
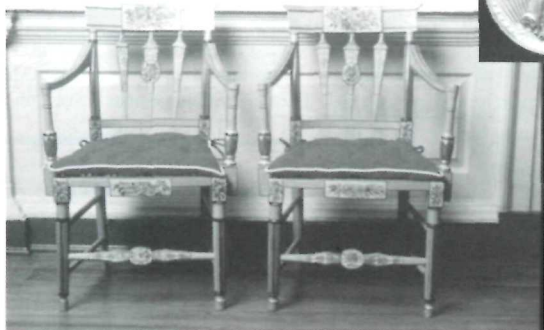
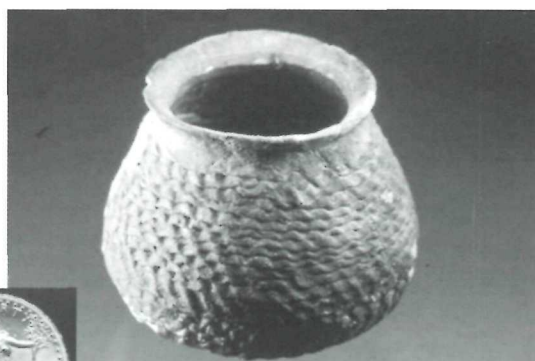


RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*

Vol. XIV, No. 3 • Summer 2003



Resources at Risk

A Look into the NPS Attic — Curatorial Operations in the Parks

Letters

Thanks to ANPR

I want to express thank you for the negotiated scholarship for my participation in the Fourth International Ranger Federation World Congress in Victoria, Australia (March 2003).

For me it would have been impossible to participate without the help given by you. The experience acquired in the congress and in the later shadow ranger program was simply incredible.

I express my gratefulness to you and the colleagues that helped me to participate in this enriching experience.

For me it was an honor to represent Costa Rica and the Costa Rica Rangers Association at the 4th World Congress as a member of the IRF Executive Council.

Infinite thanks to the friends for the generous donations given by the Western National Parks Association, Eastern National and members of ANPR.

— Ronald Mora
Costa Rican Rangers Association
IRF Central American and
Caribbean representative



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LETTERS

Stay in touch!

Signed letters to the editor of 100 words or less may be published, space permitting. Please include address and daytime phone. *Ranger* reserves the right to edit letters for grammar or length. Send to Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401; fordedit@aol.com.

ANPR Calendar

Ranger (Fall issue)
deadline July 31

Ranger (Winter issue)
deadline Oct. 31

Rendezvous XXVI Nov. 9-13
Plymouth, Mass.

Find 'Serious Games' on website

Due to space constraints in *Ranger* magazine, details of ANPR's participation in the Serious Games conference won't be published in these pages. Instead, look for the full text on the ANPR website. Go to www.anpr.org/games.htm

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ASSOCIATION OF NATIONAL PARK RANGERS

Special Forward by National Park Service Director Fran Mainella

RANGER

The Journal of the Association of National Park Rangers

Vol. XXIV, No. 3

Summer 2003

Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with park rangers; to promote and enhance the park ranger profession and its spirit; to support management and the perpetuation of the National Park Service and the National Park System, and to provide a forum for social enrichment.

In so meeting these purposes, the Association provides education and other training to develop and/or improve the knowledge and skills of park rangers and those interested in the profession; provides a forum for discussion of common concerns of park rangers, and provides information to the public.

The membership of ANPR is comprised of individuals who are entrusted with and committed to the care, study, explanation and/or protection of those natural, cultural and recreational resources included in the National Park System, and persons who support these efforts.

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Submit copy to editor in Microsoft Word format or Rich Text Format as an attached file to fordedit@aol.com or on computer diskette to the address above.

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Cover: Museum collections from throughout the National Park Service. See story on page 2. Photos courtesy of NPS.

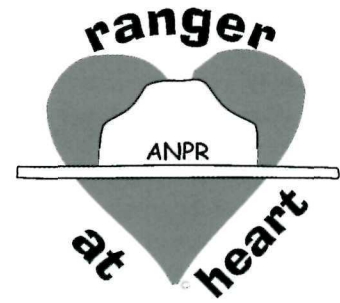
President's Message

Outsourcing. Privatization. A-76. Commercialization. Unless you have been living in one of our many caves for the past year, you have heard of one or more of these terms. Whatever you know this initiative by, you have also heard that there is a lot of concern about it. True! Too true. What you may not realize is that there is nothing about this initiative that is strategic; it is all about reducing the number of federal government employees.

This initiative has the potential to forever change the National Park Service. In many respects, it has the potential to greatly weaken the "service" part of our agency's heritage. In so doing, service may be lost from our approach to fulfilling the NPS mission and from many of our activities.

Think for a minute about your park and what it would be like if any *or all* of the following were replaced by contractors (it could happen!): fee collectors, maintenance workers, archeologists, firefighters, biological technicians, visitor use assistants, education specialists and administrative personnel.

They could be replaced by contractors and contract employees, no longer motivated by public service, a desire to fulfill the NPS mission or our resource stewardship ideals. These folks are motivated by service to their company, meeting contract language and profit incentives. So, we won't have NPS employees who aspire to a career in the conservation of protected landscapes; who are willing to be part of the park "team" and contribute beyond the terms of their PDs; or who show up at potlucks and volleyball games. Instead, parks will have contractors who work their shift, owe their loyalty to some off-site company and have little desire or motivation to learn about the Service's traditions, values and mission. We lose the flexibility to assign workers to help out in special circumstances, and our social interaction, already limited in some areas, is further curtailed. In fact, due to limits on liability, these contract employees may be prohibited from helping with windstorm, snowstorm or flash flood cleanup, or search and medical emergencies, much less structural or wildland fire response.



Sound familiar? It will to many who work in areas that already have contractors. What can you *do* about this? Quite a lot, actually!

First, share this message with every NPS employee you contact. Also give them copies of the President's Message from the last issue of *Ranger* (Spring 2003) and copies of the Action Alert letter found on our website at www.anpr.org/advocacy.htm. When they get concerned, encourage them to join ANPR and our efforts to make a difference. There is strength in numbers! We need a united voice.

Second, share your stories and encourage others to do the same. How has privatization affected you, your park or your program(s)? Stories of NPS employees going the extra mile to make the NPS team work — to get the total job done. Send stories to ANPR's Executive Director Jeff McFarland at jeffmc@erols.com.

Third, keep talking, sharing and working hard on the NPS team. Talk to others whenever and wherever NPS employees are gathered. Share your concerns; hone your knowledge of this initiative and its potential impacts. Most importantly, continue to show the public that *public service* is indeed best done by National Park Service employees.

Fourth, contribute to ANPR's Talking Points and alternatives to outsourcing (found on our website at www.anpr.org under the "Action Alert" tab. Send your thoughts and ideas to me at ANPRpresident@aol.com.

Fifth, don't set this aside and forget it. Do something *now*.

Ken Mabery

EYEWITNESS

The role of museum collections and archives in parks

By Kent Bush
Pacific West Region

Mention archives and museum collections and watch the eyes roll back, heads nod and snores start. As a government agency we are not programmed to think of these things as “real” resources. The “real” resources are the trees, bears, scenery, and the unobstructed, untouched wildness of nature . . . right?

It is true that the trees and the bears and the scenery are major resources, and that they need to be protected and preserved. However, parks with trees and bears make up about one third of the units in the National Park System. By far the largest number of park areas have been set aside for cultural values, such as archaeology and history. In those cases the primary resources might be paper records, home furnishings, farm machinery and other artifacts, and the best places for preservation may be in archives and museum collections. Even the most “green” parks such as Yosemite, Yellowstone or Glacier have been used and modified by humans for thousands of years, and thus, have extensive collections.

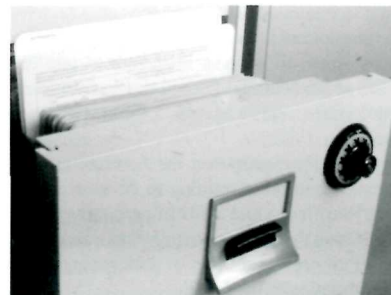
Even where the primary resources are trees and bears, the archives and collections play a major role in preservation efforts. It



Collection, documentation and preservation of specimens and related information are the functions of park archives and museum collections. In a real sense, the well-managed archives and collections become an eyewitness, both to the resources of the park and to the history of our management of those resources.

is extremely difficult to preserve something unless you know what it is, where it might be located, and have some idea of what needs to be done to keep it from going away. It also helps to know about past preservation efforts, whether those efforts worked, and if so, how well.

Popular view of archives and museum management focuses on the three roles of collection, documentation, and preservation. This view paints the archivist and the curator as “dusty little people working with



All photos courtesy of NPS
Museum Management Program



dusty little things in dusty little places.” Many people are unfamiliar with another element of our responsibility, collections use. In general, the use of collections takes two forms: exhibit and research.

Within the National Park Service, the use of collections for exhibit is currently secondary to their use for research. This is

Regional challenges

Compiled by Mark Herberger

NPS employees responsible for curatorial operations in park areas serve ever-increasingly important roles in the conservation of park resources. As the primary stewards for museum collections, park curators, museum technicians, archivists, and the many other ranger positions with museum collateral duties are tasked with providing a safe environment, appropriate accountability, research access and interpretive meaning to our park collections. Their work, however, is often coupled with day-to-day challenges of one kind or another.

In March of this year, individuals responsible for curatorial operations at parks within the Intermountain Region were contacted to acquire information on what they perceived as “their No. 1 challenge in fulfilling their curatorial responsibilities.” (One-sentence replies were requested). The IMR museum curator and collateral duty list included curators, division chiefs, specialists and 025-series rangers. Of the 60 inquiries (several park areas have vacant positions for curatorial duties), 43 responded with these comments:

➤ My No. 1 challenge is not having enough time (only one day per week) to devote to the protection and preservation of the museum collections.

➤ Insufficient time! My supervisor allows me only eight hours a pay period to perform curatorial duties, when, in order to do our collection justice, I actually need about 30 hours a pay period! His reasons for not allowing me more? We are too short-staffed to “remove” me from the schedule that much.

➤ I manage collections for four far-flung parks with nearly a million objects and collections on loan to numerous other facilities, yet I only am employed 20 hours per week.

➤ Having substandard curation storage on site, but yet needing to keep



K'alyaan totem pole. Photo courtesy of Sitka National Historical Park.

a real loss to the mission of the Service, because we have so many beautiful and fascinating things to show the public. But somewhere along the way we have made the determination that our formal exhibits need to be fairly static, very long term and very light on the use of collections. We have park exhibits that are 20, even 30 years old, and a few that are a lot older, much to the detriment of the objects they contain and the quality of information they provide. Our lack of an aggressive rotating exhibit policy has led to the perception

by both the public and park staff that our exhibits never change and that the things in our collections are never used. Unfortunately, this has become a self-fulfilling prophesy in many respects. Part of the problem is that we don't have many professional curators working on exhibit design, and often park curators are not asked to advise exhibit designers concerning materials in the collections.

We are starting to do a better job in making archives and collections available

for the second form of use, research. A number of parks in various regions have begun placing park records in their collections, then processing them as archives. This assures that our own internal documentation of management activities is preserved and survives as a permanent record of our efforts. We are also starting to do a much better job of tracking natural science specimens that are collected in parks, but housed at universities or other institutions. These materials not only become available to the public, but they also serve as primary documentation of park resources for our internal use. Advancement in the research use of our archives and museum collections has paralleled development of the personal computer and its ability to sort quickly through millions of records for needed information. There is, however, a lack of qualified, professional archivists and curators working in the parks to assure that the high-quality catalog records, required for computer searches, are being generated. Much of this work is still being done by individuals without the education and professional experience necessary to assure good products.

We are also starting to do a better job in making archives and collections physically available for use. For the last two decades, official NPS philosophy governing collections management made actual physical access to documents, objects and specimens by both public and staff very difficult. Emphasis during this period has been on providing safe *storage* and little else. A num-

ber of park collection rooms have been designed and built without consideration of, or provisions for, study of the collections. During this same period we have also been spending considerable money attempting to provide a high level of environmental control, in some cases for collections that don't really need it, or in areas where these levels are not very practical.

We have started to realize (particularly at the park operational level) that much of our holdings do not require the high standards of security and environmental controls suggested by the NPS Museum Handbook. The standards we apply should address the actual needs of the collections, and these needs are not the same in every park. The high security standards necessary to protect a valuable collection of historic firearms at Springfield Arsenal are probably not required to protect the herbarium at Denali. And the environmental controls necessary to protect panel paintings and textiles at Vanderbilt will be different from those necessary to protect paleontological specimens at Dinosaur. Here again we see individuals without the necessary education and experience attempting to apply professional standards with limited success.

These realizations have also extended to providing a more liberal access to archives and collections for research use by both staff and public. While we may want and need fairly tight access controls to the Thomas Edison archives or to the Navajo silver work at Hubbell Trading Post, we may not

Regional challenges

collections close by because of the demand from staff. In other words, if we sent our collections to a regional facility, we would no longer have ready access [to them], but yet the collections are currently compromised due to substandard storage at the monuments.

