

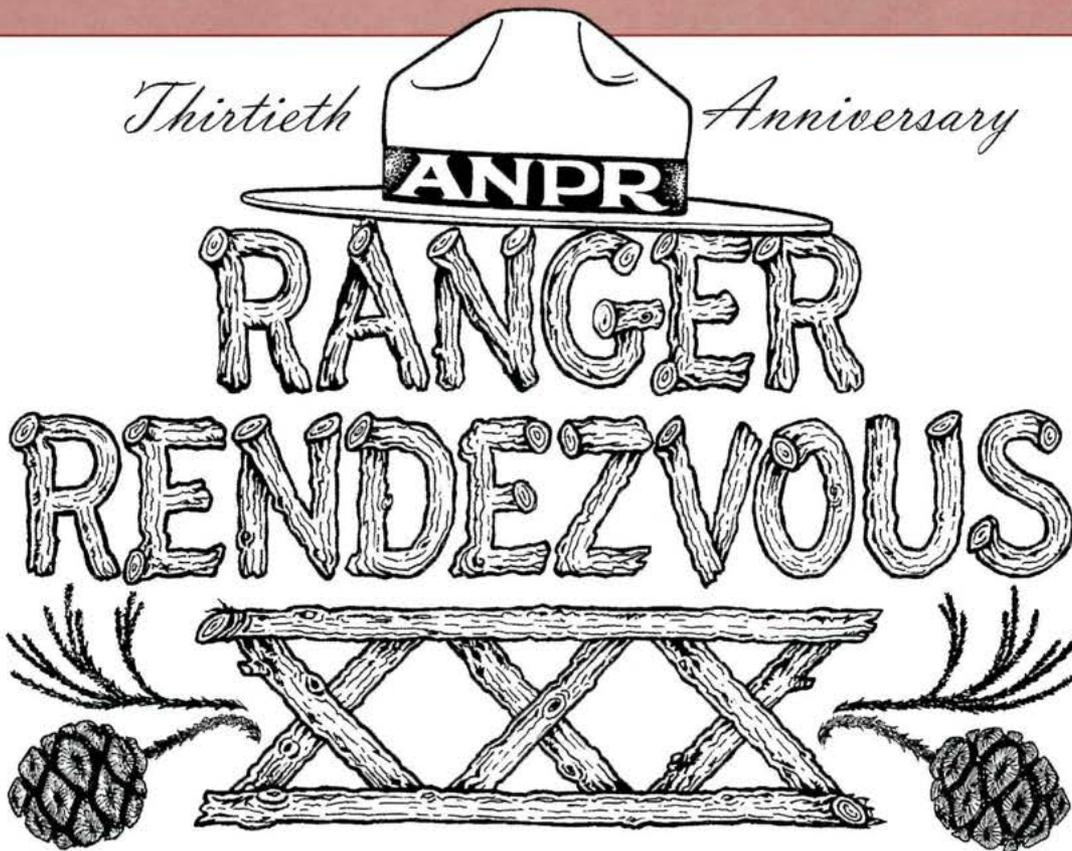
RANGER

The Journal of the Association of National Park Rangers

ANPR  Stewards for parks, visitors and each other
The Association for All National Park Employees

Vol. 24, No. 1 • Winter 2007-08

Thirtieth Anniversary



PARK CITY, UTAH ♥ OCTOBER 6-10, 2007

Bill Supernaugh Memorial Fund keeps growing



Thanks to the generosity of many friends of the late Bill Supernaugh, the fund established in his memory now has more than \$3,000.

Participants on the closing day of the Rendezvous in Park City, Utah, opened their wallets and their hearts to contribute more than \$800 in less than five minutes.

The Supernaugh family asked that the money be used to provide scholarships for recipients to experience a Ranger Rendezvous and learn about ANPR. To be eligible a person should be ready to attend their first Rendezvous, be either an ANPR member or a seasonal or permanent NPS employee, and be able to attend a Rendezvous for the entire time (the next one is Dec. 10-14, 2008, in Santa Fe, New Mexico).

The scholarship will fund registration fees, hotel room, actual transportation costs not to exceed \$500 and a one-year membership in ANPR (if not already a member).

The application process is simple — nominate yourself or be nominated by a current ANPR member. More details will be posted on the website in coming months.

Bill Supernaugh was the quintessential national parks worker. He was born into the Service and grew up in national parks. During his 39 years of employment, Bill built a reputation as a strong advocate of the national parks, and a dedicated resource manager and respected mentor.

He succumbed to cancer at age 61 on Nov. 20, 2006. An ANPR life member and former board member, Bill was returning from the Rendezvous in Coeur d'Alene, Idaho.

You may still contribute to the Supernaugh Memorial Fund by mailing a check to ANPR, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. Please designate it is for the Supernaugh Fund.



A great friend and mentor

Bill Supernaugh was one of my NPS Fundamentals II and V instructors — a great guy.

After completing NPS Fundamentals V training at Harpers Ferry in 2004, about 20 of us decided to keep in touch. We made Bill

our unofficial team mentor and adviser. He was kept informed of our group's happenings and planned one day for us to meet at a future Ranger Rendezvous.

During our Fundamentals II and V trainings, Bill encouraged us in our NPS careers. Some of us sought him out individually for career guidance, advice and counseling on personal matters. He was the coordinator for the mentoring program at ANPR, and likewise, he was a great mentor and friend to all of us at NPS Fundamentals.

We named our group the Fun VI Team — after (Fun)damentals — because we had fun together and wanted to continue our friendships with Bill as our adviser. It was sort of like a social club with a shared interest in the Park Service and our parks.

Today, a few in our group have left the NPS, but we all still keep in touch. One day we plan to have our "class reunion" at a future Ranger Rendezvous — and we know Bill will be there in spirit with his handlebar-mustache smile.

— Neal Niyama
Pearl City, Hawai'i



Supernaugh family says thanks

A sincere thank you from the family of Bill Supernaugh to those who contributed toward my dad's memorial fund at the Rendezvous! It is my understanding that a significant amount of cash was raised in record time to put toward the William Supernaugh Jr. Memorial Fund for a new member to attend their first Rendezvous.

Dad's wife, Jean Sigafos, my sister, Victoria Human, and I are once again touched by the generosity of the ANPR family. The memorial fund continues to grow and I look forward to meeting the first recipient of the scholarship at next year's Rendezvous in Santa Fe.

I know that many of us miss seeing that twinkle in my dad's eye, but I believe it was made a little brighter by your generous contributions made in his memory. Dad cherished his time and friendships at each Rendezvous and instilled in me a respect for ANPR.

Thank you to the members of ANPR for reminding me I am part of an extended family that Dad really cared about!

— Michelle Torok
Tucson, Arizona



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ANPR Calendar

Ranger (Spring issue)
deadline..... Jan. 31, 2008

Ranger (Summer issue)
deadline..... April 30, 2008

Ranger Rendezvous XXXI...Dec.10-15, 2008
Santa Fe, N.M.

Coming next issue:
In Memoriam — NPS Family
Who Passed On in 2007



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

In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of parks 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.

ANPR's official address is 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. Members receive *Ranger* as part of their membership dues. Consult the inside back cover for membership and subscription information.

Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 26 S. Mt. Vernon Club Road, Golden, CO 80401, (303) 526-1380; fordedit@aol.com. Editorial adviser, Mark Herberger, (605) 433-5552.

Deadlines

Spring issue.....Jan. 31
Summer issue.....April 30
Fall issue.....July 31
Winter issue.....Oct. 31

Submit copy to editor in Microsoft Word format or Rich Text Format as an attached file to fordedit@aol.com or on computer diskette to the address above.

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Cover art: 30th anniversary logo by longtime life member Keith Noofnagle.

President's Message

In his State of the Association address, ANPR President Lee West made these remarks Oct. 7, 2007, in Park City, Utah, at the annual Ranger Rendezvous.

Welcome to Park City and the 30th anniversary Ranger Rendezvous. Planning and coordinating a Rendezvous requires a tremendous amount of work, and I would like to thank **Cordell Roy** and **Dan Moses** for all they have done to make this one possible.

This Rendezvous will be the last time I address the membership as president. The first time, in Rapid City in 2004, I told you that my main concerns would be membership and financial stabilization. These remain my main concerns at this Rendezvous, and we have been fortunate to have dedicated board members who have greatly assisted in improving those areas.

When discussing membership numbers it has been common during my time with the organization to look at 1,000 as a sort of standard to meet. If membership dropped below that number there has been a common perception that ANPR is in trouble, and we have been below 1,000 for several years now. However, I am happy to report that membership has been on the rise this past year and we have once again surpassed 1,000 members. I believe this increase in membership has come about for several reasons. But perhaps the most important, accounting for about 90 new members, was the introduction of ANPR's seasonal health insurance program. All accounts indicate that this has been a vastly successful endeavor that has not only increased our membership, but also provided limited health care coverage to an extremely important segment of our workforce, seasonals. This program was made possible through the hard work of board member **Fred Koegler** and has been sustained through the dedication of **Teresa Ford**, who has processed the paperwork at the business office, and Treasurer **Liz Roberts** who maintained payments with the insurance company. I would like to thank these individuals on behalf of the membership for the work they have done on behalf of ANPR. With anticipation of many

more seasonals coming on board next year, this program will provide a valuable service to many more and help to bring new blood into the organization.

We must not forget, however, that we need to bring in new membership from other areas within the National Park Service. Last year in Coeur d'Alene ANPR was afforded an opportunity to discover what NPS employees thought



were their most important concerns and aspirations. **Mike Finley** challenged ANPR to conduct a survey of employees within 90 days and backed it up with \$10,000 from the Turner Foundation. A committee of dedicated members met that challenge, completing the survey on time. It has provided ANPR with information that will help us decide on a

direction and how we can be relevant to NPS employees.

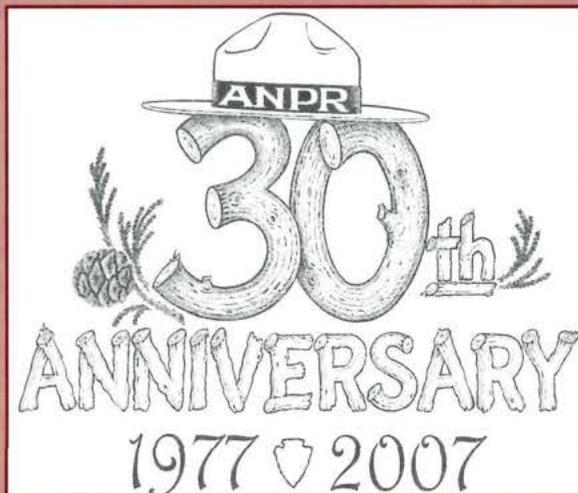
I would like to thank Mike Finley and the Turner Foundation for this great opportunity. I would also like to thank **Dick Martin** and the rest of the committee that worked on this project for bringing it to fruition. It is now for us to use this information to make ANPR an organization that is viewed by the entire NPS workforce as the association that represents their interests and concerns, and by doing so, increase our membership.

In the area of finances I believe it is well known that we have had some difficult times over the last several years. We have eliminated an executive director position and dropped our old business office as we brought our expenses under control. I again offer my thanks to Teresa Ford and Liz Roberts for taking on the lion's share of the work that had been done by the old business office. I am now confident that ANPR can, at a minimum, count on breaking even on an annual basis, leaving about \$20,000 in the bank that we can now start to look at for investment in order to make it grow faster. We must, however, increase our efforts in seeking grants and sponsorship in order to allow the funds we have to work for us without having to worry about drawing upon it in the vent of an emergency.

In conclusion, I would say that ANPR is in a stronger position than it was one year ago, and I am sure the next year will see more success come our way. Thank you.

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ANPR celebrates 30 years



Energy. Ideas. Enthusiasm. These characteristics dominated the week as ANPR members converged on the resort community of Park City, Utah, for the 30th anniversary Rendezvous.

A group of about 100 gathered Oct. 6-10 at the Yarrow Resort and Conference Center, buoyed by the theme of "ANPR: Redirecting for the Future." One day of light snow and cold gave way to sunny skies and Indian summer against a backdrop of golden hues and a dusting of snow on the nearby ski hills.

Inside the Yarrow, ANPR members, who as always traveled to the Rendezvous on their own time and dime, participated in spirited discussions about ANPR's future, park advocacy and other issues.

Keynote speeches, panel discussions, workshops and hospitality room gatherings all evoked questions, ideas and pledges to become more active in national parks issues.

Breakout sessions were grouped over two days and focused on such topics as blogging, surviving a move, the NPS Centennial Initiative and international rangers.

By the end of the Rendezvous participants were recharged and ready to shoulder new commitments to ANPR.

The Rendezvous took on a personality perhaps inspired by Don Barry's fiery and sometimes irreverent keynote address at the awards banquet. Barry, former Interior Department assistant secretary and now with The Wilderness Society, said, "Unless we stand for something we will surely fall for everything." He encouraged ANPR members to show conviction and courage in their duties within national parks.

Turn the pages of *Ranger* and read about and see images from the 2007 Rendezvous. Then lend your voice and your energy to ANPR during 2008.

