there, '96 to about 2005 when I left to go to Florida for a while to teach, you know, that part of North Carolina was becoming more of a retirement mecca. In those coastal towns, people attracted by fishing, boating, those kind of water activities—
- Dan Moses: Right. Right.
- Lu Ann Jones: So, I'm curious, are you meeting a lot of other people who have chosen to retire there, as well as locals?

Dan Moses: Well, one of the neat things that we found when we first moved there is, they had what they called a newcomers club. It was made up of people that had moved into the area that had lived there less than three years. And so, after three years, they kind of transitioned you out, because they figure you know people by then, you can go off on your own. But there were probably 150 to 200 people in what they call the newcomers club. They had a lot of little groups that were part of that. Things like bridge group and book club and there was a wine tasting group and there was a dinner out group, a dinner in group. Just a whole lot of different ones that you could sign up for.

Dan Moses: Actually, the people we met during those early, those first three years that we were in that group, are people that we've continued to be friends with on a local basis. But it was a good community for being able to do that. There are a lot of retirees that have moved into that area. The housing market has been down, had been down for a while. It's coming back a bit now. But I think now it's leveled off some, just because of the housing market. But it was an area where you could get involved and you could meet people through that group that was organized. It had been going for a long, and it's still there, had been going for a long time. And it's still there. They still get, transition people through it. But it helps you to get oriented to the community and know some other people that move there at the same time you did.

Lu Ann Jones: Mm hmm. I'm curious were people particularly interested that you all had had the park service career? Or were people coming there with so many different backgrounds, did they—

Dan Moses: You know, it's funny. When you meet people that moved like that, and you don't have a common background, it's not – I don't know that I could go through and tell you all the people that we may be friends with, what they actually did in a previous life?

Lu Ann Jones: Interesting.

Dan Moses: It's not part of a general conversation, usually. And it's funny. But the people you meet are people you know there. You talk about things that are going on in the community there. And you don't necessarily get a lot into everybody's previous life.

Lu Ann Jones: Interesting.

Dan Moses: Yeah. It's kind of interesting to do that. But that's what we found, anyway. The places that we are, that's what we found.

Lu Ann Jones: Are there any topics that we haven't covered, or things that you would like to talk about that we haven't touched on at all?

Dan Moses: You know, the only thing, and I really can't emphasize enough, how wonderful ANPR's been to our whole career. I sit in these meetings and see so many of the young faces, which is really wonderful. I'm really glad to see more of the younger generation taking part in ANPR. I don't think a

lot of them really realize how much help ANPR can be to them throughout their career. It's not all park rangers. ANPR is encompassing all government employees. You can be, you don't have to be a ranger. I know the name says that. And there has been some years they talked about possibly changing the name. But there's a lot of things that would go into that. It's a trademarked name and it's an employee group. It's not a ranger group, per se. But I don't think that a lot of the young employees of the park service know how much help in your career that ANPR can be to you. The help, it's not being in breakout sessions. It's being able to go there and network and talk to people. You never know who that one person that might be sitting across the table at dinner from you might be the next supervisor that's going to hire you at the place you send your application. I don't know that a lot of people really realize how much help that can be to them.

Dan Moses: If you talk to a lot of us old folks that have been around ANPR for a long time, you know, 25, 30 years now, I think most of us probably got two or three jobs, transfers, based on people we met at ANPR. I don't know that you could emphasize that enough to some of the younger folks. The ones here may get that. But there's a lot of employees that aren't members that really need to know that, how much help it can be.

Dan Moses: There's other organizations. There's NAIA for the interpreter groups, and I'm sure they're doing the same thing. But it's helpful.

Dan Moses: And if you look at the coalition of retirees, the guys that organize that are some of the same guys that organized ANPR back when it first started. They've transitioned more into a separate group that is a lot of advocacy type work. But there's a lot of knowledge that's out there in that group. And a lot of knowledge in ANPR that can be beneficial to new employees.

Lu Ann Jones: You know, I have to say I was struck, and maybe I shouldn't be saying this on here, but I was struck, one of the things that Mike Reynolds said was the millennials don't want you to tell them this is how we did it 40 years ago. I thought well, right, how things were done 40 years ago might not be how it's done today. But you still need to understand that how they were done 40 years ago does affect how it's still being done today, even if it's totally different.

Dan Moses: Mm hmm.

