

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. 3 • Summer 2009



New Perspectives about Parks in the 21st Century

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ANPR Calendar

Ranger (Fall issue)
 deadline..... Aug. 31

Ranger (Winter issue)
 deadline..... Nov. 30

Ranger Rendezvous XXXII.....Dec. 6-10
 Gettysburg, Pa.

Coming next issue: "National Parks: America's Best Idea"



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

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Submissions

Prospective authors should contact the editor or editorial adviser before submitting articles. Editor, Teresa Ford, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401, (303) 526-1380; fordedit@aol.com. Editorial adviser, Mark Herberger, (605) 433-5552.

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 Winter issue Nov. 30

Table of Contents

New Perspectives about National Parks.....	2
Remembering Rick Gale	6
Omnibus Public Lands Management Act	13
Setting Park Protection Priorities.....	14
ANPR Actions.....	16
Professional Ranger	16
ANPR Reports	19
IRF Update	20
Ranger Rendezvous XXXII.....	21
All in the Family.....	22

Cover: Top image, U.S. Rep. Stephanie Herseth Sandlin, left, visits the White River Visitor Center at Badlands with park rangers from Pine Ridge Reservation (left to right) Tanya Martinez, Sunny Clifford and Serena Clifford, and Badlands Superintendent Paige Baker. *Photo courtesy of Rep. Herseth Sandlin's office.* Bottom, Interior Secretary Ken Salazar takes a close look at a Burmese python held down by Everglades biologist Skip Snow and Theresa Walters. The python is an invasive species in the park. *Photo by Tami A. Heilemann, Department of the Interior.*

President's Message

Once again, for this quarter, the firearms-in-parks debate has consumed much of ANPR's time and energy. While the outcome is far from what we desired, at least our voice helped protect the regulatory process so that a single person or ideology in the executive branch did not override thoughtful, inclusive statutory protections for the National Park System and other federal lands.

The National Environmental Policy Act and the Endangered Species Act, among others, involve many people, including political appointees, career federal employees and the public, in any decision-making process. These laws strengthen resource stewardship in the National Park System and they were/are worth fighting for.

While we disagree with the amendment Congress passed to allow firearms in parks per state law, we recognize that 535 elected officials of the legislative branch, their staffs and their constituents had some amount of deliberation beforehand. Their actions did not ignore or abrogate federal law as the revised gun regulation had.

The outcome may be the same but the precedent is quite different, and the precedent is worth protecting because one never knows when ideology may overtake the executive branch, and in particular, the Secretary of the Interior's office, in the future.

This discussion leads us to the theme of this issue of *Ranger*. There may be some who believe political considerations play a small role in management of the National Park System. My perception was once such, but as my NPS career and association grew in years I began to see how and where political considerations and pressures affected policy and outcomes in the day-to-day management of parks.

National and local politics change as newly elected administrations and officials take office and work to achieve their agendas. Sometimes these transitions are smooth and sometimes they are not. Several contributors to this *Ranger* offer their experience and advice on how to maximize opportunities during these transitions, and It is a skill worth mastering

and a skill that will be beneficial to your career if you can master it.

We thank the three policymakers who contributed to the summer *Ranger*, and we appreciate their time in providing insights into national park issues.

During the public debate over the gun regulation it became abundantly clear that both side's talking points were anchored in speculation. While current and former NPS employees offered individual incident summaries in which loaded, readily accessible firearms by "law-abiding citizens" played a factor in the destruction of park wildlife, we could give no scientifically supported data or projections to back up those incidents. Wouldn't it be nice, from a protection standpoint, if in future debates we could defend park resources and our stewardship mission with real and meaningful numbers? Neal Labrie's article on pages 14-16 is worth your attention for this very reason. FORT is in its early stages and it may or may not be the final answer, but it could be one way to show politicians the likely consequences of their actions on the National Park System.

Finally, we honor Rick Gale after his untimely passing in March. He was an ANPR founding member, winner of a Harry Yount Award for Lifetime Achievement and our friend. He was the only person to have attended all 31 Ranger Rendezvous. He also started ANPR's first newsletter, which evolved into *Ranger*, and he was ANPR's "fund-raiser extraordinaire." During his term as ANPR's president (1988-94) we achieved our highest levels of membership and professional accomplishment.

I can only imagine the depth and breadth of ANPR accomplishments for NPS employees and the National Park System if we each had the energy, dedication and foresight of Rick Gale.

Goodbye, my friend. When I strike the gavel to call ANPR to order in Gettysburg this December, I'll be thinking of you. 

A. Scot McElveen

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National Parks in the 21st Century



Interior Secretary Ken Salazar



Sen. Mark Udall of Colorado



Rep. Stephanie Herseth Sandlin
of South Dakota

A NEW PERSPECTIVE

Change in Washington — It's a familiar phrase since the elections of 2008 and the swearing-in of administration and congressional officials earlier this year. For nearly 100 years, the National Park Service has witnessed its share of new policymakers and lawmakers, and tended to the business of implementing volumes of their code, regulations and directives.

In national park circles, employees of all grades and titles seldom shy away from sharing their opinions of those in elected or appointed positions that affect our stewardship mission. So what is in store for 2009 and the near future? Will change, whether real or perceived, manifest itself in what administrators say and how legislators view the NPS?

Earlier this spring, several individuals responsible for NPS policy and legislation were contacted by *Ranger* magazine to acquire their thoughts on national parks and selected issues we face. Secretary of the Interior Ken Salazar, Sen. Mark Udall of Colorado, chairman of the Senate Energy and Natural Resources Committee, and Rep. Stephanie Herseth Sandlin of South Dakota, a member of the House Subcommittee on National Parks, Forests and Public Lands, were asked 10 questions by *Ranger*. Those questions and their responses follow. Salazar chose to issue a statement addressing some of the items in the original questions rather than reply to the specific questions.

Editor's note: *Ranger* also had hoped to get comments from a new director of the NPS, but the position hadn't been announced by our publication deadline in mid-June. Perhaps additional comments will be published in a later issue of *Ranger*.

Statement from Interior Secretary Ken Salazar

I grew up in the San Luis Valley in southern Colorado, on lands my family has farmed and ranched for five generations. My family's livelihood depended on the health of our land. Our parents taught us, as their parents taught them, that we have a responsibility to be good stewards of the water, soil and wildlife around us, so that we can preserve the balance that allows us to ranch and farm, generation after generation.

This sense of stewardship is the foundation for my deep appreciation of our public lands, most of which are managed by the Interior Department.

Our nation's parks, refuges, forests, rivers and seashores are national treasures. Those who work for the department have a sacred trust to protect and conserve these treasures as an inheritance for generations yet to come.

This is why, when I was attorney general of Colorado, I helped establish Great Sands Dune National Park and Preserve in my native state. It is why, as a U.S. senator, I passed legislation to designate wilderness in Rocky Mountain National Park, created new national heritage areas, and authored legislation to authorize the Centennial Challenge initiative. And it is why now as Secretary of the Interior I have made the conservation of these our treasured landscapes one of my highest priorities.

Americans have a tradition of investing in our national parks during times of national crisis. During the Civil War, the greatest crisis our nation has ever faced, Abraham Lincoln set aside the land that became one of our iconic national parks — Yosemite.

When our eastern forests were stripped bare and many wildlife populations had been all but

wiped out in much of the country, Theodore Roosevelt responded by creating the National Wildlife Refuge System and greatly expanding the National Park System.

In the 1930s, when the Great Depression and the Dust Bowl weighed heavily on our land, Franklin Roosevelt created the Civil Conservation Corps to undertake thousands of projects on public lands across the country. We now enjoy places like Skyline Drive in Shenandoah and Going-to-the-Sun Road at Glacier because of the work done by millions of Americans in the Great Depression.

Today, we face an economic crisis that is the greatest since those hard years in the 1930s. Once again, we are responding by putting Americans to work on our national parks and other public lands.

Under the president's recovery package, we are undertaking 750 projects at our national parks across the country. We will invest \$750 million in these projects to create jobs, stimulate the economies of local communities and get our country moving again.

From the Statute of Liberty to Yellowstone, from Independence Hall to Death Valley, American workers will revitalize our parks' infrastructure, rehabilitate visitor centers and tackle long-deferred maintenance projects.

Our great asset for the future, of course, is the professionalism and dedication of our park rangers and other National Park Service employees.

President Obama and I are committed to giving these exceptional men and women the tools they need to make our parks even better places to visit.

In May the president released a 2010 budget proposal that includes \$100 million program increase in National Park Service operations

funding and \$25 million in park partnership matching funds to leverage private donations in preparation for the 100th anniversary of the National Park Service in 2016. The matching funds will result in a combined benefit to our national parks of more than \$50 million for signature projects and programs, effectively doubling the federal investment.

We also recognize how much an economic engine our national parks are to local communities. That is why this summer we are offering three weekends when entrance fees will be waived at our parks. We want to provide Americans an inexpensive way to enjoy a great vacation near to home while providing a boost to local economies.

This is an exciting time for the National Park Service and for our rangers. Everyone has an opportunity to be part of something bigger than ourselves – building a brighter future for the world’s greatest system of national parks. I am proud to be Secretary of the Interior as we lay the foundation for this future.



Q: Please give our readers a little background on yourself including how you became interested in our nation’s national parks.

Sen. Mark Udall: I grew up in the West, and my family has many connections with our parks. My grandfather was an outfitter serving Rocky Mountain National Park, so I have a personal familiarity with it given our many trips there. As executive director of Colorado Outward Bound, I have also had many opportunities to explore and enjoy much of our National Park System and to experience their beauty and the physical challenges that they present. I have come to appreciate the specialness of our national parks and the need to see them protected, while allowing varied recreational opportunities for a wide range of visitors — whether through river trips in the Grand Canyon with family and friends; in Canyonlands, where I spent time running Outward Bound courses and on backpacking trips; or Grand Teton, where I skied and climbed several of the park’s famous peaks. As a member of Congress, I was proud to help play a role in creating two of our most recently designated national parks in Colorado, Black Canyon of the Gunnison and Great Sand Dunes.

Rep. Stephanie Herseth Sandlin: I am privileged to have been born and raised in South Dakota, which is home to many natural, national treasures. My family’s farm and ranch sits

near the Sand Lake National Wildlife Refuge in northeastern South Dakota, so as I grew up, I witnessed the important role the federal government plays in conserving our natural resources. With regard to national parks, from the time I was young I visited parks such as Mount Rushmore and the Badlands, and I continue to enjoy spending time with my family in these special locations.

Q: National park areas conserve the finest examples of our nation’s natural and cultural resources. These resources and themes can evoke a variety of feelings within individual visitors; they can move us and quiet us, and affect us emotionally, spiritually, intellectually, and physically. Take a moment to describe one of your “moving” visits to a national park area.

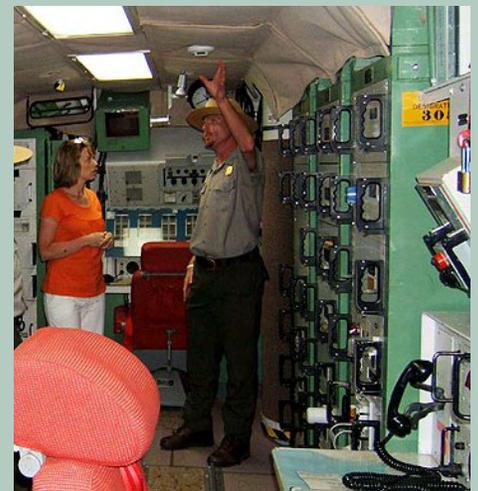
Udall: In 1992, a climbing friend, Tony Lewis, and I took the Cassin route to the top of Denali. It was extremely strenuous. At the summit, at 20,000-plus feet, the temperature was -40 degrees at the warmest part of the day. We realized six days in that we had brought only seven days of food for a 10-day climb. We couldn’t retreat as it wasn’t safe. It turned out the safest option was to make it to the summit and down a more accessible route on the other side. Obviously, we were successful. But that experience taught me a lot about myself and to respect the dangers of the outback, not to mention the need to be prepared to push yourself and adjust to what is in front of you. I look back on the experience as a valuable metaphor for life: sometimes the only way to go on is by taking the hardest route over the mountain.

Herseth Sandlin: During my first bid for Congress, I was holding meetings in Rapid City in western South Dakota, and it was there I learned of the tragic events unfolding on Sept. 11, 2001. Stunned and overwhelmed, I asked my father to take me to Badlands National Park, about an hour east of Rapid City. As he and I drove through the park’s loop reflecting on the horror of the day’s events, I began to fully understand the enormity of the devastation and its consequences for our country and our world. Surrounded by unique natural beauty and fully enveloped in the quiet solitude this beauty provided, my mind had the freedom and space it needed to come to terms with the new reality of a post-9/11 world and what the future would hold.

Q: National park superintendents are mandated to make resource management decisions based on the best available science. At times, however, political pressure counters those decisions and sometimes even threatens the decision-makers in the parks. What is your view toward making cultural and natural resource management in parks less subject to political pressure?

