

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. 25, No. 1 • Winter 2008-09

SANTA FE
NEW MEXICO

RANGER

DECEMBER 10-14, 2008

RENDEZVOUS XXXI



ASSOCIATION OF NATIONAL PARK RANGERS

Why write for *Ranger*?

- Shares ideas; say it where 1,200 readers will see it
- Viability for your thoughts and issues
- Improves your writing skills (peer reviewed)
- Adds "published writer" to your resumé
- Be creative beyond day-to-day government writing style
- Professional recognition among your peers

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

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

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

Teresa Ford, Editor
fordedit@aol.com
 (303) 526-1380
 26 S. Mt. Vernon Club Road
 Golden, CO 80401

Mark Herberger, Editorial Adviser
Mark_E_Herberger@nps.gov
 (605) 433-5552
 P.O. Box 391
 Wall, SD 57790

What can ANPR membership do for you?

The Association of National Park Rangers is an organization looking out for your interests for more than 31 years. As a member, you have access to many benefits. Included are:

- ✓ Quarterly *Ranger* magazine with thought-provoking articles
- ✓ Employee voice to upper management and Capitol Hill
- ✓ Affordable health insurance
- ✓ Annual Ranger Rendezvous with professional workshops and more
- ✓ Training courses at Rendezvous
- ✓ Facilitated mentoring program
- ✓ Access to partner organizations
- ✓ Social functions with all disciplines from NPS
- ✓ Sales items that enhance pride and morale

If you want to have an avenue to express issues that are important to you and your career, become an active member of ANPR — and make things happen!

For more information: visit the ANPR website at www.anpr.org or contact the business office: ANPRweb@aol.com • (303) 526-1380

Prospective members, see the membership form on the inside back cover.



Board of Directors

Officers

President	Scott McElveen, Retired
Secretary	Emily Weisner, ARHO
Treasurer	Liz Roberts, YOSE
Past President	Lee Werst, WOR1

Board Members

Education & Training	Todd Stoeberl, WRST
Fundraising Activities	vacant
Internal Communications	Ken Mabery, SCBL
Membership Services	Gregg Fauth, SEKI
Professional Issues	Mike Anderson, SERO
Seasonal Perspectives	Curt Treichel, CURE
Special Concerns	Craig Ackerman, CRLA
Strategic Planning	Stacy Allen, SHIL

Task Groups

International Affairs	Tony Sisto, Retired
Centennial	Rick Gale, Retired
Mentoring	Bill Pierce, Retired
Rendezvous	Dan Moses, Retired
Retirement	Frank Betts, Retired

Staff

Membership Services	Teresa Ford
---------------------	-------------

Ranger Magazine

Editor	Teresa Ford
Editorial Adviser	Mark Herberger, MIMI

Professional Ranger Section

Administration	Heather Whitman, YOSE
Interpretation	Jeff Axel, BIBE
Protection	Kevin Moses, BUFF
Resource Management	Sue Consolo Murphy



ANPR Calendar

<i>Ranger</i> (Spring issue)	deadline..... Feb. 28
<i>Ranger</i> (Summer issue)	deadline..... May 31
Ranger Rendezvous XXXII.....	Dec. 6-10 Gettysburg, Pa.

Coming next issue: Cultural Resources

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 the editor at fordedit@aol.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.



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 is a registered 501(c)(3) nonprofit organization. Donations maybe tax deductible; consult a tax adviser.

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 Feb. 28
 Summer issue May 31
 Fall issue July 31
 Winter issue Nov. 30

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.

Table of Contents

Annual Ranger Rendezvous

State of the Association	1
Rendezvous Overview	2
Programs, Speakers and Workshops	5
Remarks of Rep. Raúl Grijalva, D-Ariz.	7
Lifetime Yount Award.....	8
Dwight Pitcaithley: Future of NPS.....	9
ANPR Board Business.....	13
ANPR Photo Contest.....	15
Ranger Museum.....	16
Concerned about Retiring?.....	17
ANPR Actions.....	18
Professional Ranger	18
ANPR Elections / ANPR Reports	21
IRF Update	22
Ranger Rendezvous XXXII.....	24
Fall Fund Campaign.....	25
All in the Family.....	26

Cover art: Logo design by Judy and Jeni Chetwin.

President's Message

ANPR President Scot McElveen delivered these remarks Dec. 11, 2008, at the Ranger Rendezvous in Santa Fe, New Mexico.

The Year in Review

Good morning. Many of you know me, but for those I've not had the pleasure to meet my name is Scot McElveen and I am the president of the Association of National Park Rangers. Welcome to Santa Fe and the historic La Fonda Hotel.

Let's begin by giving ourselves as an organization a round of applause for sustaining ANPR in difficult times during the last decade. We've faced issues such as the sanctioned removal of rare NPS resources, outsourcing of NPS positions, a hostile NPS Management Policies revision, and NPS regulatory changes that weaken the agency's ability to meet its statutorily mandated fundamental purpose. I believe that ANPR has made or is making a positive difference for the NPS and the National Park System on three of the four of these issues. While there is always room for improvement in ANPR's performance, I am going to talk about some reasons why I believe you should be proud of your ANPR.

First, I'd like to acknowledge the passing of former NPS Directors George Hartzog and Russ Dickenson. Both men had considerable impact on our NPS lives, and both had personnel connections to ANPR. I specifically remember Director Hartzog at Ranger Rendezvous 13 in Hot Springs, Arkansas, speaking to us formally and socializing with us informally. He remained an ANPR member until his death earlier this year. We should be proud of a professional organization that such legendary figures respected.

Would all of you who have retired from the NPS since we last met in Park City in 2007 please stand? And, now all who have retired from the NPS prior to that please stand. Let's give recognition to those who have provided so much to the NPS and the National Park System, and continue to do so through ANPR among other avenues.

On Dec. 13, 2007, NPS Deputy Director Dan Wenk and I met in his Washington office at Main Interior. I discussed four items with him of concern to ANPR:

1. ANPR's health insurance program
2. NPS recognition of Ranger Rendezvous as a professional conference available for expenditure of government travel funds and attendance on government time
3. An ANPR/NPS collaboration to provide NPS-sanctioned training
4. ANPR efforts to increase diversity through college chapters that may have the potential to increase the diversity of applicants for NPS jobs

With regard to ANPR's health insurance program, we asked the NPS to review and approve ANPR's e-mail flyer and then send it to every NPS employee on their rolls. They declined to distribute it in this manner. They did agree to distribute it to each regional office with instructions that WASO had approved the flyer's distribution in new employee information packets in 2008, and each regional office was encouraged, but not required, to distribute the flyer to their individual parks with distribution approval. Each park was to be directed to decide for themselves whether to distribute it or not.

As we discussed NPS recognition of Ranger Rendezvous as a professional conference Dan asked a profound question: has ANPR ever asked its members why they aren't sending their NPS employees to Ranger Rendezvous on government time and travel? So, now I'm asking you that question. During my days as an NPS supervisor I certainly sent some of my subordinates to Rendezvous on government time and travel. Others, such as Barbara Goodman and Barry Sullivan, have done so too. If you've been unwilling to do that, why not? Send me your answers via e-mail or through our website. It really is a supervisory decision. There seems to be some unwritten perception that it is okay to send employees to other conferences, such as the NAI conference or the George Wright Society conference, but that it isn't okay to send employees to Ranger Rendezvous. The National Park Service is an official co-sponsor of both the previously mentioned conferences and has the official arrowhead symbol prominently displayed on these organizations' websites. What are we doing . . . or not doing that keeps the NPS from giving us the same professional organization recognition? We'll continue to pursue that answer in 2009.

(continued on page 3)

Copyright © 2009. All rights reserved. Articles and images in this publication are the sole property of ANPR and *Ranger* magazine, except where otherwise indicated. Republication in whole or part is not allowed without written permission.



CLOCKWISE from upper left: La Plazuela, the courtyard restaurant at La Fonda; current president Scot McElveen (center) with past presidents Deanne Adams, Dick Martin, Cindy Ott-Jones, Lee Werst and Butch Farabee; Mary and Dick Martin; Cindy Orlando, Julie Dunfey of Florentine Films and Bill Halainen; the electric version of farolitos lining roof tops in Santa Fe (called luminarias in Albuquerque); Pat Grediagin with former Secretary of the Interior Stewart Udall; Kendell Thompson with son Zane. (All photos by Ranger editor Teresa Ford unless noted.)



Rendezvous in Santa Fe shows its charm *with ambience, strong attendance & programs*

A few snowflakes, festive window displays on the plaza and glowing farolitos on rooftops enhanced the holiday mood at the Ranger Rendezvous this past December.

Inside the historic La Fonda on the Plaza, nearly 200 ANPR members and guests met from Dec. 10-14, 2008, to talk about both work and play.

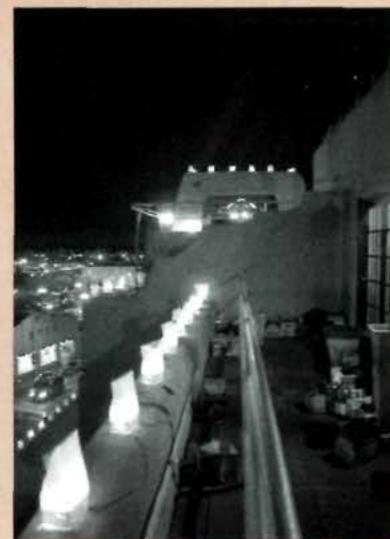
What ensued during the five days was an atmosphere of hope — both for the organization and for national parks.

A highlight was the unexpected appearance of former Secretary of the Interior Stewart

Udall, a Santa Fean, at an evening reception. Standing erect and in a strong voice, Udall, nearly 89, addressed a rapt audience and provided his perspective of the past and present. Later, he sat and greeted individuals one by one, even autographing a few books.

Another highlight was a big-screen preview of “The National Parks: America’s Best Idea.” A six-part series, directed by Ken Burns and written and co-produced by Dayton Duncan, will air on PBS in the fall.

Read on for more about the Rendezvous and its many activities. 



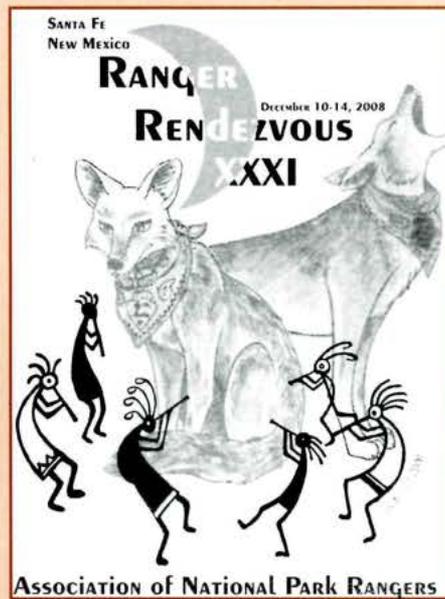
State of the Association

(continued from page 1)

In the 2006 OPM survey of federal agencies the NPS ranked near the bottom (209 of 223) in employee satisfaction with the training courses offered and available for their attendance. In ANPR's 2007 survey of NPS employees we were told that "providing professional development training" was among the highest-rated reasons that the respondents said would encourage them to join a NPS advocacy and support organization (like ANPR). In light of these responses ANPR identified two training courses to be offered at Ranger Rendezvous and performed the necessary logistical requirements to have them announced through official NPS communications. The courses chosen were Introduction to Resource Stewardship (20 hours) and Situational Leadership (16 hours). Both courses were approved by the NPS as official training, and Introduction to Resource Stewardship was in fact an NPS course organized out of Albright Training Center that would have been taught as a collaboration between ANPR and the NPS. It seems, however, that we either picked the wrong courses, or the wrong dates, or the wrong location. We had to cancel both classes for lack of enough registrants. We will try again in 2009 to come up with training that can be offered in conjunction with Ranger Rendezvous in Gettysburg, perhaps with a cultural resource theme.

We have one ANPR college chapter that has just formed at Hocking College in Ohio, and I believe that we'll have a second chapter started at the University of Tennessee in January. College chapters of ANPR are not just something that ANPR board members can start or mentor. I ask all ANPR members to consider helping students at *your local university, college or community college* form an ANPR chapter. Information on how and what benefits students might gain can be found on ANPR's website. We would be especially interested in forming chapters at schools that have diverse student bodies that would hopefully translate into a more diverse ANPR and NPS.

In April 2009 we asked ANPR Secretary Emily Weisner to attend the conference of the National Council on Public History in Louisville, Kentucky. Our attempt was to try to increase ANPR memberships in those who are employed in history disciplines, and in turn some of our members might be interested in joining their organization. We are always looking for pools of potential new members. ANPR's board member for fund raising activi-



ties resigned early in 2008 citing time conflicts between her NPS job and ANPR volunteer requirements. Although I offered a temporary appointment to several members, none accepted. Given our budget standing, which I'll speak more about later, this is a critical board position and we need strong candidates to fill it in 2009. I have located a nonprofit fund raiser that is willing to help us get started, and once we are successful getting some initial "capacity building" grants he may even be willing to do more, but first we need some members to step up and get us moving forward.

Much of my 2008 as your president has been consumed with the "guns in parks" issue. In conjunction with the National Parks Conservation Association, the Coalition of NPS Retirees, the Ranger Lodge of the Fraternal Order of Police and others we have issued three joint press releases and one joint letter to the NPS director, and I gave approximately 30 interviews to print media and radio stations from coast to coast. In January ANPR adopted an official position on the "guns in parks" issue. In June ANPR submitted 10 pages of comments in opposition to the proposed concealed weapons regulation that was published in the Federal Register. Unfortunately, the proposed regulation was modified to make it even worse for parks and is to be made effective on Jan. 9, 2009, but there is a strong possibility that some legal action will commence early in 2009 in an attempt to halt this potentially harmful regulation. Your board of directors has agreed to be a party to such action under certain parameters.

Another large undertaking this year was the planning necessary to offer a professional Ranger Rendezvous in Santa Fe. I'd like to

recognize many of the folks who made this possible:

- Rendezvous Site Coordinator and Hotel Contract: **Dan Moses**
- Program Coordinator: **Scot McElveen**
- Ranger Rendezvous XXXI logo: **Judy and Jeni Chetwin**
- Onsite Support: **Mike Pflaum**
- Registration: **Meg Weesner**
- Exhibitor Coordination: **Warren Bielenberg, Rick Jones and Chip Davis**
- Regular Raffle: **Rosie White**
- Merchandise Sales: **Stacy Allen and John Ott**
- Rendezvous 31 shirts: **Cindy Ott-Jones**
- Pecos NHP Tours: **Christine Beekman and Pecos staff**
- Hospitality Suite: **Nancy Ward**
- Photographer: **Teresa Ford**
- Photo Contest Coordinators: **Liz Roberts and Tony Bonanno**
- Judge: **Cindy Purcell**
- Agenda Preparation: **Teresa Ford, Meg Weesner and Scot McElveen**
- Individual Speaker contacts and follow through: **Dan Moses, Mike Anderson, Gregg Fauth, Bill Halainen, Bill Wade, Pat Grediagin, John Townsend and Florence Six Townsend**

There's other good news for ANPR, and it is on the membership front. At Rendezvous 30 in Park City last October I made the statement, "Wouldn't it be great if when we meet in Santa Fe ANPR has 1,200 members?" Just after Rendezvous 30, on Oct. 15, 2007, ANPR had 1,054 members. I'm proud to announce to you that as of today ANPR has 1,208 members. Much of the credit for this upsurge in membership goes to you for recruiting members when you have the time on an individual basis. We also are still accruing the higher membership benefits of Fred Koegler's work in reinventing ANPR's health insurance program. And, Teresa Ford's highly professional work in customer service as ANPR's membership services contractor has also been a big factor in keeping current members satisfied and informed, thereby reducing the number of members lost. Give both Fred and Teresa a hand for their work on ANPR's behalf.

A month or so ago I was seriously worried about our finances for this year. Seven out of the last eight years ANPR has spent more money than it has taken in. At the end of ANPR's fiscal year 1999 we had a total funds value of \$361,000. At the end of ANPR's fiscal year 2007 we had a total funds value of \$45,000. You can see that's a tremendous loss and we

cannot continue to sustain annual operating losses. But I'm happy to say that it now appears ANPR will be in the black for fiscal year 2008 perhaps in the \$10,000 range, or perhaps higher depending on how successful this Rendezvous is. The higher membership numbers I spoke of earlier are an important factor in our financial resurgence. Some of the money we've lost over the last decade was the nest egg of dues and century-level donations paid by our 500 life members. Even though that money is gone we still have those members to service. So, more new annual members and better attendance at Rendezvous means we don't have to dip further into our dwindling reserves to serve our members, and it allows us to start to build that nest egg back to support our members for decades to come. Thank you for your support with dues, donations and attendance at Ranger Rendezvous.