— Teresa Ford, Editor

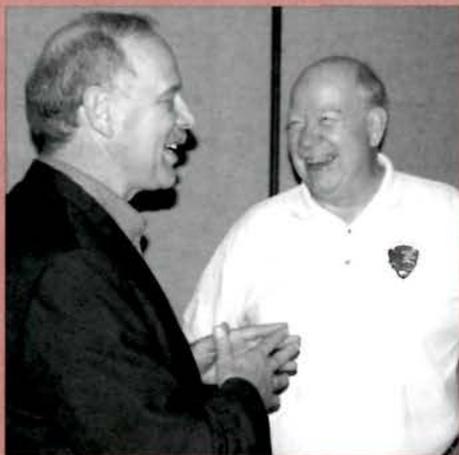


ANPR President Lee Werst, left, presented Dick Martin with the President's Award for his outstanding work on the employee survey.



Liz Roberts stands beside her arrowhead quilt, a showcase of the silent auction. Her needlework raised \$500 for ANPR's coffers.

Warren Bielenberg and Teresa Ford provided the Rendezvous images on these pages and throughout *Ranger*. Keith Hoofnagle drew the two Rendezvous logos.

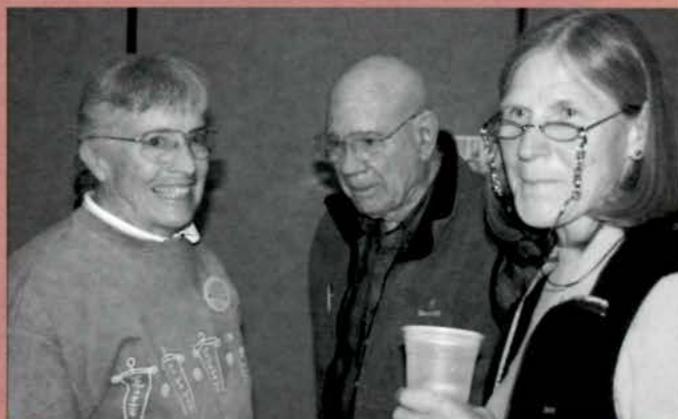


NPS Deputy Director Dan Wenk, left, shares time with Dave Mihalic.



Outgoing ANPR board member Fred Koegler, left, won the Member Excellence Award for his conscientious work in enlisting a health insurance company to insure interested members. President Lee Werst presented him with the pyramidal trophy.

Mark Saferstein, right, of America Park Network, continued his generous ways by donating hiker poles to the raffle. Earlier he was honored with the Partner Award for his substantial financial support of ANPR.



Kathy and Frank Betts visit with Vida Turek, right, during a break between sessions.

ANPR President Elect Scot McElveen presents vision

In a speech delivered Oct. 7, 2007, incoming ANPR President Scot McElveen gave his vision of ANPR's future to attendees at the annual Rendezvous, held in Park City, Utah.

Good afternoon, everyone, and thank you for supporting ANPR by your attendance at Ranger Rendezvous. As many of you know Ranger Rendezvous is our professional, annual conference, and a percentage of ANPR's operating funds will come from the money we take in here in Park City. I strongly encourage you to continue that support in 2008 at Ranger Rendezvous in Santa Fe, New Mexico.

I think one of the reasons I'm speaking today is to describe my personal vision of what ANPR will look like from 2008–2010. These (hold up glasses) should be the first clue that my vision isn't what it once was. Hopefully you and I and the rest of our members can come together with ideas and action ideas to redirect our future and move ANPR forward. In this hour I'd like to speak some about my perceptions of ANPR, of the National Park Service including its employees, and of the National Park System. I hope to do that in about 30 or 45 minutes, so if you have questions or comments about what I'm saying, feel free to interject them at any time or save them until the end, whichever you are most comfortable with.

I joined ANPR in 1982 while working at Great Smoky Mountains National Park. I was almost finished with a seven-month seasonal job and as luck would have it, Ranger Rendezvous was being held at Fontana Village, North Carolina, about six miles away from the ranger station I worked and lived at.

My supervisor told me about Ranger Rendezvous, saying attending might be a good way to meet supervisors from other parks that I'd be applying to the next year. He also mentioned something about beer and that seemed relatively important to a 25-year-old who'd been living in a dry county for six months.

I have several memories from that Rendezvous. First was the sight of little huddles of younger employees as they followed around those who might hire seasonals. It kind of looked a little like a rugby match. Second, the beer truck with several taps sitting just outside of the meeting room because it was not legal in that county to have it being dispensed inside. Third, and most importantly, was the passion with which ANPR members discussed their issues and positions, sometimes their faces getting visibly flushed as they explained their convictions. I miss those passionate discussions and I will be soliciting and introducing ideas and action items that I hope will bring about their return.

You've just heard Lee's (Werst) perceptions (see page 1) of the state of ANPR. Let me add some of my own perceptions and perhaps test them against some perceptions that you may hold.

Since our highest membership numbers in 1994 of around 1,700, our membership has been in a slow, steady decline to around 950. Just recently we've moved back up over 1,000 thanks in large part to Fred Koegler's tenacity in locating a health insurance plan that members can purchase. But we still are not attracting enough members who are early in their careers.

The past four ANPR presidents have run unopposed for office, which reveals and demonstrates to me a lack of enthusiasm and creativity in our organization.

Ranger Rendezvous attendance is stagnant. Where we once drew an attendance of 250-400 for almost every Rendezvous in the West, we now draw somewhere around 100 no matter where Rendezvous is held.

It has been four years since the NPS director spoke at a Ranger Rendezvous when at one time it was an opportunity that no NPS director would pass up. I can also remember when members of the WASO directorate were at every Ranger Rendezvous explaining the latest national programs, plans or

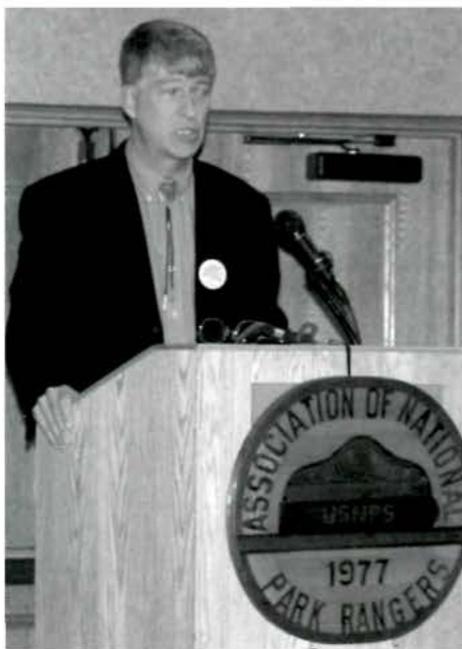
decisions on professional issues in resources management, interpretation, protection, administration, maintenance, fees, fire and more. And I want to personally thank folks like Walt Dabney, Jim Brady, Dick Martin, Bill Sanders, Corky Mayo, Mike Soukup, Dennis Burnett and others who willingly stood, sometimes before hostile attendees, to listen and explain.

The absence of these higher-level managers and professional specialists confirms in my mind that ANPR has largely become irrelevant to NPS decision makers, and this is exactly the opposite outcome that the "original ANPR 33" organized for in 1977. Let's remember that in addition to the social component of seeing old friends and meeting new ones at Ranger Rendezvous, my understanding is that the "original ANPR 33" organized because they felt that senior NPS managers in regional offices and in Washington were not getting adequate decision-making information from the field employees in parks through the official chain in command. And that if they did, decisions made concerning park operations and the NPS would more accurately reflect the needs on the ground in the parks.

Pretty idealistic, huh? There is nothing wrong with that 1977 idealism, folks. We need more! James Carville, political consultant, has said, "If you didn't have some sense of idealism, then what is there to sustain you?" ANPR needs more!

So, given these challenges are there actions we can take or positions we can advocate that enhance ANPR's current standing and perhaps even modify the culture of the NPS? To begin to answer this question I believe we have to decide what it is we want ANPR to be. Think about why you joined ANPR and what has or is likely to keep you as a member. There has always been some tension between those members who would steer us toward a more social organization — seeing old friends, making new ones, creating social opportunities for potential members early in their careers, and having more fun activities at Ranger Rendezvous.

Then there are those who wish ANPR to be more of an advocacy organization for professional and National Park System issues. Over the last two decades I've spoken to disillusioned and lapsed members in both these camps. Personally, I have always wanted ANPR to be a stronger advocate for the resources and values defined in the NPS Organic Act. While I do enjoy the social part of ANPR, advocacy



Staying the same is not an option, not if we are to survive.

for park resources, values and NPS employees is what has kept me mostly interested, and lack of attention to advocacy has occasionally kept me disinterested in ANPR.

There are advocacy issues on the horizon for us, but for you folks who want to see ANPR be more fun and more social, I'm telling you right now that I need your help. Propose a social activity for Ranger Rendezvous that you'd like to see happen and then volunteer to organize it. We've had dances, talent contests, piano sing-alongs, field trips and mini-Rendezvous. Or organize a local ANPR event like an in-park service project, a World Ranger Day event or some other local event — and invite the president to come! We can have social events like we once did but these need volunteers to organize and implement them.

For those of you who find yourself more on the advocacy side of the ANPR aisle, what specific issues do you think we should advocate for? Would greater advocacy by ANPR lead to more new members, closer communication with higher-level NPS decision makers, positive outcomes and a higher member retention rate? Possibly the best information we have to guide us on these questions is the recently completed, statistically valid ANPR survey of NPS employees.

And here let me take this opportunity to thank those who brought this survey to fruition. Mike Finley, retired NPS, past ANPR president and currently the president of the Turner Foundation, proposed the idea of the survey to ANPR and funded ANPR's organization and implementation of the survey with a generous Turner Foundation grant of \$10,000. Thank you, Mike! And then those ANPR members who constructed, implemented and analyzed the survey, a big thanks to Dick Martin, Barbara Goodman, Dave Anderson, Meg Weesner, Debra Hughson and Mark Saferstein.

But let's get back to what the survey told us about the NPS, its employees and what they expect affiliated organizations like ANPR to do. Remember, this was a survey of potential members and that is important to us given that we've lost 40 percent of our membership base in the last 13 years.

Some 79 percent of employees responding

said that "protecting the environment was their most important job and personal priority." I believe we can strengthen our reputation and attract new members by embracing an advocacy role for park resources, both natural and cultural. This shouldn't be a real stretch on our part because protecting the environment or protecting history is why many of us chose to work for the NPS in the first place. Help me select those resource protection issues that will best boost ANPR's reputation and protect park resources.

The quantity and quality of NPS training was also identified as a concern for survey respondents. In previous decades ANPR has partnered with the NPS to offer Managerial Grid and other training courses. We should reinvigorate that training partnership and once again offer training in conjunction with Ranger Rendezvous.

We've tried training immediately before and after Rendezvous with limited benefit to ANPR. Perhaps it is time to offer training concurrent with Rendezvous and see if that cross-pollination benefits ANPR. Help me identify those training courses that will spark the most interest between NPS employees and ANPR.

Finally, the survey identified NPS budgets and staffing levels as a top concern of NPS employees. For several years I have been trying to consolidate an idea I've had for ANPR that for now I'll call "Put Your Money Where the Mission Is." This fund-raising idea would target the general public to donate dollars that would be used to provide temporary or term interpretive or protection rangers to parks, if and only if those parks were willing to meet certain performance and position management benchmarks. Does anyone in the audience believe that this is an idea worth pursuing?

I think we have some direction from this survey of NPS employees and their responses on the types of things that would entice them to join an affiliated organization like ANPR. But as I said earlier ANPR will have to make some changes in the role(s) we pursue and the methodology we choose if we are to survive.

Benjamin Franklin said, "The definition of insanity is doing the same thing over and over and expecting different results." So, if we in ANPR keep trying the same recruitment methods, continue shying away from controversial decisions that we perceive as harmful to the National Park System, or continue to run Ranger Rendezvous on the same format



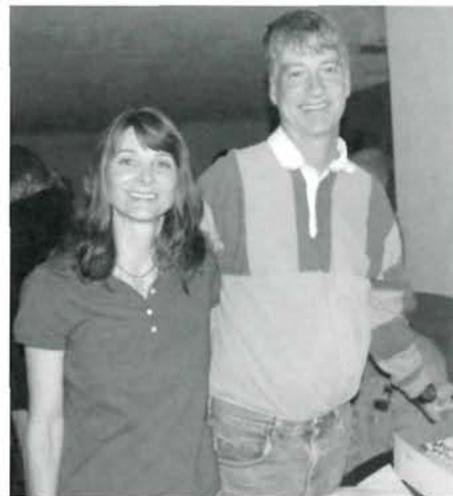
every year, why would we expect these efforts to result in new members, increased membership or increased clout with NPS and political decision makers?

