

RANGER

The Journal of the Association of National Park Rangers

Vol. VI, No. 1 Winter, 1989/90



HOT SPRINGS, ARKANSAS

Letters

Editor:

I was recently notified my membership dues were required for another year. Initially I did not plan renewing my membership in ANPR simply because I felt it concentrated more on the concerns of permanent park employees over seasonals, even though seasonals make up the greater portion of park rangers in the summer months.

However, after reading the report on ranger economic hardships, I found the news distressing and comments on the plight of park rangers by park rangers grim. Needless to say, I have had a change of heart. Fair pay and housing are issues of concern to seasonals and permanents alike. I believe if my \$20.00/year is going towards informing (to the magnitude of this report) it is money well spent. I have made several copies of this report (and will be) sending these to my Congressmen, to fellow park employees who are not ANPR members, and to supervisors.

I have also started a one-man campaign to enlist as many park people in ANPR as possible in hopes of turning the tide on apathy and aloofness by the decision makers. Keep up the good work!

David Kill
Montezuma's Castle

Editor:

Your recent issue on budget problems in the NPS dismayed me with the knowledge of the lack of funds with which many parks must operate. However, I was impressed by the honesty and outspokenness with which the superintendents polled commented on these issues. We need more good people like these in management.

I have also been impressed by the direction in which Rick Gale has led our organization on the issues of twenty year retirement and enhanced pay rates. Following the lead of the National Alliance of Park Rangers and Firefighters, we must try to bring our agency to the realization that actions that serve to promote and enhance the park ranger profession also serve to support management and the perpetuation of the National Park System. We have lost too many good rangers in recent years to other agencies where the pay is higher and the level of responsibility lower.

Despite an excellent position description that accurately reflects my duties I was recently rejected by my regional office for twenty year retirement coverage. I can comment firsthand on the feeling with which this attempt at false economy leaves me. By stating that most of the people I contact are not suspected of violating the criminal laws of the United States, the NPS

is flatly ignoring the unfortunate fact that, on the Natchez Trace Parkway at least, most of the people that I contact I *am* investigating for violations of US criminal law. It is fortunate that I work in an area of concurrent jurisdiction. At least when the next person walks in the door alleging that they have been raped or assaulted there will be someplace to refer them.

Jack E. Gossett
Natchez Trace

(The following letter was sent to the editors of Government Executive. A copy was sent to Ranger).

Dear Editor:

I read with interest "An Axe to Grind" on page 9 of the September, 1989 issue of *Government Executive*. The article summarized the findings of the Association of National Park Rangers' survey on pay and job retention in the Service. The author appeared to accurately describe the crisis which is facing one of the National Park System's most valuable resources — its human resources.

Unfortunately, a serious misstatement of fact was reported when the author stated that the Association of National Park Rangers is an organization started 12 years ago "to voice concern over inadequate pay and a growing loss of rangers from the service."

I can assure you, as a founding member and former officer of the Association, that the original purpose of the organization was, in brief:

To enhance communications among rangers, to promote the profession, and to support the management and the perpetuation of the National Park Service and the National Park System.

The erroneous description of the Association's purpose which was cited in *Government Executive* does a disservice to the members, supporters, and Park Service professionals who have worked so hard over the past 12 years to build an effective professional organization.

Sincerely,

Anthony J. Bonanno
Cape Cod



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Cover: *The Rendezvous logo, designed by Jim O'Donnell.*

RANGER

The Journal of the Association of National Park Rangers

Vol. VI, No. 1 Winter, 1989/90

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. All submissions should be typed and double-spaced.

Deadlines

The deadlines for the next three issues of *Ranger* are as follows: 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, Gansevoort, 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

(Editor's Note: The following address was delivered by President Rick Gale during the opening session of the Rendezvous).

The Association of National Park Rangers had a very successful year in 1989, and I want to share some of those successes with you today.

Early this year, ANPR conducted an economic impacts survey of its membership. In the more than 500 responses which we received, members detailed a wide variety of economic plights and hardships. The summary of these responses and our recommendations for their resolution were detailed in the summer issue of *Ranger*. ANPR is now pursuing several courses of action to seek mitigation of the impacts of economic hardship. Let me highlight some of these.



We are in the process of looking into legislation to seek relief from using comparability as the sole method for establishing quarters rental rates. I cannot share the exact proposal with you since it is still being hammered out at this time. We intend to have this legislation introduced, if possible, in the next session of Congress.

During my meeting with Director Ridenour this past summer, I urged that the NPS continue to actively seek special pay for those geographical areas which are experiencing difficulties in recruitment and retention of 025 series park rangers. To date, this special pay has been granted for park rangers in the Boston and greater New York/Northern New Jersey areas. A package requesting similar coverage for rangers in the Philadelphia area is under review at OPM, and justification packages are under development, as I understand it, for the San Francisco Bay and Los Angeles areas.

ANPR is also urging OPM to adopt some form of locality pay based on cost-of-living indices for general schedule (GS) employees as is now in place for wage board employees. We have also asked the Director for NPS support for this proposal, and stand ready to assist in developing comparability data.

ANPR has strongly urged the NPS to reclassify some 025 jobs into other, more appropriate job series — police work in the police series, dispatchers into the communications specialist series, fee collectors into the cashier series. If done consistently on a Servicewide basis, this would essentially professionalize the 025 series.

ANPR also supports the establishment of a Servicewide — not regional — park ranger intake program which would have as its ultimate goal the filling of all GS-9 park ranger vacancies from this pool of trainees.

Earlier this year, the board of directors of ANPR voted to have the Association take appropriate action regarding enhanced annuity retirement benefits for park ranger law enforcement officers and firefighters. This effort was to be — and has been — funded by affected members, since it would not directly benefit all members of the Association.

Enhanced annuity retirement efforts took two approaches. First was the development of sample filing packages for use by members in preparing their own submissions. Secondly, ANPR, after failing to get OPM to voluntarily stay the September 30, 1989 filing deadline, filed suit against OPM, challenging that agency's administrative regulations implementing the law as arbitrary, capricious, and contrary to the intent of Congress in enacting enhanced annuity retirement benefits legislation. The Association also sought a stay of the September 30th filing deadline until the case was decided.

After hearing oral arguments in late September, the District Court for the District of Columbia denied ANPR's request for a stay of the filing deadline, largely because OPM indicated that the September 30th deadline was not for submission of the entire package of documentation. Instead, OPM said, claimants only needed to file notifications of intent to submit a claim for enhanced annuity retirement benefits by that date. In the same ruling, the court denied OPM's motion to dismiss the suit for lack of merit or jurisdiction.

It is clear to me that, without ANPR's legal challenge, OPM would not have been so generous in changing the September 30th filing deadline from one requiring submission of a claim to one requiring submission of intent to file only.

I believe that we have gained at least three-quarters of our initial goal. We have succeeded in delaying the filing date for enhanced annuity retirement claims. We have established that the court has jurisdiction to hear our case on its merits. And we have established that our suit has merit with the court.

The Association, however, is now at a major crossroad regarding this legal action. We've funded almost all of our legal costs to date, but will need the commitment of

those ANPR members who are or would be affected by this suit if we are to continue this legal challenge.

This Association is also at another crossroad. This one has to do with our efforts to accomplish many of the goals our membership has set for us. Each and every one of these efforts requires some expenditure of Association funds to accomplish. The existing treasury and the current rate of income from both dues and other sources is insufficient to fund the actions which must be taken to accomplish most of our long-range goals.

It is therefore incumbent upon you to carefully review both the proposed 1990 ANPR budget and the membership dues proposal, both of which are posted outside. Both will be discussed on the floor in the business meeting and will be voted on by the board. We need your advice and counsel.

Finally, I need to discuss another issue confronting this Association, one which can be best summarized in the following question: "Who is going to do the work of the Association?"

Let me give you an example. Last year at Rendezvous XII in Snowbird, we had major discussions on the future of ANPR. Those discussion, based on Karen Wade's "Toward 1993" task force report, led to the acceptance of five objectives as well as 47 specific, long-term (i.e., five-year) goals for accomplishment. When asked on the floor of that Rendezvous, virtually every person in attendance signified his or her willingness to spend some time and energy in the accomplishment of these ANPR projects. A total of 75 members indicated in writing their willingness to help pursue one or more of 25 of these goals. By early March of this year, a work plan was formulated to attain these goals, and objective coordinators, individual goal task force leaders and task force members were selected.

Now for the results. Prior to the time period immediately before the Rendezvous (a period which Laurie Coughlan refers to as being characterized by "a Rendezvous frenzy of volunteerism"), a grand total of two goal task forces actually attempted to take some action toward accomplishment of a goal. At this rate, the president at Rendezvous XXV in the year 2001 will be able to report that some progress has been initiated on approximately half of the 47, five-year Association goals.

Who is going to do the work of the Association?

In both regular correspondence and responses to questionnaires such as the economic impacts survey and the membership dues survey, many people write that ANPR should do this, or that ANPR should accomplish some particular project. Each time I hear or read this, I wonder:

Who is going to do the work of the Association?

We always hear criticism that the same old faces are involved in ANPR business. Why, you might ask, is this so? From my perspective, there are two reasons. First, you can count on those individuals to respond. Second, you can count on those individuals to respond in a timely fashion. But how long can the Association hope to have a very few individuals tirelessly accomplishing as much of our business as possible? When will we have gone to the well one time too many? Who is going to pick up the slack?

Who is going to do the work of the Association?

I am going to ask that you discuss this issue in your regional caucuses. We simply have to find a better way than the current, haphazard, trust-to-luck-and-chance, hope-someone-comes-through approach to accomplishing the business of this Association.

To sum up, I close by paraphrasing John F. Kennedy. Ask not what your Association can do for you; ask what you can do for yourself, for you are the Association.



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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 spring issue is February 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

- Fred Armstrong — from GS-5 park ranger, interpretation and resource management, Carlsbad Caverns, to GS-7/9 park ranger, chief of interpretation and resource management, Knife River Indian Villages.
- Kathy August — from GS-4 seasonal interpreter, Yosemite, to GS-4 seasonal interpreter, Glen Canyon. Address: P.O. Box 3678, Page, AZ 86040.
- Randy August — from GS-9 ranger/investigator, Yosemite, to GS-9 law enforcement specialist, Glen Canyon.
- Laurie Bartel — from GS-7 park ranger, New Hogan Lake, Corps of Engineers, to GS-7 resource protection officer, Stanislaus NF, U.S. Forest Service.
- Martha Blaszak — from GS-11 administrative officer, Lassen, to GS-12 administrative officer, Shenandoah.
- Susan Bloomfield — from GS-5 secretary, public affairs, National Capital Regional Office, to GS-7/9 outdoor recreation planner, Recreation Resources Assistance Division, WASO. Her address: 6129 Leesburg Pike, #815, Falls Church, VA 22041.
- Linda Brindle — from seasonal GS-4 clerk-typist, to same (permanent), Wupatki/Sunset Crater.
- Carla Britton — from GS-5 dispatcher, Yosemite, to GS-5 park ranger (law enforcement), Wupatki.
- Chris Cessna — from permanent ranger, City of Rocks National Reserve, Idaho State Parks, to GS-4 park ranger, visitor protection, Independence.
- Jeff Collins — from GS-7 assistant district ranger (interpretation), Independence, to GS-9 district ranger, same.
- Phyllis Cremonini — from park ranger, Carlsbad Caverns, to supervisory park ranger, Painted Desert District, Petrified Forest.
- Anna Marie Fender — from GS-9 chief of interpretation, Natural Bridges, to GS-11 chief ranger, Wupatki/Sunset Crater.
- Thomas J. Ferranti — from GS-11/12 administrative officer/assistant superintendent, Isle Royale, to GM-13 administrative officer, Glen Canyon. His new address: P.O. Box 1631, Page, AZ 86040.
- Eric Finkelstein — from GS-9 supervisory park ranger, interpretation, Boston, to same, Gila Cliff Dwelling.
- Robert Fudge — from GS-9 district ranger (interpretation), Independence, to GS-11 chief of visitor service operations, same.
- Larry Int-Hout — from GS-7 park ranger, visitor protection, Lake Mead, to GS-9 park ranger, visitor protection and resource management, Point Reyes. Larry's new address: P.O. Box 193, Olema, CA 94950.
- Scott Isaacson — from GS-9 chief, interpretation and resource management, Timpanogos Cave, to assistant chief naturalist, Lassen. Address: P.O. Box 36, Mineral, CA 96063.
- Debra Kingsley — from GS-7 supervisory park ranger (interpretation), Gateway, to GS-9 district ranger (interpretation), Independence.
- Vince Kordack — from GS-5 park ranger (interpretation), Boston, to GS-7 supervisory park ranger (interpretation), Bunker Hill Monument, Boston.
- Deborah Liggett — from park ranger, Voyageurs, to supervisory park ranger (district interpreter), Royal Palm District, Everglades.
- Jay Liggett — from park ranger, Voyageurs, to supervisory park ranger (backcountry supervisor), Flaemingo, Everglades.
- Mark Maciha — from GS-7 park ranger, Lake Mead, to GS-9 district ranger, Furnace Creek District, Death Valley. His address is P.O. Box 261, Death Valley, CA 92328 (619/786-2350).
- Mike Manning — from GS-4 seasonal park ranger, interpretation, Fort Larned, to GS-4 permanent park ranger, interpretation, same.
- Liudyte Novickis — from GS-4 seasonal backcountry ranger, Lassen, to GS-3/4 personnel clerk, Death Valley. Liudyte's address is Death Valley, CA 02328 (619/786-2331).
- Charlie Peterson — from district ranger, Big Bend, to chief ranger, Bryce Canyon. Address: Bryce Canyon NP, Bryce Canyon, UT 84717.
- Jim Richardson — from GS-7 area ranger, Kolob, Zion, to front country ranger, Zion Canyon, Zion. His new address is P.O. Box 63, Springdale, UT 84767.
- Andy Ringgold — from chief, Branch of Resource and Visitor Protection, WASO, to superintendent, Cape Cod.
- Alison Robb — from GS-5 ranger, resource management and visitor protection, Grand Teton, to GS-7 supervisory park ranger, law enforcement, Grant Grove Subdistrict, Sequoia/Kings Canyon.
- Paula Rooney — from GS-9 subdistrict interpreter, Grand Canyon, to GS-9 district ranger, Saguaro. She can be reached at 2704 N. Kennery Road, Tucson, AZ 85743 (602/883-8014).
- Rob Shanks — to GS-4/5 permanent ranger, Independence. Address: P.O. Box 40196, Philadelphia, PA 19106-0196.
- C. Mack Shaver — from superintendent, Theodore Roosevelt, to same, Channel Islands. Address: 681 Chinook Drive, Ventura, CA 93001.
- Jack Spinnler — from interpretive planner, National Capital Regional Office, to exhibit planner, Harpers Ferry Center.
- Karen Taylor-Goodrich — from supervisory park ranger, Cumberland Island, to park ranger, Coulee Dam. Karen can be reached at Fort Spokane, HCR 11, Box 51, Davenport, WA 99122.
- Dan VanSice — from GS-7 park ranger (protection), to same, Mount Rainier.
- Betty Wagner — from GS-6 administrative tech, Fort Smith, to GS-7 administrative officer, Wupatki/Sunset Crater.
- Kim Watson — from GS-7 park ranger, Carlsbad, to GS-9 district ranger, Wupatki.
- Jerry R. Yarborough — from GS-9 district ranger, Diablo East District, Amistad, to GS-11 chief ranger, White Sands.

