RANGER

The Journal of the Association of National Park Rangers

Vol. V, No. 4 Fall, 1989

The Budget Crunch

Letters

Letters to the Editor should be typed and 500 words or less in length. Send to: Editor, *Ranger,* 640 North Harrison Street, Arlington, VA 22205.

Editor:

I have nothing but praise for the report on ranger economic hardship in Volume V, Number 3. I would like to add something for the consideration of the report compilers — a page I received this year (and in previous years) with my student loans granting deferments for people in many comparable government jobs. Some groups, like the National Guard, actually relieve members of their debts entirely. Seasonal NPS employees cannot even get a deferment between seasons.

Since our positions require us to be college educated, how about a little relief on this issue? It hits hardest those at the lowest levels who are just out of college and sometimes have young families.

Secondly, I have read the report three times now; perhaps I am missing something, but what are ANPR's plans in regards to relieving this suffering? Are copies of the report going to the people who have the power to change this situation? Will it be publicized further among the general public?

Diana Brooks
Mount Rushmore

(The article listed the recipients of the report on page seven. Recommended actions appear on page 23. The Association is publicizing the report and meeting with many people in efforts to arrive at ways in which these economic problems can be alleviated. Follow-ups will appear in "Association Actions" and the "1993 Workplan Directory" found in each issue. — Editor)

* * * * *

The following letter was sent to Randy Turner at Gateway; a copy was sent to Ranger.

Dear Mr. Turner:

I read your letter to the editor in the Spring issue of *Ranger,* where you expressed concern about "fellow rangers who place their *own* value on the quality of a visit to a national park site." Since you invited readers to respond with their thoughts, I offer you mine.

"Who are we", you ask, "to decide how people should enjoy the parks?" Of course people are entitled to enjoy whatever they want, and none of us has a right to dictate how others choose to use their leisure time. But a park is not, and cannot be, everything to everyone. Every park is the product of someone's distinctive idea of presenting the natural world to the public; and each park is an invitation to experience that idea. Every park is different, almost in the way every work of art is different, the product of the artist's imagination.

There is Central Park in New York, which was Frederick Olmsted's idea of what a city park should be; and it is a very distinctive place that excludes things that some people like to have in their city parks. So too is Disneyland a park idea of a unique kind, including some novel opportunities while excluding others. The North Cascades is a very different image of a park, itself different from Yosemite.

Each of these places could have been something quite unlike what it is, but it is the product of a certain idea of a 'park experience.' Olmsted's — to take a very famous example — was an image of the English countryside, pastoral and bucolic. It was neither a wilderness idea, nor a Niagara Falls notion of a park.

I suggest to you that the sorts of criticisms you mention in your letter (about the use of the auto or the campground or a television) are often a ranger's way of saying that what a particular visitor is doing is incompatible with the image, the invitation, that *that* particular park offers. It is not to say the conduct is wrong; it is only to suggest that doing it is to miss something special, and perhaps unique, offered by that place. Like listening to a Walkman at the Metropolitan Opera, or wearing sunglasses while visiting the Metropolitan Museum.

Cordially yours,

Joseph L. Sax
School of Law
University of California

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RANGER
The Journal of the Association of National Park Rangers

Vol. V, No. 4 Fall, 1989

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.

Submissions

Letters and manuscripts should be sent to Bill Halainen, Editor, *Ranger,* 640 North Harrison Street, Arlington, VA 22205 (703-522-4756). Prospective authors should contact the editor before submitting articles; editorial guidelines are available upon request. All submissions should be typed and double-spaced.

Deadlines

The deadlines for the next three issues of *Ranger* are as follows: Winter -November 1, 1989; Spring - February 1, 1990; Summer - May 1, 1990; Fall -August 1, 1990.

Change of Address

If you're moving, *please* send a change of address card either to the editor (address above) or to Debbie Gorman, Business Manager, P.O. Box 307, Ganse-voort, NY 12831.

Advertising

Rates and specifications are available for advertising in *Ranger.* Interested parties should contact Jon Anglin, 3205 Viscount Court, Annandale, VA 22003 (703-560-1802).

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President's Message

In the past, the perception has existed that ANPR has not accomplished much; that it has spent most of its energy on internal issues and activities; and that it has emphasized the social aspects of our statement of purpose to the detriment of the professional aspects. Although I think that these charges are untrue and that our real problem has been that we have not been as proactive as we should have been in communicating our accomplishments, it's nonetheless true that perceptions are sometimes as valid as realities and therefore need to be considered and dealt with.

The main message that I need to pass on as we get ready to meet for Rendezvous XIII in Hot Springs is that the Association has been very active on a number of fronts over the past few months. Much of this was addressed in the special mailing that you recently received, and, I hope, has also been communicated to you by your regional representatives. For those of you who have not yet heard, however, the focus of the Association since late spring has been on the economic impact survey recommendations and the enhanced annuity retirement issue.

Our principal aim over the past year has been to implement several of the long range goals and objectives that were identified in the "Toward 1993" report. Much has been accomplished, but much more needs to be done. Some members have been active in their efforts; many more need to commit some of their time toward accomplishing these agreed upon goals and objectives.

ANPR cannot long exist as a viable, proactive organization by depending on a small handful of volunteers and two part-time, very specifically paid individuals. Many more people need to become involved and take both leadership and support roles in order to accomplish our long range objectives. We are rapidly wearing out a few key people. The time has come for others among you to pick up some of the slack.

I am accordingly asking each regional caucus at Rendezvous XIII to focus on this one issue: *Who is going to do the work necessary to keep the Association of National Park Rangers at the forefront of the ranger profession and to further both our own objectives and those of the National Park Service and National Park System?*

The past few months have also brought home the recurring need to have knowledgeable, informed individuals as focal points for specific issues of concern to this Association. Regional representatives and officers cannot be expected to be on top of all the aspects and nuances of the wide variety of complex issues of interest to us, including position management, enhanced annuity retirement, housing, ranger intake programs and management development. Yet each of these issues has taken some significant time, effort and involvement this year.

How can we resolve this problem? Is functional representation the answer? As part of their overall charge, regional caucuses will also be exploring possible alternative solutions and providing some suggestions as to how we can tap individual member experts to assist the Association on a variety of issues.

Those of you who'll be attending the Rendezvous are hereby forewarned of my expectations. Those of you who will be unable to attend need to contact your regional representatives *now* to give them your ideas and thoughts.

I look forward to meeting with you in Hot Springs!

ANPR Actions

This section, formerly entitled "ANPR Comments", will report on all Association dealings with the Directorate, Congress, and other organizations.

Economic Hardship Survey

On May 25th, President Gale sent the following letter to Director Ridenour along with five separately printed and bound copies of the economic hardship report:

"The Association of National Park Rangers recently undertook an economic impacts survey of its membership. Five copies of the resulting report are enclosed and I urge you to carefully review the findings, comparability, analysis and recommendations. This report paints a rather grim picture of the economic plight of many National Park Rangers and points to a serious morale problem within the National Park Service.

"We recognize that the National Park Service cannot implement, by itself, all of the five recommendations for relief. The Association is, however, ready to do everything within it charter and ability to assist the agency in arriving at resolutions. The Association is also prepared to seek other avenues of relief.

"I plan to discuss this report with you in detail when we meet in person. The Association has shared this survey with interested individuals in Congress, conservation organizations and others who have shown concern over the plight of the ranger profession. I expect these individuals will react strongly and express a desire to undertake action by June 30th. I would hope, however, that the first tentative, yet positive, steps towards remedies would be undertaken by the National Park Service. I look forward to discussing an NPS/ANPR strategy to deal with these issues at your earliest convenience."

* * * * *

The Director replied with the following letter, which was sent to President Gale on June 30th:

"I am sorry to be so late in responding to your May letter but as you might expect things have been a little hectic. Your report is interesting, discouraging and provocative, all in one. I have to admit to a basic lack of knowledge about the Federal compensation plan — your report was an eye opener.

"Many of the same problems you describe faced me in running the Indiana Department of Natural Resources. We didn't solve them all but did make headway in some compensation for our conservation officers and housing.

"The problems you describe are of such magnitude as to be almost overwhelming. I hardly know where to start, but start I must.

"By copy of this letter to Deputy Director Herbert Cables, I am alerting him to place this subject on the agenda of our next Regional Directors' meeting scheduled for September 1989.

"In the meantime, I will become more personally acquainted with the Federal system. I would appreciate your sending another 15 copies of your report to Deputy Director Cables so we can distribute copies to the Regional Directors prior to the meeting.

"I can't promise everything overnight, but I can promise to try. Look forward to meeting you on July 31."

* * * * *

On August 2nd, Director Ridenour sent the following memo on pay differentials to Ed Davis, Associate Director, Budget and Administration:

"It is my understanding that OPM approved a system of pay differentials for certain of our employees in the New York and upper New Jersey areas based on difficulties encountered in recruiting and retaining personnel. The letter approving this request was signed by OPM on July 25, 1989.

"This certainly seems to be a step in the right direction, but hardly goes far enough. There are other areas of the country where I would judge that the problem must be as severe. The Philadelphia area, Boston, South Florida and many of the west coast areas come quickly to mind.

"It is further my understanding that OPM's authority to consider such matters will expire sometime in September, although there is a likely chance it will be renewed. It seems to me that we should be considering the submission of others of our problem areas for the same type consideration as granted to the New York/New Jersey areas. I am sure this takes a lot of statistical analysis and review of our ability to attract candidates to specific areas, but if we have a chance, I wouldn't want to miss it.

"Ed, please look at this. If you, in combination with a Regional Director or a number of Regional Directors, feel we can make a winning case based on our success with the New York/New Jersey area, I would be glad to support your efforts.

"Let me know what I can do."

* * * * *

The day after he received the above memorandum, Associate Director Davis sent the following response back to the Director:

"This is in response to your August 2, 1989, memorandum regarding special salary rates.

"We have been concerned over the past few years about our decreasing ability to recruit and retain highly qualified candidates in high cost urban areas, specially law enforcement rangers. Our main difficulties have been caused by a number of factors but mainly a decreasing national labor market and pay disparity between the Federal and private sector.

"During this period of time, we have initiated several actions to provide short and long-term solutions. One has been the encouragement to the Regions to explore special pay rates and the other to help supervisors better manage organizations and work to improve advancement opportunities and establish career ladders.

"The special pay rate package for the New York metropolitan area and parts of New Jersey is one of several we are expecting from the Regions. In May, I authorized a Pay Administration Workshop which was sponsored by the Personnel Division and was sheld in Washington, D.C. The purpose of this workshop was to provide guidance to all the Regions on how to proceed and justify requests to the Office of Personnel Management (OPM). In July, I authorized a Recruitment/Retention Workshop in Philadelphia which was designed to deal specifically with these types of problems affecting Eastern Regions. In addition to the New York package, we hand-carried a package from the North Atlantic Region covering the Boston metropolitan area to the Department yesterday. This week we are expecting a special pay rate package from the Mid-Atlantic Region covering the Philadelphia metropolitan area and parts of New Jersey and Delaware.

"Only portions of the special pay rate legislation are expected to expire in September unless Congress extends these provisions for another year. We fully expect these provisions to be extended, however; the Federal Government has used special pay rates for years in order to compete for hard-to-fill occupations. Normally, we follow the lead of another agency in requesting pay rates for occupations such as clerk-typists and secretaries. This time, however, we took the lead in requesting rates for Park Ranger positions. The North Atlantic Region obtained special pay rates for life guards in the New York area a couple of years ago. At present, we are working with the National Capital, Midwest, and Southeast Regions which have expressed intereste in requesting special pay rates

for parks such as Indiana Dunes and Everglades.

"On a long-range basis, we are using position management and classification to resolve work force management problems in order to provide advancement opportunities for our employees. For example, with the assistance of Ranger Activities and field rangers, we issued a classification supplement which has resulted in the establishment of over 400 new GS-7 positions in the past 2 years. This has resulted in a promotion rate of almost 25% for rangers in grades GS-6 and below and a reduction of the turnover rate of 9.6% in 1987 to 8.5% in 1988. While the turnover rate improved nationally, it has become worse in urban areas and we need to do more in terms of pay. We must also explore other alternatives such as providing reasonable and affordable housing.

"We are also working closely with the Assistant Director for Interpretation in conducting a major study of this function. Our goal will be to provide more guidance in terms of classification and position management to identify better advancement opportunities in this field.

"We are continuing to conduct position management training through the Regions to all of our supervisors. As they begin to implement better position management practices, we expect the identification of career avenues and increased professionalization of the work. Several task forces such as the Affirmative Action, 21st Century, and the Mid-level Management Development, are recommending better career management efforts such as the establishment of intern programs in a variety of occupations to provide better career avenues and more challenging work assignments. We expect to have a proposal for discussion at the Regional Directors' conference in September.

"As you can tell, our emphasis on improving pay is only one of the many efforts under way. We must continue to explore other avenues which will enhance advancement opportunities, promote professionalism, and encourage better work force management practices. You can help by encouraging the Regional Director to continue to support our efforts and communicate our initiatives to the employees.

"We will be happy to provide you with a more comprehensive briefing on current and planned initiatives for this and next fiscal year."

* * * * *

This cycle of correspondence on the economic hardship survey concluded with President Gale's August 10th letter to the Director:

"I appreciate that you were able to meet with the Association of National Park Rangers on 07-31-89. I know that yours is a hectic schedule and I thank you for including the Association on it.

"Thanks also for your prompt request that special locality pay be sought for Park Rangers in urban areas which are experiencing high turnover and recruitment difficulties. I am also heartened to note what is currently udnerway as mentioned in Associate Director Davis' response to you.

"As we discussed, ANPR sees the following as critical issues needing resolution:

- The NPS should support Office of Personnel Management efforts to develop some type of locality pay based upon cost-of-living indices for General Schedule employees as is now the case for Wage Board employees. ANPR would be willing to assist the National Park Service in developing comparability data, etc.
- The NPS should establish a task force to look at specific personnel management issues facing both the Park Ranger profession and the Service as a whole. We would ask that this group be given a specified time frame within which to develop specific products. Intially, we see four items as critical to have recommendations to resolve.

  (1) Establish a reclassification of jobs out of the 025 series into more appropriate series. Examples include police work into the police series, dispatchers into the communication specialist series, fee collectors into the cashier series, visitor center desk personnel into the information receptionist series. This would, *de facto*, help professionalize the 025 Park Ranger series.

  (2) Establish a Servicewide intake trainee Park Ranger program with the ultimate goal of filling all GS-09 025 Park Ranger positions from this pool of trainees.

  (3) Establish a Servicewide management development program for Park Rangers and other disciplines.

  (4) Establish a Servicewide cadre of position management trainers to ensure that the support for such training and the skill level of the trainers does not vary from region to region.
- The key to this program is followup. Any program left to chance will fail, as will ten separate regional programs in lieu of one centralized Servicewide program. ANPR would be pleased to be a part of this task force.
- The NPS should continue the thrust of the housing initiative for improvement of government quarters established by former Director Mott.

"Many of the other issues needing resolution which were recommended in the economic impacts survey will require legislative relief and are beyond the scope and ability of the agency to resolve. We want to continue our dialogue with you regarding those issues and efforts.

"I hope you and I can find time to meet again prior to your presentation at Ranger Rendezvous XIII in Hot Springs, Arkansas.

"Thank you again for spending some time with the Association of National Park Rangers."

* * * * *

Twenty-Year Retirement

Earlier this year, the Association retained the firm of Skinner, Fawcett, and Mauk to assist us in seeking twenty-year retirement benefits. As most of you know, the firm initially helped us prepare model law enforcement/firefighting retirement packets for use in filing applications. Because of concerns over the impending September 30th deadline for submission of claims for past service, however, the Association subsequently asked the firm to request an extension of the deadline from the Director of OPM. They prepared a letter to that effect and sent it to Director Constance Berry Newman on July 17th. The text of the letter follows:

"Please be advised that our firm has been retained by the Association of National Park Rangers for the purpose of asserting their legal interests in the context of the above referenced enhanced annuity retirement program. As you may or may not be aware, in light of your only recently having been appointed, the Office of Personnel Management has created an administrative deadline of September 30, 1989 for the submission of claims for past service creditability under this retirement program. We request that you immediately suspend the September 30, 1989 deadline created by 5 C.F.R. § 831.908(e) and engage upon an active program of coordination with the affected Wildland Agencies designed to provide clarity to the field with regard to the making of claims for enhanced annuity retirement based upon past service actually performed by the claimant.

"This request is made for two reasons. First, claims for past service credit often involve a detailed evidentiary review of an individual's career service compiled during the course of between 20 and 30 years. The Office of Personnel Management has seen fit to place the evidentiary burden of proof for service claims upon the claiming employee. However, that evidentiary burden arises in the context of the various employing agencies having failed, for whatever reasons, to have maintained an adequate documentary record of the actual duties performed by the members of the Association of National Rangers during the course of their careers. The clients therefore find themselves in the anomalous position of

being required to provide documentary evidence after the fact when, in fact, no such documentary evidence has been maintained by the employing agency. This, of necessity, requries an individual making a claim for past service credit to expend substantial time and energy in accumulating documentary evidence from his or her personal files and those of his or her peers. Generally, this process is undertaken with virtually no administrative support from the employing agencies. The net effect of the administrative deadline established at 5 C.F.R. § 831.908(e) is to require the potential claimant to undertake to meet his evidentiary burden during what is now the busiest time of the year for the membership of the Association of National Park Rangers.

"It is our position that there will be no prejudice occasioned to the Office of Personnel Management by your immediately implementing the stay which we request. Consistent with my comments above, two Regional Offices of the Merit Systems Protection Board have recently reviewed the question of prejudice occasioned to OPM by a delay in asserting claims for enhanced annuity retirement benefits. In both cases *(Perske v OPM,* Docket No. SE083189100-52; and, *Nuss v OPM, Docket No. DE08-318910108; copies enclosed) the Administrative Judge concluded that there was no defense prejudice occasioned to OPM by delays of four years and seven years, respectively. See: Perske,* pp. 5-6; and, *Nuss,* pp. 4-5. Albeit we recognize that the Office of Personnel Management has field a Petition for Review with the Board in both of these cases, we would suggest that the comments of the respective Administrative Judges are instructive nonetheless.