Lu Ann Jones: That to just kind of turn up your nose at that is not what an agency that needs to move forward, I don't think that that helps it. That's one of the things I've really tried to emphasize to people dealing with the Centennial. I get it. The moving forward. The new way to reintroduce the park service. But if we lose what has happened in the past, we don't know the way forward. And those personal connections, as you were saying—

Dan Moses: Right, right.

- Lu Ann Jones: —those personal connections are very important even in an era of virtual reality, etcetera.
- Dan Moses: Well, yeah, and I think you're right. I think we need the historical perspective. You don't need to reinvent the wheel every time.
- Lu Ann Jones: Which the park service seems to be good at.
- Dan Moses: They're very good at doing that. I'm surprised that there isn't more conversation with the people that did the job before you. You know, what went well, what didn't go well, what do I need to do better? Going in there blind and just starting without any background, I think you lose too much time. You lose too much learning. The learning curve is too steep. You just lose way too much time trying to do everything over again. It's not necessarily that the old folks don't think you can do it better. But there's a lot of knowledge there, things that have been tried and done in the past that worked or didn't work, whichever, that I think you can gain by that. ANPR's a perfect good example. You know, there's a lot of new folks on the board now.
- Dan Moses: I was flabbergasted this morning when they said how many board members were actually the Supernaugh [Scholarship] recipients from a few years ago, and how many of them have followed through now to take an active part. It's wonderful. But they need to really think about the people that were there before them and what they did and what worked. And not just try to do it all on their own. They're energetic people and that's great. But I don't think they need to do it all on their own. They don't need to start from scratch. They need to talk to some of the folks that walked in those shoes before them. And gain it and make it better from that.
- Lu Ann Jones: What particular skills do you think you learned being in ANPR? I mean, I know you were very active for a while in organizing Rendezvouses and things. What kind of skills do you think you learned there that you wouldn't have even learned on the job, perhaps?
- Dan Moses: I learned how to be an event planner. I don't know that I would have ever thought about being an event planner in anything that I'd ever done for the park service. I learned how to negotiate hotel contracts and planning. The thing I think helps you a lot in that is maybe some of the background. But your ICS, incident command kind of thing, and being able to delegate and set up teams to do certain things. And you had to be able to do that with planning one of these types of events, because you needed the attention to detail. You need somebody to help with the details.
- Dan Moses: You know, I worked a lot with the contracting. Hotels are interesting. I never realized how many free things you can get if you really talk to them about it. It's not necessarily begging. But it's kind of a tradeoff thing. But they have a lot of opportunities to give you free things. In the contracting, I think, you work through some of those kinds of things. I met a lot of neat

people that are hotel managers and event managers for the hotels in the places that we looked at. I did it for probably 10 years.

Dan Moses: Bill Wade originally, for many, many years, did the site planning for Rendezvous. He came to me and said, "Dan, you've been to a lot of Rendezvouses. In fact, I've seen you at every one since Shenandoah." He said, "I need somebody to take this over. I'm getting tired." So, I followed him around for a couple of years to see how it was done, and then took off on my own. It was fun. It's a lot of work. Involved. It's a year-round process. Some people thought maybe you just did it during the times Rendezvous was going on. But it's a year-round process. You have to do more than one location. You have to look at two or three different places, and work one against the other to see who gets you the best contract. And then decide which location that you want to go to.

Dan Moses: But it was a totally different kind of project to be involved in. But being involved in ANPR, you want to do whatever you can to help.

Dan Moses: I had other positions. I was, back before we reorganized the board, we used to have regional representatives. I was a regional representative for Rocky Mountain Region when I was in Dinosaur and Yellowstone. Then I was a communications representative on the board. That's where I worked a lot with Teresa, because she was doing the editing for *The Ranger* magazine, and that fell under the communications responsibility for the board. So that's where I got involved a lot working with her on the projects that she was doing. So, I kind of transitioned from the board, and then I started doing the site coordination for Rendezvouses.

Dan Moses: And the last one I did was Gettysburg. So, they've been on their own for about the last three now.

Lu Ann Jones: Thank you so much. This has been just a real treat to talk to you.

Dan Moses: Great.

Lu Ann Jones: I appreciate it. I'll ask you to fill out this part, your name, signature and your address.

Dan Moses: Okay. Okay.

Lu Ann Jones: If you can also put down your email address down at the bottom, that would be great.

Dan Moses: Okay.

[END OF TRACK 4]

[END OF INTERVIEW]