As another piece of this better financial year I also have to recognize Teresa Ford's efforts in proposing and then crafting this year's Fall Fund Campaign. As many of you know for the last 20 years we've held an annual Super Raffle to raise funds, but this year we did not have a volunteer willing to organize and run this program. During some of our highest years in the 1990s Super Raffle netted us \$10,000-\$12,000, but more recently it has been in the \$3,000-\$5,000 range. To replace the funds we normally take in from Super Raffle, Teresa put together an attractive and well-worded message requesting members to donate to ANPR for our ongoing advocacy and operational efforts. To date we have more than \$6,000 in this campaign, already more than we would have probably netted from Super Raffle. So let's give a hand to Teresa for her idea and follow-through and to our fellow members for their generosity.

I'd like to recognize the three recipients of this year's William R. Supernaugh Jr. Memorial Scholarships: Jennifer Champange, Allison Herrmann and Clarisa Flores. The William R. Supernaugh Jr. Memorial Scholarships were established following the untimely passing of our friend Bill Supernaugh in 2006. Bill really enjoyed coming to Ranger Rendezvous and socializing with old friends and new. The scholarships pay for lodging and registration at Rendezvous for the selectees and up to \$500 in transportation costs to get them here. It's for ANPR members or NPS employees who have never been to a Ranger Rendezvous, and the scholarships are completely funded by your donations. We had 21 applicants this year and a panel of four board of directors' members made the selections. Thank you, ladies, for

coming this year, and I'd encourage all of you in the audience and all who will read these remarks to consider donating to this worthy cause so we can continue it at the 2009 Ranger Rendezvous. It allows Bill to be with us again in spirit every year, and it strengthens ANPR!

Switching gears a little, ANPR produced quality *Ranger* magazines again in 2009 thanks to Teresa Ford (our editor), Mark Herberger (themes, authors and subject matter clarifications), Ken Mabery (editorial assistance) and all the contributors of individual articles, columns, letters and more. Let's give Teresa and all those who contributed to this year's magazine issues a hand. My request to Teresa, Mark and Ken was to come up with themes that would spark some dialogue within the membership, perhaps even create some controversy and get us stirred up — issues that have more than one side to them even within the NPS and ANPR. I think we were moderately successful in 2008 in this endeavor with *Ranger* issues on Full Implementation of Ranger Careers and on the State of NPS Training Programs. But we'd always like to hear more from you on these issues in the form of "Letters to the Editor" to be published in subsequent *Ranger* magazines. We also had our first full, glossy, color cover with the Fall 2008 issue of *Ranger*. As you know our theme at Ranger Rendezvous 31 is "Being Green Means More Than Wearing Green." In the spirit of that theme I'd ask you to consider receiving your *Ranger* magazines in 2009 electronically. It reduces the amount of paper used and the energy necessary to print and transport it to your mailbox. It would also save ANPR money that can be reallocated to advocacy or operational issues. If getting *Ranger* electronically (and in full color) fits your lifestyle, please notify Teresa or me to send it to you only in that format.

Speaking of that "green" theme for this Rendezvous, please let me thank La Fonda Hotel for their efforts with recycling and fluorescent bulbs to reduce our carbon footprint here in Santa Fe. And, I'd especially like to thank the American Park Network and Mark Saferstein (publisher and editor-in-chief, as well as an ANPR member) for their donation of one tree planted by the National Forest Foundation for every registered attendee at Ranger Rendezvous 31. Let's give them a round of applause! I'd also direct you to look on your agenda for several green topic speakers we have this week, so you can take that information back to your parks and

implement it.

I've talked about ANPR's year of 2008. I'd now like to talk about topics for 2009 and beyond. Early in 2009 we hope to have a scorecard up on the website to show how well ANPR matched up in 2008 to the Strategic Plan goals that were last identified in 2005. In addition, in our board of directors' meeting yesterday we made revisions to those 2005 strategic goals, and we added some annual work objectives to this plan for 2009. We also expect to have the 2009 Strategic Plan up on the website early in the year.

Last year in Park City, past president Rick Gale asked me to form a committee to study a possible board of directors' reorganization that might add regional representatives back to the board. Another idea of my own is to break out the board member for professional services currently occupied by Mike Anderson into possibly five board positions, one each for the five major disciplines in the NPS (administration and management, interpretation, maintenance, resources management and science, and protection). Both of these ideas have the potential to increase membership and discipline diversity within ANPR, but I was not able to find volunteers to study these ideas and bring forth a recommendation to the board in 2008. If you're looking for somewhere to help ANPR make progress, here is an opportunity waiting.

Next year we meet Dec. 6-10 in Gettysburg, Pa., for Ranger Rendezvous 32. We have a very good room rate negotiated at the Wyndham Hotel of \$85 per night. I'm pleased to tell you that we have four members who have volunteered to serve as the program coordinators for this event. They are not quite ready for me to publicly announce their names today, but I will be doing so later this week here in Santa Fe. (*Bill Halainen, Maureen Finnerty, Tony Sisto and Amy Gilbert were announced as 2009 Ranger Rendezvous program coordinators later in the week.*) Gettysburg will be an exciting location for a Rendezvous, and I encourage all of you to keep up with the agenda as it develops and is posted on the website, and make hotel reservations early so that we can negotiate for more rooms and adequately plan activities for you.

We've not yet signed a contract with any property for the 2010 Rendezvous.

We have elections upcoming early in 2009, and we will begin to take nominations for five board of directors' positions on Sunday. There are four positions open for a full three-year term (2009-11), and they are Education and Training, Internal Communications, Strategic

Planning and Treasurer. There is one position open to fill a vacancy for one year (2009), and that position is Fund Raising Activities. If you want to see ANPR grow and prosper there is little you could do that would be more organizationally valuable than serving on your board of directors and offering your ideas and energy to bring them to fruition. I hope you'll consider being nominated on Sunday. If you have questions about specific board positions, please see me or one of the other board members.

Finally, I'd like to ask you the same question that Rick Gale asked ANPR members in 1988, the first year of his presidency, and that is — "Who is going to do the work of ANPR?" For a decade now ANPR has been ripe for a "hostile takeover" by a new generation of NPS employees and ANPR members. Where are this generation's leaders? Are you interested in perpetuating the good work and social enrichment ANPR has accomplished for NPS employees and the National Park System — expanding on it and making it fit the needs of today's employees and today's parks? It is has always been my perception that ANPR goes wherever the *active* members take it. So, now it is your turn. Step up, be an ANPR active member and leader, and help take ANPR to where you think it should be.

Thank you for your confidence in me in 2008, and now I'd be happy to try to answer any questions you may have. 🏠

DEDICATION

ANPR President Scot McElveen, in an emotional announcement on Dec. 12, dedicated the day to his friend, park ranger **Steve Makuakāne-Jarrell**. "Today was a day of fun, and Steve was all about having fun," McElveen said.

Makuakāne-Jarrell was shot and killed Dec. 12, 1999, while on duty at Kaloko-Honokōhau National Historical Park in Hawai'i. His widow, **Joni Mae**, is a life member of ANPR.

Programs & Workshops

Programs, speakers and breakout sessions ran the gamut from NPS operations to music to cell phone audio tours — a little something for everyone.

Several were based on the Rendezvous theme, "Being Green Means More than Wearing Green," with sessions on climate leadership in national parks and sustainable/green park operations.

NPS Deputy Director Dan Wenk gave the initial keynote address with a focus on transition — and a few truisms and words to live by:

- "You can't make this stuff up."
- "Nothing is important to those who don't have to do it."
- "It's really not paranoia if they're out to get you; misery is optional and we choose not to be miserable."

He then touched on the topics of budget, energy development, air quality, climate change, wildlife management, regulations, Endangered Species Act and fees.

"You have to be at the table to effect change," Wenk said.

A panel discussion with NPS officials from Washington provided a review of NPS operations. Participating were Karen Taylor-Goodrich, Bert Frost, Steve Whitesell and Jerry Simpson.

Shawn Norton of WASO gave a keynote address, "Climate Leadership in National Parks." As environmental leadership coordinator for the Climate Friendly Parks Program, he encouraged all parks to become involved. Complete details are at www.nps.gov/climatefriendlyparks/explore.

In "Sustainable is Attainable and Be Green, Be Safe," Chris Case of Pictured Rocks outlined his measures to adopt sustainable practices into park operations and daily activities. Read more about these efforts at www.nps.gov/pirol/parkmgmt/environmental-leadership.htm

Julie Dunfey of Florentine Films introduced a preview of an upcoming PBS six-episode feature, "The National Parks: America's Best Idea." She said it's not "a nature film or a travelogue, but a story about what it means to be an American, a story about the meaning of democracy, a story about people, heroes and villains, some famous and some not; in short, a Ken Burns story."

It will air in September, six episodes of two hours each.

Other keynote speakers were Rep. Raúl Grijalva, D-Ariz. (see page 7), Ron Tipton of the National Parks Conservation Association and Dwight Pitcaithley, retired NPS chief historian (see page 9).

A popular breakout session was titled "Across These Endless Skies: The Story and Songs of Stan Jones, The Singing Ranger." Following a slide presentation by Michael Ward of Saguario, Jones' great-nephew Keeter Stuart played guitar and sang his uncle's songs, including the major hit "Ghost Riders in the Sky." *Ranger* will publish an adaptation of Ward's presentation in a future edition. He has extensively researched Jones, a Death Valley ranger in the 1940s,

Amy Gilbert of Arlington House presented a hands-on breakout session about audio tours in the parks via cellphones. "A Brochure with a Voice" workshop included a finished "tour" at its conclusion, with participants recording audio stops for the entire Rendezvous group to listen to later.

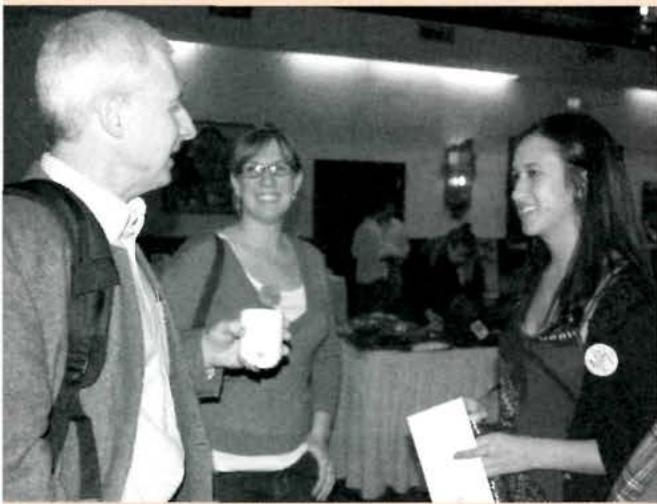
Read Gilbert's paper on this topic on ANPR's website: www.anpr.org. Go to the Rendezvous tab.

Other concurrent sessions included:

- The Perception of Commissioned National Park Rangers, presented by Dick Martin and Doug Morris
- The National Parks Second Century Commission Wants Your Ideas, presented by Jerry Rogers and Rick Smith
- World Rangers: Our International Activities, presented by Tony Sisto, Deanne Adams, Meg Weesner and Gordon Miller 🏠

Amy Gilbert helps John Ott upload his audio recording on the tour software.





CLOCKWISE from upper left: Craig Ackerman, Emily Weisner and Jin Prugsawan; vendor in exhibit hall; Stacy Allen and Ruby Newton; Patrick Hattaway; first-time attendees with board members; full moon over the plaza; Albert and Melanie Faria; La Fonda's restaurant; Michelle Supernaugh Torok; Jennifer Champagne*, Jean Sigafoos Supernaugh, Scot McElveen, Allison Herrmann* and Clarisa Flores*; Keeter Stuart, great-nephew of Stan Jones, "The Singing Ranger," with Michael Ward
*Supernaugh Scholarship winner



Remarks of Rep. Raúl M. Grijalva, D-Ariz.

Dec. 13, 2008 • Santa Fe, N.M.

Let me begin by thanking Bill Wade for that kind introduction. While Bill had an impressive career, I think he may be having even more impact on national parks and the National Park Service as a so-called “retiree.” For anyone who is wondering, when I retire I plan on doing far less with my time than Bill Wade. Seriously, thank you, Bill, for all you do.

Let me also congratulate ANPR on your 30th anniversary. I realize I am a year late but, the way the calendar works in Washington, a year late is actually several years early so my timing is better than usual.

Also, it is my understanding that one of my heroes, Stewart Udall, had been scheduled to be here but was unable to attend. I know you all join me in wishing him a very speedy recovery.

We will be sending two Udalls to the United States Senate next year and while we are sad to lose such able leaders in the House, they will be great additions to the House of Lords.

While I will go into a few specifics in a moment, I really only have one message for you today: the damage that has been done to our national parks, and to the men and women working for the National Park Service, can and will be undone.

The new administration and the next Congress, working with groups like ANPR and others, can reverse the underfunding, the neglect, the sagging morale, the rejection of science — all of the impacts resulting from the misplaced priorities over the last eight years — if we work together.

Elections have consequences and one of the consequences of this election is that we will reassert this nation’s role as a world leader in the conservation and interpretation of natural and cultural resources, and the NPS will be at the forefront of those efforts.

Of course, turning things around is going to take time and it is going to take money. We need to set realistic goals and be strategic in trying to accomplish them.

For example, while the economic recession is creating terrible problems for families across this country, it may also be an opportunity for parks. One of the most urgent needs facing the NPS is to repair park roads, buildings, trails and other infrastructure left crumbling after years of budget neglect.

It is my hope that through a new “green jobs” program as part of a larger economic stimulus package, repairing our parks could



Bill Wade, left, representing ANPR and the Coalition of NPS Retirees, with Rep. Raúl Grijalva of Arizona

play a significant role in helping repair our economy.

The health of our national parks and the quality of the visitor experience can also be dramatically improved in short order by returning balance to the management of energy production and off-highway vehicle use on our public lands and in our parks.

For too long, decisions regarding these and other activities impacting air and water quality and other park resources have been made based on the politics, rather than on the merits. That is going to stop.

An important tool in accomplishing this change will be the National Environmental Policy Act. NEPA is not a barrier to be evaded or undermined; it is a tool to be used for more reasoned and more transparent decision-making. A renewed commitment by the new administration and the next Congress to rigorous NEPA work will improve park health and restore public faith.

We are also going to abandon the tired proposition that a time of budget difficulty is not the time to pursue ambitious policies such as wilderness designations or land acquisition. That is a false choice created by people content to think small.

Park wilderness is not created by legislation — wilderness-quality lands within parks already exist; we just need to enact legislation recognizing and preserving them. Arguments that such designations are somehow efforts to “lock up” our parks were never valid and will no longer hold sway.

Legislation authorizing the purchase of in-holdings from willing sellers will no longer be dismissed as a “land grab.” It is possible to both repair existing park resources while also expanding federal land ownership. Both make parks stronger.

I would also welcome input from ANPR and others on significant policy issues such as

concessions management, partnerships and the implementation of recreational fee authority in national parks. In these and others areas, chronic underfunding created a significant gap. Fortunately, private funding has filled that gap but long-term strategies for managing these relationships need to be evaluated.

Finally, a word about the centennial. Chairman Rahall and I, and our Senate counterparts, spent a great deal of time thinking about how to commemorate the past and prepare for the future of the National Park Service. As you know, we didn’t reach agreement on how to fund this effort but we fully intend to try again; the century mark is simply too important a milestone to let pass.

While we will be broadly re-examining the Centennial Initiative, I don’t intend to reinvent the wheel. We did a lot of good work on this initiative, and many of those ideas will be a part of any new proposal.

Our fundamental principles will not change: we cannot pursue a Centennial bill that robs Peter to pay Paul; we cannot focus solely on money for more bricks and mortar; and we cannot allow the availability of private funding to dictate which projects get funded and which don’t.

I know there has been some controversy here so I want to be clear: there are many organizations and individuals who can assist the National Park Service in accomplishing its mission through the Centennial bill. However, there is nobody who can accomplish that mission *better* than the National Park Service, and any Centennial bill I support will respect that.

Working together, we can produce a Centennial bill that will help create a National Park Service that is better funded, better trained, more diverse and better equipped going into the next century.

Those of us who love national parks have weathered some stormy days. I am here to tell you, however, that the future looks very bright, and I look forward to working with you all as we move toward it. Thank you. 🏠

GRIJALVA REPORT

This 23-page report, released Nov. 14, 2008, by the office of Rep. Raúl M. Grijalva, highlights the Bush administration’s failure to protect our public lands. Download the report from the congressman’s website: grijalva.house.gov. The ANPR website also has a link to the report. Go to www.anpr.org, Rendezvous tab.