"The second reason for our request that you stay implementation of the September 30, 1989 deadline is that we perceive there to be inherent inconsistencies existing between the employing agency's position with regard to these claims and that of the Office of Personnel Management. Specifically, I enclose the Declaration of William Penn Mott, Jr. signed January 12, 1989; and the February 27, 1989, opinion letter of the Attorney-Advisor, Branch of Administrative Law and General Legal Services, Division of General Law, Office of the Solicitor, U.S. Department of the Interior. You will note that Mr. Mott's Declaration discusses the duties of Commissioned Park Rangers at some length. In fact, he specifally describes these particular NPS employees as being the uniformed Law Enforcement arm of the NPS. This position statement by the former Director of the National Park Service speaks eloquently to the proposition that commissioned Rangers are employees, the duties of whose positions are primarily the invesigation, apprehension or detention of individuals suspected or convicted of offenses against the criminal laws of the United States. Further, the legal opinion of the Office of Solicitor, U.S. Department of the Interior, is clearly in direct conflict with the regulatory definitions promulgated by the Office of Personnel Management. It is our understanding that despite the reported reliance of the Office of Personnel Management upon advisory opinions of the National Park Service in the past, the National Service has never, in fact, developed formal agency definitions or management positions in writing as to what constitutes a Law Enforcement Officer or a Firefighter. Consequently, it seems that the apparent conflict between the position of the Office of Personnel Management and the National Park Service, coupled with the lack of clarity existing at the National Park Service on this issue, forms an independent basis for your staying the implementation of the September 30, 1989 deadline as requested.

"May we please have your immediate attention to our reqeust. You or a member of your staff may contact me at the address and telephone number set out above in this regard. Further, please be advised that should we not have a substantive response from you or your staff by July 31, 1989 we shall take any and all steps deemed necessary to resolve this issue in the best interests of our clients without further input from your office.

"Thank you in advance for your immediate attention to our request."

* * * * *

A day later, the firm also sent a Freedom of Information Request to Director Ridenour:

"Pursuant to the provisions of 5 U.S.C. § 552 please provide the undersigned with the following described documents:

1. Any and all written comment prepared by or on behalf of the National Park Service and submitted to the U.S. Department of the Interior of the Office of Personnel Management, in comment upon the promulgation of 5 C.F.R. § 831.901, et seq., effective January 1, 1988.
2. Any and all written definitional statements or management position statements prepared by NPS after January 19, 1988, which formally articulate what constitutes a Law Enforcement Officer, and a Firefighter, within the meaning of 5 U.S.C. § 8336(c)(1).
3. Any and all memoranda, correspondence or other written communications prepared by or on behalf of the NPS, as such documents speak to the National

Continued on page 29

Legislative Actions

Bill Lienesch
NPCA

Both the House and the Senate have completed work on their respective versions of the FY 1990 appropriations legislation. As usual, Congress has increased the budget significantly over the Administration's request. The largest gain is in the construction budget, which is increased by $130 million in the House bill and by nearly $100 million by the Senate. The House provides an increase of between 5 and 10 percent for every park's operating budget. The Senate bill calls for the 5 percent minimum increase and allows some parks to receive more than a 10 percent increase. Differences between the two bills will be resolved in September.

A great deal of attention has been given to the President's clean air proposals. Unfortunately, the legislation weakens some current protections for national parks. At least some of this appears to be unintended. A number of conservation organizations are working with both the Administration and Congress to correct these problems and to provide for stronger clean air provisions for the parks.

Congress has been active on several pieces of park legislation. The House passed legislation to reorganize the National Park Service by transferring the vast majority of responsibilities given to the Secretary to the Director. Among other provisions, the legislation also requires Senate confirmation of the Director. Companion legislation has been introduced in the Senate, but no hearings have yet been scheduled.

Congress is also considering legislation to require an environmental impact statement to study the possibility of reintroducing wolves into Yellowstone. Hearings have been held on legislation which would provide added protection for the California Desert. The legislation would accomplish this in several ways including establishing a Mojave National Park and expanding Joshua Tree and Death Valley and making them national parks. Action has also been taken to expand the boundaries at Harpers Ferry, Rocky Mountain, Fredericksburg and Spotsylvania, and Big Thicket.

All in the Family

All submissions must be either *typed or printed* and should include the author's return address and/or phone number. Send to: Editor, *Ranger,* 640 N. Harrison St., Arlington, VA 22205. The deadline for the winter issue is November 1st. If you are moving and also changing your address, please include past and present addresses. These will be forwarded to the business manager, who maintains the list of current addresses.

Entries should include relevant information about park area and professional specialty, and grade (optional), i.e. Steve Mather — from GS-5 park ranger (interpreter), Furthest District, Backwater NM, to GS-7/9/11 park ranger (chief of interpretation), Career Dream NP. If you are so inclined, you may also include your new address and phone number so your friends will know how to reach you.

Transfers

Deanne Adams — from GS-11 visitor center manager, Alaska Public Lands Information Center, Fairbanks, to GS-11/12 chief of interpretation, Shenandoah. Her new address: 8400 Thompson Road, Annandale, VA 22003 (703-278-9746).

Jane Anderson — from GS-9 concessions contract analyst, WASO, to GS-11 concessions management analyst, George Washington Memorial Parkway. Her new address is the same as Deanne Adams'.

Mike Barnhart — from GS-9 resource management specialist, C&O Canal, to GS-9 resource management specialist/law enforcement specialist, Antietam.

Linda Canzanelli — from chief of interpretation, Gateway, to superintendent, Women's Rights.

Bill Carroll — from GS-11 chief, resource and visitor protection, Big South Fork, to GS-12 chief ranger, Big Cypress.

Bob Cherry — from GS-5 park ranger, Grant-Kohrs Ranch, to GS-7 park ranger (resource management), Whiskeytown-Shasta-Trinity.

Skip Cole — from chief ranger, Allegheny Portage — Johnstown Flood, to superintendent, Saugus Iron Works. Skip's address: 230 Central Street, Saugus, MA 01906 (617-231-5631).

Lisa Eckert — from GS-5 backcountry ranger, Grand Canyon, to GS-7 park ranger (interpretation and resource management), Colorado. Lisa's address: 2252 Monument Road, Grand Junction, CO 81503.

Maryanne Gerbauckas — from supervisory park ranger, Colonial, to park manager, William Howard Taft.

Drew D. Gilmour — from seasonal park ranger (resource management and visitor protection), Grand Teton, to permanent park ranger, Statue of Liberty.

Gil Goodrich — from park ranger, Cumberland Island, to supervisory park ranger, Coulee Dam. Gil can be reached at Fort Spokane, HCR 11, Box 51, Davenport, WA 99122.

Dave Hajdik — from GS-5 park ranger (law enforcement), Morristown to GS-7, subdistrict ranger, Wildrose Subdistrict, Death Valley.

Joe Hayes — from GS-7 park ranger (protection), Fort Jefferson, to same, Canaveral.

Pat McAlpine — from GS-6 secretary, associate regional director/operations, North Atlantic Regional Office, to GS-6 budget assistant, Acadia.

Jim McKay — from GS-7 supervisory park ranger, Downtown District, Lowell, to GS-9 chief of visitor services, Saint-Gaudens. His new address is 8A Kiniry Street, Windsor, Vermont 05089.

Will Morris — from temporary GS-7 supervisory park ranger (interpretation and visitor services), President's Park, to permanent GS-7 supervisory park ranger (interpretation and visitor services), Wolf Trap.

Gary Moses — from permanent GS-5 park ranger (resource management and visitor protection), Kennesaw Mountain, to GS-5 seasonal park ranger (resource management and visitor protection), Glacier. Gary's new address is PO Box 331, West Glacier, MT 59936.

Edward Pontbriand — from GS-5 seasonal park ranger, Acadia, to GS-7 park ranger, Wind Cave.

Janice Richmond — from GS-5, seasonal backcountry ranger, Grand Canyon, to GS-5 permanent dispatcher, Grand Canyon.

Karen Rosga — from GS-5 park ranger (interpretation), Boston, to GS-5 lead park ranger (interpretation), Furnace Creek, Death Valley.

Judy Ryder — from personnel specialist, Lowell, to administrative officer, Salem Maritime.

Marten Schmitz — from GS-5 park ranger (interpretation), Jean Lafitte, to GS-5 supervisory park ranger (fee collection), Petrified Forest.

Tony Sisto — from GS-9 park ranger, Alaska Regional Office, to GS-11/12 park ranger, National Capital Regional Office. His new address is the same as Deanne Adams'.

Dale Thompson — From GS-7 subdistrict ranger, Big Bend, to GS-9 district ranger, North District, Death Valley.

Mike Tranel — from GS-8 park ranger, Mississippi District, Gulf Islands, to GS-9 chief ranger, Timpanogoas Cave.

Allen Vaira — from GS-5 seasonal supervisory park ranger (dispatch), Denali, to GS-6 seasonal supervisory park ranger (law enforcement), same.

Amy Vanderbilt — from park ranger (assistant public affairs officer), Yellowstone, to park ranger (public affairs officer), Glacier.

Lisa Vogel — from GS-7 park ranger, Mammoth Cave, to same, Santa Monica Mountains. Lisa's new address is 1936 Lake Drive, Beverly Hills, CA 90210.

Departures

Pat Grediagin — from GS-7 ranger (law enforcement), BLM, to "world traveler for one year."

Eldon Reyer — from Associate Regional Director for Planning and Resources Management, Southwest Region, to retirement.

Jane Tranel — from park ranger, Mississippi District, Gulf Islands, to graduate school.

Deaths

William Glen Gray, 52, a long-time member of this Association and superintendent of Saratoga for the last 14 years, died of a sudden heart attack on the morning of July 17th. He was working at his desk when he was stricken.

Born to Charles and Lois Wert Gray in Pembroke, Kentucky, Glen lived in several western states while a youngster. He earned a BA in history from the University of Maryland in 1961 and that July married Beverly Thomas, whom he met while playing in a church volleyball league. Glen entered federal government service with the US Patent Office (1962), but stayed there less than a year before transferring to his first NPS post as historian at Petersburg in June 1963. During the early years of his 26-year NPS career, Glen also worked at Guilford Courthouse, Appomattox Courthouse, Adams and Grand Canyon. He was the management assistant at Saugus Iron Works from 1969 to 1973, then was named superintendent there in 1974. In July of 1975, he was appointed Saratoga's sixth superintendent.

As it turned out, this Revolutionary War battleground of placid rolling hills along the Hudson River would become Glen Gray's legacy to the American people and will now be looked on as a symbol of his capable management and leadership. He guided park expansion to include the American headquarters, the hospital, and Saratoga Monument, and began the fight to preserve the Champlain Canal. Both the Schuyler and Neilson Houses received extensive rehabbing and more interpretive operations. In an effort to bring the public into Saratoga and the park to the community's attention, Glen was deeply involved in the creation of the "Friends of Saratoga." Not shy of new NPS programs, Glen made 434 acres of parkland available to local farmers under the Historic Leasing Act. Among the things he did to protect the historic scene at Saratoga, Glen fostered a multi-year study of park deer habits and a fire management research program. He also found time to serve a number of details at the North Atlantic Regional Office, where he authored "The Gray Report," a list of recommendations for regionwide project management.

Known and respected in the communities surrounding his park, Glen was a dedicated emergency medical technician and served on the Saratoga and Schuylerville emergency squads, once even helping to delivery a newborn in an ambulance. Active in scouting, he was instrumental in creating the Wilkinson National Recreation Trail for Boy Scouts at Saratoga.

At a memorial service at sunset on July 21st, Acting Regional Director Steven Lewis had this to say: "Glen was probably the most credible, stable, helpful and respected manager in our region. He has been a trusted colleague and close friend for many years. We are thankful for having known and worked with him."

Glen's ashes were later scattered at The Great Redoubt, along the park's tour road.

He leaves his wife Beverly and son Charles Raymond, both of Schuylerville, NY; daughters Linda, with the U.S. Navy at Mare's Island, CA, and Carol Wallace of Glens Falls, NY; three sisters, Leslis, Sharon and Barbara all of Ellicott City, MD, and a grandson, Dale Wallace.

Memorial contributions may be made to the Schuylerville Lions Club Eye Bank or the Johnsville-Union Bridge United Methodist Church, P.O. Box 460, Union Bridge, MD 21791.

Bill Gibson, Mound City Group
Rich Tourangeau, NARO

The Budget Crunch

It's no secret that times aren't getting any easier in the parks these days. The causes are myriad, but the one that most frequently underlies part or all of a multitude of problems — deferred maintenance, low pay, inadequate housing, staff shortages — is the insufficiency of park operating budgets.

Although a comprehensive, Service-wide analysis of the problem is beyond the scope of this magazine, a direct assessment by the people who most understand the issue — park superintendents — seemed feasible. With that in mind, *Ranger* contacted a number of managers who are also Association members and asked them a number of questions concerning their fiscal woes and ways in which our current economic predicament might be resolved. While they are few in number, these superintendents represent most of the sites found within the system: Mack Shaver, Theodore Roosevelt; Larry Belli, Chaco Culture; Bill Wade, Shenandoah; Jim Tuck, Fort Smith; Mike Hill, Timpanogos Cave; Karen Wade, Guadalupe Mountains; John Earnst, North Cascades; Dick Martin, Wrangell-St. Elias; Noel Poe, Florissant Fossil Beds; and Dave Mihalic, Mammoth Cave. Rick Smith, the Associate Regional Director for Operations in Southwest, also took a crack at the questionnaire.

As will be seen, their answers are thoughtful, provocative and constructive. Though some of them were long, the quality of the responses warranted the inclusion of complete texts wherever possible. *Ranger* invites other managers to submit their comments on the subject for publication in future issues of the magazine.

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Ranger: *Could you provide a brief portrait of the current budgetary situation in your park? Where are you most feeling the pinch?*

Shaver: The park's current budgetary situation is poor. Operating funds have dropped from nearly $1.5 million four years ago to just over a million now. Fee enhancement helped make up the deficit until this year. Staffing is where most of the cuts are absorbed — as is normal when the bulk of the budget goes to fixed costs.

Probably the hardest hit is the resource management operation, which was created a few years ago with just enough funding to pay a GS-9 specialist's salary. There have been no increases since that time, and we've managed to get the position to a full performance GS-11 in the interim. This creates a situation where inflation has eroded better than 50% of the division's entire budget. Obviously, the only way the function/division survives is by drawing funds from other operations, special projects, etc. Seasonal help in this shop exists only through the whims of special project funding.

Interpretation, too, is hurting. Two major visitor centers (one a rest stop on an interstate highway) cannot be kept open year-round because staffing is impossible, we can't afford to heat the facilities, and we can't afford basic maintenance functions in the off-season. Better than half of our outdoor ranger guided activities and the field interpretive activities in *all* visitor facilities, including three visitor centers, two campground amphitheaters and an historic building, are handled by VIP's, SCA's, USFS employees, and cooperating association employees. Because of funding shortages (and GSA hassles), summer transportation for seasonal interpreters and biological techs is being provided by sharing my car, the interpretive vehicle (both Interior-owned) and a rented 1983 Chevy pickup with 90,000 miles on it.

Maintenance and protection have not escaped either. Half of the seasonal maintenance crew are YCC's. Half of the permanent maintenance staff are subject to furlough or part time. When the winter workload demands increase, part-timers are converted to full time, we deduct seasonals, and we try to get additional YCC's. Fee collection is accomplished (if at all) by interpreters during the early and late season at the visitor center information desk. Only one law enforcement-qualified seasonal can be hired per district each year, which makes it interesting when a protection ranger is out of the park on fire duty or days off or the like — there's no back-up at all except for division chiefs, interpreters (who have fortunately kept their commissions), and a superintendent who's shaky on field skills (when he's around).

Tuck: Fort Smith suffers from a variety of budget reducing problems and opportunities that come without attendant solutions:

- loss of FTS a few years back costs an extra few thousand dollars a year;
- new alarm systems come without base funding to pay for monitoring and continued maintenance;
- training (which) has become increasingly 'benefitting account';
- (the acquisition of) additional land within authorized boundaries (with) no additional funds...for maintenance and patrol.

We began FY 89 with a projected deficit of about $30,000. "Luckily", my administrative officer transferred in December, giving us a nice long lapse to recoup much of that. We also had to let our half time temporary clerk-typist go at about the same time in order to get closer to budget (but still not there).

Late this spring, SWRO came through with $6,000, allowing us to pay the utilitity bills and proceed with the vacancy announcement for the AO's job (it had been announced in the winter before we were aware of the year's budget — we let the process die due to lack of funds).

The division most feeling the pinch is management! No way we can let the bills go unpaid, the fees go undeposited, the imprest fund go broke, the personnel actions go unprocessed, the mail go unrouted. The rest of the staff members, for a variety of reasons, were not appropriate to be the acting AO, so yours truly got the call.

I've tried to maintain the sound level

One of the services most impacted by budget cuts is interpretive operations, particularly in visitor centers which are sometimes understaffed or opened on a limited basis.

of community involvement of my predecessor and keep the truly important administrative functions going, but have some serious frustrations:

- many reports have been left undone, making some regional report compilers frustrated. I don't consider this lightly — we depend on their support for a variety of tasks and it should be our responsibility to help them do their jobs as well by getting our work to them on time;
- my tastefully decorated office is vacant 90% of the day while I work at the AO's desk;
- I don't spend enough time in the park and with the staff (unless you consider our computer a staff member). Afraid I'm losing the big picture before I ever get it.

Hill: Here's our situation in a nutshell: We're short a chief of I&RM until October 1st at the earliest and have three fewer cave guides, which reduces the theoretical number of cave visitors by 28,800 over the summer. The actual number would be somewhat lower as not all tours run full.

We also have limited cave trail patrol. We infer that our admirable safety record on the trail is due in part to rangers in uniform reminding people that running and throwing rocks is a good way to hurt somebody. Last year we had about 20 hours a week of trail patrol, but this year we'll do well to get 10 hours a week. At the same time, we have visitors on the trail about 12 hours a day.

The cave seasonal will also be shortened by two weeks. We could have been open in mid-April; we normally open about May 1; this year we opened on May 13. And we have one less seasonal maintenance person, which equates to seven person/weeks cut from the remaining maintenance time.

The reason for this? We ate the pay raise. The park runs at 90% personal services costs already (guided trips are labor intensive), so there's no slack in supplies and materials. We're funding two permanent positions recommended by the 1987 operations evaluation with no increase in park base to cover them.

Poe: Approximately 80% of the $202,600 base we have at Florrisant goes toward supporting five permanent employees and ten seasonals. I realize that is poor programming, but with the increased visitation (300% since 1984), I don't see any other way. This year, we have 41 volunteers or minimum-wage enrolless (YCC and JPTA) working for the park. In the interpretive division, we have one permanent employee, six paid seasonals, nine student interns, two SCA enrollees and up to 16 VIP's providing basic interpretive services, trail patrols and roving interpretive duties. The other divisions also make use of volunteers.

Shenandoah NP Budgets: 1986 - 1989

	ONPS	Fees	Other	Total
FY 86	$4,423,000	$ 79,000	$ 638,000	$5,140,000
FY 87	4,082,000	445,000	1,248,000	5,775,000
FY 88	4,758,000	561,000	615,000	5,934,000
FY 89	4,075,000	1,440,000	371,000	5,886,000

Bill Wade: Because Shenandoah is a large park, it's somewhat easier for us to absorb some of the economic impacts of the last few years, but we have by no means escaped entirely. Before discussing our sitation, I want to give you a look at our operating budget, fee collection revenues and overall budget for the last four years: (see table above).