Departures

- Dave Butts — from chief, Branch of Fire Management, WASO, to retirement.
- Randi McPherson — from GS-5 park ranger (interpretation), Wupatki, to environmental education teacher, Coconino County, Flagstaff, Arizona.
- Allen Vaira — from GS-6 supervisory seasonal park ranger (law enforcement), Denali, to state magistrate, Whittier, Alaska.

Reunions

- Park Management Program, West Valley College — Twenty year reunion, May 10, 1990. Contact Thomas Smith, Park Management Program, West Valley College, 14000 Fruitvale Avenue, Saratoga, CA 95070.

Board and Business Meetings

The annual board meeting was conducted on the morning of October 22nd in the Arlington Hotel. A number of members attended the session, which was open to all.

After a brief opening statement by Rick Gale and a determination that there was no carryover business from the last Rendezvous, Debbie Gorman took the floor to bring up a number of administrative matters for board discussion and resolution.

The first of these was a proposal by Marsh & McLennan to provide extended medical coverage to members over 55 years old. She said that Marsh & McLennan is willing to offer this policy even though the Association does not presently have many members who are old enough to qualify. She also said that it would be available to the families of members. Since this offering represents a benefit to members at no cost to the Association, the board endorsed it unanimously.

Debbie then asked how long a grace period we should offer members who fail to renew their memberships. We are presently waiting 90 days, which means that a fair number of people receive at least one free copy of *Ranger* at the expense of other members. It was decided that the best alternative would be to send out a notice two months before a membership expires, then cut off those who haven't renewed by the time one month passes after expiration.

The next item up for discussion was the problem of mailing super raffle tickets to members. The Post Office advised us this year that we were in violation of the law by mailing these tickets, thereby making it necessary to explore alternatives before we conduct next year's super raffle. It was moved that a committee be formed to deal with this problem, and that it include the business manager, editor and super raffle coordinator. The motion passed unanimously. Rick asked Debbie Gorman, Bill Wade and Bill Halainen to look into the matter and come up with a solution by late winter.

Debbie then brought up the question of whether or not we need to look at internal controls within ANPR to assure sound financial reporting and accountability. A formal audit could be done, she said, but the cost of such an audit (approximately \$1,500) would be high. During the subsequent discussion, a number of board members said that they would like to see a formal proposal with a cost-benefit analysis made of each of several options. It was moved that a committee be established to develop such a proposal. The motion passed unanimously. Rick asked that Debbie Trout, Jim Tuck, Pat Tolle and Dick

Ring serve as members of this committee and report back to him by March 1st.

Debbie next asked the board what action should be taken toward obtaining an insurance package which would provide some liability and property protection to the Association. Rick asked that the internal controls committee also look at the liability issue and provide options to him in the March 1st report.

The next two matters which came before the board — Debbie Gorman's overview of the budget and Kathy Loux's assessment of future Rendezvous sites — were also covered in depth during the first general session and are reported there.

Kathy also asked the board what action should be taken on the awards plaques which are traditionally given each Rendezvous to several people in recognition of their efforts on behalf of the Association. The plaques were created a number of years ago with slots for a dozen names; they're passed on from year to year, and therefore have a tendency to get lost. Most have also been filled up. A motion was made to abolish all of them and to create separate annual awards for the Rendezvous coordinator and program chair. It passed unanimously.

Rick Gale then brought up a proposed change to the section of the bylaws (Article X, Section A3) which now requires the president to provide written notice of upcoming board meetings and their agendas to all board members 14 days before the meeting occurs. This provision is unnecessarily restrictive, he said, and asked the board if they would have any problem with an amendment which would modify this by eliminating the provision concerning agendas. The board was supportive, and Rick will prepare a draft revision and submit it to the board for a vote.

Hal Grovert followed with a proposal he and Bill Halainen had worked on to

reorganize the board to improve its efficiency and to add subject matter experts. Under their plan, the president would have three vice presidents under him — one for professional issues (interpretation, resource management, emergency services and law enforcement), one for special concerns (housing, seasonal concerns, pay, retirement, etc.), and one for information and representation (all regional reps). Staff personnel would continue to report directly to the president. Hal also presented position descriptions for each of the vice presidents.

At this point, Roberta D'Amico brought up her proposal to better describe the duties of the park reps in order to make them more effective links between the board and the membership. She presented a role and function statement for park reps and suggested that they be given to all parks reps to provide them with guidance on what activities they should undertake at that level.

Action on the reorganization was tabled pending a full discussion before the entire membership later in the Rendezvous.

Bill Halainen then brought up a proposal to contribute the receipts of the raffle to the relief fund established for NPS employees in the Virgin Islands who'd lost everything as a result of Hurricane Hugo. During the discussion, it was suggested that a portion of the funds ought to go to any employee who suffered from the California earthquake. A motion was then made to donate the profits of the Rendezvous (after the required deduction to cover excess Rendezvous expenses) to employees who suffered losses from Hurricane Hugo and the earthquake and to ask E&AA to match the donation. It passed unanimously.

Mack Shaver reported that the new membership brochure is ready for publication and only awaits the decision of the membership on new dues rates. Roberta D'Amico and Cindy Ott-Jones volunteered



Business Manager Deborah Gorman fields a question on membership during the first business meeting.
Jim Tuck photo.

to assist him on the project.

The board meeting concluded with a discussion of publications led by Bill Halainen. He said that the two newsletters attempted during the year proved to be a considerable burden on top of four issues of *Ranger* and asked whether or not it would be worthwhile to change to a mix of newsletters and magazines. The consensus of the board was that we should continue with the regular publication of *Ranger* and only publish newsletters on an "as-needed" basis.

* * * * *

The first business meeting was held on the morning of the 24th.

Rick Gale began the meeting by announcing four new committee chairs — Bill Dwyer of Memphis State and Acadia to chair the seasonal concerns committee; Tessy Shirakawa to take over sales from Kurt Topham; Bryan Swift to lead the newly-formed revenues committee, which will coordinate all sources of ANPR revenue; and Roberta D'Amico to chair the Association's committee to work on ways of commemorating the Service's 75th anniversary in 1991.

Debbie Gorman followed with her business manager's report. She recapped the discussions and decisions which were made in the board meeting, then moved on to a detailed analysis of the Association's economic situation. Although the Association had an overall balance of \$100,123 in its accounts on September 30th, only \$35,979 of this is in the actual operating account (see adjacent table). The balance is divided up among the life, regular raffle and ranger museum accounts:

- The Association had \$42,326 in its life account, which is kept separate to ensure that the one-time-only payments of life members are not drawn upon, but instead provide the Association with a steady source of income. The interest earned from that account (\$1,366 this year) is returned to the operating account.
- The regular raffle account, which is used to fund those Rendezvous costs not covered by registration fees and other sources of income, had \$11,534 in it on September 30th.
- The ranger museum account, which holds funds raised over the last few years for the ranger museum that is to eventually be built in Yellowstone, contained \$8,543.

Debbie followed the review of the FY 89 budget with a look at a draft budget for FY 90 (see adjacent table). The income from dues under the proposed budget (\$32,000) was based on approval of the new dues structure, which would set dues at \$30 for permanents and \$20 for seasonals, and the assumption that our membership is divided equally between

permanents and seasonals. Should that estimate be incorrect, the amount received could be either higher or lower. Expenses also could be higher or lower, since *Ranger* printing costs depend on the amount of copy going into each issue, which is in turn driven by circumstances and need. Variables could also occur elsewhere in individual line expenses.

Debbie also gave a breakdown on expenses incurred on the 20-year retirement project. As of October 20th, the Association had spent \$28,628.76 and had recovered \$26,618.97 — most of the latter from sales of the retirement handbook. The Association sold 104 of the retirement guides, and had received payment in full from 71 of the purchasers; another 33 people were still paying for their packets, with an estimated projected revenue of \$6,795.

She concluded her presentation with an overview of the Association's membership. The membership for each region for each of the past three years, following the deduction of complementary subscriptions to *Ranger*, was as follows:

Region	1989	1988	1987
Alaska	67	87	83
Mid-Atlantic	172	187	181
Midwest	127	128	121
North Atlantic	129	145	121
National Capital	106	94	89
Pacific Northwest	92	81	82
Southeast	172	183	203
Southwest	131	129	113
Rocky Mountain	213	233	247
West	288	309	303
Total	1,507	1,574	1,543

Bill Halainen concluded the morning session with a review of developments at *Ranger* over the past years. He said that he had three objectives for the magazine this year — to address key ANPR issues with in-depth coverage, to become a publication of record, and to introduce new sections to the magazine to meet "Towards 1993" objectives. Overall, he felt that those goals had been met.

ANPR issues such as efforts to alleviate ranger economic hardships and to obtain 20-year retirement benefits received full coverage; larger issues which affect all members, such as Servicewide budgetary problems, were also reported on. The magazine is now carrying the full text of memoranda and letters on ANPR issues wherever possible so that members may read them. And sections such as "Common Ground" and "The Professional Ranger" provide regular coverage of activities in other associations and within our own profession.

Bill said that attempts would be made this year to bring down costs by doing typesetting in-house and by actively seeking new advertisers. He closed by offering his thanks to the many people who contributed this year, particularly Keith Hoof-

Operating Account Statement

January 1, 1989 - September 30, 1989

Beginning Balance	\$31,993.00
Receipts	\$55,798.00
Accrued interest	1,204.00
<i>Ranger</i> (ad space)	1,015.00
Dues	15,380.00
Executive Travel	671.00
Rendezvous XII	250.00
Rendezvous XIII	47.00
Super Raffle '88	80.00
Super Raffle '89	6,760.00
Enhanced annuity packets	22,728.00
Miscellaneous	122.00
Account Transfers	7,541.00
Expenses	\$51,812.00
Bank fees	15.00
<i>Ranger</i> magazine	18,919.00
Computer upgrade (Editor)	842.00
Mail service	80.00
Legal fees	250.00
Travel	587.00
Postage	2,559.00
Telephone	393.00
Supplies	415.00
Printing	1,897.00
Rendezvous XII	16.00
Rendezvous XIII	457.00
Business Manager	4,600.00
Newsletter	540.00
Super Raffle '88	1,600.00
Super Raffle '89	458.00
Enhanced annuity packets	16,214.00
Miscellaneous	71.00
Account Transfer	1,899.00
Ending Balance	\$35,979.00

Proposed Budget FY 90

Receipts	\$38,500.00
Dues	32,000.00
Interest	
Life Account	3,500.00
Savings Account	1,500.00
<i>Ranger</i>	1,500.00
Expenses	\$40,590.00
<i>Ranger</i> magazine	20,000.00
Editor	4,000.00
Legal fees	250.00
Travel	1,500.00
Postage	3,000.00
Telephone	500.00
Supplies	500.00
Printing	2,500.00
Newsletter	600.00
Mail service	240.00
Computer maintenance	500.00
Business Manager	6,000.00
Rendezvous travel	1,000.00
Reduction in operating funds ..	\$2,090.00

nagle, Barb Maynes, Rick Gale (for his work on both economic hardship and 20-year retirement), and all the superintendents who were courageous enough to speak for attribution on the severe budget problems faced in the parks.

* * * * *

The business meeting continued the following morning. Board members were called to the front of the room to vote on any business requiring a formal board decision. Eight voting members were in attendance.

Rick Smith began the session with a report from the housing committee, saying that he had good news to report for a change. The housing initiative which was begun by Director Mott is still underway. Funding for the initiative, which calls for the rehabilitation or replacement of housing units throughout the Service, is projected at \$15 million in FY 90, \$25 million in FY 91, \$9.2 million in FY 92, \$36.4 million in FY 93 and \$24.2 million in FY 94.

Rick also talked about the Association's on-going effort to get legislation introduced in Congress which would exempt us from a current law which prohibits use of government quarters as compensation to employees. Representatives of ANPR are currently working with Congressional staffers to shape this legislation, which the Association hopes to see introduced during the coming session of Congress.

Laurie Coughlan followed Rick with an update on the employee development committee. She said that ANPR will sponsor a position management training course in conjunction with next year's Rendezvous in Las Vegas, and that the committee was presently attempting to determine what other types of training members would like to see ANPR sponsor.

Kurt Topham, outgoing head of marketing, gave a summary of current efforts in that area. Among the new items introduced this year were standard and letter-size folders with the ANPR logo embossed on the front. Buckles were also available in both pewter and bronze. Tessa Shirakawa of the Alaska Regional Office will be taking over marketing for Kurt this year.

Kathy Loux presented members with a report on upcoming Rendezvous. Next year, we will convene at the Showboat Hotel in Las Vegas between Sunday, October 7th, and Thursday, October 12th. The room rate will be \$43 per night, single or double occupancy, with an additional charge of \$5 per person for the third or fourth person in a room. The Showboat was the scene of the Rendezvous in 1983, and proved to be a popular location (the second highest attendance of any Rendezvous).

In 1991, the Rendezvous will be in Fort Myers, Florida, between September



Regional caucuses met on the first full day of the Rendezvous to discuss issues that would come up at the business meetings.
Jim Tuck photo.

29th and October 4th. The room rate will be \$50 per night, single or double occupancy.

Before discussing options after 1991, Kathy explained the process whereby sites were selected. Once a geographic area is chosen, the Association distributes a letter stipulating our requirements to agencies and hotels throughout that area. Among the criteria are modest room rates, the availability of a sizable block of rooms, on-site babysitting, both large and small meeting rooms, and permission to run our own alcoholic beverage operation. Hotels that meet our requirements then contact the Association. On-site visits to good prospects are conducted by the committee — Kathy Loux, Bill Wade and Dennis Burnett — and Larry Adams of Executive Travel. A meeting is held with the hotel managers, negotiations are conducted, and a contract is signed.

Kathy also answered a couple of questions about Rendezvous that crop up from year to year.

The first concerned utilization of national parks as Rendezvous sites. National parks are not sought after as Rendezvous locations for a number of reasons, she said, including the fact that the hotels are generally too expensive and too small to accommodate us and that CFR prohibits holding a raffle in a park.