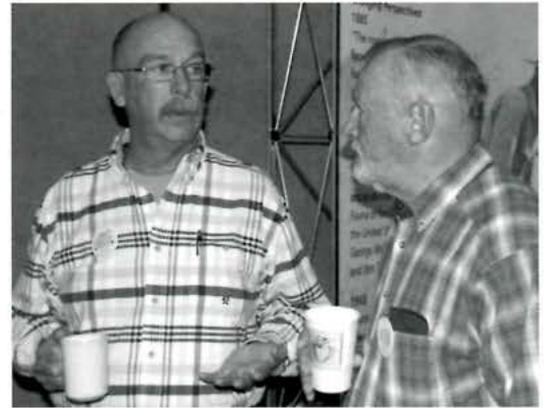
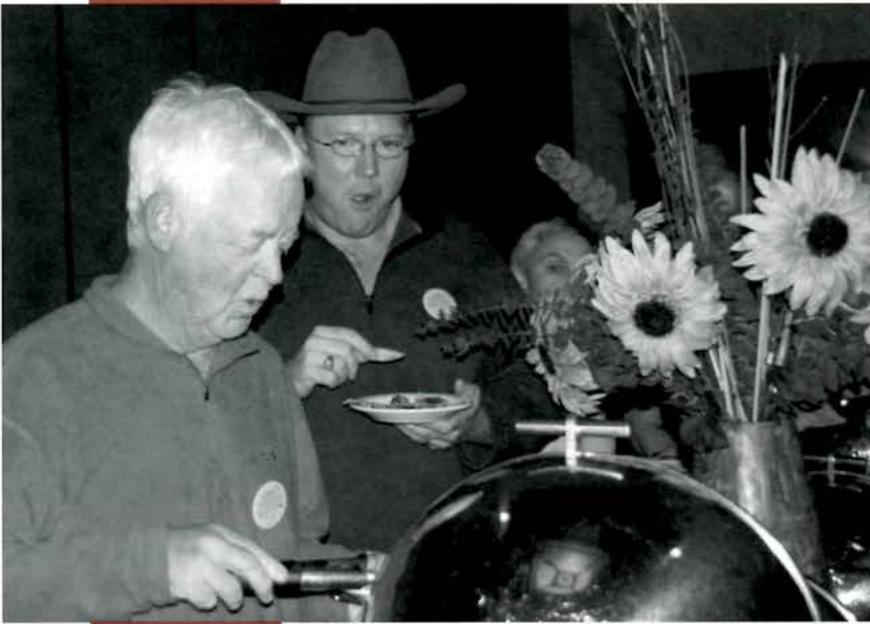
The theme of this year's Ranger Rendezvous, "Redirecting for the Future," is appropriate for where we are as an organization. You should expect changes in ANPR in 2008, and if you don't like those changes you should tell me so and tell me why. But staying the same is not an option, not if we are to survive.

I hope you will join me in Santa Fe from Dec. 10-14, 2008, to evaluate how some of those changes have worked out for ANPR and to enjoy the collaboration and camaraderie that have become a hallmark of Ranger Rendezvous and ANPR. Thank you. 🏠

Scot McElveen retired from the National Park Service last August after more than 25 years as a commissioned park ranger in 12 NPS units. During his career he served as chief ranger at John Day Fossil Beds, Harpers Ferry and Death Valley. His ANPR presidency begins Jan. 1, 2008, and runs through Dec. 31, 2010.

Jeannine McElveen threw husband Scot a surprise retirement celebration one evening in the hospitality room.

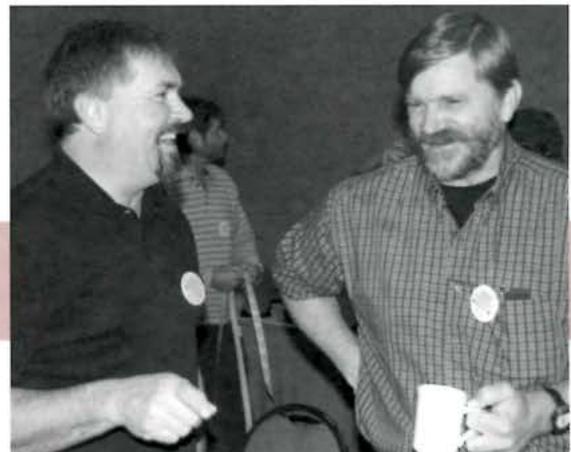
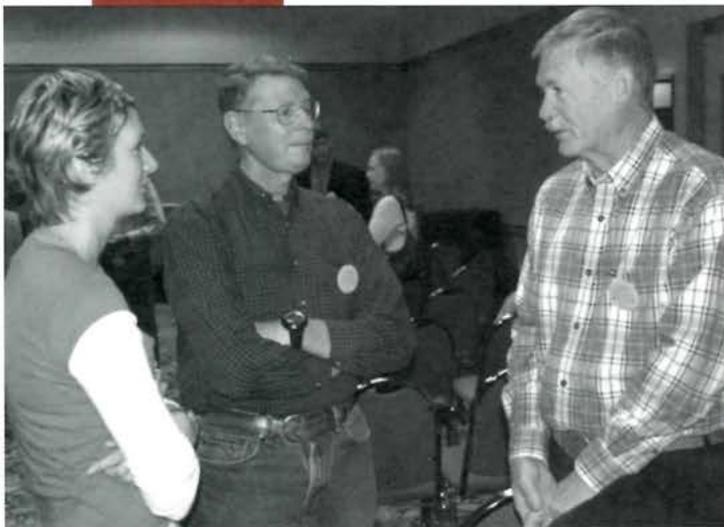




A full gallery of Rendezvous photos is posted online at www.anpr.org. Go to the Ranger Rendezvous tab.



Park City — 30th Anniversary Rendezvous



ANPR survey discussion

Survey of NPS employees leads to specific action items

A general discussion/breakout session during the Rendezvous was conducted by the team consisting of Dick Martin, leader, retired superintendent; Barbara Goodman, Timucuan superintendent; Meg Weesner, Saguaro science and resource management chief; Debra Hughson, Mojave science adviser and ANPR board member; Dave Anderson, WASO, ANPR board; and ANPR partner Mark Saferstein, American Park Network.

The session was a follow-up to ANPR's survey of NPS employees in early 2007 and previous Rendezvous discussion of the results (published in the Fall 2007 issue of *Ranger* and posted online at www.anpr.org). The survey, funded by Mike Finley of the Turner Foundation and Mark Saferstein of American Park Network, was intended to use the results to determine ANPR's future direction. The discussion helped participants agree on recommendations to make to the ANPR board and membership for specific actions.

These were consensus decisions:

1. ANPR should become more of an "All NPS employee" organization. ANPR should work aggressively to remake its image more as a total NPS employee support organization. Suggestions for achieving this outcome include:

- Possibly renaming the Ranger Rendezvous the "NPS Employee Rendezvous."
- Mastheads and correspondence could contain the subheading "An Organization for All NPS Employees."
- Emphasis on certain traditional occupations could be retained but greater concern for the interests of all NPS occupations could be inherent in all NPS programs.

Responsibility: ANPR president and board of directors, with monitoring from membership, past presidents and the survey team.

2. Conduct additional, follow-up surveys, possibly of ANPR members who are employees. However, ANPR should not wait on the results of a follow-up survey before taking action. The '07 survey clearly gives ANPR adequate information to begin to structure programs for '08. The goal of follow-up surveys would be to determine with more precision what employees want from ANPR — what types of training, what resource protection initiatives, what mentoring and collabora-

tion opportunities, the types of advocacy and morale boosting activities they would like ANPR to sponsor.

Responsibility: Survey team

3. Reinstitute the practice of sponsoring training sessions concurrently or immediately before or after the Rendezvous.

- In 2008 do a supervisory-type course similar to Grid, Covey, Situational Leadership or a course Jim Brady recently developed. Research the various potential courses, determine costs and logistics, assure that ANPR will break even or profit either in membership growth or financially (preferably both).
- In '08 invite Marsha Lee to conduct a Rendezvous breakout session for seasonal and entry-level employees on "development of a quality resume."
- Marketing of the training is a big issue. ANPR needs to be better at getting the word to NPS employees about training that is being sponsored.

Responsibility: Mary Martin, Jeri Mihalic, Barbara Goodman, Barry Sullivan

4. Initiate an "ANPR Green" program at the '08 Rendezvous. This is a vacuum that ANPR could fill to some degree. ANPR could set an example for NPS, with the potential goal of trying to strengthen the NPS resource protection programs. The Rendezvous, starting with '08 gathering, will have the following characteristics:

- All Rendezvous materials will be recycled.
- Rendezvous should strive to be carbon neutral. Individual attendees should strive to have their travel as carbon neutral as possible.
- 2008 will be a "first effort" to set an example and establish ANPR's credentials as a green organization. Following the success of this program, ANPR will begin advocating for NPS to become more "green." This will include advocating that:
 - a. NPS re-energize its recycling programs to include all materials, not just aluminum cans, glass and plastic bottles for both the public and NPS.
 - b. All new or rehabbed NPS buildings should strive toward LEED certification

to the extent reasonable to the "Silver" level.

c. ANPR will lobby for NPS to have an NPS/ANPR Recycling Day" each year for hard-to-recycle materials such as hazardous materials, batteries, fluorescent lights and more.

Responsibility: Survey team will develop a plan for the 2008 Rendezvous, determine who can help, decide on specific actions to take and assure success.

5. Communications with NPS employees who are not currently ANPR members has been a long-term conundrum for ANPR, and has been an issue in generating new and active members. While no silver bullets exist there are clearly some actions to take that could mitigate this issue. Participants suggested:

- Re-instituting the internal program of regional representatives.
- Providing regional representatives and all members with incentives for each new member(s) signed up. Suggestions for the incentives include: reduced costs for Rendezvous registration, recognition, monetary awards.
- Distributing the following to all members and ask that they be promoted to prospective members:
 - a. A set of standard talking points: "Why Join ANPR" and "Why Attend the Rendezvous."
 - b. A standard PowerPoint presentation about the benefits of ANPR membership that can be shown at training sessions and meetings.
 - c. Internet posters promoting ANPR for all members to post on their park bulletin boards

6. ANPR should follow up on earlier attempts to reach agreement with NPS on an memo of understanding, roughly based on ones that National Association for Interpretation and George Wright Society have with NPS. Participants suggested that ANPR board follow up by:

- Obtaining copies of the NAI and GWR agreements and use them as a basis for ANPR's proposed agreement.
- Draft ANPR's proposed memo of understanding. Assure that it considers ANPR's traditional independence and advocacy elements.

The survey team presented these recommendations to the board at the final Rendezvous board meeting for implementation in '08.



PAST PRESIDENTS: Left to right are Dick Martin, Butch Farabee, Rick Smith, Rick Gale and Deanne Adams. Each reminisced about ANPR during their presidencies, then imparted bits of wisdom about ANPR's future. For the full session's notes, please visit the ANPR website at www.anpr.org and go to the Current News tab.

BREAKOUT SESSIONS: Similar to the session pictured below, with Rick Smith of the Coalition of NPS Retirees, workshops generally were well attended and included thoughtful questions and spirited discussion. Other presentations:

- Climate Change and the National Parks, Bob Krumenaker, Apostle Islands superintendent
- Surviving an NPS Move, Rodney Larsen, administrative officer, Timpanogos Cave
- Retirement Advice with Frank and Kathy Betts, ANPR life members (see summary on page 22)
- The NPS Centennial: ANPR Involvement, Rick Gale
- NPS Centennial Initiative, Dennis Schramm, NPS
- National Parks Traveler: Covering National Parks in the Blogosphere, Kurt Repanshek and Jeremy Sullivan of *NationalParksTraveler.com*
- Operational Risk Management, Billy Shott, Intermountain Region Office
- International Ranger Federation, Meg Weesner and Tony Sisto



KEYNOTE ADDRESSES & PANEL DISCUSSIONS

Participants of the 30th anniversary Rendezvous heard keynote speeches, attended workshops on a variety of topics and queried speakers after several panel discussions. Among the speakers and presentations were:

- Welcomes from Denis Davis, Timpanogos Cave superintendent, and Mike Snyder, Intermountain Region director
- Dan Wenk, NPS deputy director
- The Future for Our National Parks: Will It Be Just Like Today Only Longer? Don Barry, Wilderness Society, executive vice president
- Bill Schenk, Employee & Alumni Association Foundation Board, vice chairman
- ANPR Past Presidents panel discussion
- The Future of Land Conservation, keynote address by Brad Barber, planning and land conservation consultant

ON THE WEB

For a full gallery of photos from the last Rendezvous, visit www.anpr.org and click on Ranger Rendezvous.



Board of Directors Actions at Rendezvous

■ The board was asked to consider a request to loan \$2,000 for the purpose of launching the website for the World Ranger Congress 2009 in Bolivia. Consensus was reached to advance the loan, interest-free. This will allow the Bolivian ranger association to begin advance registration for the 2009 Congress.

■ There was discussion on a bylaw amendment regarding ballots. The intent is to revise the bylaws to allow electronic ballots to be sent to members and adding a provision for write ins. The board will finalize this after the Rendezvous.

■ After much discussion over the last year it was decided to offer new life memberships again with some significant changes. Reasons for having life membership include building loyalty and commitment to ANPR; bringing in needed finances now; and convenience for members who no longer have to pay annual dues. It was moved that life memberships in ANPR shall cost \$2,500 for an individual, \$3,000 for joint life membership when paid in one lump sum. Life membership may be paid in three annual installments of \$850 for individuals or \$1,025 for joint. If full payments is not received by the third installment due date, the amount that has been paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. The motion passed unanimously and will go into effect Jan. 1, 2008.

■ Nominations — the board reviewed the names of those who have agreed to run for each office. See page 11.

■ It was decided to contact a CPA to work with the business office and treasurer for reviewing and guiding ANPR with establishing financial procedures and for doing the quarterly reports and annual taxes.