Although the total budget has gone up slightly, the numbers mask some underlying realities. The first is that utilities — a sizable outlay in a park of Shenandoah's size — are rising at the rate of five to six percent per year, and the overall payments are steadily cutting into our operating budget. A second factor is that the figures don't show the new, unfunded programs that the park has had to pick up over the years. And a third is that, as the table shows, the fee revenues that we've counted on to augment our budget are now being employed as base ONPS funding. Shenandoah is one of the top fee-collecting areas in the country, and we employed some of the income we generated to good ends in FY 87 and 88. But our ONPS funds were cut by just under $700,000 this year and our overall budget dropped by nearly $50,000; at the same time, our fee revenues increased by well over $800,000. It's not hard to see where the fee money's now going.

The main impact, as might be expected, has been on field operations. This year, we've got 20 fewer seasonals in the park, down from 130 in all divisions last year. That means, among other things, fewer programs, fewer patrols, fewer lawn mowings.

We estimate that it will now take about $500,000 to cover the continually deferred replacement of our aging fleet of vehicles, tractors and other motorized equipment. Since we're only getting $60-70,000 per year for fleet replacement, we're losing ground quickly. Safety considerations and public appearance are beginning to become concerns.

And we're having trouble keeping up with cyclic repairs and rehabilitation. The money to fund those programs is increasingly susceptible to diversion to fund other regional needs, and the potential long-term effects of continued postponement of needed maintenance make me very uneasy.

Martin: Alaska's parks were never funded at a level even approaching what is needed, much less at a level comparable to Lower 48 parks. When the new Alaska parks were designated in 1980, the Department took the position that the new parks would be funded at the "custodial" level. The base funding for most of the new parks is therefore less than the district protection function in Yosemite Valley.

On an almost weekly basis, significant decisions must be made in some Alaskan park regarding allocations of scarce funds and staff among various critical park resources needs. Here's an example of the sense of urgency:

Wrangell-St. Elias National Preserve contains the largest herd of highly coveted, large trophy size Dall sheep. The guiding of sheep hunters is big business. Last year, some 20 registered commercial sheep hunting guides made an average of $8,000 per sheep hunt. It's estimated that over 175 Dall sheep are killed by commercially-guided hunters in the preserve each year. This amounts to a gross income of $1,500,000 annually.

The resource questions regarding Dall sheep are critical. But almost nothing is known about the sheep, their habits, their numbers, their areas of critical range, migration routes, the impact of hunting on herd composition, etc. Because of other equally critical resource needs, we have not yet been able to provide funding for Dall sheep research. Since this is only one of several major resource questions, funds must be allocated among competing demands just on resource issues alone.

Due to the value of a trophy Dall sheep, there is a significant poaching and trafficking problem. The park is assigned three permanent field rangers and another six seasonals to cover an area of 13 million acres. While Dall sheep do not live on all of that acreage, there are resource issues on all of it. There is very little that we can practically do to discourage these illegal activities on this large of an area with this size staff.

Earnst: North Cascades is a newly developing park, established in 1968. The funding levels for both development and operations have never been set to provide for facilities and services above the basic visitor protection services and minimal maintenance. Since 1980, the park's personnel level and budget, adjusted for inflation, have remained at a relatively stable minimal level, but the demands for those resources have drastically increased.

The base operating budget for the park has been relatively stable for several years. Inflation, central office assessments

(CPO, AOD and MMS), pay increases (both Congressional and administrative), absorption of mailing costs and mainframe computer costs, combined with establishing new park programs to correct intolerable resource definciences, have resulted in a real reduction in base dollar effectiveness.

At the same time, externally generated impacts on natural and cultural resources, population pressures and visitation and Congressionally-mandated requirements have increased and show signs of near-term future increases. Examples include newly identified air pollution in remote areas, an over 300% increase in five years of mountain climbing activity, new hazardous waste and clean water laws, and a dramatic increase in law enforcement incidents and vandalism.

Belli: The park's ONPS budget is severely inadequate to support critically needed activities. While the budget has increased in the last 10 years, it has not increased significantly — no more than 10 to 15%. The permanent staff has actually decreased in numbers over this same period. At the same time, park visitation has increased dramatically. As of this date, we are 30% ahead of where we were last year, and that was the highest year ever.

We rely heavily on special project funds. Ruins preservation is almost totally dependent on annual special authorizations. Without those funds, we would not have a crew of trained personnel to maintain the main park resources. We are in a similar situation with maintenance. When special project money to the park dried up this year, we ended up with no maintenance seasonal help whatsoever. Skilled, highly-paid maintenance workers, such as a heavy equipment operator, are being used to collect garbage and maintain other essential park services.

Seasonal employees have been cut back significantly over time. We have only enough to provide a minimum level of service during the very peak of the visitor season. In interpretation and maintenance, we are forced to rely on volunteers, SCA's or JTPA students for such functions as visitor information and campground rehabilitation. Their low skill level and length of time they are available to the park make them a very unreliable work force. And we spend a considerable length of supervisory time training, supervising and recruiting them.

The lack of an adequate budget has also had an impact on other areas of park management. We have not been able to maintain an adequate fleet of park vehicles for the present level of staffing. Many employees are forced by circumstances to use their own vehicles for official business without any reimbursement. We're to the point where we almost consider this practice as a standard operating procedure. People do it because they are dedicated to the park. If they refused, we would have a very difficult time doing business. We also have a supplies and material budget that is cut to the bone. For any significant repairs to the park infrastructure, such as a broken water line, we need to go to region and ask for financial assistance.

Buget constraints mean few rangers to patrol the millions of acres in the Alaskan parks.

Karen Wade: Guadalupe Mountains is one of those parks in the System that would have no visitor center, very little interpretive development, only minimal staffing to do resource protection, and no prospects for incorporating significant resources on adjoining private lands into the park if it were not for a beneficent Congressman. We were bailed out through the add-on process, and, depressingly, we will have to continue that avenue in order to maintain a level of service which should be provided through the regular appropriations process. I'm not particularly proud of the fact that this is the way a relatively static pot of money gets redistributed. In other words, I'm stealing from my brothers and sisters to maintain a small part of the homestead — all of which is vital for our family. Going to the political well (wall?) every year for funding means that you simply cannot make long-term commitments, and the commitments you'd like to be able to make are those that relate to adequate staffing.

Smith: I believe that most of our parks are operating very close to basic operations. By that I mean that the staffs have already cut most discretionary programs and are down to paying salaries with minimal supplies and materials. Many of the smaller parks in Southwest are at the 90% plus mark for salaries out of their annual operating program. I don't believe that "we" can do much more without beginning to eat into the few basic services that are still being offered in parks.

I say "few" because in many parks across the System our visitor services programs are in shameful condition. Off-site programs have essentially disappeared. The guided activities that were so popular and are a big reason for our reputation with the public have been whittled away. What guided programs that remain are often done by volunteers, SCA's and a host of other non-pay-status employees.

Visitor centers are operating on reduced hours. Basic maintenance in many of our parks has all but disappeared. Most areas have been able to retain basic janitorial-type services, but anything much beyond what the visitors can actually see is being deferred.

Regional accounts, such as repair/rehab, regular and cultural cyclic, and resources management/science, are regularly tapped to make up regional deficits in ONPS. In many places, the only training that is done is for mandatory items such as 40-hour refreshers, contract warrant training and a bit of interpretive training. Almost everything else, especially career enhancing or skills enrichment training, is gone. It's not a pretty picture.

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Ranger: *Based on your experience as a manager, how would you compare your current economic problems with those experienced in the past? Are they worse? If so, in what way?*

Hill: My impression from talking around the Service is that the current experience is comparable to the situation we faced in the early 1950's. We're behind the curve in everything and it will take major

money and extremely talented personnel to prevent a major collapse of park operations. This little park's deferred maintenance list is equal to five years' maintenance budget!

Belli: I've only been in a management position for a few months, so I can't speak with any authority on this. However, it seems to me that things are now the same as they have been throughout the 1980's. The difference is that we have made so many cuts to absorb pay raises, fight inflation and reduce the federal debt that we are no longer cutting fat — we are cutting into the bone. In my park's case, we have gone through the bone and are cutting into the marrow. Essential services have been cut or are significantly reduced. Park facilities are being run down or not being replaced. I do feel that we are getting all the support possible from both region and WASO. Unfortunately, neither of them have the funds to help us, even though they would like to.

Martin: We are not well off. We are in very bad shape. In the past nine years, our responsibilities as an agency have at least doubled and possibly quadrupled. Because we are still grappling with some of the ramifications of the Alaska parks and the Alaska Lands Act, we don't really know how much our responsibilities have increased — but the increase has been dramatic. Never before have we had to deal with the commercialization of trophy hunting, subsistance uses, huge areas of inholdings (over one million acres in one park alone), joint wildlife management with a state agency, legal occupancy of park land by local people, etc.

These are incredibly complex management responsibilities, for which there are no precedents, legal guidance, or policies, much less adequate money and staff.

Shaver: Economic problems come and go — boom or bust. In my short career (22 years), I can remember many pep talks about belt tightening, followed the next year by tales of too much money to spend. As a manager, it always seems tight because of competing demands. The last nine years, however, have been a continual downslide with no or brief high spots. I guess it seems worse than previous episodes because 1) it has gone on so long, 2) there is no end in sight, and 3) there is a scapegoat everyone is employing which is hard to fight — The Deficit.

The result of all this is that the old quick fixes don't work in the long haul, which makes the problem particularly tough. When we lay-off seasonals early to tighten our belts, we can't hire them back the next year because the budget doesn't bounce back the way it did before. Unfilled positions cost us FTE's, vehicles turned in lead to lost authorizations, travel and utility cost cuts result in lower ceilings which in turn reduce operations. Attrition is slowly reducing park operations to well below the basic level required for park and visitor protection.

Poe: I've noticed a difference in moving from a larger park area to a small area — in the larger parks, we could always count on lapses to bail us out, but in smaller areas the possibility of lapses are slim. I see the present problem as worse than in the past, but it may be due to the situation I'm currently in.

Mihalic: The budget problems of the National Park Service are not new. In my whole tenure in this organization, it seems we have been dealing without the proper resources — both fiscal and human — to do what is asked of us. Part of this is due to the federal government process — the basics.

By comparison, the Forest Service has fared much better than we have in recent years. It seems to me that at the time of the Bicentennial, we had about 10,000 full-time, permanent employees. The Forest Service had about 26,000. Although President Ford said he would add 1,500 new employees to the NPS, I don't think we've changed much at all in terms of actual *positions* — full time, permanent employees. We've never made much of it because, even if we had the FTE's (as we now call them), we didn't have money to fill them. Meanwhile, the Forest Service has increased to some 40,000 plus positions and increased their budget as well.

Why? Well, part of the reason is certainly the difference between Agriculture and Interior. But another reason has to do with our outlook. If we go to Congress and say, "If we don't get the money, we're going to lose 'x' (insert your favorite part of our nation's heritage)", and Congress doesn't give us the money, do we ever lose anything? No, we tighten our belts, suck it in, and "do the Lord's work", as P.J. Ryan might put it. Do you think that's how the Corps or the Forest Service does it? No-sirreee!

If they don't get the money, they don't suck it in and engineer the roads from some other part of funds; they don't manage it for recreation even though the timber program got more funds. They just don't do it. It's that simple. They tie everything to a *project* or a *program* and deal with it accordingly.

But look at the NPS way of doing business. We have, for the most part, only one "program" — Operation of the National Park Service (ONPS). Consequently, each area competes not with B-1 bombers or HUD housing scams, but with each other. Nobody ever asks a superintendent what he or she needs to operate the park for the fiscal year. They just ask what "new" projects the park wants for "increases" to submit to region, to compete with a hundred or so other regional projects so that region might take 10 or 15 to WASO, so that they may in turn select 90 or 100 or so (out of thousands of submissions) that might make it into the budget request.

This just doesn't work. An example: We don't have a Servicewide "interpretation program" which is separately funded and which we, as an agency, can argue is going to hell and needs more money. Instead, we have to argue within each park for the allocation of portions of one parkwide ONPS account as to how the money is to be divided up. That means that a manager can divide up funds any way he damn well pleases — and who's to hold him or her accountable? Once every four years — or longer — I'll have an operations evaluation and region will give me "guidance". We just went through four-plus years of having a Director who emphasized interpretation, but do you see any large-scale, major improvements at the field level?

The same with MMS. Lots of money, contractors all over. Yet I'll bet not one region asked for their cyclic project requests to be submitted with MMS work measures to justify or a format that used MMS data in the request. MMS is not yet effective on a Servicewide basis because each manager can treat it any way he or she wants. It that because of supervisors? Superintendents? WASO? Yes and no, but it won't be used until the *results* of its implementation are the measures as to how money is parceled out.

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Ranger: *It's been suggested that one of the most significant economic problems superintendents face today comes in absorbing the costs of new and unfunded computer-based programs, such as MMS, property management, AFS, and SNAP/TRAC. Although these are beneficial programs, it's been noted that the costs of start-up and maintenance can be considerable. Has this been a problem in your park?*

Hill: No, but this is an aberration. The superintendent and chief of maintenance both left the park in the same fiscal year. That lapse money, which was considerable, paid for the initial computer network. Computer costs are manageable. Being the pilot small-park local area network for the region, our experience is that computer savings hide while computer costs show up vividly. To those who think the computer are increasing costs I say: 'Go back to doing things the old way and see what happens.'

Earnst: Programs such as MMS and PROP do have a significant impact on the allocation of resources within the park. The benefits of these programs may not be cost-effective to park operations, but they do provide managers and central offices with information needed to meet legislative and executive mandates. One of the apparent inequities of the implementation of

some of these programs is the shifting of funding responsibility. An example: The old property management program utilized the Boeing computer and was paid for by WASO. The new property management program, PROP, will utilize the USFS mainframe and must be funded from park funds. This could cost us additional thousands of dollars each year.

Belli: I feel that computer-based programs will in the long run help us out. However, start up is usually lengthy and traumatic. MMS demands almost a full-time clerk in a park which has only four permanent maintenance staff and one permanent ruins preservation foreman. One problem I find with these systems is that reports which are required by region or WASO are in a format which the computer can't put out, so we have to do them by hand. It is very difficult to understand or explain to the staff why we need these systems if they only add to the workload and not reduce it.

Shaver: New programs, whether computer-based or not, add to the attritional losses we're facing. MMS has required a clerk to manage the system, with no funding provided. Computers and software were funded, but maintenance of the system, training and the large amount of time needed to implement the program came from existing funds. It's been a real fight to keep the creation of an MMS clerk from eliminating a field position. Currently, our region is forcing a mandatory switch from (in our case at least) a fully functional, centralized computer system to personal computers. This multi-thousand dollar change is required in a very short time and with no financial help.

New facilities, too, require absorbing major costs unfunded elsewhere. New construction is relatively easy to get with good Congressional support through the add-on process. Unfortunately, base increases for the operation and maintenance of new facilities are not the flashy vote-getters that our lawmakers are willing to fight for. The three NPS areas in North Dakota are currently receiving nearly $10 million in add-on construction funds to reconstruct Fort Union and build new administrative and visitor facilities at Knife River and Theodore Roosevelt. Add these facilities to two new visitor centers and an administrative building constructed ten years ago in Theodore Roosevelt with no new operational funding, and you have a situation in which the job of maintaining and operating these buildings becomes nearly impossible. Since the NPS budget process no longer functions, at least as far as base increases are concerned, help in these areas seems doubtful.

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Ranger: *Has the shift from CSRS to FERS for new employees had an impact yet? How about the absorption of annual pay raises?*

Shaver: Absorption of annual pay raises and the new FERS system have had a large impact in most areas. Our interpretive division cut one entire seasonal position this year because of FERS costs. A short-term but very real solution that one often hears discussed is to select employees in part by the retirement system in which they are enrolled. This can't work forever, though, and it subverts the competitive hiring process.

Hill: FERS and eating *this year's* pay raise cost us one cave guide. Our new chief of maintenance has a 36% benefits package. That's where the seasonal maintenance position went. This region has so far added the current FY pay raise into next year's base. The problem is that last year's 1.8% raise was a lot lower than this year's 4% raise, so we're eating the difference.

Earnst: Historically, the parks have received funding for FERS employees. If this funding is not made available, it will significantly increase the cost of "doing business". As new employees are hired, they will be covered by FERS for an additional 25% to 30% above their salary costs. From 70% to 80% of the park's budget is for personnel costs. If the funds are not transferred from the old OPM CSRS allocations to cover FERS employees, the parks will face a *de facto* budget cut.

Bill Wade: I'll just give you one figure — in FY 89 alone, Shenandoah absorbed $206,300 in classified and wage board pay increases.

Poe: FERS — the dreaded word. I only have two FERS employees on my staff, but the benefits really eat into the park budget when one gets 33% benefits and the other gets 35.4% benefits. I dread the day when I look at a register and have to make a decision between two well-qualified employees — one a CSRS and one a FERS. This would be an easy way to end up in court.

Belli: The impact of FERS is devastating. For every three people you hire, you essentially lose a position. Absorbing pay raises only makes matters worse.

Mihalic: FERS is only going to get worse. Benefits used to be hidden because they came off the top under CSRS, but not under FERS. They now come from the "benefitting park". The "match" by the government is now a match that comes out of the park's budget. Yeah, we're "the government", but it hurts when you see it!

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Ranger: *Parks in a number of regions have had to deal with assessments this year for fire rehabilitation in Yellowstone, the oil spill and a variety of regional priorities. Have these had an impact on your park?*

Shaver: Assessments take their toll. An example from this region is the change of station (COS) funding program. RMR has for many years assessed all field areas to provide a change of station fund for all transfers into and within the region. After this year's assessment, we were informed that the fund had been used to meet shortfalls within the regional office. All COS costs after May are to be born by benefitting areas. All units are affected, of course, but small areas are hit the hardest. In most cases, a whole year's lapse of position will not pay the COS costs. Thus, due to attrition, assessments and poor fiscal management, parks are forced into lapsing positions indefinitely and into make selections for vacancies based on who can move the cheapest.

Funds for upkeep of park buildings are often reallocated for other uses, leading to potentially serious problems with deferred maintenance. Yosemite NP photo.

Another example involves the aftermath of the Yellowstone fires. A large percentage of our normal cyclic funding, supposedly both cultural and facility management, has been diverted to interpretive facilities and outreach activities to interpret the effects of the Yellowstone fires. While most of the assessments incurred by field areas are for the ultimate benefit of the Service or System in one fashion or another, the problem is that line item funding intended for park operations is being diverted for other purposes. With no "fat" left in any field budget, the front line job of the NPS is not being accomplished.