The second had to do with the common misperception that Rendezvous are paid for from member dues, thereby creating a situation wherein non-attending members subsidize those who get to go. Kathy stressed that Rendezvous are *self-supporting*. Registration fees cover most costs; the remaining amount is covered by the Rendezvous raffle. No dues money is used to finance Rendezvous. Kathy also pointed out that Rendezvous are successful

largely because of the very high number of volunteer hours that a few members contribute.

Kathy then talked about possible sites for 1992 or 1993, including the "Y" of the Rockies and several locations in the southwest and Pacific northwest — two areas in which we've not had a Rendezvous. After a brief overview, Rick Gale asked the members what instructions he should give the committee on future sites.

After considerable discussion, a motion was made by a board member to go to the Pacific northwest in 1992. It was pointed out that such a decision might be too restrictive, however, as costs in the area are high, so the motion was amended to say that the Pacific northwest should be investigated as a site for 1992. It carried unanimously on a voice vote.

A motion was then made to eliminate the "Y" of the Rockies as a possible location due to the potentially high room cost and the difficulties in getting meals. The vote was split, 4-4, so the motion was defeated.

* * * * *

The final business meeting was held on the afternoon of the last day of the Rendezvous.

Rick Gale opened the meeting with the presentation of the report on dues structure and membership categories which had been prepared by Debbie Trout. The recommendations made in the report were the result of comparisons made with other professional organizations and a compilation of opinions and comments received from a full third of the membership.

The recommended dues structure was as follows:

Category	Proposed		
	Current	Indiv.	Joint
<i>Active</i>			
Permanent	\$ 20	\$ 30	\$ 40
Seasonal	\$ 20	\$ 20	\$ 27
Retired	\$ 20	\$ 20	\$ 27
Life	\$200	\$375	\$500
<i>Associate</i>			
	\$ 20		
Regular		\$ 20	
Student		\$ 20	
<i>Sustaining</i>			
	\$ 50		
Supporting		\$100	
Contributing		\$500	
<i>Honorary</i>			
	N/A	N/A	
<i>Subscriptions</i>			
	\$ 200	\$ 30	

The reports from the regional caucuses, which had discussed this and other issues, indicated general agreement with the structure as proposed, although it was recognized that increases will not resolve the current budgetary shortfall and that aggressive attention to increasing non-dues revenue will be necessary. A motion to accept and implement the proposal for dues restructuring as presented passed on a board vote. Rick Gale then asked Bryan Swift to chair a work group to explore and identify potential sources of non-dues revenue.

The discussion on the proposed budget for 1990 was lengthy and thoughtful. The primary item of concern was the acceptance of a deficit budget which showed expenditures exceeding receipts by just over \$2,000. It was explained that the receipts do not include any income from raffle sales, although, in fact, the profits from these have amounted to several thousand dollars in past years. The subsequent debate centered on how the proposed budget should be prepared and the desirability of having it show both projected income and expenses. Several amendments attempting to limit expenditures to actual receipts were defeated.

During the discussion, the question of funding for regional representatives was raised, and an amendment to the budget was proposed by Mid-Atlantic Region for \$500 to hold a mini-Rendezvous. It was pointed out that the board had previously voted to table all requests for mini-Rendezvous until guidelines could be prepared to improve the likelihood of success for these events. It was also explained that budget line items (i.e., printing, postage, etc.) included provision of such expenditures by regional reps, although not specifically broken down by region. The amendment was defeated by a tie vote which was broken by the president's "no" vote.

A motion was made to take \$2,900 from this year's super raffle proceeds and add it to the receipts for 1990, thereby balancing the budget proposal. The motion carried. A subsequent motion to accept the

Dues Notice

Effective March 1, 1990, dues for the Association will change according to the chart shown on this page. As noted in the article on the meeting in which members voted to implement the new dues structure, these rates were derived from the majority of recommendations made by members who replied to last year's survey.

now-balanced proposed budget for 1990 also passed, with the provision that the board and/or others be charged with the responsibility to look into the whole budgetary structure, including preparation and projection of income and line-item identification of funds for regional reps. The work group will be formed and chaired by the two vice presidents.

With the passage of the proposed budget, the question of ANPR's commitment to the ranger museum was raised. The president reported that we now have \$8,543 committed to the museum. Some members recalled that the initial super raffle proposal included a stated purpose to provide a percentage of annual receipts to the museum. The president agreed that this should be researched to determine if this was in fact correct.

It was noted that ANPR has attempted to obtain funding through corporate donations. Three such proposed donations, which would have together funded the museum, had to be rejected, however, due to conflicts of interest. The work group, which is chaired by Maureen Finerty, is still working on this project, and welcomes comments and ideas from members. The non-dues revenue work group was also charged with identifying other activities to raise funds for the museum.

Rick Gale then announced that the board had voted to continue the effort to attain twenty-year retirement for qualified rangers as long as the money holds out. He also noted that another 12 people had committed their monetary support to this effort during the Rendezvous.

Hal Grovert followed with the presentation on reorganization of the board noted above. Since ANPR's by-laws requires that any proposed changes be submitted in writing 60 days in advance of the Rendezvous, action on the proposal was not possible. The principal concern which arose during the discussion had to do with the span of control the vice president for regional reps would have with ten people reporting to the person in that position. Hal said that he would work up a written proposal and submit it to the board for consideration. He said that he would welcome written comments or suggestions.

The next matter which came up had to do with NPCA's proposed "March for the Parks" — an event which will take place on March 24th and 25th. It was moved that ANPR formally endorse the event and encourage members in local parks to support it, up to and including the possibility of co-sponsoring and/or raising funds for it. The motion passed.

A motion was then made to commit 50% of future super raffle proceeds to the ranger museum. After some discussion, it was agreed that the primary purpose of this motion was to reaffirm the Association's commitment to the museum. The motion then passed.

The meeting concluded with nominations for officers. Rick Gale began by restating election procedures — that nominations may be made by any member, that vice presidents are national officers and are voted on by all members, and that voting for regional reps is restricted to members of appropriate regions. All terms were for two years, except for Rocky Mountain Region, which would be a one-year term to fill in for John Conoboy, who was transferring to SWRO. The nominations were:

Eastern Vice President

Hal Grovert, Fort McHenry
Kathy Clossin, Everglades

Western Vice President

C. Mack Shaver

Mid-Atlantic Regional Rep

Brion Fitzgerald, Assateague
Kathy Jope, MARO

Marilyn Hause-Loftus, Independence

Southeast Regional Rep

Ken Garvin, Everglades

Southwest Regional Rep

Cindy Ott-Jones, El Malpais
Jerry Yarborough, White Sands
(declined nomination)

Western Regional Rep

Kathy Williams, Pinnacles
Daniel Mason, Sequoia/Kings Canyon
Phyllis Cremonini, Petrified Forest
Mark Tanaka-Sanders, Haleakala
Mark Maciha, Death Valley

Pacific Northwest Regional Rep

Reed Jarvis, PNRO
Paul Broyles, Branch of Fire, BIFC
Barb Maynes-Olwyn, Olympic

Rocky Mountain Regional Rep

Dan Moses, Dinosaur
Charlie Peterson, Rocky Mountain
Daniel Jacobs, Fort Laramie
Randy August, Glen Canyon

Past Director Hartzog's Comments

Past Director George Hartzog spoke to the membership on the afternoon of October 23rd, then answered some specific questions on management of the Service during an informal session on the morning of the 25th. On both occasions, he spoke to a full house of attentive listeners.

Director Hartzog opened his presentation, which he entitled "Good News, Bad News, and Some Things I Don't Understand", by talking at length about the "good news", which was that his listeners were "the heirs of an illustrious tradition of public service."

"Historically and now, park rangers have been and are the backbone of National Park Service management in the field," he said. "Daily, you build on those proud traditions forged by generations of indomitable spirits — and some real characters, too."

Hartzog then ticked off the names of some of those "indomitable spirits", including rangers Harry Yount ("the father of the ranger service"), John (Johnny Mac) McLaughlin, George Sholly, Herma Bagley, Frank Kowski and Granny Liles.

"Who but a character like Corky Johnson, then chief ranger at Great Smokies, would inquire as to whether my tee-totaling bride was drunk when, on the telephone, she frantically sought his help in dispatching a wintering copperhead in the basement of our park house?" Hartzog asked "Or, like Pat Patterson at Rocky Mountain, take me, a young 'greenhorn' assistant superintendent, on a fishing expedition to a sterile lake?"

"For millions of Americans, you are the National Park Service, for, frequently, you are the only National Park Service they ever meet," he said. "You have succeeded beyond your wildest dreams."

Hartzog provided a number of examples which demonstrate that success: "In this era of disillusionment with government in general — and the Federal government in particular — the National Park Service is consistently rated as America's 'best loved' agency. The inspiration of your commitment to the preservation and interpretation of our natural and cultural heritage has led more than 120 nations around the world to establish national parks and similar preserves. Even your friendly rival, the Forest Service, borrowed your hat for its fire-preventing bear. You are the standard of the world, and I salute you."

"But all is not well in Paradise," Hartzog said, "and that, regrettably, is the bad news!"

"The National Park Service was anesthetized in 1973," he said. "While in this deep and dreamless sleep, its once great Of-

fice of Archeology and Historic Preservation was dismantled; its scientists were intimidated and dispersed; the Land and Water Conservation Fund was 'guttled'; and the National Park Service was rendered lifeless by pyramiding layers of bureaucracy stuffed with unknowing partisan political 'must hires.' Shamefully, only about five percent of the employees in the Washington office of the National Park Service today have ever pulled a day's duty in a national park."

Along with the neutralization of the Washington office, Hartzog cited the recent (and unsuccessful) attempt to place the superintendent positions in Yellowstone and Yosemite in the Senior Executive Service (SES). "As for me, I want a 'green-blooded park professional' in those national parks," he said, "not some political SESer whose greatest qualification for office was licking stamps in a successful presidential campaign."

Even though these facts were "deplorable", Hartzog said that it's even worse to find that "our park rangers and their families are an endangered species," and he went on to cite numerous quotations from the article on economic hardship which appeared in the summer, 1989, issue of this magazine.

"Astonishingly, for the first time in its history, some parks in the National Park Service are losing more young people each year than they can recruit," he said. "Moreover, I am told that at some parks, as much as 70 percent of the seasonal ranger force is paid for by private cooperating associations. I agree with you that this is no way to run a railroad — or a national park system."

Hartzog declined, however, to offer specific recommendations for courses of action Director Ridenour should take.

"I am not the director, and never again will be," he said. "Your director is a qualified park professional, a graduate of the University of Indiana's School of Park and Recreation Management, which his uncle, Dr. Epply, now in his nineties, built into one of the premier schools in America. Moreover, as a friend and ally of the vice president, Jim's political credentials are impeccable. With that connection he should have the clout to get the job done."

"In these circumstances, it would be highly presumptuous of me to tell him what he should do," Hartzog said. "As a relatively well-informed taxpayer, however, there are some things that I — like you — don't understand."

The first of the items he listed under this heading concerned the proportion of permanent positions which are now in central offices — 3,176 of a total of 13,256 FTE's as of September 26th.

"Now I don't understand why an overhead of 30 percent is needed to operate

the National Park Service," he said. "Were the Park Service a commercial company with an overhead like that, every corporate raider in the world would be hovering around to buy it. Maybe that 'overhead' is a principal reason why you 'are drowning in a sea of red tape and paperwork.' After all, every bureaucracy must have work to do — you can spend only so much time walking around the hall."

Another thing he said he didn't understand was why we need 77 guidelines to manage the NPS. After citing a passage from one guideline which he considered particularly ineffectual, Hartzog asked why such self-evident guidance is needed. "Are the park people in the field really so dumb that they must be instructed in such rudimentary details of park management by bureaucrats in Washington?"

Hartzog then recounted a story about the management of the Ochoco National Forest which he'd learned about on a program on excellence in public service produced by Tom Peters. The head of the forest told his staff to ignore the manuals and handbooks and "just run the forest consistent with the laws of Congress, the policies of the Secretary and common sense." According to the employees interviewed by Peters, the result was that morale and productivity soared at Ochoco.

"That was the same experience we had in the National Park Service when I abolished 56 volumes of manuals and handbooks more than 20 years ago," Hartzog said. "Could it be that the proliferation of manuals, handbooks and guidelines limit your 'freedom to make significant decisions' and contribute to your low morale?"

Hartzog also professed some confusion about the role of rangers. "I am told that the two primary duties of a park ranger are firefighting and law enforcement," he said. "Those are also the two primary duties of security personnel at theme parks such as Disneyland. Is that what our crown jewels have become — theme parks? Stupidly, I had always thought that the park ranger is the front-line resource manager, interpreter, protector, preserver, researcher and restorer of the nation's natural and cultural heritage, and doing whatever else that falls through the cracks. As every superintendent has said a thousand times, if it isn't assigned to someone else, 'let the rangers do it!'"

Hartzog said that he didn't understand the current relationship between Park Service management and both the public and concessioner. By example, he asked why the Service has proposed to allow construction of concession employee housing for 450 people in Yosemite despite restrictions against such construction in its master plan, and why the park has abandoned the proposal to ban automobiles in



Past director George Hartzog.

Jim Tuck photo.

Yosemite Valley. He said that he had particular problems with the justification for the latter, which, as summarized in the *Los Angeles Times*, was that "most people prefer the convenience and scheduling flexibility offered by the private automobile."

"I had always thought that it was the National Park Service that the Congress had charged with the responsibility of regulating the use of national parks, not private automobile owners," he said.

He said he didn't understand why the NPS supported the construction of a 100-room hotel within 50 yards of the North Rim of the Grand Canyon. He quoted both the Service's enabling legislation, which said that facilities should be built for the comfort and convenience of visitors, and the Concessions Policy Act of 1965, which stated that the only facilities which should be built in parks are those "necessary and appropriate for public use and enjoyment."

"Does anyone in the National Park Service any longer read the law?" he asked. "In light of this clear change of Congressional policy, I do not understand why the National Park Service continues to create, maintain and subsidize hotel and lodging facilities in parks that are no longer remote or difficult to reach, with consequent destruction of wildlife habitat, as at Grant Village in Yellowstone."

I am not suggesting that we turn the clock back," Hartzog said. "There are no 'good old days' to which you can return. The times they are changing, and you must change with them. For people of vision, the frontier is always on the horizon. You are smarter and better educated than we were; it is incumbent upon you, therefore, to be more creative and innovative."

In order to do so, he said, it's important for us to maintain and expand our ties with cooperative park study units

(CPSU's). Hartzog said that he was therefore confounded to find that the NPS is cutting back its ties to academia at the same time that the Forest Service is aggressively expanding its links to universities. At Clemson, for example, the NPS closed down its CPSU while the Forest Service increased its staff from six to ten people.

"Who do you think is going to get the bright young people coming out of that distinguished university?" Hartzog asked.