Pecos National Historical Park offered four different tours for Rendezvous attendees. This one is of the Main Ruins. *Photo by Clair Roberts.*



ANPR President Scot McElveen presented Bill Halainen with the President's Award for his longtime outstanding service to ANPR.

ANPR's Richard 'Dick' Martin honored with Harry Yount Award for Lifetime Achievement

In a surprise presentation during the Rendezvous, Dick Martin, a past president, founding and life member of ANPR, received the Harry Yount Award for Lifetime Achievement in the art and science of "rangering."

NPS Deputy Director Dan Wenk and Associate Director Karen Taylor-Goodrich made the presentation to a shocked Martin.

"Dick Martin is truly the quintessential ranger," wrote Mary Bomar, NPS director. "His selfless service over four decades to the profession of rangering continues to inspire the people who are following in his footsteps as 21st century rangers."

Martin started his 43-year NPS career as a ranger at Olympic in 1962. Aside from a few years in the Washington office, he enjoyed patrolling, protecting and managing some of the most spectacular resources owned by the American people. Among his many duty stations were Yosemite, Wrangell-St. Elias, Death Valley and two tours at Sequoia and Kings Canyon — first as a backcountry ranger and, decades later, as superintendent. He retired from this position in 2005.

Martin was known by his supervisors and peers for a willingness to tackle tough jobs with style, grace, appreciation and humor. He was a leader, a mentor and a skilled field ranger. He made innovations to the incident command system, which is used to manage emergency and large-scale events ranging from wildfires to presidential inaugurations.



NPS Deputy Director Dan Wenk, left, stands with Dick Martin after the award ceremony.

Throughout his career, Martin was dedicated to maintaining NPS traditions and values. He worked well with interagency partners forming cooperative teams, like the California Desert Managers Group, to address common land management issues. He also represented the Department of the Interior in negotiating the implementation of the Timbisha Homeland Lands Act.

During the award ceremony, Martin was commended for his ongoing concern for the profession of rangering. Although retired, Martin continues to play a role in ANPR. He helped found this organization and served as its president in 1983 and '84.

"It was especially fitting that this award

was presented during the Ranger Rendezvous among Dick's peers in an organization dedicated to identifying, promoting and enhancing the ranger profession," said Taylor-Goodrich.

Martin has served as an example for rangers worldwide. Australian ranger Sean Willmore, who made the documentary film about rangering called "The Thin Green Line," remembers interviewing Martin. "His wealth of experience, understanding and passion for the role of the ranger stood out to me," he said. "All those years of experience and he still had a twinkle in his eye when talking about the life and role of the ranger."

Named after the 19th century outdoorsman generally credited as the first park ranger, the prestigious Yount Award is the hallmark of recognition for rangers. An annual award recognizes a ranger in each of the Service's seven administrative regions and, from them, one Servicewide honoree. The Lifetime Achievement Award is "bestowed rarely" on someone who has served as a role model, providing consistent leadership to the Service and the ranger profession and representing the quintessential ranger.

The National Park Foundation, through a gift from Unilever, makes the Yount Award program possible.

The bust of Harry Yount presented to the award recipient is from an original sculpture done by Susanne Vertel of Santa Fe. She came to an evening reception during the Rendezvous. Her original life-size bronze bust of Yount is at the Ranger Museum in Yellowstone. 

The Future of the National Park Service

Managing the three-legged stool

Editor's note: Dwight Pitcaithley, retired NPS historian, gave this speech Dec. 14, 2008, to close the annual Ranger Rendezvous in Santa Fe, New Mexico. His comments were frank, insightful, edgy yet laced with humor — a must-read for those who weren't there.

Who would have guessed 44 years ago when I was cleaning toilets at Carlsbad Caverns that I would be addressing you today on this important topic!

Being retired is a dangerous thing. When one works for the National Park Service there is never time to sit back and think deeply (or strategically) about the larger issues confronting the agency. All of you know this. The Service is so understaffed you are all working flat out simply to keep your head above water. Once you retire, however, you have time to think; think radical thoughts. This a reflection of just how dangerous retirement is.

I have been a "watcher" of the NPS for over 30 years. Akin to watching politics; one tends to get emotionally involved, but at some point it is healthy to simply step back and watch. Whatever happens, it's *good theater*.

What an interesting agency you work for! What a strange agency you work for! What a politicized agency you work for!

We are, as you know, approaching the 100th anniversary of the National Park Service. Celebrations, if they are to be at all useful, should provide for a time of reflection and introspection and critical analysis that then results in a refined vision for the future. This is, of course, not always the case. The 100th anniversary of the Civil War, for example, encouraged none of the above. We can hope that history's judgment of the centennial of the NPS will be favorable, but that, of course, remains to be seen.

The centennial should offer all of us, employees and public alike, an opportunity to think deeply and expansively about what kind of Service we want for the second century. The centennial should be a time to have a wide ranging conversation about what we want the NPS to look like for its next century. How can or should the agency adapt to the changing social and political environment within which it operates? How can it position itself as a leading educational organization in the fields of environmental science and history? In short, how can it serve society (the taxpayers) better?

The Service and the System are different today from the agency and small collection of parks managed by Stephen T. Mather and Horace Albright almost 100 years ago. We are closing in on 400 parks that now have to be managed through a multiplicity of laws and regulations unenvisioned by Mather and Albright. Our society is different as well, more complex, more diverse, more awed by electronic wizardry than by natural beauty or important stories from the past.

The Park Service faces, and will face, increased competition from a myriad of known and unknown sources. If it wants to become relevant within American society, it will have to broaden its message and its appeal. If it wants to fix what is broken within it, it will have to be more open about the problems it faces.

The face we present to the public, however, is always uplifting and optimistic and inspirational and never, never, never suggests that the National Park Service is facing major problems on multiple fronts. The problems are many, and some of them are itemized in Congressman (Raul) Grijalva's report titled, "A Report on the Bush Administration Assaults on our National Parks, Forests and Public Lands" (2008).

Did you ever take a critical look at the NPS web page? Preparing for this talk, I cruised around both the national and park pages. I was struck by the "Did you know?" section at the bottom of almost every page. These contain interesting, but quite predictable and totally innocuous sound bites. They all encourage the viewer to envision the same park system that was being envisioned when I Love Lucy and Leave it to Beaver ruled television. They are designed to be happy and benign. They specifically are not designed to encourage the public to think more deeply (or at all) about these places. Information is there, but not education.

Last summer I gave a talk in Tucson to a National Park Service gathering and perused Saguaro's pages. Its "Did you know?" pages were, not inappropriately, about wildflowers and rattlesnakes and cacti and javelinas. That is just fine, of course, but I thought surely we can push our readers more than that; surely we can create greater interest in the park than that. Perhaps we can even seduce the reader into investing more of herself or himself in the park and the Park Service.

In digging deeper into Saguaro's website I found its Centennial Challenge page. Borrow-

ing from it, I combined the two and wrote a "Did you know?" blurb or two of my own.

Did you know that the interpretive exhibits in the Rincon Mountain Visitor Center are 40 years old; older than many of the visitors we serve, particularly the youth we need to target?

Did you know that invasive non-native plants, particularly buffleggrass, have the potential to transform the Sonoran Desert into a flammable grassland causing the permanent demise of Saguaro cactus and other key desert species?

To me, those are far more interesting than learning that javelinas are not pigs! *Note:* Saguaro has recently added a page on exotic species that details the management problem with buffleggrass.

Last week I checked a number of New Mexico parks and found all sorts of revealing information about numerous parks — in Texas! In fact, one park seemed to go out of its way to include only information from other parks. What image does this project to the public? Does that park have nothing of interest to share with the public?

Selma, Alabama, is one of the most powerful historic places in this country. It was the site of Bloody Sunday in March 1965 that quickly led to the Voting Rights Act of 1965. The events of Bloody Sunday were compared by Lyndon Johnson to Lexington and Concord and Gettysburg. Yet the "Did you know?" entries play it as safe as possible. Did you know, one reads, "The Trail commemorates the events, people and route of the 1965 Voting Rights March from Selma to Montgomery, Alabama?" (This is somewhat akin to stating: "Did you know the Titanic only made one voyage?") This banal blurb makes the event sound more like a parade than a march for constitutional rights, constitutional rights guaranteed 95 years earlier.

Another tells the reader, "The Voting Rights Act of 1965 outlawed the requirements that voters in the United States take ligeracy (sic) tests to qualify to register to vote and provided for federal registration of voters." Not only is this statement historically incorrect, it purposefully takes the edge off the fact that black American citizens throughout the South were denied their rights guaranteed under the 15th Amendment.

These are the kinds of statements Walt Disney would write if Disney did history.

How different might the effect be if one of these read:

- Did you know that 100 years after the ratification of the 15th Amendment to the U.S. Constitution black citizens were denied the right to vote throughout most of the American South?

- Did you know that the U.S. military was segregated until 1948?

- Did you know that white supremacists in Birmingham, Alabama bombed a black church and murdered four black children in 1963?

Why don't we ask more of our visitors? Why don't we ask more of ourselves?

A case can be made that the NPS has managed itself for so long in an environment of declining funding and increased political interference that it doesn't know how to envision a different future. Most of you, perhaps all of you, have developed your careers within a pronounced culture of organizational poverty. The last time the NPS witnessed a major infusion of funds was during the bicentennial of the United States. For many of the years that followed, the budget of the agency did not even match inflation. We have become so used to a parsimonious Congress we cannot envision a different reality.

The centennial of the NPS might be a time to consider what adequate funding for this agency should be. It might be a time to ask Congress for adequate funding. That would require, however, the leadership of the agency to step up and formulate a budget that emphasized the reality of the three-legged stool upon which management responsibility sits.

It seems to me that any informed observer of the agency will see that the core mission of the NPS rests upon its responsibilities in three areas: **preservation, research and education**. It is a three-legged stool, if you will, or an equilateral triangle with each point having a symbiotic relationship with the other two. They work in concert with each other, or should in the best of possible worlds. But we live in a real world, in an environment where each of the points must compete with the others for table scraps.

Dangerous thoughts ahead! Fair warning — One way to strengthen these three functions would be to combine them under a third deputy director for preservation, research and education that would force them to talk with each other and work collaboratively toward a more unified end. This is not as radical as you might think. More than once in its history, the Park Service's Washington office has organized itself in just this way. Horace Albright organized these functions in a Branch of Research and

'The chronic underfunding of the NPS is not now and has not been for the past 50 years a matter of money — it is a matter of priorities.'

Education. During the 1950s, Director Wirth united them under an assistant director for research and interpretation, and during the 1970s, the assistant director of park operations managed the divisions of natural resource management, cultural resource management, research and scientific, and interpretation and visitor services. Perhaps it is time to try that organization again.

Envision, if you will, a Park Service where each of these important/critical/fundamental responsibilities is fully funded and work in complete professional partnership with the other two. *Preservation and research and education* working together as the core mission of the National Park Service.

Envision a Park Service that does not carry a \$5 billion to \$9 billion maintenance backlog. Congressman Grijalva estimates the backlog might be as high as \$14 billion!

Envision a Park Service that does not manage its parks with an average of 68 percent of the funds it needs to meet all the demands Congress requires.

I feel a "Did you know" moment coming on for the Washington office's web page!

- Did you know that the NPS has a maintenance backlog for its facilities and historic structures that totals \$9 billion?

- Did you know that the NPS receives only two-thirds of the money it needs to professionally manage your parks?

(I fantasize sometimes about the possibility of Director Bomar and Dr. Matthews hiring me to write "Did you know?" blurbs for WASO.)

If we envisioned an optimum budget for the Park Service, what would that budget be?

In an article in the George Wright Forum (see www.georgewright.org) last year I suggested that the optimum operating budget for the NPS would reasonably be between \$5 billion and \$6 billion! Not an unreasonable figure, I observed, to manage and preserve properly:

20,000 buildings, 1,000 campgrounds, 1,600 wastewater systems, 1,300 water systems, 115 million natural and cultural objects, 67,000 archeological sites and 26,000 historic structures. Not to mention the natural resources in every park you manage.

Not an unreasonable figure to ensure that no visitor center has interpretive exhibits that have been in place for 50 years or 40 years or

even 30 years. The average age of our interpretive exhibits is 20 years.

Not an unreasonable figure if our educational programs are to keep pace with ongoing science and research.

Not an unreasonable figure if the agency were to develop continuing educational opportunities for its employees as the Department of Defense does.

Not an unreasonable figure if the NPS were to embrace, seriously embrace, and professionally design its preservation, research and education programs.

The chronic underfunding of the NPS is not now and has not been for the past 50 years a matter of money — it is a matter of priorities. Five billion dollars amounts to 0.002 percent of the president's 2008 proposed budget.

Let's put the \$2.4 billion current budget into perspective. Let's compare it to Department of Defense's \$550 billion budget.

One B-2 bomber costs \$2 billion. Do you really think the American people would notice if this country's military-industrial complex held one less bomber than it does today and that those funds were transferred to the Park Service?

The president and Congress took less than 10 minutes to determine that the economy needed an economic stimulus package totaling \$150 billion. Do you think anyone would have complained if it were \$148 billion — and the resulting \$2 billion saving were given to the Park Service?

Congress recently approved a \$700 billion bailout for our financial institutions. Would anyone have noticed if it had been \$698 billion and the resulting \$2 billion savings were given to the Park Service?

We hang on to our fee demo program as though it were a lifeline, this entrance fee program that generates \$150 million annually. No small figure, I grant you, but a figure that should be simply added annually by Congress to the Service's operating budget. Perspective: The Osprey aircraft developed by the U. S. Marine Corps costs \$110 million each. They are currently being sent to Iraq even though military analysts believe they don't work as designed. Here's the punch line: several branches of the military are planning to purchase 400 of these flawed aircraft — 400 times \$110 million equals \$44 billion!

It's not a matter of money; it's a matter of priorities and the NPS over the years has not developed a constituency that will lobby on behalf of it. The National Parks Conservation Association is simply not enough and clearly

no match for other park interest groups. If you doubt that in any way consider the recent successful effort by the National Rifle Association to change decades-long NPS policy on guns in parks. A goofy idea by any measurement, but one that went unopposed except by a handful of editors. In the world I envision for the NPS, the 40 congressmen who endorsed the proposal would have been instantly balanced by 40 congressmen and women who opposed it — delegates in Congress who had been cultivated over the years to support various pieces of legislation that benefit the national parks and through the parks, the American public. Where are those congressmen and women? Why don't we do that? The Department of Defense passes up no opportunity and spares no expense in cultivating congressmen to support its programs. Why doesn't the NPS do the same?

We have become complacent as our society has changed. We assume the American public views the parks and the Park Service the same way we do. We see and understand how the NPS has changed and evolved over the past 50 years; many Americans, intelligent Americans, see the parks unchanged over the same period. The National Geographic picture books published during the 1950s and 1960s on the NPS remain the central and guiding vision of the national parks for most of the public. Yellowstone and Yosemite and Crater Lake and the Grand Canyon are what the public thinks of when it thinks of the NPS.

When Ken Burns envisions the NPS he thinks of the large, traditional national parks — Yellowstone Yosemite, Crater Lake and the Grand Canyon. His multi-evening romp through the NPS due out next year will not include the interesting and edgy historic parks that have been added over the past 30 years. Topeka, Selma, Manzanar and Women's Rights will be side notes to his story, if they appear at all.

The blame for not promoting the richness and the diversity of this incredible collection of parks rests with us. We claim to be a System, but conduct ourselves otherwise. For example, how many of your parks prominently display the map and guide of the National Park System? All of you sell it to the public, but how many of you have framed the map and prominently display it for your visitors? What easier way is there to encourage the visiting public to think of our parks as a System rather than a nice place to have a picnic?

What is to be done? We need to:

- Be more introspective.
- Think bigger thoughts.

- Think outside the box and outside our parks.
- Envision a future NPS unfettered by the patterns of yesterday.
- We need to work at becoming relevant to a larger, a much larger, percentage of tax-paying Americans.

How do we do that?

As frustrated as I become at times over the future of the NPS, I remain hopeful that it will achieve a kind of renaissance during its centennial. But to do so, it must expand, greatly expand, its vision of itself.

Our vision is fundamentally inward, isn't it? We promote ourselves, to the degree we do, to strengthen the condition of our parks as though that were a goal in itself. The recent Education Program Business Plan (2006) carries this subtitle: "Helping People Enjoy, Care About and Care for National Parks." We need to help visitors enjoy the parks, it says, so they will care more for the parks. The education programs in the parks are all about parks, not our society.

Both the Vail Agenda and the advisory board's "Rethinking the National Parks for the 21st Century," however, argued for a much broader purpose for education in the National Park System. They envision educational systems in parks that encourage the visiting public to be better stewards of the land, to increasingly think in sustainable terms, to envision solutions to local and global environmental problems. The desired action they envision is not within park boundaries, but outside park boundaries; parks are exemplars, in their view, of environmental stewardship that will encourage increased environmental stewardship in backyards and city parks and public places where we live, not just visit.