Udall: I respect the role of science in making resource decisions — at parks and on a host of other issues facing our planet. However, we must understand that science does not exist in a vacuum and that our science is influenced by our values and vice versa. In other words, I believe that we should bring science back into park management and also be thoughtful about how these scientific issues affect management decisions and the full range of missions at our parks.

Herseth Sandlin: I respect the difficult decisions that our park superintendents — and, in fact, all public land managers — make on a regular basis. Cultural and natural resource management issues are not always “black and white,” and it is important that the decision-making process, especially the public comment periods, are rigorously respected. Congress should continue to practice its oversight responsibilities to ensure that resource management decision-making processes are robust and structured such that they can take into account all significant factors.



Park rangers provide a Cold War perspective to Rep. Stephanie Herseth Sandlin while visiting one of our country’s newest additions to the National Park System, Minuteman Missile National Historic Site. Military officers were prepared to launch 10 Minuteman II nuclear missiles from this once-classified underground control center.



Sen. Mark Udall, D-Colo., is an avid outdoorsman and climber. *Personal photos of the senator courtesy of his office.*

Q: The establishment of national park areas has been described as “the best idea America ever had.” For several decades media sources and leaders in the NPS community spotlight “parks-in-peril” headlines and studies. What do you consider the most serious perils facing the national parks?

Udall: I am struck by the changes occurring in our parks from climate change — glacier retreat, plant succession and animal migrations, among them. Addressing this requires actions and policies that transcend the parks. But since national parks are so cherished and so important — and so visible — the dramatic changes occurring within them can help educate the public and policymakers on the need to take action on climate change. They are the proverbial “canary in a coal mine.” I also am concerned about funding backlog regarding facility needs, the so-called maintenance backlog.

Herseth Sandlin: As a member of the House Subcommittee on National Parks, Forests and Public Lands, I have the opportunity to learn about successes and challenges from park managers from across the country. I am especially concerned with the mounting deferred maintenance costs and need for additional operations funding. National parks, like all of us, are faced with increasing costs over time, and as a result, parks are faced with increasing operations and maintenance costs.

The maintenance problem is especially acute as facilities age, yet in recent years, the federal budget has not fully kept up with current needs. Ultimately, the lack of realistic budgets can threaten visitors’ experiences.

Q: What will the next generation of national park historians have to say about your tenure in office and the condition of park resources because of your actions?

Udall: I hope they will say that the parks are in better condition — healthy, enjoyed, vibrant, robustly funded — than when I began my public service.

Herseth Sandlin: During my tenure in office, I have sought to be an advocate for national parks in South Dakota and across the country. Specifically, I was proud to support the American Recovery and Reinvestment Act which made important investments in our national parks, including upgrades to infrastructure and facility maintenance. As these improvements are made, parks will be better suited to handle increased capacity and ultimately, preserve the natural beauty of the parks for future generations to enjoy.

Q: In 2016 the National Park Service will celebrate its 100th anniversary. A \$3 billion Centennial Initiative has been launched to prepare our national parks for another century of conservation, preservation and

enjoyment. What is your strategy to advocate for and invigorate the Centennial Initiative?

Udall: Celebrations like this are about re-connecting the public with their parks and recapturing the sentiments that lead to their creation, while looking forward to instill a continued appreciation for them. I hope to work with the National Park Service, the Obama administration and my colleagues in Congress to remind people of this history, the purposes that our national parks serve, and to encourage greater awareness of the needs of our parks so that they can be cherished and nurtured for the future.

Herseth Sandlin: 2016 is an important and exciting milestone. One way that I have supported the Centennial Initiative is by supporting legislation to allow nonprofit organizations to work with parks to leverage funds for preparing parks for the Centennial. I am pleased to see the president’s FY2010 budget request includes \$25 million for these partnerships.

Q: In October 2008 the National Academy for Public Administration provided an independent evaluation of NPS Cultural Resources programs, summarizing that “... evidence clearly indicates that cultural resources, including resources of national significance are at risk throughout the

National Park System.” How can NPS leaders successfully implement the recommendations of the report and improve stewardship of park cultural resources?

Udall: The Park Service needs the tools and resources — the funds, the authority and the policies — available and in place so that it can perform the missions that we have asked it to, including preserving our nation’s rich cultural past.

Herseth Sandlin: It’s important that we recognize the value and the fragility of cultural resources. I believe the October 2008 report notes that while we have many tools to monitor and manage cultural resources, there is still room for improvement when it comes to utilizing the information that’s gathered and implementing solutions. In particular, Congress should consider how to provide park superintendents with the flexibility they need to address the specific challenges facing their unit. A one-size-fits-all approach toward cultural resources management, or park management more generally, is unlikely to solve many problems. That being said, I understand that one report recommendation is to undertake a “servicewide effort to develop a comprehensive proposal” that documents the stewardship needs and provides the needed justification for additional funding and staffing based on identified priorities. This deep assessment seems like an important step toward protecting cultural resources throughout the NPS system.

Q: For 31 years, the Association of National Park Rangers has been an organization to communicate for, about and with National Park Service employees; to promote and



Badlands in South Dakota, NPS photo

enhance its professions, spirit and mission; to support management and the National Park System; and to provide a forum for social enrichment. Do you have any words of wisdom for the Association of National Park Rangers?

Udall: Please stay engaged and involved. We need you!

Herseth Sandlin: I want to thank the National Park Service employees for their commitment to preserving and enhancing our national natural and cultural history. Our National Park Service is a truly American institution, and your work is continuing our tradition of conserving and celebrating the essential elements of our nation.

Q: National Park Service employees have a favorable public reputation as dedicated and professional federal workers with passion for their stewardship mission. Within NPS

circles, “competitive sourcing” is viewed as an assault on the integrity and morale of the NPS workforce. How deep do you see efforts to contract out job and functions affecting careers within the NPS?

Udall: The public has come to expect a certain look and feel at the facilities available at our parks. I think that is better accomplished by the employees within the Park Service itself. While I do not categorically oppose competitive outsourcing, I believe that we should consider any such policy carefully and that there must be a strong and compelling case that any outsourcing proposal will result in benefits to the parks, the public and the taxpayers.

Herseth Sandlin: It is important to appropriately recognize and reward the passion and dedication of our National Park Service employees and the critical role they play in the upkeep and protection of our national parks. Without compromising the pristine condition of our national treasures, we must fully consider all viable options while also ensuring that our national parks are available for all to enjoy for generations to come.

Ranger: Please feel free to add any closing remarks.

Udall: I am proud to be in a position to work for our national parks — their managers and volunteers, their wildlife and resources, and their place in our national heritage. My family has a strong tradition of public lands stewardship, and I hope to carry on that tradition in my public service role. 🏠



◀ **Great Sand Dunes in Colorado, NPS photo**

Remembering Rick Gale

Ranger, Leader, Friend

Founding ANPR member and legendary career ranger Rick Gale died of a heart attack on Friday, March 27, 2009, at his home in Boise, Idaho. This unexpected departure of a man who had such a singular impact on the National Park Service, its mission and employees, and this association sent a shock through the system that is still reverberating months later.

The obituaries and tributes have been written and posted, and most of you have read them or, more likely, know of his accomplishments first hand. They will not be repeated here, other than to summarize briefly those aspects that applied to this association.

Rick helped found ANPR in 1977 and served as its president for six years, from 1988 to 1994. He was the only person in ANPR to have attended every Rendezvous, and reputedly had never missed a day of any of them. His fundraising efforts — whether through raffle ticket sales, Rendezvous fines, personal donations or other means — went far toward keeping this organization solvent and helping it attain its goals.

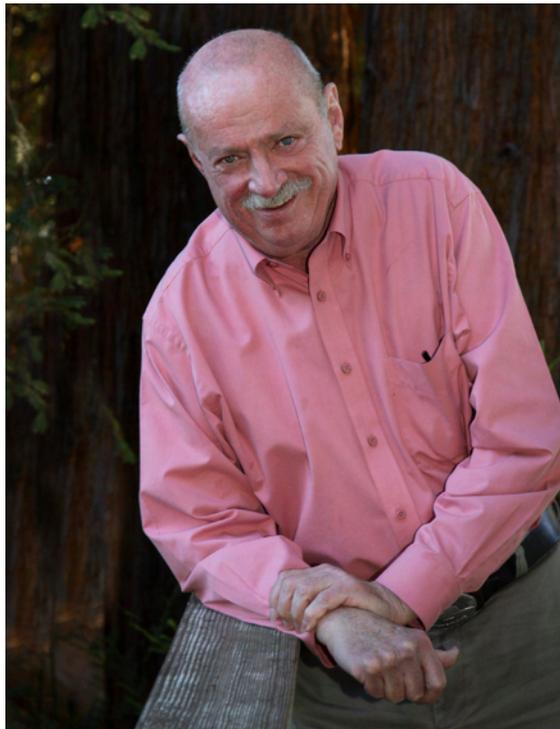
His efforts to promote membership were unceasing, particularly in recruiting members from the ranks of new, younger employees. He mentored and supported many of us in both our careers and in our efforts to move ANPR forward. And he worked hard to promote our shared vision of an organization serving the employees of the NPS and fostering its mission. There was no one like him.

Shortly after his death, a call went out to all ANPR members to send stories for inclusion in *Ranger*. The following were received and are posted in alphabetical order. Although they provide a wonderful and comprehensive remembrance of this remarkable man, they are in no way definitive. There's always another story to tell, another dimension to his life to reveal. At the end of this article you'll find a link to a web page with dozens more stories.

— Bill Halainen

From Rob Arnberger

I have lost one of my best friends. Rick Gale was not only my friend, but at times he filled the role of a big brother who conspired with



Portrait of Rick Gale on his 70th birthday in November 2007, courtesy of his niece, Alicia Berardi.

me, who laughed at my foibles and taught me to laugh at myself, who advised and counseled me, and who worked shoulder to shoulder with me.

Rick's accomplishments as a National Park Service professional are an open book, and I shall not waste time in reiterating them. Rick lived his life in plain sight. He was what he was. He was not complex and he saw life's decisions as rather forthright. Even the tough decisions were logically engaged, reduced and arranged in such a way to make them easier. His personal life and professional life merged into a single volume of a narrative that was full, vibrant, energized and filled with the joy of living and working and playing and being . . . Rick Gale.

Collectively, we share memories of the "little things" about Rick. His precise note-taking in pencil on 3 by 5 index cards; his outrageous laugh, which sounded like something between a lion's roar and a donkey's bray; his short attention span with dithering presentations; his organizational skills that, at times, could get anal in their attention to detail; his neckties and dress shirts worn faithfully with his

blue Levis, which told the real story of who he was; his dislike for ceremonies, presentations or retirements that got too maudlin or self important, creating the famous Gale "eye-roll" into the recesses of his face, eventually leading to a groaning, guttural growl, when he sometimes stalked out of the ceremony for a bit of fresh air; the gruffness and growling directness that intimidated most who met him until they came to understand the good heart behind the growl; the constant push to make a decision, to take an action; and that spare, bowlegged, limping gait coupled with a face that sometimes was clean shaven, had a mustache or even a beard . . . but was always well lived in, which spawned a generation of park ranger wood carvings that I carved, some of which sit upon some of your bookshelves and desks to this day. All of us can add to this list reflecting our own personal memory list of Richard T. Gale.

Our relationship started in earnest around 1980. The relationship was strong from the first handshake. The friendship grew over time and prospered and never diminished. We learned to work and play with one another while he was chief ranger at Santa Monica Mountains, and I held a similar position just up the road at Channel Islands. We shared many of the same views of how to professionally manage an operation and found that our frequent frustrations were over the same issues. We found a common interest in the early organizational days of the Association of National Park Rangers when that organization was at its best. Our individual careers and lives moved according to each of our own personal rhythms, which sometimes intersected one another as lives and careers in the NPS are wont to do. At each intersection, the bond was reinforced and renewed anew.

Of course, we shared and created stories with one another. You are not much of a ranger without a catalog of stories, and a whole lot of my stories have Rick in them or witness to them. As time goes by, the stories dim somewhat and I have lost track, in some cases, what the "real" truth to the story was and what was the exaggeration. Some of those stories are still remembered by our generation

and fondly ruminated on by those who might “remember” the time. Of course, others have their stories to share and so it goes on and on in sharing the collective memory of a generation who hung with one another and continue to celebrate with one another.

In other cases, the stories were only ours. They stayed between us as something personally shared and spoken of only during quiet times. Sometimes they brought a chuckle, sometimes a sad headshake, sometimes just quiet memories. Now those stories reside only with me where they will stay and end.

When Rick retired, I was forced into backpedaling on a promise I had made to him that he could count on me to attend his retirement party. I always had a guilty feeling about not going to his party. This feeling was exacerbated when a year after he retired he flew all the way to Alaska for my own retirement gathering. Now, I have lost one of my best friends. Attending his service in Boise in memory of my friend was my final promise to him fulfilled. He made my life better in knowing him. Perhaps, that is the most important legacy any of us can leave as we end our passage through this life. This I celebrate the most because it is a lasting gift from my friend Rick Gale. 

From Marcia Blaszak

Rick was my friend, mentor and advocate. I first met Rick in 1976. My Albright class made an overnight stop at the North Rim prior to taking a cross-canyon hike. He had a force of character that matched all the earlier descriptions I'd heard from folks who knew him.