Compounding the problem is the sad fact that there has been no true NPS budget process for nearly ten years — no way to request, prioritize and receive base increases or construction dollars through an approved, systematic, internal mechanism. New money, for whatever purpose, comes at the whim of the political process.

Karen Wade: Few would argue with the need to provide a relocation service to assist employees who are moving for the convenience of the government. The reality is that we are too poor as an agency to be able to afford to do what is right for the best interests of the government. It doesn't matter whether we pay for it out of park accounts or regional accounts; the money that is going for this expensive program is cutting into what we need to carry out our mission — not because we don't want to care for our employees, but because we are too poor to do both caring and caretaking.

Earnst: Special assessments for fires, oil spills, etc., have not directly affected the park's budget, but there has been a significant decrease in the funding available from the region for maintenance projects. There is no free lunch.

A major impact on the park this year was the increase in the costs of permanent changes of station. The increased costs of temporary subsistence and relocation companies have significantly increased such expenses. The regional funding source for transfers "dried up". The park was unable to pay the costs out of the operating budget and, subsequently, much needed positions were lapsed for the remainder of the fiscal year.

Bill Wade: This year, our entire rehabilitation and cyclic maintenance budget — a total of $60,000 — was wiped out by assessments. Most of the money went to Yellowstone, but region is also assessing parks for money for unfunded programs in the regional office.

Mihalic: If there was an assessment in the Southeast, either the region absorbed it or it was done with smoke and mirrors, because nothing was ever said to the superintendents. Asessments are notoriously poor ways of taking (or giving) money.

Continued on page 14

Budget Impacts at the Divisional Level: A Case Study

The Ranger Activities Division at Great Smokies has been hard hit by budgetary constraints.

In 1985, the division employed 42 seasonal rangers; due to continued erosion of our budgetary base, this number has now been reduced nearly 50% to 22 seasonals. The Smokies currently has 11 fewer commissioned rangers this year than it had in 1988. With increasing frequency, on-duty rangers are in a response mode, answering calls on a priority basis and finding little time for the routine patrols so important for resource protection and visitor services. To concentrate available rangers within the park, routine traffic enforcement on the heavily traveled Gatlinburg Spur of the Foothills Parkway has been eliminated during daylight hours.

Twenty-four hour patrol is no longer possible, so the park must now rely on local police departments for emergency dispatch services when our communications center is closed in the early morning hours. With no 24-hour coverage, all park NCIC records have been transferred to the Gatlinburg Police Department.

Backcountry permits are now available on a self-service basis, as backcountry permit writers were eliminated in 1986. Certain sites with restricted capacities such as trail shelters must be reserved by telephone through our communications center. With few backcountry rangers on the 900-plus miles of trail in the park, compliance with regulations is a continuing problem. Other parkwide priorities, such as poaching and boundary patrols, marijuana detection, and larceny stakeouts, have been reduced correspondingly. Conversely, as would be expected, ranger overtime for emergencies normally handled by on-duty personnel has increased dramatically.

Several factors have combined to create this situation. While the number of permanent and subject-to-furlough employees has remained fairly constant at 50, the expanding use of the park during the so-called "shoulder" and off-seasons resulted in our receiving approval to convert all subject-to-furlough employees to permanent positions in 1985. Application of the revised 025 classification standards led to upgrades for 21 rangers from GS-5 to GS-7 (field rangers) or GS-4 to GS-5 (communications). Additional reclassifications of some GS-7 positions to GS-8 are pending. None of these costs have been covered by additional base funding. With each permanent vacancy filled, the percentage of FERS costs increases, with benefit levels reaching up to 38%. Without enhancement funding this year, several Student Conservation Assistants (SCA's) have been eliminated from the backcountry operation.

Adjustments to cope with these shortages are continuing. The use of volunteers for campground hosts, in the backcountry and for exotic plant and hog control has become a vital segment of the program. While volunteers are not to take the place of paid employees, they are often the only park representatives seen by visitors and frequently alert rangers to serious problems. Other innovations, such as the use of self-pay systems in campgrounds and horse camps, have further reduced the need for personal ranger contacts.

Special events in surrounding communities, such as hot rod runs, motorcycle rallies, and other activities designed to enhance local business, severely impact the park and necessitate increased staffing and the frequent utilization of an incident command structure. In addition, agreements with other agencies must be honored. As this is written, 26 park employees, including 12 Ranger Activities personnel, have been dispatched to Western fire assignments.

Fewer rangers equates to a lower standard of service to the visiting public and a diminished ability to adequately protect park resources. Employee morale suffers as longer hours worked are coupled with the frustration of always being behind on investigations and reports. With greater demands on fewer rangers, we are pushed further into a crisis response situation. Emphasis programs such as anti-poaching operations and drug interdiction often must be deferred by the press of daily emergencies. While the future does not bode well for increased staffing, we are doing our best to develop innovative ways to cope with the realities of the staffing shortage.

Pete Hart
Great Smokies

Two percent of our budget would sure hurt, but not kill us. Its the little parks where two percent makes a big difference. Each dollar is like a gold doubloon and you try to make each one count — then get a memo that says your assessment is "only" $4,500. But that might be that third interpretive seasonal you were going to hire, or that second computer so that admin could do the AFS budget you were also told you had to do but were not given any more money to implement.

Belli: We did not get assessed directly for any special projects this year. Region, however, got assessed for the Alaska oil spill. As a result, we lost $3,000 from our ruins preservation program which we have no hope of getting back.

* * * * *

Ranger: *The lack of significant fee enhancement money this year is said to have caused significant problems in many areas. Can you comment on this?*

Poe: Fee enhancement money, or the lack of it, is only a problem because we starry-eyed new managers thought it was going to solve the Service's problems. We listened to statements that OMB has promised not to cut ONPS for five years because of fee enhancement. I still remember older and wiser superintendents warning that it wasn't going to happen and that somehow the NPS would be caught once again on the short end of the stick. But for a couple of years we had money and hired seasonals. That has made the cutbacks even worse, because we learned what kind of services we could provide with a few dollars. Now the prophecies of the sages have come true!

Hill: This year it cut out programs that we were trying to get started last year, like a resource management position and more personal services interpretation at the visitor center for visitors waiting to go to the cave.

Shaver: Fee enhancement funding is a classic example of the whims of the political process and the lack of control NPS managers are faced with in programming. Congress apparently intended that fee enhancement money augment park operations in otherwise tight times. The Department then makes every effort to reduce normal base funding by whatever amount fee enhancement might provide to the parks. The games played by both in order to attain their separate goals and by NPS central offices to obtain funding to the field and skim off their cuts leaves managers bewildered and totally unable to implement fiscal planning from year to year.

This year, with the drying up of enhancement funding, incautious parks face cutting permanent positions funded from this source. Theodore Roosevelt and many other parks have had to cut entire programs previously established by the enhancement funding, but personnel involved were seasonal. We reduced exotic plant management by half, completely eliminated GIS research, and reduced interpretive activities and facility hours. This also had the effect of reducing interpretation-related maintenance activities.

Belli: Our fee monies this year were in no way enhancement. We had our ONPS program request cut by the amount of the fee money we got. It makes you wonder why we are spending funds as well as staff time and effort on this program when we could be putting those positions to better use serving the public.

Mihalic: Mammoth Cave had over $64,000 in fee money, but we got it by having a base funding out of the same amount. As a result, some projects that last year were true add-ons that we hoped to complete this year ended up either being deferred or coming out of other funding sources.

It's hard to face your employees and tell them that Congress *really* intended this to be an "enhancement" to our basic program.

* * * * *

Ranger: *What other problems might you cite that are of Servicewide consequence (i.e. paying for drug testing, etc.)?*

Karen Wade: The mail meter machinery sitting in the front office constantly reminds me of one of the most insidious aspects of what is happening to my ability to manage human and fiscal resources. Several times each month, we have to call someone "out there" and ask that person to ask someone else at another location to release $100 (the maximum we can get at any one time) so that we can purchase more postage on our mail meter. I'm also being told to only mail by third or fourth class.

When money gets tight, there's always someone who wants to manage it for you — establish the priorities and reallocate the allocations. Right now, there are a lot of people who seem to think that they know best where to spend Park Service operating funds that ought to be going into operating parks. Every major program that has to be funded out of existing funds (the drug program, for example) further reduces park operating funds and means we have less to do what is needed to protect resources and serve the public...

Perhaps the part about being poor that sticks in my craw the most is the fact that I know some management decisions (perhaps a lot of them) are made based on dollars available, not what is necessary to maintain a premier cadre of employees dedicated to carrying out the mission of the National Park Service.

There is a lot of talk about improving our skills in position management so that people's pay levels are commensurate with the work they are doing. Can we truly expect a manager in a poor park to push for reclassification of a number of jobs in the same category resulting in higher personnel costs for the same number of people and a sizable reduction in the amount of money available to do project work? It take serious contemplation for a manager of a poor park to hire a new permanent employee when he or she can buy seasonals a whole lot cheaper.

I don't think managers are ill intentioned; I just think they are forced into terrible choices in an effort to still get the mission accomplished.

Poe: Because of budget cuts throughout the NPS, it's understandable that WASO and regional offices are delegating more duties to the parks. But sufficient funds never come with new programs.

One good example is the new mail system. A decision was made in WASO to buy a postage meter for each park. This decision was made without any input from the field concerning the need for the system or ways to implement it. But everybody saw that it would only be a short period of time before each park would be accountable for its mail costs. With a $200,000 budget, $3,500 for mail costs will mean the loss of an interpreter for meeting the public.

Earnest: Washington central office costs have increased dramatically in the National Park Service. We understand that AOD has three times the number of finance personnel that were in the entire NPS prior to its establishment. The central payroll office is another recent addition that must be financed through NPS funds. The parks will likely bear the burden of the costs of metered mail in the near future in addition to the cost of the increased workload it has created.

* * * * *

Ranger: *What are some of the specific impacts budgetary restraints have had in your park? Please specify what effects they've had on seasonal staffing (both in maintenance and ranger operations), deferred cyclic maintenance, deferred structural rehabilitation and field operations (such as patrols and programs). Since seasonal staffing has reputedly been hardest hit, facts and figures on staffing over the last few years would be useful.*

Tuck: Fort Smith has had no seasonal staff the last two years, eliminating the ability to give better interpretive programs and placing a larger burden on maintenance and ranger staffs during the busy visitor season.

(Although ONPS funding has remained virtually level for four years), there is a bright light in the future. Senator Bumpers has asked for $50,000 additional funding for Fort Smith for the FY 90 budget. That

will probably restore full staffing for permanent positions, fund a seasonal in maintenance and ranger divisions, and buy extra rolls of toilet paper, ending our voluntary sharing program.

Belli: The deferred cyclic maintenance program for both general maintenance and ruins preservation is so large as to be unrealistic given today's levels of funding. Basically, we don't do any preventive maintenance and just repair things as they breakdown.

Unfortunately, ruins preservation gets to the primary mission of the park and our answer to this problem is to backfill the sites or parts of them. Backfilling is burying the site, which makes it unavailable to the public. Instead of seeing a room that may be two to four stories high, they may see one or two courses of stone at walk level. While I support backfilling, I do so only because we cannot provide the maintenance needed to keep the sites fully open to the public.

There are three detached units of the park. We are not able to patrol them adequately. All three can be visited — i.e. patrolled without spending much time there — in one long day, and we are presently able to patrol them once a month. Our short term goal is to conduct twice monthly patrols if we use ruins preservation personnel. We do have documented incidents of archeological vandalism at each site. The best protection is their remoteness, but their use is increasing with active road developments in the area.

Overall budget restaints give me no depth in any division to do the work demanded by the park schedule. With one ranger detailed to another park for three weeks after a major incident, the chief ranger was the only law enforcement officer left in the park. When an ARPA incident occurred on his lieu days, the offenders were let go and told to get out of the park. Two guns were confiscated in that incident. Fortunately, Navajo PD responded to assist us, but they were an hour away.

Mihalic: We hired 17 maintenance seasonals last year, but only 11 this year. That was even with the "special maintenance add-on." The difference is that I had more "soft money" in FY 88 than I have in FY 89. Those seasonals have come from soft (or project) money.

Poe: In 1985, when the park's visitation was half what it is today, we employed seven seasonal in interpretation and three employees in maintenance. This year, we have six seasonals in interpretation and two employees in maintenance. Our entire trail program is handled by YCC and JPTA (a federally funded program for high school students).

We have come to rely on cyclic maintenance programs to fund necessary maintenance seasonals and even maintenance operations. This year, the cyclic accounts paid for two maintenance seasonals, a GS-4 youth leader and four YCC enrollees, plus the supplies and contracts necessary for the completion of cyclic programs.

* * * * *

Ranger: *How can we remedy our current problems? Please suggest some specific courses of action.*

Mihalic: Well, the remedy could fill a book, and what I'm going to suggest is really heresy and would cut down on a superintendent's power — and that means flexibility.

The idea is based on the premise that Congress ain't gonna double our budget, which is what we deserve and about what would be necessary to get the Service from behind the power curve and doing just a *basic* level of preserving/managing our nation's heritage. It pains me to say this because it would take a lot of my power as a superintendent away, but we should change the whole budget system to one that is programmatic rather than one big ONPS pot.

Let's start at the beginning. We get most of our operating money from one pot. It comes down through WASO and the regions and to the parks pretty much exactly as it did last year, with a few adjustments here and there. The problem is that there is no accountability in that process.

Has anyone checked to see if I implemented any part of the "Interpretive Challenge"? Has anyone checked to see if I expended the money the way my 561's said I was going to expend it at the beginning of the year? Has anyone checked to see if I bought some piece of equipment that I shouldn't have, or if I got permission before I ordered it? The answer is a resounding "No!"

But can we expect a regional director with 57 parks to keep such close tabs on each and every area? In a programmatic budget, central office staff share responsibility and accountability for the efficient expenditure of funds.

A programmatic budget has money and accountability built all the way through the agency. If, for example, the interpretive budget is $1 million and needs to be $1.3 million, then the request is endorsed by the superintendent, but goes to the regional chief of interpretation. It's then endorsed or modified, then goes to the chief of interpretation in WASO. When he is called upon to testify during the budget process, he can then explain exactly what the money is needed for.

Under this system, we'd have accountability all the way up the line, we'd have to justify at every level, and, while we'd hamstring some good superintendents, we'd give some of the money to regional staff, who would have the funds necessary to monitor quality and hold poor superintendents accountable for their actions and the quality of their programs.

One of the differences between the Service and other federal agencies is that those agencies have more people at various levels with budgetary responsibility. If more of our people understood the needs of the Service, then we'd be able to do a better job at all levels with budget items.

Maybe this isn't such a good idea. I don't known, but it sure seems to work — albeit not without problems — for the Forest Service and BLM.

We could also take a different tack when we get asked to do something without any accompanying funding. If the Corps of Engineers is going to build a dam, they don't turn a spade of dirt until Congress has anted up the operations costs as well. We as an agency just bow and scrape and say "Yes, sir! We can handle it!" Maybe we ought to "just say no." Maybe we ought to just say: "Mr. Chairman, I can't in good conscience say that we're doing the job the people of the United States expect. And until we can get our nation's heritage — our existing parks — to the level they should be, we just aren't able to take on any more, even if you did give us the money for the new ones."

Karen Wade: What do we do about the budgetary crisis? I think we simply must invert the pyramid. I think park mission-related programs and services must come first. I think we must stand up united as one Park Service — not 10 — and say to this administration that we can no longer rob from our brothers and sisters.

To start the process, the regional directors *en masse*, sitting as a management team, should figure out a formula for distributing a certain hypothetical operating level to the parks in 1995. Each regional management team, consisting of the regional directorate and superintendents, would work within a defined process used by each region to allocate the pots of money available for each park on a first time basis in 1995. This would require a major commitment and effort, but it would force all of us to take responsibility for what is good for the system as a whole.

At the same time, a percentage of the total 1995 hypothetical NPS appropriation would be dedicated to Servicewide initiatives set by the regional directors *en masse*. We would then go after an appropriation level for 1995 for this amount for the program, as clearly outlined from our process. At the same time, we would make it clear that the 1996 budget request would be made on the same basis, with the allocations made to the parks first and with Servicewide initiatives funded from what was left. The cuts in the agency buying power would come from Servicewide initiatives, not from what Park Service managers as a professional body felt was necessary to care for the parks. Any cuts in sought-after ap-

propriations would then lead to cuts in Servicewide initiatives rather than basic park operations, and the regions, WASO, DOI and conseration groups could take on Congress to get money restored for initiatives rather than for operations.

Earnst: The obvious remedy to the "budget crunch" is the recognition of park needs and the appropriations to match those needs. Another remedy would be for the leadership of the organization to recognize the limitations of parks to provide additional informational and funding support to central offices. Parks are integrally tied to central offices and special programs. The National Park Service budget must be examined and funded in its entirety to avoid "special assessments."

Hill: First, we need to recognize that we have been, through a combination of circumstances and with the best intentions, sacrificing long-term resource protection and facility maintenance to react or respond to increased visitation pressures. Because visitation generates pressures for immediate action (or reaction) and resource management and protection is a more long-term and slower-paced activity, the day-to-day priorities are inexorably shifted away from the resource. There are some outstanding examples to the contrary, but the generality is, I think, valid.

We need to convince the Director to issue a statement or directive that resource preservation and management and the maintenance of existing park facilities — our "capital investment" — are the highest priorities. Bluntly, if we must choose between accommodating visitors and protecting resources, the resource should get first priority. Resources are the first thing mentioned in the enabling legislation of almost all of our parks. They should get first priority.

Under current fiscal conditions, this would result in reduced visitor services. The visitor services that we are able to provide should also be prioritized. Public safety and emergency services first, resource education (interpretation) second, and general information and fee collection third. Within this priority grouping, however, we should not expect to have priority one completely met before starting on priority two. Relative levels of service for different activities should be established, and, if one is reduced, the others should be reduced proportionately.

By setting these priorities, which are based on law, the public would get a truer picture of the plight of the parks. This should eventually translate into Congressional action. The problem is that, without fairly intensive education, the public is simply not aware of the gradual degradation of our resources and facilities. By readjusting our priorities in accordance with the laws as they presently exist, the true situation would become apparent.

I realize that this seems to be a variation on the theme of "close the campground to get their attention", but it really isn't. We should have learned from the Redwoods lawsuit that we can be held legally accountable for "negligent failure to protect park resources." The only reason we haven't had a bunch more suits is that nobody has bothered to sue us. What I am proposing is that we do our job the way the law and our best professional judgement says we should, then let the chips fall where they may.

Another area where we can make an impact — not as an agency but as an association — is to develop a program to educate "the right people" about the park situation. By the "right people", I mean those who write letters to or otherwise influence their elected representatives.