"No wonder many of you are becoming increasingly concerned as to what is the mission and purpose of the National Park Service," he said. "Is it to be the keeper, interpreter and preserver of the nation's natural and cultural heritage, or is it to be the hawk for the world's largest assemblage of tourist attractions?"

"I suggest that before you can answer these questions, the National Park Service, the Department, the Congress and the taxpayers must, as a July, 1986, *Newsweek* said, 're-think the role national parks. . . play in the American psyche (and) decide once and for all whether a given natural feature is worth any more than people are willing to spend for postcards of it,'" Hartzog said.

Director Hartzog brought his presentation to a close by asking a series of questions concerning the National Park Service's future.

"Is it the purpose of our crown jewels to be protectors of gene pools to sustain life or shopping centers and camping sites for relaxing in recreational motor vehicles bringing all the modern conveniences from the home left behind?" he asked. "(Are they to be) preserves for scientists to search for knowledge and understanding of the web of life or destination resorts to assuage the feverish rich and networks of highways for sight-seeing Americans on holiday?

Money machines for purveyors of tasteless food and tawdry merchandise, subsidized enclaves for private second-home retreats, or places to gain an understanding of the people and events that shaped our heritage?"

"And one more question: Though we have required our parks to serve all of these purposes, can they survive if we require them to continue to do so?"

"I don't understand why the National Park Service does not aggressively seize the initiative in getting answers to these basic questions from the Administration and the Congress."

Rick Gale began the second, informal session with Director Hartzog by announcing that the Association had made him an honorary member. Hartzog commented that this was the "first time I've ever had rangers confirm that I was a ranger."

Hartzog then talked about the world of politics and the necessity to be adept at dealing with it. He said that it was important to understand that the constituent is the most important thing to a Congressman, and that "nothing can separate those two." By understanding that basic fact and the reality that Congressmen are regular people with sensitivities, causes, weaknesses, strengths and so forth, we'll go a long way toward keeping them happy.

Director Ridenour's job, he said, is to be where "politics meet the parks." Politics should be dealt with at the director's level, and should not filter down to the parks. But the parks exist in a political world, and issues often occur which become politically sensitive. Hartzog said that it was his experience that the issues that he saw as director were usually ones which were mishandled at the local level.

By being aware that we all work in a political environment, he said, we can make Director Ridenour's life easier. The director should be kept informed with "straight, cold and hard" facts based on thorough research; options on courses of action should also be presented. "Jiggling" the information will only lead to trouble.

"If you jiggle the professional data a little, and the director jiggles it a little more, you'll soon get jiggled out of the boat," he said.

Hartzog recommended that Congressmen be kept advised of park activities through regular visits to them and their staffs. It's particularly important to stay in touch with the Congressman's district representative, he said. Superintendents should explain to them why their program or project is good for the United States and good for the Congressman and his or her constituent.

Hartzog was asked how standards were set when he eliminated all guidelines during his tenure as director. Hartzog said that he replaced 56 volumes of manuals

with policy handbooks, which listed six objectives for management of the NPS in the back of the book. These, he said, "outlined the dimensions of the playing field"; his administrative policies "striped the field" so you knew where you were and what your goals were. The handbook was augmented by program standards which established benchmarks for successful programs.

When money was insufficient to meet those standards, Hartzog closed the national parks for two days a week. Congress is charged by the Constitution to manage public lands and appropriate money, he said. If they won't give you enough of the latter to do the former, then you have the option of either closing buildings down or letting them fall apart. Hartzog also made sure that Congress endorsed these standards, thereby strengthening his position when he told Congress that he couldn't operate the parks up to the standards they had approved.

Hartzog gave an example of the effect such tactics can have. Although Sen. Montoya was on the subcommittee which oversaw the parks, he never went to hearings and didn't even know where Carlsbad Caverns were. The people of Carlsbad were indifferent to the park. When the gate to the park was closed, though, the townspeople discovered that the park was a prime attraction, and Sen. Montoya soon found out too. The town was so anxious about the park's future that they actually lent money to the Federal government to keep the park open. And Sen. Montoya was made aware of the Park Service's budgetary problems.

Hartzog was asked what his feelings were regarding the so-called Vento Bill, which would make the NPS relatively independent from Interior. He said that he saw some good parts to it, and some parts that he didn't like. He said that the director should be a Presidential appointee, confirmed by the Senate, with a fixed tenure. Hartzog said he favored ten years, but that seven might be an acceptable compromise. He objected to the three-person oversight board, however, because the director needs access to the Secretary of Interior. Vento later dropped that provision from the proposed legislation.

The next questioner asked Hartzog how he managed operations evaluations when he was director. Hartzog replied that the current system is "about as valuable as a three dollar bill" because peers are too easy on each other in evaluations. When he was director, he had a six-person team — four executives and two secretaries — who made field evaluations and reported back to him. Such teams, Hartzog said, should focus on operations rather than internal procedures, and should "report to absolutely nobody but the director."

Continued on page 16

Director Ridenour's Comments

Director James Ridenour spoke on a number of current topics in an address to members on the morning of the 25th.

Ridenour began his speech with an anecdote which illustrated his initial feelings on coming to Washington and being introduced to the vast Federal bureaucracy. He said that he'd been reading David Brinkley's book on what the city was like during World War II, a period during which Washington grew and changed rapidly. One of the buildings that went up during that period was the Pentagon, which was at that time the largest office building ever constructed. One day a guard in the new building encountered a very pregnant lady wandering through its myriad halls who told him that she was going into labor and had to get out quickly. The guard told her that she shouldn't have come into the building in that condition. She replied: "When I came in here, I wasn't in this condition."

Although the job has kept him very busy, Ridenour said that he's nonetheless been able to make time to get out into the parks.

"I've been travelling about 50% of the time," he said. "People in Washington have been raising hell, saying I'm travelling too much, but I know that the real action is out there in the field and that it's very difficult to understand conditions in the field unless you've been out there."

He talked about taking a trip to Tuzigoot and discovering the impacts that nearby developments are having on the park. "When you look at maps back in the office, it's never the same as when you stand out there and look around," he said.

Ridenour then turned to a restatement of his philosophy, which he had transmitted to the field in a memo last April.

The first point that he made was that "we shouldn't be adding units to the National Park System unless they are truly places of national significance."

"The National Park Service should step carefully when analyzing options to acquire or manage new lands," Ridenour said. "We must be aware of the possible problems associated with purchases of new lands. We've got to be more aggressive in going after what we want, and not just taking what the Congress gives us. We should not add lands for the sake of expanding the system; we must not allow ourselves to get back into the 'Park of the Month Club' mentality."

"What's becoming obvious is that we're getting stretched thinner and thinner over more and more areas, some of which, in anyone's opinion, are not deserving of national status," he said. "The bad thing about that is that we haven't gotten the

money to take care of those properties as we've gotten them, and that in turn stretches us in those areas that are truly of national significance."

Ridenour then went on to talk about our role as caretakers of the parks. "We must continue to pursue a course of stewardship that allows us to conserve and protect our national treasures," he said. "We must be willing to take on causes. We must be willing to stand up for our beliefs. We must strive to amass the scientific data necessary to protect our parks, but where data are inadequate or decisions must be made without the luxury of scientific study, we must always err on the side of conservation."

The third point of his philosophy concerned global leadership in environmental ethics and resource management. Ridenour cited our efforts to monitor and mitigate atmospheric haze and the possibility of our parks becoming key locations for monitoring global warming as two areas in which we can demonstrate such leadership.

Ridenour said that community involvement is another matter of great importance. "I think that we need to work a great deal at becoming more involved with our local communities and neighbors," he said. "We *have* to be involved. We can't just protect what's within our borders and assume that we're protecting the park system." Positive gains can be made "relatively quietly and relatively amicably" when people sit down and talk about common problems and interests. The key, he said, is in becoming active in the community.

Promotion of volunteerism is also important, he said. The Park Service is a leader in this area, but we need to "creatively learn how to use and devise new ways to use" volunteers. Ridenour talked about attending the national Moose convention this year and receiving a partial payment toward the \$1 million they've promised for the restoration of Yellowstone. The president of the Moose told Ridenour that members of his organization were actively looking to become involved with the NPS, and Ridenour said that it is our responsibility to find ways to utilize such volunteer talent.

"We could not do what we do in the national parks without volunteers," he said. "There's a lot of talent out there, and we have to figure out how to creatively use it."

Ridenour then turned to education, which he said "has always been a mainstay in Park Service programs."

"Our interpretation program enjoys a worldwide reputation for excellence," he said, "and I urge you to examine our programs with the goal of further strengthening our educational commitment."

Park protection is a vital concern, Ridenour said. Although it is sometimes

necessary to compromise, he said that the "critical thing is to understand when not to compromise."

"There are times when we shouldn't compromise, when we should stand firm," he said. "The problems that we see are rarely black and white, and they don't have black and white answers. Compromises are sometimes essential. I urge you to keep that in mind, but to also remember that there are times *not* to compromise. The art is in determining when that time occurs."

"We can't allow ourselves the luxury of short-term gains at the expense of long-term protection of our resources," he said. "While I understand that each of us is judged by our accomplishments while we are in a given management position, I submit to you that we should also be judged by our ability and willingness to take hard positions that are necessary for the long-term survival of the parks when that is necessary."

Director Ridenour emphasized his interest in affirmative action. "We must strengthen and expand our efforts to recruit and promote women and minorities," he said. "That's a major objective of the President, that's a major objective that comes to me from the Secretary, and a major objective we have within the Department."

The drug problem must be dealt with. "We must do absolutely everything we can to create a drug-free workplace," he said. "The seriousness of this can not be overstated. Drug and alcohol use and abuse represent a very real threat to the human resources of the National Park Service, and have a direct effect on our ability to manage the cultural and natural resources in our parks."

Director Ridenour then turned from the statement of his own philosophy and objectives to a number of other topics of interest and consequence to the rangers in his audience.

Special pay rates was the first of these. "I am concerned about our decreasing ability to recruit and retain highly-qualified personnel in high-cost urban areas, especially law enforcement rangers," he said. "Our regions have been exploring special pay rates, and in May I authorized a pay administration workshop to provide guidance to all the regions on how to process and justify requests to OMB."

"I'm now pleased to report that we have approved special pay rates for personnel in the New York and Boston areas, with Philadelphia currently at OPM for approval," Ridenour said. "San Francisco and St. Louis are also being given consideration."

"We are working with the interpretive function to find ways we can enhance career advancement opportunities," he added. "I've directed Ken Raithel to conduct a study and work with our personnel

office on classification and position management issues."

The Director said that he was keeping "the heat on" to get field pay problems resolved, and said that the Secretary is also committed to this objective.

Ridenour said that the Service received about 1,100 requests for 20-year retirement coverage, including about 80 actual cases currently in hand. A work group was to be convened in November to clarify the criteria for evaluating these claims and to develop answers to any questions regarding the program.

He advised all applicants to give the program "close consideration" because it was his understanding that incumbents *must* retire at age 55 if they are in covered positions and have 20 years of covered service.



Director James Ridenour. Jim Tuck photo.

Ridenour talked briefly about a proposed intake program, which would be set up for rangers, administrators and other specialists in order "to met future skill needs and also to provide career opportunities for many of our employees." The initial proposal calls for 40 positions at the GS-5 level with a target grade of GS-9. About 60% of the slots would be for 025 rangers.

The Director then moved to the question of whether or not we are working together as an agency — whether we are one Park Service or ten Park Services.

"It has been said at times that ours is a confederation of ten duchies that feud among themselves as much as they work together," he said. "Happily, I have not found this so, but we still must guard against it. Another comparison, made by a long-departed Departmental official, is that our major parks are run by samurai warlords, each intent on achieving personal glory at the expense of the others. While I'm not convinced of that either, it does

spark a little more worry for those of us in upper management."

"We are aware that too many are too intent on seeing differences," Ridenour said, "such as that Washington doesn't understand what happens 'on the ground' in the parks, or the opposite notion, that people in the field don't see the big picture and understand how tough it is to allocate resources with so many parks facing real but competing needs. The Service cannot succeed until we give stronger attention to the need for field employees to gain central office experience and for the office workers to get a firmer grounding in how things really work, day-to-day, in the parks."

"We are in this together," he said. "Organization requires structure. We do have ten regions; we have 355 parks. But, most of all, we have one mission. And we share our dedication to that mission."

Director Ridenour then listed those of President Bush's goals that directly relate to the National Park Service:

- Pursue a reasonable, sustained program of acquiring already authorized, high-priority recreation and conservation lands.
- Support the authorization of nationally-significant new national parks in accordance with prudent "new-unit" criteria as the availability of funds permits.
- Better protect the Federal investment in national parks through improved facility and infrastructure maintenance and rehabilitation.
- Reorganize and enhance research programs to facilitate more effective ecosystem protection and management of the national parks.
- Promote, under current authorities, natural resource development *that does not compromise* national park values.

Ridenour said that many of these would be embodied in the Legacy 99 program. The whole idea of the program, he said, stemmed from a realization by the Secretary and the President that "we have a lot of things to do to catch up on the backlog we have throughout the System." This program, which will entail a "major, major commitment of funds", is now being reviewed by OMB. Ridenour asked for our collective support for this program, as much of the documentation of needs will have to come from the field.

In closing, Director Ridenour thanked those present for their efforts on behalf of the agency. "You are the people that are on the firing line, who are out in front," he said. "I can only do so much, and much of what I can do is influenced by your efforts. I know that's sometimes hard to believe, but the things that you do on a day-to-day basis influence the people I have to deal with. I congratulate you on your good work."

Mr. Reynolds's Comments

John Reynolds, manager of the Denver Service Center and vice-chair of the Employee and Alumni Association, gave an address keyed to the theme of the Rendezvous — "All One Family" — on the first day of the meeting.

Reynolds began by noting that many of the attendees at the Rendezvous were members of both E&AA and ANPR, then talked about the number of other associations NPS employees have formed to "evoke change or support the Service in some manner."

The common thread among the members of all these organizations, he said, is that they "care enough about the National Park Service to support an organization that is made up of fellow employees who volunteer their time or efforts to make the National Park Service 'better.'"

Reynolds said that this high degree of caring is a hallmark of a quality organization. By example, he described the way Rod Canion, the president of Compaq Computer Corporation, runs his organization. The company has been successful because of its "culture", which Canion defined as "the way people treat each other." Although he's president, Canion meets with *all* his headquarters employees at least once each quarter to bring them up to date on developments and to take questions from the floor.

"His team is encouraged to ask 'Why?' and to debate ideas until they are confident they have the right decision," said Reynolds. "He says that the only thing that could shatter Compaq's dream performance is to lose that 'culture.'"

Reynolds then asked if the National Park Service has lost its culture. "Are we, the employees and alumni of the National Park Service, top to bottom, one side to all the others, all one family?" he asked. "Should we be? Are we adrift, or are we together? I'll give you a clue to my response — it is a hugely mixed bag."