Although Rick and I never worked in the same park or office, he seemed to be watching out for my career; he helped influence my decisions on what jobs to apply for, and I know he took an active interest in making sure I was given a fair shot by the selecting officials. Even though I was an “admin weenie,” Rick made sure I was involved in fire and emergency response. The administrative payment teams were a program he and Norm Clark advocated for in the early 1980s and it was a great way to participate.

When the NPS Type I all-risk team was begun in the early 1990s, he invited me to apply to be the finance section chief. I worked hard on my application, as I knew I would have to prove my worthiness to work with such an experienced team. I was thrilled to be picked, and what was accomplished under Rick's leadership was some of the best and hardest work of my career. We were able to deliver what had been planned for the commemoration of the 50th anniversary of the attack on Pearl Harbor

Rick Gale's Lists

Rick Gale, as many of us know, was a bit obsessive about order and an inveterate list keeper — whether it was “to do” lists on 3 by 5 cards, action items on a long-range plan, or records of past activities and accomplishments.

Below are a few gems that his daughters, Cindy and Sarah, found on folded slips of paper in the back of one of his notebooks. Even if you knew Rick well, you're going to find some of these numbers to be eye openers. Most cover the period from 1958 to 2008, except for the book list, which also includes the 54 books he'd read so far this year:

Books read: 3,559
Athletic contests attended: 737
Movies seen: 173
Concerts attended: 23
Lectures attended (the last in 1967): 81
Plays attended: 108

The last entry is in some ways most intriguing. How many of us knew that Rick was an avid fan of Shakespeare? He'd seen eight out of the 10 tragedies, two out of four tragicomedies, three out of 10 histories, and all 13 comedies, including “Comedy of Errors” three times. He'd also seen some of the other plays twice.

The search continues for other known lists, including all the deserts he'd visited and the airlines he'd flown on. We hope to have those for you at the Rendezvous in Gettysburg in December.

at the USS Arizona Memorial in 1991. We responded to our own in the aftermath of Hurricane Andrew in 1992. We were also tapped to develop an implementation strategy for the 1994 NPS reorganization plan. Probably our most significant team accomplishment was in training and mentoring others in the use of the incident command system.

We also had fun. When Rick was invited to attend a party hosted by the admiral during the Pearl Harbor event, I got to take him shopping for an appropriate *aloha* shirt. We also shopped for wine glasses and cloth napkins to put with the picnic lunch we provided for the Secretary of the Interior. Everyone else on the incident was getting sandwiches from Subway, every day! Many of us couldn't eat at Subway for years.

I remember one conversation with Rick early in our Hurricane Andrew assignment when I advised him that while I knew in my gut what we were doing was the right thing to do, I wasn't sure we had the legal authorities nailed down. We discussed the notion that we might get to have adjoining cells in Leavenworth, but that it was worth the risk. Fortunately, a couple of weeks into the incident, Dick Martin's research into legal authorities paid off. Rick expected us to manage our own areas of expertise and we all tried to measure up to his trust in our abilities. Yes, we were told during the review that “we'd been given unlimited authority and we exceeded it.”

Rick was exceptionally proud of his three daughters, not only in what they accomplished, but in who they were as individuals. His respect for women in the workplace went beyond words. He was an early promoter of women in both the ranger and fire management fields. I can't think of another individual in the National Park Service who had such positive influence on the careers of so many.

He made it a point in retirement to attend as many retirement gatherings as he could. I feel fortunate and honored he made it to Alaska for mine. All of us who had the good fortune to count Rick as a friend are better for having had him in our lives. 

From Butch Farabee

Like most of you, I have a great many memories of Rick. The most recent range from watching him bowleggedly stride toward with me with that shit-eating grin on his face and his welcoming, outstretched hand, to sitting at the back of the room of at least two dozen Rendezvous, sharing catty comments about the world and/or the speaker du jour.

But my earliest and perhaps even my favorite memory of Rick (and the one that set the tone for understanding the man/ranger for the next four decades) was at Lake Mead in 1969. He was a seasoned GS-9 subdistrict ranger at Katherine's Landing and I was a newbie GS-5 at Echo Bay, 75 miles apart. A super-busy July 4th weekend came and went, and, as we did every morning at 0900, each ranger station was dutifully reporting the significant events of the previous day by parkwide radio — the morning roundup of car clouts, drunk arrests, injuries, MVAs and boat rescues.

Each of us silently wished to outdo the other with his (there were no hers at the time) brief but hopefully gory account of mishap and mayhem. We were outgunned (so to speak) and never had a chance with Rick. Even then he was direct and creative; always a dynamo



and a force to reckon with. It came Katherine's Landing's turn and the other eight stations respectfully listened. I learned that morning that great things were in store for both he and the NPS when I heard him gleefully bellow: "All I can say is . . . it was rape, pillage and plunder!"

I'll deeply miss you, Rick. 🏔️

From Maureen Finnerty

I first met Rick on the North Rim of the Grand Canyon nearly 30 years ago. I was new in the regulations job in WASO, floundering around figuring out what I needed to work on. He was complaining about the status of the NPS general regulations and how much they needed to be fixed. He then said to me, "Why don't we just fix them?" So fix them we did, and he became a valuable member of the task force that I put together. It took us nearly three years, and we got them through a difficult assistant secretary, Ray Arnett, pretty much intact. They have stood the test of time, still in place and working well.

During the six years that I served as associate director for operations in WASO (1994-2000), Rick was the chief of fire and aviation,



working for me. He always complained that he had to deal with me in 20-second sound bites because that was all the time he could get on my schedule. But nobody managed better than Rick. He could quickly get to the point, lay out his arguments, and was more successful than not in getting the decision he wanted.

During my operations stint, we had annual staff retreats. Rick was adamant that we call them "advances," assuming that was what we wanted to do. So, advances they were. I could always tell how well or poorly the meetings were going by watching Rick. He was a bellwether; his patience quota went from low to nonexistent if he felt the sessions weren't being productive. I can't tell you how many times he got us back on track. Rick was always working to make the team a success. He frequently latched onto the weakest link, trying to make him or her stronger so the team could be more effective.

On the fire and aviation front, he had no peer. His biggest contribution there was in the area of interagency collaboration. He wanted everyone at the table so that we could deal coherently and successfully with all the major



challenges and issues. He communicated that concept continually and effectively.

Rick was there for everyone. He was a superb mentor, believing very strongly that he had that major responsibility to the National Park Service. It didn't matter to him where someone was placed in the organization — at the top or the bottom — he would mentor them, give them feedback and try to make them a more effective team member. Rick was truly larger than life. It was amazing to me how many people he touched from the bottom to the top of the organization.

If Rick was your friend, he was your friend for life. He was there for me always and often. I was proud to be in his close circle of friends, and I'll miss his company, conversation, intellect, counsel and support. He was one of a kind. 🏔️

From Bill Halainen

The many tributes and memorials to Rick often make mention of his belief in empowerment — that is, finding someone with an interest and ability and passion for a particular task or mission, then empowering her or him to go forth and get the job done. Sometimes that meant to "empower" you even if you weren't ready. It was always fun watching someone raise a hand with a suggestion at a Rendezvous board or general meeting, knowing that in all probability Rick would say something like: "Congratulations, you're in charge."

That happened to me, too, and it changed my professional life. In 1982, I was at a small Eastern park, stuck as a GS-5 in the infamous technician series, unable to get out due to the intense competition for both ranger and tech positions throughout the NPS and looking for a way to both move ahead and contribute to the agency. I was also a new ANPR member and receiving the association's small newsprint newsletter. Since I had a background in journalism and had been a college magazine editor, I sent a note to Rick, who was then chief ranger at Santa Monica Mountains, offering to help him with the publication.

A week or two later, someone from HQ called me on the radio while out on patrol, saying that



Rick Gale receives the first Harry Yount Award for Lifetime Achievement in ceremonies at the White House with President Clinton, Interior Secretary Bruce Babbitt (left) and Arthur O. Sulzberger Jr., publisher of the New York Times.

a call had come in for me from some guy in California. I drove back to HQ, found it was Rick and called him back. After telling him my name, he said, "Congratulations, Mr. Editor." It was a first introduction to Rick's penchant for delegation, for empowering people with ideas or a willingness to work for "the cause."

Rick didn't just delegate, though. As noted above, if he was your advocate and sponsor, he was actively behind you. From there on, Rick was a solid and continuous supporter of *Ranger* magazine, which evolved from that original newsletter. Editing that publication opened doors to a career I had only dreamed about until that time.

We knew each other for 27 years and worked closely together on all sorts of projects, particularly when he was president. I was in Ranger Activities in WASO and he was at NIFC, and we'd work together on letters, talking points, strategic plans, testimony and more. It could be a pretty interesting drill at times. I recall on more than one occasion working with Rick on a letter to the director. When the director received it, he'd delegate it down to the most appropriate office for response, Ranger Activities, then I'd get the letter to draft a reply. So I'd call Rick up and ask him what he wanted to say to himself. Somehow, the replies always included rousing endorsements of the recommended action.

Washington brought out a dimension and abilities in Rick that you wouldn't suspect from the blunt, gruff and bull-headed exterior he most often displayed. Two examples come to mind.

The first was his testimony on behalf of ANPR before Congress, particularly the "endangered ranger" hearings in the House and housing hearings in the Senate. Rick took the halls of the Capitol in the same bowlegged stride as everything else. You could see him winning over the largely Western congressmen who sat on our oversight committees just with

his appearance and stride; they knew right off he was "one of them." He would make his usual forceful, pointed arguments, but with tact and deference — truly masterful presentations.

The second was his equal aplomb when hanging out with the First Family at the White House. When Rick got the first-ever career Harry Yount award from President Clinton, a few of us got to go to the ceremony. It was most impressive, not the least because of the caliber of guests sitting in the folding chairs. (Jimmy Lee and I were wondering who the woman was next to us, as it was early in that administration and we yet didn't know all the players, until a guy behind us said that he believed she was the attorney general.) Rick stood with President Clinton, Mrs. Clinton and Secretary Babbitt, among other VIPs, and took it all in perfect stride. Watching him, you could see that he was honored but certainly not overwhelmed by the proceedings. We were half expecting him to tell the president a joke, then slap him on the back while offering one of his great guffaws. Rick could work in any environment. It was the goal that mattered.

We all mourned for Rick, and in many ways still do, but anyone who was schooled by and/or associated with him for any length of time knows that he wouldn't tolerate that for long. I've got the photo from his memorial service program (see page 6) on my bulletin board in front of me. Every time I tend to get sentimental, his image provides an immediate reminder that there's work to be done and it's time to get to it. That's his legacy to us all — or at least one of them. 🏠

From Jimmy Lee

Working with Rick in WASO was a rewarding experience. His management style and work ethics were professional and worthy of emulation. Rick was a coach and a teacher who knew how to get the



Rick Gale joins General Taylor, center, and Ken Dittmer, left, for an award to the Yellowstone Joint Task Force.

maximum performance from the people he worked with. He was the good "coach" who everybody wanted to play for and that is how he affected my life.

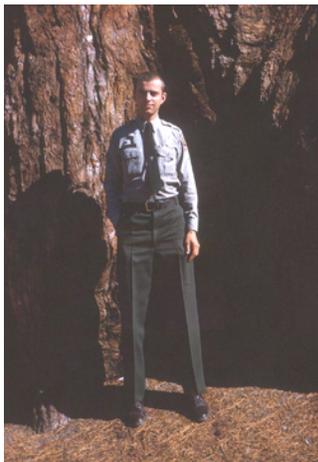
The NPS has lost a great warrior who touched many lives, and he will certainly be missed. May he rest in peace. 🏠

From Einar Olsen

In addition to his outstanding leadership in developing the wildfire and emergency services programs in the NPS, Rick was instrumental in developing the Association of National Park Rangers and the International Ranger Federation. This was possible in part due to his great skills in raising funds through the art of assessing and collecting fines (also known as a shakedown) from members of these organizations for sniveling, defined in Webster's as "complaining tearfully."

How did Rick become both judge and collector of fines? It seems like there is a separation of powers issue here. No one ever dared challenge him on this front for fear of being assessed further fines. Best to keep one's mouth shut. One quickly learned not to snivel within earshot of Rick or anyone who would share it with Rick for fear of being fined. Probably best to just travel with extra dollars for fines to be safe. ANPR would have been bankrupt long ago if not for Rick's "revenue enhancement strategy."

As I once found out, one could also be fined for foolish and downright dumb acts. I learned this the hard way by traveling to Zakopane, Poland, for the first congress of the IRF many years ago. Poland was converting to a new currency but it was still called zloty. I guess it was the jet lag, but I confused the currency and tipped the taxi driver the equivalent of \$20 by mistake. The driver did not bat an eye. That was not my worst mistake. I happened



to mention this within earshot of Rick. Next thing I knew I was assessed a \$10 fine in front of the congress for just being dumb. I said, "But Rick . . ." He quickly responded, "Make that \$20. And U.S. dollars only. No zloties!"

Rick never broke a smile but I knew he was a good man just being creative. Rick must have scared these rangers from the far corners of the world, wondering who this big American guy was. That was the last time I ever mentioned any shortcoming around Rick.

