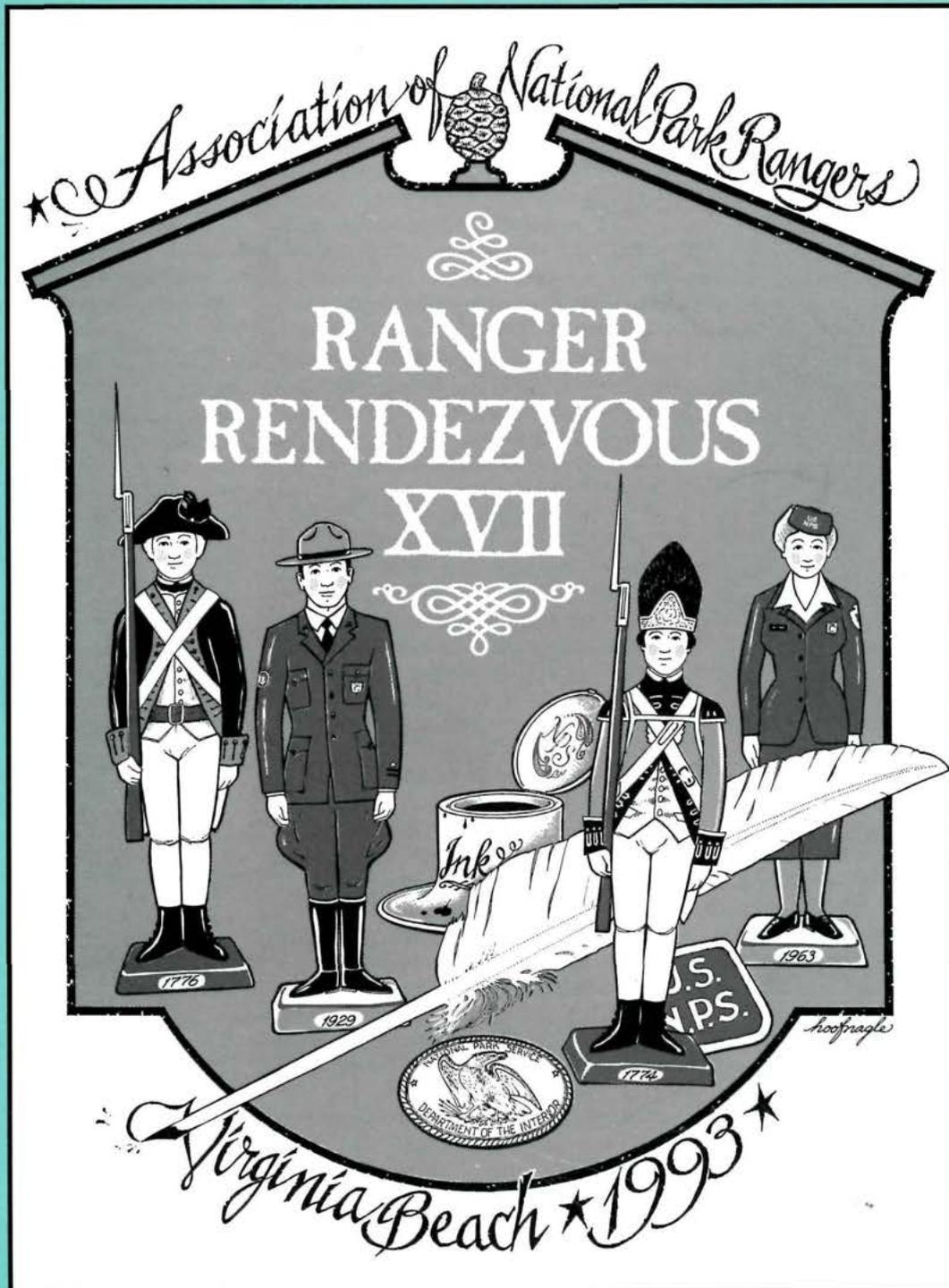


RANGER

The Journal of the Association of National Park Rangers

Vol. X, No. 1

Winter 1993/94



Letters

Dear Rick:

My warm congratulations to you and your talented colleagues for the stimulating Summer 1993 issue of Ranger. Tony Sisto's article on "The Significance of 'National Significance': A History" was especially notable.

When I observe substantive dialogue, such as that in the Summer issue, I know that notwithstanding many vicissitudes, the spirit is alive. May you prosper and endure.

With highest esteem and warmest personal regards, I am,

*Sincerely yours,
George B. Hartzog Jr.*

(The preceding letter was sent to ANPR President Rick Gale.)

Editor:

Assateague Island National Seashore has a relatively small number of protection rangers to draw from. Still, we wish to show our support for ANPR's decision to partially fund Tim Sorber's MSPB appeal involving enhanced annuity retirement. Enclosed is \$55 toward reducing the \$2,500 debt.

We believe the Sorber case begins the processes of trend setting and case law, and that it was clearly in the best interest of the membership of ANPR to partially fund the effort.

We at Assateague wish to encourage ANPR to continue efforts aimed at gaining enhanced annuity retirement for park rangers. Assateague challenges other parks to match or exceed our contributions to reducing this debt.

*Clay Bunting, Mel Olsen,
Harry Trimble, Scot McElveen
Assateague Island*

Editor:

I read with interest your report on the progress made on the Vail agenda and the position of ANPR. I attended the 75th and left rather cynical. This despite all the good intentions and inspirational rhetoric.

My initial reaction has not improved in spite of a year of reading occasional mis-sives updating progress on the "findings." In the interval between Vail and today a lot of good work has been getting done at this monument. I am unwilling to wait for the final report. There are only 14 years left until my retirement is possible.

With that, what is being done here at this monument that addresses the main issues which were identified in your recent issue of Ranger? What are others doing, that is working, about these issues? Perhaps it may be of some value to you and the Service if I share some positives in the light of my western experience and this small bailiwick.

Issue 1 — Resource Protection

Our visitation just went over 100,000 in 1992. Although small by other standards, the percentage of increase the last three years is up 8 percent, 10 percent and 18 percent. We estimate that we contact about 80 percent of those visitors at our entrance station. We operate the fee collection function in a businesslike manner to get the maximum LWCF benefits; however, it does have the higher use as the initial contact point for people coming into the monument.

For example, during the three 1992 fall deer hunts, over 60 hunting parties were contacted at the entrance station and turned around prior to and later than our entrance station normal working hours. This was the first year in three that there were no documented poaching instances at Chirichahua.

Boundary posting and boundary signs are being put up. This is hard work. It seems to be a low priority around the Service. Fee simple land ownership needs to have our NPS signs up and prominent around the boundary for prevention of encroachments, and strong enforcement posture.

This task has become maddening with the development of plastic NPS boundary signs, and the unavailability of metal "U.S. Boundary" signs. The plastic degrades very fast in the face of our relentless sun, becomes brittle and then gets blown down and away by the winds. Maybe the idea was to use plastic signs (cheaper on the face) to get us rangers off our butts in front of our computer screens and back to the future, into the woods, replacing signs every few years. Some of the old metal signs are still on the job hanging on long dead trees, or by a rock pile, dating from the '30s, '40s and '50s.

Natural and cultural resources management and protection are fine and lofty goals, our signs are going up and our old fences getting fixed . . . Enforcement works better with good signs, even if mounted on old boards or plywood.

(continued on page 38)



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RANGER

The Journal of the Association of National Park Rangers

Vol. X, No. 1 Winter 1993/94

Ranger is a publication of the Association of National Park Rangers, an organization created to communicate for, about and with park rangers; to promote and enhance the park ranger profession and its spirit; 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 park rangers and those interested in the profession; provides a forum for discussion of common concerns of park rangers, 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.

Submissions

Prospective authors should contact the editorial adviser before submitting articles. Write to Bill Halainen, 640 N. Harrison St., Arlington, VA 22205, (703) 522-4756.

Change of Address

If you are moving, please send a change of address card to Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831.

Advertising

Rates and specifications are available for advertising in *Ranger*. Interested parties should contact Jon Anglin, P.O. Box 2039, Auburn, WA 98071, (206) 874-9907.

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President's Message

(ANPR President Rick Gale delivered this State of the Association address to ANPR members Nov. 10, 1993, at the first business meeting of *Rendezvous XVII* in Virginia Beach, Va.)

It was only slightly more than one year ago in Spokane, Wash., that members of the Association of National Park Rangers whooped it up during the final business meeting and dance as election night results began to make it clear that a new administration was going to assume control.

We knew that this change would affect us all and, I think, most of us were looking forward to the new administration with great hope and anticipation.

There was also excitement and anticipation in the air about change and a new or re-affirmed direction for the Association of National Park Rangers.

Today I would like to review briefly some of that change with you and, as well, set the stage for the deliberations about ANPR and its future direction, which will be occurring the remainder of this week.

To begin, I think it is important to see where we have been and take a look at our past. This review, I believe, is particularly germane as we focus on the future of the Association based on the Kennedy School recommendations.

The Association of National Park Rangers has become a truly professional organization. Our advice and counsel is consistently sought by the Service, the Department and the Congress.

If you doubt this, just reflect on who is coming to this *Rendezvous* — the director, deputy director, chief of staff of the department, assistant secretary, staff members of congressional committees, et al.

The reason our opinions are respected is that they have been and continue to be informed, reasonable and forthright — all three qualities which are critical to our success. Moreover, ANPR has often been the first and sometimes only group to address some of these issues — economic hardship, budgetary shortfalls, system integrity — to name but a few.

An example of this recognition is the letter I recently received from former Director George Hartzog, who offered his

congratulations for the national significance article in the summer *Ranger*. (See page 2 of this issue.)

Director Hartzog said, in part, (and I quote): "When I observe substantive dialogue, such as the Summer issue, I know that notwithstanding many vicissitudes the spirit is alive. May you prosper and endure."

It is time for us to be very clear about our accomplishments. The Association has been too silent in the past for several reasons. Until this year, ANPR had somewhat of an adversarial relationship with former administrations and needed to maintain a low key approach. We also tend to believe that actions stand for themselves. And finally, we have never gotten around to telling our own story.

Scores of people have worked very hard for many years on a number of issues that are now coming to a head. There have been literally thousands of hours of volunteering — volunteer time, volunteer travel, volunteer money.

This is what we have done — almost all of which have been worked on in one way or another since the founding of ANPR in 1977. Many of these issues have been claimed for credit by other organizations, but in reality it was this Association which made them happen.

Housing — Make no mistake about it, housing would not have been a front burner issue without ANPR. Because of our efforts and publicizing of the problems with housing, Former Director Mott began the housing funding initiative that has resulted in millions of dollars for NPS housing. ANPR was the organization that obtained the 10 percent cap on rental rates. Beginning in 1987, ANPR pushed for a legislative solution to the housing issue that resulted in legislation being introduced in the Senate, and, we hope, the introduction of legislation in the House and a legislative proposal by the administration.

Pay/grade — From the outset, ANPR sought to work within the Service on this issue. Our rationale was that, for a variety of reasons, a legislative solution was not likely or practical. For obvious reasons, a solution by the Office of Personnel Management was equally unlikely.

(continued on page 12)



Association Actions

Housing

ANPR Vice President for Special Concerns Bill Wade testified Nov. 18 before the Senate Energy and Natural Resource Committee in support of S. 472, Senator Malcolm Wallop's housing legislation. Director Kennedy was the witness for the National Park Service, Forest Service Deputy Chief Lamar Beasley testified for that agency, and Phil Voorhees testified for the National Parks and Conservation Association.

Here's what we said at the hearing:

"Mr. Chairman, thank you for the opportunity to testify in front of your committee in favor of S.472, the Land Management Agency Housing Improvement Act of 1993. The Association of National Park Rangers (ANPR) testified before this committee last year in favor of S.1704, a bill similar to S.472, and I am pleased to be able to again speak out in support of a bill which would help ameliorate the housing situation faced by many of our employees.

"ANPR, which was formed in 1977, is a professional organization comprised of over 1,700 National Park Service rangers and other employees from all regions, grades and specialties — many of them residents of park housing. It is neither a union nor a bargaining unit, but rather is an association formed to advance the ranger profession and support the National Park Service and National Park System.

"Last year, we testified that the Association of National Park Rangers strongly supports the passage of legislation that:

1. Clearly establishes that providing employee housing is a necessary and important tool for federal land management agencies and assures that the agencies can provide all the housing necessary to accomplish their respective missions. We are pleased that S.472 recognizes that government housing is necessary for the effective management of public lands and that it may be used to promote the recruitment and retention of qualified land management employees.
2. Assures that all housing provided by

these agencies is decent, safe, and adequate; and is also provided at rental rates that are fair and reasonable for all employee occupants. We note with satisfaction that S.472 contains a system to determine rental rates, using data not from comparable local housing, as is currently the case, thereby subjecting employees to the inflated rates often paid in resort areas adjacent to federal land, but from the most recent American Housing Survey average percentage of rents paid by renters inclusive of utilities. S.472 further requires that federal agencies conduct surveys to determine if decent, safe, and adequate quarters exist, and, if they do not, that steps be taken to either rehabilitate existing quarters or provide additional quarters.

3. Assures that the housing programs administered by these agencies are

*S.472 assures that all
housing provided by these
agencies is decent, safe,
and adequate*

managed properly and in the mainstream of agency activities, regardless of the amount of rental income generated. By requiring agencies to report survey results to the Congress, S.472 assures that regular Congressional oversight will occur regarding employee housing. As an aside, Mr. Chairman, I note that the President's FY 94 budget request for the National Park Service contains \$32.4 million for the construction and rehabilitation of employee housing. This is a mainstream figure.

"Mr. Chairman, the members of the Association feel that S.472 contains welcome changes made during committee work during the 102nd Congress. We also appreciate that Section 6 of the bill authorizes secondary quarters for those employees living in extremely remote areas. For too long, these employees have had no alternate except to live in expensive motels or other temporary quarters while away from their duty stations. Section 6 will eliminate this inequity.

"We also appreciate that the bill's authors have indicated that employee housing may only be built in areas on federal lands designated for administrative use. We suggested the inclusion of

such language in last year's testimony to prevent inappropriate siting of any development near the very resources for which the area was established.

"We applaud the inclusion of paragraphs (c) and (d) in Section 3 of S.472. Given the nation's budget problems, it is wise to give the Secretaries latitude to seek innovative, cost-effective solutions to employee housing issues. We hope the Congress will remember, though, that such latitude often gives way to bureaucratic delays and failure to act. We must not allow this to happen in an area as critical as employee housing.

"We were hopeful, Mr. Chairman, that S.472 might address another issue that surrounds employee housing. As you know, many National Park Service employees, as well as other land management professionals, move several times during their careers. In some parks, employee housing is available. In others, it is not or the employee may find it financially prudent to buy a home in a nearby community. Those employees who have bought homes and then accept transfers to parks in which the occupancy of government housing is a condition of employment face significant capital gains problems. Since these transfers are in the government's interest, it only makes sense that such employees be treated as military employees are and that they be given extensions — say to eight years — of the customary two years in which they must reinvest their capital gains in new homes. The Department of Defense has recognized that it benefits them when employees can improve their skills and abilities by accepting reassignment without having to worry about the financial costs of doing so.

"We do not believe, Mr. Chairman, that it serves any real purpose to review the sad conditions under which many federal land management agency personnel live in government housing. Senator Wallop's remarks on the Senate floor on March 2, 1993, when he introduced S. 472, eloquently state these problems. We would, of course, be delighted to furnish additional information if you wish. What concerns us is that the employee housing issue has been studied to death. Each agency has reams of

material that show that employee housing is one of the major problems impeding effective land management. The Association of National Park Rangers sent you a report in 1989 that detailed the desperate plight that many park employees face in coping with inadequate housing furnished to them at exorbitant rates.

"Senator Wallop said it best on March 2 when he observed that:

'This bill is important to us all. Without adequate housing at an affordable price, our national parks, forests, refuges, and public lands will not be able to recruit and retain the quality of people necessary to do the increasingly complex job of managing them. The caliber of the caretakers dictates the quality of care. It is the Congress' responsibility to take care of the caretakers.'

"We would also like to take a moment to note that the recent report on National Park Service housing by the General Accounting Office concluded that the vast majority — almost 90 per-

cent — of park housing is, in fact, clearly justified. But the study also showed that 45 percent of park housing is in only fair condition and that another 15 percent is in either poor or obsolete condition. This bill would help address these deficiencies.

"We urge your committee members to promptly report S. 472 favorably to the Senate floor, work for its passage, and then begin the process of negotiations with the House of Representatives so that the Congress can send this bill on to the President for signature. Our agencies can then get on with the business of providing decent, safe, affordable housing to their employees. No single measure of which I am aware would do more to improve the morale of public land management employees nor send a clearer message to their agencies that the Congress is concerned about effective management of our nation's public lands."

The Park Service's testimony stated that the Department "strongly supports efforts

to improve the availability of adequate housing and fair rents for federal employees in government rental quarters," but also says the bill would be "inconsistent with current administration policy prohibiting the reduction of rents and other related charges as an inducement to recruit or retain employees." Much of the remainder of the testimony reflected this ambivalence — while speaking in strong terms about improving conditions, it contains reservations about the proposals contained in the Wallop bill.

It should be added, however, that Director Kennedy dispensed with reading what he called the "bland," OMB-approved testimony, and talked about the general conditions of housing in the NPS and some of the provisions of the bill, such as authority for private housing initiatives, that he liked. He also said that, though the administration had some "fusses" with the bill, he strongly supported the intent and purpose.

NPCA testified in favor of the bill. Space prohibits including the full text, but the closing paragraph provides a good summary:

(continued on next page)



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"In conclusion, NPCA strongly supports resolving the problem of standard and unaffordable housing for National Park Service employees. S.472 provides a viable mechanism for dealing with these problems, and guarantees that the issue of government-provided housing remains visible on the Secretary's agenda. As this bill and other proposals move forward, however, the committee should endeavor to think broadly about living conditions for employees and their families, and consider as well not only the physical provision of housing but also some of the social and lifestyle amenities taken for granted by today's society. Such amenities may include playgrounds for children, availability of educational resources for both children and adults, and even satellite dishes to help retain contact with the 'outside world' in the most remote parks."

Meanwhile, as is noted above and in Rick Smith's report elsewhere in this magazine (see "Business and Board Meetings"), GAO's long-awaited audit of NPS housing has been completed and presented to Rep. Bruce Vento, who had requested the audit.

Although Rep. Vento has heretofore not made any public comments that we are aware of regarding his concerns about NPS housing, he was recently interviewed by Meg Walker of *The Federal Times* and made these observations:

"Before we go off on major housing building projects, we should look at the realities . . . Housing is a task that detracts from the mission of the Park Service. Having housing on some parks may have made sense in 1916, but I don't know that it makes sense in 1993."

ANPR Invited to Public Lands Summit

Early in December, President Rick Gale received the following invitation from Representative George Miller, chairman of the House Committee on Natural Resources, and Representative Bruce Vento, chairman of its Subcommittee on National Parks, Forests and Public Lands. Representatives from ANPR will attend the meeting; a report will follow in the *Spring Ranger*:

"Dear Mr. Gale:

As chairmen of the House Committee on Natural Resources and the Subcommittee on National Parks, Forests and Public Lands, we are deeply troubled by the current state and future direction of federal and non-federal parks, forests and open space. We think that "crisis" is not too strong a word to use when describing this situation and would like to invite you to help us develop an initiative to respond to this crisis.

The rapid expansion of our population and the growing interest in outdoor recreation is putting increasing pressure on our park, forest and open space resources. While the use of and demand for these resources continues to grow, government funding is not keeping pace. The next decade will bring even greater demand for parks and recreation at a time of severe fiscal restraint in the federal government including the possibility of static or even shrinking budgets for park and recreation programs.

On the federal level, needed maintenance and repair of buildings, infrastructure and facilities are dangerously

deferred. Important research and resource management problems are not addressed. The gap between the number of improvements needed to protect and enhance park resources and the ability of Congress to fund them grows wider every year. Visitors to parks, forests and federal recreation areas increasingly complain of inadequate facilities, poor access and deteriorating resources. Energetic initiatives to manage and interpret our open spaces resources gather dust for lack of funding. Longtime acquisition priorities and new acquisition opportunities go unmet as the federal Land and Water Conservation Fund stagnates while real estate prices rise. The list goes on and on.

We have similar concerns about inadequate park and recreation opportunities at the local level where most Americans live and work. Park and outdoor recreation programs play a vital role in the health and well-being of our communities, particularly in our densely populated urban centers. In the past, the federal government has played a critical role in stimulating state and local park investments through its recreation grant programs. In recent years, these programs have been cut back and state and local governments are having a difficult time filling the gap.

We believe that what is happening on these lands is intolerable. We believe that it is imperative that we find solutions in new ideas, new partnerships, new sources of revenue and new policies. And we believe that the best way to start building this new initiative is to go outside the Congress to knowledgeable men and women in the conservation, public interest, business, academic and philanthropic communities who know about our parks, forests and recreation areas, who know what has worked and what has not worked.

We are, therefore, inviting you or your designee to participate in a workshop to discuss these issues on Friday, Dec. 17, (1993) at 9 a.m. in 1324 Longworth House Office Building, the hearing room of the House Committee on Natural Resources. This will be an informal meeting. Its purpose is to generate discussion and ideas that can lead to a comprehensive legislative initiative to attack the crisis in federal parks and recreation. A similar workshop will be held early next year on state and local park and recreation needs."