■ Bruce McKeeman and Frank Betts submitted recommendations to the board on moving \$21,000 from the savings account into short-term investments. The treasurer will report back to the board on actions to take.

■ There was discussion on modification of the contract with Teresa Ford. New work that is not in Teresa's contract includes the new seasonal health insurance program, membership database and bookkeeping work taken over from the business office. This past year Teresa has not billed ANPR for 10-15 hours a month of work, volunteering that time instead. That is a value of \$300-\$500 each month. The president

Rendezvous Board Actions

(continued from previous page)

directed that for the remainder of the year Teresa will be paid for the hours she submits. The president elect will work with Teresa on a new contract to go into effect January 2008 that will incorporate the new duties.

■ Recommendations from the employee survey work group. Work group leader Dick Martin briefed the board on actions the team is prepared to take over the next year. See page 7. Dick thanked the board for hiring Teresa to handle membership duties and said the data is now accurate and understandable. Todd Stoeberl will serve as the new board liaison to the work group with Dave Anderson's term ending. Debra Hughson has agreed to continue to provide the team with technical expertise. The employee survey work group will recruit members to work on the action items outlined in the briefing paper and will keep the board informed.

■ Ideas for the Santa Fe Rendezvous theme were discussed. □



NEWBIES: The traditional newcomers' breakfast, hosted by ANPR's president and board of directors, brought out most of the first-time Rendezvous attendees despite the early hour. Here they posed with ANPR's leadership.

Donald Campbell wins Mather Award for 2007



Donald W. Campbell, superintendent of Harpers Ferry National Historical Park, has been selected as the 2007 recipient of the Stephen T. Mather Award, conferred annually by the National Parks Conservation Association.

The honor is presented each year at ANPR's annual Rendezvous. Campbell was chosen for "his dedication to protecting this scenic and historic jewel," said David Nimkin of NPCA in his opening remarks. In particular, over the past year, Campbell brought his steady, thoughtful, and respected voice of reason to a communitywide controversy around a proposed development adjacent to the park, Nimkin said.

"In a community once hostile to the agency, Don built credibility and respect for the Park Service by repeated acts of friendship and trust with his neighbors. He planted a garden of goodwill.

"That garden of goodwill has been critical to success in protecting Harpers Ferry this year. Most of us have first-hand experience with the fiery passions, quirky personalities and intricate local politics that infuse local development controversies — and have the battle scars to prove it. Harpers Ferry was no different."

Ultimately, when developers bought the Old Standard Quarry adjacent to Harpers Ferry and sought to build a 2-million-square-foot business park, town councils of both Harpers Ferry and Bolivar unanimously rejected the proposal. The outcome was due to the goodwill and trust Campbell has fostered over the years. □

Donald Campbell, Mather Award winner, is flanked by David Nimkin of NPCA and Joyce Doria, member of the NPCA Board of Trustees and senior partner (retired) for Booz Allen Hamilton, the firm that endows the Mather Award for NPCA. Don's wife, Sandy, also joined him in Park City for the award presentation and banquet.

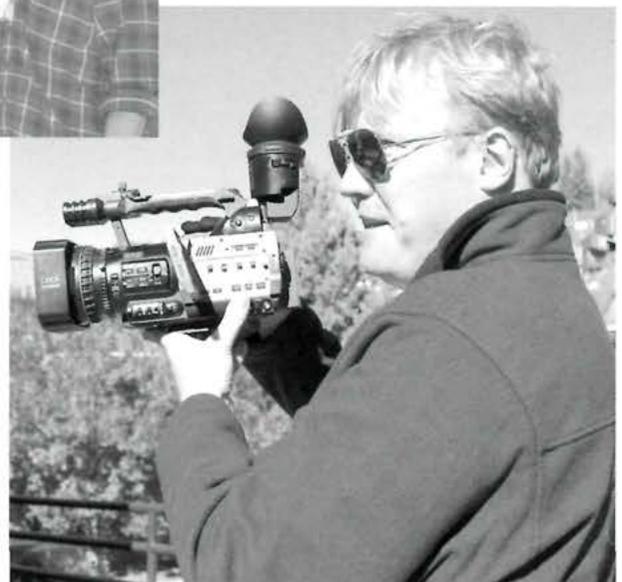
ANPR ELECTIONS

For the first time, ANPR members who have provided e-mail addresses are voting electronically for vacancies on the ANPR Board of Directors. That accounts for nearly 650 members. The rest of the 1,085 members have received paper ballots, but ANPR has requested e-mail addresses for everyone so mailing costs next year are substantially lower. *Send your e-mail address to fordedit@aol.com.* Members running for the board are:

- Emily Weisner, Secretary
- Mike Anderson, Professional Issues
- Curt Treichel, Seasonal Perspectives
- Craig Ackerman, Special Concerns



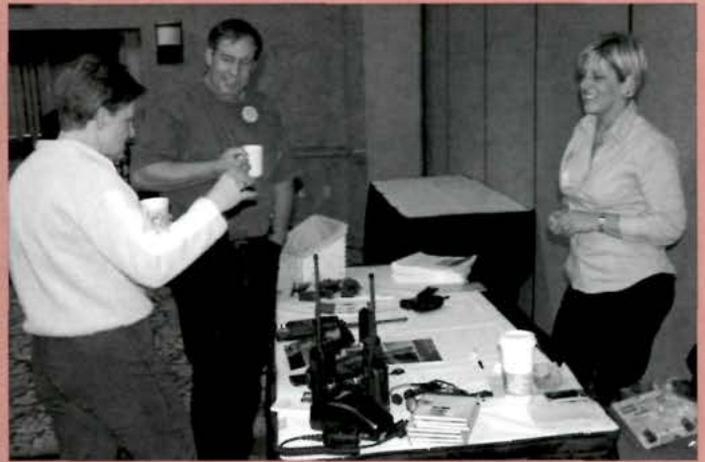
Out & About in Park City



Exhibitors support ANPR

Each year at the Rendezvous, exhibitors help support ANPR financially by their participation in the exhibit hall. Please thank them by supporting them.

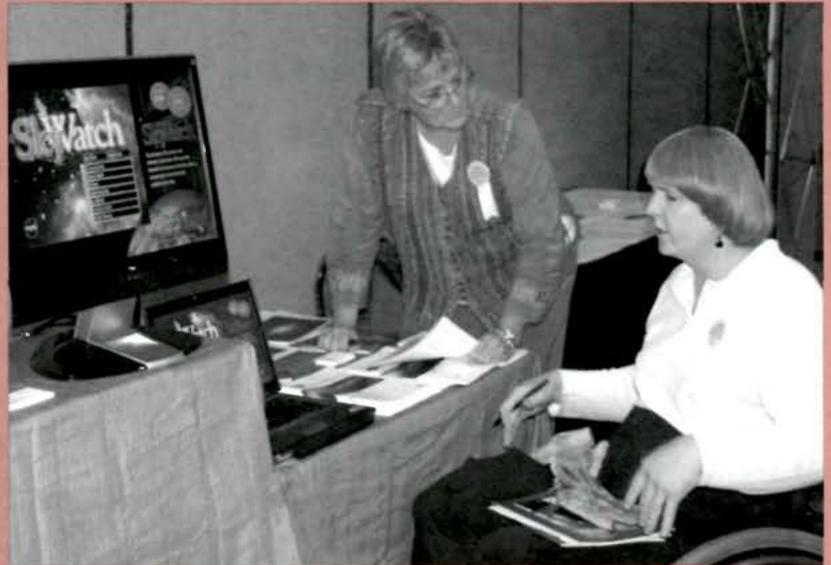
- Motorola
- NPS Fire Management Program Center
- Space Telescope Science Institute
- Symbol Arts
- VF Imagewear



Diane Hall of Motorola explains features of the company's products to Kathy Clark and Jeff Weisenburger.



Brady Pilster of Symbol Arts, a Utah company, shows his wares to Mike Pflaum.



Debra Hughson learns more about the Space Telescope Science Institute from representative Lucy Albert.



VF Imagewear, a longtime Rendezvous supporter, traditionally donates a bomber jacket to a lucky raffle winner. Deanne Adams was the grateful recipient at the Park City Rendezvous. Pictured at right are VF Imagewear representatives Gwen Pettiford and Walter Thomas and Rendezvous participant Wayne Landrum.

THANK YOU to volunteers

Each year many people donate their time and energy to stage a successful Rendezvous. The 2007 effort in Park City, Utah, was possible thanks to the efforts of these organizations and people:

- VF Imagewear – reception with exhibitors
- All workshop presenters & keynote speakers
- Cordell Roy – program chair
- Mike Snyder – Intermountain Region regional director
- Warren Bielenberg – exhibits
- Keith Hoofnagle – 30th anniversary logo
- Dan Moses – T-shirt design
- Dave Anderson – judge
- Rick Gale — bailiff
- Dave Anderson – Super Raffle
- Meg Weesner, Jeannine McElveen & Georjean McKeeman – registration
- Georjean McKeeman, Warren Bielenberg & Scot McElveen – regular raffle, silent auction
- Stacy Allen – sale of ANPR products
- Nancy Ward – hospitality room
- Teresa Ford – photography contest
- Dan Moses – overall Ranger Rendezvous coordinator

Super Raffle Winners

- 1st prize, \$2,000 trip — Liam Strain, Fort Wadsworth, New York
- 2nd prize, Navajo rug — Karen Wade, Fortine, Montana
- 3rd prize, Bose Wave radio — Kale Bowling, Klamath Falls, Oregon
- 4th prize, Tom Till print — Robert & Kathleen Amdor, Hudson, Florida
- 5th prize, Marc Muench print — Pat Buccello, Bar Harbor, Maine

Top ticket sellers were:

1. Rick Gale — 131 tickets (\$300 prize, donated to Supernaugh Memorial Fund)
2. Many-way tie: Warren Bielenberg, Kevin O'Brien, Neal Niiyama, Maya Seraphin, Phil Young, Bob Bryson & Ed Rizzotto — 33 tickets each (\$200 prize, shared)

Financial Summary for Rendezvous 2007

Rendezvous Income	
Award Dinner	\$2,199.00
Exhibitor Fees	500.00
Raffles & Fines	3,315.00
Registration	5,108.00
Super Raffle	8,852.17
T-Shirts	1,583.00
Total Rendezvous Income	\$21,557.17
Rendezvous Expenses	
Airfare & speakers fees	\$118.80
Hospitality Room	600.00
hotel space, setup, & service fees	4,592.22
Per diem & Lodging	558.72
Prizes	2,925.17
Super Raffle printing & mailing	1,040.20
Supplies & miscellaneous	144.56
T-shirt production	1,528.30
Venue coordination	5,000.00
Total Rendezvous Expenses	\$16,507.97
Net Income Ranger Rendezvous	\$5,049.20

NEWS BRIEFS

College Chapters to Debut

Incoming President Scot McElveen hopes to interest university students in forming college chapters of ANPR. Recently he started visiting several colleges and universities to talk with students about the idea.

This project will benefit both sides — bring younger members into ANPR and provide students with exposure to national park jobs. A college chapter of ANPR requires at least three members. Each chapter will elect its own leadership and make its own decisions on how it will interact with ANPR and its board of directors.

ANPR's leadership is available to meet with new chapters at colleges and universities to help them organize. To read more about the new endeavor and other potential benefits, visit the ANPR website (www.anpr.org) and click on the College Chapters tab.

Seasonal Employment Information

The National Park Service is gearing up for the 2008 summer seasonal recruitment program.

Some of these positions will be advertised for the parks through the WASO-Human Resources Franchise Office and will use USAStaffing for the application process. Others positions will be advertised through the parks or their respective regional offices. NPS is still determining for which positions WASO-HRFO will recruit.

All vacancies will continue to be announced through www.usajobs.opm.gov. Check back for weekly updates on the 2008 summer seasonal recruitment program.

Information for applicants regarding centralized seasonal hiring will be updated as needed on the NPS website: www.nps.gov/personnellseasonal.htm.

Speak your mind!