In all seriousness, have we ever had one ranger contribute so much to the NPS? His contributions probably exceeded those of all but a few directors. Rick made the most of his life and left us with so much. 🏠

From Bill Pierce

I was on his incident management team for the 50th commemoration of Pearl Harbor. The scene that sticks with me is when we sat down with the conductor and staff of the Honolulu Symphony and were told that a famous mezzo-soprano would sing a new classical piece for the event. Rick and I were across the table from them in their office in Honolulu, and we were discussing the upcoming event where this piece would be played for the first time. We were definitely out of our element and did not have a clue about the singer, the writer or the piece of music.

After some discussion, the conductor looked at us in disbelief, but Rick looked them right in the eye and asked, "Does she know Willy Nelson?" That changed the whole meeting and we went on to work well together from then on. At the end of 10 days of events, the team slipped a tape of the "Orange Blossom Special" into the sound system and we rocked both Rick and the neighborhood.

Rick's management of all the events for that commemoration was amazing. Even though we were out of our element, Rick focused on the key objectives immediately, and we followed his lead in providing the survivors of Pearl Harbor and their families with personal attention while juggling more than 20 events over 10 days. We had over 1,500 credentialed media 24 hours a day and the Navy to deal with, as all the property we were on was theirs. We built a stage and seating for 5,000 in the parking lot on Ford Island.

Rick was amazing in his ability to work with the many layers of the Navy, but not without one of his usual wry observations: "I now know how the Japanese were able to sneak up and bomb Pearl Harbor . . ."

In 1992, Rick's team went to Florida to deal with the aftermath of Hurricane Andrew,

arriving just 48 hours after it cut across the Everglades. We had no phones, power, water, sewer or food, and we were trying to locate more than 100 NPS families. I remember one afternoon in the rain when Rick was trying to communicate by satellite phone with FEMA. He was standing outside under a tarp trying to keep the equipment dry and not being successful explaining the situation with FEMA. The satellite phone kept cutting out and finally Rick uttered his immortal words, "You are coming in weak and stupid," and cut FEMA off.

Under Rick's leadership, we focused on finding, feeding, sheltering and taking care of all the NPS families in the area, and we were able to provide for all of them in a matter of days. We had agencies like the FBI, Fish and Wildlife Service and ATF (Bureau of Alcohol, Tobacco, Firearms and Explosives) coming to us, asking for help in locating their people, when they saw what we were able to do in such a short time.

Rick was the consummate leader and all-risk incident manager. His yellow sticky "computer" was better than any of the high-tech tools we had, and he was always prepared, on time and aware of the status of the incident and people. I later saw him go toe to toe with Deputy Secretary Steven Griles in the Interior Building during one of the big fire seasons and back him down with his knowledge and his confidence.

His abilities were never more apparent or needed than at the Yellowstone fires of 1988. He was one of the two area commanders for all the fires in the region for most of that summer, and he saved a number of lives and protected the resources of the park and the surrounding forests through his leadership, knowledge and the respect everyone had for him.

Rick was tireless in his pursuit of excellence in the NPS, NIFC, all-risk ICS and all the other areas of rangers and incident management. I owe him a great deal for what he taught me and for the vision he communicated that challenged me to follow his footsteps as best I could. He truly was one of a kind, and we said many times that he could not be replaced. He would not want us to, but rather he would expect us to move forward, set our objectives together, develop our strategies and implement the tactics to accomplish them safely and on time. He expected excellence from all members of his team and an operational plan developed by everyone on the team that anticipated each other's needs.

Rick said that a good incident commander was a "heat shield" for his team, protecting them from the heat of all that was going on

around us. He is now expecting us to carry on his tradition and take care of each other as we assume those leadership responsibilities. 🏠

From Lee Shackleton

The National District Attorneys Association held its Fourth National Institute on Narcotics and Dangerous Drugs in San Francisco during the week of Feb. 13–17, 1972. I was signed up to attend by Yosemite's chief ranger, Jack Morehead, to better meet the increase in substance abuse within the park.

I had been the chief law enforcement officer less than three months and did not expect to know anyone in the San Francisco class. Imagine my delight when my old firefighting pal, Rick Gale, arrived. There were a couple of other rangers attending, but the balance of the class was a mix of district attorneys and narcotics officers from both federal and non-federal agencies.

It was an intense curriculum, and by the end of the second day we were ready to unwind. Rick announced to our NPS foursome that he knew of a great bar, one block long, between Market and Mission streets. He bragged it up as the only bar with two entrances, a block apart. I told Rick, "I'm in!" The other two rangers went thumbs up.

Once inside, I observed that the bar was truly a block in length with too many barstools to count, multiple bartenders, and across from the bar, a row of red leatherette booths lining the opposite wall. We seated our dehydrated bodies in a booth and ordered a round of cocktails. We began to trade the usual lies, a typical ranger activity in which long-lost Smokey Bears often engage. A waiter arrived with our drinks.

Within a few minutes, a small man in his mid-40s, sporting a suit and tie, approached our table with a clipboard in hand. The clip held down a sheaf of forms. The conversation went something like this:

Stranger: "Would you gentlemen sign my petition to legalize marijuana?"

Rick: "You want us to legalize the killer weed?"

Stranger: "Oh, it's not dangerous. I use it all the time and look at me. I'm a successful businessman and it does me no harm."

Lee: "Sounds like a felony is involved here. I won't sign the petition."

Stranger: "It's not a felony to smoke pot."
Rick: "No, but the guy who sells it to you commits a felony."

Stranger: "Oh, no. I don't buy it. I grow my own."



Rick with his three daughters, (left to right), Sarah Fisher, Cindy O'Neill and Beth Spencer, at his 70th birthday celebration in late 2007; photo courtesy of his niece, Alicia Berardi.

Lee: "But cultivation of marijuana is a felony."

Stranger: "I don't sell it. I just grow enough for my own use."

Lee: "Where do you grow it?"

Stranger – "In my apartment. I grow it on a little balcony there. Now will you sign?"

Lee: "I never sign a petition unless the person presenting it has also signed."

Stranger: "Oh, but I have. See here on page one, that's me right there and that's my signature."

Lee: "And that's the address of your apartment, next to your signature?"

Stranger: "Yes. That's my place, just a couple of blocks from here. How about it guys. Won't you please sign my petition?"

Lee: "No. I still refuse to sign it."

Stranger: "But why not? Look at all the other signatures. Why can't you fellows sign the form?"

Rick: "Because we are all four narcotics officers, and as soon as we finish our drinks, we are going over to your apartment and..."

Before Rick could add any more, our little man grabbed the clipboard and raced out of the bar like a scalded ape. Rick speculated that, besides having no authority in San Francisco, the evidence would be destroyed by the time we got there. Ranger Gale therefore ordered another round of drinks, and we all settled back for a good laugh and with a feeling of "mission accomplished." 🏠

From Rick Smith

I knew there was trouble as soon as I saw him walking up Park Circle toward my house at the Grand Canyon carrying a brown paper bag. There were always two six packs in that bag, and I knew we were in for another session of "what's wrong with the NPS." I would get on

the phone and call Jim Brady and simply say, "He's on his way." For the next three hours, the three of us, Jim, Rick and I, would solve all the problems of the NPS. They were fascinating discussions, marred only by the impossibility of implementing even one of our solutions. It sure was fun, though.

In retrospect, a lot of our suggestions did get implemented, as Jim and Rick ascended their career ladders and occupied positions of considerable authority and responsibility. Rick's role in

fire management and ranger development is without parallel. What he contributed to the ranger profession during his terms as president of ANPR is significant. We used to joke that he was doing so well that we should make him "president for life." He was famous for his line, "Who is going to do the work of the association?" Somehow, he always found someone to whom to delegate the work.

Unlike many other leaders, however, he was also willing to grant authority to get things done to those to whom he had delegated responsibility. It was one of his strongest attributes as a leader. No organization or work group that he supervised or led could ever be characterized as static or stagnant. He got things done.

That was one of our reasons for selecting Rick to participate in the first Alaska task force. Not only was he a superb protection ranger with high level law enforcement skills and one who was unlikely to be intimidated by those opposed to the new national monuments in Alaska, he was also a person on whom we could count to initiate contacts with local opponents and explain the reasons for the monuments in clear, precise language. We needed doers in Alaska and we got one in spades with Rick.

During the rest of our careers and after, I had brief professional contacts with Rick. I did some contract work for the NPS when he was stationed in the Washington office. His employees always spoke highly of him and he was always available for advice and counsel. When I was part of a team that analyzed the effectiveness of the ranger operations office in WASO, he provided valuable information and insight to the team.

Of course, I saw him every year at the Rendezvous, except for the three I missed. He attended every one of them. He was a tireless promoter of the ranger profession and

a staunch supporter of ANPR. That's why he was the first recipient of the lifetime Harry Yount Award. He and I shared many of the joys and frustrations related to our involvement in international ranger activities through the International Ranger Federation.

When I became an associate in the consulting firm, Organizational Quality Associates, of which he was a founding member and the president, I was once again impressed by his drive and energy. Much of our firm's involvement in incident command and emergency response training can be traced to his experience in those areas. He was also able to recruit other associates with similar experience to our company. I was humbled to be elected president after he decided that he wished to step down from that office.

It is probably too soon to say with certainty what the extent of his contributions to the National Park Service, to the ranger profession, and to men and women involved in fire and incident command really are. They are enormous. We will miss him. 🏠

From Bill Wade

I first met Rick in 1967 or 1968 when we both attended a search-and-rescue seminar somewhere in Washington state. We didn't really become close friends (some would say schemers) until we both worked at the Grand Canyon — I was a staff training specialist at the Albright Training Center and Rick was the "God of the North" (unit manager for the North Rim) — for several years in the early 1970s. It helped that we were both park brats, but, beyond that, our values coincided and we lived about three doors apart on Park Circle, providing ample opportunities to scheme. We also were close partners for a number of years in the management of ANPR. Even after retirement, we often conferred about how the Coalition of National Park Service Retirees could be an effective influence on the values and mission of the National Park System.

Personally, I remember and will always remember three things about Rick: his "clear text," his demonstrated care, concern and support for his people and the National Park Service, and his leadership.

Clear Text: Long before it became a principle of the incident management system, Rick was known (and admired) for using what's called "clear text" in ICS terminology — that is, plain language. Like The Duke (John Wayne) in his movies, Rick's directions and orders were brief and clear.

In his movies, The Duke could be heard to say something like, "Saddle up!" His follow-

If you wanted the most competent leader, especially in an emergency situation in the NPS, you got Rick Gale.

— Bill Wade

ers didn't stand around asking why or which saddle goes on which horse; they saddled up. Then The Duke might say, "Let's ride!" And his people would ride, no questioning about where, or maybe we ought to rest first.

And The Duke always had a plan and a backup plan. In *True Grit*, riding all day long across country, guiding a couple other people to their destination, The Duke was constantly sipping from his whiskey flask. Toward the end of the day (and the end of his flask) his horse shied from something in the trail, causing The Duke to fall off. Instead of offering excuses, or blaming the horse or whatever scared him, The Duke transcended all that, stating unequivocally: "We'll camp here!" So it was with Rick. He always had a plan and never minced words.

At the end of the first day of an orientation session to GPRA (the Government Performance and Results Act) held in Denver in the mid-'90s, the facilitator, following good practice, asked for critique and feedback on the session. After several had commented, she called on Rick for his comments. His response was: "I think this was the worst day I have spent in my NPS career, and if anyone ever wondered why God invented Jack Daniels and 'after hours,' it was for days like this!"

Care, Concern and Support: In my judgment, Rick never got enough credit for his support and actions taken relative to diversifying his work units and encouraging others to do the same. His efforts to advance the careers of women are especially noteworthy.

Leadership: Rick was an extremely effective, albeit atypical leader. I always compared him to Hawkeye Pierce, Alan Alda's character in the TV show MASH. Like Hawkeye, Rick could be different, brash, gruff, impatient, sometimes rude, sometimes bizarre, irreverent and outrageous. But he could get away with all this because he was competent.

If you wanted the most competent battlefield surgeon in Korea, you got Hawkeye. If you wanted the most competent leader, especially in an emergency situation in the NPS, you got Rick Gale.

Rick's leadership was recognized at all levels. It was revered by his followers. It was counted on by those above him in the organization.

It is hard for me to imagine a better friend, a brother really, than Rick was to me. 🐾

From Phil Young

I heard the news today, oh boy. Like many of you, my head has been filled with reflection ever since. I owe Rick so much gratitude (many of us do). He was a supporter and developer of rangers. He helped get more from some of us who might not have the time and talent otherwise.

My first visual memory of Rick was at the Ranger Rendezvous in Fontana in the Great Smokies in 1982, a voluminous roll of raffle tickets for sale at the ready. In late 1984, I had the opportunity (privilege, really) of going to work for Rick at Santa Monica Mountains. On the first day, he had me shown around the park by his future son-in-law, Cliff Spencer. My education/outreach skills were strong, but my protection skills (EMS, fire, LE, SAR), though present, were not. Rick made working there a valuable training-in-progress assignment for so many rangers. Though several have retired, the National Park Service still benefits today from those who worked with Rick there.