Seasonal Insurance

The Association has arranged an insurance program, which for the first time makes health insurance available at reasonable rates to permanent employees who are ANPR members. Included are:

- ▶ A major medical plan that provides comprehensive health care benefits for you and your family, with up to \$4 million maximum lifetime benefits per insured person, a choice of deductibles, affordable group rates and comprehensive benefits in and out of the hospital.

- ▶ A short-term, self-writing policy developed specifically for temporary employees. A managed health care system to ensure you and your family receive the best care possible while controlling the medical costs, featuring a \$2 million

lifetime benefit, freedom to select doctors and hospitals of your choice, and a choice of deductibles.

- ▶ Group term life insurance, an inexpensive way to establish financial security for your family with maximum life insurance protection up to \$3 million for members and spouses, optional dependent coverage, and non-smoker discounts.

For more information about these programs, write to Seabury & Smith Associates, 1255 23rd St., N.W., Washington, DC 20037, or call 1-800-424-9883.

All plans are not available in all states. Please contact Seabury and Smith or the ANPR business manager for details.

All in the Family

All submissions must be *typed or printed* and include the author's return address and/or phone number. Use the form on the inside back cover. *Entries need not be limited to career moves; any notable event or personal update is acceptable.*

Send to Bill Halainen, 640 N. Harrison St., Arlington, VA 22205. Changes of address should be sent separately to Debbie Gorman, ANPR Business Manager, Box 307, Gansevoort, NY 12831.

Deanne Adams (ARO 72-77, DENA 77-80, YELL 81-85, Fairbanks Public Info. Center 85-88, SHEN 89-93) is transferring from chief of interpretation at Shenandoah to regional chief of interpretation for the Pacific Northwest Region effective Jan. 9. The address for the regional office is 909 1st Ave., Seattle, WA 98104-1060. She does not have a new home address yet.

Cary Brown (YUCH 86-87, BUFF 88-91, YUCH 91-93) and his wife **Debbie** (BUFF 89-91, YUCH 91-93) have moved to Katmai, where Cary is the park's GS-12 management assistant. Prior to this assignment, Cary was chief of resource management at Yukon-Charley Rivers. Address: P.O. Box 7, King Salmon, AK 99613.

David and Ellen Brennan have moved from Yosemite to Grand Canyon. David, formerly a GS-7 assistant horse patrol supervisor at Yosemite, is now a GS-9 shift supervisor on the South Rim. Ellen, who was a GS-7 fire dispatch supervisor at Yosemite, is now a GS-7 backcountry ranger in the Canyon District. Address: P.O. Box 1694, Grand Canyon, AZ 86023.

Kathy Brazelton Brown (REDW, FLFO, CURE) is "leaving Colorado for the Planet Utah." She left her position as environmental education specialist at Curecanti to become the chief of interpretation and resource management at Timpanogos Cave. Office address/phone: Timpanogos Cave, RR3, Box 200, American Fork, UT 84003, (801) 756-5239. Home address: 2054 W. Alpine Loop Road, American Fork, UT 84003.

Dorothy C. Cook (BLRI 89-91, TIMC 92, KNRI 92), who was a seasonal ranger at Arkansas Post last winter, is now a permanent GS-5 ranger in the same park. Address: P.O. Box 94, Gillett, AR 72055.

Bill Fink (HAVO 73-76, HOME 76-80, FONE/FRHI 80-90, ISRO 90-93), who was the superintendent at Isle Royale, is now the superintendent of Keweenaw NHP,

one of the System's new areas. He writes that the park commemorates stories of the copper mines and their miners and families in the Lake Superior region, and adds that he will be advertising for a chief of interpretation, admin tech/assistant, and historic architect. Address/phone: RR 1, Box 58, Houghton, MI 49931, (906) 482-4632.

Wendy Lauritzen (USF&WS 84-87, BITH 87-88, BLCA 88-91, GRBA 91-93), formerly a GS-9 range conservationist at Great Basin, is now a GS-11/12 management assistant at Northwest Areas (Cape Krusenstern, Noatak and Kobuk Valley). Her address and phone number is P.O. Box 547, Kotzebue, AK 99752-0547, (907) 442-3511.

Lisa Myers (YOSE 87, JOTR 87-88, YOSE 88-90, GRSM 90-92, OIA 92-present), is a GS-11 Panama Project coordinator in the Office of International Affairs. Her previous position was a GS-7 assistant district interpreter at Great Smokies. Her address: 1110 S. Barton St., #306, Arlington, VA 22204, (703) 892-5731.

Howard O. Ness, who was with the U.S. State Department, fisheries and wildlife attache for Latin America, now is director of NPS' Mexico Affairs Office. The office coordinates NPS cooperative programs in the Republic of Mexico, especially along the U.S.-Mexico border, in collaboration with park operating units. His address and phone: Box 30001/Dept. 3 BRI, Las Cruces, N.M. 88003-0001, (505) 646-7880.

Einar Olsen (NACC, WOTR, GWMP, WASO) is the new GS-13 regional chief ranger in National Capital Regional Office. Einar came to the job from WASO Mining and Minerals, where he was a GS-13 environmental specialist dealing with policy, regulations and enforcement.

Cindy Ott-Jones (JNEM 81-82, LABE 82-84, HSTR 84-86, WHSA 86-89, ELMA 89-93) has moved from El Malpais, where she was the GS-9 district ranger in the Sandstone Bluffs District, to FLETC, where she is a detailed GS-11/12 instructor in the enforcement techniques division. **Rick Jones** (LABE 80-84, HSTR 84-86, Lincoln NF 87-89, ELMO 89, Cibola NF 90-91, BLM's El Malpais NCA 91-93) has left his position as a GS-7 park ranger at BLM's El Malpais National Conservation Area to move with Cindy to FLETC. He still is looking for work. Address and phone

numbers: FLETC-ETD, 307 Kiefer Circle, Glynco, GA 31524, (912) 267-2150; 1000 Mallory St., #84, St. Simons Island, GA 31522, (912) 638-9278.

Michelle Pelletier (ACAD 80-85, ALPO 85-86, BAND 86-89, SWRO 89-93), is the new superintendent, park ranger GS-025-11, at El Morro. Previously she was a GS-11 contract specialist at Southwest Regional Office. Her address: Route 2, Box 43, Ramah, NM 87321.

Lisa Slobodzian (STLI 86, ROVA 87, BOST 87, JEFF 87-90, EVER 90-93), formerly a GS-7 law enforcement ranger in Everglade's Flamingo backcountry subdistrict, is now a GS-9 supervisory park ranger in resource and visitor protection at Indiana Dunes.

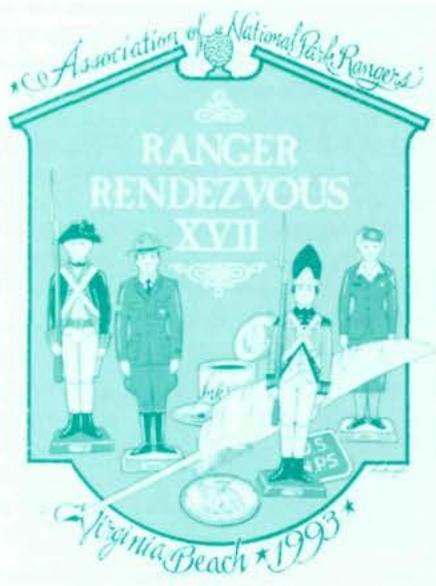
Mike Smithyman (BUFF 90-92, JNEM 92-93) recently left Jefferson National Expansion, where he was a GS-5 park ranger, to take a position as GS-7 park ranger at Great Smokies. Address/phone: 2239 Sevierville Road, Maryville, TN 37804, (615) 981-7403.

Mike Tranel (OCMU 85-86, GUI5 86-89, TICA 89-93) has left Timpanogos Cave, where he was the park's GS-9 chief ranger, to take a GS-1301-11 position at Denali. **Jane Tranel** (ANDE 85, GUI5 86-89, TICA 89-93) left her position as administrative assistant at Timpanogos Cave and is now seeking a permanent or temporary position at Denali.

Stephen Underwood (OLYM 77-81, CRLA 81-84, LABE 84-88, YOSE 88-93) has moved from Yosemite, where he was a GS-401 fire management officer, to Redwoods, where he now is a GS-430 supervisory botanist. Address/phone: 4985 13th St., Arcata, CA 95521 (707) 839-4959.

Vicki Wolfe (BIBE 80-83, ARCH 83-86, INDE 87-89, UPDE 89-92, DEVA 92-present), who was a GS-7 assistant district interpreter in Death Valley's South District, now is the GS-9 district interpreter in the park's North District. Her spouse, **Gerry**, has been Death Valley's roads, trails and auto shop supervisor since September 1992. Address: P.O. Box 356, Death Valley, CA 92328.

Jim Zahradka (HOSP 79-82, THRO 82-88, EVER 88-93) is a GS-9 supervisory park ranger at Cape Lookout. His previous position was a GS-9 Tamiami subdistrict ranger at the Everglades.



“Challenge the Future! An Agenda for Change” set the tone for Rendezvous XVII when 249 ANPR members met last Nov. 10 through 14 in Virginia Beach.

Days (and many evenings) were packed with meetings and workshops aimed at reinvigorating the membership and laying the groundwork for future projects.

Participants spent after-hours dining with old and new friends, hanging out in the hospitality room or just walking on the beach in the crisp November air.

Throughout this issue of *Ranger* you will find summaries of the many business meetings, keynote speeches and workshops.

This complete coverage will refresh your memory if you attended, or fill you in if you couldn't make it to Rendezvous this time.

Board and Business Meetings

The board convened for its semi-annual meeting on Tuesday, Nov. 9, the day before the Rendezvous officially began. As in the past, the agenda concerned only relatively routine administrative matters; all significant actions took place on the floor during the business meeting.

Bill Halainen began by discussing the effectiveness and future evolution of *ANPR SitRep*, the internal bi-weekly newsletter created this year to provide frequent, comprehensive status reports on ANPR activities to the board and committee chairs. Board members felt it was highly useful; several reported that they had

duplicated the newsletter and passed it on to regional members. The consensus was that it should come out as needed, but at least monthly, and that efforts should be made to expand its distribution.

This led to a discussion of the need to develop electronic telecommunications within ANPR so that members could receive situation reports, action alerts and other information in a more timely fashion. It was agreed that a volunteer should be sought to undertake this project.

Debbie Liggett reported on the Association's embryonic publications program. Frank Betts, chair of the retirement committee, completed a "road map" to preparing one's personal estate, and ANPR funded the initial run of 500. Teresa Lawler (Yellowstone) did the design work. The publication has proven very popular, and a second press run is feasible.

Other publications under consideration include a comprehensive member listing, a bibliography of publications on the NPS, professional papers on management practices and philosophies, and a guidebook on successful dual career management techniques.

Several problems must be resolved before such publications can be produced, however. Funds must be sought, marketing and distribution approaches must be worked out, and a publications coordinator must be identified.

Karen Wade followed with a review of recruitment efforts through the year. She noted that the Association had been very successful in its recruiting efforts and that membership had accordingly reached its highest level ever this year — up from about 1,385 voting members last year to just over 1,700 as of the Rendezvous.

She tried several techniques for recruiting members and had varying degrees of success with each. These included contacting all new NPS superintendents and chief rangers, E&AA and George Wright Society members who didn't belong to ANPR, members who had left the Association since 1992, and all 025s in Alaska Region who didn't belong to ANPR.

Wade listed a number of activities that are either under way or under consideration to facilitate recruiting efforts: publishing ANPR's advocacy action plan brochure, circulating regional recruitment displays like the one developed in NAR, conferring regional and individual recruitment awards, and offering new member incentives.

Wade concluded with a region-by-region report on the outcome of last year's recruitment efforts:

Region	# Members	Change
AR	+ 48	+ 50%
SWR	+ 31	+ 28%
NCR	+ 29	+ 28%
RMR	+ 36	+ 25%
PNR	+ 9	+ 9%
SER	+ 12	+ 7%
WR	+ 13	+ 4%
MWR	+ 4	+ 4%
MAR	+ 3	+ 3%
NAR	- 2	-

Scot McElveen followed with an associated report on his long-range assessment of reasons why people leave the Association. He sent out questionnaires to 908 departing members since 1989 and so far has received 152 replies. Of these, almost half rejoined the Association.

McElveen then listed the five primary reasons that respondents had for leaving ANPR:

- Departure from the NPS (47)
- High cost of membership (42)
- ANPR's failure to follow-up on a member's offer to volunteer to undertake some aspect of Association work (29)
- Failure to focus significant attention on interpretive issues
- Failure to focus significant attention on seasonal issues

He asked board members if his committee should continue or if responsibility for member retention should be delegated to regional and park representatives. The consensus was that the latter course should be pursued, and the committee was accordingly dissolved.

Debbie Gorman then gave a presentation on the Association's 1993 operating statement (*see page 31*). Her main point was that ANPR's assets had dropped by a considerable amount during the year for a number of reasons, including higher super raffle costs, increased operational expenditures, and decreased interest revenue.

Following her presentation and a lengthy board discussion, Gale asked that a small work group be established to evaluate our investment strategy and recommend alternatives. Jeff Karraker, Frank Betts, Rick Jones, Jay Liggett and Scot McElveen were named as members.

Gorman next presented the draft bud-

get for 1994 that the finance committee had developed. Despite their considerable efforts, they were unable to balance the budget and ended up with an \$8,000 deficit.

At this point, Teresa Ford, the new editor of *Ranger*, offered a proposal whereby the Association could simultaneously upgrade the magazine and save about \$4,000 a year on publishing costs by having it printed in Denver, where costs are much lower than in Washington. The board endorsed her proposal.

Several other revenue-enhancing measures were also suggested, including the possibility of offering another Management Grid course before ANPR turns it over to NPS Employee Development.

The discussion concluded with a motion to establish a combined budget and finance committee under Patti McAlpine and charge them with looking at all alternatives and balancing the budget. It passed.

Sue Christensen, who has worked for five different non-profit organizations over the past 15 years and is currently the chief financial officer of one of them, gave an overview on ways in which ANPR might increase its revenue through fund-raising. She recommended the Association hire someone to prepare a proposal, that we ask members to help identify potential corporate contributors, and that we then seek a number of small donations from unrestricted foundation accounts.

She also said ANPR should split its secretary/treasurer position into two offices and seek a professional audit during the coming year — both of which would facilitate fund-raising efforts. Final action on her proposal was deferred to the full business meeting.

The board meeting concluded with a presentation on FOP-ANPR relations by Bruce Bytnar and Bob Martin, longtime ANPR members and principals in FOP. They talked about the areas in which the two organizations overlap, including our many common members and our shared interest in a number of issues, then noted the different but complementary approach to resolution of problems.

ANPR is a broad-based but small organization that works within the government and has substantial contacts within the administration and Congress, whereas FOP is a 250,000-member national organization with the ability to focus considerable resources and energy on the resolu-

tion of specific problems.

They recommended a cooperative approach whereby the two organizations would work together to resolve issues of mutual concern, such as resource protection and personnel issues.

The general consensus was that ANPR and FOP should together on such issues and the two groups should improve and formalize communications between them. Bruce will serve as FOP's Eastern Lodge liaison, Chris Cruz will serve as the Western Lodge liaison, and Scot McElveen will serve as ANPR liaison.

* * * * *

The first business meeting of the Rendezvous was held the following morning.

Debbie Gorman began by repeating the budget presentation she made to the board and summarized the actions that had been decided upon during that meeting. She then talked about the above noted membership increase, and said that many of the lapsed members who came back this year said they did so because of the "new ANPR."

On other matters, Gorman reported that:

- the Association has established an archive and members with any historical items should send them to her.
- Seabury and Smith raised its health insurance premiums by 40 percent.
- the Association will not be reprinting its pamphlet on how to become a ranger because of the dramatic and rapid changes in personnel procedures currently under way.

Rick Smith followed with a report on housing. He said it was refreshing to be able to report real headway this year instead of the "moral victories" he often had to cite in the past.

Smith noted that \$45 million had been added to NPS budgets for new and rehabilitated housing since Director Mott began his housing initiative several years ago — partly in response to ANPR's continued prompting — and that another \$14 million has been programmed for FY 94.

Smith also said interest on housing issues among the regional directors had increased markedly in recent months because of ANPR's "constant banging" on the issue.

Progress was also made on the Hill. Although Senator Wallop's housing bill did not make it through the last Congress,

it was again introduced this year. Following several postponements, the hearing had been scheduled for the week after the Rendezvous (see "Association Actions").

Smith cited two features of the bill that were particularly positive — a provision which states that housing can be used for recruitment and retention purposes, and another which allows DOI to manage rental rates without requiring that they be tied to area rents.

The GAO housing study released this fall found that 40 percent of NPS housing (2,080 units) is in good to excellent condition, but another 60 percent is in either fair (2,855 units) or poor to obsolete (695 units) condition.

The report also found that 88 percent of park housing had been adequately justified. Most of the remaining 12 percent was in non-remote areas; although some of it may in fact be needed and appropriate, GAO found that justifications based on nonavailability or unaffordability were not acceptable.

Smith emphasized that members need to keep after House members to get this legislation passed after it clears the Senate, and that the Association needs to continue its efforts to find a House sponsor for housing legislation. Members also need to communicate that housing is important to the Service's mission and that resolution of housing problems are "quality of life" and health and safety issues.

After Karen Wade and Scot McElveen recapped their respective presentations to the board on recruitment and retention, Tessa Shirakawa talked briefly about some of the new logo-bearing items added to the Association's promotional sales program this year, many at the request of members.

These include small and large tote bags, belt buckles in pewter and bronze, large and small cups and ultrex caps.

Rick Jones concluded the session with a report on dual careers. He noted that the committee has received no replies to its request for information for a dual career pamphlet, so decided to drop the idea for now.

A questionnaire had been sent to the 10 regional directors asking for regional policies on dual careers; several replies have been received, but more were pending. Once all have been received, the committee will prepare a comprehensive report for publication in *Ranger*.

Jones said the committee also was looking at some possible recommendations

whereby the NPS could better support dual-career couples Servicewide:

- Provide long-term leave without pay (up to two years) for a spouse who has to leave his/her job in order for a mate to advance, thereby assuring that the spouse can maintain health and retirement benefits and annual leave.
- Ensure that all employees are informed of their rights on permanent, change of station moves.
- Encourage positive agency support for spousal placement.
- Require that vacancy announcements list other job opportunities that may become open in the next 120 days.
- Develop a formal procedure through which dual-career employees can let managers in other parks and regions know their desire to relocate.
- Train dual-career couples in successful strategies for mobility and career advancement.

* * * * *

The business meeting resumed on Wednesday morning with more committee reports.

Bill Halainen reported on Ranger and internal communications efforts. It was an excellent year for contributions, he said, and he listed the many articles and authors who wrote for the magazine in 1993.

Halainen was particularly gratified to receive a letter from George Hartzog (see "Letters") that spoke highly of the contributions in the Summer issue, since it affirmed the importance of the magazine as a vehicle for expression of important subjects.

Halainen said *ANPR SitRep*, the new internal newsletter, has been well received, and he will look at ways of disseminating it more broadly over the coming year.

He said the most significant event of the year was the hiring of Teresa Ford to replace him as editor. He will stay on as editorial adviser, in which capacity he will determine the focus and content of issues, but Ford will be responsible for editing and production.

Rick Gale reported on the status of 20-year retirement efforts. He said ANPR's \$2,500 contribution to Tim Sorber's appeal of his 6(c) denial — along with an equivalent amount provided by FOP — were directly instrumental in his success, a victory that "will materially affect" all commissioned rangers.

So far, commissioned members had contributed only about \$900 to retiring that



Rosa Wilson

Jan Kirwan (Everglades), Cindy Ott-Jones (FLETC), and Lisa Eckert (Great Falls) get caught up during a break in the business meeting.

debt; those that haven't pitched in need to do so now. Gale also noted that OPM will transmit pending claims for past coverage to DOI for decision, and has also given the Department authority to classify future positions for 6(c) coverage.

Gary Warshefski, the new chair of the employee development committee, and Bill Wade, coordinator of ANPR-sponsored Management Grid courses, followed with a summary of the committee's actions over the past year.

The Association-sponsored situational leadership course presented at the Rendezvous was well attended and well received, Warshefski said. No additional courses have been planned yet, but the committee is looking at a number of options.

Wade noted that ANPR's original agreement with the NPS had been to offer four Management Grid courses by FY 94, then turn the course over to Employee Development for NPS management. Three of four courses were held; about 100 NPS employees went through the basic course, and another dozen qualified as instructors.

The Association made about \$10,000 from the course after expenses. If the NPS is unable to take on responsibility for the course, ANPR will continue to offer it to NPS employees.

Frank Betts, chair of the retirement committee, said he gave a positively received session on retirement planning at Yellow-

stone as part of a larger seminar, and recommended that members hold such seminars in their parks.

He also talked about the reasons why he developed the "road map" for individual estate planning. The idea came after the death of a park superintendent who left no guidance on how to handle his estate. His spouse had to approach the problem "like a criminal investigation" and said to Betts: "If only he'd left a road map..."

The guide he subsequently developed addressed many of the problems she discovered in dealing with her husband's estate.

Hal Grovert and Tony Sisto followed with reports on mentoring and recruitment, respectively. The two had been charged by Rick Gale with resolving the problem of not having enough qualified folks available to do the work of the Association.

Grovert said his objective had been to get more people involved. One solution is to solicit names of interested volunteers.

A form under development will be used to create a data base of willing workers. Grovert also encouraged each Association member to work aggressively to get members involved in the organization.