A lot of people feel we will be OK, that things will work out. I don't see it on the horizon. My prediction is that parks will become increasingly political in their management until such time as the public and the Congress decides that we're not just another theme park. Since the political process responds to today's voter, we must be the advocates for protecting the park's for tomorrow's voter. If and when Congress decides to fund parks as the very special places they are, there will be fewer resources to work with and we'll need ever more technical resource expertise to do the job. But in the end the people will have said, by their action or inaction, how important their parks really are.

Belli: Unfortunately, I consider the ultimate cause of our problems to be the result of this country's budgetary problems. Our experience with fees is a good example. The ink wasn't even dry on the legislation before the money was being used to offset operating funds (no matter what the official term for it is). Until we, the people, have the will to try to pay for our government instead of deceiving ourselves with voodoo economics, I think the national parks will be in this fix.

Bill Wade: There are several specific things we should to:

- Develop a Servicewide strategy for equipment replacement. Our fleets are getting steadily older and we're losing ground everwhere.
- Manage cylic maintenance the way it's supposed to be managed. The money in those accounts has not been used for its intended purposes for some time.
- Get a handle on fees so there'll be some certainty as to what we'll get from year to year and so fee money won't be used as a political football.

Martin: Clearly, some creative solutions need to be found. We've already tried volunteers, SCA's, donations, adoptions, doing more with less, fee enhancements, sniveling, chiseling and whining... What is

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needed is a Servicewide approach as opposed to an individual park perspective. We all know that certain Congressional leaders take care of their local parks. The idea of obtaining support from individuals in the Congress for certain parks can be enticing, but does little to help the NPS's overall budget problems. What is needed is an overall view and some creative strategies directed toward solutions.

The NPS has always been known for the ability of its people to solve problems. Having limited money and limited staff brings out the best in many people. I have no doubt but that we haven't found all of the possible avenues to help alleviate the current budgetary problems.

If we are to get major infusions of federal dollars, the Secretary and the President will have to be convinced to take an active role. The challenge that we face today is how to convince them to support the National Park Service.

Shaver: As long as the administration marching orders involve zero budget growth and/or deficit reduction, I see no magical solutions to the attrition problem facing the NPS. As a result, resources and facilities will continue to deteriorate. Even reorganizing the agency and/or removing it from the Department won't change the overall thrust of the administration.

I think that we must do a few basic things to ensure the survival of the System and a Service to manage that System:

- Recognize the problem and deal with it internally by refusing to allow growth in central offices, park headquarters and related organizations (DSC, HFC, etc.) at the expense of field operations.
- Take a firm stand against additions to the system that do not come with funding for adequate staffs and operations.
- Reinstitute the annual budget call, including requests for base increases.
- Establish regionwide prioritized lists of requests (using superintendents on priority-setting panels) and implement limited reprogramming between parks to meet critical needs.
- Reinstitute the nationwide priority list for construction projects. Include superintendents on the priority setting panel. Work hard and closely with Congress to make them understand the importance of at least trying to tie the add-on process to the nationwide priority list. Educate Congress on the requirements of providing base funding for the operation of new facilities when development monies are obtained. When add-ons materialize, fit the results in the nationwide list, then make adjustments as necessary. Consider add-on funding for specific sites as a success for the entire System, rather than a coup brought off by an individual area.
- Work with Congress and the Department to finalize the fee enhancement program as it was intended. Make it a system that has continuity from year to year and that is not vulnerable to forces outside the Service nor, at the field level, vulnerable from the regional or WASO level.

Every one of these solutions will require commitment and effort by higher level management. Superintendents' backing alone will not accomplish any of these goals. It may be difficult to get the commitment necessary due to the continual attacks on senior NPS managers by the Department and others, but I feel strongly that the answer to the problem will be commitment and fight by our regional and Washington directorate.

Smith: There are a couple of approaches to our problems that I believe are viable. Each will require leadership and courage:

- Although not a specific money solution, the NPS must begin to operate as a System, not as ten regional systems. The regional directors need to provide the kind of leadership that resolves Servicewide problems, not just the ones within their regions. The Director should hold them accountable for their contributions to the accomplishment of Service goals and objectives, and drop the emphasis on what they've done for their regions. I don't see any possibility for united actions on any of our budget woes absent this approach. What will continue is the parade of RD's and superintendents to the Hill to bail out individual parks through the add-on process. We will never make progress with this kind of piecemeal approach.
- We should reestablish a proactive legislation program in WASO. In the late 70's, the NPS had a cadre of professional employees in WASO whose job it was to keep the Hill informed of emerging issues within the Service. This cadre was dismantled for political reasons, primarily because the Department held this office responsible for the rapid growth of the System. While it is true that they did work on expansion issues, they also served as an information source for the Hill. We need these people again. Such an office could help us get our budget story to the people who can do us the most good. If the right people were selected to staff the office, its credibility would soon be very high.
- We need to begin to be very aggressive about getting some relief from high-price programs that do little or nothing to promote efficient park operations. No one disagrees with the lofty goals of the drug-free workplace or Take Pride in America programs. They cost lots of money, though. Since there was never any demonstrated drug problem in the Service, or any doubt that Americans were proud of their parks, the utility of such programs is in question. The resources we expend on these kinds of efforts are critically needed in other areas more directly related to park operations.
- We should make every effort to let the Congress know the real costs of doing business when they mandate programs such as MMS, FERS, PMRS, etc. This is something which a properly staffed Congressional liaison office could help accomplish.
- One of the problems with the budget cuts that have been made thus far is that they are invisible to the typical visitor. One doesn't see the effects of deferred maintenance until much later. The VIP still staffs the VC, even if we can no longer afford to do so. I am convinced that we ought to stop doing more with less and begin to do less with less. We ought to use our school systems as the model. When they run out of money, they cut programs that the students *and their parents* feel immediately. This strategy seems to work for our schools. The next millage vote is almost always successful. If we don't have sufficient money to run a first-class operation, we should cut parts of the program and run the ones remaining in a first class manner. What we do now is run a lot of second-rate programs and never make the cuts that would hurt. We don't get the kind of public reaction that the cuts would generate. Let our friends in the Congress take some heat from their constituents about reduced programming in the parks. I believe that it's worth the gamble.

Common Ground

Rangers and wardens in all nations and states have a great deal in common, and many of them have professional associations. Since we face similar threats (environmental, economic and otherwise), it behooves us all to work toward improved communications and cooperation.

This section of *Ranger* carries brief summaries of activities of other associations. If there's no current news from an organization, its name and address are nonetheless listed so that interested members may contact them.

Please contact the editor if you know of an organization which should be included in this section.

National

National Alliance of Park Rangers and Firefighters (NAPRF). Board: Randal Kendrick, George Durkee, Charlie Fullum, Pat Teague. Address: Post Office Box 3623, Sonora, CA 95370. Publication: *Alliance.*

The 400-member Alliance has been working on a number of issues that are also of interest to members of ANPR. President George Durkee has written to the Director to express the Alliance's perspectives on several of these matters, including drug testing, grades, twenty-year retirement and seasonal benefits. The letter also reports on one action that the Alliance is currently undertaking:

"The Alliance, along with the Yosemite Ranger Lodge of the Fraternal Order of Police, has begun discussions with the offices of several Congressmen to examine some of these issues. As a result of our efforts, Congressman Tony Coelho has recently written a letter to Congressman Al Smith asking that Park Rangers with law enforcement responsibilities be added to Swift's bill for enhanced retirement for federal law enforcement officers (HR 1083)."

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California State Park Rangers Association (CSPRA). President: Don Murphy. Executive Manager: Doug Bryce. Address: P.O. Box 28366, Sacramento, CA 95828. Publication: *Newsletter.*

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Park Law Enforcement Association (PLEA). President: Leland F. Curtright. Address: National Recreation and Park Association, 3101 Park Center Drive, Alexandria, VA 22302. Dues: $15. Publication: *PLEA Newsletter.*

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PLEA is an organization which has been established "to improve law enforcement, natural and visitor resource protection services in park, recreation, and natural resource areas through professional development, thus ensuring 'quality of life' leisure opportunities in local, state and national park, recreation and natural resource settings." Membership is open to a wide variety of people, including park rangers.

A recent edition of their newsletter, which is published quarterly, contained articles on "Park Watch", off-road vehicle patrols, and a profile on rangers in Durham, North Carolina.

The newsletter solicits articles on topics related to park law enforcement. They should be sent to the address listed above.

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Association of Forest Service Employees for Environmental Ethics (AFSEEE). Address: P.O. Box 45, Vida, OR 97488. Dues: Donations of from $20 and up. Publication: *Inner Voice.*

This new group was formed this year by two Forest Service employees whose frustration with their agency's "resource exploitation" and pursuit of "an outdated, short-sighted agenda of the past" led them to the formulation of an association to mobilize dissenting voices from within the USFS: "The idea occurred to us that the *most effective* thing we could do . . . would be to organize a committed cadre of dedicated activists working from the *inside* in a *positive* way towards a new vision of the Forest Service."

The masthead of the first issue of their publication, *Inner Voice,* sums up their guiding philosophy: "Are you a frustrated Forest Service Employee because your resource ethics conflict with your job? Are you afraid to speak out for what you know is ecologically right? Do you feel isolated and alone because of your resource ethics? Do you think the Forest Service needs to become a more ecologically sensitive organization? Would *you* like to help promote this kind of change within the Agency???"

The highlight of the first issue is an open letter to Dale Robertson, Chief of the Forest Service, which is worth reading but unfortunately too long to even summarize here. Other entries include a statement of purpose, an open letter to USFS employees and a sampling of the "over 200 letters, phone calls and messages from Forest Service employees nationwide, at all organizatioal levels, in favor of what we are trying to say and do."

This is definitely an organization worth checking out. Membership is open to USFS employees and other land and public resource management agencies.

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Federal Wildlife Officers Association (FWOA). President: Don Patterson. Address: 5750 Charles City Circle, Richmond, VA 23231. Dues (associate): $10. Publication: *The Federal Wildlife Officer.*

International

Scottish Countryside Rangers Association (SCRA). Chairman: Bob Reid. Address: 6 Riverside Road, Larkhall, Lanarkshire, Scotland. Publication: *Scramble.*

Scottish rangers are concerned about a number of issues having to do with both the parks and their profession. As has been noted before, some of their problems have a striking similarity to our own. Here, for instance, are a pair of quotes culled from articles within the July issue of *Scramble*:

"Ranger pay should be at a level comparable with that of people doing similar jobs. Overtime and unsocial house payments should be standardised throughout the country. There should be more increments on the salary scale to reflect a gain in experience and compensate for lack of promotion prospects within rangering... Assistant grade rangers should be receiving active training and should be promoted to the main grade as soon as possible..."

"More and more rangers are coming every year to the CCS course in a very depressed state about their conditions and salary, and the strange things they are asked to do in their work..."

An in-depth review of the future management of Scotland's parks is in the works, and a "ranger review" is to be held soon to look at a number of the problems countryside rangers have to contend with. Some rangers are advocating a "national ranger service." We'll let you know what develops.

* * * * *

Association of Countryside Rangers (ACR). President: Ian Mercer. Address: Haytor Road, Bovey Tracey, Newton Abbot, Devon, TQ13 9JQ, United Kingdom. Dues: L 12.50. Publication: *The Ranger.*

The main article in the most recent issue of *The Ranger* deals with "directions for European ranger services" and contains an account of the proceedings of a European ranger training seminar which was attended by 45 persons representing 10 countries. The three-day seminar devoted a day each to resource management, visitor management and training for "new ranger roles." Among other things, participants got to sit down together and compare and contrast their management techniques; although they found considerable variety in their approaches to problems, "in most cases we found (that our areas) are managed in the same way and encountered exactly the same problems..."

The Professional Ranger

"The Professional Ranger" is a new section in this journal which will contain subsections covering the primary professional specialties that fall within the scope of park rangers' responsibilities — resource management, interpretation, emergency services, resource and visitor protection and firefighting.

The intent of this section is to provide brief highlights of current activities in each of these areas. The person whose name appears at the end of each section is the primary coordinator for that area; if you have something to pass on, they will be the persons to contact. We are still seeking coordinators for interpretation, emergency services and fire fighting.

Resource Management

(*Editor's note:* The following report was bumped from the summer issue. Although slightly dated, the information contained within is valuable enough to warrant late inclusion in these pages).

On March 19th, at the Omni Shoreham Hotel in Washington, the "blue-ribbon commission" on Research and Resource Management Policy in the National Park System unveiled its final report. The panel, chaired by Dean John Gordon of the Yale Forestry School, was composed of 17 non-NPS scientists, historians, and other scholars. They looked at both natural and cultural resource management and research, and their proposals stressed the need for thorough integration of these disciplines with each other and in all park management decision-making. Their inquiry was sponsored by the National Parks and Conservation Association in response to a proposal by then-Director Mott to re-examine the tenets of the 1963 Leopold Report and guide NPS resource policy into the 21st century.

The panel's report (which will probably soon be known as the "Gordon Report") suggested the NPS needs to focus efforts in four areas:

- *Ecosystem Management,* emphasizing the integration of natural and cultural resources and the fact that park ecosystems do not stop at park boundaries. We need to recognize the human element but at the same time manage our lands as the unique repositories of our society's treasures which they are. This becomes particularly challenging in light of predictions of global warming, where we may see ecosystems migrate out from within our boundaries, yet the flora and fauna may not be able to keep up without (or even with) our assistance. Jerry Franklin, a member of the commission and one of the most respected forest ecologists in the U.S., used the term *ecological engineering* to describe the skills we'll need to accomplish this task.
- *Research* to guide all of our significant management decisions. The panel recommended a Congressionally-enacted, formal research mission be incorporated into our "reason for being," with a dedicated research budget of at least 10% of the NPS operating budget. Reaction to this was mixed, with Messrs. Mott and Galvin endorsing the concept but not the budget recommendations. Apparently even scarier to some was the secondary recommendation that a significant component of the research budget be autonomous from line managers to ensure independent, long-term research programs that are not beholden to political or crisis management priorities.
- *Professionalization,* entailing the adoption of professional standards for the recruitment, promotion, and continued education and development of the people who manage the National Park System. Of particular interest to ANPR members is the following secondary recommendation: "Develop the ranger series (025) as a professional series, requiring a minimum of a bachelor's degree, *with a GS 7 entry level.* The intent should be to create a cadre of resource managers who are literate in the fields of natural and cultural resources and who can think critically and analytically." In addition, the report endorses more specificially trained resource managers who should be required to publish results. As one of the latter, I think its a fine (and overdue) idea but something will have to be done to augment staffs or reduce bureaucratic workloads to assist our existing personnel in adapting to changing roles.
- *Education,* expanding our role greatly so that the NPS is the pre-eminent environmental/conservation education agency in the world, with efforts beyond park boundaries significantly increased. We should design interpretive programs that not only educate the public about the what, but also the why — if people understand the philosophy behind the parks, especially our resource management programs, park preservation could gain many more advocates. We need to take a leadership role in developing a conservation ethic and awareness of cultural and global environmental change and its potential impacts.

These ideas are stimulating and will probably be the focus of debate and policy change for the remainder of our careers. The report, entitled *From Vignettes to a Global View,* should be available from NPCA in Washington or from your superintendent (each of whom supposedly was sent a copy). A brief summary by John Gordon appears in the May/June 1989 issue [(63)5-6:16-17] of *National Parks* magazine.

A timely, related article appeared in the Spring 1989 issue of *Park Science* (9)3:15. It's a plea by ANPR member and Mammoth Cave superintendent Dave Mihalic for park managers to "bet the ranch and learn the game." He speaks eloquently of the need for pro-active research strategies in parks to generate critical information to make proper management decisions — research which preceeds (and maybe avoids) crises rather than the reverse. Dave argues that "research is not the end...it's the means." Many agree that

the Service should have a research mandate, but without the dollars that have to go with it to be effective, a push by Congress for NPS to do more basic research could overextend parks even further than they are now. The NPS should take advantage of the charisma of the parks and market that appeal. Let's "change the rules. After all, we have a leaky boat, we're loaded to the gunnels, and the wind is picking up... We seem to be arguing over whose leak gets fixed first. Maybe we need a bigger boat."

Bob Krumenaker
Isle Royale

Resource/Visitor Protection

Resource values have come under some sharp attacks in recent months and the Service has responded by emphasizing two areas of our resource protection responsibilities. Archeological resource protection training has been offered as a 40-hour FLETC course in field locations with rangers and archeologists attending in good numbers. The WASO Archeological Assistance Division has also funded a 12-hour archeological resource protection overview for managers and program specialists. This is not a substitute for the 40-hour course but should be attended by those persons needing to learn more fully what their protection responsibilities are. The enforcement and investigative people should continue to attend the FLETC program.

Wildlife law enforcement has also been in the news, what with operation Trophy Kill in the Yellowstone area, Operation Smoky in the southern Appalachians, Operation San Luis Valley, covering the southeast corner of the Colorado, and several other major interagency investigations involving Shenandoah and parks in Alaska. The Service has been involved in many aspects of these operations, from technical forensic assistance to arrest team participation. A common factor seems to involve the commercialization of protected park wildlife resources.

An interagency review of the curriculum for the 9 PT program was completed in November, 1988 and the final report has been approved by the Center's director. Among the additions and deletions, a couple of new topics seem to mirror concerns voiced by many agencies around the country.

The entire issue of pursuit driving has been called into question with increasing regularity. The first thing to be addressed is whether the agency will have a policy which permits pursuit driving (essentially, chasing another vehicle which is attempting to elude authorities while driving in non-compliance with posted regulatory devices such as speed limit and traffice control signs). If there is a pursuit policy, then the conditions under which it will be conducted should be spelled out clearly. The second part of the issue is one of training and the resultant liability for individuals and agencies if training is inadequate or non-existant. While there are already 22 hours of driver training for FLETC students in the 9 PT program, we have added eight hours of pursuit driving, just to ensure that rangers have received a basic level of instruction in this hazardous element of law enforcement. Seasonals do not now receive this training but all too often are expected to perform the activity.

We have also added into the curriculum four hours of familiarization with semi-automatic weapons. The proliferation of semi-automatic hand guns and long arms has increased dramatically in recent years. The participating land management agencies (NPS, USFS, BLM, USFWS and TVA) agreed that their enforcement employees needed to know how to safely handle, disassemble and store various types of semi-automatic firearms which they may encounter and/or seize on public lands. The training will not provide for qualification with a semi-auto, but students will get to load, fire and maintain the common brands of handguns as well as several of the carbine-style military and sporter long arms.

It appears that the NPS has decided not to adopt a semi-automatic pistol into its authorized handgun inventory. The Forest Service, Bureau of Land Management and the Fish and Wildlife Service have made provisions to either purchase outright or allow employees to purchase and carry semi-automatic pistols that meet their agency standard. The NPS remains as the only major Federal land managing agency that has not adopted this type handgun for use — even if limited — by its field employees.