- Lack of funding for a collateral position with a technical level of experience sufficient to properly manage the program.
- Time. That is, to be able to make enough time with all my other responsi-

bilities to adequately deal with the issues and needs of the collection.

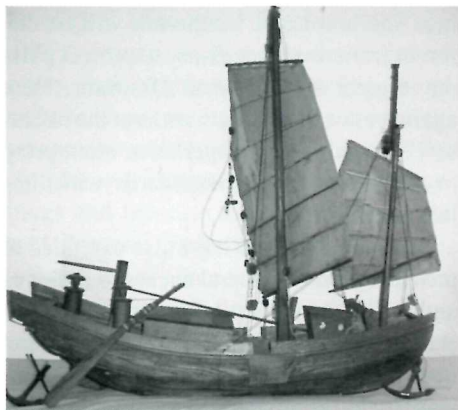
- Managing the preservation of natural history specimens and their associated records has been very difficult because the staff responsible for issuing and managing collection permits have not historically coordinated with the staff responsible for managing collections, from the top levels of the NPS on down, creating a nightmare of missing records, delinquent researchers, backlog cataloging, and storage problems.
- My No. 1 challenge is carving out the time to pay exclusive attention to collections (it being a collateral duty).

➤ Keeping current with programs when you may only use them two or three times a year.

➤ We're three permanent and critical positions short in this division. Two of those positions, who had museum management as a collateral duty, left and could not be replaced due to a static budget and rising COLA, within-grade step increases and general inflationary costs. We even tried to hire a cultural resources program specialist who would also take care of the collections. We had to cancel the announcement due to lack of funds. OFS proposals have been written, but to little avail. As the division chief, I do what I can, but

need similar degrees of access control to the park management records at Hawaii Volcanoes or the herbarium at Great Smokies. We need to be as liberal as possible in providing access, while at the same times protecting the collections.

All of the above leads to the final topic, that of professionalism. The NPS recognizes, supports and requires the need for training and experience in several areas, such as law enforcement, firefighting and wastewater management. But for some reason there seems to be a prevailing attitude that archival work can be done by a seasonal administrative technician, and curatorial work can be done by just about anybody. As a result, the System is littered with collections that often do not reflect the needs of the park, or are often so poorly organized and documented that the information they contain is useless to both staff and public.




The Service response has been to throw money at the problem, and for the last 20 years we have been documenting these collections through cataloging and working to improve storage. The Service has also provided an excellent series of instructions in the NPS Museum Handbook. However, while these give very good directions on “how” to perform various technical tasks, they are less able to tell the reader “if” and “when” these things need to be done. The situation responsible for creating these conditions in the first place — the lack of trained, professional staff at the journeyman level in the parks — has not yet been addressed.

I encourage everyone working in a park to investigate the eyewitness capabilities that your collections should be providing. Resource management should expect the archives to hold all the records documenting past and current inventory and monitoring projects, and expect the collections to document where the specimens are stored. Maintenance should expect the archives to hold original maps, drawings and photographs documenting all projects, and expect the collections to hold paint, molding and hardware samples removed from historic structures. Interpretation should be looking for both information and material to better illustrate the park and the work of the



Above, 400-pound bronze bell from the Civil War Ironclad, USS Cairo. Photo by Elizabeth H. Joyner, Vicksburg National Military Park. Left, Chinese junk built by a 14-year-old boy, about 1890s. Photo courtesy of Acadia National Park.

Service to the public. If you can't get this information from your archives and collections, then you are lacking this crucial eyewitness to the resources of your park and the history of your management of these resources. 

Kent Bush is the lead curator for the Pacific West Region, Seattle Office. He is a graduate of the University of New Mexico and worked as a curator, exhibits director and museum director before coming to the National Park Service. He worked at the Hubbell Trading Post from 1976 through 1980, and has worked out of the Seattle Office for the last 22 years.

Regional challenges

I am also acting operationally in the areas of NEPA compliance, Border issues and inventory and monitoring. I have little time left over to spend as a division chief and frankly, the museum/collections doesn't have a very high priority in the broad scheme of things. As a result we have enormous backlogs here that aren't being made up and reports that haven't been filed.

➤ I've been admonished, by the NPS collections folks, about our NPS GRPA goals and collections management policy, but I am reminded of that old adage by

former NPS director George Herzog: “Policy without money is just talk.” So, as far as collections and museum management are concerned, I'm not challenged, I'm just numb.

➤ The No. 1 challenge: In many parks curatorial operations are assigned as a collateral duty, often to someone without the proper training to do the job professionally. The reason is not unusual; managers must decide where to allocate limited funds. When staff time is rationed to address urgent needs for facility maintenance, health and safety, visitor services and resource protection, curatorial operations just don't seem to compete as a high priority. We have been lucky to scrape together funding to hire

a part-time or seasonal employee, but the is no stability to the program.

➤ My biggest challenge is acquiring funds to protect and catalog the archives in the park, and to have access to a user-friendly, searchable electronic version of our archives currently stored at a central facility.

➤ Time! As curatorial duties are collateral, other “more pressing and interesting” jobs take precedence.

➤ Curatorial duties are collateral duties and as such, are often pushed to the back burner. I took over from another person who left the park and we had minimal time to devote to the

Rangers and the National Catalog

By Kathleen Byrne
Harpers Ferry

What's located in West Virginia under six feet of concrete that contains a wealth of information about your park's resources?

If you guessed the National Catalog, you must be one of the many park rangers who have collateral duties in park museum collections. Although some rangers see being responsible for the museum collection as getting the short straw, others see curatorial duties as an important responsibility that is integral to their parks. No matter which way you look at it, once a year you are required to submit a backup copy of your park's accession and catalog records to the National Catalog.

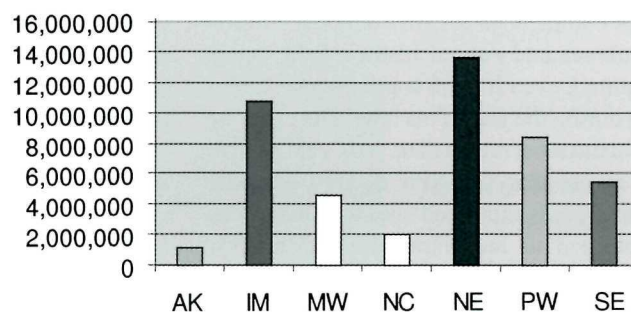
The important word in the last sentence is "required." NPS Management Policies (2001) includes the National Catalog as one of the inventories the Service will maintain and expand. Some people confuse the word "inventory" with the physical inventory of museum collections. The National Catalog is actually an inventory of information about the cultural objects, archival and manuscript materials, and natural history specimens in National Park Service collections. This information is in the form of accession records, which document how the NPS acquired the items, and catalog records that describe the items. The National Catalog was established in 1978 as a

central repository for this information.

There are two purposes for the National Catalog. The first is to provide a secure data storage place outside the park. That's the reason for the six feet of concrete. The National Catalog is located in a bombshelter below Mather Training Center in Harpers Ferry, West Virginia. The bombshelter has now been converted to storage and office space, but it does provide a good place for storing the paper and electronic catalog records. Although you have backups of your data at the park, the National Catalog provides off-site storage in case "things happen": the backup failed, the computer with the data was discarded due to a change in staff, there was a fire. The National Catalog gets six to 10 calls a year from parks that have lost their databases entirely or in part. If you've been at the other end of one of these calls, you've probably been happy to know that you or someone before you submitted your data.

The other purpose for submitting your

**Number of Cataloged Items
in Each Region
Over 46 million total**



AK – Alaska Region
IM – Intermountain Region
MW – Midwest Region
NC – National Capital Region

NE – Northeast Region
PW – Pacific West Region
SE – Southeast Region

data annually is to add it to the aggregated database, which contains the catalog records for all parks and is used for management and research purposes. The aggregated database is maintained in Washington, D.C., and is updated annually from the data sent to the National Catalog. You need to do a complete backup of your park's data every year to insure that new cataloging and changes to existing catalog records are reflected in the aggregated data. For the first time we can search across all park databases for answers to research questions such as which parks have a certain species

Regional challenges

change over. The same is about to happen again as I move on to another position.

➤ I would consider my biggest challenge is in maintaining such strict collections' cataloging protocols and reporting when I very rarely use the system... lack of practice I suppose.

➤ Sorry, but I really don't have any challenges as part-time curator.

➤ Making time to learn and carry out museum operations since it is a collateral duty. So far I've had excellent support from Region with Heather Young spending a week here. Without her help I would have thus far accomplished practically nothing!

➤ Learning the ANCS+ program and learning how to apply that knowledge to the collection and its many annual reports that need to be done.

➤ Finding enough "undisturbed time" to get the collections records updated

and entered *correctly* in the ANCS-Plus database.

➤ One sentence, huh? Can I make the sentence a really long run-on sentence, venting all of my irritations? After consideration of all of the issues we must deal with, I finally made my selection. Our biggest problem is lack of staffing, with only 2.5 people for such a sizable collection and no curator.

➤ The very hardest thing I do is deciding what to keep and what not to keep in the collection because we either have

of butterfly or which park has a piano made in London belonging to Alexander Hamilton.

Even if you're not responsible for the museum collection in your current job, chances are that you may transfer to a park where you are. In that case, it's important to know just a few things about the annual submission. The actual procedures for submission appear in the *Museum Handbook*, Part II, and the *ANCS+ User Manual*. You can also call Re:discovery Software Inc. on their special NPS help line.

A complete backup of both your cultural resources and natural history databases is required, even if there was no new cataloging during the year. This is to insure that we have the most recent data. You also need to be aware that the NPS doesn't consider your records cataloged until they have been submitted to the National Catalog. This again is to ensure the security and availability of the data.

In return for your data, what does the National Catalog do for you? We process your data and send you a report that includes information about your database, such as which catalog numbers are in use and which numbers are duplicates. We print archival copies of your catalog records for storage at the National Catalog and will print paper records for your park at your request. We get many calls to look for missing catalog records and will search your park's electronic and paper records and send you copies. We will send you electronic copies of your database or selected records if you lose your data. We can search for and copy old paper catalog records if your park doesn't have all its catalog data on the computer. More recently we have begun to send subsets of cataloging data to the Inventory and Monitoring Program, if the park releases the data.

So the next time you're assigned to do the park's National Catalog submission, look on it as a good thing. You're safeguarding information on our cultural and natural heritage and providing access to this information at the same time.

It may not be the most exciting thing you do during a day, but it's good stewardship of NPS resources — and that truly is a good thing. 🏠

Kathleen Byrne is the museum registrar with the Museum Management Program. She is in charge of the National Catalog in Harpers Ferry, W.Va., and actually works in the Bombshelter.

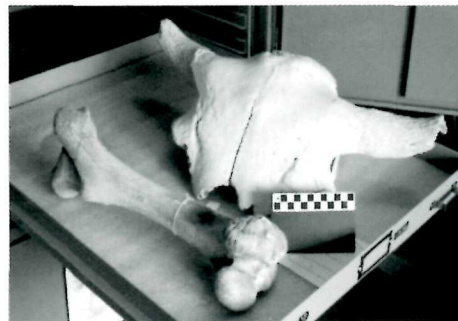
The State of Curation

FY 2002 Museum Collections Report

Compiled by Ann Hitchcock

At the end of Fiscal Year 2002, the most current information available, NPS museum collections totaled more than 100 million items, including nearly 63 million archival documents. These collections support the interpretation of resources and significant events associated with National Park Service lands. The collections include items ranging from historic furnishings in the home of John Adams, to flags that flew over Fort Sumter, to Thomas Edison's handwritten notes on inventions, to the tools and furnishings of a working ranch in Montana, to botanical specimens from Yosemite and archeological items from Mesa Verde. These museum collections are important not only in their own right, but also because of their direct association with the nationally significant sites in the National Park System.

The NPS acquires and documents collections that support the mission and scope of each park and uses these collections to increase public enjoyment and understanding of our heritage and its associated values. Parks use the documentation associated with collections to make informed decisions about interpreting and managing these and other park resources. The public has access to these collections through exhibits, interpretive programs, publications, websites, films and videos. For research purposes, the public can directly access information in collections catalogs and other databases, as well as access the collections themselves. In FY2002 parks responded to



Bison skull and femur collected near Two Point Butte. Photo courtesy of Craters of the Moon NM.

more than 64,000 public research requests, and park visitors viewed more than 408,000 objects on exhibit.

In addition to collections stored at park units, six NPS cultural resource centers manage NPS museum collections. These facilities are the Southeast Archeological Center in Tallahassee, Fla.; the Midwest Archeological Center in Lincoln, Neb.; the Western Archeological and Conservation Center in Tucson, Ariz.; the Museum Resource Center, in Greenbelt, Md.; the Alaska Regional Curatorial Center in Anchorage; and the Northeast Cultural Resources Center in Lowell, Mass. Some collections are on loan to other federal agencies and 137 non-federal institutions for management.

In FY 2002 the NPS acquired more than 1.3 million items through gifts, exchanges, purchases, field collections and transfers. Acquisitions were in the disciplines of archeology, ethnology, history, archives, biology, paleontology and geology. NPS

(continued on page 15)

Regional challenges

to take care of it forever or perhaps lose it forever.