Sisto reported he and Grovert had developed a nomination process with three objectives:

- to develop a competitive slate of candidates for each position opening on the board each year;
- to provide advice and information to prospective candidates on what kind of work each job entailed; and
- to provide general guidance on ANPR to interested parties.

Although a slate of nominees was developed, Sisto stressed that it wouldn't preclude nominations from the floor during the business meeting.

Bill Wade presented the final report, which was on future Rendezvous locations:

- Rendezvous XVIII will be held at Tamarron Resort near Durango, Colo., Oct. 15-20, 1994. Although rooms run as high as \$65 per night, they are available in multi-room, condo-type suites, thereby making it possible for five or six folks to room together and cut costs. Air fares from Denver to Durango are not as high as might be expected. Program and site coordinators have not yet been named.
- Rendezvous XIX will be held in the upper Midwest, but no location has yet been nailed down. The only proposal Wade currently has is for a location in Rapid City, S.D. He would welcome other suggestions.
- Rendezvous XX will be held somewhere in the Southwest, perhaps in Tucson, Ariz., or Austin, Texas. Recommendations on possible sites are also welcome.

The floor then was opened to new business. Only one item came up during the brief time available that afternoon — the question of whether the Association should take any action on a recent OWCP ruling in which an employee who was injured by a third party, compensated by OWCP, then required to prosecute that party to recover the money OWCP paid out or risk having her wages garnished.

Discussion led to a number of questions about the case, including details on OWCP policies and specifics on the case in question. Rick Gale asked Tony Bonnano and Brion Fitzgerald to look into the matter and report to the board.

* * * * *

The business meeting resumed on Sunday afternoon, the final day of the Rendezvous.

The main business of the Rendezvous was a review of the Kennedy School report by members in regional caucuses held

Friday. The objective of these sessions, each of which was coordinated by a trained facilitator, was to have members arrive at a consensus on which of the possible courses of action the Association should take and to offer comments and guidance on how ANPR should pursue the associated objectives.

Jay Liggett presented a summary of the caucus findings; these findings, as summarized by Deanne Adams, appear on page 29.

The primary focus was on "community building with advocacy." Although there was broad concurrence on them, a couple of variations were noted:

- Southwest Region took a different approach to the problem. They suggested ANPR work on building community first, then focus on a few, prioritized advocacy actions.
- A minority of National Capital Region members felt strongly that ANPR should take an even stronger advocacy role, and that the Association should better advertise its goals and achievements.

After some discussion of the findings, a motion was made "that ANPR adopt, as presented, the general concept of the recommended strategy as stated in the (Kennedy School's) strategic management report." The motion passed.

A decision also was made to refer to the document simply as the "strategic management report," because reference to the "Kennedy Report" might confuse some and make them think it had to do with NPS Director Roger Kennedy.

The next item of new business concerned future Rendezvous locations. Rick Gale asked for a sense of the membership as to where ANPR should meet. Suggestions included possible cruises, a return to Jackson Hole for the 20th, Hawaii, Canada and "somewhere" on the West Coast.

Patti McAlpine presented a revised 1994 budget. A motion to accept it was made; it passed.

Jeff Karraker summarized the findings of the work group looking at Association investments and detailed its proposal for investing funds in a varied portfolio. A detailed report will be made to the board and reprinted in a future Ranger.

Two resolutions were then offered for consideration:

- The first was a proposal to name the annual fun run after Mike Livingston,

the chief ranger at Big Thicket who died earlier this year. Although there was general support for the idea, there also was a strong feeling, based on past decisions, that ANPR shouldn't start naming events after deceased members. No resolution was moved and accordingly failed.

► The second read as follows after general discussion and amendment: "That we put the energies of the Association into all the 'career futures' initiatives, including natural resource management professionalism, Ranger Futures, and the other allied professions' initiatives." It was moved and carried.

The final item of business at Rendezvous was the nomination of members for office. These people were nominated:

Vice President, Communications and Representation

Cindy Ott-Jones, FLETC
Jeff Karraker, Capulin Volcano

Vice President, Professional Issues

Jim Gorman, Saratoga
Scot McElveen, Assateague Island
Ken Mabery, El Malpais
Kathy Jope, PNRO

MAR Regional Rep

Barry Sullivan, Delaware Water Gap
Hugh Manar, Fort McHenry

PNR Regional Rep

Jon Anglin, Mount Rainier
Patty Klump, Mount Rainier
Barb Maynes, Olympic

SER Regional Rep

Martha Bogle, Carl Sandburg
Darlene Koontz, Everglades

SWR Regional Rep

Judy Chetwin, SWRO

WR Regional Rep

Mark Harvey, Yosemite
Meg Weesner, Saguardo

NAR Regional Rep (1 year)

Scott Pfeninger, Statue of Liberty
John Piltzecker, Boston
Sherry Justus, Edison
Terry Flynn-Jung, Edison

MWR Regional Rep (1 year)

Bruce McKeeman, Voyageurs

— Bill Halainen
WASO

President's Message —

(continued from page 3)

However, beginning with attempting to solve the 025 issues, through better position management, professionalization of some ranger positions, establishment of locality pay for high cost of living areas, law enforcement pay and finally with the Ranger Futures initiative, ANPR members have been at the forefront of pay and grade issues.

I think we all owe the collective efforts of our colleagues, current and former, in the Division of Ranger Activities a huge thank you for their work on pay and grade issues.

Perhaps the most important thing the Association did in the pay and grade arena was the economic hardship survey conducted in 1989. That survey led directly to the so-called Endangered Ranger hearings in the Congress and galvanized attention to pay and grade concerns as did nothing else. And nobody else can or should take any credit for that!

Enhanced annuity retirement — Once again, the Association of National Park Rangers took the lead on enhanced annuity retirement. First came the development of claims package instructions for law enforcement officers and firefighters to facilitate filing individual claims.

The Association followed this with its only legal action when we sued OPM regarding their promulgation of administrative rules. This suit was funded entirely by Association members who stood to benefit from the results. While we were not successful in winning the suit, we did force OPM to grant extensions for filing individual claims and obtained admissions from OPM regarding covered service. None of this would have occurred without ANPR action, for which we can take sole credit.

Seasonal benefits — Who provided the first opportunity for seasonals to obtain medical insurance as a group? You already know the answer. The Association has consistently fought for, both administratively and through the legislative process, benefits for seasonals including within grade increases, health and retirement benefits, agency appointing authorities to make the transition from seasonal to permanent easier, and the concept of seasonal preference in the competition for permanent positions.

Budget — Once again, the Association

has led the charge in drawing attention to the budget — and staffing — problems facing the Service, particularly in field areas.

National significance — There is nobody within or outside the National Park Service that has focused on the issue of national significance for proposed new area additions to the National Park System with the vigor of ANPR. This focus has been through testimony on legislation, through discussions with administration and congressional officials, and through contacts with our colleagues in the conservation community.

*We should be justifiably proud
of our collective efforts.*

Management development — This Association made available again one of the finest management development courses in existence — managerial grid — to NPS personnel. ANPR also noted, in the economic hardship report, that next to pay issues, the single most important reason people had left the Service or would leave the Service was poor supervision and management. That result has led ANPR to continuously push for better supervision and management development and the movement of employee development into mainstream of park operations.

Professionalism — One impact that the Association had is probably not well understood or remembered. In 1982, the newly appointed assistant director for visitor services (Tom Ritter) attended the Rendezvous in Fontana, N.C. Tom has said that the information he gleaned from discussions, debates, work shops, and I suspect, around the beer truck, became the basis for his efforts to professionalize ranger operations. Once again, it was the Association of National Park Rangers who was in the vanguard of professionalism.

We could go on and on, ad nauseam, about what we have accomplished. We should be justifiably proud of our collective efforts. As I stated at the outset, these accomplishments have been the work of scores of individuals too numerous to mention. Suffice to say, we collectively as an organization can claim credit for these efforts.

Let us now turn to 1993. As we have seen, the Association of National Park Rangers has been in the forefront of change. In fact, I think it is safe to say that

ANPR has moved farther forward in the past year than has the National Park Service. In some regards that is appropriate and should have been the case and in other instances it is somewhat unfortunate (or sad) that this organization had to assume leadership.

We began the year with the development of an ambitious work plan that set standards, assigned tasks, identified responsible individuals and established timeframes for completion in a variety of arenas including committee action, Association business, publications, advocacy action and liaison with other organizations.

Although the work plan was quite ambitious, the majority of it was accomplished and you will be hearing the results during this week as committee chairs report and old business is discussed.

Following the work plan and in keeping with good management practices, the Association reorganized itself internally under an incident command system concept. What this did, in my judgment, was to highlight three major issues — one positive and two deficient.

The positive factor was, by developing an ICS organization chart, reporting channels and assigned individuals could be clearly identified.

The two deficiencies that this process also clearly showed was that ANPR had some major gaps and holes in organizational structure — lack of an operations section chief and information officer being perhaps the most glaring.

The second deficiency was that the ANPR ICS organization had too many individuals assigned to multiple tasks and that the span of control exceeded acceptable standards.

1993 saw the Association continue with a number of involvements. Regular, recurring visits by a variety of members were made to both authorizing and appropriations committees and subcommittees in both houses of Congress. Letters explaining the organization and its purposes were sent to each member of the full appropriations and authorization committees shortly after the convening of the first term of the 103rd Congress.

The lengthy budget piece in the Spring 1993 issue of Ranger was reprinted and circulated widely to the Congress, the administration and the media. We also established a more formal relationship with

conservation organizations as well as with other employee groups and unions.

Communications with the membership underwent a drastic change in 1993. The use of *Ranger* as a mechanism of communication was relegated to printing the actual text of letters, testimony and responses. The continuation of first class mailings and the introduction, in early summer, of a biweekly situation report made the use of *Ranger* as a mass communication tool somewhat archaic.

After literally years of discussion, the Association finally bit the bullet and scheduled a mid-year board of directors meeting. By doing this, the overall management, direction and oversight of the Association was materially enhanced.

This is not to suggest that the Association enjoyed nothing but success during 1993. Housing legislation in the Senate still awaits a hearing; no companion legislation has even been introduced in the House of Representatives. The administration, despite indications that they support some sort of housing initiative, has yet to turn that indication into a legislative proposal.

We are no closer to the resolution and granting of seasonal benefits than we have been in the past. There still has not been a systematic review of positions (not individual cases) to determine which should be designated for enhanced annuity retirement coverage. And we could go on and on.

Yet I remain optimistic that there is light at the end of the tunnel for some of these personnel issues. I only hope it is not the light on the engine of the train of regression heading back down the track!

When, and I use that word deliberately, when some of these personnel issues finally are resolved, the Association of National Park Rangers will be able to turn its resources and energies toward systems issues.

The bottom line, it seems to me, is that this Association needs now to move toward the high ground — to press forward toward a revitalization of the agency and its original purpose.

I see some of that revitalization as including resources protection — whether natural, cultural or paleontological. I also see that revitalization including the integrity of the National Park System, areas in the system which meet a national significance test.

I would include increased environmen-



Rosa Wilson

Colleen Mastrangelo (Antietam), a member of ANPR and ANPME, makes a statement during NPS Director Roger Kennedy's presentation before the joint membership of both groups.

tal quality — both in the way we ourselves do business and the way we educate and provoke our visitors. I would include restoration of agency leadership in international park management.

To accomplish this requires rectifying diminished budgets and staffing. It requires development of master performers, supervisors and leaders with both vision and intestinal fortitude. It requires ANPR to become intimately involved on all fronts and in bold new ways we may never have considered before.

We now have the mechanism at hand to strike out in new ways. This mechanism is the excellent report crafted by Tom Steinbach of the Kennedy School of Government. I assume each and every one of you has thoroughly read, considered, maybe debated, the issues and alternatives raised in this blueprint for the future of the organization.

In my judgment, nothing else we do at this Rendezvous is as important as discussing the alternatives for the future of ANPR and arriving at some consensus of direction and action.

This addresses the long term. But we also must look at 1994 and determine specifically our goals and objectives for the coming year.

I see five crucial areas which need attention in 1994:

► **Finances** — We absolutely have to get off the dime and get the Association's financial house in order. We cannot carry the functions of ANPR totally on the backs of the membership. We must establish a fund-raising strategy and aggressively implement it.

► **Communications** — We need to investigate the feasibility of establishing some sort of telecommunications/electronic mail system which would allow communications both up and down the organization.

► **Organization** — We got off to a good start with the establishment of an incident command system structure for the internal working of ANPR. We need to fine tune that structure and ensure that crucial positions are filled and span of control is not compromised.

► **Media relations** — We must develop a media contact network. We are not getting the attention we deserve on some subjects and we are missing the boat on our ability to tell and sell our message.

► **Mentoring** — We simply must develop some formalized mechanism to develop future leaders of ANPR. We have taken the first tentative steps toward a formal mentoring program and the incident command system organization readily lends itself to that concept through the assignment of assistants and trainees.

This, then, is what I see as the state of the Association of National Park Rangers. A time to reflect on past accomplishments but, more importantly, a time to position ourselves for future accomplishments.

Speakers

Assistant Secretary of Interior George Frampton

Late on Thursday afternoon of the Rendezvous, Assistant Secretary of Interior George Frampton spoke to a packed auditorium on the Department's priorities for the National Park Service over the coming years.

Frampton said during his years as head of the Wilderness Society he never met a group "as committed, engaged and willing to make sacrifices" as the employees of the National Park Service. He commended the audience for demonstrating those values.

Frampton talked briefly about the mission Secretary Babbitt brought to Interior when he took office in 1993. The Secretary's main objectives, Frampton said, are to mount "major initiatives" in areas that have been gridlocked for the last two decades.

Although those who came in with him are "varying shades of green," they share his desires, his values and his sense of pragmatism. Their goals are to reform mining law, establish the National Biological Survey, reform grazing practices, improve refuge management, change the BLM into an "ecosystem-based" organization, and revitalize the NPS.

All of these are big issues, Frampton said, and will take a great deal of energy and commitment to complete.

"I hope you will expect and demand a lot from the new people at Interior," he added, "but you will also have to provide help in making this program of change work."

Frampton said his vision of the NPS is "very simple" — that the Service "has to be a leader in articulating and demonstrating the highest standards of resource protection, ecosystem management, and partnership in carrying out its mission."

Education, he said, must be a part of resource protection.

"We need to work hard to protect natural and cultural resources," he said. "We must demonstrate leadership both within and outside of the parks."

The partnerships he alluded to concerned partnerships with state and local governments in regional planning. The major issue 25 years from now, he said, will be accommodating greatly increased numbers of visitors while both providing a quality visit and protecting resources.

In order to accomplish this task, management of regional development and transportation will be vital and will present new challenges requiring different skills.

Ecosystem management also must be done with partners. By example, he cited the recent development of a memorandum of agreement among six federal agencies to implement ecosystem restoration efforts over the next 25 to 50 years.

Frampton said the program being developed to carry out these and other objectives for the NPS was two to three months behind schedule, but it should be ready by early 1994. He then spoke about action already under way on several of his priorities.

At the top of his list, Frampton said, is "investing in people" — implementation of Ranger Futures, development of career paths, improvement of salaries, and related matters. The resolution of housing problems is a "very high priority." He also wants a "workable seasonal/temporary program."

Frampton said increased workforce diversity is a "major issue," not just racial, ethnic and gender diversity, but cultural diversity as well.

Another priority is ecosystem management. Frampton said one approach to accomplishing this will be to look at "organizational initiatives" whereby some parks would have "super superintendents" who would make policy for clusters of parks in their ecosystem.

Another approach will be to look at interagency cooperation within geographic areas like southern Florida, the Colorado Plateau, the southern Appalachians, and the greater Yellowstone and Yosemite areas. Parks in such areas would work with adjacent and nearby agencies at all levels to find ways to work together.

A third and final priority Frampton cited was resource protection. He said it will be necessary to balance preservation and "hospitality." Although he doesn't belittle the importance of the latter, resource protection must come first when the two aspects of the NPS mission are at odds with each other.

Frampton said he wants to create a cli-



Rosa Wilson

mate in which people can speak their minds to protect resources.

"Such people will be supported and rewarded, not marginalized," he said.

Attaining these ends without much money will be a challenge. The NPS will not do as well in FY 95 as it did in FY 94, he said, though it will likely do better than other DOI agencies.

Frampton said NPS will have to "work smarter," to set priorities and assure that those that most need to be attained are dealt with first. One of his major goals, he said, is to assure that people are encouraged to come forward with good, innovative ideas and not be penalized for doing so.

Frampton concluded by asking for support for the hard things that Secretary Babbitt is trying to do, but pledged to support NPS employees at the same time.

During questions from the audience, Frampton made these points:

- ▶ Resource management in the parks will be supported, but "thinking is evolving" on how that will be done in conjunction with NBS. Frampton said he doesn't yet have answers on how to expand resource management in the NPS.
- ▶ All DOI bureaus have agreed to increase funding of the solicitors' office because of a shared recognition that the office is understaffed and therefore unable to support the agencies properly.
- ▶ New legislative initiatives will include a more systematic approach to managing heritage areas, a wild and scenic rivers bill, and other legislation. Frampton said a current problem is that "no one knows how to do a legislative program because there hasn't been one for so long."

— Bill Halainen
WASO

NPS Director Roger Kennedy

Director Roger Kennedy gave one of his first presentations to a large audience of NPS employees when he spoke to the combined membership of several hundred ANPR and ANPME members at a morning session on Friday.

Kennedy said the presence of members at the Rendezvous on their own time and at their own expense was a clear indication of their dedication to the Service and one more instance of their willingness to invest "time, energy and caring" in their jobs.

He then recommended that employees "lobby in quiet, courteous ways" on behalf of the Service, and suggested that they get congressional representatives to come to their parks and "work them over."

But he added a proviso: "It's a great idea to hustle Congress, but hustle for everybody."

Kennedy focused on three items — the context in which we must do our work, what he cares about most, and where we are in bringing about change.

The primary determinant of our work context, Kennedy said, is service on the national debt, which he called "paying the mortgage."

For the first time since the 1790s, he said, governmental decisions are being based on committing revenue to debt service before expending it anywhere else. One of the consequences is that growth is slowing, and that budgets won't grow any more rapidly than the GNP.

"There will be no sudden rush of money," he said, so we'll have to do better with what we've got. At best, we'll be holding our own, but budgets will probably shrink in terms of real dollars.

The only solutions, Kennedy said, are to either seek more money elsewhere or redistribute what we've got. The Service, with the help of Congress, will continue to look at the former, particularly in the form of fee and concession revenue.

He said NPS also will go after more private money, and that we can help. "Don't be shy about stating the needs of the parks," he said. "I support the expression of problems — accurately and clearly."

Kennedy then talked about his concerns, the first of which is to "do right by employees" — fix salaries, improve careers, address quality of life issues.

Personnel changes, such as Ranger Futures, Maintenance Futures, and related projects, will be undertaken to assure that employees are adequately compensated.

"People come first," he said, "because the places in our trust will be sustained, explained and protected by you. Priority one is dealing honorably with people."

Kennedy said his second priority is the places themselves, on deferred maintenance, "which means rot," that must be done. It will take a lot of work to fix the parks, he said, and we will need to broaden our constituency to do so.

He then alluded to the proposed Disney historical theme park in northern Virginia, which had just been announced, and contrasted the national parks with the Disney ventures.

"We're about real places, where real things happened," Kennedy said. "We're also about truth. That distinguishes us from Disney. We can learn much from them, but our business is real places and truth."

A third priority will be "partnering" — allying ourselves with "kindred spirits" to do things that we can't do ourselves. "We have to emerge from the bunker, look up into the sunlight, and find friends," he said.

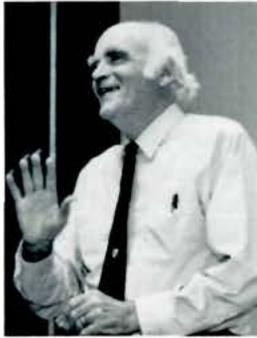
Kennedy said his fourth priority is to educate people. As a teacher, he said we can all do a better job of teaching, and everybody needs to be involved in telling park stories. We need to do this "vastly better," he said.

The third part of his presentation concerned current developments in the agency.

Kennedy said one of his priorities is to get to the parks and away from the bureaucracy in order to learn. Each field employee, he said, represents an "organic development of public policy," and added that each field employee is a "growth area" of public policy. He wants to foster such development.

Kennedy also noted that the NPS decided to reinvent itself through the Vail agenda well before the idea of reinventing government became fashionable.

Vail was "unique in the federal government," and that is why it is continuing to serve as a vehicle for moving the agency forward.



Because of the limited time any administration has to get things done, Kennedy said it is necessary to pick four or five important tasks that can be accomplished.

He said Tom Collier, the Secretary's chief of staff, would talk about these, but noted that the President, Vice President and the Departmental Secretariat "all care very much" about the NPS. Because of this, there will be "no knives in the back in the halls of the Department of Interior."

Kennedy is engaged in an effort to "weed out the lazy and incompetent," reward those who are trying, and reorganize the agency to maximize its effectiveness.

He said there will be "very few" new areas in the future and resources will be reallocated where they need to go. Also, the NPS will press services down toward the parks, and will tell Congress what is needed most for the agency.