Reynolds said that he wrote to about 75 Park Service people before he came to the Rendezvous, told them what his talk was going to be about, and asked for their comments. The answers he got suggested that the family was alive, but not entirely well. Along with sundry minor ailments, there was "a bit of cancer" to report, he said, but the prognosis should be good if "we don't let it spread." And the brain still functioned pretty well.

"(The mind) still churns out commands for testosterone faster than it should," he said. "(It) still likes white, gray and green above all other colors. There appears to be some damage to some parts from a stroke or two, but with treatment

full function could return." With a little wisdom and maturity, Reynolds added, it "might even be better."

"A strong, common thread in what I heard is that if, by family, we mean commitment to common goals, ideals and missions, then indeed the family is pretty intact," he said. "If we mean, as one ranger wrote, that the family is a 'misnomer for a male-dominated group of people doing a glamorized job mismanaging natural resources (while) ignoring cultural resources to the exclusion of scientific data', then the family — however slowly — is dying."

But Reynolds said that his respondents generally did not indict the Service; rather, they made analogies between the evolution of the family in modern society and the evolution of the National Park Service family.

"As that family is affected by the changing scene, so is ours," he said. Among the changes he cited were the changing mores of society, the increase in the number of working spouses, the change in the population mix and civil rights. Specialization has also "tugged mightily at our family bond."

But we shouldn't be "turning back the specialization clock", Reynolds said, because it is increasingly necessary for the NPS to have water and air quality and resource management specialists to provide the information necessary for us to properly protect our parks.

Although we "still have a strong family bond", Reynolds said, there are some "deep problems" facing the Service.

The lack of leadership was the first of these. "Though we do have some good leaders, we are not yet leading and being led," he said. "We have, I strongly believe, a leadership crisis from the highest levels on

down. I'm not talking here about the political positions — I'm talking about us careerists."

"Our regional directors and the rest of us in the Directorate are not united and acting together to fulfill common goals," Reynolds said. "We haven't yet communicated a sensible set of mission-oriented goals to the superintendents and other leaders. All is not terrible, though. Just last month, the Directorate worked diligently and hard on a set of MBO's for the NPS. When complete, they will fill a great gap — *if* we all commit to implementing them."

While the Directorate has the responsibility for providing leadership, rangers in supervisory positions of any kind "have a responsibility to implement."

"You have a responsibility to criticize, but *only* constructively and with the follow-up of suggesting solutions that fit in the realities of today and tomorrow," Reynolds said. "The Service is overwhelmed with what I call mindless criticism. It has become the way to be. Unless that changes, unless we all are responsible, thinking, caring professionals who truly believe the diversity of the family is strength and work in word and deed to make it that way, nothing else will heal one of those cancers that I spoke of earlier."

A second cancer we face, Reynolds said, is the "lack of pervasive, deep concern for our employees."

"My deepest concern in this area was embodied in this quote from one of the letters back to me: 'When are we going to learn to trust?'" he said. "It's interesting, isn't it, that both Director Ridenour and Assistant Secretary Harriman have stated their management philosophy is based on one of trust and delegation, yet so many of our personnel actions seem to reflect an un-



Denver Service Center manager John Reynolds and Rocky Mountain Regional Director Lorraine Mintzmyer. Jim Tuck photo.

derlying management mistrust.”

“Yet we sometimes reorganize to eliminate the potential for problems, regardless of morale or production implications,” Reynolds said. “We use policies as reasons to move people, rather than work with them so that everyone comes out ahead. As supervisors, we must care. In the recent ANPR survey, the surveyors found that the third highest reason people leave the Service is because of lousy management and supervisory conditions.”

Another cancer, Reynolds said, is racism. “It is still real,” he said. “There are lots of excuses, but it’s there and it’s too pervasive.” He endorsed a statement made to him by a black employee: “‘Having culturally and racially diverse staffs proves more productive than one composed of one race. . . We learn from each other’s experiences, needs and personalities. We learn that the stereotypes are false. We learn that there are good, bad, competent and incompetent individuals, regardless of race or culture.’”

Reynolds then ticked off a number of the other problems now facing the Service, including low pay, “rotten housing”, 20-year retirement, and dual career placement. Although the overall picture is “pretty gloomy”, Reynolds noted a number of positive signs as well, such as Sequoia’s seasonal employee Bill of Rights, the housing initiative, and the Director’s decision to have an MBO “specifically aimed at the lot of the NPS employee.”

“When we stop to think, we still do a lot,” he said. “We are still a family. No, we can’t return to the ‘good old days’ — thank God! As our own families are changing, so is the NPS family.”

Reynolds emphasized the continuing spirit of the NPS family with a quote from a letter sent to him by a woman with 20 years in the Service: “Each of us has played a different role and sought a different profession. . . The common bond is a love of the land and a commitment to stewardship. The embrace of the family is what allows us to meet the challenges and persevere to accomplish what we know we must do.”

“When the world was less complicated, the NPS family also was a more simple concept and more easily understood — perhaps taken for granted — by employees,” Reynolds said. “Times have changed to some degree and the family today reflects the changes in the American culture where ‘family values’ have been subtly altered.”

“Our traditions, our experience, the history of the development of the system, draw a certain type of individual,” he continued. Those individuals are people “who share the value of nature, the unspoken bonding and common denominator, if you

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Ms. Warner’s Comments

On the morning of the 24th, Carolyn Warner, a member of the National Commission on Public Service (also known as the Volcker Commission), spoke on the history and findings of the commission, and on the crisis in public service in America today.

“It isn’t really fun what public servants are expected to do when you consider what they’re expected to do it *for*,” she said in her opening comments, then went on to talk about the value of the work rangers perform in relationship to the salaries they earn.

“I was fascinated in reading your summer journal to find what park rangers are expected to be — protectors, explainers, hosts, caretakers; people who are expected to be knowledgeable, helpful, courteous and professional; people who ‘find you when you’re lost, help you when you’re hurt, rescue you when you’re stuck, and enforce the law when you or others can’t abide by it,’” she said. “And you’re expected to do that for \$15,000 a year, or thereabouts.”

“The fact of the matter is that all of those are such honorable things,” Warner continued. “These are the attributes that we believe America is comprised of, and you live them. There you are — you embody that which is really good about America, yet we expect you to do it for a song. And we do not pay you the respect to which anyone charged with these responsibilities is entitled.”

It is partly the public’s fault that this situation exists, she said, but partly our fault as well because we fail to promote ourselves. Warner then cited two instances which occurred at Mount Rushmore which created positive public images of rangers.

Warner said that she attended a presentation in the park which was given by a young ranger. “She had that hat on, and what was under that hat was a head full of good stuff,” she said. “What she epitomized to me is what we’re looking for in America today: A young woman with commitment, with vivacity and enthusiasm, a woman who loved her job.”

Later, Warner said she read a newspaper story about two 10-year-olds digging up an old plaster cast the sculptor had once used. The article talked about how a ranger had helped them understand the meaning of what they had found, and how the acting superintendent of the park later wrote one of the boys to thank him for finding the item and carefully removing it. The article then quoted the boy as saying he no longer was certain that he wanted to be a basketball player when he grew up, and that he now thought he might like to be an archeologist.

“I think it’s just wonderful what human beings do for other human beings,” she said. By writing the letter, the superintendent “made a difference in the life of a human being that is probably measurable.”

Warner then gave a brief overview of the founding of the commission, its membership and objectives. In September of 1986, the Brookings Institute and American Enterprise Institute convened a conference entitled “Public Service for the Year 2000”, the purpose of which was “to assess how well the Federal public service was prepared to meet current and future responsibilities.”

The participants at the conference, she said, felt that changing public perceptions of Federal workers and changing economic and social trends “were raising basic questions about the meaning and very survival of the public service.” Negative attitudes toward the bureaucracy were leading to the diminished attractiveness of Federal service. A key question which was raised at the conference, she said, was “who’s going to fill the pipeline when you’re gone if it is no longer attractive to be in the public service?”

The sources of this decline in the public service she attributed to a general decline in the idea of service, relatively low pay, complex conflict of interest and disclosure statutes, and the belief by some “that public service doesn’t require the brightest and the best.”

She also cited the problem of “bureaucrat bashing” and its effects on public perceptions. “Bureaucrat bashing became the name of the game under both Carter and Reagan, and it has hurt public service in America beyond our ability to measure,” Warner said. “The public service has been denigrated so long by so many in major positions that people in the public service are even beginning to believe that.”

As a consequence of the conference, the National Commission on Public Service was formed. The commission, she emphasized, was privately funded and directed, with membership from both the public and private sector. Among the members are former President Ford, former Vice President Mondale, Senator Robb, six former cabinet officers, three former Senators, five former agency heads, five present and former corporate CEO’s and four current and one former university president.

“Working with some of these people has been an incredible experience,” Warner said. “They’re people who care, people who are giving time from their lives for the future of this country, people who are highly regarded, people who have had positions of responsibility — all working for nothing because they believe we absolutely must do something to enhance and improve, to elevate the public service in America.”

The central theme of the commission was "the quiet crisis in public service." They chose this theme, she said, because public servants don't talk about their problems or complain.

"The fact of the matter is that as long as you're willing to be martyrs, people will be willing to let you be martyrs," she said.

The commission divided itself into five task forces to deal with, respectively, public perception of the public service; recruitment and retention; education and training; relations between political appointees and career executives; and pay and compensation.

Rather than conduct extensive research, the commission decided to employ existing data in its study. The task force on public perception, for instance, reviewed the answers to 1,200 survey questions asked in 39 polls and surveys between 1971 and 1987. The last of these, a comprehensive Gallup survey of 4,000 adults, underscored the high degree of expectations Americans have of the public service and the high degree of "frustration, alienation and powerlessness" they also feel.

Warner cited several findings of the Gallup poll to illustrate the "schizophrenic attitude" Americans have toward public service.

On the one hand, 57% of Americans believe that government really is run for the good of all people; on the other, 52% said that average people have no say in government and 63% feel that the government is inefficient and wasteful.

"This is what is at the root of the problem of perception of public employees," Warner said. "Walter Lippman a number of years ago wrote that 'the most pervasive of influences are those which create and maintain the repertory of stereotypes.' We're told about the world before we see it; we imagine most things before we experience them. These stereotypes govern deeply the whole process of perception."

Articles such as the one on the superintendent at Mount Rushmore are "stereotype busters", she said. "All of a sudden, (such an article creates) a perception in the public's mind that the superintendents of America's parks are people of consequence who help our children achieve their broader aspirations."

We can create positive stereotypes which will make people understand that rangers are "our national treasures" by getting stories like that one in popular magazines throughout the country, she said. We just need to make people aware of the things we do during normal working days.

Warner cited a quote she'd recently seen which said that "we've not inherited the earth from our ancestors; we're borrowing it from our children."

"Because of the work you do, you're making a piece of the planet secure for

those from whom we're borrowing it," she said. "That's quite a task. That's quite an occupation. That's quite a calling. And you do it so frequently with no thanks and no appreciation because we have not adequately on public perceptions."

Warner then went on to briefly summarize the fifteen actions recommended in the commission's report:

- Rebuild public trust in public service.
- Improve the standards for selection of political appointees to "insure capability as well as compatibility." More and more top positions (a total of 3,000 governmentwide) are going to political appointees, and we need better people in those slots.
- Make room near and at the top for career executives by paring back the number of political appointees.
- Decentralize government management ("Get it out of the Land of Oz").
- Strengthen the partnership between the President and career executives.
- Rebuild student interest in the public service and community service.
- Recruit the best from colleges.
- Open new channels of communications about the opportunities and rewards (many of them "psychic") of public service.
- Simplify the recruiting process.
- Increase minority representation.
- Provide competitive pay; demand competitive performance.
- Strengthen the government personnel agency; decentralize and depoliticize it.
- Increase government productivity.
- Provide training to succeed.
- Improve the government workplace.

Warner said that the commission's work was complete with the publishing of the report, but that President Bush asked them to continue on. He said that the reports would just end up on a shelf collecting dust unless the commission continued to promote the message contained in its pages. Although the President said there was no Federal money to continue the commission's work, the Carnegie Corporation and other groups have stepped in and agreed to finance continued efforts by the commission.

The commission, Warner said, has a "desperate need for lay leadership" in this effort. Although they will continue to conduct a public information campaign, she urged rangers to help provide that ground level leadership by taking our story to the public and to Congress and to the administration. By educating people through magazine articles and letters, we can further both our own cause and promote a positive image of public service. She said that by doing so, we would make a long-lasting contribution to this country, and quoted William James, who said that "the greatest use of life is to spend it on

something that will outlast it."

In closing, Warner encouraged rangers to help provide leadership for America's future. "Where there is no vision, the people perish," she said, citing a passage from Proverbs. "We (on the commission) can only describe that vision. You live it. You're the vision."

Hartzog continued

When asked if field areas knew when his team was coming, Hartzog replied: "Hell, no! But they knew when we were there!"

Hartzog was then asked how he selected superintendents and managed through them. Before replying, Hartzog said that he learned in management school that there are three things a manager needs — control of his budget, control of hiring and firing, and vision. Without control of the first two, you're not a manager. When he became director, he took over the Service's budget reserves and the direct supervision of all superintendents and staffers over GS-13. Every superintendent has "a knife at the director's throat", Hartzog said, so he wanted to have control over those people.

Hartzog worked with his regional directors to develop a consensus on decisions; if there was no consensus, however, he made the decision.

At the conclusion of his presentation, Director Hartzog received a prolonged standing ovation from the membership.

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Workshops

Financial Planning

"Financial Planning — Tailored for You" was presented by Todd Kline and John Canzonieri of Financial Education Services of Fort Collins, Colorado. To accommodate the high degree of interest in this workshop the session was rescheduled to the free afternoon on Wednesday. Registration accordingly rose from 10 to 35 people. Participants paid \$35.00 for the session.

The principle objective of this workshop was to educate people about finances in order to demonstrate that anyone can benefit from financial planning. This philosophy was discussed at length, using examples demonstrating how a minimal dollar investment at "x" percent interest could reap rewards. One example used to emphasize this point was that if the \$24.00 paid for Manhattan Island was put into an account three hundred years ago, it would be worth trillions today.

The overall objectives of the workshop were to educate attendees about investment basics, help them to think like winners, teach them to earn more dollars on their savings, reduce their taxes, help establish estates for their families after their deaths, determine their personal financial goals, and help them develop financial plans to meet these objectives.

The objectives were broad and time became a problem. The workshop, which was scheduled for four hours, ran to six. The diverse needs of the audience made it difficult to focus on specifics. Considering the financial concerns of the employees in the NPS, however, the idea of this workshop was excellent.

Although the workshop itself could be interpreted as a sales pitch, consulting with professional financial planners may be the route to fully discovering the options available for your financial future. Since procrastination is the number one reason why people fail financially, tomorrow may not be soon enough for such planning.