➤ As a museum specialist in a small park I have many collateral duties with deadlines and a sense of urgency; thus curatorial responsibilities are often postponed due to their apparent non-emergency, non-deadline nature.

➤ The general lack of funding, personnel and support by management to properly manage and curate NPS collections.

➤ The general lack of funding and personnel available to manage and curate NPS collections at even a minimal standard.

➤ Funding.

➤ Simply a lack of time to work with the collection. I know you asked for only one sentence, but let me add that the museum collection is a collateral duty of mine, and I have no scheduled time allotted for working with the collection. When reports and inventory

(continued on page 11)

HOT TOPICS

keep museum collections on front burner



Greg Bartlin

Resource management records associated with natural resource field collections are contributing to the archival backlog. Cultural resource guidelines state that research projects fund costs to catalog project-generated collections.

By Ann Hitchcock
Washington Office

Hot topics and current issues are often good predictors of future trends. Some topics are “hot” because we do not have established policies to address them. They cool as we resolve the issues and settle on appropriate management strategies and procedures. Here’s a look at some current hot topics in museum collections and steps being taken to address the issues.

Backlog: A Growing Concern

Beginning with the earliest artifacts and specimens from Casa Grande, Mesa Verde, Yellowstone and Yosemite, museum collections in the National Park Service have grown. In 1920 Director Stephen T. Mather called for “. . . the early establishment of adequate museums in every one of our parks . . .” Now, 83 years later, NPS museum collections number 100 million items! That’s great, but concern for the growing backlog of collections to be cataloged is a

hot topic. Since 1988 parks have received special funding to catalog the backlog. Parks have made excellent progress, with 46.2 million items cataloged, compared with 3.7 million in 1987. But the backlog was only 21.4 million then, so we should have finished the job by now. Instead, today’s backlog is 53.9 million, having grown not only through new acquisitions, but also through discovery of items already in parks.

The biggest growth has been in archives. We estimated 6.6 million archives in 1987 and the figure is now 62.8 million, with 39.6 million archival items backlogged. Much of the growth is due to the incorporation of existing and new resource management records into museum archives. We hope that official records that belong in the Records Management Program are not mistakenly identified as part of the museum collections backlog. Because we catalog archives at the collection level rather than the item level, as parks describe and catalog their archives the backlog numbers decrease rapidly.

This year the Museum Handbook will issue guidance on streamlined procedures for documenting archival collections, including cataloging and producing finding aids. The 2002 release of the Archives Module in the Automated National Catalog System-ANCS+ (Version 6.3) and the related training in each region also help to address the concern.

In addition to the archival backlog, over the past five years the biology backlog has grown from 451,000 to 1,130,000 specimens, paleontology has more than doubled and geology has grown by 50 percent.

Contaminated Collections

Throughout the last century and before, museums often treated organic materials susceptible to pest damage with poisons. Museums also acquire objects that may have been similarly treated by previous

.....
In photo above, a wildlife technician at Zion works on a project in the NPS Inventory and Monitoring Initiative.

owners. In most cases, the poisons have been long-lasting and are residual on the collections, creating a hot topic for today's managers. Hazardous substances may pose a health risk to staff, public users of the collections and recipients of repatriations, and they may contaminate adjacent items by association. Ethnographic collections, which include Native American materials, were often treated with pesticides because their organic components, such as feathers, were especially vulnerable. Repatriation of these contaminated collections to Native communities raises special concerns.

The museum profession is just beginning to assess the problems. In many cases museums lack good records on which pesticides have been used on their collections. Thorough sampling of all potentially contaminated objects for all possible pesticides may not be technically or economically feasible. Even when pesticides are identified, few decontamination procedures currently are available.

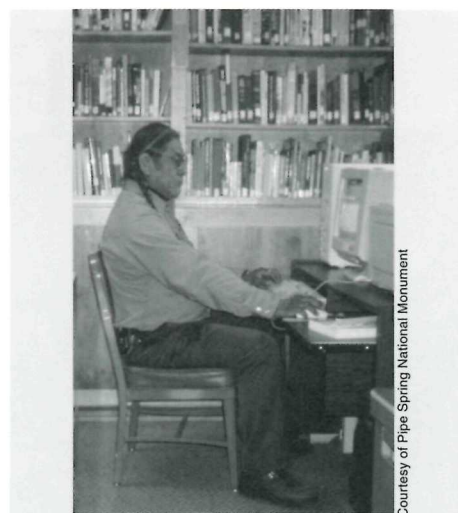
One of the first steps that a museum should take is to identify the pesticides that were or may have been used on its collections. Through research of treatment records and review of past policies and procedures, the NPS has identified 55 pesticides that may have been used on NPS collections and has issued general guidance on handling of contaminated collections.¹

The NPS asked the Department of the Interior to form a departmentwide committee to address issues regarding contaminated collections. The committee has developed a notice for bureaus to issue when the public handles collections. The notice will be released later this year for use in loan forms, repatriation agreements and other documents that authorize individuals other than DOI employees to take custody of potentially contaminated collections. The committee is also preparing Frequently Asked Questions for posting on the Web. The National Native American Graves Protection and Repatriation Act program maintains a website with links to information on contaminated collections.²

Post-9/11 Security, Fire Protection and Access

Parks are giving priority to the hot topic of enhanced security in the post-9/11 environment. A useful tool to assess the effectiveness of security and preparedness is the NPS Checklist for Preservation and Protection of Museum Collections (Checklist). After five years of emphasis on correcting selected procedural and low-cost fire protection deficiencies, as of July 2002 parks meet 97 percent of the applicable targeted standards. Our goal is now to maintain these standards and meet additional security and fire protection standards. As of FY '02, parks meet 73 percent of the applicable checklist security standards. These deficiencies can be addressed through the line-item construction program, the Repair/Rehabilitation Program, cyclic maintenance, the Cultural Resources Preservation Program, the Museum Collections Preservation and Protection Program, Recreational Fee Demonstration Program (80 percent) and base operations. The MCPP Program gives priority to funding correction of fire and security deficiencies.

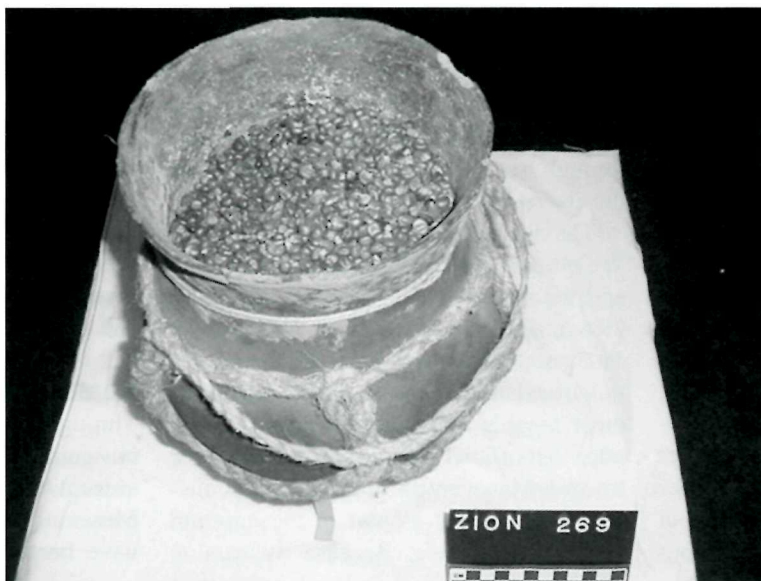
Since 9/11, parks are increasingly cautious about release of information from park collections. We want the public to have maximum benefit from the information in NPS collections, and the Freedom of Information Act requires us to provide equal access to information in the federal records that we manage. (These records include museum records, such as catalog cards,



Park ranger Benn Pikyavit researches ethnographic collections from various park areas around the country listed on the NPS Web Catalog.

resource management records and copies of administrative records.) However, under the National Parks Omnibus Management Act, we can withhold information about the nature and specific location of a resource that is endangered, threatened, rare or commercially valuable, a mineral, a paleontological object or an item considered cultural patrimony. The information can be released only if it would further the purposes of the park where it is located and if release of the information would not create an "unreasonable risk of harm, theft or destruction" to the resource. Likewise, under the National Historic Preservation Act we can withhold information about the location, character or ownership of a historic resource if the disclosure would risk harm to the resource. The Cave Resources Protection Act states that cave locations may not be made public unless disclosure would serve departmental purposes and not create a substantial risk of harm, theft or destruction to the resource.³

The attorney general released a memo on interpretation of FOIA on Oct. 12, 2001. Interior's chief information officer provided complementary guidance to that memo. The department released revised regulations on FOIA (43 CFR 2) in October 2002.⁴ The de-



The provenience of this prehistoric jar may be withheld under FOIA. The Archeological Resources Protection Act requires that information about the location and nature of archeological resources remain confidential if disclosure might harm the resource. The jar contains corn kernels that are over 1,100 years old.



Mark Heberger

The University of Texas at Austin is the repository for Big Bend's paleontological collections. RPRS gives parks the option of requesting originals or copies of the associated field records. Unless exempted by the park, permittees must complete accession information, labeling and cataloging of all specimens they collect.

partment is planning additional FOIA response guidance. The NARA website also has some thoughts on release of information in the post-9/11 environment.⁵

Web Access to Museum Collections

Web technology has revolutionized access to information about museum collections, making it a hot topic. By letting your fingers do the walking you can explore the collections of the Hermitage in St. Petersburg, the Louvre in Paris, the Metropolitan in New York and the NPS all in an afternoon! In 2002 the Museum Management Program launched the Web Catalog, making park catalog data searchable by the public from their homes, offices and schools at <http://www.museum.nps.gov>. In FY '02 52 parks committed to add their data to the Web Catalog. Data are searchable by keyword, theme and sets of information for individual parks and across all parks. To participate, parks submit their ANCS+ data to the contractor, Re:discovery Software Inc., for posting. The annual fee of \$400 provides two postings of an unlimited number of records per year, monthly user statistics and maintenance of the data on the website. Parks can pay the fee using the \$3,000 base funding available solely for ANCS+ and cataloging.

Virtual exhibits of park museum collections on the web increase each year. The Museum Management Program website at <http://www.cr.nps.gov/museum> features the

Treasures of the Nation exhibit; multipark exhibits on the Revolutionary War and Civil War; and an American Visionaries series. Annual visitation generally exceeds 850,000 user sessions. Parks also offer virtual exhibits.⁶

InsideNPS has a new section, "About Museum Collections," that includes data summaries about NPS museum collections, including a Servicewide overview, park collection highlights and links to websites with online collection information.⁷

Permitted Natural History Collecting

The NPS Inventory and Monitoring Initiative is stimulating growth of park natural history collections. The Research Permit and Reporting System, launched in 2001, promotes close coordination among permittees, park research coordinators, park curators and partner repositories in managing collections resulting from permitted scientific activities.⁸ This increased focus on park natural history collections requires all involved to have a good working knowledge of NPS requirements for managing park museum collections, including the provisions that projects that generate collections fund their cataloging. The rapid growth of these collections and the requirements for their management are hot topics.


Revisions to RPRS are underway to assist park coordinators and applicants in completing the important requirement to

obtain, in advance of permit issuance, the signature of the responsible official from any proposed non-NPS repository for the specimens. Indications are that this step often has been overlooked, creating confusion about ongoing federal ownership of and responsibility for collections.

Over the past decade individuals and groups, both inside and outside the NPS, have sought authority for the Park Service to convey ownership of natural history specimens at the time collecting is permitted. The Washington Office will notify the field of any change in this authority, though none is currently anticipated. In the meantime, RPRS general conditions specify current requirements that must be followed. Specimens not consumed in analysis or discarded after scientific analysis remain federal property, must bear official NPS labels and must be accessioned and cataloged in the NPS National Catalog.

Because of economic constraints some non-NPS repositories that manage NPS collections are discontinuing certain collections management functions. We must be vigilant to such developments and work with the repositories to relocate NPS specimens as necessary.

To facilitate management of park natural resource specimens, a new permanent position, curator (museum management – natural science), has been established in the Museum Management Program and will be duty stationed with the Inventory and Monitoring Program, Natural Resource Information Division, in Fort Collins, Colo. With an increasing number of parks actively acquiring natural resource collections, there are many issues to be addressed.

These are a few of the Servicewide hot topics, issues and trends in NPS museum collection management. Other news, such as releasing new ethics guidance for museum collections management, establishing categories of significance, assessing the impact of the Federal Activities Inventory Reform Act (A-76) on museum collections management, and mitigating the fire hazard for cellulose nitrate film, will keep museum collections on the front burner for years to come. 

Ann Hitchcock has been chief curator of the National Park Service since 1980. She has oversight for 100 million objects, specimens and archives in more than 350 park museum collections.