Information Resources

Archeological Resource Protection

"Assault on Time", FLETC videotape (in production, due 9/89).

Archeological Protection Training for Cultural Resources and Law Enforcement Managers and Specialists. January, 1989. NPS Archeological Assistance Division, WASO. 110 pp.

Wildlife Resource Protection

"Guns, Greed and Wildlife", World of Audubon Special, PBS Television.

Milstein, Michael, The Quiet Kill. National Parks Magazine, May-June, 1989. p. 19-25.

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Summer Seasonal Hiring Survey

Barb Maynes
Olympic

Each Fall, ANPR compiles a survey of the number of seasonals hired in the parks during the previous summer in order to give applicants an opportunity to assess their chances at getting picked up in a given area the following summer. The adjacent table was compiled from information provided to us by parks for the 1989 season.

This year, a request for information on biological technicians was added to the annual survey questionnaire. Although these jobs are not 025 park ranger positions, they are often good ways to gain experience in resource management and field work. Most parks hire their biotechs by issuing vacancy accouncements for temporary biotech jobs. People interested in such positions should contact each park directly to learn the correct way to apply.

Parks that are shown as having hired "temporary" rather than seasonal employees generally hire these employees through individual park registers, not the nationwide seasonal park ranger register. People interested in working in parks that hire temporary employees should contact those parks for specific application information.

"New" means new employees hired for 1989; "total" means total hires for a given category for 1989. A dash indicates that the park provided no information for that category.

The "Enough Applicants" column shows each park's response to the question "Did you receive an adequate number of applicants this summer? Just under 40% of the 189 parks that answered the survey answered "no" to this question. Several of these responses referred primarily to law enforcement applicants, as is shown in the "notes" column, but a large number of parks indicated that their overall number of applicants was inadequate.

[1] Biotechs for oil spill; too few LE/interp.
[2] Biotechs for oil spill; too few LE/interp.
[3] Extra oil spill people; barely enough applicants.
[4] Fewer than normal hires due to budget.
[5] Park received only 16 applications.
[6] Not enough LE applicants.
[7] Not enough LE applicants; others OK.
[8] Not enough LE applicants.
[9] Biotechs hired as temporaries.
[10] Not enough LE applicants.
[11] Only 1 seasonal, rest are temporary.
[12] Not enough LE/interp. applicants.
[13] Employees are temporary.
[14] All temporary positions.

Continued on page 31

Park	Interpretation New	Interpretation Total	Law Enforcement New	Law Enforcement Total	General New	General Total	Biotechnician New	Biotechnician Total	Enough Applicants?
ALASKA									
Alaska Region[1]	25	50	14	29	46	77	21	51	N
Bering Land Bridge Natl. Preserve[2]	0	0	0	0	1	1	2	4	Y
Denali NP & Preserve	11	18	9	12	28	35	3	3	Y
Gates of the Artic NP & Pres.	0	0	1	1	1	1	0	0	Y
Glacier Bay NP & Pres.	6	13	4	8	0	0	2	5	Y
Katmai NP	4	6	4	4	2	2	4	4	Y
Kenai Fjords NP[3]	3	5	4	4	1	1	1	1	Y
Lake Clark NP & Pres.	0	0	3	3	0	0	1	2	N
NW Alaska Areas (NOAT/CAKR/KOVA)	2	2	2	2	2	4	1	2	N
Sitka NHP	0	4	0	1	1	2	0	0	N
Wrangell-St. Elias NP & Pres.	0	1	2	2	2	4	4	6	Y
Yukon-Charley Rivers Natl. Pres.	0	1	0	1	0	1	0	0	Y
MID-ATLANTIC									
Allegheny Portage/Johnstown	3	6	0	1	0	0	0	0	Y
Appomattox Courthouse NHP	1	2	0	0	3	4	0	0	Y
Assateague Island NS	3	10	2	5	2	4	2	3	N
Fort McHenry	6	12	0	0	0	0	0	0	Y
Fort Necessity NB	5	7	0	0	1	3	0	0	Y
Fredericksburg/Spotsylvania NMP	4	6	0	0	0	0	0	0	N
Gettysburg NMP[4]	3	13	0	2	0	1	0	0	Y
Hopewell Furnace NHS[5]	2	6	0	0	1	1	0	0	N
Independence NHP	28	40	0	0	0	1	0	0	N
New River Gorge	2	4	4	5	0	0	0	0	Y
Richmond Natl. Battlefield Park	4	7	0	0	0	1	0	0	N
Shenandoah NP	9	18	5	8	16	32	9	9	Y
Upper Delaware Wild & Scenic	7	14	3	9	1	3	0	1	N
Valley Forge NHP	9	15	0	1	1	1	0	0	N
MIDWEST									
Abraham Lincoln Birthplace NHS	0	1	0	0	0	0	0	0	Y
Apostle Islands NL	3	9	1	4	0	1	0	1	N
Effigy Mounds NM	4	7	0	0	0	0	0	0	N
Fort Larned NHS	2	4	0	0	0	1	0	0	Y
Fort Scott NHS	1	4	0	0	0	0	0	0	N
George Rogers Clark NHP	0	3	0	0	0	0	0	0	Y
George Washington Carver NM	0	2	0	0	0	0	0	0	N
Harry S. Truman NHS	1	6	0	0	0	0	0	0	Y
Herbert Hoover NHS	5	9	1	1	0	0	0	0	Y
Hot Springs NP	1	4	0	0	0	0	0	0	Y
Isle Royale NP	8	8	0	0	4	9	0	0	Y
Jefferson Natl. Expansion Mem. NHS	0	6	0	0	1	1	0	0	N
Lincoln Boyhood Home Natl. Mem.	2	7	0	0	0	0	0	0	Y
Lincoln Home NHS	4	10	1	0	0	0	0	0	Y
Mound City Group	2	3	0	0	2	2	0	0	Y
Ozark Natl. Scenic Riverways	6	10	1	9	0	1	1	1	Y
Perry's Victory	6	8	1	1	0	0	0	0	N
Pictured Rocks NL[6]	2	4	2	2	0	1	0	0	N
Pipestone NM	3	4	0	0	0	1	0	1	N
Sleeping Bear Dunes NL[7]	0	7	3	6	4	5	0	0	N
St. Croix National Scenic Riverway[8]	2	5	1	3	0	0	0	0	N
Voyageurs NP[9]	0	6	1	4	2	2	0	0	Y
William Howard Taft NHS	0	1	0	0	0	0	0	0	N
NORTH ATLANTIC									
Acadia NP	8	23	8	21	12	35	2	2	Y
Adams NHS	7	11	0	0	0	0	0	0	Y
Boston NHS	35	50	5	5	0	0	0	0	Y
Cape Code NS[10]	4	12	10	24	11	17	2	2	N
Edison[11]	3	5	0	0	0	0	0	0	N
Fire Island NS[12]	9	12	2	2	7	9	1	1	N
Lowell NHP	7	14	0	2	8	13	0	0	Y
Martin Van Buren NHS	3	7	0	0	0	0	0	0	Y
Olmstead/Kennedy/Longfellow NHS[13]	6	7	0	0	0	0	0	0	N
Saint-Gaudens NHS	5	7	0	0	7	9	0	0	Y

Park	Interpretation New	Interpretation Total	Law Enforcement New	Law Enforcement Total	General New	General Total	Biotechnician New	Biotechnician Total	Enough Applicants?
Salem Maritime NHS	3	6	0	0	0	0	0	0	N
Saugus Iron Works	4	10	0	0	0	0	0	0	Y
Women's Rights NHP	5	7	0	0	0	0	0	0	Y
NATIONAL CAPITAL									
Antietam NB	3	5	0	0	0	0	0	0	N
Catoctin Mountain Park	0	0	0	0	0	1	0	0	Y
Greenbelt Park	0	0	0	0	2	2	0	0	Y
Manassas Natl. Battlefield Park	3	3	2	2	0	0	0	0	N
Prince William Forest Park[14]	2	2	0	0	2	2	2	2	N
Rock Creek Park	0	0	0	0	1	1	2	2	Y
PACIFIC NORTHWEST									
Coulee Dam NRA	3	5	6	13	1	1	0	0	N
Crater Lake NP	9	12	5	7	9	18	0	0	Y
Craters of the Moon NM	1	3	0	2	3	3	0	0	Y
Fort Clatsop Natl. Mem.	7	9	0	0	0	0	0	0	N
Fort Vancouver NHS	0	1	0	0	2	2	0	0	N
John Day Fossil Beds NM	2	2	0	0	0	1	0	0	N
Mount Rainier NP	5	15	8	11	2	29	7	7	Y
Nez Perce NHP	0	2	0	0	0	0	0	0	Y
North Cascades NP	7	17	5	6	5	20	0	0	Y
Olympic NP	9	26	11	21	26	40	4	8	Y
San Juan Island NHP	0	0	0	0	1	1	0	0	Y
Whitman Mission NHS	0	1	0	0	0	0	0	0	Y
ROCKY MOUNTAIN									
Bent's Old Fort	4	5	0	0	1	1	—	—	N
Bighorn Canyon NRA	1	1	2	2	0	1	1	1	Y
Black Canyon of the Gunnison NM	2	5	1	2	4	5	0	0	Y
Canyonlands NP	6	13	7	16	4	8	—	—	Y
Cedar Breaks NM	2	2	0	0	1	1	0	0	N
Colorado NM	1	4	1	1	3	9	0	0	Y
Curecanti NRA	4	6	2	2	4	8	0	0	N
Custer Battlefield NM	2	3	0	0	1	2	—	—	Y
Devils Tower NM	3	4	3	3	1	2	2	2	
Dinosaur NM	2	5	3	5	10	20	0	0	Y
Florissant Fossil Beds NM	1	1	0	0	0	1	0	1	Y
Fort Laramie NHS	3	7	1	2	1	1	0	0	Y
Fossil Butte NM	1	3	0	0	0	0	0	0	Y
Glacier NP	15	36	10	28	21	75	6	10	Y
Golden Spike NHS	3	4	0	0	0	0	0	0	Y
Grand Teton NP	—	—	—	—	38	0	4	4	Y
Grant-Kohrs Ranch NHS/Big Hole NB	5	11	0	0	0	0	0	0	Y
Jewel Cave NM	4	11	0	0	0	0	0	2	Y
Knife River	3	3	0	0	0	0	0	0	N
Rocky Mountain NP	15	30	16	30	38	88	4	6	Y
Timpanogos Cave NM[15]	1	15	1	1	2	2	0	0	N
Yellowstone NP[16]	—	32	—	70	—	74	—	—	Y
SOUTHEAST									
Andersonville NHS	2	4	0	0	0	0	0	0	N
Andrew Johnson NHS	0	0	0	0	1	1	0	0	Y
Canaveral NS	1	1	2	2	5	5	0	0	Y
Cape Hatteras NS[17]	6	13	6	13	8	19	0	0	N
Cape Lookout NS	3	4	0	0	0	1	0	0	Y
Carl Sandburg Home NHS	0	3	0	0	3	3	0	0	Y
Castillo De San Marcos NM[18]	4	6	0	0	0	0	0	0	N
Chickamauga & Chattanooga NMP	1	4	0	0	1	1	0	0	Y
Christiansted NHS[19]	0	0	0	0	0	0	2	2	—
Congaree Swamp NM	1	1	0	0	0	0	0	0	Y
Cowpens NB[20]	0	0	0	0	0	3	0	0	Y
Cumberland Gap NHP	1	6	0	1	2	2	0	0	Y
Cumberland Island NS	0	2	0	0	0	0	0	0	Y
EVER/BISC/BICY/FOJE	6	7	0	0	7	8	0	0	N
Fort Donelson NB	2	4	0	0	0	0	0	0	N
Fort Pulaski NM[21]	2	7	0	0	0	0	0	0	N
Fort Sumter NM	2	4	0	0	0	0	0	0	N

Park	Interpretation New	Interpretation Total	Law Enforcement New	Law Enforcement Total	General New	General Total	Biotechnician New	Biotechnician Total	Enough Applicants?
Ft. Caroline NM/Timucuan	0	1	0	0	0	0	0	0	Y
Great Smoky Mountains NP	5	14	3	14	6	24	0	0	Y
Kennesaw Mountain NHP	2	3	0	0	0	0	0	0	N
Kings Mountain NMP	0	2	0	0	0	0	0	0	Y
Moores Creek	0	1	0	0	0	0	0	0	Y
Obed Wild & Scenic River	0	1	0	0	0	0	0	0	Y
Ocmulgee NM	1	2	0	0	0	0	0	0	N
Shiloh NMP	1	6	0	0	0	1	0	0	Y
Stones River NB[23]	0	1	0	0	0	0	0	0	Y
Tuskegee Institute NHS	0	2	0	0	0	0	0	0	Y
Vicksburg NMP[24]	1	4	0	0	2	5	0	0	Y
SOUTHWEST									
Amistad NRA	0	1	0	0	0	0	0	0	N
Aztec Ruins NM	2	4	0	0	0	0	0	0	Y
Bandelier NM[26]	0	2	3	4	6	8	0	0	N
Big Bend NP[27]	0	4	0	0	0	0	0	0	Y
Big Thicket Natl. Preserve	0	0	4	4	0	0	0	0	Y
Buffalo National River	1	5	1	3	0	1	0	0	Y
Canyon De Chelly NM	2	5	2	3	1	1	0	0	Y
Capulin Volcano NM[28]	0	0	0	0	0	0	0	0	N
Carlsbad Caverns/Guadalupe Mtn.	1	21	0	0	2	3	0	0	Y
Chaco Culture NHP	5	5	1	1	0	0	0	0	Y
Chickasaw NRA	0	3	0	4	0	5	0	0	N
El Morro NM[29]	0	0	0	0	1	1	0	0	Y
Fort Davis NHS	2	3	0	0	0	0	0	0	N
Lake Meredith/Alibates	1	1	1	3	3	5	0	0	N
Lyndon B. Johnson NHS	1	4	0	0	0	0	0	0	—
Navajo NM	0	0	0	0	2	6	0	0	N
Padre Island NS	2	3	1	2	2	2	0	0	N
Pecos NM	0	1	0	0	0	0	0	0	N
White Sands NM	1	2	1	1	0	0	0	0	N
WEST									
Cabrillo NM	2	4	0	0	3	3	0	0	N
Casa Grande Ruins NM	0	1	0	0	0	0	0	0	Y
Channel Islands NP	5	8	0	2	0	7	3	3	Y
Chiracahua NM	0	3	0	1	2	4	0	0	N
Coronado NM[30]	1	2	0	0	0	0	0	0	Y
Glen Canyon NRA	8	13	9	10	11	13	2	3	N
Golden Gate NRA	7	11	1	3	0	1	0	0	N
Grand Canyon NP	34	45	24	33	43	50	0	0	Y
Great Basin NP[31]	11	13	1	2	4	4	1	2	N
Hubbell Trading Post NHS	0	2	0	0	1	1	0	0	Y
Kaloko-Honokohau NHP	1	3	0	1	0	0	1	1	N
Lake Mead NRA	5	5	5	8	0	0	0	0	N
Lassen Volcanic	0	13	1	6	9	16	0	1	Y
Lava Beds NM	1	3	0	1	0	3	3	3	Y
Montezuma Castle/Tuzigoot NM's[32]	3	6	0	0	0	0	0	0	Y
Muir Woods NM	1	1	1	1	0	0	0	0	Y
Organ Pipe Cactus[33]	0	0	2	2	2	2	0	0	N
Petrified Forest NP	3	5	2	2	4	7	0	1	N
Pinnacles NM	1	2	0	0	11	12	0	0	Y
Pipe Spring NM	3	4	0	0	0	0	0	0	N
Point Reyes NS	6	6	1	1	0	0	0	0	Y
Pu'Uhonua O Honaunau NHP	0	0	0	0	0	0	0	0	—
Saguaro NM	7	9	2	3	12	21	3	3	N
Santa Monica Mountains NRA	0	0	0	0	1	1	0	0	N
Sequoia/Kings & Devils Postpile[34]	18	38	20	22	74	—	6	14	Y
Tonto NM	0	1	0	0	0	0	0	0	Y
Tumacacori NM	0	1	0	0	0	0	0	0	Y
USS Arizona Memorial	3	5	1	1	0	0	0	0	Y
Walnut Canyon NM	1	4	0	0	0	0	0	0	Y
Whiskeytown Unit - Whiskeytown	1	2	2	4	3	4	0	0	N
Wupatki/Sunset Crater NM	0	0	0	0	3	8	0	0	Y
Yosemite NP[35]	3	22	8	35	42	81	—	5	Y

The strain of inadequate funding can push park managers over the edge

When Good Superintendents Go Bad!

By Keith Hoofnagle • Featuring the Rangeroons

MOST OFTEN, THE UNACCEPTABLE BEHAVIOR ON THE PART OF A **SUPT.** IS A DIRECT RESULT OF AN ATTEMPT TO EASE THE FINANCIAL BURDEN OF RUNNING HIS/HER PARK:

I THINK YOU'RE A WINTER, BUT YOU MIGHT BE AN AUTUMN. AT ANY RATE, GRAY AND GREEN ARE **NOT** FOR YOU! WEAR ANY COLORS BUT THOSE!

WHAT SMOOTH SKIN! FRED, I'D **KILL** FOR YOUR COMPLEXION!

FOR EXAMPLE, HERE WE SEE **SUPT. SYLVIA SNIT** TRYING OUT NEW SHADES OF LIP-STICK AND OTHER *Mary Kaye*® COSMETICS ON HER CHIEF RANGER AND CHIEF OF MAINTENANCE.

SYLVIA'S AMAZINGLY SUCCESSFUL *Mary Kaye*® FRANCHISE HAS PROVIDED FUNDING FOR TWO NEW PARK REST-ROOMS AND A TOTAL RE-HAB OF EXHIBITS IN HER VISITOR CENTER.

"BESIDES," SAYS SYLVIA, "I GOT A PINK CADILLAC IN THE BARGAIN. AND PINK REALLY SETS OFF THE ARROWHEAD INSIGNIA ON ITS DOOR!"

ONE ENTERPRISING **SUPT.** WHO HAD A BACK-GROUND IN CHEMISTRY MADE A BUNDLE FOR HIS PARK WITH THIS FOOL-PROOF SCHEME AIMED AT LAZY FEDERAL EMPLOYEES (AND WE ALL KNOW HOW MANY OF **THOSE** THERE ARE!)

Why Work?

★ WATCH LOTS OF T.V.
★ HAVE MEALS PREPARED FOR YOU
★ SLEEP LATE

YOU CAN SPEND WEEKS IN RESTFUL **DRUG REHABILITATION** *WITHOUT TAKING DRUGS!*

PAID FOR BY THE FEDERAL GOVERNMENT!