Signed letters to the editor of 100 words or less may be published, space permitting. Please

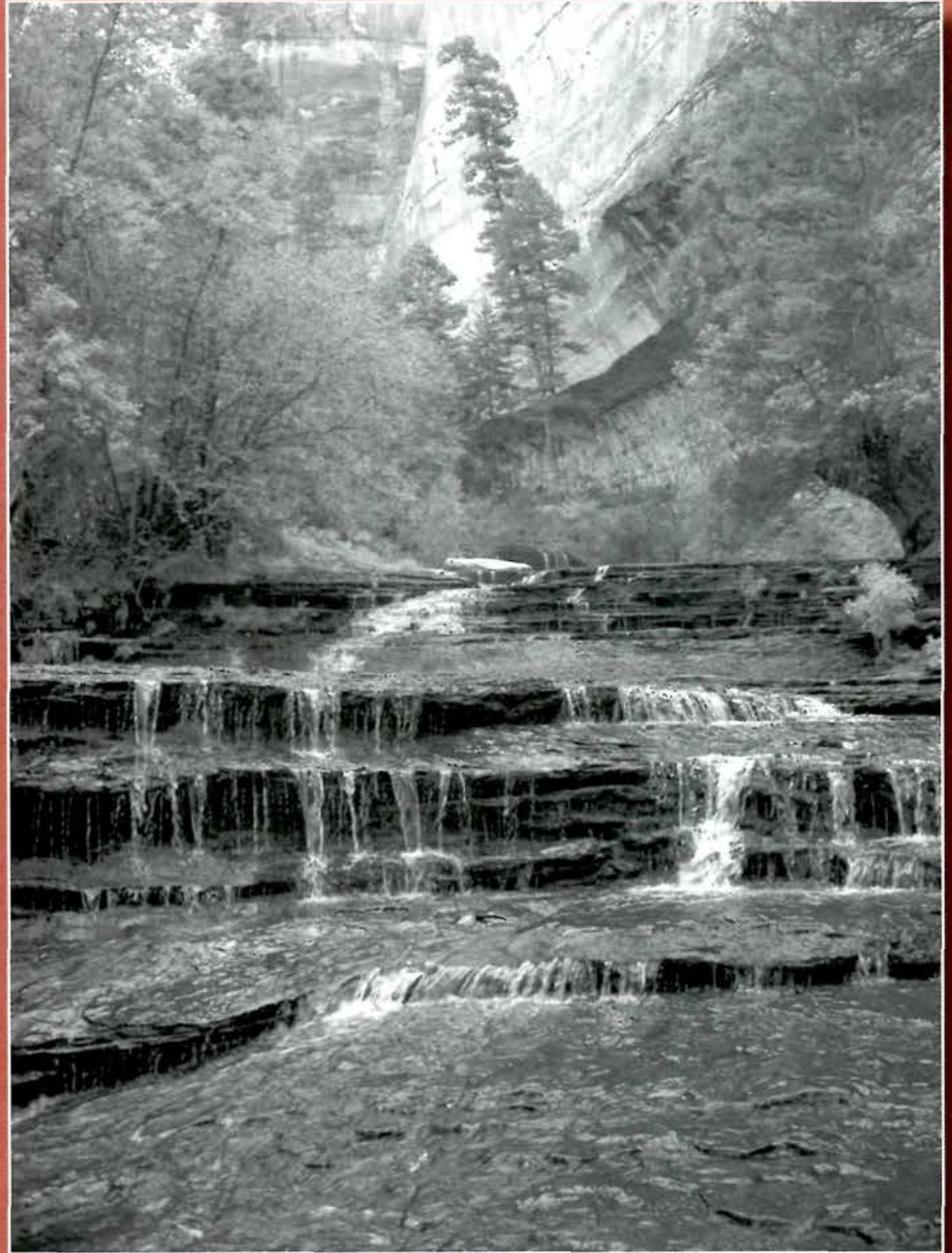
include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401; fordedit@aol.com.



2007 PHOTO CONTEST WINNERS

1ST PLACE
"Taking the Subway"
Zion
Jock Whitworth

Twenty-five images were entered in ANPR's annual photography competition. Winners received certificates of recognition and gift certificates for online shopping. Please consider entering your photos from work or travel in the 2008 photography contest. Photos will be displayed at the Rendezvous in Santa Fe, New Mexico.



HONORABLE MENTION
"Cliff Palace at Night"
Mesa Verde
Bruce McKeeman





2ND PLACE
"Butterfly Blossom"
George Washington
Carver
Mike Pflaum



3RD PLACE
"Through the Ears of Otis"
Yosemite
Fred Koegler

Staying on top of computer technology

By Peter Paul

North Coast and Cascades Network

As technology has evolved and provided more tools to incident management teams, information technology specialists are working hard to stay on top of new developments and offer better service.

I began going out with incident management teams in 2003, (NPS Pacific Northwest Incident Management Team – Fair St. Louis) and found that what was required was fairly basic. In the five years since that assignment the demands on the computer technical specialist on an incident have changed dramatically. I have since become a member of an interagency incident management team, (Pacific Northwest Team 2) and have watched the changes every season. On an interagency level the National Park Service has taken a lead role on several fronts to provide better service for these incidents.

On the first few assignments it was a luxury to have an Internet connection, and there was a prioritization of who really needed computers. Since that time a solid Internet connection has become standard, and it is not unusual in fire camp or on a hurricane assignment to have 50 or more computers, printers and plotters running on a shared network. With development of the ISUITE program and ROSS it is necessary to have this type of connectivity to track resources, make payments and plan for operations.

The traditional network model, still used almost exclusively, is a laptop model. The network is comprised of whatever laptop computers can be mustered; frequently the available

laptops are a combination of agency-owned and rental machines. There are always a few folks who show up with personal laptops, too, and we try to accommodate where possible. With different agency security requirements this mix of machines has been a real challenge to combine into a coherent, stable network. Often the computer specialist spends much of the day simply keeping the large array of machines functioning, updated and stable.

Added to this challenge is the lack of a professional grade server to manage the data collected on incidents. Frequently the information is managed on a laptop computer that acts as a server. While this is convenient because an additional laptop can easily be obtained, a laptop is a poor substitute for a server. Frequently the “server” was under-powered for the heavy workload; the hardware was not redundant, (a dangerous way to operate), and the operating system is normally Windows XP, which only allows for 10 concurrent connections. On a large-scale incident 10 concurrent connections to the ISUITE database are not enough, and users end up waiting for server time to perform their tasks.

An additional issue has been connectivity to the Internet. There are times when we are fortunate to set up our incident command post in an office with an established network connection. At times we are even located in an agency-owned building, ensuring a stable and fast connection. Frequently, however, we establish our ICP in a field far from dependable network connectivity, making that necessity difficult to provide. Over the last several years, we have had to rent Internet connectivity from one of the many satellite dish providers that have sprung up for this very purpose.

With this dependency on computers and connectivity has also come a considerable cost. Since few incident management teams have enough laptop computers either in their inventory or with team members, machines have to be rented from private companies. The rental fee is approximately \$350 per month, an expensive proposition when a team needs an additional 20–25 machines. Adding to this is the problem of obtaining the necessary equipment within the needed timeframe. When you tack on the daily rate of an Internet service provider with a satellite dish the price climbs quickly.

The final issue with the laptop network is a security concern that has needed to be

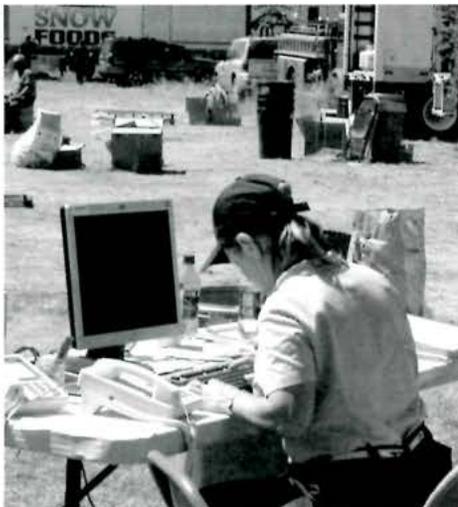
addressed for a long time. This security issue became apparent when, during the summer of 2006 the server on the Day Fire in California was stolen. The machine had been left on during the night to run a cost accrual, (something that takes a long time on an under-powered machine,) and someone walked away with it during the night. The laptop served as the main server for the incident and contained a large amount of personnel and financial data. This loss was not only a financial concern, but much more important it was a loss of a large amount of sensitive data. Fortunately the server was recovered, but the message was clear that security had to be addressed.

This past year the computer technical specialist task group chose to address these issues with a new way of doing business, an effort spearheaded by the NPS. The group decided to attempt to provide a more stable network, address security concerns and try to bring under control the large cost associated with these services.

To achieve these goals a new model was introduced into incident management teams, one that was fast to deploy, stable and secure. Don Winter, IT specialist for North Coast and Cascades Network, Mount Rainier, and I presented a plan to introduce a Terminal Server and Thin Clients to address these needs. Gladys Crabtree, fire information resource manager for NIFC, managed the project, working with other agencies to address security concerns and to have teams carrying the new kits. These kits were carried by teams with computer technical specialists from BLM, the Forest Service and NPS.

In this new model a professional grade server would be introduced into the network. The server, running Windows 2003 Server software, would be the backbone of the network. It is configured in much the same way as a desktop or laptop computer, with all of the normal software installed. Unlike a normal desktop or laptop computer, however, Windows 2003 Server allows for multiple connections on the server. The server was a powerful machine with a lot of memory and processing power.

In addition, we purchased and configured Thin Clients to connect to the server. A Thin Client looks like a small computer; however, it doesn't operate independent of the server. A Thin Client connects the user to the server where the users' session actually resides. Thin Clients must be connected to the network and



able to see the server to operate.

Laptop computers that were attached to the network were also forced to use the Terminal Server through the use of a remote desktop connection. For laptop users this also meant that all of their work on the incident was performed on the server rather than on their local machines. This type of connectivity addressed two main issues. By connecting the laptops in this manner no changes to the individual machines had to be made, which conformed to agency security requirements. Secondly, by having users work on the server it made it easier to manage data because it was all saved centrally on the server.

Connecting individuals to network-shared drives or setting them to print became a simple task. On all of the incidents that I have worked on in this capacity, printing has always been the largest problem. With this new system what had once been a huge task of getting disparate machines to work together became an easy issue.

To address the security concerns we began with securing the server. Physical security had to be considered; the server needs to be in a locked room or location. Stealing a true server is a much more difficult task than stealing a laptop that is acting as a server. The server we carried last summer was about 80 pounds and fairly large. Sneaking out of camp with it under your jacket would be difficult at best. Another benefit to using a Terminal Server is the ability to easily manage user-level permissions on the individual folders and files.

Another feature is that a Thin Client does not store data; it has no hard drive. Therefore, if a Thin Client were stolen from an incident it would contain no data. It would be a shame to lose one, but the loss would only be monetary; sensitive data would not be compromised. Further, should a Thin Client be stolen, the monetary loss would be about a fourth of the cost of a laptop computer. A typical Thin Client and 17-inch display cost about \$450, an inexpensive substitution for a laptop.

Stability was greatly increased with the Terminal Server/Thin Client model and interruptions to users were rare. In fact, most applications ran better on the Terminal Server than they did on a laptop computer. ISUITE, for example, runs considerably faster and the users were happy with the speed of the application. The GIS specialists on our team used the Terminal Server for ArcGIS and reported that it ran as well or better on the server than it did on their laptops. We found that all applications ran at least as well on a Terminal Server system as they would on individual machines; most

ran better.

The final consideration for our proposal was to reduce cost. The approximate cost to purchase up a Terminal Server and 25 Thin Clients is \$25,000. With that cost we will see a return on the investment within three assignments. My team goes out on average three times a year and we typically have rented 25 laptop computers on each incident. The cost of rental machines, per incident, has been approximately \$12,500.

A Thin Client has a six-year lifecycle, half again the lifecycle of a laptop computer. The server needs to be replaced on a four-year lifecycle, but you still save a considerable amount of money with this system. Over a six-year period with three assignments per year our team alone could save close to \$200,000. That is one Type I team; there are 17 nationally and scores of Type II and Type III teams.

With the new system configured we were able to deploy the entire kit within an hour of hitting the ground. That meant the server, 10 Thin Clients and a network printer were available to our team almost immediately; past that we simply expanded the network as needed. Our ability to set up a stable network has been greatly increased and the time to do so has been substantially decreased.

The final component of this scenario is Internet connectivity. Depending on the location of the incident, vendors charge between \$150 and \$2,000 per day for Internet connectivity. We are always concerned about cost but frequently we were not able to find a low-cost solution within the needed timeframe.

Gabe Voss, IT specialist, and Tom Snoich, wide area network manager, both NPS, recognized a need for a more cost-effective solution and also the necessity for a secure, quickly deployed and stable solution.

This past year they purchased and configured three auto-deploy satellite systems for the NPS. We were fortunate that they allowed my team to carry one of these satellite dishes during this past season, and it made a dramatic difference in the quality of service we could provide. These satellite dishes operate on the DOI network and its security. Within minutes of powering on these units we were able to use the Internet and our users could get to necessary resources. The daily cost of these systems is a fraction of what we paid in the past. The connectivity was faster and the technical support offered through the NPS



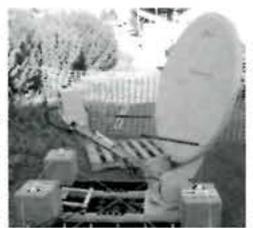
was exceptional.

One additional note to the Terminal Server/Thin Client kits is that they are available off-season for other uses such as training sessions. This past October a Terminal Server provided by Erik Torres, IT specialist for NIFC, and 20 Thin Clients were deployed at the National Advanced Fire and Resource Institute in Tucson, Arizona, to support a training course. At the height of the training session we had 20 concurrent sessions of ArcGIS running with great success.

The seasons for incident management and training tend to be opposite each other, so this complementary use of equipment further enhances the return on equipment investment.

As the summer season closed in 2007, we prepared a report of the successes of these new systems. The Terminal Server/Thin Client kits were a complete success, and the NPS satellite service was phenomenal. We were able to provide a more stable network, increase security, reduce cost and decrease the time for deployment. The system was easier for users to navigate, provided a more logical location for information to be stored and just simply worked better.

As technology moves forward, we are working hard to provide better systems for use by all of the agencies. Next summer, we hope to have VoIP phone systems in camp. See you on a fire. 



Peter Paul is an information technology specialist for the North Coast and Cascades Network, duty stationed at Mount Rainier. He has worked at Mount Rainier, North Cascades, Kenai Fjords and Sequoia and Kings Canyon. He is also the NPS representative on the Computer Technical Specialists Task Group.