In order to accomplish this, Kennedy said the NPS will have a legislative plan to Congress by the end of January. It will contain the following:

- a heritage partnership act
- a housing improvement act that will include provisions for private initiatives
- a bill promoting science and humanities in the parks
- amendments to the state side of the Land and Water Conservation Act
- a fee bill
- a concessions bill
- an omnibus park wilderness act
- amendments to the Wild and Scenic Rivers Act
- a boundary adjustment act
- a comprehensive seasonal/temporary employee benefit act

Kennedy made these comments during the question-and-answer period:

- On further cutbacks: "We shouldn't give one inch on the idea of 'find it somewhere else'," as the funds just aren't there. We already run lean and trim, he said, and do a good job at the same time.
- On handling companies who want something in return for contributions: It can be done, and guidance will be coming on "tasteful ways of saying 'thanks.'"
- On dealing with new areas: The NPS will take a "more assertive role" and work with Congress on new area proposals.

— Bill Halainen
WASO

Chief of Staff Tom Collier



Tom Collier, Secretary Bruce Babbitt's chief of staff, spoke to a joint session of ANPR and ANPME members on the priorities of both the Department and the National Park Service.

Collier said his job is to define departmental priorities, then marshal the necessary forces to make headway on those priorities. Because of the limited time available to bring about substantive changes, he recently has been pressing agency chiefs to establish those priorities.

Secretary Babbitt already has established five Departmental priorities, he said. ➤ The first is to prove that the Endangered Species Act can work — an “enormously important” task made more difficult because its attackers are currently winning. In order to prove that ESA can work, it was necessary to take a number of actions, including the establishment of the National Biological Survey. Collier said the Department is also working to show that the act is flexible, that it's possible to have both habitat conservation and reasonable development.

➤ A second priority is public lands reform. Collier talked briefly about the intense and eventually unavailing legislative battle that the Secretary fought over grazing, then added that Secretary Babbitt “will persevere.”

Reform of the 1872 mining law also is on the agenda. Collier noted that these two initiatives have been characterized as “Bruce Babbitt's war on the West,” but said they constitute “reasonable change,” not a war.

➤ Third on the list is reinvention of government. Although there was a good deal of skepticism about reinvention at the outset, changes are beginning to come about. Collier cited three in particular: the change in Bureau of Reclamation's mission from building dams to managing water systems; the reorientation of BLM's mission; and

impending changes in OSM's priorities and focus.

➤ The fourth priority is an overhaul of BIA. Collier said there's “a great need for new thought” about BIA, particularly regarding education and economic development.

➤ The fifth and final priority, Collier said, is the National Park Service. Collier said he learned a lot about park problems during a three-week trip to Yellowstone, Grand Teton, Katmai and Kenai Fjords last summer. Several common threads emerged, including increased demand for parks, shrinking budgets, external threats and poor employee housing. Collier then enumerated what he saw as the Service's priorities.

First among these, he said, is people. A top priority under this heading is implementation of Ranger Futures. Collier recognized that employees are “tired of hearing promises,” expectations are high, and there's a great desire abroad to find out “when we will deliver.” Although he did not offer a timetable, Collier emphasized that Ranger Futures *will* be implemented.

Next came ecosystem management, and he reiterated much of what Assistant Secretary Frampton had stated regarding getting agencies to work together cooperatively within ecosystems.

Resource protection was third, and Collier said the Department will be taking a “hard look at wilderness,” particularly external impacts and encroachments.

The establishment of partnerships came fourth. Collier said NPS needs partners because it needs more help. Structures will be created to make partnerships work.

Increasing the Service's funding base will be difficult, but not as hard as might be thought. The effort will entail “getting serious about revenue projections,” establishing real priorities on work backlogs, determining shortfalls, and answering shortfalls by either raising revenues or cutting costs. The former will come from concessionaires and other sources.

Collier addressed the issue of employee housing, which he said is his “pet project.” Collier grew up in Navy housing, much of which he labeled terrible, but he has never seen housing as bad as NPS housing in many areas.

He said the Department will try to support Senator Wallop's housing bill, but that they would have to go through OMB first.

Collier said the Department already has taken a second step on housing. It wrote to

the National Park Foundation asking them to take on a major private sector housing fund-raising effort.

Collier wants a structure in place by May for housing within and outside of the parks.

“We will make a significant dent in the housing problem,” he said.

Collier concluded his presentation with some comments on the role of the Secretary's office. The common perception, he said, is that they “interfere too much and always say ‘no’.”

Although he admitted the Department will continue to “get in peoples' hair” in order to get things done, he emphasized that “it isn't our job to say ‘no’.”

“We have a remarkable opportunity” to bring about positive change, he said. With Bruce Babbitt, George Frampton and Roger Kennedy, the “stars are in alignment.”

Our role, he said, is to be as supportive as possible.

— Bill Halainen
WASO

NPS Deputy Director John Reynolds



Deputy Director John Reynolds talked on Saturday about trends and changes within the Service.

Reynolds noted that NPS currently is “in the middle of a major evolution of the conservation movement.” The first wave in the 1800s focused on setting aside lands, and people believed this was the way to adequately protect them.

But population increases, global economic changes and other forces have had a major impact in recent years and have shown that public lands are inadequately protected. These factors have forced a change in the way we think about conservation.

“We will have to find ways to conserve and protect lands other than by buying them up and putting lines around them,” Reynolds said. “We can either sit by the wayside and just attempt to protect what we've got, or we can participate in change.”

In future years, we will have to work both internally and externally to take care of the parks. “We carry the preservation ethic of the nation,” he said. “We carry the

philosophy and values of what's best in America for the future of America."

The Department, Congress, local communities and others are pressing us to help teach what needs to be protected and how to do it.

Reynolds talked about several tasks that must be undertaken to meet these challenges.

First, learn to do your jobs better than ever before, despite the deficit and economic constraints. Congress is insisting, and we must comply. We will be able to do our jobs better by:

- professionalizing occupations and increasing professionalism.
- continuing GIS and inventory and monitoring efforts begun over the last decade.
- improving our educational efforts, particularly to other cultures that don't necessarily share our values, thereby maintaining our validity as an agency.
- pursuing sustainable practices.
- working on transportation.
- eliminating unnecessary development and working to remove structures from the parks.
- learning to do ecosystem or "cultural context" management — something we all must learn about.

A second task is finding partners to help. Reynolds agreed it will be hard to change and get used to the idea of having

partners, but there are appropriate ways to do it. Moreover, he said the agency will suffer a "continued downward spiral" if it doesn't use partners.

Another charge will be to examine our organization to find ways to make it work better.

Some ideas being considered, he said, will be to make WASO more of a "steering office" than a "management office," to farm out more regional office responsibilities to the field, to develop ecosystem areas, and to bring kindred areas — such as Civil War parks — together in some form of working arrangement.

Finding increased funding will be a fourth task. We need to determine where to get monetary support for the agency.

Reynolds listed several ways employees can help to improve the Service:

- Superintendents need to work for both their own areas and the system. Over the past dozen years, superintendents have been encouraged to look at their own areas only. We now need to work jointly together on issues that affect many parks, such as air quality.
- Although managers should always respond to Congressional requests for needed add-ons, managers should also tell their senators and representatives what we need for the *whole* system, such as pay, increased budgets, etc. "We need to know Servicewide issues

and teach Congress."

- Think through our actions for potential Servicewide impacts.
- "Respect all levels of the National Park Service." WASO may not be efficient, but it's necessary. We need to have more field people in Washington.
- Employees shouldn't be isolationists, but should look outside park boundaries.
- Respect and reflect the nation's cultural diversity, respect our resources ("keep sacred places sacred"), and respect our people — all of them.
- Look to the future for answers, not to the past as we often do in the NPS. We have to be willing to take risks.
- Think about ecosystem management and sustainable practices. Guidance on the latter has been completed, and distribution is imminent.
- Develop an education initiative.
- Work *with* Congress and the Department.
- Do a better job of communicating, both up and down. Director Kennedy has established a bulletin board; its objective is "direct communication throughout the system." Reynolds encouraged employees in parks that won't allow them access to computer terminals to "rise up and revolt," then blame it on him.

— Bill Halainen
WASO

Staff Director Rob Wallace

Any reality check on Capitol Hill can't begin without a candid discussion about money.

That is the assessment of Rob Wallace, staff director for the minority, Senate Committee on Energy and Natural Resources. He spoke to ANPR and ANPME members at a Friday morning Rendezvous session.

Wallace, a Wyoming native and former park ranger at Grand Teton, came armed with figures painting a bleak financial picture of the nation. The national debt totals \$4.4 trillion, he said, and is growing by \$320 billion a year.

The 1994 fiscal year budget equals \$1.5 trillion, but 65 percent is mandated for such entitlements as Social Security.

Of the remaining 40 percent, one-half goes to defense. This leaves 20 percent (or \$13.5 billion) for domestic spending among 13 appropriations committees.

Wallace admitted there is "hefty com-

petition" for domestic spending.

"The good news is your budget is \$1.06 billion for Interior," he said. "The bad news is how does this help the problems we have?"

The reality check, Wallace said, is that matters won't get any better. In fact, departments will see a 2 percent reduction in the budget, coupled with a 3 percent inflation rate, for a total loss of 5 percent.

However, Wallace said accepting reality helps in long-range strategic planning.

Wallace turned to a look at the source of money problems in the NPS.

"You are running the risk of death by a thousand hugs," he said. "Everybody has a role for you to play in preservation of historic sites, etc."

Officials must get a handle on this critical problem, he said. "It's everyone's fault. It must be addressed. There are no brand new initiatives to fund new parks.

It comes from the (current) budget."

In addition, parks need more discretion on keeping and using entrance fees, Wallace agreed.

He encouraged ANPR members to remain active on political issues. "You are the only group capable of maintaining that focus," he said. "You're here for the long run."

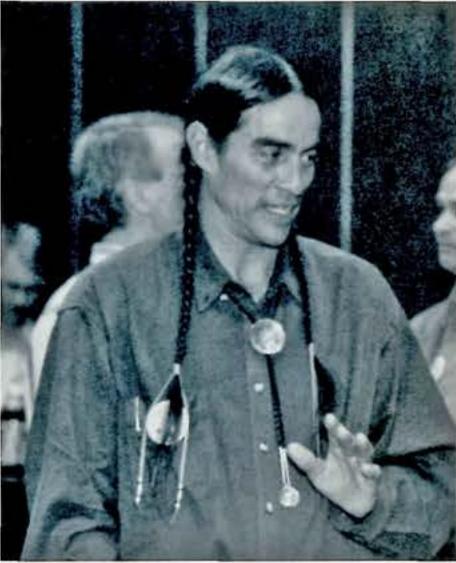
Later, he told the audience ANPR has a "lot of credibility on the Hill."

Much education is needed among congressional members, he said. "They never see the consequences of buying land for new parks."

He urged ANPR members to share with congressional representatives what you do every day at the parks. "It is a tremendous lobbying tool."

— Teresa Ford





Rosa Wilson

Dr. Thom Alcoze

Dr. Thom Alcoze brought an unconventional, yet refreshing approach to his theme of "Appreciating Parks."

Alcoze, who holds a Ph.D. in zoology, was introduced as a scientist with the soul of a poet and philosopher. His ensuing talk lived up to that billing as the Native American from the Cherokee Nation took many twists and turns in describing his thinking.

"The things I'm interested in are things that are starting to get expressed more and more," he said.

Alcoze, director of the Center for Native Education and Cultural Diversity at Northern Arizona University in Flagstaff, alluded to his "love of the land" as non-professional.

As children we love nature and like being outdoors, he said. "We like playing in the dirt."

However, adults realize they can't talk that way, so they find new ways — and professional jargon — to express their continued love of the land. For instance, "love of nature" is restated as "preservation of natural resources."

Alcoze encouraged ANPR members to "come out of the closet" and express their beliefs in a new way: to bring ideology and ethics into science, as well as the parks.

"We're connecting — bridging the population with the land," he said.

Native American culture knew how to connect society with the earth, Alcoze asserted. "For us, nature was not a wild place. It was our home."

Alcoze said this country needs to recreate that ideology. In fact, with the interest

in recycling and sustained design, for instance, humans are realizing the Earth and its resources must be respected and preserved, he said.

Alcoze described a "romantic notion wall" that he aims to break down.

"Balancing with nature," labeled by some as a romantic notion, isn't that at all, he said. Native Americans long have lived under the premise of viewing each resource within the concept of its whole.

An ecological model looks at the whole, Alcoze said.

In explaining respiration/photosynthesis, for example, he teaches young students with a simple drawing that environment and climate are related. He quickly illustrated the classic example of trees giving off oxygen, while using carbon dioxide created by burning fossil fuels. In turn, we use oxygen and expel carbon dioxide.

To Alcoze, it means "we share our breath with creation."

While some may say that's not science, Alcoze stressed it is scientifically proven.

"And proving those notions with science gave me a thrill," he said.

Alcoze told the audience, "You are the educators; it's a big role you have. But you don't have to be just teachers (like we had years ago); get out there and stretch things."

"Teach respiration; let's bring the 'breath' back into respiration," he said.

Later, he added, "If you knew you shared 'your breath with nature,' would you pump things in that kill trees? I don't think so."

He urged ANPR members to bring nature back into resources; bring belief into practical actions.

Alcoze took issue with calling people "visitors" to the parks. That means they are outsiders, with homes and loyalties elsewhere, he contended. "We have to connect our people with our parks, the land, nature and more to themselves."

Alcoze said parks can emerge as bridges — bridges between people and nature.

"That to me is exciting! I can say parks are important because they protect resources, but we have to go beyond that."

Seek help from Native Americans to interpret the parks, which sit on Native American lands, Alcoze said. Use "new" ideas to make the connection with the environment. "I'm talking about spirit; connecting the spirit of people with the spirit of the earth."

He encouraged interpreters to bring joy, learning and fun into their park presentations by talking about Native American history. Parks become more than something to look at; they become an interactive experience, he said.

"Show them how to love nature," Alcoze said. "We are hooked into it; connect yourself to that special place in your life."

— Teresa Ford

Special Assistant Maria Burks

Progress is occurring on suggestions that came out of the Vail Symposium, Maria Burks assured ANPR members during a Wednesday talk at Rendezvous about "The Future of Vail."

Burks, special assistant to NPS Director Roger Kennedy, agreed that the recap at Vail produced a thick green book that was not a blueprint or a road map, but "a mandate for change."

"It was a restructuring and reorientation of how we do business," she said. "But it didn't say how to do that."

Although no organized work plan evolved immediately from the Vail meetings, Burks said it *did* come in June 1992 at a Cambridge meeting.

In a 20-page report, eight major goals were identified. Last year four associate directors detailed the accomplishments, but the results were uneven, she said.

Field personnel, however, actually took Vail to heart, Burks said, and they have put out a call for results.

She noted some "real gems" resulted, including the development of a maintenance system at Lake Mead, a design for a new transportation system at LBJ, and a self-study program in the office of administration at Indiana Dunes.

"Almost everyone did something," Burks said. "The key here is you can't do it by fiat from the top. It has to come organically from the bottom — and work together."

Burks enumerated how the Vail agenda is moving forward. "Stewardship and employee development have changed 180 degrees with the new administration," she said. "I can't describe to you the difference of attitude."

She listed four main groups Director Kennedy is focusing on: Stewardship, partnership, careers and education.

These elements will help move the Vail agenda forward, she said:

- Three people are working in the new

"Vail" office in Washington, D.C.

- Funding is available for travel and consultants where that makes a difference in getting the job done.

"If we don't do something, it's going to be our fault," she told the audience.

This is the schedule:

- A report was due this past December with a synopsis of what's been accomplished so far.

- In January a more formal report in greater depth is due.

- By mid-February a work plan will be established.

A careers council is the single most important element to the director, Burks said.

More specific categories include career futures (career ladder designs), quality of career life issues (housing, child care, elder care, dual career), supervision, and seasonal and temporary worker development.

"Poor supervision and poor support of supervisors is the biggest stumbling block to getting the job done," Burks said.

The careers council will be fair to all employees of the organization, Burks said. "The Director won't tolerate bullying or cheating any employees," she said.

The task ahead is both "exhilarating and frightening at the same time," Burks concluded.

— Teresa Ford

Special Assistant Loren Fraser

Be proactive in telling your story and step out and make your case more effectively, Loren Fraser encouraged the audience at a Friday speech before a joint Rendezvous session of ANPR and ANPME members.

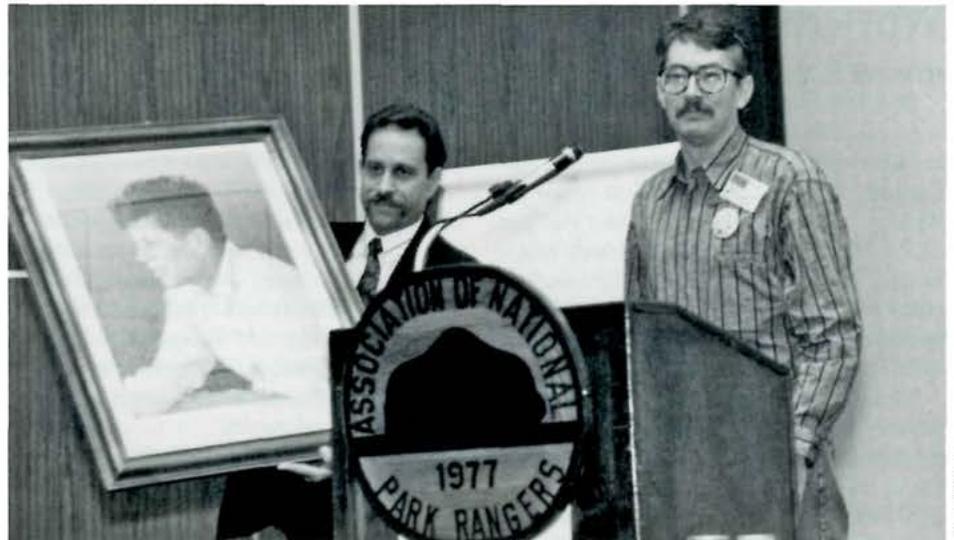
Fraser, special assistant to Director Kennedy, spoke about "Increasing Our Public Communication."

He outlined several elements of a National Park Service public relations program that will work toward the goal of increasing public awareness of parks and park values.

A good public relations campaign is essential:

- to explain the needs (people, salaries, roads, equipment, etc.) of the NPS.
- to relate the Service's rich, exciting and relevant story of increasing significance.
- to be proactive in telling the NPS story.

Fraser said the public relations program targets three groups: park enthusiasts,



Fiosa Wilson

Rick Shireman (WASO), outgoing president of ANPME, receives an outstanding service award from Charlie Magale (Kennedy Center), regional rep from NCR.

park visitors and groups of opinion makers.

In May the Park Service hopes to celebrate a National Park Week to focus the public's attention on the parks. Still in the planning stages, this event might culminate in a special television show where guest entertainers promote the National Park System and its significance in their lives. The show could reach a potential audience of 20 million people, Fraser said.

"What will you do?" he asked. "You will do what you already do and you will look good doing it."

He encouraged ANPR members to invite people and community leaders to the parks. "We are all ambassadors and the best ambassadors of our System."

— Teresa Ford

Howard Stahl

"Private Stewardship of a National Treasure" was the focus of Howard Stahl's presentation during a Saturday morning session at Rendezvous.

As the manager/owner of Berry Hill Plantation in south central Virginia, Stahl saved the historic site from almost certain destruction when it was placed for sale several years ago.

The 2,100-acre Berry Hill tract dates back to the mid-1800s. It was one of the largest plantations in the area and housed hundreds of slaves.

Stahl, a Washington, D.C., attorney, noticed the Greek antebellum mansion was for sale while perusing the classified ads in April 1991. The property had been sold to a timber interest for clear cutting and bulldozing.

Stahl, a great admirer of architecture and history, restored old homes as a diversion from his law practice.

After a hurried visit during that day in April, Stahl bought the Berry Hill mansion and 165 acres. As he researched the plantation's history and poked around the property, he made new discoveries and eventually purchased adjacent land. Stahl now owns 1,000 acres at Berry Hill.

With accompanying slides, Stahl showed and described before- and after-pictures of the home and surrounding buildings. Besides restoring the mansion, he also "discovered" and restored the Bruce family cemetery, Bruce Pond, a stone wall around 22 acres, a slave cemetery, an ice house and slave houses.

He urged the audience to look carefully around park properties to find lost treasures. "Don't be limited by someone else's designation," he said. "There are many different aspects (of historical preservation), but the whole thing is a piece of art."

Stahl added, "Always find new art to share with your people."

Later, he advocated forgetting the rules and finding other ways to save things on your properties.

He pointed out that if he had focused solely on the mansion, he would have missed all the other things on the property. He was overwhelmed at discovering and learning about the culture, art and history at Berry Hill.

"The house is the center of the painting, but the painting is much, much larger," Stahl said.

— Teresa Ford

Workshops

Ranger Futures

The two Ranger Futures workshops were well attended due to the broad impact the program will have on our profession. Chief of Ranger Activities Jim Brady, led a panel with these people: Corky Mayo, chief of interpretation; Mario Fraire, chief of personnel; Bill Sanders, chief ranger, Appalachian Trail; Maria Burks, special assistant to the director, and John Fossum, consultant for the project.

Handouts were two documents that previously had been mailed Servicewide — the Ranger Futures question-and-answer paper and a progress report.

Brady acknowledged the task force's team effort and the broad involvement of rangers. More than 150 responses were received. ANPR also was acknowledged for its drive in getting the initiative moving: "ANPR's efforts at sensitizing OPM and Congress [has been] instrumental in (advancing knowledge of) the plight of the ranger."

Fossum said the ranger series "was busted," and the goal was to correct the busted parts, including a journeyman grade, career ladder, entry process, and qualification requirements. The task force sought to provide mechanism that would "professionalize, modernize and institutionalize" the solutions.