NOTE: THIS SUPT'S SALE OF 'SPIKED' URINE SAMPLES NETTED ENOUGH $ FOR 10 COMPUTERS AND A WHOLE FLEET OF PATROL VEHICLES, BUT HIS WIFE LEFT HIM DUE TO THE **ODOR** THAT PERMEATED THEIR GARAGE WHERE HE MADE HIS PRODUCT!

URINE SAMPLES LACED WITH THE DRUG OF YOUR CHOICE
ONLY $29.95
OR TWO FOR $50

SUPT. SMUCKER SOLVED **ALL** OF HIS PARK'S FINANCIAL WOES WITH A LOTTERY WHERE PEOPLE CAN BET ON A **SURE THING**: BIRD EXTINCTIONS. IT'S CALLED:

BYE BYE BIRDY LOTTO

IT'S SO **EASY** TO PLAY AND SO **EASY** TO **WIN!** JUST BUY A LOTTO TICKET, WRITE DOWN THE ENDANGERED BIRD OF YOUR CHOICE AND WHEN YOU THINK IT'LL "BUY THE FARM"!

MRS IDA GLITCH OF TALLAHASSEE WON A MILLION BUCKS JUST FOR GUESSING WHEN THE **DUSKY SPARROW** WOULD BECOME **EXTINCT!** YOU CAN DO IT TOO! REMEMBER, THERE ARE LOTS OF **ENDANGERED** BIRDS OUT THERE. THE ONE TO BET ON RIGHT NOW IS THE **AKEPA** OF HAWAII!

SUPT. "MACK" TWEEDLE (WHO NOW PREFERS TO BE CALLED **GENERAL** TWEEDLE) INCREASED HIS PARK'S FUNDING SIMPLY BY CHANGING ITS NAME. NOW CALLED **STEALTH NTL PARK**, FUNDING FOR FY 91 WILL BE **2 BILLION!**

US NATIONAL PARK SERVICE

SOME SUPTS. GO **REALLY BAD!**

SUPT. BILK WRAPPING HIMSELF IN THE **FLAG** AND THREATENING TO **BURN IT!**

NOTE: SUPT. BILK WAS LATER ADMITTED TO A MENTAL HOSPITAL SINGING "I'M A YANKEE DOODLE DANDY" WHERE HE IS BEING HELD IN PROTECTIVE CUSTODY BECAUSE OF REPORTED DEATH THREATS. COL. NORTH AND J. HELMS DENY THAT THEY HAVE PUT SUPT. BILK ON A "HIT LIST".

PLEASE, PLEASE **DON'T MAKE ME DO IT!** I REALLY **LOVE** OLD GLORY AND ALL SHE STANDS FOR! BUT I'VE JUST **GOT** TO GET ADEQUATE FUNDING FOR MY PARK!!

SOMETIMES SUPTS JUST 'SNAP' FOR NO APPARENT REASON:

WE WERE HAVING A PEACEFUL DEMONSTRATION, THEN **HE** CAME OUT OF HIS OFFICE, HOLLERED, "**GIVE ME A BREAK!**" AND WADED INTO THE CROWD OF PROTESTERS SWINGING A **WET MOP. HE** TOTALLY RUINED MY NEW PERMANENT! **WE'RE PRO-LIFE**, AND YOU'RE EITHER **FOR** US OR **AGAINST** US! I GUESS THE **NPS** IS JUST LIKE ALL THOSE OTHER PINKO PRO-CHOICE 'NATURE' GROUPS!!

RELIGIOUS BIGOTS AGAINST BIRTH CONTROL FOR ASSATEAGUE PONIES!

Hoofy '89

WE'RE AGAINST YOU!

Rendezvous XIII Update

Rendezvous XIII, which will be held from October 22nd to October 27th at the Arlington Resort Hotel and Spa in Hot Springs, Arkansas, is fast approaching. If you haven't made arrangements to attend, you'll need to do so without further delay. Your coordinators have been working around the clock to make this a momentous Rendezvous.

If you won't be attending but would still like a T-shirt, the pre-registration form in the summer issue of *Ranger* can be used for mail ordering one. Please include an additional $2 to cover postage and handling. Jim O'Donnell, local artist and ranger at Hot Springs, designed this year's T-shirt depicting a ranger enjoying a thermal bath.

All the information presented in the summer issue of *Ranger* remains current, except for the changes mentioned here. The following is fairly firm schedule of events for the Rendezvous. Question marks indicate that a particular program activity has not yet been fully confirmed:

Sunday, October 22nd

8:00 a.m.-1:00 p.m.	ANPR Board Meeting (Members invited)
12:00 p.m. -?	Hospitality Room Open
2:00 p.m.-Evening	Check-in and Registration Exhibitor Set-Up
6:00 p.m.-?	New Member Orientation
6:30 p.m.-?	Meet and Greet Social

Monday, October 23rd

6:30 a.m.-7:30 a.m.	Aerobics
8:00 a.m.-8:30 a.m.	Registration
8:00 a.m.-9:00 a.m.	Exhibitor Set-Up
9:00 a.m.-6:00 p.m.	Exhibits Open
9:00 a.m.-9:45 a.m.	General Session: Welcome and Opening Comments
9:45 a.m.-10:30 a.m.	Presentations: "All One Family — John Reynolds, E&AA Vice Chair "State of the Association" — Rick Gale, President
10:30 a.m.-11:00 a.m.	Presentation "State of the E&AA" — Lorraine Mintzmyer, Chair
11:30 a.m.-12:15 p.m.	Presentation: Comments — Sen. Dale Bumpers (to be confirmed)
12:15 a.m.-1:30 p.m.	Lunch
12:00 p.m.-?	Hospitality Room Open
1:30 p.m.-2:30 p.m.	Presentation: Comments — George Hartzog, Past Director, NPS
2:30 p.m.-5:00 p.m.	Regional Caucuses
5:00 p.m.-6:30 p.m.	Presentation: 20-Year Retirement — Rick Gale and others
7:00 p.m.-8:30 p.m.	Presentation: Housing Update — Pat Smith, WASO; Bob Lipinsky, NPS Housing Task Force

Tuesday, October 24th

6:30 a.m.-7:30 a.m.	Aerobics
8:30 a.m.-9:00 a.m.	Raffle
9:00 a.m.-10:00 a.m.	"NPCA: Issues, Legislation and Ideas" — Bill Lienesch, Bruce Craig
10:00 a.m.-10:30 a.m.	Break
10:00 a.m.-2:30 p.m.	Exhibits Open

The Arlington Hotel (rear) and Bathhouse Row in Hot Springs. *NPS photo.*

10:30-12:00 p.m.	General Session: First ANPR Business Meeting
12:00 p.m.-?	Hospitality Room Open
12:15 p.m.-1:30 p.m.	Lunch
1:30 p.m.-3:00 p.m.	Workshops (concurrent): —Personnel Update —E&AA Update —Women in the NPS —Ranger Activities Update —Financial Planning —Interpretation: The Quincentennial in 1992
3:00 p.m.-3:30 p.m.	Break
3:30 p.m.-5:00 p.m.	Workshops (above sequence repeated)
5:30 p.m.-?	Fun Run (3 miles) or Fun Walk (1.1 miles)
6:30 p.m.-?	Evening Programs: "Proper War-Story Telling" — P.J. Ryan, *Thunderbear*
8:00 p.m.-?	Dance with DJ

Wednesday, October 25th

6:30 a.m.-7:30 a.m.	Aerobics
8:30 a.m.-9:00 a.m.	Raffle
9:00 a.m.-10:00 a.m.	General Session: Second ANPR Business Meeting
10:00 a.m.-10:15 a.m.	Break
10:00 a.m.-12:30 p.m.	Exhibits Open
10:15 a.m.-11:00 a.m.	Presentation: Comments — Director Ridenour
11:00 a.m.-12:30 p.m.	Presentation: "Lessons from the Past" — George Hartzog, Past Director, NPS; Russ Dickenson, Past Director, NPS
12:00 p.m.-?	Hospitality Room Open
12:30 p.m.-?	Lunch
12:30 p.m.-?	Free Afternoon Scheduled Activities: —Kowski Golf Tournament —Visit to Hot Springs Baths —Pistol Shoot —Financial Planning Workshop

Thursday, October 26th

6:30 a.m.-7:30 a.m.	Aerobics
8:30 a.m.-9:00 a.m.	Raffle
9:00 a.m.-10:00 a.m.	Presentation: Comments — Patricia Russell McCloud (to be confirmed)
10:00 a.m.-10:30 a.m.	Break
10:30 a.m.-12:00 p.m.	Workshops: —Seasonal Concerns —SF-171 Workshop —Search & Rescue —SCA
12:00 p.m.-?	Hospitality Room Open
12:00 p.m.-1:30 p.m.	Lunch
1:30 p.m.-2:00 p.m.	Raffle
2:00 p.m.-3:00 p.m.	Presentation: Jeff DeBonis, Association of Forest Service Employees for Environmental Ethics
3:00 p.m.-3:15 p.m.	Break
3:15 p.m.-?	General Session: Final Business Meeting Super Raffle
8:00 p.m.-?	Dance with "Spur of the Moment"

One correction is in order regarding travel arrangements. Discounts will be available on Hertz auto rentals, not Alamo as previously reported.

The Police Pistol Competition, schedule for Wednesday afternoon, needs at least 20 participants to hold the match. Those who've indicated interest in the event will be notified of its status before the Rendezvous. If you haven't contacted Jeff Ohlfs, please do so at your earliest possible convenience (501-624-3124). Likewise, if you plan on participating in the Kowski Golf Tournament, you should contact Jerry Yarborough (512-775-7491).

Don't forget to support your Association by using Executive Travel when making your travel arrangements.

See you at the Rendezvous!

Jeff Ohlfs
Hot Springs

Dave Mihalic
Mammoth Cave

Board Member Reports

President

President Rick Gale, Branch of Fire Management, Boise. Address: 4074 S. Iriondo Way, Boise, ID 83706. Phone: (208) 343-2412 (home) and (208) 334-9451 (work).

Rick's report appears on page three. His address is listed here for your information.

Western Vice President

Vice President Mack Shaver, Theodore Roosevelt. Address: Theodore Roosevelt National Park, P.O. Box 7, Medora, ND 58645. Phone: (701) 623-4466 (work) and (701) 623-4313 (home).

By now you are aware of two major accomplishments attained by your Association since the early summer — the economic hardship survey and the twenty-year retirement guidelines. These are quality products which took a lot of volunteer time to prepare. Those of you crying for action from this organization should feel gratified. When used as intended, both will pay dividends to the ranger profession and to ANPR.

Now, however, it's your turn to put your money where your mouth is. If you do not provide financial support for the twenty-year retirement project, then ANPR is through working on that issue. A lot of our funds have been invested in this project. Without the sale of the guideline packets, we do not have the resources to carry the fight further; without your demonstration of support for the resolution of this issue (which you asked us to undertake), the board sees no reason to continue with it. So its up to you: Do we continue to take on important, costly fights, or do we go back to being a fun, social organization? Either way, we're looking forward to seeing you at Hot Springs.

Eastern Vice President

Vice President Hal Grovert, Ft. McHenry. Address: Fort McHenry, East Fort Avenue, Baltimore, MD 21230. Phone: (301) 539-4658 (home) and (301) 962-4290 (work).

I'm very pleased with the job that the regional reps have done over the last few months. They've worked hard on communicating with the members who they represent.

I was on a detail to Ranger Activities in Washington in July and worked on the twenty-year retirement issue. I really hope that all of you who were eligible took advantage of the work Rick did on this issue.

Rick met the Director on Monday, July 31st. Several of us in the Washington area got together with Rick the day before that meeting and helped put together ANPR's agenda.

I'm planning on being in Hot Springs and hope to see you there!

Secretary/Treasurer

Secretary/Treasurer Pat Tolle, Everglades. Address: P.O. Box 279, Everglades NP, Homestead, FL 33030. Phone: (305) 248-7830 (home) and (305) 247-6211 (work).

Business Manager

Business Manager Debbie Gorman, Saratoga. Address: P.O. Box 307, Gansevoort, NY 12831. Phone: (518) 793-3140 (work/home).

Some of us move more than others, but we all seem to make a move at least some time during our career. The transient nature of park rangers could probably make a good subject for a socio-economic study. I'd like to concentrate on the economic issues that moving has on the Association, however, and leave the latter for some hungry graduate student.

Count up each move you've made while in the employ of the National Park Service. I did, and was shocked to find that the figure has climbed to double digits over the past 12 years — including a few seasonal appointments.

What all this is leading to is a new perspective on an old issue. With each mailing of *Ranger,* I receive about 100 address changes. This in itself would not be a problem if they were received from the member *prior* to the mailing of that issue. These notices appear from the post office after the fact.

All first class mail is forwarded by the post office if a forwarding address is furnished. This means that general correspondence from ANPR will no doubt find you, wherever you may roam. But *Ranger* is mailed in bulk to save postage expenses, and *bulk mail is not forwarded!* Instead, the post office sends a Form 3547, which is simply a photostat of the back page of the magazine with a corrected address attached. For this service, the post office charges ANPR $.30; I can only imagine what they do with the magazine. Since it's our policy to send a replacement copy of that issue by first class to these folks, ANPR then has to pay another $.65 to $1.05 (depending on issue length and weight) to get it to them.

Since I receive about 400 address changes per year from magazine mailings, it costs ANPR $120 per year just to have the post office notify us of a change of address of one of our members. Then it costs another $340 to mail replacement copies first class, for a totaly yearly cost of $460. And that amount does not take into account the cost of each magazine in what is in actuality a double mailing to these individuals.

Now this figure is not the national debt, but each dollar spent on address changes and replacement mailing is a dollar taken away from another ANPR activity. So please make a point of changing your address as soon as possible, preferably before you even move. If you don't know your new address, consider using the destination park's address temporarily; if you're a seasonal, consider using your permanent home address.

Association of National Park Rangers

Operating Account Statement

January 1, 1989 - June 30, 1989

Beginning Balance	$91,430.00
Receipts	$20,395.00
Accrued Interest	2,721.00
Ranger (ad space)	1,015.00
Dues	13,420.00
Ranger Museum	45.00
Rendezvous XII	250.00
Super Raffle '88	80.00
Twenty Year Retirement	2,397.00
Miscellaneous	5.00
Expenses	$33,512.00
Bank fees	10.00
Ranger Magazine	12,041.00
Mail Service	80.00
Legal Fees	250.00
Travel	463.00
Postage	1,485.00
Telephone	376.00
Supplies	375.00
Printing	1,620.00
Rendezvous XII	16.00
Rendezvous XIII	457.00
Business Manager	3,000.00
Newsletter	560.00
Super Raffle '88	1,600.00
Super Raffle '89	457.00
Twenty Year Retirement	10,651.00
Miscellaneous	71.00
Ending Balance	$78,318.00

North Atlantic Regional Rep

Representative Jim Gorman, Saratoga. Address: P.O. Box 307, Gansevoort, NY 12831. Phone: (518) 664-9821 (work) and (518) 793-3140 (home).

Mid-Atlantic Regional Rep

Representative Roberta D'Amico, Mid-Atlantic Regional Office. Address: 710 Eldridge Avenue, W. Collingswood, NJ 08107. Phone: (609) 858-4316 (home) and (215) 597-3679 (work).

It sounds like the Rendezvous at Hot Springs will have good representation from the Mid-Atlantic Region. If you're not able to attend, it's important to let someone know what your concerns and curiosities are.

I'd like to welcome two new park reps — Ellie Long from Booker T. Washington and Dixon Freeland from Shenandoah. Dixon replaces Mary Lowe; my thanks to Mary for her past assistance.

Some interest has been expressed in a mini-rendezvous in this area in the spring of 1990. The suggested sites have been in the Delaware Water Gap Area (the Shawnee Inn perhaps?) and somewhere in the vicinity of New River Gorge. We need someone to volunteer to take the lead in organizing this event. How about you?

Election time is coming up and I am recruiting nominees. Being the Mid-Atlantic regional rep has been a great experience. I've learned a lot about ANPR, and the people within. It is not hard, and not even *that* time consuming. Consider it for yourself, or for someone you think would do a good job distributing information to the membership. We have some great park reps in this region, and I'd like to thank them all for their past assistance.

Since I've recently been asked to head the group to publicize the "image and professionalism of the National Park Service," this is where I hope to channel my ANPR time. Now all I need is a "group." Once again, this is a call for your input. There have been a lot of good thoughts and discussions on this matter, and I would appreciate hearing from you.

Hope to see you in Hot Springs. If not, give me a call.

National Capital Regional Rep

Representative Mike Barnhart, Antietam. Address: Route 2, Box 377, Smithburg, MD 21783. Phone: (301) 824-3931 (home) and (301) 432-5124 (work).

At the time of this writing, I'd just received a letter from Rick Gale regarding the progress we're making on twenty-year retirement. Rick states that we've so far received little if any money from the membership for the legal fees that ANPR has incurred. If we, the membership, expect ANPR to assume the total cost of the battle for twenty-year retirement, then our efforts are in deep trouble. If you look at Debby's financial report, you'll see that ANPR does not have the finances to accomplish this. I well know that $300 to $500 is a large sum for most of us, but we will all benefit from this program — even non-members. So please send your donation toward this effort. If you didn't get a package, you can contact me at the above address or phone numbers.

Earlier this summer, I received a separately bound copy of the economic hardship report and delivered it to NCR Regional Director Bob Stanton for his review and comments.

Please let me know what you thought of the newsletter which was sent to you. I still haven't heard from the NCR members in many parks concerning a park rep who can forward news and information on transfers. If you like to see the information in "All in the Family", please call or write me about personnel movements within your park.

I'll probably have to miss the upcoming Rendezvous, which will be only the second that I've missed since becoming a member. I'd like to encourage you to go to this Rendezvous or future ones for the camaraderie — the meetings with old friends, the making of new friendships. The information that you receive there on NPS issues is first rate.

In closing, I'd like to add that I am your representative, but that I can only represent you if I hear from you.

Southeast Regional Rep

Representative Scott McElveen, Great Smokies. Address: 10 Thrush Drive, Maggie Valley, NC 28751. Phone: (704) 926-0052 (home) and (704) 497-9147 (work).

Most of my time this quarter has been spent working on the enhanced annuity retirement issue. I sent information to each regional member on this issue. If you did not receive this information, I would like to know about it so I can figure out what went wrong. I also sent information on this issue to all superintendents and chief rangers in the Southeast Region.

I have submitted a request to Hal Grovert and Rick Gale to have them update the ten-year ANPR accomplishment list which I sent to many of you earlier this year. I have asked that it be more detailed to show exactly *how* and *when* ANPR has done something to improve the ranger profession. If any of you (especially past ANPR presidents) have specific information on this, please contact Rick, Hal or me. I believe we need this kind of document in order to recruit more members.