Roberta D'Amico
MARO

Personnel Management

Len Emerson and Ken Hulick conducted this session, which provided an update on personnel management practices in the National Park Service.

Discussion began with a review of the 1985 reclassification of park rangers and technicians and with the dissolution of the 026 series. It was quite apparent at that time that many NPS managers and supervisors did not have effective personnel management skills. While the situation has improved slightly, there is still room for improvement. Toward that end, Harpers Ferry Training Center has created a two-



The financial planning workshop provided financial guidance for people of all incomes.

Jim Tuck photo.

day course aimed at improving the personnel management skills of managers and supervisors. The course has already been taught in several regions, and the ultimate goal is to reach *all* persons in the NPS responsible for management and supervision.

The workshop coordinators emphasized the importance of personnel management in improving park operations. Good personnel management practices look at the entire operation in a logical manner, rather than targeting individual positions. Personnel management skills are useful tools for overall management of a park operation, they said, but not an all-encompassing solution for every problem faced. When classifying a position, certain criteria *should not* enter into consideration, such as:

- overtime needs or personal diligence
- an employee's length of service
- an employee's financial needs
- volume of work
- unusual skills or qualifications
- relative efficiency of an employee
- scarcity of new employees
- an employee's personality

Classification standards merely emulate the law in regard to specific occupations. Much more consideration should be given to using the appropriate series for a given position. The manager/supervisor should be asking questions such as: "Is this job more properly classified in the 025 (ranger) series, 083 (police) series, or 401 (biologist) series?" Selecting the appropriate series may even result in an increase in the employee's grade.

It is also important to note that not all GS-7/9 park ranger positions require a supervisory element, they said. Grades can be positively affected by "program management" of the position. Any duty which encompasses 25% of a position's responsi-

bilities can carry the grade.

Personnel management is an important function in the operation of the National Park Service. If the opportunity arises, attend the Harper's Ferry program and apply these new skills to your own park organization.

Jim Gorman
Saratoga

Student Conservation Association

Destry Jarvis, long-time ANPR member and NPCA activist, switched hats last year and is now the executive vice president of the Student Conservation Association (SCA). He remains in the capital, having opened SCA's new Washington office. The purpose of the workshop was to outline what the SCA programs are doing for the national parks and to give people ideas on how to capitalize on quality, and inexpensive labor in these times of tight budgets.

The Student Conservation Association began operations in 1957 with small volunteer programs in Grant Teton and Olympic. The northwest remains the geographic area with the most SCA placements, though all regions of the country are represented and more than half the volunteers work for agencies other than the NPS. There are currently two programs that place volunteers into the parks:

- The high school work group program in which young people work from four to five weeks in a park (generally in a backcountry setting) doing trail and campsite design, construction, and rehabilitation. One or two adult supervisors come with the group and close agency supervision is not required. Over 500 people participated in the 1989 program in Yellowstone alone, assisting in



Scenes from the Rendezvous

Counter-clockwise from top right: Ray Brende heads for the finish line with a considerable lead; shooters prepare to fire in the Fellowship Match; Dick Knowlen, Rendezvous site coordinator; Jim Loach selling raffle tickets; a member in disguise collects a raffle winning.

Jim Tuck photos



Events, Awards, and Acknowledgements

The following summaries of events were assembled from reports submitted by Kathy Loux, Jerry Yarborough, Bill Wade and Jeff Ohlfs.

Super Raffle and Raffle

Members and friends of the Association sold 2,706 super raffle tickets this year, raising a total of just over \$13,500 for the Association. This equated to \$8,325 after the costs of prizes and administering the raffle were deducted.

First prize this year was an expense-paid, seven-night trip for two to the winner's choice of one of four Hawaiian Islands, a package valued at about \$3,000. As an alternative, the winner could instead chose to take a \$1,700 cash prize. Since the first place ticket this year was held by Larry Adams of Executive Travel, who gets out to the islands on business now and then, the cash prize was selected in lieu of the trip.

The second prize winner, Connie Lloyd of Upper Delaware, also decided to take the cash prize, which in this case amounted to \$1,000. The alternative was an expense-paid, four-day skiing trip for two to Breckenridge, Colorado, a prize valued at about \$1,800.

The third, fourth and fifth prizes, which were, respectively, \$750, \$400 and \$150 gift certificates to North Face, were won by Tom Griffiths of Denali, Jane Anderson and Will Morris of NCR, and Arthur Hugglestone of Everglades.

Once again, Dale Thompson won the \$250 prize for most tickets sold (203), a feat made all the more remarkable by the remote locations of both the parks — Big Bend and Death Valley — which Dale worked in this year. Bill Wade and Rick Gale split the \$100 prize for second (65 tickets each), and Jim Loach received \$50 for selling the third highest amount (62 tickets). Debbie Trout received \$100 for selling the winning ticket. All five donated their winnings to ANPR.

Early in the Rendezvous, the board unanimously approved a proposal to donate regular raffle proceeds to the Park Service employees who lost their possessions in Hurricane Hugo and the San Francisco earthquake. This was announced at the opening of the Rendezvous, and spurred a high volume of ticket sales over the ensuing days. By Rendezvous's end, those in attendance had bought enough tickets to permit the Association to contribute \$2,700 to the appropriate disaster relief funds.

Kowski Golf Tournament

From all reports, the first ever ANPR — E&AA Kowski Memorial Golf Tournament was a fun time for everyone involved. Next year, we may need to issue Director Ridenour a hard hat to protect him from the stray golf balls ricocheting around (particularly shots like the one by an unnamed ranger which witnesses say arched over the hole at the 18th and landed a few feet from the Director's 19th hole chair...).

Here are the winners of the awards given out this year:

- First Place — James Coleman
- Second Place — Steve Miller
- Third Place — Randy Reader
- Longest Drive — Chris Ward
- Longest Putt — Paul Anderson
- Closest to the Pin — Bill Lutz
- Most Balls Lost — Mimi Brunet

Plans are already underway for next year's tournament at the Rendezvous in Las Vegas.

Fun Run and Walk

The annual Fun Run was something of a challenge this year (comments were heard about the "Not-so-fun Run"), but all 17 participants finished the course. The winner was Ray Brende, who covered the 3.02 mile course in 22 minutes and 40 seconds. Second place went to Peter Hart (23:30) and third place to Jim Lile (23:45).

The lower key, mile-long Fun Walk around historic Bathhouse Row and the Grand Promenade was completed by 13 participants. First in were Erin Weddle and her mother Marianne with a time of 19 minutes and 17 seconds.

Next year, there's talk of a Fun Drive for the more senior members of our organization. The length of the course has not yet been determined, but it's been suggested that one pass of the Strip in Las Vegas, with necessary stops, should be about right...

Pistol Match

Fourteen members participated in the first annual Fellowship Pistol Match, which was sponsored by the Hot Springs Interagency Law Enforcement Association. Here are the high scores in each category:

- NPS Qualification Course:
 - First Place — Kathy Clossin, Everglades — 300/51x; Second Place — Steve Dodd, Cape Cod — 298/45x; Third Place — Gary Hartley, Assateague — 297/49x.
- Bullseye:
 - First Place — Ken Garvin, Everglades — 262/2x; Second Place — Kurt

Topham, Herbert Hoover — 235/2x; Third Place — Jeff Ohlfs, Hot Springs — 212/0x.

- NRA Police Pistol Course — Individual:
 - First Place — Ken Garvin, Everglades — 569/18x; Second Place — Kathy Clossin, Everglades — 558/14x; Third Place — Kurt Topham, Herbert Hoover — 549/14x.
- NRA Police Pistol Course — Team:
 - First Place — Kathy Clossin, Everglades — 525/12x; Ken Garvin, Everglades — 568/14x; Total — 1092/26x.
 - Second Place — Steve Dodd, Cape Cod — 455/12x; Kurt Topham, Herbert Hoover — 509/14x; Total — 964/26x.
 - Third Place — Jim Houseman, Big Thicket — 404/4x; Scott Pfeninger, Buffalo — 515/17x; Total — 919/21x.

Volunteers

Although some people still labor under the misperception that membership dues are employed to pay for the annual Rendezvous, the truth is that Rendezvous are funded by registration fees, the Rendezvous raffle and, if you equate volunteer hours with money saved, the hard work of a lot of members who could have just as easily spent their donated time in a hot tub, talking with old friends.

Before tipping our hat to a number of people who helped out at the Rendezvous itself, ANPR extends its special thanks to two people — Dick Knowlen, the site coordinator, and Dave Mihalic, the program coordinator — for the many, many hours they spent in organizing this year's gathering. They helped make it what many of the 215 people present thought was one of the best Rendezvous we've yet had.

Thanks, too, to the following folks:

- Jeff Ohlfs — On-site coordination
- Mark Harvey — Hospitality
- Kathy Loux — Registration
- Marge Knowlen — General support and registration
- Mark Tanaka-Sanders — Raffle
- Nancy Wizner — Raffle
- Kathy Clossin — Raffle
- Bob Love — Raffle
- Jim Loach — Raffle
- Bill Wade — Raffle
- Dale Thompson — Band arrangements
- Deb Pfeninger — Fun Run
- Eileen Salenik — Exhibits coordinator
- Jerry Yarborough — Kowski Tourn.
- Jim Tuck — Registration, on-site program coordination, and photography for *Ranger*
- Bryan Swift — Registration
- Butch Farabee — Registration
- Jim O'Donnell — T-shirt design
- Judy Thompson — Name badge design

the rehab of areas affected by the 1988 fires.

- The resource assistants program, whose participants range in age from college students to retirees. Resource assistants work in specific jobs that agencies need filled. In some areas, these are entry-level visitor center jobs, but the positions can be quite specific and technical. Assistants work full time for 12 weeks, though opportunities exist year-round. Agencies come to SCA with position descriptions and SCA recruits nationally to fill them. Interestingly, the more specific the job, the easier it is to find someone good to fill it.

Costs are shared by SCA (35%) and the Park Service (65%) through a cooperative agreement administered by WASO. That puts the agency share at \$1,450/person for high school groups, and \$1,650/person for resource assistants. Costs are higher in Alaska. The NPS has a line item in the budget for the SCA program, but costs (and demand) have outstripped our budget, so competition between the parks for SCA positions is keen. Detry pointed out that some parks are creatively financing SCA positions through their own ONPS budgets and other sources, such as cooperating associations.

SCA's don't count against FTE ceilings and provide good experience for young people trying to find a way into the Park Service. Reports from parks using SCAs are always positive; many parks have come to depend upon them.

Bob Krumenaker
Isle Royale

Ranger Activities

Walt Dabney, chief of the Ranger Activities Division in WASO, provided a summary of current developments in his office. Here are the highlights of his presentation:

- FIREPRO — Walt said that the Service received \$12.6 million for fire management this fiscal year, and that the Yellowstone fires were the impetus to the heightened Congressional attention on our fire program needs. This figure includes \$1 million for hazard fuel reduction. We also received 91 new fire positions which are currently in the process of being advertised and filled.
- Drug enforcement — The Service received about \$2.5 million for the field for drug interdiction in FY 90. Walt emphasized the need for the field to submit good information on drug enforcement to his office in order to improve his ability to clarify our needs for money to combat this problem.
- Archeological resource protection — The NPS is trying to make its case for funding before Congress, and documentation from the field is also highly useful in this arena. The Service did

Twenty-Year Retirement

Prior to the September 30, 1989 deadline for submitting either a twenty-year retirement claim or a letter specifying the intent to file such a claim, the firm of Skinner, Fawcett and Mauk, which has been representing ANPR, sent a letter to WASO requesting coverage for all members of this Association. We have since received notification from WASO that the Service will honor this request. That means that, if you are a member, you *still have the opportunity to seek coverage* even if you failed to file either a claim or a letter of intent by the filing deadline.

If you're interested, ANPR can provide you with a comprehensive guideline for preparing a package which will be in compliance with OPM regulations. Copies of these are available for sale from Rick Gale, president of ANPR, who can be reached at 208-343-2412.

You should also be aware that the Department has extended the period for submitting packages (for those who filed letters of intent) from 90 to 180 days, i.e. March 31, 1990. The supporting document is DOI Personnel Management Bulletin Number 89-116 (831), which is dated October 4, 1989 and signed by Morris A. Simms, the Department's Director of Personnel.

manage to get \$500,000 for archeological protection in this fiscal year.

- Health and fitness — At the end of September, a group was brought in to WASO to establish parameters for a voluntary health and fitness program. A draft was put together for those positions that have mandatory standards, but these standards will come out to the field in draft for comment before they are put into effect.
- Fees — There will be an addition to base budgets in the parks of from between 5% and 15% this year. The money will be directed toward research, resources management and interpretation.
- NPS-9 — The changes in the guidelines were discussed at some length, with a fair amount of attention focused on the debate over the merits of .357 and 9 mm weapons.
- Case incident reporting — A new system, which is required by law, is being developed for eventual use Service-wide. The NPS has requested over \$2 million in FY 91 to get the system on line.

Hal Grovert
Fort McHenry

Housing Update

Donna Thompson introduced herself to the audience at this session as an NPS employee who works in the Housing Office at WASO and has never lived in government housing. Although the approximately 30 attendees reacted with groans and murmurs, they nonetheless listened attentively to Donna's presentation of the process used for setting rental rates for NPS housing.

As she described the process, the responsibility for rent-setting for all of the Department of the Interior (DOI) lies with the Quarters Management Information System (QMIS) Office in Denver, Colorado, which is an office of the Bureau of Reclamation. QMIS awards a contract to a contractor who specializes in appraisals. The contractor conducts comparability studies or "surveys" on comparable housing units from a DOI list of nearest-established-communities (NEC) for an entire region. It is each park's responsibility to correctly identify its NEC's and to transmit this information to WASO approximately one year before a comparability survey. WASO does not usually second-guess parks' choices, but will ask regional housing officers to verify information with parks. Criteria for a NEC include a year-round population of 1,500 and a doctor and a dentist.

The country is divided into eleven survey regions which cross over NPS regional boundaries. Areas that do not show true reflections of year-round populations (tourist areas), such as Vail, Colorado, are not used in the comparability surveys.

The NPS housing inventory gives a profile of each NPS housing unit, including the age of the unit. QMIS divides the NPS inventory into houses, mobile homes, and apartments, and does a separate analysis on each category. The contractor knows what information to collect comparability data on based on the information found in the inventory. They use the profiles in the inventory to help them locate comparable structures in the region-wide NEC's. Once comparability data is collected, it is analyzed so that monthly base rental rates for specific NPS structures can be calculated.

Many variables go into making up the monthly base rental rate, including the square-footage and age of the unit. DOI always rounds square-footage down and age up to profile a smaller, older house. Other variables include the type of structure, the interior and exterior condition, the number of bedrooms and bathrooms, and the type of exterior materials.