These reports envision historic parks where educational programs promote a better understanding of our nation's history that will in turn lead to better citizenship.

The study of our nation's history, formal and informal, is an essential part of our civic education. In a democratic society such as ours, it is important to understand the journey of liberty and justice, together with the economic, social, religious and other forces that barred or opened the ways for our ancestors, and the distances yet to be covered. Our nation's history is our civic glue. Without it, our national character is diminished.

'We preserve these places because they have stories to tell and we have things to learn from those stories.'

The advisory board's report concludes with a challenge to the NPS, a challenge we should all be aware of, a challenge that has been largely forgotten (or perhaps purposefully ignored) only seven years after it was laid down.

In the 21st century, it pronounces, the NPS has a responsibility to proclaim anew the meaning and value of parks, to expand learning and research, and share the resulting knowledge broadly.

As a people, our quality of life — our very health and well-being — depends in the most basic way on the protection of nature, the accessibility of open space and recreation opportunities, and the preservation of landmarks that illustrate our historic continuity. By caring for the parks and conveying the park ethic, we care for ourselves and act on behalf of the future. The larger purpose of this mission is to build a citizenry that is committed to conserving its heritage and its home on earth.

By conserving natural parks, parks become exemplars for better environmental stewardship outside parks.

By preserving historic places and sharing the stories inherent in those places, we become better citizens.

We preserve these places not as a means in itself. We preserve these places because they have stories to tell and we have things to learn from those stories.

How can we embrace this larger purpose of building a citizenry that is committed to conserving its heritage and its home on earth?

When it wants to, the NPS can be quite effective in designing programs and gaining congressional approval for them. Witness Mission 66 and the Natural Resource Challenge. Although quite different, both were Park Service initiatives; both were funded by Congress; both resulted in a strengthened Service and System.

The employees of the NPS are inventive and creative when encouraged to be so. Discovery 2000, the last large, serious gathering of NPS personnel, was remarkable for its creative presenting of critical ideas and the degree to which it encouraged creative thinking on the part of its attendees. Prose and poetry were abundant in St. Louis.

Parks can and should be forums for contemporary issues through lectures, symposia, and discussion and book groups. Parks have larger purposes.

Over the past several years, this country has focused on immigration as a major problem. The topic of immigration today is perfect for places like Chamizal and Ellis Island to host public forums aimed at improving public



First-time Rendezvous attendee Allison Herrmann visits with Dwight Pitcaithley after his speech.

understanding of that important issue. If they held such events, they are to be commended; if they did not, another opportunity to serve the public was missed.

Today, this nation is finally beginning to have a conversation about race. Now that Senator Obama has become President-elect Obama, this conversation about race in America will become a part of the national pastime. National park sites like Martin Luther King, Topeka, Little Rock, Selma and a host of other civil rights sites could (and should) become neutral ground for the discussion of this still-sensitive subject.

In a few short years, our society will mark the Civil War sesquicentennial. Because of good work done by your Civil War superintendents over the past decade on the interpretation of the causes of the war, I believe our Civil War-related parks will embrace the idea of parks as public forums.

We are already seeing an expanding public conversation about global warming. Virtually every natural park can and should host ongoing public programs for the discussion of this vitally important subject. Many parks are already pursuing research on this phenomenon. We should share that information, in multiple ways, with a public that will become increasingly interested in climate change.

There are endless opportunities for parks to become relevant to local and national audiences; endless opportunities to create methods of sharing and exploring science and research-based management and interpretive issues. We can play a much larger role in the civic and environmental affairs of our society. We will be effective in that endeavor, however, only if we extend our view beyond park boundaries.

You are obligated to manage your parks and resources through research and with intelligence in an environment that combines

anti-rationalism with apathy and, sometimes, entrenched ignorance. (Director) Roger Kennedy termed it "militant ignorance." Yet there is a role in this democratic society of ours for leadership. There is a role for the NPS as an exemplary steward of "our intellectual inheritance." With the problems this nation faces and will face in the coming years, there is the opportunity, even necessity, for the NPS to rise to that larger purpose envisioned by the advisory board's report to build a citizenry that is committed to conserving its heritage and its home on earth.

The choice, to me, is clear. The NPS can continue on the path it is on of becoming increasingly irrelevant to a larger percentage of American citizens, believing itself unworthy of funding from Congress that will allow it to manage effectively the resources under its care, on a path that narrowly defines its role in American society.

Or, the NPS can, during its centennial, re-envision itself and its mission; it can proclaim anew the larger purpose of parks and the inherent values within those parks that strengthen our democratic traditions; it can assume a leadership position throughout the country and, indeed the world, in the areas of resource stewardship and heritage education.

I am hopeful that this beloved agency of ours will expand its horizons, will rethink its role in our society, and will rise above itself and become an intrinsic part of hope for the future of our human community.

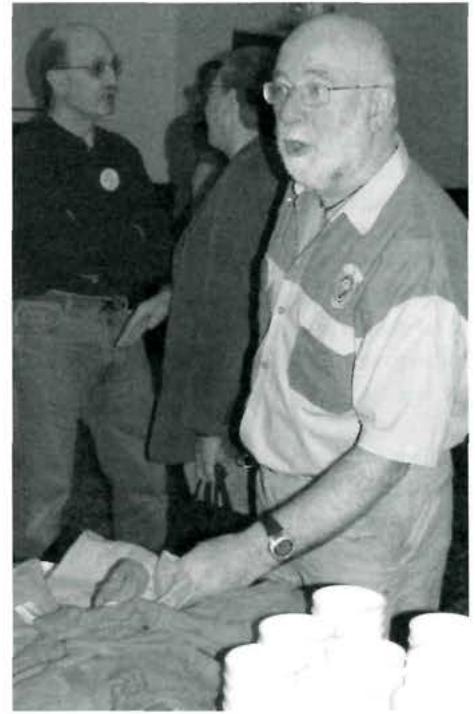
I am hopeful that we, collectively, can solve the environmental problems that confront us and that the NPS will be a major player in that effort.

I am hopeful that we can achieve a more enlightened understanding of ourselves, of our past and of our relationships to one another.

I am hopeful that the National Park Service will become a major facilitator of the conversations we must have if we are to improve our "home on earth"; will become a major player in this nation's educational system; and will become a respected exemplar of resource research and stewardship.

Wallace Stegner once wrote that the national parks were "the best idea we ever had." Let's hope he was right. 

Dwight T. Pitcaithley, now retired as chief historian of the National Park Service, is a professor at New Mexico State University. He can be reached at dwrightp@nmsu.edu



Top photo: Gordon Miller of the United Kingdom traveled the farthest to the Rendezvous. A retired ranger, he also was president and executive director of the International Ranger Federation. Bottom: The restored Lencis in Santa Fe is just one of many historic buildings. It houses the city's performing arts center, with a diverse program of world-class theater, music, dance, film and lecturers.

CLOCKWISE from top left: Laura and Steve Bolyard; Wendy Lauritzen with Mark Safenstein; author Dick Sellars, winner of the George B. Hartzog Award from the Coalition of NPS Retirees; Cathy Buckingham (left), Rosie White and Dan Moses; early morning snowfall on the plaza.



More images from Rendezvous

See more photos
on the web:
www.anpr.org



Board of Directors conducts business during Rendezvous

At meetings during the Rendezvous in Santa Fe, the ANPR Board of Directors took these actions:

- Agreed to place ANPR's name on any legal injunction against the new regulation allowing guns in national parks (see page 18 for more details).
- Discussed plans to update ANPR's strategic plan.
- Agreed to offer training sessions at the next Rendezvous in 2009. Training sessions planned for the 2008 Rendezvous were canceled due to low enrollment.
- Approved this motion from the floor: "The ANPR Board of Directors needs to formally address and proceed toward an authorization for current and retired NPS employees to access National Park System sites free of charge."
- Approved paying contractor Dan Moses \$2,000 in 2009 for venue coordination at the Rendezvous in Gettysburg.
- Approved paying contractor Teresa Ford an extra \$900 to continue work in 2008 on ANPR business office services.
- Approved paying Ford an amount not to exceed \$15,000 for 2009 to perform duties described as ANPR business office services.

- Approved paying Ford \$3,675 per issue as editor of *Ranger* magazine for calendar years 2009 and 2010. This is a 5-percent increase over the previous contract, but the first increase since 2003. The price also includes ANPR website coordination.
- Postponed action on a motion from Liam Strain to make ANPR carbon neutral.

Thanks to exhibitors

Each year exhibitors at the Rendezvous help support ANPR financially by their participation in the trade show. Please thank them by supporting them.

ACR Electronics
Ancient Way
Colo. Northwestern Community College
Eastern National
NPS Submerged Resources Center
NPS Fire and Aviation
OnCell Systems Inc.
Parkland Books
R.J. Thomas Manufacturing Co. Inc.
Stone's Antiques
UNICOR Federal Prison Industries
VF Imagewear
Western National Parks Association

MATHER AWARD

The National Parks Conservation Association again announced its annual Stephen T. Mather Award at the Rendezvous, but recipient **John Latschar** of Gettysburg couldn't attend. A sudden illness kept him from traveling to Santa Fe.

NPCA's Ron Tipton and a representative of Booz Allen Hamilton, endowers of the award, made the presentation in Latschar's absence.

Most notable during Latschar's 14 years as superintendent at Gettysburg and his more than 30-year career with the NPS is the successful execution of an innovative partnership with the Gettysburg Foundation. The collaboration, which now contributes to park operating expenditures, has raised more than \$100 million to preserve the Gettysburg battlefield, the town and surrounding areas.

New visitor facilities were built in an environmentally sensitive manner and on a site that saw little battlefield action. NPCA also commended Latschar for his leadership in returning the Gettysburg battlefield to its 1863 appearance. □



For every registered attendee at Ranger Rendezvous, American Park Network donated funds to the National Forest Foundation to plant and take care of one tree. The National Forest Foundation is the congressionally chartered nonprofit partner of the U.S. Forest Service. The Campaign to Reforest America has set a goal of replenishing one million trees by 2009.

Thanks to Canon for its generous donation to ANPR in 2008.

For details and official rules about Canon's 2009 Photography in the Parks photo contest, go to www.usa.canon.com/parks

Canon

• ENDNOTE •

The sentiments of many attendees of the Ranger Rendezvous in Santa Fe were that it was one of our more successful gatherings in recent years — professionally, socially and organizationally. Approximately 180 registered participants included at least 25 first-timers who attended the newcomers breakfast.

Preliminary Rendezvous budget figures indicate it will net about \$15,000 to support ANPR operations in 2009. Thanks to all who attended, donated raffle items and contributed to the Rendezvous' economic success.

— Scot McElveen
ANPR President

FIELD NOTES FROM WINNING PHOTOGRAPHER

The wolf pictured (at right) is the alpha male of the Canyon Pack in Yellowstone. He carries radio collar number 587. Thus, he is known within the wolf recovery project as Wolf 587M. He relocated from the Mollies Pack to the small Canyon Pack.

I was with Rick McIntyre (who works for the park and the wolf recovery program) the evening of Oct. 4, 2008. We had radio signals from this wolf and knew the pack, four adults and one pup, were on the move. (I had located the pack bedded in this area at midmorning, where we had watched them for about an hour before breaking contact, so we knew from the earlier observation the pack was in the vicinity.)

Afterward, we shifted upriver (farther south) to locate and observe the Mollies Pack during the early afternoon and returned to the Wapiti Lake Trail about 5 p.m. From there we walked to my original vantage point in an attempt to locate the Canyon wolves, coordinating our foot activities with two wolf biologists from British Columbia who were stationed three miles south at an overlook in the Hayden Valley on the Yellowstone. They had long-range observation of the same area.

Confirmed by signals, the pack was moving in our general direction. We heard low howling and other animals such as elk and a coyote reacting to their near presence — later confirmed by the Canadian couple who reported by radio the pack was proceeding to our southeast. Rick wanted to avoid a close encounter, so we tramped back to our vehicles located at the Wapiti Trailhead parking lot on the entrance road to Artist Point in the famous Canyon of the Yellowstone.

From the lot, where I was putting the camera and gear into my vehicle, I spotted the pack standing on a ridge about 100 yards to our south. From there they simply moved off, advancing in single file, straight toward our location. Rick commented that they probably wanted to cross the Chittenden Bridge spanning the Yellowstone, which was located just to our northwest.

It was within a half hour of sunset with heavy overcast conditions. I set the camera on automatic in sport mode and began clicking, shooting more than 100 frames in about two minutes. All four adults were present (the pup traveled by a different route

and I observed him later, already west of the river where he crossed the Grand Loop road several minutes behind the adults). These four adult wolves knew we were standing in the parking lot and simply trotted past our location within 15 yards of my location, but within 10 yards of Rick. They headed straight to the bridge, which they used for a dry crossing of the Yellowstone, and proceeded across the Grand Loop road, moving into the terrain west of that road. In doing so they created a little traffic jam.

As they approached the parking lot, they kept their eyes on us and casually passed by. We stood still and kept quiet, and I informed an unknown gentleman with a small girl standing behind me to do the same (the four of us being the only people in the lot).

In the frame (at right), 587 is glancing at Rick, who was standing by his vehicle to my east and left. The wolf was still roughly 40 yards to my southeast in this image, and I was using a Canon 100-400 millimeter zoom lens.

The image used for the contest was cropped to better frame the subject. You can tell I was panning on the trotting wolf. The shutter managed to stop his movement (as best it could given the reduced light) in midstride, but the surrounding vegetation is out of focus with the pan.

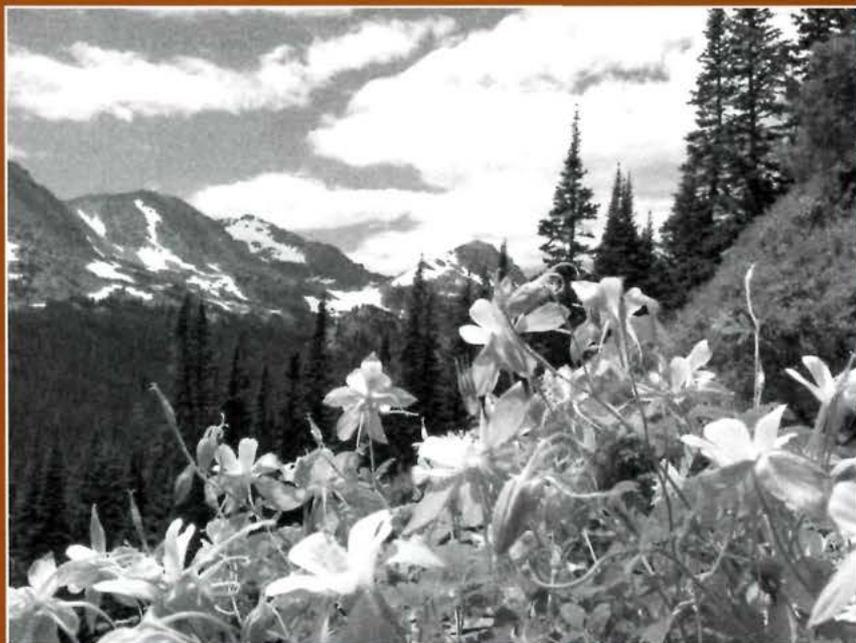
Wolf 587 had just quit yawning. I have several images prior to this one with different phases of him engaged in making a large yawn. He sure wasn't concerned about us, was he?

This pack is used to living with large numbers of people in the Hayden Valley and Canyon Area, next to Old Faithful, perhaps the heaviest-visited locations in the park. They do not go out of their way to approach people, but by all accounts have no problem passing by humans who may find themselves positioned on one of their desired routes of travel. Thus, you see their casual but watchful behavior with our presence. □

Stacy Allen is a supervisory park ranger at Shiloh National Military Park where he serves as chief of interpretation and resource management. He has visited Yellowstone often.