Rendezvous is approaching quickly, and I will be attending. I am looking for names to place into nomination at Rendezvous for a two-year term as the Southeast regional representative. If you are interested, or if there is any matter you want brought to the floor at Rendezvous, please get in touch with me.

Midwest Regional Rep

Representative Bob Krumenaker, Isle Royale. Address: P.O. Box 534, Houghton, MI 49931. Phone: (906) 482-9210 (home) and (906) 482-0986 (work).

Rocky Mountain Regional Rep

Representative John Conoboy, Cedar Breaks. Address: 168 East Center Street, Cedar City, UT 84720. Phone: (801) 586-2199 (home) and (801) 586-9451 (work).

Southwest Regional Rep

Representative Cindy Ott-Jones, El Malpais. Address: 168 East Center Street, Cedar City, UT 84728. Phone: (585) 287-5811 and (585) 285-4641.

Rick Gale has asked me to fill out Dale Thompson's term, as he has transferred to Death Valley to become the park's North District Ranger.

I've noticed that a number of members are up for renewal, and ask that you all get them taken care of right away. ANPR needs your support, not only in dollars but in body and soul. Times are tough, morale is low. Did you read the economic hardship report in the summer issue of *Ranger*? What better way to change these hard times than by joining together, sharing ideas and strategies, then following through with those strategies. Let me hear from you and relay anything that you'd like me to share with others in Hot Springs.

I have twenty-year retirement packages available for purchase. If you have any questions regarding this issue, you should get in touch with Rick Gale directly (208-343-2412). If you have trouble getting through to him, call me and I'll do my best to help.

Among the many topics of concern to ANPR is one that has surfaced here in SWR recently. A memo from the ARD for Administration informs us that the region will only accept regular SF-171's or computer prepared SF-171's which are "exact replicas". Photocopied 171's with original signatures and dates are still acceptable as long as they are also "exact replicas". This new requirement comes from FPM 295, Subchapter 2-1, a and b. Take a look at this and let me know how you feel about the matter.

West Regional Rep

Representative Frank Dean, Yosemite. Address: P.O. Box 577, Yosemite, CA 95389. Phone: (208) 252-4848 (work) and (209) 372-4242 (home).

As you can see elsewhere in this edition of *Ranger,* ANPR has been active on several issues that directly affect the membership. The economic hardship survey depicts the grim reality facing many NPS employees. Rick Gale has met with Director Ridenour on this problem, and the strategy on how to use these facts to attain some relief is now being formulated and implemented.

ANPR has also addressed the enhanced retirement issue by developing guidelines to assist employees in filing claims before the OPM deadline. Additional efforts on this issue will depend on membership interest.

The upcoming Rendezvous in Hot Springs offers the opportunity to meet

Continued on page 31

Committee Reports

Rendezvous Site Selection

Chair: Dennis Burnett, Cape Cod. Address: Cape Cod National Seashore, South Wellfleet, MA 02663. Phone: (508) 349-1754 (home) and (508) 349-3785 (work).

Kathy Loux, Bill Wade and Dennis Burnett of the Rendezvous Committee and Larry Adams of Executive Travel met with the management of the Showboat Hotel in Las Vegas on July 10th to complete final contract negotiations for Rendezvous XIV, which will be held in that hotel between October 7th and the 12th next fall. Room rates will be $43 per night plus tax, single or double occupancy. Registration will begin on Sunday the 7th with a cocktail party in the evening; checkout will be on the morning of the 13th.

United Airlines has been selected as the contract carrier for the Rendezvous and arrangements for air transportation will have to be made through Executive Travel. Attendees who will be flying should consider arriving on Saturday the 6th in order to take full advantage of current air fares which require a Saturday layover.

The Rendezvous coordinator will be Dale Thompson of Death Valley; the program coordinator will be Ginny Rousseau of Albright.

Housing

Chair: Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 929-4994 (home) and (216) 650-4414 ext. 232 (work).

Although issues relating to inter- and intra-park moves generally do not fall under the heading of housing-related concerns, every so often an issue arises that has relevance to our committee and is worth passing on to the members. In July of 1988, the Comptroller General of the United States rendered a decision (B-23065, July 25, 1988) of potential interest to members. Here are some highlights from that decision:

"The NPS (MARO) asks whether an employee's claim may be allowed for reimbursement of residence relocation expenses incurred on a short-distance move. Since the record shows that the employee's relocation was incident to a change of official station, we conclude that the claim may be allowed...

"The NPS denied Mr. Gregory Stiles' claim for reimbursement of residence relocation expenses on a short-distance move when he made a change of official station from a duty station in the north district of Shenandoah to park headquarters in Luray, Virginia. The agency's action was based on the premise that the difference of six miles in one-way commuting distance between his old residence to his old duty station (21 miles) and the distance between the old residence and his new duty station (27 miles) did not satisfy a provision of the Federal Travel Regulations which requires a minimum 10-mile difference. Although the record does not disclose any other basis for the denial, we were informally advised that the agency was also uncertain whether relocation expenses could be reimbursed where the transfer occurs within the boundaries of a park.

"Mr. Stiles was employed in north district as a park ranger and he was required to reside in a government-owned house located near Front Royal, Virginia, which was 21 miles north of the district office (located on Skyline Drive) and 27 miles from his new duty station in Luray. Mr. Stiles was required to reside in the government-owned house as a condition of employment so that he could provide 24-hour protection services in the area and patrol the 21 miles of road between the house and the district office. (Mr. Stiles claims that, in view of the duties he performed, the government-owned house could be considered as his old duty station; adopting that view, the difference in commuting would exceed the 10-mile criterion. However, we have not addressed that issue in view of our disposition of this case.) When Mr. Stiles transferred to park headquarters, he was required to vacate the government-owned house so that his replacement could occupy it.

"The Federal Travel Regulations (FTR), paragraph 2-1.5b(1) (Supp. 4, Aug. 23, 1982), *incorp. by ref.*, 41 C.F.R. 101-7.003 (1986), provides that when a short-distance transfer is involved, an agency can authorize reimbursement of residence relocation expenses only when the agency determines that the relocation is incident to a change of official duty station. (The payment of travel, transportation and relocation expenses of transferred employees is authorized under 5 U.S.C. 5724 and 5724a [1982], as implemented by the FTR.) Relative commuting time and distance are among the factors to be considered in making the determination. Our Office consistently has held that an agency has broad discretion in applying the general criteria set forth in the regulation, and we will not overturn an agency's determination in the absence of a showing that it was clearly erroneous, arbitrary or capricious. *See Rodney T. Metzger,* B-217916, Aug. 26, 1985. We understand that uncertainty over the small increase in commuting distance (under 10 miles) and the intra-park nature of the transfer led the agency to deny the claim.

"Generally, the 10-mile criterion contained in FTR para. 2-1.5b(1) provides a sound basis for a determination that a relocation was or was not incident to a transfer; however, we have stated that the 10-mile criterion is not an inflexible benchmark. *See John W. Lacey,* B-228768, March 4, 1988, 67 Comp. Gen. ____, and *Rodney T. Metzger,* BJ217916, *supra.*

"Unlike the usual situation where the employee changes residences for personal convenience, Mr. Stiles was required to reside in the government-owned house while performing duties at his old duty station. Since he was required to vacate the government-owned house when he was transferred from the north district to park headquarters, he had to relocate his residence because of the transfer. Under these circumstances, the difference of less than 10 miles in commuting distance does not preclude reimbursement because the relocation of residence clearly was incident to, and, in fact, required by, the employee's change of official station.

"Although Mr. Stiles remained in the employment of Shenandoah National Park and both duty stations were located within the park boundaries, the NPS report states that the move did involve a change of official station. The map supplied by the NPS shows that the park headquarters is located some distance away from the north district office. The agency considers them to be different official stations. *Compare Frederick C. Welch,* 62 Comp. Gen. 80 (1982) (Forest Service employee authorized per diem while on temporary duty within the same national forest as his permanent duty station).

"Accordingly, the claim may be allowed."

Dual Careers

Chair: Barb Stewart, Shenandoah. Address: P.O. Box 1700, Front Royal, VA 22630. Phone: (804) 823-4675 (summer) and (703) 999-2243 (winter).

Seasonal Interests

Chair: Kris Bardsley, Yosemite. Address: Hodgdon Meadow Ranger Station, Star Route, Groveland, CA 95321. Phone: (209) 379-2241 (home) and (209) 372-0354 (work).

Jim Tuck has completed the first cut of an SF-171 booklet entitled *171 Help!* which has been developed to give seasonals (and others) practical guidance on preparing 171's for permanent positions. The booklet will also include an insert which will provide some additional information on preparation of 10-139's.

Sales

Chair: Kurt Topham, Herbert Hoover. Address: P.O. Box 239, West Branch, IA 52358. Phone: (319) 643-5594 (home) and (319) 643-2541 (work).

Association Actions *continued*

Park Service's position regarding the September 30, 1989 deadline administratively established by the Office of Personnel Management at 5 C.F.R. § 831.908(e), effective January 19, 1988.

4. Any and all written recommendations which have been made by or on behalf of the National Park Service, following January 19, 1988 with regard to item (3), above.

"We would appreciate your immediate attention to our request. Please provide the documents requested to the undersigned by national courier service at the address above. Also, in responding, please advise of the costs associated with this request and, pursuant to 5 U.S.C. § 552(a)(4)(A)(v), we will remit payment by return mail.

* * * * *

As of this writing, the Service's reply is pending. Late in August, OPM sent Skinner, Fawcett and Mauk a letter rejecting the Associations request.

On August 16th, ANPR filed a complaint for declaratory and injunctive relief against the Office of Personnel Management *(Association of National Park Rangers, et. al., v. Constance Berry Newman, et. al., Office of Personnel Management,* Civil No. 89-2309). The Association sought judgement against the defendants as follows:

"1. Pursuant to 5 U.S.C. 705, preliminarily enjoining the implementation of the September 30, 1989, administrative deadline established by Defendants at 5 C.F.R. 831.908(e).

2. Pursuant to 28 U.S.C. 2201, determining the rights of the parties, based upon the allegations set out above.

3. Permanently enjoining the defendants, their officers, agents and employees from unlawfully and impermissibly denying to plaintiffs and others similarly situated the benefits which Congress clearly intended that they receive pursuant to 5 U.S.C. 8331 *et. seq.*

4. Ordering such other further relief as the Court may deem just and proper in the premises."

* * * * *

On September 20, District Court Judge Norma Johnson denied the Association's application for a preliminary injunction, stating that such an injunction was not needed because of OPM's decision to allow applications after September 30 for those employees who submitted letters showing *intent* to file before that date. The judge also denied OPM's motion to dismiss the suit.

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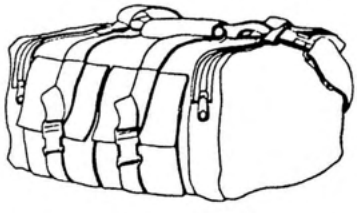

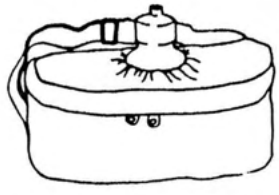

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1993 Workplan Directory

For purposes of this tracking effort, both goals and recommended actions are listed together. Where a goal was similar to another, both have been combined; if a goal was process — rather than action — oriented, it was excluded.

Objective I — Employee Issues

1 — Intake Program
2 — 025 Standards
3 — Special Pay Rates
- Discussed with regional directors (*Ranger,* "ANPR Actions", Spring, 1989)
- Economic hardship survey conducted, (Fall, 1988); follow-up survey conducted, (Spring, 1989); report prepared and presented to Director, Regional Directors, Congressional subcommittees, key conservation organizations and others (June, 1989); report printed (*Ranger,* Summer, 1989)
- President Gale met with Director Ridenour to discuss issue (July, 1989).
- Special pay rates for rangers put into effect in New York and New Jersey (July, 1989).
- Director Ridenour issued memorandum ordering the NPS to pursue extension of authority for special pay rates (July, 1989).
- Director Ridenour to take up resolution of problem at Regional Directors' meeting (September, 1989).

4 — Positive Educational Requirements
5 — Seasonal Recruitment
6 — Housing
- Recommendations on relief from high rents included as recommendation in economic hardship report (see above).
- Comptroller General decision on reimbursement for moving costs on a within-park move published (*Ranger,* Fall, 1989).

7 — Twenty-Year Retirement
- Work group underway chaired by Mark Harvey, LIBO (March, 1989)
- Skinner, Fawcett and Mauk contracted to develop model applications for twenty-year retirement (Spring, 1989).
- Model application forms completed and made available to all rangers (July, 1989).
- Letter sent to OPM requesting extension of filing deadline (July, 1989).
- Suit filed against OPM (August, 1989).

8 — Permanent Status
9 — Vacancy Announcements
10 — Liability
11 — Seasonal Recognition
12 — Personnel Demonstration Projects
13 — Park Operating Budgets
- Feature article on park budgetary problems published (*Ranger,* Fall, 1989).

14 — Dual Career Opportunities
15 — Issue Comment Process

Objective II — System Policy Issues

1 — Media Ties
2 — Congressional Contacts
3 — Comments on Actions
- ANPR submits written testimony on H.R. 1484 at the request of House Subcommittee on National Parks and Public Lands ("ANPR Actions", *Ranger,* Summer, 1989)
- ANPR submits comments on Public Pension Parity Act of 1989 to House Ways and Means Committee ("ANPR Actions", *Ranger,* Summer, 1989).

4 — International Contacts
5 — Subject-Matter Specialists
6 — Position Papers
7 — *Park Futures*
8 — Media Contact
9 — Tax-Exempt Status
- Economic impact of loss of tax-exempt status determined (*Ranger,* "ANPR Actions", Spring, 1989).

10 — Policy Statement
11 — Park System Articles
- *Ranger* section established to report on actions of ranger organizations overseas and at home (*Ranger,* "Common Ground", Spring and Fall, 1989)

12 — International Attendee at Rendezvous
13 — Canadian Rendezvous

Objective III — Membership Involvement and Services

1 — Health Insurance
- Member health insurance program information carried regularly in *Ranger* (ongoing)

2 — Internal Communications
- Newsletter begun (*ANPR News Bulletin,* January, 1989)
- Second edition of newsletter (April, 1989)

3 — Liability Insurance
4 — Reduced Retirement Instructions
- Guidance prepared for membership by Skinner, Fawcett, and Mauk and made available to all members (July, 1989).

5 — Social Activities
6 — Rendezvous Locations
- Las Vegas and Y of the Rockies looked at as prospective, low-cost, attractive sites (*Ranger,* "Committee Reports", Spring, 1989)

7 — Regional Organizations/Communications
8 — Park Chapters
9 — Committees
- Member participation solicited (*Ranger,* "President's Message", Spring, 1989; *ANPR News Bulletin,* January, 1989)

10 — Recruitment
11 — Member Involvement
12 — Standing Committee on Communications
13 — Member Recognition
14 — Electronic Mail

Objective IV — Professional Concerns

1 — Voluntary Standards
2 — Training Agenda
3 — Cross-training
4 — Career Counseling
- SF 171 instructional booklet prepared (Summer, 1989)

5 — Pairing Project
6 — Professional/Historical/Field Articles in *Ranger*
- "Looking Back" and "Working in the Parks" series begun (*Ranger,* Spring and Summer, 1989)

7 — Publishing
8 — Bookstore
9 — Employment Reprints
10 — Equipment Purchases
11 — Position Management Articles
12 — Course Catalogue
13 — 171 Videotape

Objective V — Special Projects

1 — 75th NPS Anniversary
2 — Ranger Museum Financing
3 — Citizen Recognition
4 — Special Populations
5 — NASA Contact

Board *continued*

many of our NPS alumni and learn from their experience while we plan for the future of our organization. I hope that many of you will be able to attend and benefit from the exciting agenda.

Finally, my term as regional rep will come to an end with this calendar year. I urge all Western Region members to carefully select a candidate who will represent their interests with enthusiasm and effectiveness. I have enjoyed serving the region and recommend the experience to anyone willing to learn more about the issues and work toward their resolution.

Pacific Northwest Regional Rep

Representative Jan Dick, Nez Perce. Address: P.O. Box 84, Spalding ID 83551. Phone: (208) 843-2926 (home) and (208) 843-2261 (work).

Alaska Regional Rep

Representative Mary Karraker, Yukon-Charley. Address: c/o Yukon-Charley Rivers NP, P.O. Box 64, Eagle, AK 99738. Phone: (907) 547-2233 (work).

Seasonal Hiring Survey *continued*

[15] Not enough LE applicants.
[16] Total new hires = 61 (all options).
[17] Need more LE and recreation aid applicants.
[18] Unable to fill LE job due to no applications.
[19] Temporary employees from local register.
[20] Employees are temporary/part-time.
[21] Needs LE qualified applicants.
[22] Unable to hire any seasonals this year.
[23] Employee was intermittent.
[24] 3 temporary curatorial employees hired also.
[25] Does not anticipate hiring seasonals in 1990.
[26] Too few LE applicants.
[27] Winter park/no funds for summer seasonals.
[28] No funds to hire seasonal employees.
[29] Employee was a temporary.
[30] Employees are temps who work 180/ days a year.
[31] Not enough LE/fire applicants.
[32] 1 temporary and 2 seasonals new in interpretation.
[33] Need more LE applicants for winter too.
[34] Figures are rough estimates.
[35] Estimated numbers.

Professional Ranger *continued*

Pursuit Driving

Law Enforcement Policy and Guideline (NPS-9). April 1984. Chapter 18, Use of Emergency Vehicles. NPS.

Abbott, Les. Pursuit Driving. FBI Law Enforcement Bulletin, November 1988. p. 7-11.

Semi-Automatic Pistols

Equipment Performance Report: 9mm and .45 Caliber Autoloading Pistol Test Results. August 1987. National Institute of Justice Technology Assessment Program. U.S. Dept. of Justice. 75 pp.

Report of the Weapons Advisory Committee of the FBI National Academy. Wound Ballistics Workshop, September 15-17, 1987. 25 pp.

DEA Semi-Automatic Pistols: Operational and Field Maintenance Handbook. Drug Enforcement Administration, Dept. of Justice. U.S. GPO: 1988 0-214-907. 70 pp.

Bill Supernaugh
FLETC

Association of National Park Rangers

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) _ _ _ _

- Voluntary contribution to Ranger Museum ☐ _____

Type of Membership (Check one):

- Active — all NPS employees, permanent, seasonal or retiree ☐ $ 20.00
- Associate — individuals other than NPS employees ☐ $ 20.00
- Sustaining — individuals and organizations ☐ $ 50.00
- Life — open to all individuals* ☐ $200.00
- Subscription -- 2 copies of each issue available only to organizations ☐ $ 20.00

**Life membership may be paid in four installments of $50.00 each within 12 months.*

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.

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