Mayo said this often felt like "dialing 1-900-PSYCHIC!"

Two major issues surfaced from the comment process: the role of interpretation and the entry process. Brady stated that "interpretation is singularly the most important thing that we do."

In response to criticism that there are not enough words about interpretation in the concept paper, Mayo said Ranger Futures "is not about words, [but] about the job."

About 1,600 permanent interpreters will be effected by Ranger Futures and they are still taking a hard look at some of the suggestions, such as creating a "master interpreter" who is not a supervisor, but gets grade credit for advanced skills.

Sanders led a discussion on the entry process. A written exam will take two years to develop (probably under contract to OPM) and is almost guaranteed to be tied up in litigation immediately.

Instead, the Service is looking into creating a selection and screening process designed to rate and rank applicants. OPM has such systems already in place. Such a

system might also take advantage of modern electronic filing systems. It was stressed that the system has to be designed *fast* because of imminent changes in OPM.

In the workshops, participants expressed concerns about a) where Resource Management and Fire Management fit; and b) the process of separating technical and specialist work from current positions.

Ranger Futures is one segment of a series of "career futures" initiatives that are going on. Brady said Ranger Futures will be working closely with the resource management professionalism group to insure consistency and equity.

Burks emphasized that the Service won't hold this initiative back, nor would it forget the other professions. Much of what has been learned from the Ranger Futures process will expedite pulling together all the professionalism initiatives.

"[We will] pull others in as quickly as we can," she said.

In part, the decision to proceed first with the ranger profession was a recognition that this series was at the bottom of the barrel. (On Sunday, ANPR passed a resolution strongly supporting all of the "career future" initiatives with equal vigor, not *just* "Ranger Futures; in recognition of the importance of all professions in meeting the NPS mission.")

On the topic of handling "subprofessional" duties, panelists explained that the benchmark PDs contained enough latitude for management to assign such things as fee collection, lifeguard and other technical work where the local situation required it, but generally these duties would be performed under PDs in other, more appropriate series.

Managers will have to take a look at the core reason(s) that a position was established to determine the appropriate series. Likewise, specialist duties, such as investigation, outdoor education and resource management, will normally be performed by employees in other professional series.

Again, the benchmark PDs provide for appropriate amounts of this type of work. Currently there are three PDs, one each for the interpretation ranger, the protection ranger, and the combined interpretation/protection ranger.

Since resource stewardship is primary to everyone's job in the Park Service, all three PDs contain resource duties. If, during the field testing (now under way at a number of parks) it is found that a fourth PD is necessary to address a combination of ranger

and resource management work, it will be added.

Operationally, everyone with traditional ranger duties will be called "rangers." The journeyman level ranger will be a GS-9 *without* supervisory or program management responsibilities; these duties will increase grades further. The 340 series will be used to classify management work.

Where is Ranger Futures going from here? Full implementation is set for June 1, 1994. A policy statement is waiting on the director's signature and the regional directors are "on board with this program."

If the Service isn't able to reprogram \$3 million to \$4 million this year and doesn't get the requested \$18 million in FY95 to put this program in place, it will still go forward, though perhaps not as fast as desired.

OPM knows what is going on now, and, once we start using the benchmark PDs, we have to implement the grade and pay provisions.

"This is a secret," Brady said. "This is a crap shoot; this is risk taking." But it has broad based support: the Secretary of Interior has Ranger Futures as one of three performance elements that he is held accountable for this year.

During the first week in November, members of the task force met with regional personnel officers and classifiers to present the new concepts and pre-implementation copies of the benchmark PDs. Training has programmed FY94 funds for training and development for this program.

The planning and design phase is concluded. The Service has started the implementation phase. There still are issues to be addressed, such as use of field training officers, the entrance process and others.

Considering that we are looking at mass change in the ranger profession, six more months is not a long time to wait. And implementation will never stop; there will be a continual process of fine tuning, upkeep and maintenance.

— Ken Mabery
El Malpais

Environmental Crimes

A tradition of thinking about environmental crimes in terms of "stealing" from the resource has left us short-sighted to the less obvious crimes of pollution.

Operating under this premise, Einar

Olsen led two sessions on environmental crimes and focused on the less traditional environmental crime of pollution. The first session included representatives from EPA, the Coast Guard and the FBI. The second session involved case studies from a variety of parks.

Several themes repeated themselves over the course of the two sessions:

- We are not conditioned to recognize many types of environmental crimes.
- Cooperation with other agencies is essential for successful results.
- Safety is a priority. These are not traditional crimes; the crime scene may be hazardous.

Phil Andrew of EPA noted that with the passage of environmental legislation, disposal costs dramatically increased. Illegal disposal became a big money-making proposition. And national parks, because of their relatively isolated locations, have become prime areas for illegal dumping.

Greg Groves, FBI, emphasized cooperation between agencies. The FBI has a specific environmental crimes unit and has helped form 16 environmental task forces. One of the FBI's priorities is government facilities and public lands.

Rich Gardiner, USCG, revealed that the Coast Guard has long been involved in environmental crimes going back to the old Revenue Cutter Service days when the theft of oak trees on government land for ship building was occurring.

But today the USCG focuses primarily on the Clean Water Act and MARPOL — pollution by ships at sea. This is a perfect example of the transition from traditional resource "theft" crimes to crimes of pollution.

The second session of environmental crimes emphasized park case studies. Chris Schrader, New River Gorge, cited a notable case worked with the FBI concerning a coal operation treatment center — or lack of a treatment center — that resulted in a five-year prison sentence.

Not all cases end so dramatically.

The park's investigation of sewage being improperly treated and dumped into park waters yielded no indictment, but the water quality has improved and other sewage treatment plants have invited the park to inspect their facilities. This isn't as dramatic, but equally effective.

Steve Rudd, Allegheny Portage and Johnstown Flood, had the good fortune to have joined an environmental task force

just prior to the discovery of illegal tire dumping in the park.

The task force association paid big dividends — eventually the state police, DER, FBI, AUSA and two county sheriffs' offices were involved in the apprehension and conviction of an individual who had dumped more than 100,000 tires in the region.

Bob Panko, Everglades, also worked with an environmental task force set up by the FBI that was pursuing dumping cases near the park's east boundary. Sixteen individuals are being prosecuted by the state.

Dennis Burnett recounted his experience at Cape Cod with a MARPOL marine plastic case. A recent rise in dumping fees for cruise ships apparently prompted a ship to dump garbage at sea. After processing an 18-mile-long beach crime scene, a single plastic swizzle stick with the ship's name on it made the case. The USCG served as the lead agency and the case is still ongoing after some two years.

Hank Brightman, NAR, works cases out of the regional office. Brightman works three types of cases: simple illegal dumping, properties that are contaminated when NPS acquires them, and contractor fraud — contractors hired to clean up who simply either don't do the job or don't do it properly.

In conclusion, Olsen encouraged rangers to get involved with other agencies and task forces. Good investigative "rangering" is the key to beginning your case, but an interagency effort is necessary to bring it to a successful conclusion.

— Jay Liggett
Everglades

Psychology of the Workforce

Although technically a presentation to the full membership, the session led by Edward Alm of the Department of the Navy was in many ways similar to a workshop. Alm presented a picture of the dramatically changing workplace (specifically in DOD) and how it will affect all government employees.

Problem areas expressed by workers in today's workforce include:

- managers and supervisors who won't listen;
- work places that aren't organized around team concepts;
- job assignments that are too limiting and insufficiently challenging;

- advancement not occurring the way it should;
- unfair award systems;
- unavailability of funds for training;
- failure to deal with rumors;
- people suffering from stress;
- too much work;
- constant change; and
- poor worker attitudes.

Managers who want results must look for ways to address these problems with solutions in order to avoid stress and violence in the workplace.

The National Performance Review (NPR) will revolutionize personnel management.

Fundamentals include cutting red tape, putting customers first, empowering employees, determining functional reductions, allowing for rollover funding, abolishing middle management, establishing individual accountability, implementing alternative work schedules, and removing restrictions to contracting out.

Other opportunities afforded by NPR include retraining in new areas, exercising retirement options and moving on, developing a profile of new interests, and investigating new options.

This document is available and should provide interesting reading for all government employees, as it is bound to have an impact on our careers.

— Karen Wade
Wrangell-St. Elias

International Ranger Federation

Gordon Miller, chairperson of the International Ranger Federation (IRF), and Bill Halainen, ANPR's liaison to IRF, presented an update on the federation and its upcoming meeting in Poland. Gordon flew in from the United Kingdom expressly to attend the Rendezvous, make this presentation, and meet with ANPR members.

Gordon began with a brief history of IRF. He noted that only national ranger associations may belong to IRF and that each must have a member association as a sponsor. Ranger associations in South Africa, Northern Ireland, Portugal, Argentina, Kenya, Denmark and Finland have expressed interest in joining the three founding associations, and ANPR would be the first to sponsor a new member — the Game Rangers Association of Africa.

The first IRF meeting will be held at the Hotel Kasprowy in Zakopane near

Krakow, Poland, from May 23 to May 27, 1995. The hotel rate will be about \$50 a night, single or double occupancy, all meals included. An agenda is in the works and should be out in first draft soon. Once it is completed, Barbara Goodman, chair of ANPR's international committee, will begin efforts to raise funds to help rangers from Latin and South America get to Poland.

An IRF newsletter, which will be distributed worldwide to all interested parties, is planned for later this winter. The text will be reprinted in the spring *Ranger*.

— Bill Halainen
WASO

Resource Protection Fund Initiative

Bob Martin, president and executive director of the National Park Ranger Resource Protection Fund and Initiative (RPF), led a workshop in which he provided background information and a current update on RPF.

The National Park Ranger Resource Protection Fund Inc., is a non-profit, tax-exempt corporation registered with the Commonwealth of Virginia. Interim officers have been appointed and permanent officers will be elected at its first conference.

RPF also will seek to establish a multidisciplinary advisory board made up of current NPS employees in the fields of administration, resource management, resource protection, science and research, maintenance, interpretation and management.

The vision of the fund is "to assure the protection of national park resources, nationwide, by various means, so as to ensure these resources will be virtually unimpaired for future generations."

In so doing, RPF "will also strive to improve the safety, training and competence levels of rangers charged with protecting and managing our national park resources."

RPF foresees the need for various enhanced programs to make the Service more professional in the way it deals with resource protection. Among the ideas offered are:

- Development of a series of resource protection training courses targeted toward the various needs of field rangers. These could include an introduction to NPS resource protection, specialized wildlife law enforcement training, an advanced course on techni-

cal investigations and covert operations, and possibly a resource protection training camp.

- Establishment of a toll-free NPS resource protection hotline. A round-the-clock dispatch operation would be established and citizens could call with tips on resource violations in parks. The calls would be forwarded to the appropriate parks.

- Creation of an information reward system, which would make it possible for the NPS to reward persons for tips and information concerning resource protection matters within the System.

- Creation of a performance award system for exemplary resource protection efforts by field rangers and NPS managers.

- Support of research into specific and systemic resource protection problems of the organization and its individual units.

- Development of an outreach program called "For Future Generations," which would reach all areas of our evolving society to prepare us for the predicted changes in society's demographics by the turn of the century.

These projects will require ample funding. RPF has accordingly negotiated a fund-raising contract with B&B Presentations of Lynchburg, Va. Although they have guaranteed a \$60,000 minimum grant each year, it appears the membership drive will far exceed that amount.

B&B reported it has received more than 3,300 membership pledges totalling over \$60,000 from the state of West Virginia alone.

As Bob noted: "I think it is safe to say that there is an unrealized groundswell of support out there for the NPS resources and rangers."

The membership drive will begin soon in Virginia, followed by North and South Carolina and Tennessee, with intentions of going nationwide in 1994.

Pledges of support also have been received from Dick Martin and Jim Brady in Ranger Activities and from Paul Henry at FLETC. A draft MOA and formal proposal is now being reviewed in WASO.

Director Kennedy expressed a sincere interest for the concept when briefly presented to him during the Rendezvous, and Martin also has received numerous supportive comments from highly placed NPS managers, with several expressing interest

in volunteering to serve on an advisory board planned for the future.

Further developments will be reported in *Ranger*.

— Bill Halainen
WASO

Dealing with Non-Traditional Uses

At a sparsely attended workshop, Kevin Kearney, recent past president of The Naturalist Society, attempted to show the conflicts that park managers face in dealing with "non-traditional" uses of park lands.

Although he presented some interesting points that all managers must consider regarding changing park uses, his particular agenda — nude recreation in park areas — kept intruding.

To his credit, Kearney had done some research. He was able to discuss the basic regulatory program of the NPS, particularly regarding the discretion given to park superintendent's in closing or restricting uses. However, his bias for his organization's particular point of view caused him to overequite sound discretionary management with arbitrary actions.

Using a chart showing different levels of management action possible, from no action to full restrictions, Kearney opined that with rising recreational visits, flat budgets, and more and different demands for uses of park areas, park managers are closing their minds to what is truly happening in society.

Because of these pressures, and an inability to deal with the issues, park managers are going directly to "visitor displacement" methods of management, and turning directly to regulatory closure authorities, Kearney said.

Coming from the recent events at Cape Canaveral, where nude recreation had been growing as a dominant use, Kearney had a parochial bone to pick.

This unfortunately obscured a worthwhile exercise he initiated with the group over a future management scenario in which a new "floating bicycle" technology was suddenly introduced in mass numbers by industry. The bicycle would allow people instant and non-resource damaging access to nearly all parts of a park.

How, Kearney asked, would park managers react? His answer, of course, was that the initial reaction would be closure. Although he might be right, it isn't so evident that this would be a wrong first action. The scenario is valid, however.

New technologies will certainly arise — power drills used in rock climbing are an immediate example — that challenge how we manage parks and visitor uses. As the regulatory scheme in 36 CFR 1.5 clearly spells out, closures or restrictions may be applied but only after a reasoned determination based on specific criteria.

As technologies make it easier for visitors to use the parks in different ways, managers must be clear in what their objectives are before they choose management tools.

The nexus, however, between new technologies and nude recreation was weak (have The Naturists grown a new technology by exposing all to the world?). More to the point was Kearney's passing observation of the increased uses by peoples from diverse cultures, with different cultural traditions. Park managers are seeing changing uses as other cultures begin using parks more and more (larger family groups in picnic areas, first amendment activities, changing uses of alcohol, etc.).

Still, though, the nexus is weak. Nude recreation is neither a traditional culture norm nor a new technology. In many areas the conflict with other users is extreme. Park managers are generally tolerant over time with many different uses and activities, but become more uncomfortable as any one particular use begins to dominate to the point that conflicts continually arise.

The workshop nibbled around the edges of the issues and challenges of changing recreational uses, but in the long run was too parochial for effectively drawing a larger picture.

— Tony Sisto
WASO

Seasonal/Temporary Employment

Mario Fraire and DeDe Feghali from WASO Personnel led a session on changes in seasonal and temporary hiring authorities and benefits.

Although the information presented was subsequently distributed in the Ranger Activities Division's morning report, it is worth restating here. Feghali emphasized, however, that changes are happening quickly, and it will be necessary to closely monitor developments on seasonal/temporary issues over coming months.

She said she will make every effort to disseminate information as rapidly and broadly as possible. Her report follows:

During the mid-1980s, the temporary appointing authority was expanded by OPM to provide agencies with the opportunity to stabilize fluctuating work forces. OPM encouraged maximum use of temporary appointments as a means for managing organizational workloads within limited budgets.

In October 1992, OPM issued a revised interpretation of the temporary appointing authority, citing frequent widespread abuse, and emphasized that temporary appointments were to be made only for legitimate temporary needs and were limited to one year with extensions for up to four years.

Shortly thereafter, WASO was advised that OPM had conducted a personnel management evaluation (PME) in Mid-Atlantic Region, and determined there had been unauthorized use of temporary appointing authorities to fill permanent positions. In addition, OPM, required the region to correct those temporary appointments which had gone beyond four years.

MARO had already begun terminating such employees and refilling the positions as permanent and term appointments.

As a result of subsequent meetings and discussions with OPM, the NPS recognized an immediate need to address this issue on a Servicewide basis. In December 1992, Personnel began collecting specific data from the regions to determine what impact OPM's most recent guidance on temporary appointments would have on positions, costs and operations in the NPS. While analyzing this information, OPM's Interagency Advisory Group issued a memo (4/13/93) proposing the simplification of non-permanent employment.

The proposal limited temporary appointments under the 316 authority to one year with a one-year extension. It also proposed the withdrawal of many Schedule A authorities, including the (f)(1) seasonal park ranger and (m)(1) laborer appointing authorities, which allow the NPS to fill such positions for up to 180 working days.

The revocation of these authorities would mean the NPS could only fill seasonal positions through 316 authority for a maximum of six months (or 1040 hours) each.

Because Personnel's original data collection efforts did not include data on seasonal positions, the shortened time period for temporary appointments or the cost implications, it again was necessary to request

information on numbers of conversions to permanent positions. This data has been given to the Budget office, and they have developed funding requests based on the figures provided.

The Service also has provided OPM with comments on its proposal and suggestions that would allow the Service to maintain flexibility and continue operations with minimal disruptions.

Throughout this process, WASO Personnel initiated numerous meetings and discussions with OPM's Career Entry Group to make them aware of our concerns and ensure that these concerns would be reflected in the proposed 316 regs.

Through numerous negotiations, Personnel was able to obtain many changes to the regulations to reflect NPS needs.

The proposed 316 regulations are expected to be published soon. They still contain a few issues of concern to the Service. OPM is aware of these and has asked that ANPR comment extensively on those issues and make recommendations as to how they would be able to better accommodate NPS needs.

The following items have been formally requested in NPS comments to OPM:

- Creation of seasonal period longer than six months with rehire permissible the subsequent year.
- Extension of the six-month (1040) hour limitation for emergencies and overtime.
- Determination of whether or not it will be permissible to piece together appointments to make up a season.
- Retention of some Schedule A authorities, such as contiguous and Indian authorities.

Schedule A authorities were scheduled for revocation in January 1994, except for (f)(1), which is to expire next September. It now appears, however, that Schedule A authorities may be around until March or April. Term appointments will be allowed for up to five years. Subject-to-furlough terms are OK.

WASO Personnel successfully negotiated with OPM for the following:

- Seasonal hiring will operate the same as before with the exception of the six-month appointment limitation.
- Seasonal employees who are on the rolls at the time of revocation of Schedule A authorities will be convert-

ed to the competitive service in temporary positions and will then be eligible for non-competitive rehire. NPS will be working with OPM to have this apply to past seasonals whether or not they are currently on park rolls.

- It won't matter how seasonals and temps have been hired. All will be eligible for non-competitive rehire.

- After the positions are put into the competitive service, there also will be a one-time conversion option to enable the Service to non-competitively convert temporary employees to term appointments.

- Legislation is being proposed by OPM that will enable temporary and term employees to compete for internal merit promotion vacancies.

- Seasonal employees who work two seasons at two locations will be able to continue to do so as long as the two positions are not within the same commuting area (a term that OPM will probably allow the Service to define).

Legislation also has been proposed that will provide temporaries with employee benefits. Last word was that employees will be eligible for health benefits after six months cumulative service, but will have to pay all costs. After two years' cumulative service, health and life insurance benefits will be the same as for permanent employees.

Retirement benefits will be provided after nine years of service (post 1964), excluding summer appointments. No definition of summer appointments has yet been provided.

— Bill Halainen
WASO

ANPR/NPR-FOP

Working Relationships

Bruce Bytnar, district ranger for Blue Ridge Parkway, presented this workshop about ANPR/FOP relationships. A member of ANPR since 1979, he currently is an Eastern Lodge trustee for the National Park Rangers Lodges, Fraternal Order of Police (NPR-FOP).

Bytnar described his fear that one day a congressional inquiry on a specific park ranger issue would come to ANPR and NPR-FOP, and the two groups would answer the inquiry with conflicting opinions. He warned that if the two groups fail to communicate with each other, and fail to articulate in a position statement why these groups of similar members have con-

flicting views, the credibility of both groups as representatives of the park ranger profession could suffer before Congress, the media, the NPS, USDI and more.

Bytnar said when goals are similar, it is advantageous to work together toward goal achievement within both organizations. Many rangers are members of both groups. The membership of ANPR is about 1,705, while the membership of NPR-FOP is about 1,050.

ANPR is a well-established group that focuses on Servicewide issues, Bytnar said. He wanted ANPR members to know that NPR-FOP:

- ▶ is a small part of the 250,000-member national FOP, which has shown considerable clout in the national political arena. The NPR-FOP has been well supported by the national FOP president and directorate.

- ▶ is divided into Eastern and Western lodges, split geographically by the Mississippi River. There are individual chapters in parks or park groups.

- ▶ Eastern Lodge is partially supported by revenue sharing from the state of Virginia lodge.

- ▶ requires voting members to be commissioned rangers. However, non-voting memberships are available to other park rangers or interested people.

- ▶ has the ability to focus on individual cases/problems faced by park rangers. Examples have included the Sorber enhanced annuity retirement appeal before MSPB, a required occupancy dispute in the Great Smokies, Sunday premium pay for annual leave taken on Sunday, and Social Security taxes on required occupancy.

- ▶ continues discussions on pursuing the option of collective bargaining.

Bytnar discussed the Sorber appeal as a specific example when ANPR and NPR-FOP worked together successfully to resolve a common goal. Both groups contributed \$2,500 for legal fees in the Sorber appeal, which Tim Sorber won.

Workshop attendees echoed the sentiment that the two organizations should communicate and work together when similar goals exist.