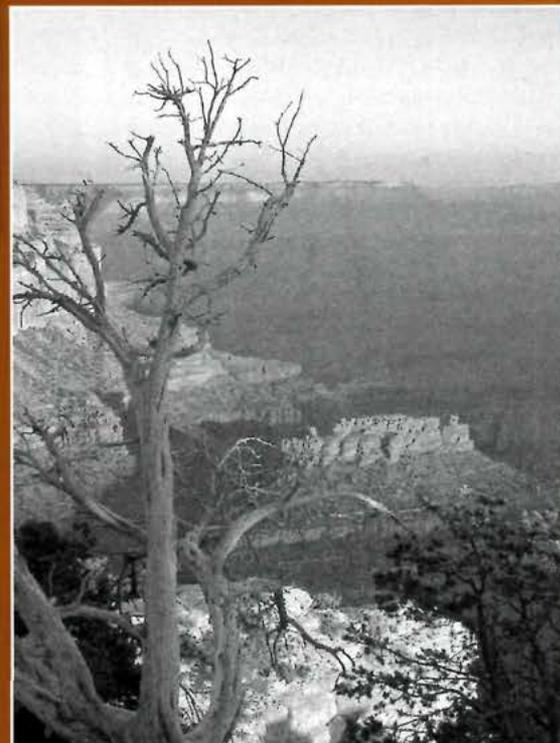
2008 PHOTO CONTEST WINNERS

1ST PLACE
"Just Passing By"
Alpha Male, Canyon Wolf Pack
Yellowstone
Stacy Allen, Shiloh

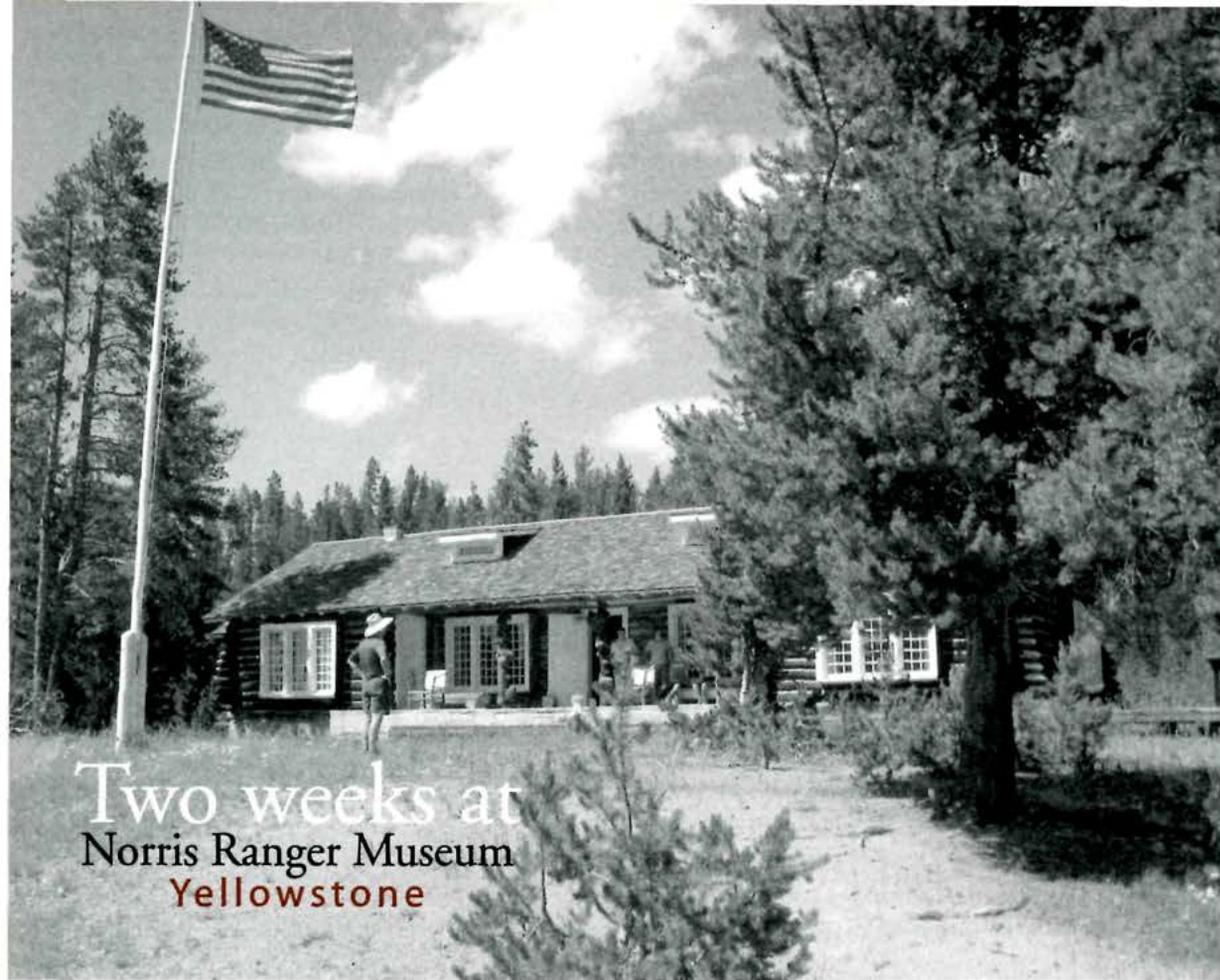


2ND PLACE
"A Hiker's Delight"
Fourth of July Trail, Indian Peaks Wilderness, Colorado
Clarisa Flores, Yosemite

Thirty-six images were entered in ANPR's annual photography competition displayed during the Rendezvous in Santa Fe, N.M. Please consider entering your photos from work or travel in the 2009 photography contest. Photos will be displayed at the Rendezvous in Gettysburg, Pa.



3RD PLACE
"Grand Sunrise"
Grand Canyon
Barney Riley, Saguaro



Two weeks at Norris Ranger Museum Yellowstone

By Rick Smith

What's the dumbest thing you ever saw a tourist do in the park with one of the park animals?"

That was one of the questions I was asked during my two-week stint as a volunteer host at the Norris Junction Ranger Museum in Yellowstone.

I was lucky enough to be selected for this duty last summer during the last week of July and the first week of August. The museum is located in a restored soldier station at Norris Junction. The displays are related to the history of NPS employees with special emphasis on the ranger profession.

The experience was really fun. We averaged about 250-300 visitors a day. They didn't all come at once so the host has time to tell stories, talk about NPS history and issues, and answer visitor questions. It's a lot different than staffing a Yellowstone visitor center where 15 people are waiting in line to ask where the bathroom is and when Old Faithful goes off.

I shared the two-week assignment with Frank Klayko, a former seasonal employee at both Yellowstone and Devils Tower. The assignments are divided so that each person has three consecutive days off, leaving time to visit other areas of the park and take hikes.

I spent one evening in Bozeman and had breakfast the following morning with longtime Yellowstone rangers (now retired) Jerry Mernin, Gary Brown, Terry Danforth, Jerry Hammond and his wife, Connie. We told a lot of old Yellowstone stories.

There are also a few surprises. While I on duty at the museum, Roger Rector, former superintendent of Assateague and Petrified Forest, stopped in. So did Sharlene and Tom Milligan. Tom was my boss at Yellowstone's Lake Ranger Station in the early 1960s.

The NPS provides quarters for volunteers, a volunteer uniform shirt and ball cap, and support through permanent interpretive ranger Jennifer Conrad. The museum is open from 9 a.m. to 5 p.m., and one of the Norris interpretive rangers relieves the volunteer host for lunch. You will remember that Norris has no restaurants, stores, motels, Internet or cell service. In other words, it's a perfect place to be.

At the 100-site campground I attended all the evening programs given by the seasonal interpretive staff working at the Norris Geyser Basin. All the programs were pretty good. Topics included the 1988 fires, grizzlies, bison, park history and other park animals — pika, wolverine, fox and more. During my

career, I probably attended more than 100 evening programs. This park history program, though, produced a first. The interpreter was a concert violinist and at appropriate times, pulled out his violin and played a song consistent with the period that he was explaining. Needless to say, the crowd loved it.

This is a great way to spend a couple weeks. To get on the mailing list for the museum assignment schedule, contact Jennifer Conrad: jennifer_conrad@nps.gov. She usually sends out a questionnaire in January asking potential volunteers to pick a two-week block. She then will let you know a month or so later if you have been selected.

By the way, my answer to the first question reached

back to the '60s when contacts between bears and visitors in Yellowstone were more common. I actually saw a couple spread jam on their young daughter's face so that they could get a picture of a bear licking the jam off her face. Luckily, no one was hurt. It was, however, one of the most chilling sights I saw during my years as a seasonal ranger in Yellowstone. It is a measure of how far the park has come in bear management that the visitors who asked me that question were absolutely stunned and could not imagine coming closer to a bear than the 100 yards that the park now recommends.

I would highly recommend that other retirees take advantage of this opportunity. Despite all its problems, Yellowstone is still a magical place. It's good to be reminded of this every once in a while. 🏠

Editor's note: ANPR was instrumental in creating and providing the initial funding for the museum in the late 1980s/early 1990s.

Rick Smith retired in 1994 after 30+ years with the NPS. He served as the second president of both ANPR and the International Ranger Federation. He has spent a good deal of his time in retirement serving as a conservation consultant in Latin America. He lives with wife Kathy in Placitas, New Mexico.

Concerned about retiring with nothing to do?

By John Stockert

Yes, I was. Several months before retiring in 1989, a box was set aside that became the “in box” for ideas.

What actually occurred was mainly as I had hoped — activities that are benefiting others. During those first few years of retirement several interests developed, but the main one was becoming a volunteer for trail needs of the nearby forest, Lincoln National Forest.

It was discovered that Forest Service staff had little knowledge about their trails including the location of some. I soon found that this was my calling as their meager trail files were explored. A trail guide book also was needed for the public and staff members.

Considerable time was needed to hike each of the official trails in the three districts. At first both I and the publisher, Public Lands Interpretive Association, were overly optimistic about how long manuscript preparation would take. They had hoped 14 months and I for 17 months to get a manuscript into their hands so that it would be on the bookshelf by early 1993. It finally was accomplished in 1999. The product also included a lot of help and support from Lincoln National Forest staff.

If retirees become totally immersed in a project, delayed expectations lose urgency and importance — as long as work continues. It included completely revising the manuscript after it was completed, before it even went to the publisher. By 2003 a second revised edition

was published that featured 136 trails covering nearly 400 miles. A third edition is in the early planning stages.

Meanwhile the local chapter of Rails to Trails Inc. began converting old railroad alignments in the national forest to trails with the intention of establishing a rectangular pathway of 68 miles. The purpose of the trail is to follow the approximate ridgeline of the Sacramento Mountains (roughly 9,000 feet elevation) and the bottom of the same mountain alignment (about 4,500 feet elevation), linking both pathways by two side trails through connecting canyons. Three of the four sides of the rectangular trail system vary from completely to partially done, using in part existing official Lincoln National Forest trails.

The fourth side that would follow the base of the mountains for about 22 miles was largely unknown. In addition, management wanted to include a number of unofficial trails and a few additional proposed new paths that would connect with existing official trails and/or the baseline trail. Other agencies also have potential pathways. This added roughly another 40 miles.

I became interested and estimated that it might take 10 years to complete. It would include working with eight public land agencies plus a few private landowners through which the proposed pathway system would pass. Considerable hiking and GPSing was involved. Four years have passed, a map has been completed and we have hopes of begin-

ning trail construction in 2010. The Forest Service's cartographer was a huge help doing maps — revision on top of revision until the final (for now) was achieved.

In this area, a volunteer is the only way for such a project to be accomplished. A prior 10 years had already passed since the baseline path had been proposed. Meetings among the agencies and the public had been held but few follow-ups occurred. This is where an interested volunteer becomes involved, and I felt I had the qualifications. There is enough work here to keep me busy as long as body and mind allow.

Once you retire and have established yourself in a community and you know what kind of activities would be of interest, you need to just look around and you'll find no lack of organizations where you can become involved. It soon becomes a case of turning down requests for your time if you don't wish to end up being busier than you were before retirement.

So, what happened to that box of ideas? The box was never referred to until about 10 years after retirement when I became curious about its contents. Although some ideas had been used, it was discarded because my plate is overflowing. I have no problem keeping as busy or “unbusy” as I want. 🏠

John Stockert worked in the summer of 1958 for the Student Conservation Program (now known as the Student Conservation Association) at Grand Teton as an interpreter. The next summer he worked as a seasonal for the National Park Service as an interpreter at Grand Teton. In 1960-61 he decided not to teach during the school year and found a full year of seasonal working, including stints at Grand Teton, Arches, Organ Pipe Cactus and back to Grand Teton. His permanent NPS career began as a park guide at Carlsbad Caverns in 1962. Other positions included park ranger at Montezuma Castle, park naturalist at Grand Canyon, chief park naturalist at Badlands, West District naturalist at Yellowstone, North District interpreter at Blue Ridge Parkway, park manager at Moores Creek and park manager at Fort Donelson. He retired in August 1989 and moved to Alamogordo, New Mexico. In addition to retirement interests shown in the article, he travels when possible, visiting parts of the seven continents.

John Stockert and his wife, Joanne, enjoy some decadent chocolate cake on his 75th birthday, Oct. 6, 2008.



Advocacy for the National Park System

ANPR has signed on with the National Parks Conservation Association and the Coalition of National Park Service Retirees to send a 60-day notice of intent to file a lawsuit to the Secretary of the Interior, the Assistant Secretary of the Interior for Fish, Wildlife and Parks, the Director of the National Park Service and the Director of the U.S. Fish and Wildlife Service. The intent was filed Dec. 17. A lawsuit, if filed, would be for failing to comply with certain provisions of the Endangered Species Act and the Administrative Procedures Act before adopting a new regulation to allow persons with applicable state concealed carry permits to carry concealed, loaded firearms inside units of the National Park System and the National Wildlife Refuge System.

► Read more: www.anpr.org/we.17.08/NoticeofIntent.pdf



Planning for Ranger Rendezvous in Gettysburg, Pa.

Four strong program coordinators (Bill Halainen, Amy Gilbert, Maureen Finnerty and Tony Sisto) will ensure a professional and social program that is relevant and interesting. This year's event is scheduled for Dec. 6-10 at the Wyndham Gettysburg in Gettysburg, Pa. Anyone with program suggestions can send them to Bill Halainen at bhalainen@hotmail.com. (See page 25 for more details.)



ANPR/Aetna insurance: new options for medical, dental, life

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 providers in your area by visiting www.aetna.com/docfind/custom/aabc

Here are several features for the new plan year beginning March 1:

- Rate of 87.66 per month for an individual, payable in advance for a six-month or 12-month period, through ANPR. (Monthly rate for member + one is \$219.06; family is \$313.82.) Additionally, ANPR is assessing 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
- Monthly dental rates of \$19.28 for individual; \$38.60 for member + one; \$63.72 for family
- \$20,000 in term life for \$6.68 monthly individual

Current plan enrollees interested in the new features should check the ANPR website (www.anpr.org/insurance.htm) for full details and downloadable papers and enrollment forms.

The health insurance can continue year-round as long as the plan is paid in advance and the enrollee remains an ANPR member. Enrollment packets also are available from the ANPR business office at fordedit@aol.com or 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. □

The Professional Ranger

Administration

Human Resources Efficiencies — National Park Service employees were informed last year that the competitive review of certain human resources operations/functions resulted in the NPS's Most Efficient Organization (MEO) being selected as the "Service Provider." Shortly after this announcement, though, one of the unsuccessful bidders filed a protest in accordance with the procedures outlined in the federal acquisition regulations. Now, the protest process is complete, and the NPS's MEO remains the service provider responsible for performing the HR activities — position classification, preparation of employee notices and length-of-service awards, personnel actions and payroll data processing, benefits management and records management — that were reviewed.

Although the protest is resolved, the NPS is currently operating under a continuing resolution that will remain in effect until at least early March 2009, and this impacts implementation of the MEO. The NPS may only fund programs at FY 2008 levels, and the continuing resolution rules and funding levels don't allow the NPS to spend funds on new programs. Therefore, the NPS must now access the financial implications of transitioning the competed work to the MEO in the next few months.

The MEO establishes a Human Resources Operations Center in Lakewood, Colorado. The NPS is currently proposing to have the center operational by this July. It will be part of the Office of Human Resources, WASO. Beginning in July the center will be responsible for delivering position classification, length of service award certificates and pins, and HR notices Servicewide. HR offices in parks will no longer perform this work.

The NPS is also converting employee's official personnel folders into electronic format. This process will not be completed until sometime in FY10, at the earliest. Once electronic folders are complete, the center in Lakewood will begin performing the additional Servicewide workload for processing payroll/personnel files, providing benefits counseling and processing of retirement packages, and ensuring performance and personnel documents are filed in the appropriate e-filing system.

Many parks and regional offices had HR audits performed in FY 2008 by HR professionals in the Department of the Interior and the NPS. Yosemite was one of those selected

for a review. Ours happened in early September 2008, and we should be getting a final report in the next several months. In our audit, the team was complimentary and impressed with the work that the Yosemite HR staff performs, especially given our park's volume and complexity of operations. They took some of the HR work tools we've developed locally and said they would give them to the transition team for the MEO implementation. It's important to realize that those of us performing HR work in park and regional offices share in the success of human resources operations not only in our workplace but also on a Servicewide level.

We each should do what we can to help ensure a smooth transition to a new service provider for these HR functions. Employees can help by asking their current HR offices if they can review their official personnel folders before they are scanned for the electronic project.