Precious memories of Rick include seeing him walk, bowlegged, through the door at Diamond X Ranch/Ranger Station, briefcase in hand, and thinking to myself, good thing we have a mounted program here; watching him as the incident commander at my first Renaissance Pleasure Faire (where we relieved so many "knee-walkers" of their keys and liberty); hearing him pronounce that the NPS needed to do whatever it needed to do to avoid a consent decree like the Forest Service Region 5 had received, then setting about to make sure he helped NPS to attain a reverse ranger workforce; experiencing his serious side when I reset his patrol wagon's clock to Zulu time; and a certain midnight call from Rick that was motivational in nature and encouraged me for years to come to be *all* that I could be.

Other memories: working with his national Type 1 incident management team for my safety officer trainee assignment in 1987, and, shortly thereafter, being with a California South Zone Type 2 IMT on the Klamath; hearing a phone call he made to the FBI in Los Angeles regarding the fugitive of the month that they were featuring in their recent bulletin (someone they'd been seeking for decades) and Rick started by saying, "I'm not sure if this is the guy you're looking for, but..." (turned out it was); observing his skill in working with managers from local law enforcement and fire agencies and calling it like he saw it by saying, "It's clear that no one here will be in the running for the

Stephen T. Mather Award."

During an annual performance evaluation, Rick told me that no matter what else I did in my career I should always be proud of having bridged the gap between NPS and L.A. County Fire (hey, it was my job, and my job was working for Richard T. Gale).

Yes, like so many of you, I owe a lot to Rick. From Santa Monica Mountains, I moved on/up to other roles and responsibilities. I know I wouldn't have been tapped for the safety officer role in the S-520 advanced incident management cadre had it not been for him; while there, I continued to learn with each assignment. I know with certainty that without Rick Gale I would not have been the person I became. *Thank you*, Rick, for everything. 🐾

* * *

More "Rick" stories and some great images can be found at the Sympathy Tree website created for Rick. Visit www.sympathytree.com/rickgale1937/tributes. There were about 60 stories posted at last count.

Rick is survived by his sister, Anne Berardi, and husband, Pete Prince, of Goodyears Bar, California; his sister, Judy Gale, and partner, Gale Jensen, of Omaha, Nebraska; his daughter, Beth Spencer, her husband, Cliff, and their daughter, Lily, of Show Low, Arizona; his daughter, Cindy O'Neill, of Jackson, Wyoming, and her sons, senior airman Matthew Wadsworth, stationed at RAF Lakenheath in the United Kingdom, and Cameron O'Neill, of Port Angeles, Washington; his daughter, Sarah Fisher, her husband, Chad, and their sons, Beckett and Asa Reed (born May 28, 2009), of Boise, Idaho; and his companion, Sherry Clark, of Napa, California. 🐾

IN MEMORIAM

Rick was a strong and unwavering supporter of ANPR from its creation through to his last days. The family has accordingly asked that contributions be made to ANPR in his name.

Donations can be made online by credit card via ANPR's secure server at <https://www.anpr.org/donate2.htm>. If your preference is to donate by personal check or money order, please mail to ANPR, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401 and write "Rick Gale Memorial Fund" on the memo line.

A Step for Protection and Preservation

Omnibus Public Lands Management Act designates new wilderness

By Victoria Allen
Arches

The papers have been signed and it is official: more historic, cultural, natural and scenic lands of national significance have been protected for the enjoyment of future generations.

I haven't worked for the National Park Service very long, but like many employees and Americans, I hold a special place in my heart for all units of the NPS. This year is a special year because it isn't often that we have the chance to celebrate additions to our family, the National Park System. This year we are sending out many "birth announcements."

On March 30, 2009, President Obama signed into law the Omnibus Public Lands Management Act 2009. This bill was a package of smaller legislations proposed in years prior that were grouped together by Congress due to their common interest in designating and protecting Public Lands. In some cases, these protections have been long-awaited.

- Authorized additions to the NPS include:
- Paterson Great Falls National Historical Park in New Jersey
 - William Jefferson Clinton Birthplace Home National Historic Site in Arkansas
 - River Raisin National Battlefield Park in Michigan
 - Additions to the National Wild and Scenic River system and National Heritage Area system
 - Additions to the National Trails System including scenic, historic, and geologic trails
 - Amendments to boundaries of existing NPS units, often land exchanges or additions

It was a bumpy road to protect some of these places due to small disagreements and hold-ups, but the overall Omnibus package is considered largely uncontroversial.

Some conservative members of Congress were concerned that not all the bills in the Omnibus package had been thoroughly reviewed through the process of markup and committee hearings. Most of the bills in this situation seemed to be broadly supported by the congressional members of the states and by related committee members.

Some liberal groups were concerned that

one bill set a precedent for "derecognizing" designated wilderness to build a road. However, more wilderness acreage was added (than was lost) in exchange for building this first road to an airport for a native Alaskan community. Many of the bills were a result of persistent bipartisan efforts and compromise.

The decision comes at a time when Americans can benefit from focusing on our country's amazing interior—our own cultural and natural heritage. Many elements of the package are not direct additions to the NPS system, but affect the landscapes, soundscapes and skylines around us.

The permanent establishment of the National Landscape Conservation System, or NLCS, protects Bureau of Land Management landscapes of national significance such as national monuments, national conservation areas, and wild and scenic rivers. The NLCS includes 26 million acres where management decisions must be made with conservation in mind.

A bill protecting the fossils on public lands declares that only scientific researches may receive a permit to collect rare and noteworthy fossils. It also creates tougher laws against looting and stealing from the national fossil record.

The legislation also includes many additions to the National Wilderness Preservation System, or NWPS, the highest degree of protection offered. This designation is accorded to the most pristine, most undisturbed, most undeveloped federal lands managed by the NPS, BLM, Forest Service and the Fish and Wildlife Service. Seventy-nine units were included in the Omnibus package, including six that are subject to certain rule adjustments and land acquisitions. In the case of Rocky Mountain National Park Wilderness, park officials and gateway communities have been waiting decades for Congress to confirm this recommended wilderness designation.

The Wilderness Act of 1964 was passed by Congress so that certain places can maintain their wilderness character, "... where the earth and its community of life are untrammelled by man, where man himself is a visitor who does not remain..." These federal public lands offer opportunities for solitude, quiet, and scenery

PERSPECTIVE

free of modern human changes and development. "Untrammelled" refers to a trammel, which is a shackle controlling the distance between two objects. One type of trammel connects the legs on the same side of a horse and teaches the horse to proceed at a pace between

a walk and a canter known as "ambling." In designated wilderness, mechanized and motorized vehicles are not allowed, with the exception of wheelchairs and emergency vehicles. Wilderness does not exist solely for the hiker, backpacker and horseman.

Many see wilderness as a logical feature of many NPS units. Visitors may walk, canoe or horseride into designated wilderness, or simply view it from the roadside or in a photograph. Either way, it is a chance to contemplate these grand, uncontrolled vistas and see nature flourishing with us.

Edward Abbey once said, "A man could be a lover and defender of wilderness without ever in his lifetime leaving the boundaries of asphalt, powerlines and right-angled surfaces. We need wilderness whether or not we ever set foot in it."

Many park visitors may never enter wilderness, but the NWPS and NPS give them the chance to gaze upon it.

NPS additions to the NWPS:

- Beaver Basin Wilderness at Pictured Rocks National Lakeshore, 11,740 acres
- Sequoia-Kings Canyon Wilderness and John Krebs Wilderness, a total of 84,926 acres in Sequoia and Kings Canyon National Park
- Rocky Mountain National Park Wilderness, first introduced to Congress in 1974, 249,339 acres
- Zion Wilderness, with additional wilderness on BLM lands adjacent to the park, 124,406 acres
- Joshua Tree Wilderness, first established in 1976 and already including 561,690 acres (36,700 acres plus 43,300 acres to be added "when nonconforming uses stop and inholdings have been acquired")

Rarely do we have the opportunity to celebrate the protection of many special places at one time. In these times of ever-expanding population and development, combined with the quest for better industrial efficiency, we feel pressure to grow and expand.

Preserving areas as roadless and designating historic locations to remain unchanged is a difficult decision to make. However, the decision is one that is best for our local and national pride, our economy and infrastructure

and our understanding of the world. It keeps our souls full of satisfaction and joy.

As Wallace Stegner once said, "National parks are the best idea we ever had. Absolutely American, absolutely democratic, they reflect us at our best. . ."

By judiciously increasing the land we protect and share with people from around the world, the better off our cultural and natural resources will be. To all the new public lands, welcome to the family!

Resources

NPS Provisions in the Omnibus Public Lands Management Act of 2009: <http://www.nps.gov/legal/PublicLaw111-11Summary.doc>

National Park System Timeline (valid through 2006): <http://www.nps.gov/history/history/hisnps/NPSHistory/timeline.htm>

Wilderness Data and Information: [Wilderness.net](http://www.wilderness.net)

NPS Wilderness website: <http://wilderness.nps.gov>

ROMO Wilderness Information: <http://www.nps.gov/romo/naturescience/wilderness.htm>

For information on proposed and recommended wilderness in the Intermountain Region (not yet designated by Congress), visit <http://inside.nps.gov/regions>, click on Regions > Intermountain Region > Offices and Functions > Wilderness > Hot Topics and download the PDF file titled "Unfinished Wilderness in IMR." 

Victoria Allen is a seasonal interpretive ranger at Arches. In prior years she served as an SCA intern, patrolling the Bandelier Wilderness area (Bandelier National Monument) and providing interpretation at Wupatki National Monument.

Setting Park Protection Priorities

through Comprehensive Threat Analysis

By Neal D. Labrie
Katmai

The National Park Service knows more about its resources than ever before, yet it still has no comprehensive approach for using this knowledge. Although research and science are incorporated into a multilevel planning process, they remain separated from a consistent form of threat analysis.

The Field Observation Recording Tool, or FORT, was designed to fill the operational gaps between science, planning, identification of threats and allocation of personnel for resource protection efforts.

The Need for a Common Tool

Effective use of collective knowledge requires a standard methodology and common set of tools. Consider the thousands of hours each year that protection field staff spend interacting with park resources and visitors. During this time, they consistently record only emergency assistance and law enforcement incidents. Because systems are in place for recording formal incidents, they will create written reports for these emergency actions and enter information into park reporting systems.

So where do field rangers record the rest of their observations and activities? Most often,

the answer is either a pocket notebook or a log book in the office. Eventually the notebook and log book will fill up and be replaced, no longer available for reference. The ability to easily retrieve and use that historical patrol information for future planning or analysis is lost.

In addition to the inconsistency of recorded observations, the physical patrols themselves remain largely subjective, dependent upon an individual's understanding of perceived threats against known resources. Decisions on what or where to patrol on any given day often revolve around locations that produce quantitative case results. Threats are spoken of in general terms, such as those that affect visitor safety (speeding, drugs, theft) or archeological sites (looting, vandalism, collection). Patrol efforts may also be driven by individual interest or skill in a certain field such as search and rescue, emergency medicine, traffic enforcement or visitor education.

Establishing Knowledge-Based Patrol Priorities

Questions of where to patrol and why, and how best to record those daily observations, form the basis for establishing knowledge-based patrol priorities. There are four fundamental elements needed to answer these questions:



Site ID: KATM0026

FORT Master File

Work Needed: Yes No Exit

Patrol Needed: Yes No Reset Records

Site Name: Caribou Herd UTM X: UTM Y: Patrol History

Category: Natural Resource LAT: LONG: Patrol Log

Site Type: Species of Concern Photo Log

Patrol Area: Site Listing

Threat Assessment: Completed In Progress Yes No Site Maps

Monitoring Devices: None Threat Analysis

Area Hazards: None Title Page

Access Directions: Work Requests

Description: The preserve protects the habitat for and population of caribou, including a major portion of the migratory range of the Western Arctic caribou herd.

