

## **ANPR Board Meeting**

**Wed, Oct 25, 2015**

**Meeting came to order at 9:09am.**

**Board Members Present** – Erika Jostad, Tom Banks, Ken Bigley, Cadence Cook, Lauren Kopplin, Colleen Derber, Nick Mann, Katlyn Grubb, Kate Sargeant

**Board Members Not Present** – Scott Warner, Jan Lemons

**Others Present** – Alison Steiner, Ed Rizzotto, Bruce McKeeman, Bill Wade, Bob Krumenaker, Dale Vice

### **Welcome – Erika**

- Jan is moving to a new job this week (Staff Ranger, NCR) so she will not attend Rendezvous.
- Scott is having surgery so he's unable to attend.

### **WRC – Bob**

- WRC was a success. Final number of participants was 312. Worked with a great group of people. ANPR was recognized for its professionalism and quality.
- Primary goal of the Congress was not to lose money. We exceeded that goal by making over \$135,000.
- ANPR has the opportunity to ensure long term health of the organization due to large sum of money made.
- Life memberships were encouraged early on, and the decision was made to invest into an account which would cover cost of servicing life members. Twice in ANPR history, previous boards/presidents made the decision to merge funds.
- Bob recommended that we recreate this investment account by putting 60% of the profits from WRC into an investment account (\$76K), 20% towards scholarship fund for next WRC in Nepal, and 20% for operating funds.
- Bill – It would increase long term future by investing operating account – offer more scholarships for Rendezvous, could get more members, have long term pay off.
- Bob recommended change in by-laws.
- Erika – We (the Board) are all comfortable with the 60%. We will vote by the end of Rendezvous after we talk to the membership.
- We'll work on language to change by-laws this week.
- Another issue – How will the funds be managed?
- Bill – Originally, member Frank Betts was responsible for building that investment account. Then, there was a group of members that was on a finance committee – Bruce, Cliff, and Bob.

- Bob recommended that we establish a committee so that there's more than one voice, and we set up a transparent system
- Bob recommended that future life membership dues go to the investment acct. It will rebuild trust with older life members, and they'll be inclined to be generous.
- Bill recommended emphasizing century club and suggested the money from additional centuries goes to investment fund.
- Erika – Generous donations go to operating costs.
- Erika – we'll move forward with 60-20-20
  - work on by-law change
  - form a committee

BREAK ☺

### **Finances – Tom**

- Reviewed management report.
- 2011 – 11,900 profit, losses other years.
- We're doing much better now.
- Alison zeroed out WRC expenses because the accounting is still in progress. Bruce kept accounting for WRC, and Alison is going to put in Quickbooks.
- Our accountant, who specializes in non-profit, recommended we move to one-page report to make it easier.
- Expenses:
  - Business Manager – biggest expense
  - Editor and Designer
  - Ranger printing costs (\$3,200)
- Alison underbills ANPR her time, cost could go up if someone tracked carefully (~\$575/month, ~ \$8K/year).
- Per Nick, our expenses averaged about \$34K over the last 5 years – (Communication, Ranger, Rendezvous).
- Reviewed bank account summaries.
- No reason to keep \$44,000 in checking since we're not moving that much money in and out, not earning interest.
- Bruce – \$6,000 ANPR loaned for WRC is going to be returned (separate from Bob's memo)
- Rick Gale Fund could continue to pay for distributing oral histories. Biggest expense coming up will be transcription costs from oral histories this Rendezvous.
- Write off Bolivia loan.
- Erika encouraged people that will continue on the board to not be too comfortable with this money. Please take fiscally prudent approach to the money.

- Income:
  - Donations from life members increasing century clubs
  - Fall Fund Campaign which just launched (made about 8K last year, goal should be 8-10K)
  - Membership has been steady for last couple years, a few life members joined last year, most \$ comes in around new year, kate has been in touch with the academies about joining (we have their info on our website, it would bring about 1K)
  - Advertising
  - Rendezvous
- Kat shared that there is talk of 2 more seasonal LE academies going under, 8 or 6 left? Pro-Ranger program – good way to get new rangers, and we need minorities in NPS (intake LE program)
- Accountant wants membership and mag combined since it's a part of membership, but Alison wants to see separate.
- Alison reminded us that the BOD has to approve financial statement each meeting! We'll approve by end of the conference (once WRC amounts are included).