Footnotes/Recommended Reading – page 32

To *the* Point

By Mark Herberger
Zion

Without overstating the obvious, all of us within the Service realize that national park

areas brim with resources. These 388 places conserve

America's finest natural and cultural resources – tangible treasures from the Nation's history, biota, society, geography and more. Frederick Olmsted Jr., with a little help from his friends, penned a composition in 1916 that Congress used to create the National Park Service Organic Act. The “conserve and protect” legislation focuses the stewardship spotlight directly upon us and represents an extraordinary responsibility.

Our national park areas are not islands isolated from the resource threats of the world around us. It has been written that only the highest level of protection will ensure the opportunity to enjoy the parks in the state and for the purposes for which they were set aside. As shareholders within the organization, our collective role carries with it the same magnitude of responsibility. Yet, it is a stewardship job that we cannot accomplish alone.

Contemporary NPS writings, including our Management Policies, realize that visitor and community participation are cornerstones for conserving park resources. Without active and visible public support for activities affecting national parks, it will be difficult for the parks to survive intact. We must be ever vigilant in educating the public about the parks, their resources and the values they represent. Unless the public and policy makers understand the full range of values that parks offer to society, support for new additions and ecologically sound management of existing parks is likely to lack enthusiasm.

How then do we achieve and electrify this vital partnership? Paraphrasing a basic tenet of social psychology in NPS terms – for stewardship to take place, the public must first “care” about the national parks;

for caring to take place, they must “appreciate” the national parks; for appreciation, one must have “understanding” and; for understanding to take place, a visitor must have “knowledge” about the park.

So the question remains as to how the public evolves from knowledge to stewardship? Let us return to the Organic Act. In conservation circles, the Act of 1916 (and its amendments) is perhaps one of the most widely discussed pieces of environmental legislation. We frequently recite the “to conserve...” clause, which summarizes the fundamental purpose for each park area. The preceding passage in Section 1, however, provides insight as to the Service's function. It reads: “...the service thus established shall promote and regulate...” Promote: as through interpretation? How does the public evolve from knowledge to stewardship? Through interpretation!

Interpretation builds the stewardship connection by promoting what the park areas are all about. Interpretation is not some “soft program” — it is essential to the NPS mission. Likewise, interpretation is not just a division but more appropriately, it is a process. It involves 025 rangers, maintenance employees, campground hosts, resource specialists, administrators, Service Center employees and even curatorial folks. No matter the job title, it involves all of us. To conserve the parks, our role is to promote the meanings of the parks to the public. We must reveal those meanings so people can absorb them on their own terms — to allow the public to climb aboard the partnership path from knowledge to stewardship.

Park visitors are generally seeking something of personal value and significance; they are not necessarily looking for just information. Success on our part occurs when we achieve meaning by linking the specific tangible resources of the park with intangible ideas, events and concepts. After the Sept. 11 attacks, the public discovered many of those intangible meanings veiled



Tom Haraden, Zion

Construction of Zion's new Human History Museum was completed in June 2002. More than 200 museum artifacts and historic images help to create tangible/intangible links by interpreting past cultures and their many interactions with Zion's natural resources.

behind the tangible resources. Director Mainella spoke of them as hope and renewal; of courage, determination and perseverance. These tangible/intangible linkages are our vehicles to unleash the power of meaning and enable our visitors to care about the parks.

By now you may be asking what this has to do with park museum collections. The point being: what better means to create linkages between tangible items and intangible concepts but through interpretation of museum collections! Let's restate that one more time, especially for the few curatorial folks who view their job in narrow terms of just annual reports, inaccessible storage or NARA standards; and for the few NPS employees who view curatorial folks as librarians, not necessary for staff meetings, or as non-rangers. Well-planned and well-delivered interpretation of museum collections is one of the best strategies to create the tangible/intangible links so vital to the NPS mission.

Park Service collections contain more than 100 million items! They are the tangible icons of this country's heritage. They make parks more understandable for visitors by providing something tangible to tie to the park story. Museum collections, in visitor center exhibits or park museums, can reach many visitors and provide the framework that supports ideas, events and features commemorated in our 388 areas. Museum collections exist inside most parks. Appropriate accessibility and museum interpretation should be available for all visitors. That goal should be a priority for all of us. It's the mission; it's the point. 🏠

Mark Herberger has been a park ranger for 24 years. Currently he is the curator at Zion, Pipe Spring and Cedar Breaks.

GPRA! . . . but I'm in curation

By Brian Biegler

NPS Museum Management Program

Hang around the National Park Service long enough and you are bound to hear strange terms like GPRA and GPRA Goals, and references to codes such as Ib2D or Ia6. Work with park museum collections and someone may tell you that the Ib2D numbers are derived from your CMR or that to increase the number of cataloged objects on your CMR, BACCAT funds may be available. For Goal Ia6, on the other hand, parks submit an ACP and can apply for MCPP funds to address deficiencies identified in the ACP, which will increase their Ia6 number. Got all that?

First, let's identify the acronyms. GPRA stands for Government Performance and Results Act. CMR stands for Collections Management Report, BACCAT for Backlog Catalog funds, ACP for Automated Checklist Program and MCPP for Museum Collection Preservation and Protection funds.

Amidst this alphabet soup are important ideas. Parks set measurable goals for their museum collections, measure progress in meeting those goals, and may apply for money to help meet the goals. Goal setting is where GPRA comes in. It requires parks, regions and central offices to set measurable goals. Goal categories vary widely. Visitor satisfaction, air quality and

workforce diversity are a few examples. Each category has its own identification number. In the museum field there are two main GPRA goals: "Park Museum Collections" identification number Ia6 and "Museum Objects Cataloged" identification number Ib2D.

"Park Museum Collections" (GPRA goal Ia6) involves making sure parks meet preservation and protection standards for museum collections. The aim of this goal is to increase the percentage of standards that are met. To measure progress, parks complete and electronically send their ACP to the Museum Management Program (MMP). The ACP is a museum facility checklist consisting of a series of preservation and protection standards and is incorporated into each park's Automated National Catalog System (ANCS+). For each facility that houses museum collections, park staff determine whether the facility meets each applicable standard. For example, one standard is: "Space is large enough to accommodate the current museum collection and any anticipated growth." Some standards are more procedural in nature, such as "Records of relative humidity and temperature readings and of daily observations are permanently retained in the unit's curatorial files." After a staff member enters a "Yes," "No" or "Not



NPS Museum Management Program

Assistance for parks to complete their backlog cataloging projects can come from the Backlog Catalog fund and from the Cultural Resources Preservation and Protection fund. File photo from the NPS Museum Management Program.

Applicable" answer in the ACP, the ANCS+ software program calculates the percentage of standards met. The Servicewide goal for the percent of preservation and protection standards met for museum collections increases incrementally each year.

What can be done if standards aren't being met? If, for example, the standard "Space is large enough to accommodate the current museum collection and any anticipated growth" is not being met, what funds are available to provide more space? One answer may be MCPP (pronounced MCPEEP). Each year every region gets MCPP money to help parks meet preservation standards. Since the application process for MCPP funds varies from region to region, the regional curator is the best

Regional challenges

(continued from page 6)

are due, I squeeze time from my work day to get these completed. And when I do these annual submissions, I have to relearn the ANCS+ program because it will have been months since I worked with it. This is a frustration of mine, because I enjoy working with the collection and would like to be able to spend more time with it.

➤ My greatest challenge is to ensure that curatorial operations are an integral component of overall park operations with adequate funding, staffing, and

expertise to accomplish management and care of the collections as a primary resource.

➤ Transforming museum collections to become an accessible tool through education, designed for visitors and researchers to understand the value of the resources found within the park.

➤ Finding enough time to adequately complete those tasks.

➤ Our small NPS unit doesn't have ANCS+. It is sometimes like pulling teeth to get it so we've simply "pirated" it from another park.

➤ The park recently completed a busi-

ness plan. In planning for it, research showed that we need 4.7 FTEs annually to complete all of the curatorial tasks. We only have a .8 FTE curator.

➤ Acquiring and maintaining proficiency in curatorial skills in order to fulfill collateral duties.

➤ Continually updating our park accessions and cataloguing, along with completing and submitting annual museum management plans, checklist and catalog records to our national office.

➤ I have absolutely no background in curation, and because our park has no money to send me to training or to send someone here to train me, my



Courtesy of Keweenaw National Historic Site

Park curator Leslie Newkirk handles items in the Keweenaw collections storage facility. Funding for park areas to correct museum storage facility deficiencies can come from the Museum Collection Preservation and Protection fund.

contact for details. One thing to keep in mind, MCPP funds are intended to correct standards on the ACP where the answer is “No.” These funds cannot be used for other purposes.

The other major GPRA goal for museums is “Museum Objects Cataloged” (GPRA goal Ib2D). This goal deals exclusively with increasing the number of cataloged museum objects in a park’s collection. A museum object’s catalog record is its main source of information for research and access, and is the primary accountability record. It allows parks to know what they

have, where it’s located and its condition. Cataloging provides physical and intellectual access to the museum collection. For example, there may be a rock in a museum collection. When someone looks at it, all they see is a rock. However, the catalog record indicates that the rock was a maul used by the Anasazi and found in an archeology survey done in 1972 at a certain site in the park. The catalog information gives significance to the object. Without cataloging the object is just a rock. This need for information is the reason why parks are required to catalog their collections and submit the records to the National Catalog.

GPRA goal Ib2D measures the number of museum objects that have been cataloged to NPS standards. Once an object has been cataloged, it can be counted toward goal Ib2D.

The CMR provides information on a park museum collection’s size and activity, and can be used to measure the number of cataloged objects. With a little input from the user, the CMR counts the number of newly cataloged objects as well as providing other annual collection activity. Director’s Order #24 requires parks with museum collections to submit a CMR to Washington annually.

There are funds available to help parks catalog objects. If collecting is done in the park, through an archeology project or the Inventory and Monitoring Program, for example, the funds for cataloging are required to come from the collecting project. For parks with objects that were collected long ago and never cataloged, there is also help. Parks with uncataloged objects accessioned before 1987 are eligible for BACCAT funds. NPS submitted a plan to Congress in 1987 that explained how NPS would eliminate the backlog of uncataloged museum objects existing as of Dec. 31, 1986. The agreement with Congress was that parks would provide funds for cataloging new acquisitions from 1987 on. However, this hasn’t always happened, so a post-1986 backlog has developed. Cultural Resources Preservation and Protection funds are available to address the post-1986 backlog. Again, the process for applying for BACCAT and CRPP funds varies from region to region, so the regional curator is the best contact for details on the application process.

It’s an odd dance of letters: CMR reporting for Ib2D funded with the help of BACCAT, and the ACP reporting for Ia6 with a little help from MCPP. But in the end it’s about goals: setting them (in GPRA), measuring them (using the ACP or the CMR) and meeting them (perhaps with help from the MCPP or BACCAT).

Brian Biegler is the assistant registrar for the NPS Museum Management Program. His NPS career began as a volunteer in Yosemite. Since then he has worked at Shenandoah, Sequoia-King’s Canyon and Thomas Stone. He has a bachelor’s degree in recreational resource management from the University of Minnesota.

Regional challenges

knowledge of curation is not going to get any better.

► We do not have enough resources (money, staff, time, space) to accomplish the numerous tasks (collection management, historic home housekeeping, cultural resource compliance, special events) we are responsible for.

► The No. 1 issue that I see here, being the curator for the collections of two parks, is staffing.

► Park management—education of park management to the needs of the museum.

► My No. 1 challenge is that I lack the necessary knowledge for policy and procedures in accessioning and cataloguing, and I am unable to find a DOI or NPS course that offers this training.

► The No. 1 thing that keeps me from fulfilling my responsibilities as curator is a lack of dedicated, appropriate storage space.

► As I see it the No. 1 challenge is attempting to maintain basic curatorial standards while simultaneously juggling reports, storage issues, catalog backlog, exhibits and other collateral duties for the park.

► The single biggest challenge in working with the park’s museum collection is how to convince management that collections are an asset rather than a liability—that they do not siphon off funds that could be used for more “important” programs at the park.

The Teachings of a Uniform Collection

By Sylvia Frye
Harpers Ferry

The National Park Service History Collection housed at Harpers Ferry Center contains a wealth of cultural, archival and manuscript materials that document the history and culture of the NPS. The ranger uniform, its insignia and accessories are only one of the history collections' many components *critical* to the complete understanding and portrayal of the NPS and its role in the history of the United States.

Thanks to sentimentalists or "packrats," Harpers Ferry Center has developed one of the largest and most complete uniform collections in the NPS and perhaps the only collection of its kind in the United States government. The uniform collection, dating from the early 20th century to the first of the 21st century, has provided us with the unique opportunity to create a "type" collection of items that can be used by anyone interested in researching the history and development of the NPS.

What exactly can a uniform teach? The most common lesson is the evolution of style. By concentrating on details like style features, brand names, fabric types, dye lots and stitching techniques, one can learn about item quality, durability, functionality and popularity of a particular style or manufacturer. The uniform collection also reflects societal change, especially during the 1960s and 1970s. This is particularly true for women, where fashion dictated uniform style over function. With the exception of the short-lived "urban" uniform, the men were not affected by society's influence.