Young Married Couple Mans Fire Lookout

Remember the days . . .

By Leslie H. Spurlin

In June of 1948, Dwight L. and Mickey Hamilton, my parents, were newlyweds. Dad was attending school but worked seasonally for the National Park Service. Being Colorado-born, his favorite place was undoubtedly Rocky Mountain National Park where he spent many childhood summers hiking and horseback riding. A dream came true when he took the job as fire control aide on Twin Sisters Fire Lookout.

The tiny 5-foot by 7-foot, glass-surrounded lookout commanded quite a view in all directions, and was the culmination of a popular 3.5-mile hike. It was so popular that at least one visitor every summer day but one came to the lookout. Some were characters, such as a couple of doctors who came up several times. One promised to bring food and cook, and Mom and Dad were willing, especially if he brought fresh meat and vegetables! The doctor prepared a roast with carrots, onions and potatoes in the pressure cooker (mom still has this little gem) on the small gas stove. Thinking it was done, he took the lid off before they could stop him — and the meal blew all over the cabin. Other visitors included Mom's two sisters. Dad could see them coming up the trail and was so excited that he ran down the trail to meet them, running headlong into a very upset sister-in-law, who had a hard time getting up there. The first thing she said was, "Damn you, Dwight Hamilton, for bringing my baby sister to a place like this!"

With no refrigeration, a screened cooling box was set in the window to keep things fresh, but after that, they mostly lived out of cans. There was also a small wood stove for heating, and it got cold at 11,428 feet elevation. Wood was sometimes delivered on horseback, but dad often hiked one-half mile into Roosevelt National Forest to find wood, which he would cut and tie onto his pack. Water, too, was a problem. They were supposed to collect water off the roof into a barrel, but during that entire summer, they never received more than one-fourth inch of rain at one time.



Water had to be carried in five-gallon rubberized water packs from a spring a mile below. Even by being frugal, this had to be done often to supply water for cooking and bathing.

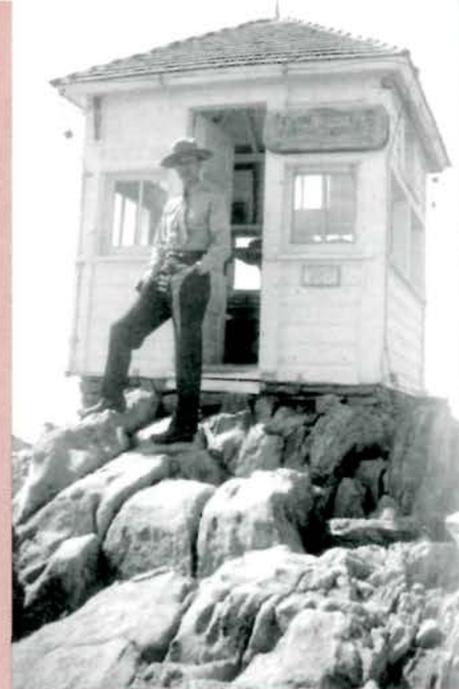
At an elevation where lightning strikes often, the couple became attuned to nature. Telephone wires strung between rock points overhanging the cabin acted as a "lightning arrester." Inside hung a light bulb that would glow when lightning was near, warning you to stay inside. The first night my parents stayed in the cabin, Dad leaned back against the metal rails of the bunk bed when lightning struck. He once commented, "The lightning arrester worked to the point it didn't kill me, but it certainly jolted me off of that bed in a hurry!"

When manning the lookout during a storm, and needing to call headquarters on a regular basis, one stood on a little footstool that had telephone-insulator legs, so that you were well grounded. Sometimes during a storm, Mom and Dad would graciously let visitors stay in their cabin, while they beat a hasty retreat to the safer, more grounded lookout!

Mom worked the two days Dad was off, and she quickly gained the reputation for being a good lookout. One day while on duty she spotted smoke and made a call to headquarters, citing the readings necessary to pinpoint the fire. In addition, she remarked that it appeared to be close to the section corner. When the road and trail foreman responded, he found the fire burning the actual section corner *marker!*

The cabin in which my parents lived had a door and two windows, and inside were the bunk beds, a table and two chairs, and the stove in the corner. Needing to make their own entertainment, they printed their own photographs in the cabin by blocking out all the light and then opening the east window curtain just long enough to make the exposure, guessing as to how long to expose the film.

Dad's sister Noreen would



sometimes keep Mom company on his days off (when he was away climbing other mountains). Noreen would run into the trail crew and they knew the girls would be making doughnuts. After much experimentation, they got the oil just right and the men would feast. About once a week, Mom would carry the laundry down to the foot of the trail where they parked a car and drive to Longmont to do the wash. When Dad left the lookout, he often took a shortcut, heading straight down the telephone line. He'd get going so fast, he had to grab a telephone pole, swing around a time or two, then continue on.

The fire lookout now is gone, but the rock cabin still stands. To look at it, it is hard to imagine actually living there. It brought to mind the first time I climbed Twin Sisters with my parents and another park wife who had at one time manned the lookout. A group of weary hikers approached, and a woman was overheard saying, "No wonder they don't man this place any more! They can't find anyone *crazy* enough to live up here!"

Dad went on to make the Park Service his career, retiring in 1980. He came full circle, retiring as chief naturalist at Rocky Mountain. Sadly, he passed away in 2002, but not before instilling the love of the great outdoors to his family. 🏠

Leslie Spurlin, the daughter of Mickey and the late Dwight Hamilton, lives in Grand Junction, Colorado. Mickey lives in Hawai'i.

If you have stories of days gone by, please contact the editor about sharing your memories in *Ranger*. Address/phone details are on the back cover.

The Professional Ranger

Administration

In the book, *Flight of the Buffalo*, by James A. Belasco and Ralph C. Stayer, the authors use examples of herds of buffalo and flocks of geese to explain old and new leadership paradigms. When a head buffalo is killed, the herd just stands around, not knowing what to do. However, when the lead goose is killed, other geese are able to take over and the flock can keep on flying. You should read this book as we look at management succession in the National Park Service and what we need for our success. Here is my review of the book.

A flock of geese represents the new leadership paradigm, which has these principles:

- Leaders transfer ownership for work to those who execute the work.
- Leaders create the environment for ownership where each person wants to be responsible.
- Leaders coach the development of personal capabilities.
- Leaders learn fast themselves and encourage others also to learn quickly.

In addition to these principles, there are several persistent themes throughout book:

- A leader must learn that in most instances he or she is the problem.
- The customer is the boss.
- Think strategically. Start with what you need for your customer and work backwards.
- Everyone must be a leader to have effective leadership.

Of course it all starts with the leader, and the leader will often need a coach to be able to see that he or she needs to get out of the way for employees to have a chance to make things work more efficiently. We have all seen

Interpretation

This was the year I sought Park Service duties outside my park. I piled my plate high. I am now a member of the National Education Council, the group tasked to implement the Renaissance.

I was invited into the inner sanctum to play a role in planning the next century for the NPS. I went to a conference in August and immediately was overwhelmed by all the expertise and legacy around me. I didn't really contribute much at that first meeting, much to my chagrin. But I did listen and felt something I hadn't felt in a long time. I felt hope. I learned about how current NPS leaders are fighting successfully for us right now to ensure

many leaders who have "fix them" attitudes, when in reality, it is the leader who needs to change.

Ordering an organization to operate differently can be like asking buffalo to fly. It is a slow process that must start by asking the people involved what the leader is doing to prevent them from assuming responsibility and performing at a higher level.

The book offers a method "for transforming buffalo into geese — the Leading the Journey leadership system." The model is based on four leadership activities: Determining Focus and Direction, Removing Obstacles, Developing Ownership and Stimulating Self-Directed Action.

Determining the Focus — Start with the consumers. Ask them what they want. Ask how you can help them be a great performer. Look at your competition as your best friend. Examine their strategies and yours from your customer's perspectives. Are you creating value for your customer? Are you focusing on a few problems and ignoring the rest?

Removing Obstacles — The first thing to do is ask your people for their input, using this performance management model:

1. The manager determines the overall parameters/objectives.
2. Performers and customers set standards.
3. Expectations are reduced to a specific measurable number. An information system is necessary to tell the employees how they are doing, in real time. A reward system must be aligned and considered fair and motivational.

Developing Ownership — The boss's desk may be where the buck stops, but it is important that it is not also where it begins.

the future of the NPS. That was news to me. All I ever heard or experienced up to then was that the sky was falling.

While at this conference, folks talked about the Education Evaluation Coordination Team, set up to evaluate interpretive programs and projects, with the additional goal of creating a culture of evaluation in the NPS. Who could disagree with the goal to ensure interpreters are putting out products the public will get the most out of? So I joined. I have a full schedule, but I wanted to know all about this evaluation thing.

Then I found out I was going to be an Interpretive Development Program Certifier, which is a duty and experience not to be missed. So I

Delegation of authority can be tricky if the recipient is unwilling or facing ownership for the first time. The leader's task is summarized in four letters: FCLP. "In every possible situation, Focus Conversation on Learning about Performance." The authors define success as "ownership for the right responsibilities by the right people."

Stimulating Self-Directed Actions — If possible, leaders should prevent problems, not solve them. One of the best ways to do this is to reward people for solving their own problems rather than rewarding people for bringing them to you. It is also important to eliminate nonessential parts of the business. Simplify operations as much as possible and measure what you want to get done. Expect very high standards. Put the right people in the right positions.

My conclusion: The book ends with a discussion on the importance of learning. It frequently involves leaving your "comfort zone" and trying new things and moving faster than you or your colleagues are ready to move. When worried about making mistakes, the authors quote (without attribution): "He who makes no mistakes ends up making nothing."

I really like the symbols of the buffalo and the geese. I like the very human touch of the admission the authors make that they have their buffalo "V'd" up, as in the format of a flock of geese, but they have not yet taken off. There is even an admission that from time to time their head buffalo mentality comes back without warning. Nonetheless, they make compelling arguments for empowerment and continuous learning. Although this book was published a while ago, I recommend it for all administrative and other professionals in the National Park Service. □

— Heather Whitman, Yosemite

set aside two weeks to go to Mather Training Center to attend a training workshop with 40 other interpreters so I could be one of about 100 interpretive evaluators for the NPS. This will make me a better supervisor, better coach and all around better interpreter, too. Plus, we are going to test out a new forum on InsideNPS dedicated to the IDP program. And guess who will be one of the moderators?

While at Mather we learned about training tools the Eppley Institute has created to help interpreters learn the craft and create programs. Among other things, the institute wants help advertising it to the field. My hand went up.

I have no intention of backing out of everything that I got myself into. I'm not a quitter

and these things are too important. Luckily I'm not married, And don't have kids, a dog or a yard to mow, so I've got the time and energy to dedicate to this. It also helps that my supervisors see the value in my putting time toward these tasks.

The biggest thing I've realized is that while we have been going through hard times in the NPS in the last few years, things are getting better. These are unprecedented times for interpreters. Each of us has the chance to participate in the new NPS and the pending Renaissance in interpretation in so many ways.

Furthermore, this is a great chance for proactive interpreters to show what it means to be an ANPR member. We should be trumpeting our association. We should start showing proactive leadership and partner with the Renaissance. Being involved is what ANPR members do.

Interpreters who are members of this organization aren't just in it for the club spirit, memories of the good old days, or the fun and rejuvenating Rendezvous; we participate to keep this NPS thing alive and kicking.

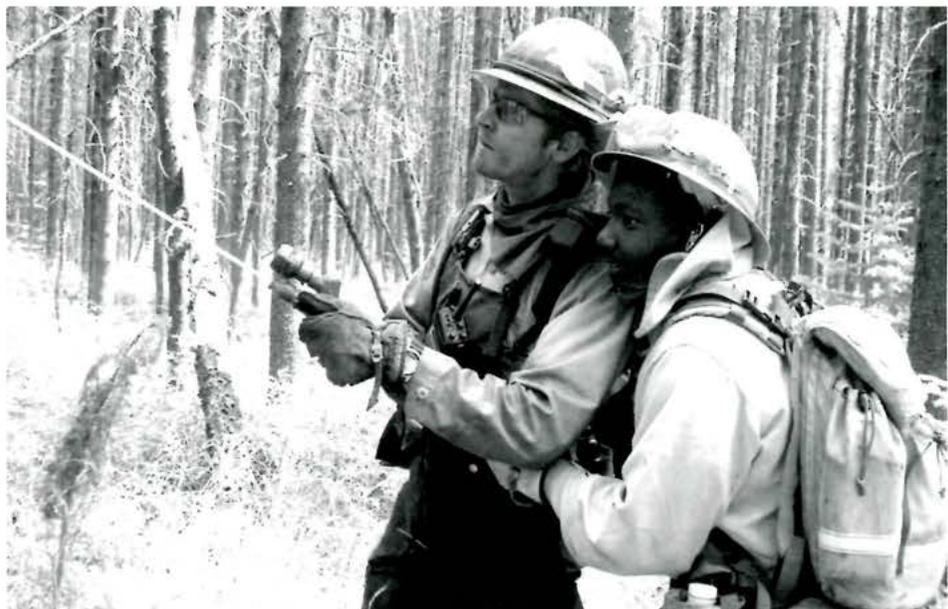
After what I saw at the Rendezvous in Park City, I know that ANPR is not complacent or content to coast on a dusty reputation. We are not going to fade away. We are an organization that is relevant and active. We are setting the examples that others can follow. We will draw in new members by being a shining beacon of hope. Our work will make ANPR and the NPS stronger by being a professional organization hell bent not just on survival but growth.