BREAK

### **Business Management Office – Erika**

- Alison is leaving the Business Manager position.
- Business manager has tremendous access, good to hire someone from within.
- The BOD will need to take on more responsibilities.
- Alison – ANPR now based in CA, is a process, not difficult, new accountant who is really good, would recommend someone in CA takes on the position so wouldn't have to move the business office, might not work, registered in CA so may not be necessary to have the business manager live in CA.
- Erika, Jan, Lauren, Kat, Tom, and Cadence will review resumes.
- Alison will update PD and provide info for someone coming into the job. Should be easier than last time since we have a different system of membership.
- Skills needed – computer skills, website (Sherry can assist), Quickbooks – just need to be able to learn.
- Alison recommended paying \$1,000/month to guarantee a salary and make it easy to budget.

### **Ranger – Erika**

- Ann and Sherry – editing and design – beneficial. Sherry has helped with website design, other graphic design needs
- Advertising will continue to grow.

- Ann and Sherry have respectfully requested a \$200 quarterly increase (\$3,200 per issue). Recapped how Ranger has grown, negotiated with new printer to lower costs, working on developing a plan for planning Ranger, set up Dropbox for article submission and editing, aligned advertising costs, created professional advertising information for website, enhanced graphic design, conducted survey this year which will be reported in this next Ranger. Future plans include printing in color and designing a ranger t-shirt to help raise costs
- Ken shared that the cost is far below market value.
- Kate suggested that the increase in advertising will more than cover the increase they are requesting.
- VOTE taken. No one opposed.

### **IRF Dependents Fund – Bruce**

- Fund was set up to help families with rangers killed in line of duty (smaller version of TGL). Joe Evans, Jeff Ohlfs, Deanne, and Tony started the fund. Per Bill Wade, fund originally intended to be with IRF for international rangers. Meg said there's difficulty in identifying recipients and getting the \$ to them.
- Lot of support comes from NPS for US rangers, but other countries don't have that support.
- Erika will check with Joe and Jeff to identify what the intention was.
- There hasn't been a donation for years, and someone recently asked about it.
- Alison said there has been no activity since 2010, and the account shouldn't just sit.
- Kat suggested link to IRF for them to donate directly since they're good at that.
- Alison asked what do we do with the money we already have?
- Alison – is there a conflict of interest putting another organization's info on our website?
- Bill – no conflict, IRF and TGL.
- Lauren suggested putting information on our newsletter about rangers around the world, new parks, etc.

### **Life Membership – Erika**

- Life membership cost increased to \$2,500. No new life memberships. Decided to lower to \$1,500. 4 or 5 new people in the past year.
- Alden Ash retired from NPS in 1994. Still getting Ranger magazine, and made a cash donation to ANPR.
- Lower life membership cost – suggest \$750 Thoughts?
- Bill suggested if we set the cost on low side and pursue century club, we could get away with that price. There has been no solicitation for people to joining century club. How about active solicitation of century club? Suggested Frenzy club – “I'm going to next century, etc.”

- Bruce shared that a number of people are no longer contributing because of what happened with trust accounts.
- Bill said that we have a good opportunity with the funds from WRC to rebuild trust, and we may be able to solicit life members.
- Alison said 15 people upped their life membership last year. We have 450 life members.
- Century club investment now is \$250.
- Bill said it shouldn't go over \$500. The purpose is to get new members.
- Kat suggested 40<sup>th</sup> anniversary sale on life membership. Limited time.
- Bruce suggested offering the \$500 for next 10 years until 50<sup>th</sup> anniversary.
- Bill said there should be more of a sales pitch to current members.
- Cadence suggested getting the word out in newsletter and article in Ranger.
- Bill suggested sending information directly to every life member.
- Ed shared that he was on the BOD that squandered the money. They did it believing that the fundraiser hired was going to double that money. This money from WRC gives us hope and positive feelings, but we have to be conservative.
- Erika proposed lowering life membership to \$500. All supported.

Lunch!

**Meeting called to order 1:09pm.**

### **CA State Park Ranger Association**

- They were involved in planning the WRC
- Proposed we join each other's associations. Their membership costs \$1,000.
- We could offer honorary life membership to them and ask them to do the same.
- This will be on list to vote on later.

### **Oral History – Alison**

- 60 interviews collected so far, and more will be collected this Rendezvous. Will be donated into HFC archive.
- LuAnn Jones – acting Chief historian, in charge of oral history project, developed partnerships and started Centennial Voices Project using ANPR model.
- Most historians look to past, but oral history looks to future, looking at ways to take historical information and improve the future.
- 2 categories:
  - Training and Mentoring – lessons learned, 5 minute podcasts from the interviews on websites, talking to Demmy about getting into training and development.

- Advocacy – ANPR used to take on issues in past, interviews can help decide what issue do we want to rally around, themes that emerged about people’s careers, suggestions:
  - family issues – difficulty of dual career, raising kids in the NPS.
  - sexual harassment
  - violence in the workplace
- Interviews have been really powerful.
- New for oral histories to be used as future planning
- ANPR can be very proud of this project.