Is the reasoning for developing and maintaining a collection of old uniforms simply




Historic uniform display at the National Conservation Training Center, Shepherdstown, W.Va.

to document and teach about the evolution of what the rangers wore through time? Absolutely not! There are many more stories that the NPS Uniform Collection tells. Style changes, for instance, also represent the struggles that the NPS experienced as it established itself as an agency. The uniform has come to identify the ranger and is the most visible symbol of the NPS today. The uniform documents the evolution of style and the evolution of an identity — our identity — that of the NPS.

The hat is a key example. The uniform itself has evolved significantly through time, but the hat has remained a constant. The Stetson or "flat hat," adopted in 1920, has come to represent the NPS more than the arrowhead patch. Butch Farabee, former assistant superintendent of Glacier, wrote in 2001: "The Stetson is so steeped in tradition that many employees take pride in having worn the same hat throughout their

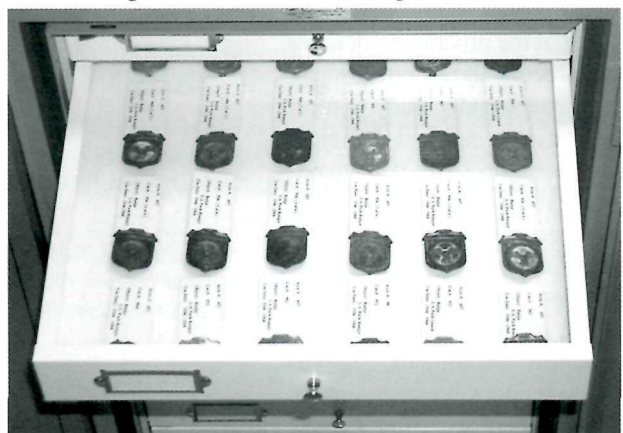
entire career."

Farabee also wrote: "Recognized and respected the world over, the gold badge, uniform and arrowhead make us special. They are ours and unite us all: interpretation, protection and resource management. They bind us in our diversity, courage and commitment to quality and garner respect from the public and our professional peers."

In short, the NPS Uniform Collection teaches many valuable lessons. The collection serves as a reminder of the hard work, dedication, commitment and loyalty of thousands who have endured to develop the NPS that we know today. But most importantly, it is a powerful reflection of pride in our selves, in our work, in our agency and in our tradition. 

Sylvia Frye is a museum specialist at Harpers Ferry Center and curator of the NPS Uniform Collection.

This NPS badge collection resides in a storage cabinet.



Regional challenges

► Museum management cannot be performed correctly according to NPS Museum Management standards as a collateral duty. Understanding and support from park management officials that the collections are "REALLY" an important park resource not a collection of old junk in a building. Correctly accessioned and cataloged, everyone in the park as well as the NPS could benefit from the information which lays buried in the collections. Imagine the valuable finds — think of the last scene in "Raiders of the Lost Ark." □

Competitive sourcing & curatorial personnel

By **Rena L. Fugate**
Intermountain Region

National Park Service curators and museum technicians, along with the thousands of other dedicated employees, work to support the mandate and mission of the NPS and the respective parks in which they work. In the realm of competitive sourcing, however, the question that is asked is, “Are they the only ones who can do the job or provide the service?”

The majority of functions in the NPS, like curatorial jobs, and in many other public land agencies are categorized on the Federal Activities Inventory as commercial in nature and therefore eligible for competition. Few functions are defined as inherently governmental, and law enforcement and criminal investigation are two that appear to be exempt from being studied under competitive sourcing. Policy Letter 92-1 from the Office of Federal Procurement Policy provides background and guidance on the determination of inherently governmental functions.

One of the underlying tenets of competitive sourcing is that the government should not compete with the private sector. For our example, if a private sector business is available to provide curatorial service and is prepared to meet the established government performance standards at a price less than a government group, then the best value to the government and taxpayer comes from the private sector. But, the competitive process is not slanted in favor of the private sector since the process allows government employees under study to reorganize into a Most Efficient Organization (MEO) to maximize their efforts to become more effective and efficient and therefore, perform well in a competition. Under current conditions, we must ask, “Are park museum technicians, support office curators, Western Archeological Conservation Center

archivists or regional museum specialists a “most effective organization?”

At the conclusion of a competitive sourcing study, regardless of who is awarded the contract, MEO or private sector, there is an expected cost savings of 20-40 percent resulting from the implementation.

If curatorial personnel are selected to be studied, competitive sourcing provides an impetus for a park unit to analyze various options for achieving the performance of a given activity and to determine

- Whether an activity is needed in the first place.
- Whether an activity should be re-engineered to be more efficient; and
- Whether an activity should be sourced differently, either through another staff unit, another agency, a non profit organization, a program partner or a private sector vendor.

The National Park Service will preserve and foster appreciation for the cultural resources in its custody, and will demonstrate its respect for the peoples traditionally associated with those resources, through appropriate programs of research, planning and stewardship.

— National Park Service
Management Policies

Many questions still exist about how the competitive sourcing process will be implemented but it is important for museum employees to be informed, keep in mind that change happens, and be prepared to take advantage of new opportunities when they arise. The NPS will always need a core group of employees to communicate the mission and core values of the Service and the parks, but creative ways to get the work done may include the opportunities brought about by competitive sourcing. 🏠

Rena L. Fugate is the special projects manager in the Intermountain Region.

For current happenings on competitive sourcing, check these sites:

www.govexec.com — An A-76 section is included; check there for recent news and links to other informative sites.

www.federaltimes.com — Check under Management Issues.

www.washingtontimes.com/ — Washington, D.C., newspaper with the latest scoop, check on the OnPolitics tab.

For background and more in-depth information, check these sites:

http://im.den.nps.gov/sf_source.cfm — Check this one for what’s happening in the region. Also note links to other helpful sites; place to ask questions and get answers.

<http://emissary.acq.osd.mil/inst/share.nsf> — Although this is a DOD site, it is excellent in its presentation of the A-76 process, and includes Best Practices and Lessons Learned.

www.doi.gov/pam/competitivesourcing — This is the DOI Center for Competitive Sourcing Excellence website and includes a FAQ page as well as other background documents.

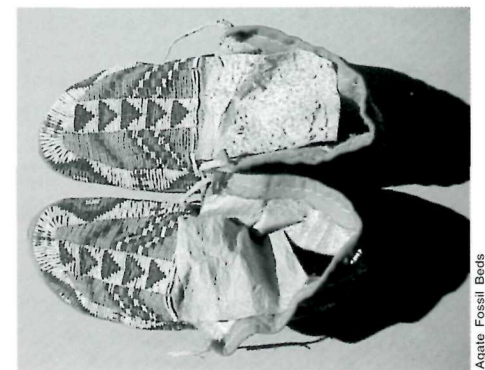
<http://www.whitehouse.gov/omb/circulars/index.html> — The A-76 Circular can be found on this site, along with information about proposed revisions. The Revised Circular is expected to be released by mid-year. The impact of the revision is unclear at this time.

<http://www.whitehouse.gov/omb/procurement/fair-index.html> — Learn more about the FAIR Act and the guidance for the upcoming FY03 inventory.



Weir Farm NPS

Above, “Spring Landscape,” Branchville, 1882. A gift from the Weir Farm Trust. Below, Kills Above Moccasins from the Cook Collection.



Agate Fossil Beds

Oh Ranger! — ANPR has entered into a partnership arrangement with American Park Network, publisher of 28 park-specific guides placed in concession facilities and similar visitor use sites around the National Park System. These guides include maps and narratives by the well-recognized Fodor organization. Each issue has a first-person account—entitled “Oh Ranger”—by a park staff member. ANPR will receive republication rights to the “Oh Ranger” monographs and is exploring marketing the collection as a sales item. Below is an article by ANPR members Ken Mabery and Bill Supernaugh from this year’s edition.



OH RANGER! LIVE THE ADVENTURE

Jeff Henry

When you were growing up, who were your role models? Were they doctors, teachers, police officers, firefighters or veterinarians? Perhaps you aspired to be like Indiana Jones? Our role model was all these and more—all embodied in one person—our fathers! Our fathers were national park rangers and their lives were truly adventures. In any given week, they might respond to a distress call, perform a search and rescue operation, tend to an injury, fight forest fires, lead interpretive tours, clear hiking trails and much more. They actually got paid to hike, ski, camp, boat and even take pictures in some of the most beautiful places in America, and they did it all in a cool-looking uniform.

The role of park ranger has evolved over the years. Back in the early days of the National Park Service, generalist

rangers needed to “wear many hats” in order to protect and preserve the parks. The job was challenging and prospective applicants were forewarned of the rigors of the position to ensure that candidates could live up to the requirements. A 1926 letter from Horace Albright, the first superintendent of Yellowstone National Park, gave potential rangers a dose of reality regarding the life they were considering. Excerpts show that, back then, a ranger job was no “walk in the park.”

“If you have the reputation of appearing unusually youthful or immature for a man of 21, don’t apply... The ranger is primarily a policeman, therefore he should be big in frame... If you are small of stature, better not apply... The ranger must have a pleasing personality; he must be tactful, diplomatic and courteous... Without [these characteristics] you would become a failure from the beginning of your service... The ranger must be qualified to ride and care for horses... Applicants should present evidence of their having experience camping out in the woods... The ranger is on duty night and day... A ranger’s job is no place for a nervous, quick-tempered man, nor for the laggard, nor for one who is unaccustomed to hard work. If you cannot work hard ten to twelve hours a day, and always with patience and a smile on your face, don’t fill out the attached [application].”



A ranger at Hawai’i Volcanoes National Park faces a destructive wildland fire.

As you can see, it took a tough *man* to fulfill a ranger’s job back in 1926. When we grew up in the National Parks in the 1940s – 1970s, we learned from our fathers, who exhibited all the characteristics of Albright’s time and always had smiles on their faces. Today, many things have changed, although a conversation with any ranger will let you know that they’re still not afraid of hard work!

There are many diverse roles within the National Park Service, filled by a diverse audience of men and women of every imaginable size, shape and color. To wear the instantly-recognizable gray and green uniform and ranger hat, you still need to be a generalist, since all rangers are responsible to keep the parks safe and help visitors have a great experience. However, the role of a ranger in the 21st century is also highly specialized. For example, a ranger at Badlands or Mount Rainier may specialize in ecosystem restoration and environmental monitoring, while others at Carlsbad Caverns and Mammoth Cave specialize in cave exploration and rescue. A ranger at Grand Canyon or Yellowstone may acquire expertise in emergency medicine, as the nearest hospitals are hours away. Rangers at Buffalo National River and New River Gorge specialize in white-water boating, while their counterparts at Channel Islands and Cape Lookout must navigate in the rolling ocean surf. Wolf Trap and Chamizal are two large theaters operated by the National Park Service,



A ranger naturalist at Yellowstone points out a distant grizzly bear to a visitor.

so rangers there must be special events experts. At Yosemite and Valley Forge, rangers must be trained to tranquilize large, wild animals in order to protect both the animals and the public. The examples of ranger specialties are as numerous as our National Parks are varied.

So take a moment to get to know a park ranger. These multi-skilled, highly trained men and women are standing by, waiting to help make your national park vacation a safe and memorable one. And while many things have changed, we’re sure that you’ll instantly appreciate that tact, diplomacy and a pleasing personality are still embodied by those who have the good fortune to live the adventure of a National Park Ranger.

By Ken Mabery, President, Association of National Park Rangers and NPS Representative to the Northwest Forest Plan and Bill Supernaugh, Superintendent, Badlands National Park.

BECOME A NATIONAL PARK RANGER

The Association of National Park Rangers publishes a guide to becoming a National Park Ranger called *Live the Adventure: Join the National Park Service*. The booklet is available for \$5.00 (includes S&H) by writing to ANPR, P.O. Box 108, Larned, KS 67550 or by visiting www.anpr.org/park-ranger.htm

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The state of curation (from page 6)
deaccessioned 57,269 items through exchanges, transfers, conveyances, losses, thefts, repatriation under the Native American Graves Protection and Repatriation Act, voluntary and involuntary destruction, and return to rightful owner.

Notable acquisitions include a late 18th-century Baltimore mahogany tall-post bed original to Hampton; four letters written about Clara Barton and her work in Cuba during the Spanish-American War and a portrait of Dr. Julian Hubbell, her associate in the American Red Cross, at Clara Barton; documents and papers of the National Council of Negro Women, associated with the Mary McLeod Bethune Council House; and a collection of Yellowstone memorabilia numbering more than 20,000 items.

As of FY 2002, 62 percent of the objects

and specimens and 37 percent of the archives are cataloged. At current cataloging rates and funding levels, the collection will be cataloged in 2029.

General information on the condition of individual items in park collections is assessed and recorded in the Automated National Catalog System by the cataloger. Conservators, highly skilled professionals who assess condition, have evaluated and validated only a few of these assessments. Establishing and maintaining detailed and current condition assessments for more than 100 million items is infeasible. The following data must be considered in light of this background information. Based on more than 4 million records in the database, 58 percent of collections are in good or excellent condition, 28 percent are in fair or poor condition and 14 percent do not have con-

dition recorded. Also, 600,000 pre-automation catalog records that date from 1920 to 1987 are currently being entered in the database. Prior to 1984 condition was not a separate data field on the catalog record, so condition is less likely to be recorded on early records. We assume that the conditions for items without recorded conditions are proportional to the conditions for those items with recorded conditions.