Special Notes:

Patrol Group: Wilderness

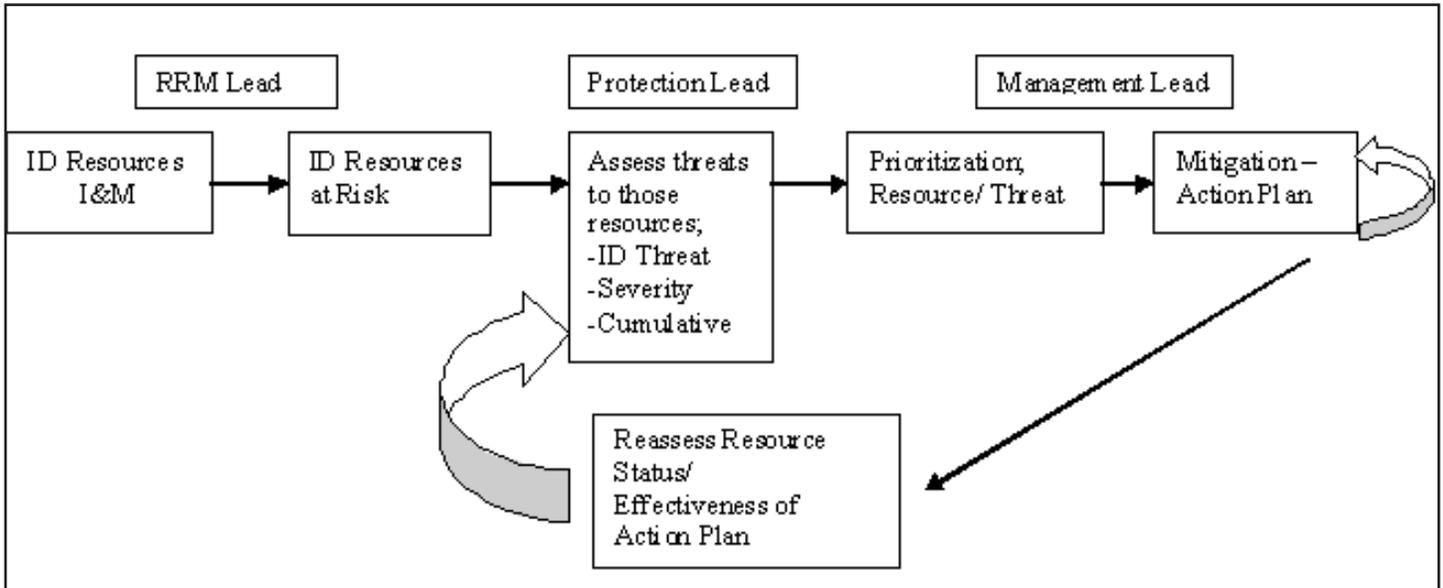
Patrol Priority: Very Low (Semi-Annually)

Established By: Labrie

Date Established: 12/1/2008

Contact Person: Chief of Resources

Resource Threat Assessment — Decision-Making Process



Mitigation Action Plan – A revolving process that continues until established time frame for action plan is complete. Then it proceeds to next phase in cycle.

- Common format for patrol data collection
- Operational link to park management plans
- Comprehensive analysis of resource knowledge
- Tool to comparatively assess threats across multiple resources

The integration of information begins with patrol logs. While traditionally used by protection programs, patrol logs can and should be used by all field staff, such as biologists, maintenance workers and interpreters, to make observations of visitor activity while carrying out daily tasks. A properly formatted electronic patrol log that is easy to use and access can collect and store an incredible amount of valuable information. This information can then be searched, sorted and analyzed in any number of ways to fit user needs.

If patrol logs represent the field-based segment of the park protection structure, science and planning represent the management piece. Planning clarifies our purpose by identifying what we do know, don't know and need to know about our given resources. With no field-based extension stemming from our planning documents, they continue to primarily serve programmatic needs. All planning documents should lead directly into field-based patrol priorities. Furthermore, every employee should understand the source and reason behind the work they do, and that work should be clearly linked to specific written protection objectives.

Park scientists and researchers are continual-

ly producing information about the parks. Too often this information is not easily accessible, stored in the form of journal articles, research documents and scientific papers. Managers and field staff should share a common tool that draws out key information from these studies to clearly identify resource threats. A system that allows comprehensive analysis of threat knowledge relating to specific resources improves understanding of the reasons behind every field patrol.

With all pertinent research and patrol information gathered in a single location, managers can assess resource threats on a broader scale. Individual resources can be compared to one another based on common threats to objectively determine which resources are more at risk for injury or loss. The ability to determine comparative risk through a reliable process allows protection priorities to be adaptively applied over time. By recording accurate patrol observations, understanding management plan directives and collectively analyzing available science, parks can implement a comprehensive approach to resource protection.

Using the Tool

FORT has been designed to fulfill the need for effective patrol logs, objective work priorities and comprehensive threat analysis. It is written as a field-based tool from which managers can track, coordinate and address resource protection issues. Used at its full potential, FORT creates a direct line of communication from management to field staff. It functions as the collection point for all

information necessary for the development of task-based interdisciplinary resource protection plans.

The foundation of FORT is the patrol log database. As field staff enter daily patrols, the logs are immediately linked to predetermined resources and/or geographic areas (sites). Each site has a master file record that records unique attributes and is capable of storing baseline photographs and referenced map images. With each patrol log entry, sites in FORT build a library of related patrol information, providing instantly searchable histories and trends.

Each site in FORT is also linked to a corresponding threat assessment record. Guided by park planning documents, a standardized

Katmai National Park							
Field Operations Recording Tool - Threat Calculator							
Site Name		Caribou Herd					
Aesthetic Degradation	Existing Threat	Severity	Duration	Frequency	Timing	Cumulative Effect	Total
Impacts from Infrastructure							
Land Development	Yes-1	Med-2	Short-2	Multiple-2	No-1	No-1	8
Off Road Vehicle Use							
Logging							
Pollution							
Acid Rain Effects							
Air Quality							
Physical Removal of Resources							
Resource Extraction	Yes-1						0
Mining							
Poaching							
Collection/Legal Harvest							
Ecological Changes							
Exotic Species Encroachment							
Climate Change	Yes-1						0
Physical Impacts-People	Existing Threat	Severity	Duration	Frequency	Timing	Cumulative Effect	Total
Visitor Impact (use)	Yes-1						0
Soil Erosion							
Accumulation of Trash							
Noise Levels							
Water Quality & Quantity							
Water Contamination							
Groundwater Extraction							
Date Assessment Made	12/2/2008		Total Threat Value		8		

ANPR ACTIONS

threat calculator identifies and quantifies the site's level of risk and provides for comparison to other sites in the system. The calculator uses a predetermined list of threats for each site to develop a numerical "Protection Level Score," which is used to determine patrol frequency, how often one site is patrolled in comparison to another. Patrol assignments are managed and tracked by the date entered in patrol logs relative to the site's calculated frequency (e.g., daily, weekly, monthly). In this way protection programs move from a largely subjective process to a risk-based, objective application of personnel and financial resources.

Combining information-driven patrols with objective, research-based threat assessments allows the park to operate with a comprehensive resource protection plan. Park managers start by determining, through the planning process, the fundamental resources of a park. Field programs perform the research, information gathering and public interaction necessary to collectively understand the resources. Protection teams use FORT to produce interdisciplinary protection plans that clearly identify mitigation and preservation efforts. By using this type of process, a park can effectively apply the broad guidance provided by management plans to the daily work priorities of field staff.

FORT is as much a process as it is a software tool. The gaps in current management strategies prevent programs from operating as a single unit in pursuit of common park protection goals. The information it records and tracks produces a history of decisions that offer continuity through time and employee turnover.

FORT is currently being tested at Katmai, Buffalo National River and Acadia, where it is providing positive results for three different park structures and patrol environments.

To receive additional information on the FORT process and software, contact the author of this article. 

Neal Labrie has been the chief ranger for Katmai National Park, Aniakchak National Monument and Alagnak Wild River since 2007. Previously he has worked in Acadia, Pinnacles and Independence. He is the developer, designer and author of the Field Observation Recording Tool software and integrated resource protection process. He also serves on the instructor team at Albright for the resource protection course.

Legislative action on concealed carry firearms regulation

Congress approved legislation in mid-May that allows firearms in national parks and wildlife refuges, overturning a Reagan-era restriction. The provision was attached as an amendment to credit card legislation.

ANPR joined the National Parks Conservation Association and the Coalition of National Park Service Retirees in opposing this action.

In a joint statement issued after the vote, ANPR President Scot McElveen said: "Members of the ANPR respect the will of Congress and their authority to pass laws, but we believe this is a fundamental reversal from what preceding Congresses created the National Park System for. Park wildlife, including some rare or endangered species, will face increased threats by visitors with firearms who engage in impulse or opportunistic shooting."

The new legislation, signed by President Obama, will go into effect next February. It will allow individuals to openly carry rifles, shotguns and semi-automatic weapons in national parks unless the state forbids it.

► Read more: www.anpr.org/legal.htm

New board member

Tom Banks was appointed to the vacant board position for seasonal perspectives after a resignation earlier this year. He brings more than 20 years of seasonal experience to the post. Recently he accepted a career position (six months annually) with the Forest Service as the lead wilderness ranger for Eldorado National Forest in California. He may pursue NPS seasonal work in the winter.

Previously he worked for the Defenders of Wildlife in Anchorage, Alaska.

ANPR/Aetna health insurance flyer distributed by NPS to parks

Don't forget to promote ANPR's health insurance program to new seasonal workers at your park. The information was sent through NPS communication channels in the spring. The Washington Office gave ANPR's insurance flyer to the regional offices with instructions to consider distributing it to parks in their respective regions.

Information about the insurance program — Aetna's Affordable Health ChoicesSM — is one of our best recruitment tools for seasonal and temporary NPS employees. It added significantly to the number of new ANPR members in 2008. In addition to medical insurance, members now can sign up for dental and term life insurance. Pass this information on to seasonal employees and supervisors in your park.

► Read more: www.anpr.org/insurance.htm

Rick Gale Memorial Fund

The board has discussed possible uses for the memorial fund set up by Rick Gale's family. Under consideration are scholarships and outreach to bring more diversity to the NPS and the Rendezvous.

Training at the Rendezvous

ANPR is exploring the possibility of offering the Operational Leadership course at the Rendezvous in Gettysburg this December. Watch the ANPR website and the next *Ranger* for updates.

The Professional Ranger

Administration

Close to 100 National Park Service human resources professionals gathered in late May to discuss the implementation of the services to be provided by the Park Service's new Human Resources Operation Center, scheduled to begin operating in Denver on July 1. Some of my thoughts about this meeting and its purpose and the whole transformation to a "most efficient" Human Resources organization are outlined in this article.

First, the workshop was worth the time of

being away from the office! The presentations were informative and put together well. I'm sure we all learned a lot about changes we can expect in the next few years and the importance of staying involved with the process as we continue down the path of implementation.

Second, it was apparent that HR professionals at all levels of the organization need to continue to have open and frequent communications with one another. For me, it was the first time I was made aware of some programs that will be different beginning

in the new future. For example, the NPS is moving back to a centralized recruitment process for temporary positions (similar to the former Seasonal Employment Program where applicants for park ranger positions put in one application for seasonal jobs throughout the Service). Other changes to policies and programs are in the works.

Third, I came to the conclusion that the NPS HR program has “reform churn.” What I mean by this is the NPS hires new leaders (managers and supervisors) who come in with great promise and lots of new ideas. A lot of changes are proposed and occur for a couple years, but there may be no dramatic improvement, so the current managers and supervisors move on because things have not changed much. Then new managers and supervisors come in, again promising to fix things by implementing a lot of changes. The net result is no reform lasts long enough to truly fix any problems. The organization keeps lurching in different directions every couple of years, never making any real progress. I am hoping, this

time, that real, meaningful transformation will occur.

The quote below seems appropriate for us to consider as we move forward with our current activities.

“We trained hard, but it seemed that every time we were beginning to form up into teams we would be reorganized. Presumably the plans for our employment were being changed. I was to learn later in life that, perhaps because we are so good at organizing, we tend as a nation to meet any new situation by reorganizing; and a wonderful method it can be for creating the illusion of progress while producing confusion, inefficiency and demoralization.”

— *Charlton Ogburn Jr. (1911-98)*

From “Merrill’s Marauders: The truth about an incredible adventure,” *Harper’s Magazine*, January 1957

A pattern of constant reform is not new. Unfortunately, we have no simple, objective

measures to see how well our HR operations are doing. This is partly the result of there being no clear, agreed upon, purpose defined for HR operations in the NPS. Some want vacancy announcements issued within one week, some want retirement counseling today, some want advice on managing a disciplinary case, and so on. All of this means that people care very much about human resources and how we manage our employees, but people can’t tell how well we are doing.

This workshop, though, leads all of us to return to our offices to help the NPS hire the right people, with the right skills, at the right time (as stressed by Jerry Simpson during this workshop). It also provides us opportunities to develop performance measures for HR processes and operations.

I encourage all of you to get together with your HR staffs to find out what was discussed at this workshop and how all of us can be involved in making the NPS the best organization to work for in the federal government. □

— Heather Whitman, Yosemite

Interpretation

21st Century Parks — What will the new parks of the 21st century be? Recently I watched the campy Cold War film *WarGames*. It got me thinking that perhaps the NORAD/Strategic Air Command complex deep in Cheyenne Mountain, Colorado, would make a great NPS unit because so much of the Cold War was coordinated in that mountain.

The next day I watched the NASA channel and saw various shots of Cape Canaveral at sunrise. One of the space shuttles stood at the ready, elegantly lit by rays of the new day’s sun. I think Cape Canaveral would make a fine national park in cooperation with NASA. Just imagine the space shuttle Endeavor and its rockets forever perched proudly on the launch pad, an eternal symbol of America’s skyward aspirations.

I strongly believe that interpretive thinking plays the leading role when envisioning new parks. A potential park’s merit can be judged by ascertaining whether or not it stands on the bedrock of national meaning and significance. It is the work of interpretive-minded folks to identify that. This can be accomplished by anyone of a political mind, such as retired interpreters. A major component of meaning and significance is that it engages with audiences. As the Interpretive Renaissance is implemented across the National Park Service, it will be

important to consider whether a proposed park can engage new audiences because they will be the visitors of the future. A complementary question must be asked. Is the current assemblage of NPS units adequate to engage new and future audiences? My suggestion is that it is not. But there is no ideal number of parks. Identifying national places of value is a journey of discovery for the country with no ultimate destination.