— Scot McElveen
Assateague Island

Community Leadership

Nicoll Brinley, a management consultant to the non-profit sector, led the discussion on community leadership.

The session focused on ANPR members' participation as individuals in the community, not on an agency role as community leaders and members.

A community leader is defined as one who commits people to action, who converts others into agents of change. In order to assume a leadership role, it is essential to be able to articulate a reliable dream — a vision — a goal with a deadline.

One author says that including "your needs in your vision will make you a committed participant as opposed to a dedicated benefactor."

Don't take on a leadership role unless you are committed and there is something (sense of accomplishment, for example) in it for you.

People are motivated by three basic desires — achievement, affiliation and power. Know what motivates you and what motivates the people you must lead.

Community involvement outside of work is psychologically healthy. Involvement in outside groups may ultimately pay career benefits in the form of gaining new skills and creating a local network that benefits your job performance.

The challenge of community service assumes that leaders are made, not born. There always is a new problem requiring our attention, our expertise, our experience, our passion and our willingness to commit people to action, and to convert others into agents of change.

Only when we assume leadership roles can the visions we articulate be realized.

— Deb Liggett
Everglades

Quality of Career Life

This panel discussion was led by Special Assistant to the Director Maria Burks and also included Associate Director Joe Gorrell, and Assistant to the Associate Director, Management Systems, Deke Cripe.

Maria Burks began the discussion by explaining about the creation of the Careers Council chaired by Joe Gorrell. The council is developing and recommending a comprehensive human resources management strategy for the NPS, including a plan for tackling the broad career issues such as better career ladders and employee support.

The Council has developed a list of six issues that will be dealt with immediately, such as work force diversity, temporary and seasonal issues, and supervisory training.

One of these issues is the quality of career life. Cripe will chair a task force set up to work on the issue. This group will attempt to deal with all things outside of a Position Description that affect how employees relate to the work place.

Information recently was sent to all employees concerning the Quality of Career Life Committee on the Directors Bulletin Board via cc:mail. Fifty people have volunteered for the committee.

Cripe explained that Deputy Director John Reynolds conducted a study of morale three years ago and found that morale was not as strong as managers had thought.

When he tried to address those issues, managers were reluctant to face them. He found that no one in the Service was in charge of employee morale.

One of the goals of this Rendezvous workshop was to assist the Quality of Career Life Committee to focus on which employee issue topics they should address first.

The meeting was opened to discussion from the audience. The first question posed by Cripe centered on the causes of poor morale in the NPS.

Suggestions from the audience for the causes were:

- Low salaries.
- Lack of feeling and support for employees.
- Negative public perceptions of government employees.
- Expectation to do more with less with little employee recognition.
- Inability of management to set priorities, thus taking on more than the park can afford to do.
- Lack of training for supervisors.
- Lack of non-supervisory career ladders.

Suggestions for solutions were:

- Select employees on merit.
- Take action on poor performance.
- Include field employees as part of the team.
- Communicate more effectively.
- Include leadership training as part of supervisory training.
- Use NPS professionals to train others.
- Prioritize activities, eliminate those

things that aren't related to the mission, and do the others well.

- Provide managers with authority as well as responsibility.
- Regional office employees running interference for the field.
- Shrink guidelines to a minimum and empower employees to make decisions.
- Practice selective disobedience.
- Allow spouses to consult for NPS in areas where the employee doesn't work.
- Empower individual employees as professionals to get things done.
- Take personal responsibility to support employees, make the workplace as positive as possible, and spread that throughout the organization.
- Encourage supervisors to give up some control, allow others to set their own priorities, give people a chance to fail (or succeed).

The committee has pledged to consider these suggestions and incorporate them into the project.

— Sarah Craighead
NCRO

RMAP and Natural Resource Management

Kathy Jope, longtime ANPR member and chief of resource management in the Pacific Northwest Region, led two workshops focusing on emerging programs and trends in the Service that are aimed at furthering the professionalism of natural resource management people and program.

This is an exciting time, and the group discussions captured the optimism, as well as the uncertainty, of those involved in resource management in the Service.

The Resource Management Assessment Program (RMAP), currently is undergoing final refinement by the Western Region before going servicewide in FY94. The RMAP process is a set of analytical tools to objectively quantify natural resource management staffing and funding needs on a park by park basis in the same way that FIREPRO did for fire management needs.

While the numbers coming out of RMAP are staggering, the hope is that the credibility of the analysis will wake up the agency and the Congress to the need to begin closing the gap between current resources and needs.

Most of the discussions in the workshops focused on the draft "Natural

Resources Strategic Plan: Professional Development Program" (the "RM Professionalism Paper" for short), which was released last August, and how it compares and contrasts with Ranger Futures.

If you haven't seen this document, get one from your regional resource management office. Read especially page 3, which provides a valuable historical perspective on the evolution of the resource management function from the traditional ranger role. The document provides a strategic view of roles and functions, organizational structures, position management, career ladders, training and professional development, and most importantly, needed actions.

Not surprisingly, the role of rangers in resource management stirred up considerable discussion at the Rendezvous workshops. Protection and interpretation roles are relatively easy to define, but there isn't much consensus on the desired level of involvement of rangers in inventory, monitoring, mitigation, research administration and areas.

Two interesting points came out of the discussion:

► If Ranger Futures comes to pass, the ranger of the future will have much greater expertise in resource issues than the average ranger of today.

► A single organizational structure can't work for all parks. Perhaps an ICS-type functional approach, where the resource management function warrants increased specialization as the complexity of a park's issues increase, would be a viable model rather than a dictated organization for all parks. This would certainly be resisted by many traditional NPS managers.

The workshops, in sum, were interesting and useful opportunities to enhance understanding between specialists in resource management and other ANPR members who are involved in resource issues.

—Bob Krumenaker
SWRO

Investment Planning

The investment planning session, "Think of Your Future," was presented by Frank and Kathy Betts and Sue Christensen.

More than 50 people attended the workshop, which was billed as a primer for investment planning. Topics included decision making, risk, diversity, strategies and principles of investing.

The course, designed by the Cooperative Extension Service of Colorado State University, was planned for two, two-hour segments. Due to conflicts with a free afternoon and other workshops, the class was shortened to facilitate the needs of a majority of attendees. Next year the workshop may become a training course scheduled at a convenient time to allow more people to attend.

An important point discussed was the opportunity for all employees to invest in the Thrift Savings Plan (TSP). This optional plan often is ignored or looked upon with skepticism, but it is an excellent means of investing for the future.

For FERS employees, the TSP not only provides a superb investment opportunity, but it will be the major source of their retirement income. All employees, either under CSRS or FERS, should be fully invested in the Thrift Savings Plan before investing in anything else.

— Frank Betts

Women's Issues

A workshop on issues affecting women in the National Park Service was facilitated by Kathy Smith. A diversity of people attended, including Regional Director Marie Rust, Assistant Secretary George Frampton, several female and male park superintendents and mid-level managers, and front line employees.

The purpose of the session was:

- To identify issues affecting NPS women;
- To develop and present concrete, specific solutions to the NPS director, and
- To determine what ANPR assistance may be offered to the director.

The issues identified were:

Dual careers. A system isn't in place that facilitates or encourages dual career couples.

Parent or "Mommy Track." If a parent finds it necessary or chooses to accept a part-time assignment, it is very difficult to get back into the mainstream NPS.

Caregiving for dependents during business-related travel or park emergencies. When the primary caregiver or single parent goes on travel, training or a park emergency, there isn't a support system to care for the children.

Gender sensitivity. Still today, men of good intentions say things that are inappropriate and offensive to women.

Valued as an equal. Women aren't feeling fully valued, but feel patronized, ignored at meetings, or selected for positions because they are female instead of competent.

Unrealistic expectations. Sometimes women are selected for positions, then assigned too many additional duties (sitting on task groups because they are female, etc.). This interferes with their primary assignment and may jeopardize their success.

Support. Some single women work in "isolating" situations and have no outlet from the "fish bowl."

These recommendations came from the workshop:

► Dual Careers/Parenting Track

1. Establish agency policy and clarify/eliminate barriers to dual careers and parenting track.

2. Accept/support the ANPR recommendation for dual-career coordinators in parks and regional offices.

3. Support dual career placements.

4. Include dual career and parenting sensitivity in supervisory training.

► Gender Sensitivity

1. Offer diversity training with a portion devoted to gender sensitivity.

2. Senior NPS managers serve as role models in treating women as equals.

3. Provide "stand-down" cultural diversity training similar to the training after Tailhook.

4. The Association of National Park Rangers should establish a women's caucus. This caucus will address issues affecting women and provide representatives to work with the director on related matters.

► Lack of Formal Support System

ANPR should take the lead to develop a formal Women's Network Guide. It would contain names of women who are available to give advice or mentor other employees.

► Lack of Support and Social Systems in Isolated Duty Stations

1. Two-year rotations should be guaranteed in isolated areas.

2. Details may be a preferred alternative in these isolated areas to allow single employees or employees with school-aged children an opportunity to accept such assignments.

3. Expand EAP program within isolated areas.

ANPR members were able to discuss these issues with NPS Director Roger Kennedy during his attendance at the Rendezvous. He encouraged ongoing dialogue with his staff and pledged his support in addressing these matters in an aggressive manner.

— Karen Wade
Wrangell-St. Elias

The View from Conservation Sector

What issue in the National Park Service is of most concern to you? This was the focus of a Thursday afternoon workshop at Rendezvous.

After introductions, attendees voiced an issue within the National Park Service of importance to them. Included were funding, education, threats to the resources, visitation, fees and national significance.

Bill Chandler, director of conservation programs of the National Parks and Conservation Association (NPCA), noted that most of these issues can be grouped into such categories as money and resources protection.

The top three concerns of NPCA, Chandler said, are funding, protecting resources and better services to visitors.

Funding is the biggest problem NPS faces. Money could come from two sources: visitors and commercial users. If every visitor paid \$1 per park visit, this could generate \$275 million, or more than \$200 million than is currently generated from entrance fees. However, NPCA does not support raising visitor entrance fees until commercial users pay more, Chandler said.

About 15 percent of entrance fees now are returned to park budgets to offset fee collection operations. Workshop attendees generally agreed entrance fees aren't being distributed as originally intended. Parks typically have a portion of their ONPS dollars reduced.

NPCA supports deducting 100 percent of the cost of collecting fees before the money goes to Washington to be reapportioned to the parks. The audience agreed the system would be better if all fees went back to the parks.

Chandler said fee legislation likely will be considered by the next Congress. Also, additional fees for park uses, such as filming permits and special use permits, could be additional sources of revenue. NPCA has recommended revamping the fee system.

Other discussion at the workshop:

- A perception from NPCA is that NPS isn't interacting with the public enough. What parks are overvisited? Should NPS limit the number of visitors? Should a reservation system be used for some parks? Chandler said there isn't enough interaction between park visitors and rangers due to budget constraints and other factors.

- Marketing is a problem. NPS doesn't market its mission well with the public, Chandler said. Also, budget is viewed as a big problem. How is the money spent? The perception is that NPS can't answer this question. Chandler said the agency must explain and justify its budget in a way that makes the public feel good about the NPS.

Workshop attendees discussed how carrying capacity at each park is determined? Other ideas that were raised: daily fee use to limit visitation, public transportation, how to effectively move people in and out of the parks.

The national parks face external threats, such as environmental pollution generated off site, and internal threats, such as poor management and visitor overuse, Chandler said. NPCA acts as a watchdog for the parks and assists with educating the public.

Parks are a "motherhood and apple pie" issue in America, Chandler said. However, it's important to get the data to Congress. **NPCA challenges ANPR with this mission — To market park needs and management needs.** NPS must market its mission and its needs better and educate the public.

— Patti McAlpine
Olmsted NHS

SAR: A History and Some Trivia

Padre Island Superintendent Butch Farabee presented a history of search and rescue in the National Park Service on Thursday night of the Rendezvous. Twenty-three people attended and enjoyed the informative and somewhat humorous slide show.

Farabee began by saying, "I have lots of absolutely worthless trivial information." However, by the end of the show, attendees felt as Farabee does, "that we as employees of the National Park Service should be terribly proud of our rich ranger tradition in search and rescue."

Farabee, who has researched the history of search and rescue for several years, has

visited the museum and libraries of many park areas and Washington, D.C. He gave a chronological order of facts, beginning with the first "SAR" award presented in a national park. It went to Private Doyle of the U.S. Calvary for saving a young woman from scalding in a hot pot in Yellowstone in 1888.

Many search and rescues have occurred in the parks over the years involving park rangers, the military, other federal, state and local agencies, and private citizens. Since 1872, 26 rescuers have died carrying out search and rescue missions in the national parks.

Some interesting "firsts":

- 1931 — first radio used in the NPS. The radio weighed 32 pounds.
- 1912 — first B.A.S.E. (parachute) jump off the Statue of Liberty.
- 1917 — first airplane to land in a park. This also was the first plane wreck in a park.
- 1920 — first regulations on airplane use in a national park.
- 1939 — rescue of an overdue climber on Mt. Rainier resulted in the formation of the Mountain Rescue Association.
- 1951 — first helicopter used in a search and rescue at Mt. Rainier.

The facts were fun and we all look forward to the book Farabee is writing on the subject.

— Rick Mossman
Wrangell-St. Elias

Recovering Costs for Rescues

The issue of charging for search and rescues in national parks was the focus of a Friday evening panel discussion at the Rendezvous. Panel members were Dick Martin of Ranger Activities, Washington, D.C., and Butch Farabee, superintendent of Padre Island and formerly of the Washington Ranger Activities office.

The issue is in the limelight due to wide publicity recently about high costs of rescues in the national parks. Last year, for example, Denali National Park spent more than \$250,000 on rescues on Mt. McKinley.

Martin stated that the Washington office has come up with five alternatives for the issue:

- Require climbers to carry "rescue" insurance. If a rescue occurs, the insurance company of the climber would reimburse the National Park Service for rescue costs. However, under this option the money would go to the general U.S. Treasury instead of to the park

that incurred the expenses.

- Require climbers to get bonds. This would be similar to insurance, with the bond company reimbursing the rescue costs. However, like the insurance option the money would go to the general treasury.

- Require and charge for special use permits for certain activities. Under this option, for example, climbers would need a special use permit to climb Mt. McKinley and a fee would be charged to each individual or party for the permit. Martin said permits are required on other mountains worldwide, including Mt. Aconcagua in Argentina, Kilimanjaro in Africa and Mt. Everest. The cost per person varies from \$100 to \$50,000 (U.S. currency).

- Write rescue requirements into concession contracts. Under this alternative, concessions would have to pay for their own rescues. Concession contracts might be used to build up a pool of money for other rescue costs.

- A combination of the above options.

Martin pointed out that climbing isn't the only alternative Washington is looking at. Officials also are examining all activities that involve a relatively small number of visitors but are expensive to administer by the National Park Service. Included are river running, backcountry hiking and cave exploring.

The NPS hopes to begin a pilot program using one of the above alternatives at Denali National Park in the near future.

— Rick Mossman
Wrangell-St. Elias

Civil War Issues

I entered this workshop not as a devotee of Civil War history, but to take the opportunity to expand my horizons on issues facing the National Park System.

What struck me most about the workshop participants was their passion for all facets of the issues related to Civil War sites, and their sincerity to find solutions.

The level of interest, fervor and concern was no less than what I've seen in past Rendezvous workshops on other topics, such as physical fitness standards. The scope of concern for site management was no less than Yellowstone National Park concerns when it is only an island in the greater Yellowstone ecosystem.

Paraphrasing participants, "How does the NPS choose significance of sites and adequacy of NPS boundaries, protect

against external development threats, determine the appropriate landscape, and protect cultural and natural resources when the entire state (Virginia) was part of a significant battle campaign during the Civil War?"

The questions became more complicated as the discussions went on.

One topic focused on development threats outside Civil War historic sites. Growth in the past 10 years in many once-rural areas is now noticeably urban, affecting the visual landscape.

Additional road development to accommodate increased traffic transects the landscape necessary to interpret a battle site or Civil War campaign.

Ironically, during the same week of the Rendezvous, Disney announced plans for a historical theme park just 14 miles from Manassas, in the midst of the very landscape which is integral to the interpretation of Manassas.

The extent of the Disney site development is a concern, as well as the increased highway infrastructure support necessary to accommodate the traffic.

It was the consensus of the workshop that if there is a time to act, it is now when proactive contact with Disney can be of value while the potential threat is oblique and ill defined. To wait for a definitive and more concrete development plan from Disney lends to reactive management with little or no time to react.

On another topic, participants discussed memorial landscapes as a management concept. For readers unfamiliar with this concept, it requires physical monuments within the historic site(s) to be interpreted for the period that the memorialization actually occurred.

There are problems associated with such a strict adherence to memorial landscapes. Frequently the memorials conflict with the cultural history and landscape because they were placed years after the event or battle took place.

Further, because memorial landscapes must interpret the period of memorialization, relevant previous or continuing cultural history outside of the memorialization period may not be interpreted.

Three other topics were discussed during the workshop:

- The tendency of NPS interpretation to focus on the specific battle, strategy and tactics at a particular Civil War site. Such interpretation often lacks the human drama stories associated with

participants of these events.

- Recreational demands on historic sites as rural areas become more urban. While the enjoyment of resources for present and future generations is stated in the Antiquities Act of 1916, the appropriateness of the allowed recreation must be clarified to the public. How many towns and cities allow volleyball or frisbee to be played at local graveyards? Why should the NPS be any less concerned with battlefield sites?

- The need to develop and cooperate with Friends groups; don't ignore the potential for partnership development.

—Wendy Lauritzen
Northwest Areas

An Introduction to "The Hill"

Heather Huyck, staff member of the House Subcommittee on National Parks, Forest and Public Lands, presented a legislative primer to Rendezvous attendees during a Sunday morning workshop. Her comments are summarized below.

The process of how a bill becomes a law. Much legislation begins as similar proposals in both houses of Congress — the Senate and the House of Representatives. The Senate bill is referred to the Senate committee, which holds hearings and recommends passage of the Senate bill. The Senate debates and passes or defeats the Senate bill.

In the meantime, the House bill is referred to the House committee, which holds hearings and recommends passage. The committee's bill is then sent to the House where members debate and pass or defeat the bill. (Can be sub-committee or full committee recommendations.)

Once these two stages are completed, the House and Senate members confer on the two versions of the bill. The objective is to reach a compromise on all differences between the two bills. After a compromise has been settled upon, both the House and Senate approve a single bill, which reflects the compromise between the two versions.

All bills must be approved by the House and Senate in identical form before they can be sent to the president. The approved bill is signed by the president and becomes law.

The system is purposefully designed to make it easier to kill legislation than to enact it. About 7,000 bills are introduced each year, but only about 1,000 are enacted into law.

There are two types of actions — authorization bills and appropriations bills. The intent of separating authorization and appropriations is to provide a check and balance system of bills passed into law.

The reality of the politics on the Hill. Sometimes unreasonable deadlines are set for submitting material for the proposed legislation, but these nonetheless have to be met by the staff of the committee with jurisdiction over the bill.

The deadlines are often reflected in the short time given to park employees to gather data for use in a bills development. Staff depends on park employees for quality information delivered in a timely manner. When asked for information, make it accurate, informative and timely.

If the information is not provided in a timely manner, the NPS may have lost its shot at the legislation. What's more, the information available at a certain time may have determined the fate of the bill.

There are two groups of congressional staffers. Personal staffers work directly for senators and representatives and tend to be younger and have less specific duties. Committee staffers tend to have agency experience, are older, and usually more cynical.

Tips for parks and NPS employees:

- Be clear about all of the legislative needs. Foresee what is needed to avoid being reactionary. You may not have the time to react.
- Provide accurate, clear quality information. Providing incomplete information may result in initial congressional support, but the overall support of the NPS mission can be lost when a congressman is embarrassed from the poor information.
- When dealing with staff, realize that staff and congressional members are congruent. Let staff and members know about the complexities and problems associated with a bill. Knowledge of such information can affect the timing of a bill and assist in its passage.
- Because timing is so important to a bill's passage, don't wait until the last minute to get your bill in. Be proactive in your actions. If you know the authority contained in legislation is about to expire, make sure the staff and congressional members are informed.
- Don't assume the member or staffer is on your side merely because you are asked to provide information.

—Wendy Lauritzen
Northwest Areas



Kennedy School Report Caucus Summary



Advocacy

Members endorsed having ANPR continue to move down a path of strong advocacy, but on a limited number of issues. The caucuses directed the board to set an advocacy agenda within these guidelines:

- ▶ Be selective on which issues ANPR advocates. Choose carefully and within our field of expertise. Set priorities. Do not use the advocacy role to become adversarial.
- ▶ Focus on specific issues, don't rely on broad goals for advocacy. Be realistic about what we can accomplish. Define clearly what we expect to accomplish.
- ▶ Set clear parameters on what we advocate.
- ▶ Develop a balance between advocating employee, agency and resource issues.
- ▶ Keep using field representatives as the advocacy voice. Don't hire a lobbyist, but consider assisting the field representative with a stipend payment.
- ▶ Continue to "kick start" the agency where gaps exist and then turn the issue back over to the agency once it is established. Example: Developing and running the Managerial Grid course.

Community Building

The membership strongly agreed with the strategic plan recommendations on community building. Members felt ANPR needs to focus more energy here than it has in the past few years.