Administrative adjustments to the monthly base rental rate are made at the park level. Reasons for these adjustments include isolation or distance from the

NEC, inadequate water supply or phone service, inadequate fire protection, or some other inadequate service at the structure's location. Monthly base rental rates can be adjusted by a maximum of 40%. Occupants must pay at least 60% of the monthly base rental rate. The monthly base rental rate is also adjusted annually by a consumer price index factor that is gathered by the Bureau of Labor Statistics. Occupants should receive 30 days prior notice before any new monthly rental rate is implemented.

The NPS is bound by the policy found in OMB Circular A-45, including the rent setting process. OMB Circular A-45 has been under review since February, 1988. It was interesting to note that most of the attendees at the session did not know about the open review period. Donna stated that WASO notifies the regions of the review period when it comes out in the Federal Register, and then hopes that this information is passed down to the occupants at the park level. The audience felt that this type of notification should come to all NPS employees, including occupants.

A revised OMB circular A-45 based on comments from 1988 will be coming out for a 60-day final comment period in the Federal Register, and Donna said that she would send out notice when this comment period opens if you will send her your name and address. Comments can go directly to OMB or to your park superintendent for inclusion in an official NPS package. OMB is interested in comments on how the isolation factor is calculated (currently you must be at least 31 miles from the NEC to receive any isolation adjustment at all) and the definition of the NEC. (ANPR did make comments on the revision of OMB Circular A-45 during the first open comment period).

Donna also made the following comments:

- The appeal process is still in place if you wish to appeal the validity of the regional survey for your area.
- A change in housing conditions for your unit should result in a change of your monthly rental rate. See your housing officer if the rate change does not occur.
- If you are housed in a unit that has been designated as a shared-occupancy unit, you should only be paying that percentage of the rent and utilities that is set for your position, regardless of whether the other positions are filled or not.
- Based on a request from the occupant, the park has the option to close off rooms in your unit and reduce the monthly rental rate.
- Housing questions should always go through your superintendent or park housing officer. Superintendents have a great deal of power in the housing process.

Finally, there was this exchange which seems to sum up the audience's feelings on the rent-setting process:

Audience: What happens when comparable housing can't be found outside to base a survey on?

Thompson: They find comparable housing.

Audience: That just doesn't work. It is easy to find housing comparable to Mission 66 houses. Comparable housing for 1912 historic structures or structures built only to be summer residences which are now being used for year-round occupancy just doesn't exist. The NPS uses structures for housing which are not comparable to any structures found on the outside. . .

Thompson: I would then assume that they come as close as they can to finding a comparable structure. Then they back out (on price) for deficiencies in the NPS structure.

Audience: Who watches the contractor to make sure this is being done?

Thompson: This is the responsibility of the QMIS office.

Audience: (after a collective groan): No one is saying that the survey process doesn't work. What we are saying is that there are structures in the NPS that don't fit the survey process.

Bob Lipinsky spoke next and outlined the progress of the Servicewide housing in-

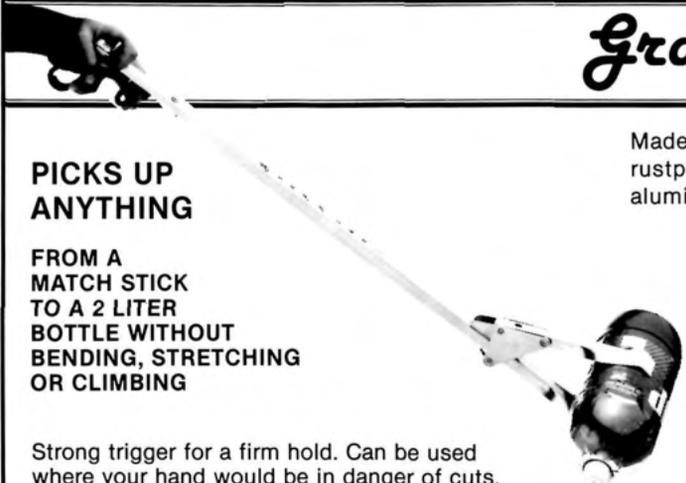
itiative. In FY 1989, \$10 million was appropriated for this program, with \$5.8 million going to rehab/repair, \$2.1 million going to trailer replacement, and \$2.1 million going to advanced planning. The rehab/repair funds are allocated on a percentage to the regions based on the number of housing units in each region. Trailers will not be replaced with trailers.

In FY 1990, the funding is essentially the same as FY 1989. Any money not spent on planning will be spent on rehab/repair. Bob showed slides of damage to NPS housing from Hurricane Hugo. He stated that damage to NPS housing from Hugo and from the San Francisco earthquake will be funded separately and will not come out of the housing initiative funding.

Bob also spoke of the housing initiative as "Legacy 99", which he described as a play on words from "Mission 66". He also described future years' funding:

- FY 1991 - \$10 million for rehab/repair and planning, plus a \$15 million add-on for specific construction projects already identified.
- FY 1992 - \$9.6 million
- FY 1993 - \$36 million
- FY 1994 - \$24 million

Continued on page 27



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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) 334-9541 (work).

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

Western Vice President

Vice President Mack Shaver, Channel Islands. Address: 681 Chinook Drive, Ventura, CA 93001. Phone: (805) 644-8157 (work).

As you can see from the above, we're at a new address. We almost missed the Rendezvous because of the pressures associated with the move, but we're glad we attended. As you can see from the reports in this issue, this was one of the best Rendezvous we've had yet. The program was outstanding, the business sessions productive, the accommodations hospitable, and the company enjoyable. People spent lots of time in the hot tub renewing old acquaintances. . .

Look the reports over — particularly those concerning proposals that will require your vote. Let us know how you feel. We're all fortunate to be part of ANPR's most productive years yet. Let's keep up the momentum!

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).

The Rendezvous in Hot Springs was a great one. It was a real bonus having it in conjunction with the E&AA meeting. This was a Rendezvous that looked to the future and to actions that need to be undertaken within the Association and the Service. The setting was great, peoples' spirits were high, and the city had lots to offer — particularly the "sliders" at the Hot Springs Pub. If you missed them, you'll have to go back and experience them. . .

I'll be running for Eastern Vice President again and would like to continue to have the opportunity to represent all of you.

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).

Another Rendezvous has come and gone; the time between them seems shorter each year. This is partly due to the fast-paced lifestyle in which most of us are immersed, and partly due to the new areas of service and commitment ANPR becomes involved in each year. As always, this issue is packed full of those important concerns, so I will use little space in bringing you up to date with some of the administrative decisions made during the week.

ANPR has agreed to offer to its members yet another insurance plan from Marsh & McLennan. The long-term insurance plan has been developed to provide relief from the financial burden of nursing home care, and is available to *any* family members aged 55 or older of an ANPR member.

The current 90-day grace period allowed for renewal of your ANPR annual membership has been reduced to 30 days. This was done in an effort to make ANPR a more efficient organization. Renewal notices will be sent out 60 days in advance in order to allow for the shortened retention period after your membership has already expired. The change will become effective January 1, 1990.

In an attempt to make ANPR more fiscally responsible, proposals for Association insurance and internal controls have been explored and brought before the board. We left Hot Springs with a committee to further investigate these areas. It is my hope that we will have decisions made to improve the accountability and liability protection of the Association by this spring.

A new dues structure has been approved by the board out of concern for the growing costs incurred by the Association and the limited funds received through all sources of revenue. This situation limited ANPR's ability to provide the membership with new programs and services and had to be rectified. In conjunction with this decision, a committee has been appointed to look into alternate sources of non-dues revenue. The dues increase will be implemented in March.

This is by no means a complete summary of the week's resolutions. I foresee 1990 as a year of continued action on behalf of the membership. ANPR is reaching out and exploring areas never before considered. Please join with those who are working toward the goals of the organization and lend your full support in whatever way is comfortable for you. As always, I encourage questions and comments directed to my office.

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).

Most of you should have already received my report on significant events occurring at the Rendezvous in Hot Springs. I would just like to emphasize two points made in that report.

We really need to develop a list of folks interested in running for North Atlantic Regional Rep next year. If any of you are interested, give me a call and we can talk about it. Several candidates are desirable, as we want a competitive election.

We also need to do some work on membership recruitment and retention. If each of us recruits just one new member, a significant impact would be made on the Association. ANPR is growing and maturing. A lot of good things have happened over the last year because of the hard work of some of our members. We all need to get involved and not just stand by on the sidelines. Recruitment is an excellent way to begin. Any ideas and or suggestions are welcomed.

Mid-Atlantic Regional Rep

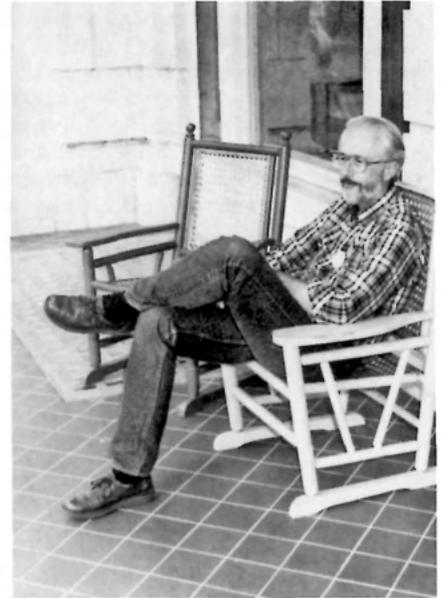
Representative Roberta D'Amico, Mid-Atlantic Regional Office. Address: 710 Eldridge Avenue, W. Collingswood, NJ 08107. Phone: (609) 858-4316 (home) and (215) 597-3679 (work).

The Mid-Atlantic Region was well represented at the Rendezvous. Approximately 24 people representing 11 parks and the regional office attended. It was good to see you all there!

Highlights of the board meeting were conveyed to MAR members at the regional caucus on the afternoon of the first day. At the business meeting, the issues were presented again and a consensus was sought from the membership at large. Since much of this will be covered elsewhere in this issue, I will not discuss the details here.

In our caucus, we discussed the need for more activities at the regional level, and particularly at the park level. This organization started at the grass roots level, and, unless we enhance our communications through ANPR-sponsored activities, we could lose that support.

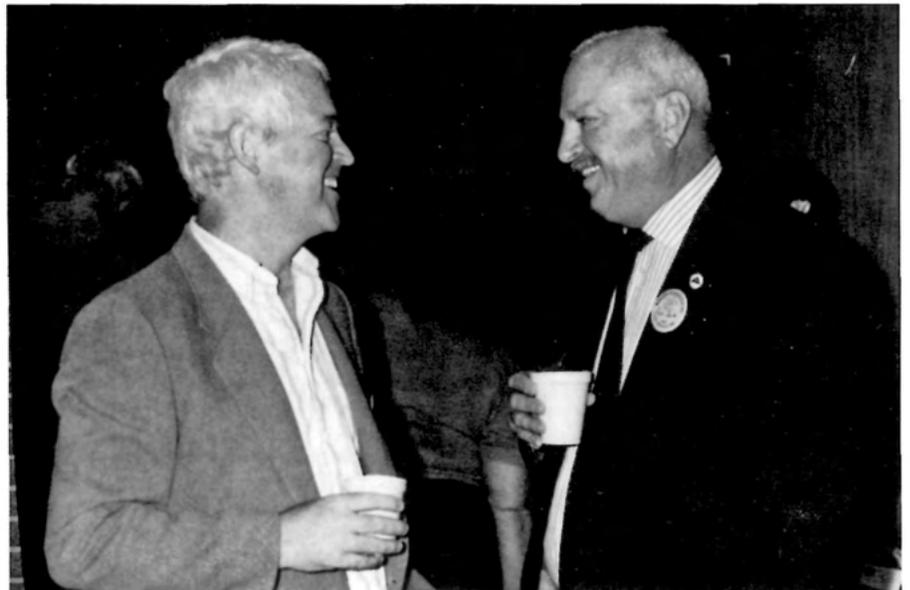
Concerns about the involvement of those at "grass roots" level was easily reinforced by scanning the MAR members represented at Rendezvous XIII. There was not one GS-4 or 5 in attendance. Lower-graded employees are limited due to their income, and these are usually the employees who are critical to front line operations. In light of the upcoming dues restructuring, many of us in the Mid-Atlantic region consider this a critical issue.



More Scenes from the Rendezvous

Clockwise from top left: The newly-renovated Fordyce Bathhouse, Hot Springs' visitor center; relaxing on the Fordyce's front porch; the Rendezvous motto; past president Rick Smith and president Rick Gale; munching snacks with mom and dad at a reception.

Jim Tuck photos



Most members rely on *Ranger* as their communications link with ANPR. The quarterly *Ranger* represents only a portion of ANPR's activities. If members are not receiving information through a regional rep to park rep communications chain, or through some other source, and are not able to attend Rendezvous, *Ranger* may be all they see.

I had been a member of ANPR for four years prior to becoming a Park Rep and subsequently a Regional Rep. When I became the Regional Representative, I was nonetheless somewhat surprised to discover that I knew very little, if anything, about what went on behind the scenes of ANPR. My mailbox continued to introduce me to an assortment of new information.

Increasing communications from the Regional and Park Rep can only serve to enhance ANPR. As Regional Rep for the past three years, my major goal was to relay some of the information I received to the membership. This was done mainly through the Park Reps. Eventually, a series of "ANPR Updates" was developed. Park Reps were provided with a regional membership list for their use. This worked fairly well, but it needs to be further developed.

Communication by mail is a strong start, but it's not enough. Members of the Mid-Atlantic Region felt strongly about increasing involvement at the grass roots level. ANPR must be active at the park and regional levels, clearly serving the needs of all employees. We are fortunate in this region, since most of the parks are fairly close to each other, but feel other regions can modify their activities to meet their needs.

It was the consensus of our caucus that a regional Rendezvous is not only appropriate, but essential (see adjacent article by Paul Anderson). Regional Rendezvous' have been extremely successful in the past, as evidenced by the events held in Gettysburg (1983), the Shawnee Inn at Delaware Water Gap (1985), and at Cacapon State Park in West Virginia (1986).

Three individuals were nominated to run for Mid-Atlantic Regional Rep: Marilyn Hause-Loftis (INDE), Brion Fitzgerald (ASIS), and Kathy Jope (MARO). I have faith in all of them, and whoever is selected will certainly get an earful from me. My thanks to the members in this region for their support.

National Capital Regional Rep

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

Southeast Regional Rep

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

Rendezvous XIII was fun, but, more importantly, there was much work accomplished. I want to thank the 17 SER attendees who sacrificed their annual leave and expended their own funds to attend what amounts to a working vacation. Each SER member should have received a summary of Rendezvous XIII from me by now.

Some new park reps were recruited at the Rendezvous. They are William Deen at CHAT, Richard Jones at NATR, Jill Kinney at GUI (Mississippi District) and Al Brown at FOJE. Thanks to these folks for their volunteerism.