Employees should recognize the impacts of these changes on their HR office staff and be understanding as we transform in the next few years. HR staffs can help by being supportive to the NPS efforts as we move forward with these changes. All are encouraged to review the documents relating to the new operations. They are available from the NPS WASO Human Resources Office. □

— Heather Whitman
Yosemite

Interpretation

The Renaissance Challenge — Something wonderful is happening in the NPS. Evolution. And it's time.

After returning from the most recent National Education Council meeting in Portland, Oregon, during NAI week, I had the chance to meet many interpreters who have taken on the Renaissance Challenge. Built on a solid foundation of interpretive philosophy, the Renaissance is an ongoing shift in interpretation and park management. It is something that everyone can be part of and proud of. I was gratified to see the number of interpreters, including ANPR members, who knew about the Renaissance and were making it happen.

Perhaps you are wondering what the National Education Council is and what it does, or even what the Renaissance is all about. I've been an NEC member for a year now, and this is the fourth year of the group. We are a coalition of interpreters and managers at all levels of leadership, from frontline interpreters such as myself, to natural and cultural resource staff, technology employees, and regional and WASO-level managers. Diversity is strength, and the goal of the NEC members is to help shepherd in the next 100 years of the NPS making sure all voices are heard. The Renaissance is a progressive agenda that everyone is free to decide whether or not to support. As word spreads about Renaissance successes at parks across the System, the hope is everyone discovers the power and beneficial values of each of the Renaissance tenets.

Several key goals have been identified as priority focuses to keep the NPS relevant in a changing world. If met, they will unlock another century of success. These include honing standards for interpretation so that we are providing consistent service across all NPS units. We lead the world in providing state-of-the-art interpretation. Ensuring high standards will keep it that way.

Second, the NPS must engage new audiences who don't yet come to parks. The goal is to target new audiences and help them discover that NPS units are places of value for everyone. This includes ethnically and culturally diverse groups, different age and socioeconomic groups, all those kids who were left inside, others who may not have discovered parks. We also want to incorporate new technologies in our interpretive work. This includes finding ways to transcend our

current technology limits and challenging the doggedly traditional agency mindset. Today's youth are ushering in a revolutionary technology-based culture different from what many of us are used to. They are inheriting our parks and will not tolerate being disconnected from their information network, nor will they favor our agency if we can't adapt to their needs. We will gain the support of youth if they see how parks benefit them. Interpreters are well positioned to help park management understand the importance of opening doors to technology and communication.

Partnership growth is another big part of the NPS mission. What partnerships can we bring into the parks? What new ways can we take our message to communities to strengthen parks and our mission? Partners provide many interpretive services and we can help them meet our standards. Remember, there are at least 70,000 people providing interpretive services to meet the needs of our almost 300 million visitors. There are only a few thousand interpreters.

One of our responsibilities is to help partners champion our mission, ultimately benefiting both parks and visitors. We must foster and promote a culture of evaluation. If we don't evaluate our work, how do we really know what we are doing is working? Interpreter who discovered they were doing something that didn't work show true interpretive professionalism by evaluating techniques and changing them until success is achieved.

Evolution is unnerving, but it can also feel good. While the NEC takes on some of these initiatives, don't think the Renaissance Challenge is the NEC's to solve alone. This Renaissance will work best as individuals from all levels across the Service take up this agency evolution and make it their own. As the benefits of the Renaissance spread from interpreter to interpreter and park to park, we position the NPS to succeed as the 21st century throws new challenges our way.

Stay tuned as the National Education Council works on tools, develops strategies and provides leadership to help you and your peers implement the Renaissance. □

— Jeff Axel
Big Bend

Protection

Learning and Growth by Teaching at Seasonal Ranger Academies — “Achievement may or may not be the result of an effort, but the essential payoff of the experience is learning.” In his artful book, *The Rock Warrior’s Way*, author and climber Arno Ilgner drives home the point that one of life’s greatest pleasures is to push ourselves out of our known comfort zones and into unknown realms so we might learn something new about ourselves, and thereby experience growth.

Teachers of any trade know this. They can help their students grow by helping them learn something new. They know, too, that one of the best ways to keep their own skills sharp, regardless of the discipline, is to teach those skills to others. Through teaching others, they continue to learn and to grow.

This truism is as applicable to rangers as any career field. The skills we must master and then maintain seem to be endless. When you stop to think of the wide spectrum of duties we’re responsible for and then multiply each duty times the plethora of skills it encompasses, the end result is exponential.

Today more than ever, rangers are challenged to think of creative ways in which we can maintain our complicated skill sets, both on and off the clock. Teaching such skills is one that many resort to, and opportunities to teach abound for those committed to making it happen.

Tailgate sessions back at the district, annual law enforcement refreshers, completing an advanced course to master a particular skill set such as firearms or control tactics, and guest speaker appearances at conferences are good examples. One of the most effective is teaching at seasonal ranger academies.

The National Park Service recognizes nine such academies, most of which are offered through larger colleges or universities throughout the country. Each academy offers a curriculum the NPS calls Seasonal Law Enforcement Training Program, or SLETP. More information on each of these is available on ANPR’s website: www.anpr.org/academies.htm. Many rangers wearing green and gray today are familiar with one of these academies from which they graduated.

Reflecting on my seasonal ranger training at Hocking College’s National Ranger Training Institute, I remember learning from many instructors, including state and U.S. rangers, sheriff’s deputies, municipal police officers and personnel with no law enforcement background. The ones I remember best were rangers.

Maybe this is because many of them appeared in their crisp uniforms or because they seemed to be better-versed on NPS issues and policies. Most likely, though, it’s because they *inspired* me. I knew wholeheartedly that more than anything, I wanted to someday be a ranger.

I knew then that I and other students were benefiting from their efforts spent teaching at the academy. What I didn’t realize at the time, however, is that they, as much as us, were learning too. Whether it was traffic stops, control tactics, DUI detection, crime scene investigation, patrol procedures, vehicle searches or defensive driving, the instructors were maintaining mastery of their skills by virtue of teaching us how to do them and do them well.

Often times, not only do instructors of a particular trade *maintain* a given skill set, they go beyond maintenance and *better themselves* by learning from their students.

“What really matters when facing a challenge?” author Ilgner asks. “What matters is learning.” In his book he dispels the widely held belief that achievement is the real goal in climbing or any craft for that matter. Instead, one must “look inside and embrace learning.”

It’s this two-dimensional concept of learning bettering ourselves, not so much through achievement but through personal growth, that motivates many to teach.

Having taught classes at two different seasonal academies and FLETC, I can personally attest to the *multitude of rich rewards* it yields. One’s own learning and growth, helping others to learn and grow, knowing on a deeply personal level that sweet, sincere honor of having the opportunity to possibly inspire the next generation of rangers the way our predecessors did for us, networking closely with fellow professionals, and of course, continuing to master our own skills are all direct benefits of teaching for a seasonal ranger academy.

Check the website and contact the academy closest to you. Search yourself and see what subjects you’d feel most comfortable teaching. Better yet, go beyond your comfort zone, master a skill that has until now challenged or even spooked you a little, then go out and teach tomorrow’s rangers how to master it.

You’ll be a better ranger because of it. You might get the honor of inspiring a few folks. The best part is that you’ll meet some pretty high-caliber people you might not have crossed paths with had you not decided to teach at a ranger academy. □

— Kevin Moses, Buffalo National River

Resource Management

Dr. Margaret Wild, a National Park Service veterinarian, heads the Wildlife Health Program at the Natural Resource Program Center’s Biological Resources Management Division. This division provides professional veterinary consultation and technical assistance to parks on a variety of wildlife health issues.

During a panel discussion in 2008 on wildlife diseases in the national parks, Wild said 60 percent of newly found human diseases since the 1960s are zoonoses, animal diseases that can be transmitted to people. The best management approach is to manage the risk of contracting disease through prevention.

A year ago Grand Canyon wildlife biologist Eric York died as a result of handling and performing a necropsy on a cougar, one of his research subjects. Dr. David Wong of the Public Health Service talked to NPS employees about safety in handling wild animals and transmission of plague to humans. There are three human forms of plague — bubonic, septicemic and pneumonic. Flea bites cause 75 percent of cases, 20 percent result from direct contact with animals and 5 percent are aerosol-transmitted. Although pneumonic plague causes less than 5 percent of all human cases, they are 100 percent fatal if untreated, and 50 percent fatal even when treated.

York had developed symptoms within three days of handling the infected mountain lion, and succumbed within another three days. As a result of his death, the NPS tasked a multidisciplinary team with developing comprehensive guidance on identifying and mitigating the risks associated with handling wildlife.

Wildlife disease is a growing issue for parks, out of concern both for human safety and wildlife health. At Rocky Mountain, biologists have implemented a test and cull program in deer and elk to address chronic wasting disease, which is considered invariably fatal to the infected animal. Yellowstone has long involvement in addressing concerns for brucellosis in bison herds, and Grand Teton collaborates with county officials to test mosquitoes for West Nile virus.

Many parks have surveyed rodent populations for the presence of hantavirus, and interest is growing in surveillance for highly pathogenic avian influenza.

The BRMD can provide or arrange for diagnostic services on samples of park wildlife; for more information, contact BRMD staff or read about the Wildlife Health Program at www1.nrintra.nps.gov/brmd/nativespecies/wildlifehealth/disease.cfm □

— Sue Consolo Murphy, Grand Teton

ANPR Reports

Membership Services

KUDOS LIST

These ANPR members or others 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.

Mike Geesling	Phil Strehle
Lisa Eckert	Terri Tung
Keith Flanery	Corree Seward
Cassie Werne	Stacy Allen
Mike Pflaum	Corrie Lane
Ed Rizzotto	Clarisa Flores
Daniel Romes	Clay Anderson
Steve Dodd	Ron Sprinkle
Sheryl Broderick	Lauren Labrie
Justin Glasgow	Jan Lemons
Scot McElveen	Cindy Purcell
Carolyn Hackbarth	Glenn Bailey
Charles Beall	Kendell Thompson
Sheila Bolding	Pete Peterson
Devon Johnson	Cathy Buckingham
Eric Pelletier	Liam Strain

ANPR Elections

ANPR conducted elections during January, mostly electronically if members' e-mails were available. New board members were expected to be seated by early February.

The candidates:

Bill Schappell — Treasurer

Rebecca Harriett and Jan Lemons —
Education and Training

Kendell Thompson — Fund Raising
Activities

Tom Banks and Eric Leonard —
Internal Communications

Stacy Allen — Strategic Planning

Results will be posted on the website.

Write for Ranger

Are you a resource manager interested in becoming a columnist for *Ranger*? We have a slot to fill, so please contact the editor at fordedit@aol.com.

Retirement

Surviving in Tough Times—Questions: How long is the U.S. economy going to struggle? How should we respond? Where should we put our money? Is our TSP going to withstand this meltdown? When will real estate values recover? How should we respond?

All of these are good questions and likely going through many people's minds.

To start off, *don't panic!* As investors, our natural response when things go wrong is to do something, anything, to set things right. Responses rooted in desperation or confusion often make things worse. The wisest reaction now to our current economic situation may be no reaction at all. There is no bold action we can take today that will prevent the damage already done to our savings.

Continue to invest your bimonthly amount in the TSP. Investing like this is called dollar cost averaging. This is good opportunity to put dollar cost averaging to work because the economic slump we are in now won't last forever. So those bimonthly investments made now will be worth many times more in the future.

If you buy stocks look for stock opportunities in the downturn. However, move with caution. Stocks that are trading at discount prices could be great long-term investments, but the markets may not have reached the bottom yet. Wait until at least 2009 before increasing your stock position, and avoid big bets on any single stock when you do.

Be optimistic. I read where psychology will play a major role in the recovery. Consumer confidence fell to its lowest level in more than four decades in early November. Consumer spending makes up two-thirds of U.S. economic activity, so diminished confidence is a huge blow to our economy. Fortunately it takes much less than most people realize to turn fear into hope. For example, many will view the inauguration of the new president as a reason of hope. Not only will Americans start spending again when their mood changes, they will play catch up and make all the purchases that they were afraid to make during the previous months. People want to be optimistic, and they will start to be optimistic again the first chance they get. That may be when the recovery begins.

Expect the markets to take roughly five years to recover. Some have speculated that we have entered another Great Depression. *We have not.*

Today's politicians and financial leaders make mistakes, but they are unlikely to make mistakes anywhere near as costly as those of

the 1930s. Take the Smoot-Hawley Tariff Act, for instance. This act crushed America's international trade by raising U.S. tariffs to historically high levels. The government had to launch dozens of expensive make-work programs, which did little to stimulate the economy. An aside: the Works Progress Administration's Civil Conservation Corps program did wonders for the national parks, which were broke.

This depression also caused the bank closures in 1929. It took World War II and another 25 years to get us back on our feet. The bear market of 1973-74, the worst America has endured since WWII, is a better gauge of what we can expect now. The S&P 500 fell by 48 percent in a slump and took 64 months to recover all of its losses. That's a little more than five years — a long time, but a far cry from the Great Depression.

Add to cash. Unless you have a high risk tolerance, the best strategy is to be as liquid as possible so you are financially prepared for whatever happens in the coming years. Cut spending! Have enough to last for eight months should things really get rough.

Postpone buying a home until 2010. Real estate values are likely to decline further. A downturn as severe as this one could last for years. If you are thinking about selling, you may have to wait several years to get the price you want. Real estate is extremely local, so national trends might not apply to your region. Monitor the number of homes for sale in your area. When that number starts to drop, excluding natural seasonal fluctuations, it could be a sign that local prices will soon rebound. Buyers should not feel rushed to buy. Unlike stock market rebounds, which can occur suddenly, real estate rebounds tend to happen slowly.

So there you are, folks. Don't do anything stupid and above all, *don't panic.* □

— Frank Betts, Retired

IRF Update

The Ranger Rendezvous in Santa Fe was well represented this year by International Ranger Federation board members, including vice president **Deanne Adams**, past president and executive director **Gordon Miller** from England, and North American representative **Meg Weesner**. I participated with these board members in a workshop presentation where we discussed some recent international accomplishments:

Protected Areas meeting in Barcelona—On Oct. 4, the Members of the WCPA met Oct. 4 prior to the IUCN World Conservation Congress in Barcelona, Spain. I represented ANPR (as a volunteer) at this meeting as a member of the commission. Also attending were IRF President **David Zeller**, IRF Vice President **Deanne Adams** and **Sean Willmore**, producer of the ranger documentary *The Thin Green Line*. He also is director of the Thin Green Line Foundation.



IRF President David Zeller, Thin Green Line Foundation Executive Director Sean Willmore and IUCN/WCPA Chair Nikita Lopoukhine sign agreement in Barcelona.

The IUCN World Congress is held every three years, and is attended by thousands of members. Here they begin setting the programs that will be presented to member countries dealing with global biodiversity, protected area management, environmental governance and other efforts. The WCPA assists in developing management plans, proposing training and other management standards, and providing guidance in measuring successes for protected areas.

Of particular interest to

ANPR and IRF, a special 10-minute screening of the *Thin Green Line* documentary was shown to enthusiastic support from the attending WCPA members. For many members who are from academia or nongovernmental organizations, this is a rare opportunity to see rangers in action in the field, implementing the protection and patrol activities to help ensure success of IUCN directives and guidelines. After the film, a memorandum of understanding was signed between the Thin Green Line Foundation, IRF and WCPA encouraging continued mutual involvement, with further agreements to be developed in the future.

Young Conservationist Award—At the conference, the winner of the IRF/IUCN Young Conservationist Award was announced. This award grew out of the Fifth World Parks Congress, which was held in Durban, South Africa, in 2003. The international community agreed there was a need to recognize the outstanding contributions of young conservationists. Since its inception in 2003, the award has undergone three years of rigorous development in terms of the objectives and criteria, most of the work being done by the IRF's youth development officer, **Cassie Wright** of Australia. This year's award winner was **Edwin Sabuhoro**, 35, from Rwanda (*see photo on next page*). He developed incentives for local people to protect gorillas' habitat by founding the Iby'Iwacu Cultural Village, a community-based tourism initiative,

Trash & Recycling



**Clean Up.
Recycle.
Beautify.**

Commercial quality receptacles that are designed for outdoor use.

Choose the size, shape, material, lid and color to fit your landscape.

Collect trash, recyclables, smoking ash, even pet waste.

**Do it all with
Pilot Rock.**



Pilot Rock
PARK • STREET • CAMP
SITE PRODUCTS

RJThomas Mfg. Co., Inc. • Cherokee, IA 51012
P: 800-762-5002 • 712-225-5115 • F: 712-225-5796
pilotrock@rjthomas.com • www.pilotrock.com



ROAD MAP for my heirs

This ANPR-produced "Road Map" can assist family or friends in handling details when a spouse or loved one dies.