Stop waiting for others to do it for you if you find yourself grouching and sitting on the fence. Get in there like I did as an ANPR representative and NPS employee. There is more out there than Eppley, the NEC or the EECT.

Take a look at the tenets of the Renaissance and make them yours in your own park. We might come calling to learn about the amazing work you are doing. Capitalize on what Eppley offers. Find ways to involve ANPR in the Renaissance or the Centennial. Recruit some new ANPR members if you see that they have the fire in them too.

It has been inspiring and a huge relief to see so many of us taking such interest in the future of interpretation. We have the fight in us as rangers. We will need our energy and moxie to make it in the next century by looking beyond ourselves. We need to grasp the future in our daily work. The best thing is that those opportunities are out there for each of us. □

— Jeff Axel, Lake Roosevelt and Juan Bautista de Anza



Darlene Owens, Mammoth Cave

A crew boss demonstrates the various applications of a forester nozzle to a first-year firefighter on the Skyland Fire, Lewis and Clark National Forest in Montana, August 2007.

Protection

Crew Bossing: The Romance in It—Crew bossing wildland fire crews is a calling within a calling. It has its headaches, but for those who have learned to love it, it can be one of the most rewarding experiences in the already-rewarding field of rangers.

There's something to be said for taking charge of a crew of folks and motivating them to achieve greatness under challenging circumstances. Whether as a wildfire crew boss, an NFL coach, an infantry platoon sergeant, or a swordfish longliner captain, the principles are the same — it's still leadership. And for those with the right attitude, it offers genuine opportunities for true adventure. In short, there's *romance* in it!

Swordboat Captain William "Billy" Tyne knew this secret of leadership. In the epic movie, *The Perfect Storm*, harrowing scenes depict the fateful ocean voyage of the *Andrea Gail*, the daring rescue attempts, the sheer power and carnage the storm delivered, and the tragic human drama that unfolded in its wake.

One of the most moving scenes occurs early in the film, before leaving port. Captain Tyne is studying charts in the *Gail's* wheelhouse when fellow swordfishing captain and friend, Linda Greenlaw, drops in for a heart-to-heart chat about their profession.

Mixed in with his lighthearted quips about "no rest for the weary" and "not having a work ethic, just having work," she tells Tyne that she just doesn't see "the romance in it."

And that's when he opens her eyes for her. That's when he reveals to her something she probably never realized about herself.

"But you've got it, Greenlaw," he tells her. "You do, believe me. I've seen 'em come and go, but the day I laid eyes on you, I said to myself, 'She's going to be a good one.' You can't be good unless you love it."

How true this is for so many chosen professions. When somebody answers a calling, they are actually chosen by it, not vice versa. Like Tyne said, you can't be good unless you love it. Part of the reason the good ones love it is because they *see the romance in it*.

As rangers, we may never be at the helm of a 70-foot longliner, but we can certainly thrive on the romance of our own calling and on that of the leadership opportunities. Every aspect of rangers captures this — catching evildoers; rescuing those who are ill, injured, stranded or lost; facing the harsh elements in rugged terrain; traveling by land, sea or air; and fighting fire.

The field is begging for quality leadership. It is incumbent upon seasoned, veteran rangers to step up, shoulder the task, bear the burden of heightened responsibility and thrive on the romance. It is incumbent upon seasoned, veteran rangers who hear the call of leadership to answer it.

Opportunities to step up and lead abound in our field, but one of the most quintessential is crew bossing on wildland firefighting crews. If Billy Tyne had been a firefighter, he would have answered the call. He would have been a crew boss, loved it, been good at it. And he would have seen the romance in it. □

— Kevin Moses
Big South Fork

Resource Management

President Bush issued a new executive order on "Facilitation of Hunting Heritage and Wildlife Conservation" last August. It directed agencies that have a measurable effect on public land management, outdoor recreation and wildlife management, including those in the Departments of Interior and Agriculture, to "facilitate the expansion and enhancement of hunting opportunities and the management of game species and their habitat."

Aldo Leopold opens his classic *Game Management* (1933 and reissued since) by defining the book title as referring to "the art of making land produce sustained annual crops of wild game for recreational use." Most employees and many constituents would view the term as incompatible with NPS units. NPS management policies avoid use of the term *game*, and have, for decades at least, emphasized conservation of wildlife within a broader context of ecological dynamics and processes — a goal which fits with the teachings of Leopold himself, who early on recognized wildlife-land-water relationships.

Parks are permitted and sometimes practice population-specific, even lethal management of wildlife. Generally, lethal control is used for the occasional take of a dangerous or "nuisance" animal that threatens human safety or property. In recent years, proposals by the NPS or outside entities have suggested opening some parks to sharpshooters or public hunters to help manage elk populations (for instance, Theodore Roosevelt and Rocky Mountain). At the same time, lethal wildlife population control even outside park borders has been subject to lawsuits and continued public controversy (deer in eastern parks, bison in Yellowstone).

This is not new. Consider historic controversy over killing non-native mountain goats in Olympic and elk reduction in Yellowstone in the 1960s. These topics helped prompt creation of the Secretary's Advisory Board on Wildlife Management in the National Parks, which resulted in the so-called Leopold Report issued in 1963. (The team was led by Starker Leopold, Aldo's son.)

Many people think the report, which did much toward changing NPS policies toward "natural process management," recommended

against lethal wildlife population management, when in fact it did not. However, societal values about hunting and wildlife management continue to evolve and complicate choices for today's decisionmakers.

Some NPS units — mostly preserves and recreation areas — are authorized by legislation to permit hunting and/or trapping. The new executive order requires units to answer whether their legislation permits recreational and/or commercial hunting or trapping, and how such opportunities might be expanded. While hunting has been on the decline for some time in much of the country, the trend is of major concern to traditional user groups and state agencies, which typically rely on revenue from hunting, trapping and fishing licenses to support their operating budgets.

It will be interesting to see how various publics engage in this call for expansion of a declining recreational pastime, and one that evokes controversy in and adjacent to national parks. □

— Sue Consolo Murphy, Grand Teton

NOTE: *Are you a resource manager interested in becoming a columnist in this space? Please contact the editor at fordedit@aol.com.*



ANPR's award-winning 'Lost . . . But Found, Safe and Sound' video

Now available on DVD!

Designed to show children, ages 4-12, what to do if they become lost in remote areas such as parks or forests.



DVD: \$10 for ANPR members, \$15 for others; Video: \$7 for members, \$12 for others; also available in CD-ROM PowerPoint presentation; quantity discounts available; credit card payment (Visa/MC) accepted

Order online at www.anpr.org/lost.htm

Questions?

Contact ANPR's business office:
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Actions by Association President

Over the past few months Lee Werst, ANPR's president, has worked on these matters:

- Set up and presided over two ANPR Board of Directors conference calls.
- Held discussion with the Ranger Rendezvous chair to help coordinate agenda.
- Worked with a partner organization on possible sponsorship opportunities for ANPR.
- Presided over Board of Directors meetings at Ranger Rendezvous.

ANPR/Aetna Health Insurance

Any ANPR member may sign up for health insurance through a special program secured from Aetna. The Aetna PPO Affordable Health ChoicesSM is attractive particularly to seasonal park workers, fire crew members, volunteers, park partners and others who may not receive insurance benefits through their employers.

This limited accident and sickness insurance plan is an affordable option and provides participants with access to the Aetna network of health care professionals, about 735,000 nationwide. Check for medical provider availability at www.aetna.com/docfind/custom/aabc

Here are several features of the plan:

- Rate of \$79.52 per month for an individual, payable in advance for a six-month or 12-month period, through ANPR. (Monthly rate for spouse + one is \$198.76 and for a family is \$284.68.) Note: Beginning Jan. 1, 2008, ANPR will assess an additional \$12 per six-month period to cover administrative costs.
- Five doctor's office visits a year, copay of \$10 per visit; emergency room benefits
- Maximum coverage annually of \$10,000 for inpatient care
- Prescription drug coverage (\$10 copay for generic, \$20 for brand)
- Wellness coverage for preventive care
- Eyewear discount program

The health insurance can continue year-round as long as the plan is paid in advance and the enrollee remains an ANPR member. Read more on the ANPR website (www.anpr.org). Enrollment packets available from the ANPR business office at fordedit@aol.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.

Whether you're at the bottom of the ladder or climbing to the top . . . you're welcome to join ANPR's mentoring program.

If you're serious about advancing your career or have knowledge to impart to a younger employee, the first step is filling out an application as a protégé or a mentor. It's easy — you will find the forms on ANPR's website at www.anpr.org. Go to the link under Membership Services. It's easy to sign up online — and could make a difference in your career.

For more information contact, ANPR's mentoring coordinator, Bill Pierce, at flamingo12az@aim.com.



Membership Services

KUDOS LIST

These ANPR members have either given a gift membership to a new member in recent months or recruited a new member or an old member to return to ANPR. Thank you for your membership help.

Rick Gale	Clair Roberts
Ed Rizzotto	Martha Lee
Steve Dodd	Charles Beall
Valerie Newman	Phil Campbell
Robbie Hannawacker	Jennifer Champagne
Kevin Moses	Jolene Willis
Christy Moerbe	Randy Sutton
Gretchen Fritsch	Karen Turgyan
Scot McElveen	Butch Farabee
Eric Leonard	Megan Kost
Dave Lattimore	Jeff Bransford

Retirement

Thirty-five about-to-be or already retired ANPR members attended a Rendezvous session in October to discuss retirement. Great questions were asked by those in attendance and several asked by Frank and Kathy Betts, longtime ANPR members, conducted the workshop and fielded the many questions. They asked, "How many in the room are FERS employees?" Two hands were raised. So that explains at least one characteristic about the group's age and interest.

One older retired gentleman asked, "How do I or what is the best way to take out my required minimum distribution (RMD) from my IRAs when I turn age 70½?"

Although you may have heard about the RMD, taking this out is somewhat of a mystery. The tax collector doesn't want you to leave a lot of your money to your heirs. This forces senior citizens (age 70½) to begin dipping into their IRA nest eggs each year or pay a 50 percent penalty tax on the undistributed mandatory amount. Plan on taking the mandatory amount the year you reach 70½. If you turned 70½ last year and haven't voluntarily withdrawn any of your IRA, then by April 1 you have to take an IRS-specified amount out of your retirement account, even if you're still working. By waiting, you must take two payments — last year's, the year you turned 70½, and a payment for the current year.

The best way to find out how much you must take out each year is to Google RMD and pull up the tables on how much to take out. One way to keep from having to withdraw

funds from your IRA is to convert your IRAs into ROTH IRAs. You have to pay the taxes on them at that time but once they are converted to ROTH IRAs you *never* are required to cash them out. If you do convert, the principal is all tax free on distribution, even if you leave it to your beneficiaries. Once you have held the ROTH IRA for at least five years and you are at least 59½, the earned interest also is tax free.

Workshop participants also brought up the subject of the TSP -Thrift Savings Plan. Some of the most recent retirees have left their money in the TSP funds. We don't particularly like this decision. First of all, the owner lacks the ability of diversification as the options are restricted to only the five TSP funds. Not that this is all bad if invested in the right funds, such as 40 percent in the C, 40 percent in S and 20 percent in I. But the money is "locked up" and not under the owners immediate control. There are better opportunities for diversification when the investment decisions are in the owners' hands.

The best advice is to transfer the money into well-known mutual fund families such as Fidelity, T. Rowe Price or Vanguard. Any one of these could put you into their "Fund of Funds," which are built to provide growth and income.

These three companies have recently brought out this type of funds because they have listened to the advice Kathy and I have been presenting for years, that you must continue to invest in stocks so that you won't outlive your money. Plus, they can put you with one of their own advisers if you want to let them handle everything for you or suggest other means to diversify your money. If you want them to handle the whole thing, their charge is usually around one percent of the gross per year or less depending on the amount in your account. Call them and discuss what might be the best for you. Talk is cheap and they do not charge for this kind of advice. □

— Frank Betts
Retired

IRF Update



Vaughn Baker, Rocky Mountain superintendent, (left) signs the Sister Park agreement with park directors from Poland and Slovakia.

IRF Sponsors First European Ranger Seminar, Romania — For five days, from Sept. 17-21, 2007, Romanian rangers hosted the first conference for European rangers in Retezat National Park in the Transylvanian Alps (see story on next page). Fifteen countries were represented at this gathering of 119 rangers. Most sessions were held outdoors during hikes in the park and biosphere reserve. IRF Vice President **Deanne Adams** of ANPR, along with IRF European representative **Rigmor Solem** represented the IRF at the seminar. Congratulations for the excellent job done by the Romanian rangers!