Ken Garvin of EVER is the only regional member who was interested in and nominated for SER regional Rep for 1990-91. All correspondence to the SER Regional Rep after December 31st should go to Ken.

As this will be my last report as SER Regional Rep, I want to thank the SER park reps for their work, and all other SER members who took the time to contact me on ANPR matters. I heartily recommend becoming more involved in ANPR to each of you. I've learned more about the NPS from ANPR than I have from the NPS. I want to remain active in ANPR, but I didn't want to run for re-election for a two-year term as SER Rep because I am attempting to transfer. Starting in January, I will be starting a new ANPR venture, that of recruitment and retention of ANPR members. I would certainly welcome comments, advice, and/or assistance from anyone interested.

I believe 1989 has been a good year for ANPR. We accomplish several important projects. I want to thank the ANPR officers, my fellow board members, and the committee chairs for their hard work. Most of all I want to thank Rick Gale for the leadership he has shown as ANPR President. We all owe him our gratitude for his efforts on the economic hardship survey, and for personally putting his derriere on the line for us on the 20-year retirement issue. I believe that Rick's work this year should convince anyone viewing ANPR with an open mind that ANPR is *not* controlled by NPS management.

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).

A small Midwest Region contingent at the Rendezvous invited folks from North

Atlantic and NCR to join our caucus, where we debated issues discussed elsewhere in this issue.

One of the most productive discussions I had outside the caucus was with Regional Director Don Castleberry in the hot tub at the Arlington. Don expressed great interest in ANPR's economic hardship report and asked me to send him another copy of it for his review.

Special pay rates for 025's in urban areas was a big topic of discussion at Hot Springs, and Don indicated that the region was looking into the feasibility of special rates for St. Louis (JEFF) and northern Indiana (INDU), but it was too early to tell whether or not it would be successful. Midwest areas may not have the right combination of high cost and difficult recruitment/retention problems to qualify. The Director specifically mentioned St. Louis in his keynote address, however, so we know that special pay for this area is at least being considered at the highest level.

I expressed concern over ANPR's rather loose budget procedures during the Rendezvous, so (you guessed it) I am now working on an *ad hoc* committee to tighten up the process. I also volunteered to be Debbie Gorman's dBase confidant/confessor for those long dark nights starting at the dot prompt while searching our Association databases.

Thanks to new park reps Hugh Dougher (VOYA), Maryanne Gerbaukas (WIHO), Jean Schaeppi (SACN), Cheryl Smith (CUVA), and Bob Whaley (OZAR).

Rocky Mountain Regional Rep

Representative Dan Moses, Dinosaur. Address: P.O. Box 96, Jensen, UT 84035. Phone: (801) 781-0826 (home) and (801) 789-2115 (work).

I have been asked by Rick Gale and Mack Shaver to complete the term of John Conoboy, who has transferred to the Southwest Regional Office. I accepted the request without hesitation, as I welcomed the challenge to function in this capacity for ANPR.

By this time, you should have received a regional mailing in which I have attempted to update all members on recent regional news as well as any other pertinent news associated with the Rendezvous. These regional mailings are essential to the communication network within ANPR. I will make every effort to assure members receive all ANPR mailings, but it is up to you to keep your addresses as current as possible. Please provide any changes in address promptly to either myself or Debbie Gorman so our computer printouts can be kept up to date. With over two hundred members in the region, returned mailings with wrong addresses are costly to ANPR.

Continued on page 27

Rendezvous in '90

Rendezvous XIV in Las Vegas

Following seven years' absence, ANPR will be returning to the Showboat Hotel and Casino in Las Vegas, Nevada, for Rendezvous XIV. The dates will be Sunday, October 7th, through Friday, October 12th.

Rendezvous VII, which was held at the Showboat in 1983, was the second largest Rendezvous ever held in terms of attendance. Because of that, the Showboat asked to host another gathering and offered a great deal on room rates — \$43 per night plus tax, single or double occupancy. Las Vegas is also an easy and relatively inexpensive place to get to, so the attendance at the Rendezvous should be good. The spring issue will provide site information. Program, registration and reservation information will appear in the summer issue. But there's no time like the present to get your leave slips in!

We'll also have a bit of company this year. The brand new Association of National Park Maintenance Employees will be meeting in Las Vegas between Friday, October 5th, and Sunday, October 7th. Current plans are for them to get together with us on Sunday.

Dale Thompson of Death Valley will be the site coordinator for the Rendezvous, and Ginny Rousseau of Albright Training Center will serve as program coordinator. Ginny is looking for workshop topics, keynote speakers, and organized activities that you'd like to see at this year's Rendezvous. You can drop her a line in care of Albright Training Center, P.O. Box 477, Grand Canyon, AZ 86023, or give her a call at 602/638-2691. Dale is looking for anyone with an idea for the official Rendezvous T-shirt and name badge designs and in finding out who'd be interested in having another Fellowship Pistol Match. Dale can be reached at Stovepipe Wells, Death Valley National Monument, CA 92328 or called at 619/786-2342.

Jeff Ohlfs
Hot Springs

Eastern Area Rendezvous at Colonial Williamsburg

Do you work in an eastern park? When was the last time you attended a Rendezvous? Are you wondering how ANPR is representing the interests of our members? Do you have questions about the future of the Park Service family? Do you know what you can do now to improve your chances for a successful career in the 1990's?



Las Vegas, site of Rendezvous XIV, October 7-12, 1990.

Now is the time to take advantage of the opportunities ANPR has to offer without the expense of travelling half way across the country. Mid-Atlantic Region is sponsoring an eastern area Rendezvous at Colonial Williamsburg between March 27th and the 29th. The rates will be excellent, the opportunities for fun, relaxation and education will be superb, and the program is shaping up to be one of the best yet.

The Rendezvous will be hosted by Colonial NHP at the Holiday Inn 1776 hotel in Williamsburg. We have negotiated a package which includes two nights' lodging, a dinner banquet, and a hosted bar with hors d'oeuvres for about \$75 per person. The program, entitled "The Employee of the 1990's — Strategies for Success", will be directed by Roberta D'Amico, Marilyn Hause-Loftus and Brion Fitzgerald and will provide insights into current issues and future trends. You'll receive some candid observations from past and current NPS employees on how to make the most of your career in the next decade. We believe that the program alone will make this the most meaningful and memorable of all eastern area Rendezvous.

There will also be recreational opportunities, including a guided tour of Colonial, team and individual athletic competition (with appropriate trophies) in running, walking, golf, and NPS trivia, and a dance to one of the best DJ's in the area. We also plan to have a mini-affle, with each park providing a raffle prize representing their area.

For those of you who aspire to resolve the supervisory problems of the NPS but haven't yet had the opportunity to do so, Bill Wade has volunteered to put on an eight-hour situational leadership course for the nominal fee of \$30 for ANPR members or \$45 for non-members. The course will

be held at the Holiday Inn 1776 starting at noon on March 26th and ending at noon on the following day — immediately prior to the opening session of the Rendezvous.

We have locked in the low room rate for the weekend preceding the Rendezvous so that you can come down early and enjoy the historic recreational opportunities of the area beforehand. The Rendezvous is open to all, and we encourage participation by ANPR members of all regions. So mark the dates on your calendar and plan to join us in making this eastern area Rendezvous the best yet.

The Rendezvous pre-registration deadline is February 15th. The pre-registration deadline for the situational leadership course is March 9th. Pre-registration information will be mailed to your park representative by January 1st. For more information, contact your regional rep or call me at Shenandoah (703/999-2243).

Paul Anderson
Shenandoah

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).

See the "Board and Business Meetings" report.

Housing

Chair: Tom Cherry, Cuyahoga. Address: 449 Wyoga Lake Boulevard, Stow, OH 44224. Phone: (216) 929-4995 (home) and (216) 650-4414 ext. 232 (work).

By this time, I had hoped to be able to report a "reasonable" resolution of the Yosemite tenants' suit, but have not yet been apprised of the results of an appeal which was scheduled to have been heard before the 9th Circuit Court of Appeals in San Francisco this past October. The central issue of the appeal was a request to let stand an emergency motion to prevent the government from collecting back rent based on the regional survey that the Tenants' Association had earlier challenged.

Prior to the hearing, the Tenants' Association requested a postponement to an unspecified date because the Park Service was reported to have been earnestly seeking an out-of-court settlement. Specifics of this settlement will not be disclosed until either the appeal or the settlement has been concluded. We will *not* prematurely report — as the NPS did in April of 1986 — that the issue is dead.

Dual Careers

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

Co-chair: Phyllis Richter Harvey, Lincoln Boyhood. Address: P.O. Box 51, Lincoln City, IN 47552.

Hello and thanks to all of you who've written and called with questions and comments this year. We hope the information we've given you has done some good.

We have decided to broaden the definition of dual careers to keep up with the 90's. Only one member of the relationship need be trying to make good in the NPS. To reflect this change, we are modifying the dual career directory form so that non-NPS experience can be more easily shown. This will also better flaunt non-NPS work for those trying to make a career change into the NPS.

Professionally, we at Shenandoah have been attempting to support careers and dual careers. The SCA in our group this summer was an ex oil company geologist trying to make a change in careers. We were able to find housing for him, his

wife and three kids. He was an extremely talented person, and it was well worth the housing costs to our VIP fund to have him on our staff.

Two of the paid seasonals were only available part-time because of commitments to family and the challenging career of raising children. Both people did a bang-up job. Their work was well worth the little extra efforts needed to maintain good communications with less-than-full-time employees.

One other seasonal came with a family we were able to house, as did seasonals working for other divisions. The children ended up as training tools — our staff practiced interpretive techniques on some of them.

Our efforts at Shenandoah are not the only ones in the Service, but they do show there are many ways to support careers and families if people are willing to try something different.

By the time you read this, the new forms for the next edition of the dual-career directory should be out. . .

Seasonal Interests

Chair: Bill Dwyer, Memphis State University/Acadia. Address: 2717 Flowering Tree, Bartlett, TN 38134.

Marketing

Chair: Tessa Shirakawa, Alaska Regional Office. Address: 2525 Gambell Street, Anchorage, AK 99503.

Finance

Chair: Hal Grovert, Fort McHenry. Address: Fort McHenry National Monument, East Fort Avenue, Baltimore, MD 21230-5393. Phone: (301) 962-4290 (work) and (301) 539-4658 (home).

The members of this committee, which will look at the Association's finances and budget, are Mack Shaver (Channel Islands), Dick Ring (Delaware Water Gap), Linda Toms (C&O Canal), Bruce McKee-man (Great Falls) and Bob Krumenacher (Isle Royale).

The initial plan is to set up a regular finance committee, which will prepare the Association's annual budget. The business manager will implement this budget once it is approved. A call has gone out to the members of the committee for ideas on how it should be organized and what its duties should be. Interested members should contact one of the above people with any thoughts they might have on the subject.

Reynolds continued

will, that brings us in company with others in what makes the NPS family."

All the members of our family — retired, permanent, seasonal, future — have so much potential for the National Park Service," Reynolds said. "The key is to preserve the concept, nourish where needed, and contribute where you can. To recognize efforts of everyone because of the common goals. To protect the ones that need protecting and to develop the ones that need developing. To take the leadership roles when called upon, formally or informally, and know when to pass that position on to the next generation."

"I challenge each of you to dedicate yourself to being a part of the family, a part of the solution, and the best that you can be," he said in conclusion. "I will do the same. And let us remember that every individual, every office, is an equal partner in preserving and providing for the enjoyment of these incredible resources under our care and trust. WE are all part of the family."



Planning on a trip soon? Looking for a travel agency that can offer you full services and low rates? Interested in an agency that will return a portion of the commission it receives for arranging your trip to the Association?

Executive Travel of Fort Myers, Florida, has worked out an arrangement with ANPR whereby it will arrange the travel of Association members (and anyone else who supports the organization) and then return 30 percent of the commission it receives to the Association.

Reservations may be made by calling locally in Florida 939-5567 or by calling 1-800-237-6735 in the rest of the United States). Once you've reached them, simply arrange your travel as you would with any other travel agency and *specify the account as "ANPR"*.

Board continued

in terms of postage expenses, not to mention the time it takes to track members down.

During my short time as Regional Rep I have been concentrating on learning the ropes and establishing communications links with the other ANPR board members. I have received an updated regional membership list and will be contacting members from each regional park to serve as park reps. Ten parks in the region currently have park reps. These positions are extremely important in the communications network, as mailing costs make it much more efficient for me to make contact with park reps and have them distribute information to park members.

During the past quarter, I made some of the initial contacts for the Rendezvous which may be held at the YMCA of the Rockies in Estes Park, Colorado, in 1992. Until we are able to commit to definite dates, firm prices cannot be established, but from the initial price quotes this could be one of the cheapest Rendezvous for members in recent years. Other problems we have encountered in recent years concerning raffles, babysitters, meeting rooms and kegs do not appear to be problems here.

ANPR is currently involved in a number of worthwhile projects laid out in our 1993 workplan, but without the support and involvement of the membership little can be accomplished. I encourage each of you to make a commitment to assist in any of the areas which interest you. I have enjoyed my short tenure as Regional Rep, and would like to remain active in this area for an additional full term.

Southwest Regional Rep

Representative Cindy Ott-Jones, El Malpais. Address: 684 Gunnison Avenue, Grants, NM 87828. Phone: (585) 287-5811 and (585) 285-4641.

West Regional Rep

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

The latest information from the Department of Interior and WASO is that the deadline for submitting full documentation supporting your claim for enhanced retirement coverage is March 31, 1990. This applies only to those individuals who sent in letters of intent for enhanced retirement coverage before September 30, 1989. The December 31, 1989 deadline has apparently now been extended to the end of March, 1990. Unfortunately there has been a real lack of direction from WASO on this issue, which has caused uncertainty and confusion in the field. The bottom line is: Take on the responsibility for your future and turn in the retirement documentation as soon as possible.

Thanks to Dave Lattimore, who coordinated the regional caucus in my absence at the Rendezvous. All reports indicate that the various sessions and meetings were both stimulating and top notch.

I am pleased that we have several quality nominees for Western Regional Representative in the upcoming election. Show your interest in ANPR and the numerous issues affecting our profession by voting for the candidate of your choice. Thanks for your support during the last two years.

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).

Workshops continued

He also said that the regions should be setting priorities now for housing so that this 10-year program can fund appropriate projects.

Bob ended his presentation with this statement: "We have the attention of DOI, OMB, and Congress, and the housing initiative is going to continue. It is not just a flash-in-the-pan for FY 89 and FY 90, but is being funded on down the road. Legacy 99 looks to be well funded at this point."

Scott McElveen
Great Smoky Mountains

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.

Administrative Use	
Received	\$ _____
Date	_____
By	_____

RETURN TO: ASSOCIATION OF NATIONAL PARK RANGERS, P.O. Box 307, Gansevoort, NY 12831



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