A notebook has fill-in-the-blank forms about:

- your desires about final arrangements
- civil service, military & Social Security details
- insurance facts, bank accounts and more
- synopsis of life, obituary & family history
- list of disposition of personal items
- anatomical gift wishes
- examples of durable power of attorney

\$10 per book, plus \$4 for shipping and handling. U.S. currency only.

Make check payable to ANPR.

Send to: Frank Betts, 1326 Catalpa Drive
Fort Collins, CO 80521

in the Musanze district of northern Rwanda. Revenue from tourism has encouraged communities to protect gorillas and develop small-scale businesses. Today, the outcomes of the project are astonishing. Local people own 100 percent of the project. The cultural village has increased tourism arrivals by 40 percent and has generated a sustainable income base for the village. Poaching of gorillas has been reduced by 60 percent. Congratulations to Edwin Sabuhora.

Thin Green Line Foundation

— Formed by Australian ranger Sean Willmore, the foundation was created to support the IRF Ranger Dependents Fund. With the success of the worldwide showing and sales of his documentary film, the foundation has been able to distribute funds in several African and South American countries. Because of the foundation's success, IRF has begun developing an arrangement in which the foundation will become the secretariat for IRF as a fundraising and managing arm. As such, the IRF Dependents Fund, having seen success largely because of the foundation, will now be managed by the foundation.

Another initiative long on IRF's agenda has been the worldwide development of a Friends of IRF, or similar membership support organization, to help bring recognition of ranger work and funding support. ANPR sponsored an initial effort with the establishment of a Friends of IRF, North American Chapter, in 2007, with limited success.

Discussions are now underway in which IRF would partner with the foundation to form a Friends of International Rangers or similar organization. Under this plan, individuals seeking to support the work of world rangers would gain two benefits from their contributions: supporting the dependents of rangers killed in the line of duty and supporting the work of the IRF.

This may be a more interesting package through which individuals can engage in and support rangers and protected areas. The foundation will manage the program, and funds will be divided evenly between the foundation and IRF. I think this is an excellent way to proceed, and I'll have more information in future reports.

IRF Training — IRF is a partner with Europarc Federation in a recent grant proposal



Banner for IUCN Conference in Barcelona

submitted for ranger training in Greece. The IRF memorandum of understanding with Europarc has been strengthened by the appointment of **Carol Ritchie** as the director of the Europarc Federation. Some of you may know Carol as one of the organizers of the 2006 World Ranger Congress in Scotland. She is an active member of Scottish Countryside Ranger Association and a strong supporter of IRF. She and **Rigmor Solem**, IRF's European representative from the Norwegian Ranger Association, have been discussing ways IRF and Europarc can work together more, particularly in the area of training.

Update on Bolivia World Ranger Congress 2009

— Although the contract with a congress organizing company has been signed and IRF has received its first report from Bolivia, with a detailed budget, agenda and proposed registration rates, Congress preparations are still proceeding slowly. The dates of the Congress are still scheduled for Nov. 2-7 in Santa Cruz. Unfortunately, a registration website or other procedures have still not been established as of this writing (January) by the Bolivian ranger association.

Because of concerns over the tightening timeframe, the world economic downfall and the unknowable political situation in Bolivia, the IRF board will discuss with the Bolivian ranger association possible options for the Congress. These could include continuing with the Congress as planned, postponing the dates until 2010 or changing venues.

As soon as these issues are discussed and decisions made, I will send updated information to the ANPR e-list. If you have particular questions, please contact me at tsisto47@aol.com. Travel well. □

— Tony Sisto, International Affairs



Edwin Sabuhoro of Rwanda, winner of the Youth Conservation Award, with IRF Vice President Deanne Adams, a former president of ANPR.

STEEPED IN HISTORY: Right, a park ranger gives a tour of Soldiers' National Cemetery, the site of President Abraham Lincoln's famous speech, the Gettysburg Address. Veterans of all wars are buried in the cemetery. Below, a statue of Union Gen. Winfield Hancock stands among the hundreds of cannons at Gettysburg National Military Park.



Rendezvous heads to the East this year

American history moves to the forefront as ANPR members prepare to gather in south-central Pennsylvania for Rendezvous XXXII.

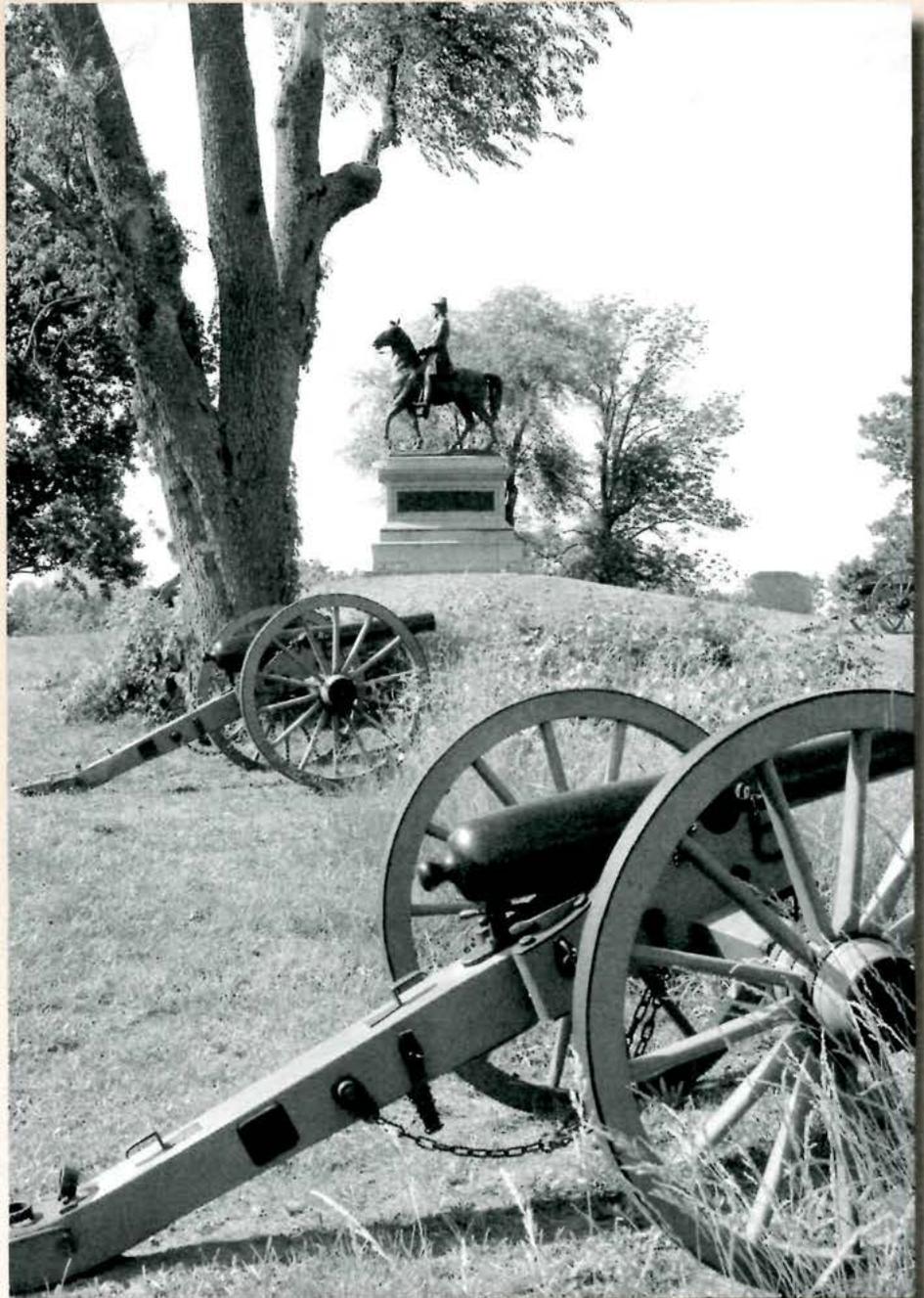
Gettysburg played one of the most significant roles in American history, and people there have taken great care to preserve the past for future generations.

With a large population to draw from, Rendezvous organizers hope the event will see high attendance. In addition, an experienced group of longtime members, along with a newcomer, will begin soon to lay the groundwork for a strong program. Tony Sisto, Bill Halainen, Maureen Finnerty and new member Amy Gilbert look forward to hearing your agenda ideas. Please contact them through Bill's e-mail: bhalainen@hotmail.com

The Rendezvous, set for Dec. 6-10, will be held at the Wyndham Gettysburg. This stately 248-room hotel, which opened in September 2006, offers great quality and service.

Room rates are \$85 a night for double occupancy. More details on the Wyndham are at www.wyndhamgettysburg.com

The hotel is conveniently located at the intersection of U.S. 15 and U.S. 30 in the Gateway Gettysburg campus, and it provides easy access from major metropolitan areas such as Washington, D.C., Baltimore, Harrisburg, Philadelphia and Pittsburgh. 



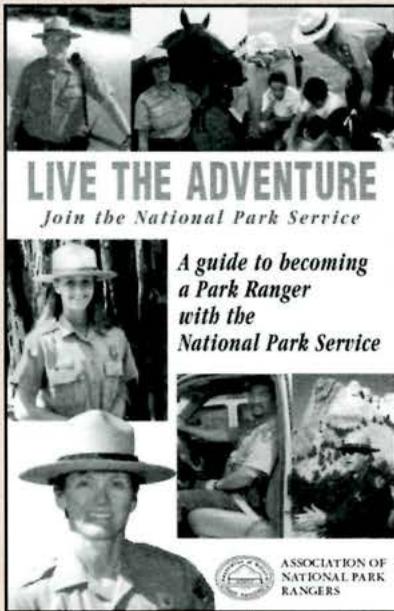
Rendezvous Scholarships

ANPR will likely provide several more scholarships to the next Ranger Rendezvous—Dec. 6-10 in Gettysburg, Pa. If you've never been to the annual gathering, now is your chance to get your way paid.

The Bill Supernaugh Rendezvous Scholarship Fund has money available to fund several people, thanks to the generosity of attendees at the recent Rendezvous in Santa Fe.

You must be either an ANPR member or an NPS employee, never have attended a Rendezvous, and able to stay for the entire conference. The scholarship will pay for registration fees, lodging and up to \$500 for transportation to and from the Rendezvous.

More details about how to apply will be available on the website by the spring. □



**New edition
now available**

**Stock ANPR's popular booklet
in your park site's bookstore**

Refer visitors and prospective park employees to this informative publication. Go to www.anpr.org/publications.htm for single copies or bulk ordering details. Support ANPR.



Fall Fund Campaign surpasses goal

ANPR members gave generously to the inaugural Fall Fund Campaign from October through December 2008. Total donations came to \$8,535, topping a goal of \$8,000. The funds will go toward ANPR's operating costs this year. ANPR is appreciative of the outstanding response.

Ranger Level — under \$25

Jeff Bransford
D. John Chelko Jr.
Judy Cherwin
Carol Coy
Lacey Cunningham
Michael Gesling
Roger Goldberg
Eileen Jones
Jerry Kasten
Shirley Knutson
Stephen Long
Johann Ott
Raymond Palmer
Victoria Sonne
Colleen Spicka
Charles Strickfaden
Virginia Thiel
Wendy Watson
Erin Whittaker

Shenandoah Level — \$25+

Anonymous
Thomas Banks
Jennifer Champagne
Kathy Clark
Liza Ermeling
Mike Greenfield
John Haines
Evelyn Klein
Dick & Marge Knowlen
Pamela Koenig
Robert Laine
Roger Moder
Larry Nielson
Steven Olijnyk
Johann Ott
Noemi Margaret Robinson
Kay Rohde
Roger Rudolph
Cheryl Schreier
Jerry Simpson
John Stockert
James Toenjes
Ian Williams

Grand Canyon Level — \$50+

Stacy Allen
Anonymous
Holly Bundock & Mack Shaver
Rick Bennett
Gregory Broadhurst
Joseph Bueter
Jerry Case
Pat Grediagin
Carol Hegeman
John Henneberger
Lloyd & Juliene Hoener
Charlie Jacobi
Bob Krumenaker
Julia Lynam

Jennifer Kulp
Scott McElveen
Jack Morehead
Sue Consolo Murphy
Neal Niiyama
Einar Olsen
Jonathan Paynter
Helen Scully
Maya Seraphin
Rick Smith
Carlin Timmons
John J. Reynolds

Yosemite Level — \$100+

Mike Anderson
Carl Christensen
Mark Colburn
Joseph Evans
Mitchel Fong
Rick Gale
Rebecca Harriett
Gary Hartley
Dr. Russell Clay Harvey
Patrick Hattaway & Mallory Smith
Warren Hill
Fred & Debbie Koegler
Sean McGuinness
Bruce & Georjean McKeeman
Christina Mills
Gregory Mockoviak
John Morlock
Deb & Jeff Ohlfs
Tim Oliverius
Noel Pachta
Cherry Payne & Bob Howard
Noel Poe
John Reynolds
JT Reynolds
Ed Rizzotto
Clair A. & Liz Roberts
Bill Sanders
Dan Sholly
Gilbert Soper
Ron Sprinkle
Bryan & Marilyn Sutton
Pat Tolle
Phil Young

Sequoia Level — \$200+

Deanne Adams & Tony Sisto
John Case
Gregg Fauth & Jenny Matsumoto
Dick and Mary Martin
Meg Weesner

Yellowstone Level — \$500+

Mary Bradford

Old Faithful Level — \$1,000

Supernaugh Family Trust: Michelle Torok
Supernaugh & Victoria Supernaugh Human

All in the Family

Please send news about you and your family. All submissions should include the author's return address and phone number.

Send via e-mail to fordedit@aol.com or write to Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401. You also can send your news and/or update your address/home phone/personal e-mail by visiting ANPR's website: www.anpr.org Go to **Member Services**.

Lane Baker is chief of the Division of Law Enforcement, Security and Emergency Services in Washington. She has 25 years of service in visitor and resource protection operations. Since February 2007 she served in Washington as the deputy chief. She also has worked at Yellowstone, Everglades and Yosemite.

Paul Broyles, program lead for operations at the Fire Management Program Center at NIFC in Boise, Idaho, retired Dec. 31 after 38 years with the NPS.

Jerry Case (GLCA, ISRO, EVER, GUI, NOCA, GLBA, KALO, PINN, WASO), has left Visitor Services and Resource Protection at WASO where he was chief, regulations and special park uses, and is now superintendent at Bighorn Canyon. **Shawn** will join him when they resolve what to do with their house in D.C. Address: PO Box 7866, Fort Smith, MT 59035; abbey512003@yahoo.com

Al King, safety lead for NPS fire at the Fire Management Program Center in Boise, Idaho, retired Jan. 3 after 33 years with the Service.

Wendy Lauritzen is superintendent for Tallgrass Prairie National Preserve, located in Cottonwood Falls, Kansas. Previously she was superintendent of Washita Battlefield National Historic Site.

James MacDonald is the district interpretive supervisor at Jean Lafitte. Previously he was an interpretive ranger/education coordinator at Muir Woods. Address: 236 S. Cortez St., New Orleans, LA 70119; jjmacd1022@aol.com

J.T. Reynolds, superintendent at Death Valley since 2001, retired Jan. 2 with nearly 40 years of federal service. His NPS career began with a seasonal law enforcement position at Everglades. His first permanent position was at Natchez Trace Parkway. Other positions included southeast Washington, D.C., Yosemite, Everglades, Alaska, Albright and Grand

Canyon. He received the Stephen Mather Award from the National Parks Conservation Association in 2005. In retirement, he will continue to look for opportunities to partner with groups of color and others who desire to introduce the parks as classrooms.

Phil Selleck is chief of the Division of Regulations and Special Park Uses in Washington. In his 27th year of federal service, he has worked at Delaware Water Gap, Sagamore Hill, Springfield Armory, Everglades, Amistad, Organ Pipe Cactus and Boston. He also has worked for the Bureau of Land Management, the Forest Service and the Border Patrol before beginning his NPS career in 1987.

J.D. Swed retired Jan. 2 after a 33-year NPS career. His last position was as chief ranger at Sequoia and Kings Canyon. Soon after he planned to start on the first leg of a motorcycle trip to the tip of South America. He and four friends will ride some 4,000 miles to Panama, store their bikes there, and return next year to finish the leg to Tierra del Fuego. He plans to spend some time at his beach house in Baja, Mexico, and also will travel between Three Rivers, California, and Bozeman, Montana, visiting his girls. He intends to stay active in wildland fire, incident management and training rangers in Cambodia.