Using the standardized NPS Checklist for Preservation and Protection of Museum Collections, parks assess the conditions in facilities housing collections. The checklist records the status of storage and exhibits relative to professional standards for environment, security, fire protection, house-keeping and planning. Only 68 percent of the conditions in park museum collections

(continued on page 32)

16 USC 19jj

Quite possibly the most powerful act known to the Park Service

By Richard J. Larrabee
Wrangell-St. Elias

Have you ever physically cringed at the extent of resource damage committed by an individual (or group of individuals) in a park area where you work? Have you ever felt completely despondent upon seeing such resource destruction knowing it is lost for eternity and can never be replaced? Having these feelings is only exacerbated by the knowledge that, even if caught red-handed or fully confessed, the individual who is accountable for the destruction of the resource will often suffer only minimal penalties from criminal court in the form of fines, or inadequate restitution payments. These feelings of frustration no longer need to plague national park rangers.

In 1990 Congress enacted Section 19jj of Title 16 of the United States Code (16 USC 19jj), entitled the Park System Resource Protection Act. Congress passed modifications to this statute in 1996 expanding its coverage to all National Park System resources (those federal resources within the boundaries of a unit of the park system). Under this statute, the Attorney General of the United States, upon request of the Secretary of Interior after a finding of damage to a park system resource may commence a *civil* action in the United States district court against any person who destroys, causes the loss of, or injures any park system resource for response costs and damages resulting from that destruction, loss, or injury.

In nonstatutory language, this means the park can sue a responsible party who injures or destroys any park resources (living or nonliving) located within the park boundary for all costs related to the response, assessment of damage, replacing, restoring, or acquiring the equivalent of the damaged resource, the future monitoring of the resource, or the value of the park system

resource in the event the resource cannot be replaced or restored. These recoverable costs also include the value of any significant loss of use of a park system resource pending its restoration or replacement or the acquisition of an equivalent resource (i.e. time the area/structure/wildlife was not available to the public or the ecosystem). Moreover, all of these costs are recoverable regardless of the criminal negligence or intent of the injuring party because 16 USC 19jj is a *strict liability* statute; regardless of whether the resource injury in the park system unit was a result of an innocent mistake or not, the injuring party *will* be held responsible.

A breakdown of the recoverable costs mentioned above are as follows:

Response costs

Response costs include all necessary actions to prevent or minimize the destruction, loss of, or injury to park system resources, or to minimize the imminent risk of such destruction, loss, or injury. Protection rangers' initial response to a report of resource damage, along with any ensuing investigation, will fall under this recoverable "response cost." In addition to their response, protection rangers should call in park employees (biologists, archeologists, maintenance workers) with expertise in the injured resource to assist in identifying the injuries and collecting preliminary information during the response phase. All park personnel involved in the response phase from the first notification of an incident until the point where there is no further threat of injury will also fall under recoverable response costs. The recoverable portion of these response costs not only include *all costs* related to park personnel time (hourly wage plus benefits) but will also

include equipment and supplies (GSA mileage, gas, film) used during the response. All response actions should be detailed in a case incident report which will be used as a response report.

Assessment of damage

Similar to response costs, all costs incurred by the park in preparing an assessment of damage are recoverable under 16 USC 19jj. These costs can include staff time spent conducting the injury assessment and preparing reports, supplies, travel and equipment. Upon completing the injury assessment, an assessment report detailing the resources that were destroyed, lost or injured as a proximate result of the defendant's actions will be prepared. Assessment reports must be professional and comprehensive and should be prepared with the idea that they may eventually fall under court scrutiny; the depth and level of detail needed in the report will depend upon the size and complexity of the injuries. Whenever possible, NPS employees with expertise in the resource being examined should conduct the injury assessment. For example: a biologist should assess injuries to natural resources, an archeologist should assess injuries to cultural resources. If the employee conducting the assessment has the requisite knowledge, skill, experience, training, education, and adequate peer review of published materials, they may be called as "experts" in court by the United States Attorney's Office. Accordingly, if deemed an expert, the employee preparing the report must feel confident about being able to justify the assessment methods and results in face of cross-examination by a defense attorney, and in refuting the defendant's own "expert witness." Many of our park scientists do not routinely provide court testimony and thus should be made aware of this possibility, albeit a rare one (most cases are negotiated prior to trial). Not all NPS employees in these positions may be judged as an "expert" by the court; however they do not need to be an expert in order to collect the necessary data and complete an assessment report. If the case proceeds to litigation and the park employee is not considered an expert, an expert may be hired from the private sector to substantiate the methods and results in the assessment report and to testify in court. In fact, de-

Photo above, brown bear in Wrangell-St. Elias, courtesy of Jim Hannah.



Richard Larrabee

Encroachment with major resource damage

pending upon the size and complexities of the injury, and the number of park staff available to conduct the injury assessment, both the assessment work and completion of an injury assessment report may be contracted out to a reputable private firm. The cost to hire such contractors may be substantial, yet recoverable under 16 USC 19jj.

Replacing, restoring or acquiring the equivalent of the damaged resource and future monitoring

In order to place a value on an injured resource, a park must determine if that resource is capable of being replaced or restored to its pre-injury condition, or if an equivalent resource can be acquired. Costs involved in implementing one of these three options are recoverable. The selected restoration and/or replacement option (primary restoration), the methods of how that option will be implemented and the projected costs will be outlined in a restoration determination report. If a park is not capable of restoring or replacing the injured resource, it may elect to acquire the equivalent of that resource. A park may only elect this option if it has prior approval for such acquisition in appropriations Acts of Congress and is subject to limitations contained in the organic legislation of the park.

Primary restoration costs would include the cost of materials, equipment, and personnel needed to perform the actual restoration or replacement of the resource. It is preferable to obtain costs estimates from private contracting firms for the primary restoration methods chosen as opposed to determining costs for the project based on park staff. Ultimately, park staff may not be available to perform the work when needed due to workload constraints and the park

may choose to hire a private contracting firm to conduct the restoration. If the costs for primary restoration have been estimated using park staff, which is typically lower than costs for a contracting firm, it would undercut the ability of the park to have sufficient funds to hire the contractor in the future. Primary restoration would also include estimated costs for monitoring of the site for restoration success and recovery progress, compliance (such as NEPA), oversight and budgeting/administrative support.

Value of resource in the event it cannot be replaced or restored

To place dollar values on such inimitable resources located within the National Parks is oft said to be impossible. However, in order to pursue a civil action against the injuring party, some approach must be incorporated in order to produce a dollar figure. Perforce, whatever approach is decided upon will need to be both creative and scientifically justifiable.

Value of significant loss of use of resource pending restoration, replacement or acquisition of equivalent resource

Park resources provide services/functions that benefit other resources and/or visitors. When an injury to a park resource occurs, not only is the resource impaired but its ability to provide services is also impaired. For example: a forest may provide services in the form of food and shelter to wildlife; when the forest is destroyed, not only are the trees lost but the services those trees provided to the wildlife have been lost. This theory may also be applied to visitor services. Even with primary restoration, park resources may take years to return to their pre-injury condition, if they recover at all. Services are lost from the time of the injury until the resource returns to its pre-injury

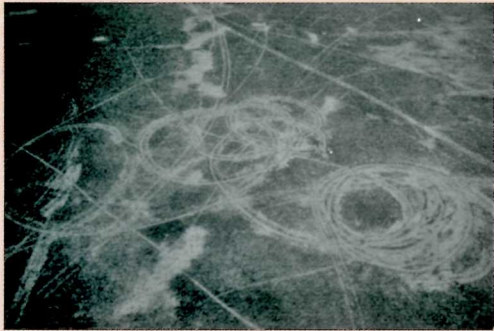
condition, or if the resource can never be restored, into perpetuity. Compensation for lost services must be included into the estimate of total damage in order to sufficiently compensate the public for the total losses incurred due to the injury. Placing a value on the services lost will be accomplished by the park choosing a compensatory restoration project. The compensatory restoration project elected must provide comparable services to those that were lost in the injury. There are a number of scaling methods commonly used to determine how much compensatory restoration will equal the amount of services lost. Costs involved in implementing compensatory restoration are recoverable. The elected project, the methods to be used in completing the project and the estimated costs, along with any primary restoration options, will all be outlined in a restoration determination report.

One of the most significant factors about the recoverable costs articulated above is that the damaged park receives all monies awarded, rather than the United States Treasury, as in the case of a criminal fine. Additionally, the use of these recovered amounts by the park is restricted only in the nature of their use. All costs recovered in relation to the *primary and compensatory restoration projects* must be used as they are outlined in the claim documents and consent decree: to restore, replace, or acquire the equivalent of resources which were the subject of the action and to monitor the recovery of such resources. All costs recovered in relation to the *response costs and damage assessments* are available to the park **for any use** the park deems appropriate inasmuch as they represent monies the park has already spent on payroll, equipment, supplies and/or contracts used to complete restoration and assessment activities.

Illegal encroachment



Karen Baitte, ERDAR



Marine grounding scars

Karen Battle, ERDAR

Why a civil action versus a criminal action? Criminal fines paid by a violator are paid to the United States Treasury. Recoveries, for restoration of a resource, may be sought in a criminal action against an individual in the form of restitution which a judge may order to be paid directly to the park. However, if incarceration is not a major objective in the handling of a certain case, and the total dollar value of the injury is substantial, a civil suit under 16 USC 19jj should be considered in lieu of a criminal action. The reason for this preference to bring civil action versus criminal action is twofold: strict liability (do not need to prove criminal negligence or intent) and the potential for monetary recovery for all efforts to respond and assess the injury, and to monitor the injured area (not typically included in a criminal restitution award).

When considering which venue to use, the main issue to keep in mind is that the forte of criminal courts does not lie in evaluating monetary cases. They may order restitution, but will do so only if the dollar figure is readily linked to a specific value (i.e. cost of a destroyed building, sign or other inanimate object that normally has a price tag). Once you start requesting restitution for the value of lost vegetation, lost wildlife habitat, soil erosion, impaired aesthetics, lost "use" of a park resource, or the time and money the park spent to initially stop the damage (response costs), most criminal magistrate/judge's eyes will slowly start to roll into the back of their heads. Indeed, they will often be unwilling to order such extensive restitution against a criminal defendant. The civil court system is quite different. They only hear cases that deal with one issue, money. Civil courts deal exclusively with assigning values for wrongful acts committed by one party onto another. They are experienced in consider-

ing comprehensive analysis of how a wrong has affected the victim, *monetarily*. As a result, they are better equipped to fully digest the type of cost package allowed for under 16 USC 19jj that a park would present against a defendant. Additionally, there is no consideration of incarceration against the defendant that may distract the court's attention from assessing monetary liability (as opposed to a criminal action).

Finally, if incarceration is a major objective in a certain case, both a criminal and civil action may be sought against the defendant simultaneously. This multilayered approach is technically legal under our judicial system, however it may not be favored by the United States Attorney's Office due to the potential for a public perception of heavy handedness by the government and if attempted would need to be coordinated with both the criminal and civil divisions of the Department of Justice (U.S. Attorney's Office) and the DOI Office of the Solicitor.

This analysis does not suggest that every case should be pursued civilly. The cost and time involved in preparing a civil action under 16 USC 19jj versus bring a criminal action must be weighed. A civil action may take up to three years to be decided upon, whereas a criminal action would be more expedient. Additionally, the preparation of a civil action will cost the park money *up front* that may not be totally recoverable simply because the defendant does not have the wherewithal to pay the full judgment. Accordingly, an asset analysis should be performed on the defendant before deciding upon a civil action. If the injuring party does not have any means to pay a large judgment, a civil suit would be a largely wasted effort. In sum, the amount of injury/total value of the case, along with the injuring party's in/ability to pay, should both be determining factors used by any park in considering whether to proceed with a civil action versus a criminal action.

Once a park determines that significant resource damage has occurred and the park may be interested in pursuing a 16 USC 19jj action, NPS Director's Order #14 dictates the interested park must contact the Environmental Response, Damage Assessment and Restoration Unit. ERDAR is an NPS task force formed to specifically manage

the use of 16 USC 19jj, including conducting response, assessment and restoration activities, providing and ensuring consistency of claims throughout the NPS, and reporting recoveries and restoration activities to Congress. Upon contacting ERDAR and providing them with the facts of the case surrounding the resource damage, ERDAR will determine if the case falls under the jurisdiction of 16 USC 19jj. If ERDAR feels such an action would be appropriate for your park, they will assign a case officer to assist the park in preparing the entire case, from start to finish. Obviously, the case officer will not be responsible for every aspect of the case, such as preparing reports, logging personnel hours, and performing assessments (although in certain situations the assigned case officer may offer on-scene assistance for some response and assessment activities). Their role will mainly be that of a counselor. They will provide advice on all aspects of the case from response (if needed), to what data needs to be collected in the assessment, how to prepare an assessment report, determining restoration options and methods, and what pitfalls to avoid, in addition to supporting the case in settlement negotiations and/or litigation. Once the case has been settled, ERDAR will also provide the park with a point of contact to assist the park through the restoration implementation. Upon commencement of the case, ERDAR will ask the park to assign a case agent as the primary park contact who may be a protection ranger, district ranger, chief ranger or superintendent. Regardless of who plays this role on behalf of the park, the superintendent and others responsible for the district affected (i.e. district ranger) should be made aware of the case from its nascency. Additionally, they must be prepared to assist in its development since personnel from all divisions in the park may be called upon to assist. A team effort is paramount to a successful case.