With all the hardships of the last decade, it is easy to forget that our agency can and will continue to make bold steps in order to tackle the future. It was heartening to find out that the NPS has a group discussing potential park units right now. This tells me that our agency is thinking of the future and evaluating our next frontiers.

Much of the continued relevance of the NPS lies in the creation of cultural sites where we as a nation broke major new ground between 1940 and 1980. Just as America continues to evolve, so must the NPS. Minuteman Missile and Minidoka Internment are good examples of this future-oriented thinking, especially since there are so many people living today who lived during these times and resonate with these stories. These “living history” visitors can come to these parks and share their personal stories with their descendants.

Realizing the interpretive potential of a place is key when thinking about the first steps for park creation because it requires the

acknowledgment that a resource possesses importance. The job of interpreters is not just to respond to a resource once it has an identified value. Interpreters were right there at the birth of each of our parks, facilitating the process of establishment so that that place is proven as valuable, meaningful, relevant and worthy of being a park. A park concept then coalesces.

The National Park System reflects who we are as a people and what we, as a collective, say our priorities are. The national landscape is ripe for some fresh and diverse stories to be added to the makeup of the system. As we bring new units online, we will stay relevant and keep the assemblage of our units conceptually diverse and timely.

Our challenge as defenders of the original intent of the NPS mission and the values of our parks is not only to tell the old stories, but also to look for strong, new park stories. The current lineup of almost 400 NPS units is not a finished product. America is a moving, evolving entity, and our system must continue to reflect that. It is time to usher in a new generation of park units with new stories full of fresh national significance. Interpretive values and vision guide where we go next as an agency and what places and ideas will engage the next generation of visitors. □

— Jeff Axel, Big Bend

Protection

If It's Always There, Then It's *Always* There:

As commissioned U.S. park rangers we have the opportunity and privilege of being armed anytime, anywhere. Whether it be out to dinner, at a crowded sporting event, flying on an airplane or even at church, we can travel armed. Our agency policy explicitly permits us to carry our firearms at all times, on duty or off.

Parameters do exist, of course, and it's prudent to be familiar with them prior to carrying off duty. Here are the highlights (paraphrased from RM-9, 2009 version):

1. **Credentials.** Our law enforcement credentials and shield must be immediately available anytime we're in possession of our Service-issued firearms, both on and off duty.
2. **Conduct.** Anytime we carry our firearms off duty, we must conduct ourselves in a manner fully consistent with the conduct provisions of DM 446 and RM-9 and carry our firearms fully concealed from public view.
3. **Type I vs. Type II Commissions.**
 - a. Type I-commissioned employees can carry National Park Service-issued and/or approved firearms off-duty *inside and outside* NPS areas.
 - b. Type II-commissioned employees can carry Service issued and/or approved firearms off-duty *within the park to which they are assigned*.
 - c. A Type II-commissioned employee's chief ranger may provide *written authorization* for them to carry firearms off-duty *outside of the park on a case-by-case basis*.

4. Display and Use of Firearms Off Duty.

The display and use of firearms while off-duty outside of NPS jurisdiction will be in accordance with applicable federal, state and local laws and regulations, and all provisions of RM-9. Authorization to carry firearms in areas outside of the National Park System *does not, in and of itself, convey authority for commissioned personnel to display or use deadly force* in response to crimes that are outside of their federal jurisdiction (see applicable jurisdictional inventory and Good Samaritan legislation for guidance).

Though viewed as a daunting realization by some, carrying our firearms with us everywhere we go is seen as a rare opportunity, or even obligation, by others. The NPS cannot require us to carry off duty. That is a decision each of us must make for ourselves. It is wholly a personal choice.

That said, here are a few factors to consider

when making that decision:

Just because we have our firearm on our person doesn't mean we *have* to use it. I hope I *never* need to use it. Thus far in my life, knock on wood, I've not needed it off duty. So what inconvenience do I pose upon myself to just have it on me? None.

How many thugs out there are carrying firearms illegally every day? It's only a matter of time before we run into a situation where someone brandishes a firearm. By carrying ours, we at least have the option of engaging if the situation renders it prudent. And here's a sobering question: How terrible would a ranger feel if he or she truly could have prevented a violent criminal act had they only been armed?

Since we are allowed to carry them, why would we ever choose not to? We are highly trained professionals and skilled with the tools of our craft. Weapons retention, marksmanship and situational awareness are ingrained into us. If we ever need our firearm off duty, we're trained to use it and use it well. Some feel we would be remiss to not carry them, that we owe our readiness and vigilance to society in return for the training and skills we've received.

Some rangers will carry some days and not on others. What factors do they consider when choosing to or not to carry off duty? Clothing? Destination? Do some maybe even go through the thought process of, "I doubt I'll need it today"? If a ranger ever thinks that, he or she should consider another career path.

I can think of maybe two venues where I don't actually have my firearm on my person: while on a long run and while swimming. That's it, both for obvious reasons. Otherwise, it's right there in the holster.

Here's the crux of why rangers should carry firearms off duty *all the time, not just some of the time*: If we ever need it, we might need it *now, right now!* The two seconds one has to stop and think, "Gosh, did I grab my firearm prior to leaving the house?" might be the same two seconds the thug uses to get the drop on him or her.

If rangers develop the habit of always having it on their hip, they'll never have to lose those two seconds wondering if they brought it. There will be no wondering, there'll be no "if." It'll always just be there, and they'll have the confidence of knowing that it's there.

Bottom line with packin' heat off duty: If it's always there, then it's *always* there. □

— Kevin Moses
Buffalo National River

Resource Management

I missed the last Ranger Rendezvous in Santa Fe, but in thinking of its theme, "Being Green Means More Than Wearing Green," it reminded me of an issue under discussion at my current park and perhaps others.

I live in Wyoming, land of much snow and cold, as do many of you and your friends. About 10 years ago, in keeping with NPS policy, my park moved to phase out wood stoves in park housing units due to safety and environmental concerns for air quality. Recently, because of higher propane prices and discussions about what types of fuel are most sustainable, park staff have begun to rethink whether old-fashioned woodcutting (close to home, maybe even with a hand saw or ax rather than chain saw!) is "greener" than using natural gas, propane, or electricity produced at a considerable distance and trucked or piped through native plant and animal habitat. At least locally, there are no simple answers on how to balance these concerns with human health and safety and the logistics of not "flipping" home heating and cooling systems, whether NPS-maintained or not. But surely we will have many similar discussions and start to re-think traditional operations with a new eye to practicing green life- and work-styles.

In a servicewide effort to get "greener" in field operations, the acting NPS director issued a memo in March announcing that rangers and resource managers would use non-lead ammunition to cull animals or dispatch wounded ones, in addition to eliminating lead fishing tackle by 2010. The negative effects of lead on human health and in the environment, especially in scavengers and predators, is well documented; numerous scientific papers have focused on how lead adversely affects waterfowl, California condors, bald and golden eagles, and other species. Although NPS law enforcement officers are still required to carry lead ammunition, in some parks and state wildlife or conservation agencies, officers are training with nontoxic ammunition.

At a 2008 conference, representatives of The Peregrine Fund noted 29 countries around the world that regulated lead ammunition and documented this growing trend over the past 15 years. It's probably a trend that will continue in and outside the NPS. □

— Sue Consolo Murphy, Grand Teton

Write for Ranger

Are you a resource manager interested in writing for *Ranger*? Please contact the editor at fordedit@aol.com.

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.

Ed Rizzotto	Erika Jostad
Jim Hummel	Heidi Strow
Todd Stoeberl	Josh Boles
Terry Boren	Pam Koenig
Dawn Sierer	Gary Moses
Matt Graves	Pete Peterson
Darrellyn Barrett	Dale & Sharon Wollenzien
Jamie Hart	Teresa Ford
Jorge Acevedo	Fred Tessier
Ricky Wise	Ariel Mills
Jeanine Farrell	Phil Strehle

Retirement

Using History as a Forecasting Tool— Analysts often cite the market's ability to recover from every past downturn when they want to reassure investors that a current slump will be temporary. The past they reference typically goes back only to 1926, the earliest year for which high-quality data on U.S. stock market return is widely available. Is a mere 82 years of history really enough to warrant faith in the future?

While no sure view of the future results, historical data "can give us insight into the shape of the future," says Derek Young, chief investment officer for the global asset allocation group and fund company, Fidelity Investments. "Looking at economic measures that accompanied bear markets in the past helps give us context for what is happening today and what might happen tomorrow."

At the moment, many of those comparisons are reassuring. For example, market pundits routinely lament that unemployment levels are hovering near 9 percent. That's certainly high, and there's no question that unemployment rates will have to start trending down if the economy is going to mount a sustainable recovery. But in 1933, at the bottom of the stock market's great crash, nearly 25 percent of American were unemployed. Today's unemployment levels aren't nearly as onerous.

In a similar vein, interest rates today are much more favorable than they were during some previous market declines. During the bear market of 1973-74, for example, the prime rate shot up to 12 percent from 6 percent. Today it stands at a modest 3.25 percent as the Federal

Reserve continues to act aggressively to keep credit flowing through the economy. "This is acting as a buffer and should keep us from seeing unemployment rates like the ones seen in the 1930s," Young says.

History's other encouraging news is that once a prolonged stock market slump does end, the rebound is often swift and strong. In the two years following the 1973-74 bear market, for example, large-company stocks, as measured by the S&P 500 stock index, earned 37.2 percent and 23.9 percent, respectively. This takes into account both price appreciation and dividend payouts. After investors were ravaged by a bear market in 2001 and 2002, the S&P followed up with a total return of 28.7 percent in 2003.

These rebounds tend to be front-loaded. Upon examining the historical patterns of previous stock market reversals, Fidelity's vice president of market analysis, Dirk Hofschire, found that since 1930 more than 12 percent of a bull market's total gains have been registered, on average, in the first month of the advance. More than 25 percent have occurred in the first six months.

From March 9 through May 19 of this year, the Dow Jones Industrial Average rose nearly 30 percent, a sharp reversal from a 12-year low. Whether that reversal proves sustainable, remains to be seen. But if history tells us anything, it is that the swiftness of the move shouldn't have been surprising at all. □

— Frank Betts, Retired

Rendezvous Scholarships

ANPR intends to provide several scholarships to the next Ranger Rendezvous from 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 last year's 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.

The application is now on the website at www.anpr.org/scholarship.htm. Download it online or contact Teresa Ford, fordedit@aol.com, for a paper application.

In addition to supplying basic information about yourself and your career, you will be asked to specifically state how you intend to help ANPR if you are chosen. □

Fundraising links on ANPR's home page

If you already shop online, consider participating in several fundraising efforts of ANPR. Just link to **Amazon**, for instance, through ANPR's home page (www.anpr.org) and click on the Amazon icon at the bottom to begin shopping for books, CDs, DVDs and more. A portion of every purchase goes to ANPR through Amazon's Associates Program. Remember, *you must link through ANPR's website for our organization to get credit for your purchase (approximately 4 percent)*.

Another online link is to **iGive**. This program asks you to sign up as a member (it's free, no obligation). Designate ANPR as the beneficiary of your shopping efforts. When you shop at the nearly 700 brand-name online retailers, a percentage automatically goes to ANPR. Merchants typically donate 2 to 5 percent of the purchase to a designated group, but some donate as high as 26 percent.

A third partnership program is through **Expedia**, the No. 1 online U.S. and Canadian travel agency. ANPR is an Affiliate Partner, and if you link to Expedia through our website, a portion of your travel purchases (2-5.5 percent) goes to ANPR. □



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:

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Inauguration photo wins international recognition



Presidential Sundial

Like a giant sundial, the Washington Monument points to the White House as President Obama takes the oath of office. This photo taken by ANPR member Dave Barna, public affairs chief for the NPS, has been selected as a winner in the FOTOBAMA international photography contest sponsored by the Newseum in Washington, D.C.

The image, shot from the top of the Washington Monument at noon on Jan. 20, the day of President Obama's inauguration, is on display at the Newseum, an interactive museum on news and journalism located on Pennsylvania Avenue, through Sept. 7. It will also be published in a book later this year by the museum featuring the other winners.

IRF Update

In the spring I forwarded to the ANPR members e-mail list a special edition of *The Thin Green Line*, with an update on the Bolivia World Ranger Congress, and information on how to run for an IRF board position. For those members without e-mail, here is a summary of these reports.

Update on Bolivia World Ranger Congress 2009 — If you are interested in attending the sixth World Ranger Congress in Bolivia this coming November, the website for the Congress has been moved from the Chile host site to one in Bolivia. Updates to the web pages now can be posted quickly and directly by the organizers. The new website is www.worldrangercongress.org.

Arrangements with the newly available PayPal service in Bolivia are taking longer than anticipated. If you want to use the PayPal option, you may register now without paying yet. The Congress organizers will notify you when PayPal is available. Once PayPal is ready, you will have two weeks to pay via PayPal.

Here's the schedule of registration fees: \$1,000 if paid between June 1 and July 31, and \$1,200 from Aug. 1 to Nov. 1. The registration covers room, board and Congress attendance. We already have more than 90 world delegates registered, with another 40 confirmed with funding from sponsoring agencies. As soon as PayPal is available I anticipate registration will be brisk.