- ▶ Members generally disagreed that ANPR needs to formulate a "ranger creed," because the purpose of ANPR, which appears on the masthead in each issue of *Ranger*, addresses such a creed. We should, however, communicate better about "ranger traditions."
- ▶ Members agreed that ANPR intends to include all NPS employees, not just those in the 025 series, and therefore directed the Association to change the

use of the word "ranger" to "employee" in our documents. We need to redefine our desired community by re-emphasizing the "ranger" definition to be more inclusive.

- ▶ Community building efforts should focus on:
 - Employee issues in general, but should not be limited to one employee group. Ranger Futures and other upcoming Futures should be included.
 - Resource issues which are precedent setting, deal with new park issues, or have Servicewide impacts.
 - Issues which are in the ANPR mission statement.
- ▶ The definition of community building should include local park action.

Goals

In order to accomplish these ends, members agreed that ANPR should pursue the short-term objectives listed under the Kennedy School's "recommended strategy," which begins on page 10 of the strategic plan report in the Fall issue of *Ranger*. The board will have to develop specific action plans to deal with these objectives, but the caucuses gave suggestions for some of the objectives:

Short Term Objectives

Increase intrinsic awards for active members by:

- giving a "door prize" of a free room at the Rendezvous. (Currently first-time Rendezvous attendees are eligible for a door prize of two nights free lodging; consider something similar for active members.)
- establishing a rotating plaque to recognize accomplishments.
- giving an award to the person who traveled the farthest to the Rendezvous.
- giving an award to the park with most attendees at Rendezvous.
- formalizing ANPR's awards system.
- considering monetary awards.
- developing non-monetary recognition
- putting pictures of regional reps in *Ranger*.
- listing new member names in *Ranger*.

Mid-Term Objectives

Implement leadership development/ training by establishing an officer succession system: specifically, a president-elect who trains with the incumbent president for a year before assuming the president position.

Increase funding for ANPR by:

- Employing either a volunteer fundraiser or a paid member of ANPR to undertake this task, rather than hiring a professional fund-raiser.
- Basing the reimbursement for a paid employee on the amount of funds raised or other incentives. The reimbursement could be either a commission or percentage.
- Advertising ANPR membership drives.
- Pursuing donors for ANPR's information management needs (both expertise and equipment).

Formalize communication procedures by:

- Developing a broader mentoring program by pairing long-term members with new members.
- Fostering more pithy, give-and-take debate in *Ranger*.
- Challenging members to communicate up through the organization.

Long-Term Objectives

Hold more frequent board meetings. Funding more frequent board meetings is of higher importance than hiring an executive director. It's also important to fund such meetings to assure that ANPR doesn't exclude good officers because of the economics of serving on the board.

Hire an executive director, but assure that the president remains the spokesperson for the Association. Find a paid executive director sooner than the 10-year goal identified in the report.

The other objectives were supported, based on funding availability.

— Deanne Adams
Shenandoah

Rendezvous Awards, Events & Acknowledgments

Recruiting

The new plaque commemorating the region for the best recruiting job over the prior year went to Alaska Region for doubling its membership. Rick Mossman accepted for the region. Southwest and National Capital tied for second; Rocky Mountain came in third.

All figures were based on percentage increases. Rocky Mountain had the greatest increase in numbers outside of Alaska (see "Board and Business Meetings").

Karen Wade (of Wrangell-St.Elias), who personally signed up 52 new members, won the award for the best individual recruitment effort. Dale Thompson followed with 36 and Rick Gale with 34. These three people recruited 122 new members.

Golf Tournament

There were no formal awards for scores or other accomplishments on the links this year, but two significant events were acknowledged.

The team of Barbara Goodman, Hal Grovert, Eileen Salenik and Rick Gale received individual awards for posting the highest cumulative score of the day. Each got a can of tennis balls and a heartfelt recommendation to pursue that sport instead of golf.

Rick Gale also received a citation for a truly unique event. While driving on the 18th, Rick managed to hit a duck in the middle of a pond. The ball bounced off the duck, then landed back on the fairway. The duck, somewhat bemused but uninjured, flew off in indignation.

Rick's citation came in the form of a violation issued by Mike Panz, a FWS law enforcement officer and ANPR member. A court appearance date hasn't been scheduled yet.

Fun Run

Nine members participated in the annual fun run on a cool evening. Einar Olsen, despite following a local runner and not turning back at the right point, still took top honors with a time of 13:52 on the approximate two-mile course. Andrea Ash was the first woman across the line with a time of 17:48. Other participants and their times: Patrick McKnight (14:21), Kinsey Shilling (15:15), Rick Mossman (16:30), Bob

Panko (17:33), Lisa Eckert (18:07), Kathy Jope (18:40), and Ken Hanaki (20:05).

Raffles

The regular Rendezvous raffle raised more funds than any of its predecessors — a total of \$4,766. Many thanks to all the members who contributed. Another \$283 was raised by a silent auction for four books by past directors; a signed copy of Horace Albright's book went for \$161.

The super raffle also set a record — 4,073 tickets sold. (The total receipts won't be known until the payout for prizes has been determined.)

Tenth through sixth places, each a \$100 check, went to Mac Heebner, Mike Wade, M. Russell, Pete Allen and Judy Thompson. Fifth place, a \$250 gift certificate to L.L. Bean, went to Ernie Hart, a VIP at El Malpais. Laura Loomis of NPCA won fourth, a \$500 gift certificate to L.L. Bean, and Bob Marriott of WASO Ranger Activities won third, a \$750 certificate to L.L. Bean.

Second place, a ski trip for two (up to \$2,500 value) or \$1,000 in cash, went to Bill Christensen of Estes Park, Colo. Eileen Salenik won first prize, a seven-day Mississippi River trip on the Delta Queen.

Rick Gale, to nobody's surprise, sold the winning ticket to Eileen; he contributed the \$100 for selling the winning ticket to the Sorber fund. Rick also sold the most tickets — 172 — thereby winning a \$500 prize. He donated that to the Sorber fund as well.

Lyn Rothgeb of Shenandoah won \$300 for selling the second highest number (159 tickets); Karen Wade received \$200 for third (100 tickets); Elmer Hurd, chief of the Branch of Fire and Aviation, won \$100 for fourth (50 tickets); and Bill Wade won \$50 for fifth (47 tickets). Both Wades contributed their winnings to the Sorber fund.

Special Activities

At least two special activities highlighted some Rendezvous' participants free Saturday afternoon.

Several groups visited colonial Williamsburg, stopping at the historic Jamestown and Yorktown areas along the route.

Others visited the Virginia Marine Science Museum in Virginia Beach. Warm fall weather made for a perfect day.

Thank You

Helping Hands

It takes a *great* deal of energy and many willing hands to put on a good Rendezvous. The following folks deserve major credit for all the travel, work and personal resources (i.e., money) they put into preparations for the Rendezvous:

Site coordinator	Bill Wade
Program coordinator	Cindy McLeod
Pre-registration	Sarah Craighead
Registration	Nancy Wizner (coordinator), Lyn Rothgeb, Diane Moses, Eileen Salenik, Mark Tanaka- Sanders, Patty Goodwin, Sarah Craighead
Logistics	Scot McElveen
Exhibitors	Eileen Salenik
Band and DJ	Mike Panz
Free afternoon events	Deanne Adams, Gary Pollock, Robbie Brochwehl Brion Fitzgerald
Fun Run	Tessy Shirakawa, Pat Thompson
Logo item sales	Cindy Ott-Jones
Hanging judge	Mike Hill
Refreshments	Rosa Wilson
Ranger photos	Jane Anderson (coordinator), Robbie Brockwehl,
Regular raffle	Nancy Campanella, Sue Mitchum, Lisa Eckert, Jon Paynter, Rick and Cindy Ott-Jones, Jeff Karraker, Cliff Chetwin, Dale Thompson
Super raffle	Bill Wade, Mylea Wade

And a very big thank you to all who stepped in as needed to help with a task or bird-dog a project.

Rendezvous Exhibitors

Ten companies and organizations again filled the exhibition hall at Rendezvous this year to display their wares or press their causes.

They were:

Organization	Product
Boston Whaler	Commercial work boats
Counter Assault	Red pepper self-defense sprays
Federal Signal Corp.	Vehicle warning equipment
Glock Inc.	Semi-automatic pistols
Hawills Ltd.	Rescue service supplies
Naturalist Action Committee	Naturist advocacy
R&R Uniforms Inc.	NPS uniform supplier
Thorlo Inc.	NPS, commercial sock manufacturer
Whelen Engineering	Safety lighting
Winsor Porcelain Enamel Display	Interpretive display graphics on porcelain enamel



Rosa Wilson



Rosa Wilson

Above, Jane Anderson (left), Deanne Adams and Tony Sisto dine together at Saturday evening's banquet. Left, Gary Hartley, chief ranger at Pecos, and his wife Cheryl were among the Westerners who ventured to Virginia Beach for the Rendezvous. The top areas represented were WASO with 20 attendees, Everglades (12), Shenandoah (12), SWRO (10) and Delaware Water Gap (9). In addition, six members from Alaska attended.

Association of National Park Rangers Operating Statement — Oct. 1, 1992, through Sept. 30, 1993

Beginning Balance	\$105,997
Receipts	\$130,847
Management/General	\$42,862
Interest	\$3,441
Checking Account	\$376
Life Savings Acct	1,638
Life CD	531
Raffle Account	758
Sales	126
Editor's Imprest	12
Dividends (Life)	\$276
Membership Dues	\$38,925
Annual	\$33,016
Life	5,909
Contributions	\$220
Donations	\$220
Program Service	\$65,288
Enhanced Annuity	\$1,075
Ranger ads	796
Sales	3,160
Rdz. XVI, XVII	19,861
Managerial Grid	35,742
Training	1,980
Publications	1,548
6(c) Appeal	880
Ranger Museum	246
Fund Raising	\$22,697
Super Raffle '92	\$9,135
Super Raffle '93	5,445
Regular Raffle	4,963
Fines	181
Posters	2,973

Expenses	\$126,160
Management/General	\$25,970
Bank Fee	\$13
Postage	4,975
Telephone	897
Printing	3,804
Business Mgr	10,000
Subscrip./Books	388
Travel	1,499
Regional Reps	1,788
Supplies	224
Legal	413
Recruit./Retent	327
Donations	225
Staff Assistant	750
Public Relations	667
Program Service	\$82,149
IRF	\$664
Ranger	32,822
Rendezvous XVI	15,642
Rendezvous XVII	666
Rendezvous XVIII	222
Sales	5,955
Ranger Museum	246
Managerial Grid	20,463
Training	2,025
Publications	944
6(c) Appeal	2,500
Fund Raising	\$11,925
Super Raffle '92	\$9,460
Super Raffle '93	2,251
Regular Raffle	49
Posters	165
Special Projects	\$5,227
Organization Review	\$3,295
Brochures	447
Recruitment Posters	688
Training Book	797
Equipment	\$889
Ending Balance	\$110,684

Rendezvous XVIII

Durango, Colo., in October

It's not too soon to start thinking about Ranger Rendezvous XVIII!

Tamarron Resort, 18 miles north of the historic town of Durango, Colo., is the site of the next joint meeting of ANPR and the Association of National Park Maintenance Employees.

Dates for specific activities currently are being developed, but the inclusive dates for the event are Sunday, Oct. 16, through Friday, Oct. 21.

Plan now to attend the 1994 Rendezvous at this beautiful resort area. Tamarron is surrounded by 14,000-foot peaks of the San Juans, high mountain lakes, mining camps and ancient ruins.

Travel

For those traveling by air, to obtain the advantages of a Saturday night stayover you should plan to arrive a few days early or leave a few days late and explore some of the sights in the famous Four Corners area.

The Durango-La Plata County Airport, about 18 miles south of the town, (and 35 miles from Tamarron), is served by several airlines, including United, Continental and America West.

Currently there is a hefty transportation charge from the airport to Tamarron. ANPR is looking into setting up its own airport transportation arrangement using one or more rental vans, or something similar, with a modest charge only to offset the cost.

Rental cars are available, and for those who wish to spend extra time sightseeing in the area, you should investigate the possibility of flying to Denver or Albuquerque and doing a round-trip car tour.

Rooms

Room arrangements at Tamarron are somewhat different from past Rendezvous. For those wanting privacy, standard rooms will rent for \$66 (single, double, triple) per night plus tax. For economy, executive suites are available for four or more persons for about \$22 per person per night, plus tax.

These two-bedroom units have a loft, spacious living/dining area with hide-a-bed and Murphy bed, and two full baths. Other multiple-sleeping units also are available at different prices and may be the best arrangements for larger groups.



All executive suites and other similar units have full kitchens, and many of the standard rooms have kitchens or kitchenettes. Options for low-cost meals at the resort will be limited, so the kitchen options will be important to some. Room rates are applicable for five days before and after the meeting dates.

To assist with making the most of the accommodations, Meg Weesner, ANPR member from Saguaro, has offered to serve as a clearinghouse for those interested in sharing rooms. She will develop an information data sheet and make it available to others with similar interests.

However, final decisions and reservations will need to be made by attendees.

Special Activities

An 18-hole championship golf course is located on site, and other activities, such as tennis, horseback riding, biking and hiking

are available.

Tamarron is located about 70 miles from the entrance to Mesa Verde and is about 40 miles from Aztec Ruins. It also is within easy driving distance of many other attractions, including Telluride, Silverton, Purgatory Ski Area, Canyon de Chelly, Chaco Culture, Canyonlands and Arches.

Durango is home to the world-famous narrow gauge railroad that runs daily to Silverton and back. All this should be available, depending on the whims of Mother Nature.

More details and registration information will appear in the Spring *Ranger* and other informational mailings to ANPR members.

Start making your vacation plans today to join friends and coworkers in Colorado this year!

— Sarah Craighead, Bill Wade

Omega World Travel

The Association has signed an agreement with Omega World Travel, headquartered in Falls Church, Va. Omega is one of the top travel companies in the United States and is the largest woman-owned travel agency in the world. All travel booked through Omega will directly benefit the Association in the form of travel credits for official Association travel or cash rebates to the Association.

Any personal travel (including transportation, car rentals, hotels, cruises, package tours and more) by members or their families, friends or acquaintances qualifies under the program.

Reservations for travel may be made by calling this Omega branch office:

Omega World Travel

12711 Shops Lane • Fairfax, VA 22033-3834
(703) 818-8848 • (800) 283-3239 • (703) 818-8822

Hours: 8:30 a.m. to 5:30 p.m. M-F; 10 a.m. to 2 p.m. Sat. (Eastern time)



ANPR's Second Century Club

Phil Ward, an early life member of ANPR, has offered an idea to increase life members' support. He suggested that ANPR make available a secondary level of life membership for those who paid the original life membership fee of \$125. E&AA has used similar levels to rally financial support from its life members. Using Phil's zeal and E&AA's example, the Second Century Club was formed.

The club now has 33 members. Realizing life membership in ANPR is still a bargain at any price, each member has paid an additional \$125, matching his or her original life membership fee. The additional contribution will expand the principal contained within the life account, thereby producing increased investment potential.

Membership in the Second Century Club is available to all original life members. If you are eligible to join, ANPR encourages your support to help stem the escalating costs of providing life member benefits. To join, simply send a check for \$125 to Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831. As always, payment schedules may be arranged.

Second Century Club Members

- | | |
|-------------------|---------------------|
| Phil Ward | Andy Ferguson |
| Paul Broyles | Cliff Chetwin |
| Bill Wade | Rick Smith |
| Dan Moses | Wendy Lauritzen |
| Pat Buccello | Mark Tanaka-Sanders |
| Bryan Swift | Jeff Karraker |
| Dave Buccello | Janice Wobbenhorst |
| Charles Farabee | Mary Kimmit Laxton |
| Pat Tolle | Bruce McKeeman |
| Glen Bean | Jean Swearingen |
| Bill Carroll | Ron Konklin |
| Phil Young | Jim Brady |
| Rod Broyles | Dale Thompson |
| Bill Pierce | Jack Morehead |
| Vaughn Baker | Bruce Edmonston |
| Kathleen Williams | Rick Erisman |
| | Colleen Mastrangelo |

National Park FOUNDATION

Founded in 1967, the National Park Foundation supports the overall enhancement of the National Park System. The Foundation provides direct grants to support Park projects, in four primary areas:

- ◆ Programs that impact on protection of the Parks, through outreach and education, with emphasis on those that reach young people, like Parks as Classrooms.
- ◆ Improvements for interpretive facilities and services throughout the National Park System.
- ◆ Volunteer efforts of the National Park Service — Volunteers in Parks (VIPs), "Friends of"

groups and other local park support groups.

◆ Activities that further education, training and employee development opportunities for National Park Service staff.

Awards generally range from \$3,000 to \$40,000 and most are made directly to the Parks. Grants are awarded three times a year. The next deadline is **Feb. 15, 1994**.

For an application, guidelines and criteria, call or write the National Park Foundation, 1101 17th St., N.W., Suite 1102, Washington, D.C., 20036. (202) 785-4500.



ANPR Promotional Items

Make your check out to ANPR and mail it and the order form to:
Pat Thompson
310 Carrsbrook Drive, Charlottesville, VA 22901

Item	Cost	Quantity	Total
ANPR patch	\$2.50		
ANPR decal	\$1.50		
ANPR cloisenee pin	\$2		
Plastic stadium cups	\$1		
ANPR coffee mug (ceramic)	\$6		
Insulated mug w/ top (12 oz., pink)	\$3.50		
Insulated mug w/ top (22 oz., black)	\$5		
Polo shirt: S, M, L, XL	\$25		
Turtleneck: M, L, XL	\$22.50		
Rendezvous XVII T-shirt M, L, XL*	\$8		
Key rings			
Pewter	\$5		
Brass	\$5		
Belt buckle (NEW)			
Large, brass	\$25		
Large, pewter	\$25		
Small, brass	\$25		
Small, pewter	\$25		
Totebags (NEW)			
Large, cream & wine	\$12		
Small, cream & navy	\$10		

Shipping & Handling
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ANPR Reports

Board, committee and staff activity summaries appear in the following consolidated format. Complete reports appear separately, as noted. A directory of ANPR board members' addresses and home phone numbers appears on the back cover of the magazine.

Board Members

Mid-Atlantic Region

About 30 people attended the Mid-Atlantic caucus at the Rendezvous. Hugh Manar (FOMC) and Barry Sullivan (DEWA) were introduced as regional rep nominees. The majority of time was spent discussing the strategic plan, with the group agreeing that community building within ANPR should be a strong focus, combined with some advocacy.

The group discussed the importance of recognizing and rewarding members who have been active volunteers for ANPR, of advertising our successes, and of increasing personal contacts with members. The consensus on the draft 1994 advocacy plan was that ANPR was trying to do too much and that we need to focus on only a few key issues which should have Servicewide implications and be the "right" actions, that is, those that would be supported by the general membership.

We should stay away from taking action on any specific park proposals. The caucus was moderated by Deanne Adams and facilitated by Robbie Brockwehl.

— Deanne Adams
Shenandoah

National Capital Region

It was an exciting summer in NCR. With a new director and deputy director in town, Washington, D.C. was the place to be. The mid-year ANPR board meeting was convened in northern Virginia and George Washington Memorial Parkway Park Rep. Gary Pollock was busy coordinating the logistics for everyone coming and going. Member Heather Huyck, a professional staff member for the Subcommittee on National Parks and Public Lands, coordinated a training session for interested NCR and WASO employees titled, "Introduction to the Hill for Land Managing Agencies." Several ANPR members were able to attend and found it to be an enlightening and fun course.

ANPR and ANPME jointly sponsored a potluck at Carderock Picnic Area at C&O

Canal in June and enjoyed the company, the food and the information shared by all members. We plan to make many of our events joint activities to foster interdivisional cooperation.

Regional members also held a meeting at the Old Post Office Tower and a session at Antietam to discuss the strategic plan for ANPR. We also held a brief meeting with the evening Mall staff to talk about what ANPR is all about.

Several NCR members attended Rendezvous at Virginia Beach and participated in the exciting programs and workshops presented. Thanks to all those members who attended the regional caucus and provided ideas and direction for our course of action during the next year.

Our recruitment efforts paid off with a 28 percent increase of membership in the region for the year. We had the second highest membership increase of all the regions. Good job, NCR!

— Sarah Craighead
NCR

Southeast Region

Eighteen members from the Southeast Region attended the regional caucus in Virginia Beach. Vaughn Baker assisted regional representative Deb Liggett and facilitated a discussion on the recommended strategic plan.

The regional caucus supported the combined approach of advocacy and community building and offered several positive ideas. Thanks to all who attended.

Regional membership in November 1993 totaled 177 members. Southeast is the third largest region (after Western and Rocky) and the region with the most parks. This creates quite a workload for the regional representative.

The Southeast, Rocky and Western representatives discussed, and asked their members to discuss, the best way to represent the membership. Should we have more than one regional representative for some regions (requires a bylaw change)? Should we have an assistant regional representative? How could the park reps assist? Members should give this some thought during the next year.

Total membership is at an all-time high — more than 1,700 members. However, there still are parks within the Southeast Region without members. Make it your goal to recruit one new member this year.

I have opted not to run for office this year. Thank you for the opportunity to

represent you. Please support Martha Bogle and Darlene Koontz, the nominees for the 1994-95 term.

— Deb Liggett
Everglades

Alaska Region

The Alaska Region was busy this past year recruiting new members. With 48 new members, membership increased by 50 percent and we were proud to accept the first annual ANPR Regional Recruitment award at the Rendezvous.

With 144 ANPR members in the Alaska Region, this represents almost 26 percent of all NPS employees in Alaska.

Congratulations to Wrangell-St. Elias Superintendent Karen Wade for the top individual recruiter honors of the year. She recruited 42 new ANPR members throughout the country.