What is the timeline for a 16 USC 19jj case? ERDAR will request the Office of the Solicitor to assign an attorney to handle the case as one of the initial steps to preparing the case. This solicitor should be regularly informed about the progress of the case as the assessments are being prepared in order to allow them to become fully conversant with the resources damaged and the issues involved. If the case is of serious import, the regional director's office must also be informed of the action in order to assess any

potential political ramifications and provide support. Basically, once the entire claim package is put together, the Office of the Solicitor is responsible for the initial phase of the claim. The Office of the Solicitor will issue a Demand Letter and attempt negotiations with the defendant in hopes of settling the case. If these attempts fail, the case will be forwarded to the Department of Justice (U.S. Attorney's Office) for filing in federal district civil court.

The up-front costs of preparing a 16 USC 19jj case may be substantial and it should be noted that due to the litigious nature of these cases, there are ever any guarantees that your park will recover all the damages included in your claim. However, the rewards of a successful case will not only allow for recovery of these up-front costs but reach far beyond them. Congress enacted this act in order to help the National Park Service preserve the national treasures under its aegis and hold those accountable who wish to deface them. Since its legislation, this act has been used by several parks throughout the nation to recover the costs of injuries to many types of resources, including coral reefs, historical landscapes, cultural artifacts, vegetation, and endangered species. This is a powerful statute that should be used when warranted. To do otherwise, would be a disservice to yourself, the Park Service and all "future generations."

If you have questions concerning the steps to proceed with a civil action under 16 USC 19jj or concerning the use of 16 USC 19jj methods in a criminal case, contact ERDAR Damage Assessment Case Officer Karen Battle at 404-331-0334 or Karen_Battle@nps.gov. If you already have a 16 USC 19jj case underway and want a case officer assigned, have your park superintendent send a written request to ERDAR Damage Assessment Program Manager Rick Dawson at Rick_Dawson@nps.gov or fax, 404-331-0186; (voice) 404-331-0185). If your park is interested in hosting an eight-hour 19jj training course, contact Dawson or Battle. 🏠

Richard J. Larrabee, J.D., is a special agent with the National Park Service for the Alaska Region, based at Wrangell-St. Elias. He has worked for the NPS for the past five years. Prior to that he worked as an attorney in Oregon. He graduated from Lewis and Clark Northwestern School of Law in Portland and specialized in environmental and criminal law.

ANPR ACTIONS

Actions by President Ken Mabery

The word is getting around that ANPR has something to say regarding outsourcing and the need for increases in the ONPS budget for field staffing.

I have been contacted regularly since Ranger Rendezvous by the media to comment on issues, usually about twice per month). The major press contacts have been American Park Network, Eastern Research Group (clearinghouse for media), Washington Post (twice), Environmental Media West (clearinghouse), Sierra Magazine, USA Today (Denver Bureau), Arizona Republic, E&A's "The Arrowhead" and Knight Ridder Syndicate.

To prepare our responses and develop talking points, I've held regular conference calls with Bill Halainen, special concerns board member, and Jeff McFarland, executive director. As needed we bring in board members Bill Supernaugh and Bill Sanders. These contacts also resulted in a draft action plan and an action letter sent out in March. We keep the Directorate apprised of our actions through regular telephone and e-mail contacts.

The other major action was to adopt a suggestion from McFarland to establish a corporate advisory panel (still looking for the right name) to advise ANPR on dealings with companies, including grant applications, donations and exhibitor incentives. Their first assignment is to help develop a donor recognition policy. The panel consists of:

- Linda Balatti, government sales representative, Lion Brothers
- Bob Gates, former owner of R&R Uniforms
- Vickie Miller, VF Solutions
- Mark Saferstein, publisher, American Park Network (see page 15)
- Chesley Moroz, Eastern National

Other actions over the last quarter have included:

- Developed talking points on effects of outsourcing, budget shortfalls and detail assignments.
- Sent a letter Jan. 6 to the Interior secretary on stovepiping (about two dozen people helped with drafts).
- In January we sent a letter to the Wall

Street Journal (not published) responding to the newspaper's article on Kris Eggle's death.

➤ We donated 25 copies of *Ranger* magazine on partnerships (Spring 2003) to a NPS partnership meeting. Two organizations present may contribute to ANPR programs: Sonoran Institute (western conservation with interest in supporting NPS employee issues) and Atlantic Center for the Environment's International Exchange program (cooperating on international ranger exchanges – referred to Tony Sisto)

➤ We sent a letter and copy of the book, "*Live the Adventure*," to each region's Human Resources Division with the suggestion to forward the information to parks, and a similar letter to Director Mainella (at her request).

➤ We obtained a commitment from American Park Network to advertise "*Live the Adventure*" in each of its 28 publications (see page 15).

➤ We initiated coordination contacts with the California State Parks Ranger Association and New England Park Ranger Association including invitations to attend Rendezvous. CSPRA is now cross-linked with our website.

➤ ANPR responded to a referral from the Office of Policy by sending three rangers and McFarland to the "Serious Games" development workshop (see full details on our website).

➤ We initiated personal e-mail messages regarding the Rendezvous "Call for Papers" to all partners and like-minded organizations. □

ANPR's award-winning "Lost . . . But Found, Safe and Sound" video



Designed to show children, ages 4-12, what to do if they become lost in remote areas such as parks or forests.

\$10 for ANPR members; \$15 for others; quantity discounts available; credit card payment (Visa/MC) accepted

Contact ANPR's business office:
P.O. Box 108, Larned, KS 67750-0108

The Professional Ranger

Administration

Management Accountability — The review draft of Director's Order #54: Management Accountability was distributed for comment recently.

In order to create positive changes in our business practices, I think the NPS must take this order and the accompanying reference manual, along with other documents that outline best business practices, and fully implement the actions that are required or recommended. Although I didn't attend the Discovery 2000 Conference, the session reports for "Accountability in the NPS: Perception vs. Reality" are an indication that I'm not alone in my thinking about changes the NPS must make to be more accountable.

Management Policies 2001 states: "Management accountability is the expectation that managers are responsible for the quality and timeliness of program performance, increasing productivity, controlling costs and mitigating the adverse aspects of agency operations, and for assuring that programs are managed with integrity and in compliance with applicable law . . . The concept of management accountability will be applied to all strategies, plans, guidance and procedures that govern programs and operations throughout the Service, including those at the park level, the program center level and the Servicewide level."



ROAD MAP *for my heirs*

This ANPR-produced "Road Map" can assist family or friends in handling details when a spouse or loved one dies.

A notebook has fill-in-the blank forms about:

- your desires about final arrangements
- civil service, military & Social Security details
- insurance facts, bank accounts and more
- synopsis of life, obituary & family history
- list of disposition of personal items
- anatomical gift wishes
- examples of durable power of attorney

\$10 per book, plus \$4 for shipping and handling. U.S. currency only.

Make check payable to ANPR.

Send to: Frank Betts
95 Cobblecrest Road
Driggs, ID 83422

In my 15 years of working for the NPS, I've seen some successes and a few failures at implementing processes and/or systems for better management accountability.

Part of the problem is that the NPS continues to have many discussions but is slow to make decisions and implement recommendations. As we review the session reports mentioned above, what have we done with those discussions to either completely change or improve our practices?

One question that was asked and answered at Discovery 2000 was: "What must be done to demonstrate appropriate accountability as individuals and as an organization in the 21st century?"

Some of the responses were:

- Every employee must demonstrate personal responsibility and accountability to the organization, the public, future generations and the community. Likewise, the organization has responsibility and accountability to the employee to prepare them for the decision making process.
- As an organization, in the eyes of the public, we must demonstrate competence and sound decision-making methods.
- We must become a learning organization and learn from our experiences.
- The leadership of the organization must be well qualified, trained and equipped with the skills necessary to demonstrate competency and responsibility.
- We must have "consequences." We do not have a problem with accountability but with consequences. People take their responsibilities seriously but when things happen and there is no consequence, people get frustrated.

Although I hear many people complain about GPRA and say that it's just a passing fad, it is a law that supports results-oriented management. The law requires that we develop strategic plans, set performance goals and report annually on our actual performance compared to goals. As we continue to implement this legislation, we will only be accountable if our plans and goals are integrated into our budget process and our daily operations/activities. How are you accountable and helping to ensure the same for the NPS? □

— Heather Whitman
Yosemite

Interpretation

No one has stepped forward yet to commit to writing a brief, regular update about interpretation issues for this space. Please consider helping out ANPR and your colleagues by keeping them informed of important topics. We need your help — the time commitment is minimal. It doesn't take long to write 400 to 600 words every three months for this space. Please contact editor Teresa Ford, fordedit@aol.com. □

Protection

The Traffic Stop Revisited — I pulled a vehicle over this spring to advise its driver that its taillights were inoperable. I ended up arresting him for DUI and other charges. What's more, officers from a local police department shot and killed a passenger during a traffic stop when he jumped out of the vehicle with a .357 revolver.

Two things are certain about every traffic stop: 1. We never know what we might end up dealing with; and 2. All traffic stops should be approached as being inherently dangerous. Accordingly, we should be in that mental "red zone" every time we stop a vehicle.

Like many rangers, I've made a fair number of traffic stops, and I've learned to use a few tactics — five to be precise — that help me remain in control throughout the contact. For simplicity's sake, I'll limit this commentary to "unknown risk" stops, considering that felony stops are a different subject matter entirely.

I'll discuss these five tactics in chronological order as they occur, or should occur, as the stop progresses. First off, as soon as I decide I'm going to pull a vehicle over, I radio dispatch the following transmission: "Dispatch, 414, rolling traffic." This accomplishes several things for me. One, it gives dispatch a heads-up that I'm about to call in a traffic stop, versus call in the weather or ask them to make a phone call. Second, it advises fellow rangers and other park personnel that I need radio silence to call in a law enforcement incident, which will normally be given air-time priority.

But most importantly, by calling in the vehicle description, including registration, while I'm still rolling, I afford myself a tactical advantage in the event that the tag or vehicle is reported stolen. If dispatch can provide me a stolen report *prior* to my actually stopping the vehicle, I'll continue to follow it as long as it takes for backup

units to catch up to me, and *then* I'll affect a felony stop on it. This much I know for certain: If a ranger stops enough vehicles over time, one day he or she will eventually stop one that's stolen. Wouldn't it be nice to know this information prior to pulling it over? And yet, so many rangers hit those blues as soon as they pull in behind the suspect car. I've even seen some approach the vehicle before they've run the tag.

The second tactic follows the first one immediately. It's to give my *specific* location and direction of travel to dispatch as soon as they answer my call. My location is the very first word I utter once dispatch advises me to "go ahead." Everything I have to tell dispatch is important, but nothing is as important as my location. What matters most is that help can get to me if I need it. Location first, every time.

Once dispatch calls me back with registration information, and as long as the tag or vehicle doesn't come back as stolen, registered to a known violent offender or other problems, I affect an "unknown risk" stop on the vehicle. It's important, of course, to call in the location of the actual stop once we're no longer rolling. At this point, I employ the third tactic, which is to use my lights — *all of them*. I activate my rotating and strobe lights, but I also activate my take-downs, wig-wags and spotlights, even in the daytime. Seems simple, but I've passed so many traffic stops in progress where the officer had only the rotating lights on. I look at it this way: An occupant of the stopped vehicle might try to shoot me, and that will be much more difficult for them if they're staring into a half-dozen high-powered, very bright lights versus two rotating blues. Even in the daytime.

Once I have all my lights activated, my vehicle positioned where I want it, my camera running if I have one and my equipment checked, I approach the suspect vehicle . . . *on the passenger side*. The element of surprise serves as an effective and important tool in many aspects of law enforcement, and this is certainly true with traffic stops. If I've aimed my lights properly (at the rear-view and side mirrors), occupants of the suspect vehicle almost never see me approach, and they almost always expect me on the driver's side. This results in my almost always achieving surprise upon initial contact with them. I have even had passengers, after calming themselves from their startled state, express to me just how surprised they were.

The passenger-side approach serves several additional purposes. If the driver does intend to shoot me — and remember, this could happen with any given driver on any given day — my chances of seeing a weapon in his/her right hand are much higher from the passenger side. Also, in most cases I will be better shielded from oncoming traffic and I'll be closer to surrounding terrain, such as woods, an embankment, buildings or rock outcroppings in the event I need to run to a concealed and covered position. Plus, I won't have to dodge oncoming traffic as I run across highway lanes. But, without a doubt, the most convincing reason to approach on the passenger side is to achieve the element of surprise on a would-be assailant.