Rocky Mountain National Park signs sister park agreement with Poland and Slovakia

— Also in September, Rocky Mountain superintendent **Vaughn Baker**, an ANPR member, led a park team to the Tatra Mountains on the border between southern Poland and Slovakia. In a ceremony on Sept. 12 with the park directors of Tatrzański Park Narodowy (Poland) and Tatranský Národný Park (Slovakia), and with the participation of the U.S. ambassadors to Poland and Slovakia, a three-way sister park agreement was signed. This is the most recent sister park relationship for the NPS Sister Park Initiative, which currently lists 31 NPS areas with sister park relations in 21 countries. (Poland also has agreements between Indiana

Dues and Kapinoski, and Sleeping Bear Dunes and Slowinski; Slovakia also has an agreement with Cuyahoga Valley and Zahorie Protected Landscape Area. IRF Vice President Deanne Adams presented letters of congratulations to each park director. For more information on the NPS sister park initiative, see <http://www.nps.gov/oiatopics/sisterparks/sisterparks.htm>.

ANPR Assists World Ranger Congress, Bolivia, 2009

— At the Ranger Rendezvous in October in Park City, the ANPR board approved the loan of \$2,000 to the Bolivian Ranger Association for launching the World Congress website for the 2009 gathering. Bolivian ranger **Carola Vaca**, the lead organizer for the Congress, sends her thanks to ANPR for the loan and support.

The Congress organizers depend on early reservations from attendees for organizing funds. I urge all ANPR members who are considering going (and everyone should consider it!) to make your reservations and payments as early as possible. I will provide information in the next *Ranger* issue about the website and reservations.

Travel well. □

— Tony Sisto
International Affairs

Rangers in Romania

Story and photos by Tony Sisto

The Transylvanian countryside lay peacefully below us as our group of rangers headed into the mountains. We had been climbing steeply uphill for more than two hours before finally breaking for lunch on a high ridge. The snow-topped peaks of Retezat National Park angled off to the north and east, providing a wonderful alpine picnic setting. Retezat chief ranger Florin “Hombre” Hălăştăuan pointed to the higher peaks, and discussed park management issues with our group of 30 or so rangers from several different countries.

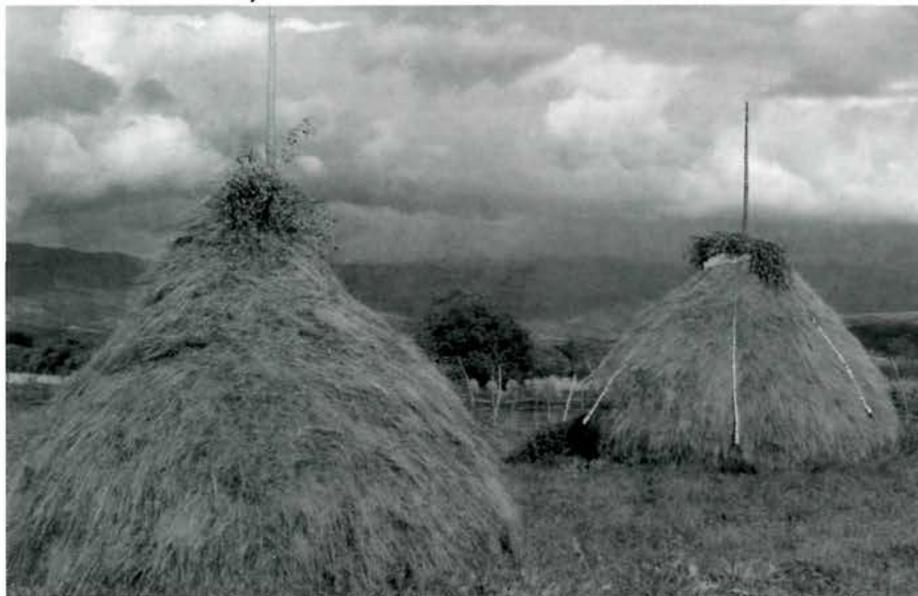
At the same time, in other areas of this 100-square-mile park and biosphere reserve, similar groups of rangers with local ranger and mountain guides were discussing other aspects of this first Romanian national park. Together we were a group of 119 rangers from 15 countries* that had convened in the village of Hunedoara for the first European Ranger Seminar. It was organized under the auspices of the International Ranger Federation.

For five days, from Sept. 17-21, 2007, we took our career experiences and conversations into the field, hiking into a different part of the park each day, and discussing three main topics:

- Education and Interpretation
- Management and Biodiversity Conservation
- Management of Tourist Activities

In the evenings, during our group dinner and libations, informal discussions gave many

Traditional Romanian haystacks



Florin “Hombre” Hălăştăuan, chief ranger at Romania’s Retezat National Park, discusses the park’s features.

of the European rangers a first-time opportunity to meet with rangers from other countries in one place to talk about park operational and management issues. Just as with other IRF sponsored “first conferences,” this first European seminar was well received by all participants.

Retezat is a world biosphere reserve and Romania’s first national park, established in 1935. Yet, the park administration, along with the title of “ranger,” was not established until 1999. As such, rangers here are not well understood by many who do not know their role, how they differ from scientists or teachers or police, and how they interact with the communities in and around the park areas.

Consequently, pay may be relatively low and management struggles unique.

However, that was not the issue as Hombre discussed his park proudly, explaining how the different management zones worked. The Scientific Reserve provides the highest protection, with the main goal of nature conservation. Only scientific research activities are allowed, and access is open only to those with special permits. The main park area, the Central Zone, is managed both for nature conservation and education. As such, tourism, hiking, traditional grazing and some small downhill skiing areas are allowed. Finally, in the buffer zone, timber harvesting, controlled grazing and hunting/fishing are allowed. This obviously isn’t a U.S. national park structure, yet they have crafted a management system that seems to work well, and has earned the park World Biosphere Reserve and PAN Park status.

In Romania there are currently 27 protected areas of national interest, with 13 classified as national parks, 13 classified as natural parks, and the last as the Danube Delta Biosphere Reserve (the Danube Delta comprises 32 percent of total park area in the country). Parks have a park director, chief ranger, economist, public relations, IT specialist, biologist or geologist and rangers. In fact, of the 391 positions in the country’s national and natural parks, 233 are titled rangers.

The last day of the seminar was the only day in which there was an organized, indoor plenary session. We heard presentations by representatives of PAN Parks, the private Eu-

European organization whose aim is “to create an internationally recognized independent standard for protected areas, and to assist the development of sustainable tourism in and around them” (www.panparks.org). Retezat is one of nine currently certified PAN Parks in Europe.

IRF Vice President Deanne Adams, also of ANPR, and IRF European Representative Rigmor Solem of the Norwegian Ranger Association represented the IRF and its sponsorship of the seminar. Rigmor worked closely with the Romanian rangers in initiating, organizing and developing the seminar, and in hosting mutual work exchanges between rangers in Romania and Norway during the summer.

Finally, Australian ranger Sean Wilmore presented his ranger documentary film, “The Thin Green Line,” to great applause. The film had been subtitled in Romanian by Hombre and his team, which proved an obvious benefit for the Romanian rangers. However, the film’s powerful images of field work familiar to most in the room succeeded even for those not able to speak Romanian or English. (ANPR is selling copies of the DVD; see page 28.)

This first European ranger seminar was another example of the importance of IRF helping to bring together rangers from different countries and experiences. Written critiques gathered from participants showed an overwhelming support for and satisfaction with the seminar. When discussing the desire by European nations to have another seminar, there was near unanimous interest, with the Hungarian rangers eager to explore organizing one for next year, prior to the Bolivian World Ranger Congress in 2009.

Whoever hosts the next seminar will have to work hard to meet the energy, professionalism, pride in their jobs and organizational skills that the Romanian rangers showed. They remind me of the passion and energy that I experienced through my career with the NPS (it’s still there, right?). I would work with them in a heartbeat. Thanks, Hombre, Mihai, Alin, Calin and the other Romanian rangers for your hard work! 🏠



“Hombre” Hălăştăuan, left, with German ranger Günter Sellmayer



Santa Fe RENDEZVOUS in 2008

Reserve time on your personal calendar — in December 2008 — for the 31st Annual Rendezvous. It should be an excellent time to get away from work, and the pre-holiday break will refresh you!

ANPR will travel to the historic Southwest for what promises to be a gathering you won’t soon forget. The exact dates are Dec. 10-14, 2008, at the La Fonda Hotel in Santa Fe, New Mexico. This property, on a corner and diagonal from the historic plaza, will be an amazing venue to join friends, colleagues and fellow ANPR members.

The atmosphere during the holiday times in the Southwest is unique, the cuisine is exquisite, and the shopping is legendary. Of course, there also are the customary opportunities to mingle with old friends, make new ones, perhaps advance your career, personally talk with top National Park Service officials, and learn new things at the Rendezvous workshops.

Organizers are considering an environmental theme, so watch for more details in upcoming months.

Santa Fe is an easy destination to visit, with all the major airlines flying into Albuquerque’s international airport (54 miles away), and several national airlines (American and Delta) planning to fly nonstop to the Santa Fe Regional Airport from several cities in 2008.

ANPR leaders have made a new commitment to education and training, so incoming President Scot McElveen pledges this Rendez-

vous will definitely offer training sessions.

The La Fonda Hotel’s historic location, at the end of the Santa Fe Trail, has welcomed travelers for almost 400 years. Normally room rates range from \$159–\$549 a night, but ANPR has secured a rate of \$89 a night during this holiday season. Christmas decorations will adorn the plaza, and ANPR will limit evening sessions to allow attendees to enjoy the downtown. For more information on the La Fonda go to www.lafondasantafe.com

If you make your reservation **now**, this allows ANPR to negotiate for more rooms and more amenities for the Rendezvous. It increases the likelihood of getting top-level speakers from the NPS, political leadership positions, or from private sources. ANPR can talk up the Rendezvous if we have higher, early registration numbers, which means you get to see even more old friends and professional contacts, or make new ones.

You can make an early reservation without fear of losing your deposit money. Deposits are fully refundable as long as you cancel prior to 48 hours of the first night’s reservation. Call La Fonda’s Reservations Department toll free at 1-800-523-5002 and then choose option No. 1, or fax a reservation to 505-954-3599. To make an online reservation go to www.lafondasantafe.com/email-group.html.

Please remember to identify yourself as part of ANPR to get the \$89 per night rate. 🏠

In Print

Off the Wall: Death in Yosemite, Charles “Butch” Farabee and Michael Ghiglieri, Puma Press, paperback, \$24.95, ISBN: 978-0-9700973-6-1, 608 pages; hardcover, \$36.95

Reviewed by Rick Smith

ANPR founding member Butch Farabee has co-authored one of the most entertaining, fascinating books that I have read. He and Michael Ghiglieri chronicle the fatalities that have occurred in Yosemite from the arrival of whites in 1849 to the present. They explore every instance of fatal error. They discuss Miwok Indians, Forty-niners, soldiers, visitors, loggers, dam builders, NPS personnel, big wall climbers, hikers, picnickers, campers, drivers, and fishermen and then analyze what went awry in these people’s decision-making to lead to fatal consequences. The result is a well thought out list of lifesaving safety lessons.

Lightning strikes on Half Dome, hair-raising mistakes on the mile-long face of El Capitan, rope-jumping or BASE jumping into oblivion, dope planes crashing into high altitude lakes, miscalculations by rafters and fishermen (and drivers) now ensnared under the Merced River all have spurred pulse-pounding, edge of your seat rescues, all of which Butch (who worked SAR for 10 years in Yosemite) and Ghiglieri recount with “being there” intensity. These authors tell perhaps 200 stories of widely varying length in the text, but then include every known fatality in a table at the end of each of their fourteen chapters. Indeed, these may be the most compellingly readable tables ever printed into a book. They bristle with unbelievable errors and fascinating detail.

The authors, both veterans of backcountry mayhem, one of them as a professional guide and one of them an NPS search and rescue veteran coordinator and responde, spent years working extensively (several thousand hours) on this book. Each of them, coincidentally, had 34 years of experience in the field.

They divided their efforts into two main areas:

- ensuring accuracy and completeness of episodes
- providing clear and convincing safety lessons learned from mishaps during the various activities that people engage in.

Indeed their primary goal here, one both authors embraced fully, is preventing future

tragedies by informing people clearly of hazards, behaviors, and decision-making errors that have proved tragic in the past.

Yosemite is a complex environment that invites a wide spectrum of recreational activities ranging from “harmless” ones such as hiking, bike-riding, backpacking, fishing, picnicking, swimming, visiting the tops of waterfalls, feeding the wildlife, and piloting aircraft or motor vehicles (all of which have proved less than harmless in all too many cases), to more risky sports such as big wall climbing, BASE jumping, hang-gliding, motorcycling and solo orienteering. All of these activities entail risks but, properly prepared and informed, no one need die while doing them. As Mike Finley, another ANPR member, points out in his foreword, this is not a book about death, it’s about life.

Beyond the hundred or so lessons of safety embedded in story form in *Off the Wall*, Farabee and his co-author explicitly formulated summaries of major lessons learned and scattered them on more than 50 pages of the book — sometimes in a mere sentence or two, other times on one or more full pages. Hence one value of this book is in informing visitors to Yosemite on how to ensure a happy outcome to their visit. In a large sense *Off the Wall* constitutes a public service that should save lives just as our *Hug a Tree* DVD does.

I couldn’t put it down. I think I finished it in three days. I know readers of *Ranger* will feel the same. A bonus: As I did, you will recognize many of the rangers mentioned in the accounts. □

Rick Smith is a life member of ANPR. He resides in Placitas, New Mexico.

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