## **Roundtable**

### **Fundraising – Nick**

- Developed relationship with DOI FCU. They sponsored the Rendezvous and sent info for the table. ANPR members and family members can have an account, great interest rates, etc.
- Link to ANPR products on Café Press: [cafepress/anpr](http://cafepress/anpr)
- Nick will follow up with Alison on getting this link on our website.
- Coming soon – General ANPR merchandise. Sherry can help with designs

### **Membership Services – Kate**

- 826 active members.
- 174 lapsed.
- 450 of life members.
- Kate will contact people monthly as renewals expire.
- She reached out to seasonal academies to become associate members. They would get 2 issues of Ranger and reduced membership for students (Alison would generate a code for them when they signed up – gift membership cost). Over ½ of academies are on board.
- Kate recommends making changes to website and put only basic contact information for academies who choose not to become associate members.
- Per Erika, OPM recommends going to ANPR for information on academies.
- Kat had suggested bringing Pro-Ranger program in, good idea (Temple and San Antonio are the schools that have a Pro-Ranger program).
- College chapters at Colorado State and Slippery Rock. Kate sent emails but got nothing back in response.
- Kate will ask membership what they’d like to see in a college chapter to see if there’s an interest.
- Bruce suggested checking with Scot McElveen as he had set up college chapters (UT).

- Erika shared that Mike Reynolds came to Rendezvous in St Louis, connected with people, and became a member while he was there. Personal connections are what brings people here.
- Kat suggested getting someone to speak to classes at natural resource programs. Might help get our own people to go out and preach. Even parks in this area didn't know we were having Rendezvous here. She suggested creating a flyer to send out.
- Cadence will send flyer out.
- Erika sends out digital Ranger to Superintendents.
- Let's all reach out personally.
- Kat suggested creating email addresses specific to position (e.g., [anprsecretary@gmail.com](mailto:anprsecretary@gmail.com), Kat will assign to each position.

### **Seasonal Perspectives – Lauren**

- Random contacts regarding being a seasonal, going to academies, and land management act which worked for Lauren as she got a permanent job at Big South Fork NRA!
- Worked on Rendezvous tasks.
- Communicated via newsletter and Facebook posts.
- Member highlights on websites.

### **Professional Issues – Ken**

- Responded to random emails.
- Worked closely with WASO on updates to Land Management Workforce Flexibility Act.
- Tried to open communications with WASO by connecting with Mike Reynolds.
- Tried to tackle things too big
- HR has deep problems that even Mike couldn't fix.
- Trying to solve HR may not be realistic. Let's pick reasonable things to work on. Get tangible victories which will help us with our recruiting. Need similar signature project like Ranger Careers.
- Ken liked Alison's oral history guidance for issues to advocate for.
- Ken would like to assist his replacement, now that he's closer to DC.
- Bill suggested considering a closer relationship with the Coalition to Protect America's National Parks. They don't hesitate to advocate so they can carry heavy lifting. Might be helpful to both parties. Coalition has focused on adverse actions against the parks in past year rather than employee issues. Maureen Finnerty had met regularly with Peggy and Jon. Coalition now has a full-time executive director, Amy Gilbert. Bill recommended that she and Jan get together.
- Ed suggested building a spreadsheet with where they've worked, who's worked there? Who could help? People will do a lot if you ask them.

- Next board member for professional issues? Good for mid-career, but could be a great developmental opportunity. Should be someone who is committed, willing to be persistent, and invest time in relationships.

### **Treasurer – Tom**

- Working on income taxes with business manager.
- Quickbooks – WRC still has to be wrapped up.
- Hasn't forgotten about the fire money issue, still interested and concerned about contracting system in U.S. government, lots of waste.

### **Internal Communications – Cadence**

- Has been doing outreach via the internet. Facebook has 5,200 likes. We get about 10 new likes per week from park rangers to random people. Including park newsletter article and other information on ANPR. **If you have any suggestions, please send to Cadence.**
- Cartoons, park news articles (threats, new species), member news, Ranger Rendezvous posts, random fun things all do well.
- ANPR Association Group has 245 members. Although not much going on, it's still worthwhile, a good alternative to NPS Employees site because it's a less toxic version. Formed so our members could post things for all to see.
- **Plan on restarting Twitter page and post items similar to Facebook.**
- Enewsletter – The average open rate is 50% compared to average non-profit open rate of 25%, and click rate is 10%, compared to 3% average. Thank you to those who contributed. There's a section for people news, and there's been a request from our members about having a section for international news.
- Cadence set up a Flickr account for this rendezvous. It's a good way to get people more involved and will be fun to see pictures.