Call for IRF Board Nominations — The next IRF World Congress membership meeting will be held on the final day of the World Ranger Congress in Bolivia. At this meeting, we will need to vote for international officers (president, vice president, secretary and treasurer) and for regional representatives (including North America).

An election committee, chaired by Reeta Hyttinen of Finland, is being established. The role of this committee is to receive and validate nominations for positions and to oversee the election process.

Nominations need to be received by IRF secretary Elaine Thomas (irfsec@yahoo.com.au) and the election committee chair (reeta.hyttinen@metso.fi) no later than Aug. 31. For registration documents, please send an e-mail to Elaine at irfsec@yahoo.com.au, or you may contact me at my e-mail.

I look forward to seeing many of you in Bolivia this year! If you have particular questions, please e-mail me at tsisto47@aol.com. Travel well. ☐

— Tony Sisto, International Affairs



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A guide to becoming a Park Ranger with the National Park Service



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Introduce a talented new NPS employee or park partner to ANPR with a gift membership. This special gift category is at the added incentive of a reduced rate: \$35 for one year.

The category is intended only for single-time gifts to new members (no renewals or lapsed members, please, or "gifting yourself"). Visit www.anpr.org to enroll a new member or use the form on the inside cover of every *Ranger*.



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

America's History

Protecting the Past,
Informing the Future

Preparations continue for Rendezvous XXXII, which will be held from Sunday, Dec. 6, through Thursday, Dec. 10, at the Wyndham Hotel in Gettysburg, Pennsylvania.

The theme will be "America's History: Protecting the Past, Informing the Future," and the keynote addresses, plenary sessions, workshops and breakout sessions, with some exceptions, will largely explore issues pertaining to the Service's management, protection and interpretation of historic sites.

Although the agenda is not yet final, the elements have largely been worked out. Here are some of the highlights:

- ✓ The Rendezvous will open on Sunday evening with a reception at Gettysburg's spectacular new visitor center, followed by special viewings of the park movie, "A New Birth of Freedom," narrated by Morgan Freeman, and the magnificent restoration of the 1884 cyclorama painting of Pickett's Charge.
- ✓ Monday will feature a three-hour afternoon field trip of the battlefield and the national cemetery (where the Gettysburg Address was delivered), guided by a park ranger. (There will also be opportunities to see the Eisenhower Farm at the same time.)
- ✓ Receptions are scheduled for Monday and Tuesday nights, both at the Wyndham Hotel.
- ✓ The popular film night will return and you'll see excerpts from films on the national parks presented by Harpers Ferry Center.
- ✓ Workshops, presentations and breakout sessions are being worked out on myriad topics, including interpretation and protection of historic sites, managing NPS sites in collaboration with park partners, issues in landscape restoration and other aspects of battlefield management, issues in park operations, ANPR international activities (including a report on the IRF World Congress in Bolivia set for this fall), collecting NPS oral histories for the upcoming 2016 centennial, and engaging in Civil War genealogy.
- ✓ Several potential keynote speakers are currently being contacted; information on speakers and their scheduled days will be posted to our web page as soon as available.

The Rendezvous will be dedicated to Rick Gale, an ANPR founder, unflagging supporter, past president, fundraiser and the only person ever to attend every Rendezvous up to this one. His daughters hope to attend, and we are looking at various ways to remember his extraordinary contributions to the association. If you have thoughts on the matter, please contact BHalainen@hotmail.com. □

— Bill Halainen
Program Chair



Logo design courtesy of Elizabeth Poir

RENDEZVOUS XXXII

ASSOCIATION OF NATIONAL PARK RANGERS

Annual Photography Contest

Keep ANPR's annual photo contest in mind as you visit national park areas throughout this summer and fall.

Last year the contest attracted 36 entries. With its increasing popularity, we have established several new rules to encourage your creativity with the unlimited photographic opportunities in our national park units, allow for easier display of entries and level the playing field for related contests. Here are the criteria for the Gettysburg Rendezvous photo contest:

- Photos should be of a national or international park unit
- Submit photos without matting or frames
- Provide photos in 8-inch by 10-inch size or less
- No more than two photo entries per person
- Participants must be members of ANPR
- Winners will be asked to provide a digital copy of their photo for publication in *Ranger* magazine.

So far we have received two prize donations from Eastman Kodak, both classic photography books: *Alfred Stieglitz: Photographs and Writings* (valued at \$75) and *Douglas Kirkland's Light Years: Three Decades of Photographing among the Stars* (valued at \$45).

We look forward to seeing the results of all your great photographic talent come December, and we hope to have other great prizes for this year's contest. Contact Liz Roberts at anpr_photos@att.net with questions. Keep those shutters clicking. □

All in the Family

Please send news about you and your family. Send via e-mail to fordedit@aol.com or to Teresa Ford, Editor, 25958 Genesee Trail Road, PMB 222, 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.

Tom Banks (ROMO, GLAC, REDW, OLYM, MORA, NOCA, DENA, SEKI), ANPR's board member for seasonal perspectives, has moved to California as a permanent, subject-to-furlough, lead wilderness ranger with the Forest Service on the Amador Ranger District of Eldorado National Forest. Previously he worked for Defenders of Wildlife in Alaska. In his spare time, Tom continues his living-history impersonations as John Muir and now conducts these opposite his district ranger as Gifford Pinchot. Address: PO Box 419, Pioneer, CA 95666; RangerTWB@aol.com.

Phil Campbell (NCP-E 69-71, DEWA 72-88, NOCA/LACH 89-99, MNRR/NIOB 99-03, OBRI 03-08) has retired after almost 40 years with the National Park Service. He and wife **Nancy** will continue to reside in Oak Ridge, Tennessee, where he intends to take on the role of house husband and watch birds. weiscamp@comcast.net.

Lisa Klinger has moved from the Caribou-Targhee National Forest to the Payette National Forest as the McCall district ranger. Address/phone: PO Box 735, McCall, ID 83638; phone, 208-569-6469; lisakooskia@yahoo.com

Pam Koenig has been selected as the NPS Fundamentals training manager (universal competencies manager) at the Horace Albright Training Center. Previously she served as the cultural resources training manager at



Albright. She started her NPS career in 2000 working in the Intermountain Region's cultural resources group. She also has been park historian at Grand Teton, and served a detail as acting superintendent there and acting chief of interpretation at Mount Rushmore. Prior to her federal service Koenig worked in the financial industry. She now oversees all components of the NPS Fundamentals program, a learning and development op-

portunity primarily targeting NPS employees within their first three years of employment. The five-part training program includes three online courses, a two-week session at Albright and a weeklong grand finale at Mather Training Center. A Denver native, Pam is married to **Paul Koenig**, a utility systems operator at Grand Canyon. They enjoy traveling and the great outdoors.



John Morlock, a 29-year veteran of the NPS, is superintendent of Fort Davis National Historic Site in Texas. Previously he was the fire management officer at Big Bend. He also has coordinated the Los Diablos Program, which brings Mexican firefighters to the United States to help with wildfire fighting and prescribed burns. Morlock has worked at Rio Grande Wild and Scenic River, El Malpais and Bryce Canyon. A

Liberty, Texas, native, he and wife **Adamina**, an elementary school teacher, have two children, **Ananda**, 24, and **Juan Diego**, 17.

Steve Thede is the new deputy superintendent of Badlands. Previously he was the chief of interpretation and cultural resources at Whiskeytown for the past 10 years. He has 25 years of experience with the NPS, including four years at Badlands in the 1990s as a supervisory park ranger. He started his NPS career at the North Rim of the Grand Canyon. He also has worked at Yosemite, Glen Canyon, Bryce Canyon, Castillo de San Marcos and Bent's Old Fort. Steve completed details as a special assistant in the director's office in Washington and as superintendent of Oregon Caves. He and wife **Cheryl** can be reached at 25226 Ben Reifel Place, Interior, SD 57750. □



Welcome to the ANPR family!

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

Derek Arakelian	Midpines, CA	Sarah McCormack.....	Yellowstone NP, WY
Laura Avedisian	Sacramento, CA	Adam Millington.....	Haverton, PA
Naomi Avissar	Durham, NC	Heather Moulton	Hagatna, GU
Patricia Bean	Bozeman, MT	Lauren Muccino	Rochester, NY
Julia Bell.....	Cortez, CO	E. Wade Muehlhof.....	Kalispell, MT
Dario Bravo.....	Tipton, CA	Stephanie Myers.....	Nags Head, NC
Christine Convisor.....	Lake Ann, MI	Lucia Napolitano.....	Port Angeles, WA
David Coyne.....	Poestenkill, NY	Natalie Newman	Allentown, PA
Amy & Jerramy Dear-Ruel	West Glacier, MT	Jeremy Nugent	Mount Vernon, WA
Chris Derman	Mililani, HI	Kerry Ohare	Terlingua, TX
Lindsey Doermann.....	Medina, OH	Adriann Partrick.....	Central Square, NY
John Duwe.....	Glen Arbor, MI	Wesley Peters.....	Madison, AL
Teresa Eddington	Pray, MT	Frank Platt	Hot Springs, SD
Mark Filonczuk	Livingston, MT	Glenn Reynolds.....	Mobile, AL
John Finn	Wallingford, CT	Sara Robinson	Bainbridge Island, WA
Ryan Ford	Boulder, CO	Hannah Russell	Moab, UT
Deny Galvin.....	McLean, VA	Peggy Sandretzky....	Shenandoah Junction, WV
Shalini Gopie	Far Rockaway, NY	Vincent Santucci	Gettysburg, PA
Adam Greenfield	Sausalito, CA	Adam Shaffer	Somerset, PA
Sharlot Hart	Phoenix, AZ	Preston Smith.....	Covington, TN
Brian Higgins.....	Minot AFB, ND	Alison Steiner.....	Davis, CA
Robert Hrabik.....	Groveland, CA	Jeffrey Sussman &	
Bryce Hummel.....	International Falls, MN	Mary Ann Dowd-Sussman	Babb, MT
Meg Jensen.....	Copper Center, AK	Kevin Sweeney	Mineral, CA
Carl Kautz.....	Moran, WY	Kelsey Taylor	Springdale, UT
Emily Kirby.....	Marion, VA	Christopher Thayer	Estes Park, CO
Richard Kook.....	Washington, DC	Darrah Thelin	Moose, WY
Roy Kuenzer.....	Bear Lake, MI	de Teel P. Tiller	Falls Church, VA
Kirsten Larsen	Jackson, WY	Sandie Walker	Buxton, NC
Amanda Lasley	Lexington, KY	Tami Weissberg	Sitka, AK
Keri Leaman.....	York, PA	Lela White	Springfield, IL
William Leggett.....	Carlsbad, NM	Amanda Whitty	Mineral, CA
Alexis Lewis.....	Grand Canyon, AZ	Jason Wickersty.....	Bayonne, NJ
Russell Lindsay.....	Charlotte, NC	Kristin Wollenzien.....	Williams, AZ
Daniel Maturen.....	Maplewood, MN	Stacy Woods.....	Tribune, KS
Kevin McCardle.....	El Portal, CA		



CARVED WOOD

Member receives unique holiday gift

Raymond Delamarter's wife, Linda Donovan, surprised him with an unusual gift — a personalized wood carving by longtime ANPR member Rob Arnberger. Delamarter is a park ranger at Franklin and Eleanor Roosevelt NHS.

An image of a similar wood carving, also by Arnberger, was on the cover of *Ranger*, Summer 2008.

Housing offer to rangers

Park rangers at Shenandoah can enjoy beautifully remodeled chalets at a deeply discounted rate, says ANPR member Bruce Peters, president of BruceMoose.com chalet rentals and remodeling.

"Our family has enjoyed Shenandoah National Park since our childhood in the 1960s," he said. "We want to give back. Helping the hard-working park rangers is our way to make their service in Shenandoah more enjoyable."

Peters divides his time between remodeling homes and taking scenic/wildlife photographs at Shenandoah. He is working on a book of poetry and photographs inspired while hiking there.

All BruceMoose.com properties provide excellent views, privacy, remodeled baths and kitchens with new appliances, new paint and/or wood paneling. The homes have a nature setting and easy access to the park. Residences are also available near Washington, D.C., and the Assateague National Wildlife Refuge.

For more information visit www.BruceMoose.com/rentsale.html or call 202-641-4707.

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
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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

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Questions?

Contact ANPR's business office:
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Golden, CO 80401

ANPRbiz@aol.com

Join ANPR members on Facebook and LinkedIn

You are invited to join the ANPR group on these online networking sites: facebook.com and linkedin.com.

Just go to the websites, search for the ANPR group and ask permission to join.

Then connect with friends, join the discussions and enjoy the realm of social/business networking. We'll look for you there. Contact member Liam Strain with any questions: shoreranger@yahoo.com. □



Share your views!

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

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

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

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

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not an NPS employee or representative of another organization

- | | |
|---------------------|-------------------------------|
| • Sustaining | <input type="checkbox"/> \$70 |
| • Full-time Student | <input type="checkbox"/> \$45 |

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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 _____.

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Name of person giving gift _____

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