Eight Alaska ANPR members attended the Rendezvous in Virginia Beach and had a great time. Alaska members and the Alaska Natural History Association donated a number of prizes. Thanks to all who contributed items.

The Alaska Region will have a get-together in Anchorage in February to discuss the new year, goals and strategy.

— Rick Mossman
Wrangell-St. Elias

Business Manager

My usual Fall article fulfills an IRS requirement to inform members of the deductibility of payments to the Association. The information was not supplied then because the IRS could not confirm possible changes brought about by the Revenue Reconciliation Act of 1993. The IRS is still plowing its way through the Act, but this is what I have been able to piece together.

Dues are not deductible as a charitable contribution, but may be deductible as a business expense under itemized deductions. (This deduction is not allowable to retired members.)

Raffle Donations, Ranger Museum and Voluntary Contributions are completely deductible as charitable contributions.

Raffle Ticket Purchases are deductible as gambling losses only to the extent of gambling winnings. This means that if you purchase \$50 in raffle tickets, you can only claim up to the amount of your winnings.

You can claim \$50 of losses only if you have won \$50 of prizes through the year (whether from ANPR or other sources).

Rendezvous expenses may or may not be deductible, depending on the extent of "ordinary and necessary business" related to the convention. There can be no significant recreation associated with your trip. The IRS warns that it is important and necessary to contact a local IRS agent to determine if there are viable deductions associated with the convention, and this generally needs to be determined on a case by case basis.

All of the above payments are reported on Schedule A and most are subject to the 2 percent of income limitation. Please note: None of this information can be used as defense in an audit. The purpose of this information is to merely assist you in your tax filing pursuits. I encourage you to call the IRS if you plan to use any payments you made to ANPR as deductions.

— *Debbie Gorman
Saratoga*

**Committee Chairs
Investment Committee**

At Ranger Rendezvous XVII, the board agreed to form an investment committee of Jeff Karraker, Jay Liggett, Rick Jones and Frank Betts. This group will work on a plan to invest the Life Membership Fund (LMF) for growth and to safeguard the principal.

It will take several years for the LMF to become self-sustaining, so the income will be able to pay for servicing the life memberships. For this reason, the committee proposed that the LMF be invested through dollar cost averaging in these funds: Invesco Industrial Income, Janus Fund and Twentieth Century Ultra. The Committee will continue to watch the market and advise the Association on any changes in investment strategy.

— *Jeff Karraker
Capulin Volcano*

Mentoring Program

As a result of comments offered at the Women's Issues session at Rendezvous, a program to foster an ANPR mentoring program has been initiated. Jeff Karraker, Ginny Rousseau, Bob Krumenaker, Rhonda Coston and Kevin Allen will put together a data base for advice, formal and

informal mentoring and networking.

Career planning, isolated duty stations, dual careers, family and social concerns, educational and medical information, area and moving information will be some of the topics available through the program.

More than 20 ANPR members already have offered to assist as advisers. A bio-sketch form will be developed and sent to all interested employees. Spouses will be encouraged to add their names and experience and assist with this project.

— *Jeff Karraker
Capulin Volcano*

Twenty-Year Retirement Committee

The last issue of *Ranger* reported on two recent claims for 6(c) credit, which, though forwarded to OPM with a favorable DOI advisory opinion, were denied by OPM. Those denials later were reversed by successful appeals to the MSPB.

In another recent claim, however, OPM made a determination of 6(c) credit for primary law enforcement service based on a favorable DOI advisory opinion. Determinations such as this serve as benchmarks for future claims for 6(c) credit in uncovered positions. Following are some important highlights of DOI's advisory opinion.

The employee requested coverage for about 23 years of seasonal and permanent law enforcement service at Assateague Island, which has proprietary jurisdiction. In several early positions described, there were no position descriptions available. It is apparent that in justification of the favorable advisory opinion, considerable weight was given to the narrative affidavit of the employee, and to the supporting affidavits of his supervisors and coworkers.

The advisory opinion quotes the following statements from those affidavits: "... supervisor states that the major duty and responsibility was the supervision and performance of law enforcement work; ... law enforcement program included investigation of crimes of violence, crimes against personal property or property and resources of the U.S.; ... enforced Titles 16, 18 and 21 USC, 36 and 50 CFR, and Virginia state laws; ... was responsible for the investigation, apprehension and detection of individuals who violated federal criminal laws; ... supervisor states that the primary responsibility of the position was to organize, implement, coordinate and supervise the district's hunting, law enforcement and fire suppression pro-

gram; ... supervisor states that supervision and performance of law enforcement work were the primary duties of the position (and) the employee performed these duties on a daily basis."

For those positions for which a position description was available, the advisory opinion quotes the following information: "... includes law enforcement work under major duties, e.g., performs year-round law enforcement duties including enforcement of state and federal fish and game laws, serves violation notices and prepares cases for hearing before the U.S. magistrate, conducts land and water patrols; ... as stated under major duties, the incumbent enforces federal and state laws which include 36 CFR and 50 CFR, federal and state laws that govern water use, vessels and their operation and various Maryland state laws governing hunting, traffic, etc.; ... the incumbent independently investigates felonies and misdemeanors such as burglary, larceny/theft, vandalism, weapons violations, narcotics and drug laws, driving while intoxicated, resource offenses, traffic and motor vehicle offenses, sex crimes and assault; ... participates in undercover or surveillance operations involving poaching, drugs and narcotics and the illegal hunting and taking of migratory waterfowl."

I would appreciate hearing from anyone who has either received a determination for 6(c) credit from OPM or an MSPB appeal, or knows someone who has.

— *Mark Harvey
Yosemite*

Missing Persons

We've lost touch with the following people. If you know their whereabouts, please contact Debbie Gorman, P.O. Box 307, Gansevoort, NY 12831.

William Paleck	Mt Vernon, WA
Glen Fredy	Applegate, CA
Wayne Rose	College Park, MD
Stuart Johnson	Atlanta GA
Scott Metcalfe	Estes Park, CO
John McFadyen	Fayetteville, NC
Robert Kyril	N. Las Vegas NV

Temporarily Away

Angela Pettit	Ketchikan, AK
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The Professional Ranger

Interpretation

In mid-November, 45 interpreters from across the country came together for an "Interpretive Directions" meeting in Alexandria, Va. With participants from all levels and areas of interpretation, this meeting was the first step in an "interpretive revolution."

Using the Vail agenda as a blueprint, the meeting aimed to outline an agenda for change and growth within interpretation for the next three to five years.

WASO Chief of Interpretation Corky Mayo said an interpretive revolution is brewing within the Service. Though its direction still is being defined, the revolution is growing. Two days of creative and consistently positive discussion about the direction and substance of the revolution ensued.

Prior to the meeting, the regional chiefs, with input from the field, helped designate 18 interpretive issues in need of attention. Each of these issues was then addressed by a small work group within the Interpretive Directions meeting.

Each work group was responsible for drafting:

- an overview of the issue.
- a proposed task list for the next three to five years.
- a suggested work group to pursue the issue.

The issues were varied, encompassing the entire spectrum of interpretation — from defining interpretation's critical purpose to the concept of ecosystem management and interpretation's role within it.

The Service's policies on living history and interpreting science were addressed, as were interpretive training, multi-cultural interpretation, the revision of NPS-6 and other topics.

One of the dominant themes of the meeting was the need for interpretation to assume a leadership role within the Service and, at the park level, a leading role on the management team. Critical to fulfilling this function is training, not only in interpretive skills and subject matter specialties, but in management and leadership skills.

As pointed out in the Vail agenda, interpretation is vital to the success of the National Park Service and the survival of the entire System. To be fully effective,

interpretation must assume its role in park management.

A summary of the meeting will be sent to the field in January. Copies of the rough notes from the meeting are available from Barb Maynes at (206) 452-4501 or your regional chief of interpretation.

The Interpretive Directions meeting was followed by the National Interpreters' Workshop, the annual convention of the National Association for Interpretation. It was held Nov. 17 through 21 in Crystal City, Va.

Nearly 200 NPS interpreters attended the workshop, and a number of them conducted sessions.

The rough notes from the Interpretive Directions meeting were distributed at the NPS agency meeting on the first day, setting the tone for innovative thinking for the remainder of the conference.

Another highlight of the workshop was the Excellence in Interpretation Awards ceremony, in which the regional and national winners of the Freeman Tilden Award and the USDA Forest Service Gifford Pinchot Award were recognized.

Congratulations to the winners, and particularly to Mark Wagner of Katmai who received the National Freeman Tilden Award for his innovative "Brown Bear Booster" program. Designed to reduce the number of negative bear-human interactions, this program relies on *positive* contacts to change visitor behavior.

One facet of this program involves the "Brown Bear Booster" pin awarded to any visitor displaying good bear-country behavior. This is a classic example of both the benefits of rewarding good behavior and the power of interpretation in protecting park values.

Important things are happening in the field of interpretation. There is an opportunity for every interpreter in the Service to contribute to the interpretive revolution.

I encourage everyone to look for examples of the enhancement of park values through interpretation, to look for more information about the revolution, and find ways to contribute to it.

— Barb Maynes
Olympic

Emergency Services

Many things are happening on the national level in emergency services.

FEMA currently is going through a major restructuring and is attempting to become more responsive to other agencies. They are now a member of the Interagency Committee on Search and Rescue (ICSAR) and are working with the other members to incorporate ICS into all emergency management throughout the country.

Dick Martin is chair of the working group tasked with this assignment, and he has made great strides in orienting the other agencies to ICS for all risk management. ICSAR is working with the National Wildfire Coordinating Group to make this transition happen with all organizations in the United States.

The PLB (personal locator beacon) topic is also on the front burner, with many Canadian companies now legally selling these to backpackers and other individuals in the U.S. A Forest Service test program on these PLBs in a national forest was not effective because the Forest Service didn't have a sufficient number of response groups to deal with the emergency signals that were initiated. They will also be tested this year by the National Science Foundation's Antarctic program and by Wyoming Game and Fish.

The latest technology to enter the distress notification field is the global cellular phone community. There are currently over 10 million subscribers in this country, and that figure is growing at a rate of 20 to 40 percent a year. The new low earth orbit mobile satellite communications systems will provide global telephone coverage by the late 1990s. They are very reliable and survive disasters well, so it's entirely possible mobile phones will be the future in distress notification.

The Coast Guard and many other agencies are watching the NPS test of a new policy requiring insurance or proof of payment for rescues of those engaged in high-risk activities. Denali and Mt. Rainier are the test parks. So far the Coast Guard has remained firm in its position that maritime search and rescue is not done on a reimbursable basis.

— Bill Pierce
Glacier Bay

Resource Management

Discussions of Ranger Futures and resource management professionalism issues appear elsewhere in this issue of *Ranger*, and I'm glad to report that the conflicts many of us perceived between these two initiatives seem to be disappearing.

The Ranger Futures group seems to have backed off its anti-specialist rhetoric, and the resource management group seems to now acknowledge that a strong resource orientation for rangers complements a professional resource management program rather than competes with it.

Personally, I'm glad to see the tone of the discussion calm down, though the passions on both sides did ignite some (usually) constructive debate. In my view, there is no conflict between Ranger Futures and resource management professionalization and we all gain by working together to strengthen all disciplines of the NPS workforce.

The National Biological Survey officially entered the world, after a difficult labor, when the Interior appropriation bill was signed in early November. Have most of the questions been answered as to the new agency's role and how it will dovetail with NPS resource management needs? Hardly. It will be business as usual for the next several months at least, as the NPS struggles to fill out its organizational chart and address its rather broad mandate from Secretary Babbitt.

One senior NBS manager admitted to me that "something has to give" when asked how the NBS would improve services to parks as well as address the "big picture" science that gets all the headlines.

So far, the Park Service has been asked to provide a list of strategic research priorities, but there is no process yet to convey park-specific research needs to the new agency.

As a matter of fact, the just-released National Research Council Report, "A Biological Survey for the Nation," (commissioned by Interior to provide advice on the establishment of the NBS) specifically recommended against DOI bureaus transferring all biological research expertise to the new agency because doing so would compromise a land manager's "ability to address an immediate and narrow issue." Trying to meet those needs would "unduly burden the NBS with tasks that would not contribute to the nation's understanding of its biological resources." Gulp.

Ecosystem management is the latest trend from Washington, and it's coming hard from the Vice President on down through the Secretary and the Director. The emphasis is on bioregional planning and working with our fellow land management agencies and nearby communities to improve stewardship and consistency.

Does this mean that local communities will begin to exert greater influence on park management? Or does it mean we'll try to diffuse NPS values outward from our boundaries? Watch the pilot NPS initiatives getting started in South Florida, the Colorado Plateau, and the Lower Mississippi Delta to see.

If this initiative takes off, traditional NPS regional boundaries and roles will likely be blurred, and quite possibly, very quickly.

— Bob Krumenaker
SWRO

Protection

Recently I visited the Liberty Bell pavilion and noticed an interpretive ranger wearing a black band across her badge. It was in honor of Philadelphia Police Officer Stephen Dmytryk, a 15-year veteran who had been shot and killed a few days earlier.

I was moved by that sight and extremely proud to be affiliated with the National Park Service and the ranger workforce. That act showed that rangers working at Independence National Historic Park were showing their respect and reverence to the fallen officer. But what surprised me was that it wasn't just the protection rangers wearing the black band, it was an interpretive ranger.

We always have to remember that rangers are a family. Whether you work in interpretation, resource management or protection, we are, and must continue to be, a family.

National Park Service rangers are working in cooperation with local, state and other federal agencies now more than ever before. If a police officer is killed in the line of duty in a particular area of the country, at least two rangers from the closest National Park Service area should attend the funeral.

In NPS 43, Chapter 11, it already states that uniformed employees may wear a black band across the badge in the event of an officer killed. But are rangers doing it? And are managers allowing rangers to

attend such funerals and participate in the processions with a marked vehicle?

I'd like to think so. But if not, I think it's time we recognize that we are integral parts of the law enforcement community. When an officer is killed, we should pay our respects in the same manner as other agencies.

ANPR/FOP — At the recent Ranger Rendezvous a session was conducted about the working relations between the Fraternal Order of Police (FOP) Ranger Lodges and ANPR. I take pride in serving as the vice president for the FOP's Eastern Rangers lodge, and as FOP chapter president at Delaware Water Gap National Recreation Area, which employs more than 60 rangers.

The two organizations can work together and accomplish a great deal. Protection rangers should be members of the FOP and ANPR because both organizations are committed to working hard for rangers and have proven that throughout the years.

— Steve Clark
Delaware Water Gap

**Not Just A
Bunch of
Crock**



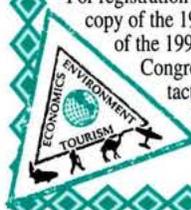
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Letters (continued from page 2)

for good neighbors, and not just out west.

Issue 2 — Operational Funding and Efficiency

For a start, I'm typing this on the old typewriter at home when the itch hits. Our humble LE/Fee operation has a field focus. We all must pull front line duty. Administrative support within our division is minimal, so if I err and the result is my looking bad on paper (again), then it will be, by God, for resources protection. Playing the hand dealt every day means many choices to pass on paper, pat hands and back room meetings that take time and effort away from the tasks at hand outside.

Our Byzantine procedures and reporting requirements have a whirlpool-vortex effect of swallowing up streams of time and money (inefficiency) if not checked somewhere along the line. At my level the few dollars actually seen better get spent getting the job done.

Issue 3 — New Areas

We need to add 100 acres to complete critical watershed protection. It is conceivable that a land exchange would work, but such a concept seems to be a "sacred cow" in the NPS. What is written as originating legislation, and then what lands have been subsequently added to the monument, can provide some real property options if looked at anew.

I know that Chiricahua is not alone in this matter of lands dilemma in a time of scant finances for new land acquisitions. If declassification is an option, then look at us and get rid of us if we do not add up to the standard set for the Service.

Of course, there is no standard to objectively measure up against. This is a political process. Here I read visitor comments: "unique," "awesome," "tremendous," . . . Not the rangers, alas, but I suspect that they mean the totality of the scenery, the vastness, the hush then the roar of the wind, the bushes, the birds, the bees and all.

My sense is that our public want more great places, not more great rangers. We had better not lose our perspective and ask the public to make that choice.

Issue 4 — Employee Development

Walk the talk. I have no choice but to bring the people up to do my work when I am not around. Empowering is great chat,

but it means giving up illusions of control, and helping out everyone under supervision for the best production in their assigned niches, by my lights to the Service need, matched to the individual capacities.

Of course, that means some slack in the rope that can hang up. No one has come for me with the loop end yet.

Issue 5 — Employee Benefits

Hell's fire, I can only be honest. The only "benefit" here is the isolation factor. The GS-5 gets the hose, particularly in seasonal positions, and all grades lower. For our rank and file there is hardly the shadow of the carrot as future reward for today's sacrifice. I refuse to insult the seasonals with empty promises. The deal is this: No comp time games, work O.T., get paid O.T., one boss and one set of orders. Long days, rough ground, hard work, my support. If you can meet or beat the deal elsewhere, good luck and my thanks. The old stale chestnut that "good work is its own reward" is true, and it is true at every level, everywhere.

Issue 6 — Management

At Chiricahua I can only set the best working example for leadership in person. My superintendent suffers and permits this. I have not been effective, nor have I seen others be effective using the "management by memo" method to get field work done. Xeroxed copies of memos do not even have sanitary applications.

There is simply no substitute for personally being at the point of attack when needed, whatever the task at hand. Fire teaches that principle: Timing. Not how much time (face time), but rather the right place at the right time. And of course, the ability to direct the right things done.

I am not waiting around for the Vail final report. I represent and presume to speak for the muted voices of the unwashed, non-credentialed, no college degree, working stiffs. There are thousands of us encumbering positions as rangers, or other classifications, in all the conservation and preservation agencies, doing yeoman's service every day.

No matter what directions that come on down from our respective higher levels, the future is in our hands today. Let's get on with it.

— L. Dean Clark
Chiricahua



ROAD MAP

for my heirs
upon
my death

A new ANPR publication

ANPR has prepared this "Road Map" to assist family or friends in handling the many details required when a spouse or loved one dies.

The notebook contains personal information (fill-in-the-blank) forms about:

- who to notify and your desires about final arrangements
- civil service, military & Social Security benefit details
- insurance facts
- bank account, property, credit card, TSP, investment & retirement account numbers & information
- synopsis of life, obituary & family history
- list of disposition of personal items
- anatomical gift wishes
- examples of durable power of attorney for health care & finances
- living trust

This "Road Map" is a must and makes for a caring, loving gift for family and friends.

The book costs \$10, plus \$4 for shipping and handling. Virginia residents add 4.5% sales tax. **U.S. currency only.**

Make check payable to ANPR.

Send to:

Pat Thompson
310 Carrsbrook Drive
Charlottesville, VA 22901



All in the Family Submission Form

Please reproduce this and pass it on to anyone you know who might be transferring, leaving the Service or getting promoted.
Entries must be legible!

Send submissions to: Bill Halainen, 640 N. Harrison St., Arlington, VA 22205.

Name _____

Past Parks: Please use four-letter acronym and years at the park (MIMA '80-'85, YOSE '86-'93). No more than six parks, please.

Old Position: Please give park, district, series, grade and title _____

New Position: Please give park, district, series, grade and title _____

Address and Phone Number (provide only if you want it listed) _____

Other Information _____

Association of National Park Rangers

Membership fees may be deductible as business expenses. Contact your IRS office for details.

Important: Please specify New Membership Renewal Date: _____

Name (last, first, MI): _____ Title: _____

Box or Street _____ Division: _____

City: _____ State: _____ Zip: _____ - _____

NPS Employees: Park four-letter code (i.e., YELL) _____ Region: (i.e., RMR; WASO use NCR) _____

	Category	Type of Membership (check one)	
		Individual	Joint
Active <i>(all NPS employees)</i>	Permanent	<input type="checkbox"/> \$ 30.00	<input type="checkbox"/> \$40.00
	Seasonal	<input type="checkbox"/> \$ 20.00	<input type="checkbox"/> \$27.00
	Retired	<input type="checkbox"/> \$ 20.00	<input type="checkbox"/> \$27.00
Life* <i>(open to all individuals)</i>	Active (NPS Employee)	<input type="checkbox"/> \$375.00	<input type="checkbox"/> \$500.00
	Associate	<input type="checkbox"/> \$375.00	<input type="checkbox"/> \$500.00
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Contributing (indiv. & organizations)	<input type="checkbox"/> \$500.00		
Subscriptions: 2 copies of each issue to organizations only	<input type="checkbox"/> \$ 30.00		

Important Notice
In order for ANPR to be an effective, member-oriented organization, we need to be able to provide park and regional representatives with lists of members in their areas. It is therefore, vital that you enter the park and regional four letter codes before submitting your application.

Administrative Use	
Date: _____	
Rec'd \$ _____	Check # _____
By: _____	

To help even more, I am enclosing an extra contribution: \$10 \$25 \$50 \$100 Other

The person who recruited me was _____

* Life members may pay in five installments of \$75.00 (for individuals) or \$100.00 (for joint memberships) over a 24-month period.

Return to: Association of National Park Rangers, P.O. Box 307, Gansevoort, NY 12831

Do you have friends who'd like to learn more about ANPR?

NPS Other

NPS Other

Name _____

Name _____

Address _____

Address _____

City _____ State _____ Zip _____

City _____ State _____ Zip _____

Directory of ANPR Board Members, Committee Chairs & Staff

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Vice President, Professional Issues

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Alaska Regional Rep

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