Mark Tanaka-Sanders, a Second Century life member of ANPR, is park manager at Red Rock Canyon National Conservation Area for BLM. Previously he was chief ranger at Haleakala, ending a 33-year career with the NPS. Address: HCR 33, Box 5500, Las Vegas, NV 89161; revmarkihs@msn.com

Fred Vanhorn (YELL 76-81, MEVE 81-85, CRLA 85-89, GLAC 89-08) has retired after 31 years with the National Park Service. He now lives in the Flathead Valley with his wife, **Lynne**, and two sons, **Peter** and **Alex**. Address: 151 River Butte Drive, Columbia Falls, Montana 59912; 406-892-4777; Vanhorn4@hotmail.com

Heather Whitman (YOSE) and family are overjoyed to announce an addition to their family, Natalie Lynn, born Sept. 26, 2008, in Clovis, California. All are doing well. □

Missing Members

Please help us locate these members! Send information to fordedit@aol.com.
Barbara Griffin Fortine, MT
Carl Newman Los Alamos, NM
Carter Vaugen Killeen, TX

Life Members

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

If you are a life member, consider raising your contribution to the next level. Your donation is tax deductible.

Second Century Club

Glen Bean	Tomie Patrick Lee
Tony Bonanno	John Mangimeli
Jim Brady	Colleen Mastrangelo
Paul Broyles	Bruce & Georjean
Rod Broyles	McKeeman
David Buccello	Jack Morehead
Patricia Buccello	Aniceto Olais
Michael Caldwell	Tim Oliverius
William Carroll	Bill Pierce
Cliff Chetwin	Tom Richter
Bruce Collins	Jean Rodeck
Bruce Edmonston	Bryan Swift
Richard Erisman	Mark Tanaka-Sanders
A.J. Ferguson	Dale & Judy
Hal Grovert	Thompson
Dr. Russell Clay	Karen Wade
Harvey	Philip Ward
James Hummel	Kathy Williams
Craig Johnson	Janice Wobbenhorst
Margaret Johnston	Phil Young
Ron Konklin	Deanne Adams &
Mary Laxton	Tony Sisto

Third Century Club

Erin Broadbent	Scot McElveen
Carl Christensen	Dan Moses
Kathleen Clossin	William Quinn
Butch Farabee	Edward Rizzotto
Maureen Finnerty	Teresa Shirakawa
Steve Holder	Barry Sullivan
Mary Karraker	Pat Tolle
Dave Lattimore	Bill Wade
Jonathan Lewis	Nancy Wizner

Fourth Century Club

Vaughn Baker	Jay Liggett
Wendy Lauritzen	Rick Smith
Deborah Liggett	

Fifth Century Club

Dick Martin

Welcome to the ANPR family!

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

Charles & JoAnn Allen.....	Liberty, KS	Amy Gilbert.....	Springfield, VA
Vicki Allen.....	Washington, DC	Charlie Hardy.....	Redding, CA
Robert Austad.....	Victoria, BC	Ian Haskins.....	Sacramento, CA
Joanne Avery.....	Flagstaff, AZ	Patrick Hatcher.....	Dothan, AL
David Bachli.....	New Orleans, LA	Keith Hatfield.....	Waban, MA
Gerard Baker.....	Keystone, SD	Sierra Holz.....	Torrey, UT
Samantha Bares.....	Middletown, OH	Dan Irelan.....	Denali Park, AK
Judith Beal.....	Camp Verde, AZ	Julie Jackson.....	Little Rock, AR
Katherine Berrian.....	Pace, FL	Sacha Johnson.....	Arlington, WA
Ashley Berry.....	Iuka, MS	Suzanne Kerrigan.....	Colma, CA
Leslie Bessey.....	Ajo, AZ	Hannah Key.....	Jasper, GA
Jenny Blake.....	Browning, MT	Kenneth Klapatch.....	Crater Lake, OR
Chuck Bloomingburg.....	Paducah, KY	Pamela Koenig.....	Grand Canyon, AZ
Page Bourland.....	Dallas, TX	Janise LaBoard.....	Staten Island, NY
Gregory Broadhurst.....	Athens, OH	Neal Labrie.....	King Salmon, AK
Emily Bryant.....	Norwalk, CT	Justine Lai.....	San Francisco, CA
Rob Burrows.....	Rockport, WA	Jay Lambert.....	Steamboat Springs, CO
Caitlin Ceci.....	Springdale, UT	Britney LeCrone.....	Berlin, MD
Alec Chapman.....	University Place, WA	Chris Lemons.....	Panorama City, CA
D. John Chelko Jr.....	Atlanta, GA	Michael Liang.....	Bellevue, WA
Beverly Cherner.....	Sausalito, CA	William Lindsay.....	Fernandina Beach, FL
Mark Christiano.....	Staten Island, NY	Vincent Littlewhiteman.....	Interior, SD
Don Clark.....	Chiloquin, OR	Adam Long.....	Santa Cruz, CA
Rod Conner.....	Rangely, CO	Sharon & Jeff Lujin.....	Independence, MO
Benjamin Cooksey.....	Mount Vernon, WA	Aaron Mattheis.....	Denver, CO
Shauna Cotrell.....	Las Vegas, NV	Bill Mayhall.....	Tucson, AZ
Joe Davis.....	Shiloh, TN	Kevin McCarthy.....	St. Augustine, FL
Ellyse Deldin.....	Cascade, MT	Jeanette Meleen.....	Thibodaux, LA
Nicole DeLuca.....	Clermont, FL	Debra Michlin.....	Cazenovia, NY
Brian Densmore.....	Colorado Springs, CO	Katie Mikulla.....	Pittsburgh, PA
Paul Doherty.....	Yosemite Valley, CA	Gregory Mockoviak.....	Edison, NJ
Tim Duncan & Ruby Newton.....	Kelso, CA	Natalie Monas.....	Waynesburg, PA
Greg Engstrom.....	Las Cruces, NM	Rich Moorer.....	Rockville, MD
Liza Ermeling.....	Los Alamos, NM	Jeffrey Muncy.....	Amarillo, TX
Alexander Emert.....	Stroudsburg, PA	Lynda Nicholson.....	Morgan Hill, CA
Bryan Faehner.....	Washington, DC	Sarah Nystrom.....	Holden, MA
Daniel Filer.....	Frostburg, MD	Bryan Ogle.....	Knoxville, TN
Katie Finch.....	S. Wellfleet, MA	Steven Olijnyk.....	Queens Village, NY
Clarisa Flores.....	El Portal, CA	Brandon O'Neal.....	Sutton, MA
Mary Furney.....	Grass Valley, CA	Mark Paulson.....	Rapid City, SD

Chris Pergiel.....	Anchorage, AK
Daniel & Emily Peterson.....	Franklin, PA
Jin Prugsawan.....	Reston, VA
Michael PUNCHES.....	Colorado Springs, CO
Elly Quinn.....	Three Rivers, CA
Patti Reilly.....	Staten Island, NY
Christina Rinas.....	Big Bend, TX
Dean Rinehart.....	Paul Smiths, NY
Erin Roper.....	Flagstaff, AZ
Anthony Sanders.....	Sandwich, MA
Marie Frias Sauter.....	Las Vegas, NM
William Schappell.....	Las Vegas, NV
Meg Scheid.....	Calais, ME
Elizabeth Schilder.....	Manteo, NC
Roger Siglin.....	Alpine, TX
Andrea Smith.....	Phoenix, AZ
Ryan Spaulding.....	Cherry Valley, CA
Sara Sprinkle.....	Pisgah Forest, NC
Joanne Stockert.....	Tularosa, NM
Jason Stofcho.....	Wickliffe, OH
Heather Streets.....	Lakeview, OH
Jeff Streets.....	Lakeview, OH
Heidi Strow.....	Klamath Falls, OR
Erin Taylor.....	Washoe Valley, NV
Ken Temple.....	Laurelville, OH
Aaron Theodore.....	Nelsonville, OH
Virginia Thiel.....	Puyallup, WA
Michael Thompson.....	Nome, AK
Jeni Treutelaar.....	Midpines, CA
Richard Ullmann.....	Grand Canyon, AZ
Paula & Wayne Valentine.....	Patchogue, NY
Douglas Vogel.....	Lewiston, ID
Landon vom Steeg.....	Estes Park, CO
Cynthia VonHalle.....	Joshua Tree, CA
Anne Ward.....	Media, PA
Michael Ward.....	Tucson, AZ
Gregory Washburne.....	Howell, NJ
Michael Wasko.....	Stuyvesant, NY
Dustin Wildermuth.....	Flagstaff, AZ
Cassidy Wolf.....	Silver City, NM
Caleb Young.....	Springfield, MO
Kent Zavacky.....	Maple Shade, NJ
Rachel Zimmer.....	Jackson, WY

Join ANPR members on Facebook and LinkedIn

ANPR now has a presence on two online networking websites. You are invited to join the ANPR group on either or both sites: facebook.com and linkedin.com.

E-mail invitations were issued earlier this year to many members, but if you missed your link just go to the websites, search for the ANPR group, and ask permission to join.

Then connect with friends, join the discussions — enjoy the realm of social/business networking.

We'll look for you there. Contact member Liam Strain with any questions: shoreranger@yahoo.com.

YES! You are welcome to join ANPR even if you don't work for the National Park Service. All friends of the national parks are eligible for membership in the sustaining category. We also have special student rates and gift memberships. Join online at www.anpr.org or use the form on the inside back cover of every *Ranger*.

Contact the business office with questions: fordedit@aol.com



Share your news!

We want to hear from you. Take a minute to tell others your news. Use the form on the inside back cover, send an e-mail to fordedit@aol.com or visit the ANPR website: www.anpr.org/family.htm.

Give a colleague/student/friend a gift membership to ANPR

Why not introduce some talented new NPS employees or partners to ANPR with a gift membership?

Though many ANPR members regularly give memberships to friends and co-workers as gifts or awards, this category gives the added incentive of a reduced rate: \$35 for one year.

While this category is intended only for single-time gifts to new members (no renewals or lapsed members, please, or "gifting yourself"), imagine the possibility of enlarging and diversifying the ANPR membership if every member gave just one gift membership. We would instantly double our membership.

Please help strengthen our numbers by providing a gift membership to someone today.

Go online at www.anpr.org or use the membership form on the next page.



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

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; VHS: \$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:
25958 Genesee Trail Road, PMB 222
Golden, CO 80401

ANPRbiz@aol.com



All Terrain sells natural remedies developed by and for hard-core, outdoor enthusiasts. They expect high performance in themselves and the products they use, whether for hiking, camping, fishing, gardening or simply working around the yard.

All Terrain's Repellents, Sunscreens, Remedy Rubs, Functional Soaps, First Aid and Performance Supplements pass their performance tests, even though the products use only natural ingredients. For example, clinical tests showed its Herbal Armor's DEET-free Insect Repellents are 100% effective for two hours and 95.8% effective for three hours.



All Terrain is a proud sponsor of the Association of National Park Rangers

Order All Terrain products online. At checkout you can designate ANPR as a beneficiary of All Terrain's environmental partners program — and 10% of the purchase price will go to ANPR.



Check it out @
www.allterrainco.com

LETTERS

Share your views!

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 fordedit@aol.com or Editor, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401.



Jot it down!

Ranger welcomes short submissions for:

- **Humor in Uniform:** NPS humorous anecdotes
- **Quotable Quotes:** pertaining to the national parks

Send your submissions to:

Teresa Ford, Editor, fordedit@aol.com
or address on back cover

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 APPLICATION — Association of National Park Rangers

New Member(s) Renewing Member(s) Date _____
 Name of ANPR member we may thank for encouraging you to join _____ How did you hear about ANPR? _____

Name(s) _____ 4-letter code of park / office where you work _____
 (Retiree=RETI, Former NPS Employee=XNPS, Student/Educator=EDUC, Park Supporter=PART)

Address _____ Home phone _____
 City _____ State _____ Zip+4 _____ Personal e-mail address _____

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

Type of Membership (check one)

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

Active Members

current & former NPS employees or volunteers

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

Associate Members

not an NPS employee or representative of another organization

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

Life Members (lump sum payment)

- | | |
|---|---|
| ACTIVE (all NPS employees/retirees) | ASSOCIATE (other than NPS employees) |
| Individual <input type="checkbox"/> \$2,500 | Individual <input type="checkbox"/> \$2,500 |
| Joint <input type="checkbox"/> \$3,000 | Joint <input type="checkbox"/> \$3,000 |

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

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

Name of person giving gift _____

Library / Associate Organization Membership

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

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

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

TOTAL ENCLOSED: _____

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



Share your news with others!

Ranger will publish your job or family news in the All in the Family section.

Name _____

Past Parks — Use four-letter acronym/years at each park, field area, cluster (YELL 88-90, GRCA 91-94) _____

New Position (title and area) _____

Old Position (title and area) _____

Address/phone number (optional — provide if you want it listed in *Ranger*) _____

Other information _____

Payment by Visa or MasterCard accepted:

Visa _____ MasterCard _____

Card # _____

Expiration date _____

Name on Account _____

Signature _____

Please mark your job discipline::

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

Special Supporters

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

Return membership form and check payable to ANPR to:

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

Send news to:

Teresa Ford, Editor, fordedit@aol.com or
 26 S. Mt. Vernon Club Road
 Golden, CO 80401
 or visit ANPR's website: www.anpr.org and go to Member Services page

Directory of ANPR Board Members, Task Group Leaders & Staff

Board of Directors

President

Scot McElveen, Retired
288 Letner Road, Helenwood, TN 37755
(423) 286-8644 • ANPRScotM@aol.com

Treasurer

Liz Roberts, Yosemite
P.O. Box 85, El Portal, CA 95318
(209) 379-2315 • ANPRtreas@yahoo.com

Secretary

Emily Weisner, Arlington House
250 11th St., SE, Washington, DC 20003
(614) 406-9400 • eweisner2@gmail.com

Past President

Lee Werst, Women's Rights
604 Ellington Court, Camillus, NY 13031
(315) 487-0842 • ANPRpres@aol.com

Education and Training

Todd Stoeberl, Wrangell-St. Elias
P.O. Box 284, Copper Center, AK 99573
(907) 822-5963 • darkside0704@yahoo.com

Fund Raising Activities

Vacant

Internal Communications

Ken Mabery, Scotts Bluff
1408 Avenue P, Scottsbluff, NE 69361
(308) 635-9001 • maberyken@aol.com

Membership Services

Gregg Fauth, Sequoia-Kings Canyon
47050 Generals Highway 27, Three Rivers, CA 93271
(559) 561-4749 • matfauth@inreach.com

Professional Issues

Mike Anderson, SERO
51 Oak Shores Drive, Newnan, GA 30265
(770) 253-2902 • rangermikeanderson@gmail.com

Seasonal Perspectives

Curt Treichel, Curecanti and Saguaro
489 Rim Road, Cimarron, CO 81220
(520) 275-5424 • cwtreichel@msn.com

Special Concerns

Craig Ackerman, Crater Lake
211 Avenue de Teresa, Grants Pass, OR 97526
(541) 476-4267 • ccackerman@msn.com

Strategic Planning

Stacy Allen, Shiloh
290 Residence Circle, Shiloh, TN 38376
(731) 689-3451 • stacydallen@hotmail.com

Task Group Leaders

International Affairs

Tony Sisto, Retired
1348 Glen Drive, San Leandro, CA 94577
(510) 633-1282 • tsisto47@aol.com

Centennial Steering Committee

Rick Gale, Retired
3984 S. Federal Way, B-104, Boise, ID 83716
(208) 336-9745 • rtgale@aol.com

Mentoring

Bill Pierce, Retired
4325 N. Plainsman Way, Prescott Valley, AZ 86314
(928) 775-2597 • flamingo12az@aim.com

Rendezvous

Dan Moses, Retired
418 Lafitte Way, New Bern, NC 28560
(252) 626-9692 • mosessdd@aol.com

Retirement

Frank Betts, Retired
1326 Catalpa Drive, Fort Collins, CO 80521
(970) 226-0765 • fjbktb@msn.com

Ranger Editorial Adviser

Mark Herberger, Minuteman Missile
P.O. Box 391, Wall, SD 57790
(605) 433-5552 • Mark_E_Herberger@nps.gov

Support

ANPR Business Address

25958 Genesee Trail Road, PMB 222, Golden, CO 80401
(303) 526-1380 • ANPRbiz@aol.com
Teresa Ford, Membership Services Director

Financial Operations

Liz Roberts, Yosemite
P.O. Box 85, El Portal, CA 95318
(209) 375-6547 • ANPRtreas@yahoo.com

Ranger Editor, ANPR Website Coordinator

Teresa Ford
26 S. Mt. Vernon Club Road, Golden, CO 80401
Home office & fax • (303) 526-1380 • fordedit@aol.com



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

CHANGE SERVICE REQUESTED

**Non-Profit
Organization
U.S. Postage PAID
Golden, CO
Permit No. 158**