### **Education and Training and Mentorship – Kat**

- Mentorship program has been in a drought the last few months.
- By using the Facebook approach, we were successful in making all the matches.
- Has all the LE information to share with interested people. Needs information for maintenance, administration, and interpretation fields. Will set up sheets where people can share where they can get extra training, etc.
- Suggested bringing back the fine system.
  - People were humiliated, etc.
  - Bill – 1) Judge needs to have discretion AND 2) needs to be a really good explanation of what it is and what happens
  - Agreed not to bring back the fine system.

### **Recruiting BOD – Erika**

- Consider re-adjusting the BOD.
- Would like to suggest a deputy president, more effective to keep energy going
- Positions Open – Secretary, Special Concerns, Professional Issues, Seasonal Perspectives
- Special Concerns – advocacy, looking at relationships in DC, Ben Walsh, Jamie Richards (international affairs task group)
- Nominations will open up to rest of members and continue to accept nominations through November, vote in December.
- Tom would be a good candidate as a current member to be deputy
- Suggestion of combining roles – seasonal and special concerns or seasonal and professional issues?
- Perhaps not change the composition, but designate a deputy. Could shift duties around, will develop an acting, process to learn.

### **Rendezvous 40 – Erika**

- Agreed last year to identify several places that we'd rotate among, so next year's is at YMCA of the Rockies, Estes Park. We already have a contract and dates.
- Ones in southeast haven't been successful, and the eastern ones haven't been successful, except for GETT.
- Santa Fe, Estes Park, others???
- Consider hotel contracting costs.
- Bruce suggested Rendezvous coordinator so we don't have 4 set venues. Plan 4 years in advance so we get a price break.
- Kat will take the lead on identifying venues.
- Tom is willing to be one of a trio coordinating Estes Park Rendezvous.
- Rendezvous planning schedule template has been developed to make planning easier.

### **ANPR 40th Year Anniversary – Erika**

- Bruce shared that no one's been to all Rendezvous.
- Wade and Bruce talked about finding out who has been to most.
- Kat suggested gold colored nametags for 30 year participants, silver for 20, etc.
- Kate suggested a roll call – everyone stands who has been to 5, 10, etc, like Appalachian Trail thru hikers.
- Bruce suggested we acknowledge all past presidents.
- Kate suggested looking at major events over the years, timeline, keynote address about what we've done in the past.
- Nick suggested a timeline where people could put their name on year they joined.
- Erika suggested we keep thinking about ideas.

### **Revisiting Revitalization Plan – Erika**

- Nick proposed checking back in with the plan, stumbled across it, 5 items identified.
- Tom suggested we share own ideas, and take responsibility for implementing the plan
- Tom proposed we read the plan. Full text is on website; Nick will send link
- We'll talk about it over the next couple of days.

### **Limiting of 1039 Appointments – Ken**

- During the Summer of 2016, the NPS went through OPM audit
  - 1) misapplication of veterans' preference (bypassing veterans preference), and
  - 2) concern for way using seasonal/temp appointments.
- HR specialists had to take training.
- 2 things will affect the NPS –
  - appears that NPS employees will be limited to only one 1039 appt per year (OPM is saying that geography isn't issue, the NPS is the employing agency, improper for the agency to employ same person in 2 temporary appointments in one year)
  - one season of non-competitive re-hire, but the 3<sup>rd</sup> year, you'd have to compete again for the job.
- Still waiting for copy of the policy.
- OPM feels that NPS misuses seasonal appts (true), part of it is OPM trying to do the right thing.
- Kate asked if there was any discussion on the implications.
- Cadence suggested putting together an issue statement (position paper).
- Ken will do more research and try to speak to Mike this week.

### **BOD Giving Policy – Erika**

- Seth had proposed that we lead by example, and commit to \$100 annually and 3 gift memberships.
- Is this still meaningful to the board, giving time and money?
- Tom shared that this is a worthy goal.
- Ken suggested there should be some flexibility in this, and may include a private talk with the president. There should be allowances for exceptions, not the whole board's business to know.
- Erika suggested bringing this up once a year, to remind our membership. Giving of time and energy is the most important way to contribute to the board.

### **Other Meetings – Erika**

Fri, 10:30am – State of the Association meeting

Fri, 5:00pm – Business meeting

Sat, 5:00pm – Additional meeting

Sun, 8:30am – Final business meeting. We will take nominations from the floor.

**New Business –**

- Cadence suggested a page on the website on what you would have wanted to know before you took the job here? Similar to “rate your professor.” Make sure it’s clear that it’s not a place to vent about your supervisor. Ericka suggested a “members only” area for this, and Cadence said it would be better to open to all (random).

**Meeting adjourned at 4:01 pm.**