Oftentimes the occupants of stopped vehicles are compliant and even apologetic, but it's no rare occasion for them to throw around "attitude." I usually interpret this behavior as threatening, and it's imperative that we, as the controllers of the contact, do all we can to quench such behavior before the occupants escalate the situation any higher.

This brings me to the fifth and final tactic I've found to be particularly helpful. Any time an occupant begins to act in a threatening manner toward me, I advise him or her in a professional manner that everything he or she says or does is being videotaped. The results are usually a visible de-escalation on the suspect's part. It's unbelievable how friendly, or at least how less abrasive, folks become once they've been advised that they're on tape.

I limit my use of this particular tactic to those folks I perceive as presenting threatening or disorderly behavior. In other words, I don't tell everyone they're on tape, and those I do tell, I do so with the express purpose of getting them to de-escalate. So what does a ranger do if he or she has no in-car video? That's up to the individual ranger. Our credibility as law enforcement officers is a precious privilege and we should never do anything to compromise it. But if a defense attorney attempts to undermine my credibility by advising the court that I intentionally lied to or misled his or her client, my answer will be that I felt genuinely threatened by his or her client's aggressive demeanor, and, yes, at the time, at 0130 hours, on that lonely park road, far from backup, I did tell the client he or she was on tape. And I did so for my own safety and that of the client.

To recap, on every traffic stop I make, I use five tactics that have proven effective:

- I call in vehicle information while I'm still rolling.
- My first words to dispatch once they answer me are my specific location and direction of travel.
- I light up the suspect vehicle with every light on my rig.
- I approach on the passenger side.
- If necessary, I encourage the threatening suspect(s) to de-escalate by telling them that their aggressive behavior is being taped.

Obviously there is much more to an unknown risk traffic stop than I've covered here. My intent is to share a few ideas with rangers who already know the basics of stopping vehicles. As long as you're in your mental red zone during the stop, employing these tactics will help you remain in control and increase your odds of making a potentially dangerous contact as safe as possible.

And if at some point in your career you haven't already had an unknown risk stop turn into a high risk or felony stop on a moment's notice, know this: Stop enough vehicles and some day, you will. □

— Kevin Moses, Big South Fork

Resource Management

Having returned this spring from the George Wright/Cultural Resources 2003 conference, where a record number — nearly 900 — registrants participated in a week of presented papers, panel discussions, focus

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For more information contact Bill Supernauth, ANPR's mentoring coordinator, at bsuper@gwtc.net.

group meetings and special events, I'll offer some of my favorite recollections and observations from this interdisciplinary meeting. I encourage readers to look for published papers in the forthcoming conference proceedings, but also to talk with other attendees, which included numerous superintendents and staffers from all NPS "divisions," about their impressions of these and other issues discussed.

Numerous sessions addressed natural and cultural resource management in wilderness areas, and indeed the shared viewpoints ranged across a broad spectrum. Interpretations of what's appropriate under the Wilderness Act ranged from those who would preserve prehistoric and historic resources as part of wilderness to those who suggested that long-term management objectives and tools needed to maintain cultural resources should be weighed in determining whether to include or exclude cultural sites or landscapes from wilderness proposals. Researcher Peter Landres of the Aldo Leopold Wilderness Research Institute talked of his work to define and monitor "wilderness character." Landres suggested that one essential quality of wilderness is that evidence of modern human occupation and modification is substantially unnoticeable, and that managers use

public input to define for each wilderness area the "line" between what's historic and what's modern.

Beyond wilderness and apropos to all parks, natural resources chief Terri Thomas and her compatriot cultural resource manager Ric Borjes from the Presidio of San Francisco in Golden Gate offered "Recommendations for Natural and Cultural Resources Reconciliation" including:

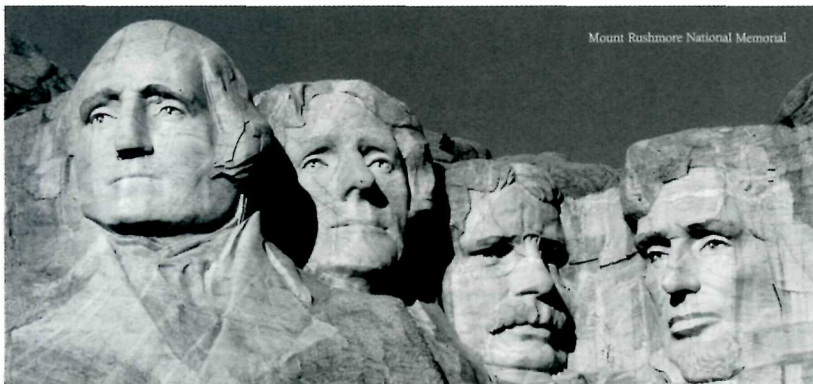
- acknowledge fundamental differences, the inherent conflict between preserving the human imprint and encouraging natural processes; also, recognize that commonly used terms, such as "*restoration*," convey different outcomes to cultural and natural resource specialists.
- acknowledge the historic components to a site's natural history and the natural components of a site's cultural history; she encouraged funding sources to reward projects that celebrate both—such as a restoration of endangered species habitat that also restores a historic landscape or view shed.
- Keep passions at bay and use a scientific approach to decision making.
- Understand each other's laws and policies.

National Historic Landmarks program manager Bill Bolger, from the Northeast Region, and Denver Service Center planner Denny Davies echoed this theme, saying that "preservation" is used differently in the natural and cultural resource professions, which often have diametrically opposed goals, strategies, and approaches. Natural resource programs *promote ecological succession* and resist or mitigate the effects of human action, while cultural resource programs typically fight succession at a historic structure, scene, or traditional cultural site to *protect them from the effects of natural change*. Davies called for managers to clearly define objectives and boundaries or "desired future conditions" for conserving both resources in parks. Bolger offered that competition across these lines, between divisions, and between the increasing specializations within professional disciplines, has little to do with conservation.

Plenary speaker Daniel Botkin, a noted conservation biologist, closed the conference talking of "Preserving Nature When Nature Always Changes." He commented that the 'old' idea of preserving nature was that "natural" does not include people; the 'new' idea was that "natural" is often modified by people. And that people are afraid of the precedent that might be set by admitting that some change is OK, when it doesn't mean that all change is OK. He cautioned listeners to beware how their ideology influences their science, and try different approaches to achieve goals, because we don't know what works best, and there may be no "absolute truth."

Botkin quoted Mark Twain, "I'm all for progress; it's *change* I can't stand." Our discomfort in confronting change—in our fields of expertise, in our changing user groups and their expectations, in the trend toward outsourcing, in the debates over stove piping and its potential effects on resource rangering—may be the dilemma we all face, as we work through the evolutions of the National Park System and its staff. □

— Sue Consolo Murphy
Yellowstone




The four most famous guys in rock are not the Beatles.

But if we don't act soon, they just might become rolling stones.

Insufficient funding has created a wide variety of critical needs ranging from deteriorating infrastructure to the loss of wildlife species. And no one understands better than a park ranger that problems like these don't just solve themselves.

Americans for National Parks salutes you for your tireless efforts to preserve and protect our national parks. We're working to secure the annual funds our parks so desperately need. To learn how you can help, visit www.americansfornationalparks.org.

 AMERICANS FOR
NATIONAL PARKS
Because there's just too much to lose.
A public service message of this publication.

Executive Director

Please, Regale Me — I am still looking for compelling stories – that is, stories that illustrate either the need for more operational funding or why further competitive outsourcing of NPS positions would hinder our stewardship to the parks and the public. These stories help make the issues “real” to policy makers and to the public. And we are really the only folks that can produce them.

The stories don’t have to be long and some may simultaneously illustrate both issues. For example, here is one that I received from a Western park unit:

“As a GS-5 visitor use assistant, I am clearly at the bottom of park staffing. Today, I treated a man for a nearly unstoppable razor cut to his face, spoke to three groups of 330-plus people each, dealt with five different school groups visiting the park, and will in one half hour, deliver a 45-minute talk and walk of the park to over 120 people. This morning we were lucky, thanks to the ‘donation’ of two protection rangers from other parks, so we had law enforcement support. The only other uniformed ranger was one really good experienced GS-9. And that’s how we intend to deal with nearly 1000 visitors and their questions and even their small emergencies. Want more? How clear do we need to be that more uniformed presence is needed? Our maintenance man ended up playing interpreter to two school groups out of lack of staff. We had no volunteers, interns or other help for the first three hours of the day and this is typical.”

This is a great compelling story for several reasons. First, it depicts ridiculously low staffing (and allows the reader to correctly infer an operational funding challenge). Second, it beautifully depicts what we know happens in the parks everyday – that is, that NPS employees go above and beyond – whatever it takes – to get the job done. And that knowledge raises the bar on the outsourcing issue. How in heaven’s name are you going to find a business contractor who would be willing to bid on a position that encompasses such broad responsibility? In fact this is the major point that we are attempting to drive home with the press and policymakers – that NPS job descriptions are where the work just begins.

You may be thinking, “Yeah, but my

story is not that dramatic.” Doesn’t matter. Send it in. Here are a couple of suggestions for the type of situations that make for good stories:

- Vehicles that are military salvage or otherwise so old that they must constantly be fixed;
- Campgrounds that are closed because the park has insufficient funding to maintain and staff them;
- How many fewer school and other visitor groups receive interpretative programs;
- Arrest or “incident” statistics vs. law enforcement staffing levels;
- An emergency situation that was resolved only by an “all hands” response;

I would like you to notice that, in the example above, I masked the identities of the park and the individual. All stories sent to me will be handled in the same manner. And, to a reporter or anyone else who asks for those details, the answer will be “no.” When you think about it, we really don’t want a park specific focus on this as much as an awareness and recognition that lack of adequate funding affects ALL of the parks now and that competitively outsourcing thousands of positions will impair the Service and then the System.

Write me story and e-mail it to jeffmc@erols.com. And, by the way, thanks to the individual who sent me the story above. You and I know who you are.



Current NPS assignment and e-mail information needed! — We continue to need your assistance in updating the information in our membership database. In particular, we would like to make sure that we have your current park (or office) assignment and e-mail address recorded correctly. So, please send an e-mail to the Business Office (anpr@larned.net) and to me (jeffmc@erols.com) with your name, current assignment and e-mail address you would like us to use (personal address is recommended).

As we get closer to Rendezvous, I will e-mail interesting and important information to those for whom I have addresses. If you have not received a couple of messages from me over the last six to eight months, then we need your address. Thanks! □

— Jeff McFarland

Spring Board Meeting

At its meeting April 25-26 in Arlington, Va., the ANPR Board of Directors took the these actions:

- Rick Jones, Bill Supernaugh and Mark Harvey will develop a basic template for all publication proposals (i.e., funding, development, production and marketing).
- Directed Jeff McFarland, in coordination with the group above, to scope and develop a proposal for production of a multimedia water safety resource for water parks (funding, development, production and marketing).
- Adopted a policy on Acceptance and Acknowledgment of Financial and In-Kind Contributions with the caveat that the proposed acknowledgement levels (i.e., Platinum, Gold, Silver and Bronze) would be given to ANPR’s new corporate advisory board for review and comment.
- Developed a vision statement that McFarland can begin using for fundraising (“ANPR is a premier force for the stewardship of the national parks”), with the understanding that it may change as more members are involved in a further visioning process.
- Directed Deanne Adams and Mark Harvey to coordinate with Jeff to exchange exhibit booths with NAI.
- Directed a committee to develop a new membership brochure.
- Directed Bill Halainen to review and harmonize the various strategic goals, statements, and objectives that ANPR has developed over the years.
- Authorized Jim VonFeldt to budget and McFarland to spend a cost-effective amount of money to advance our fundraising efforts.
- Approved board minutes from Nashville and Reno, with the caveat that corrections be given to Melanie Berg, board secretary.
- Set the fall board meeting for a half day Saturday, Nov. 8, and all day Sunday, Nov. 9, 2003. □

Professional Issues

We continue to believe that our most pressing professional issues are completion of the professionalization of the park ranger occupation in the National Park Service and, as a part of that process, the resolution of all enhanced annuity retirement (6c)

issues for rangers. Because the WASO associate director positions for both protection and interpretation rangers continue to be vacant, it has not been possible to make substantial administrative progress toward completing professionalization. We hope to make significant progress when those positions are filled.

In support of completing the transition of the law enforcement function of the park ranger occupation to 6(c), we have communicated our concerns to senior National Park Service and Department of the Interior officials. ANPR has also developed a legislative strategy. We hope soon to meet with members of Congress to present our position and seek support for a legislative remedy to cover prior 6(c) service and to remove the need for the current burdensome administrative review process. □

— Bill Sanders, Hopewell Furnace

Education and Training

Pre-Rendezvous Training

ANPR is working to schedule three different pre-Rendezvous training opportunities for the upcoming Ranger Rendezvous XXVI in Plymouth, Mass. Neither membership in ANPR nor attendance at Ranger Rendezvous is a requirement to attend any of the pre-Rendezvous training courses. There will be a tuition charge for each course to cover instructor and meeting room expenses, but we are working to keep the costs down and to make the training opportunities affordable to everyone. Each course is open to all employees/people in all job classifications, grades, and lengths of service, but enrollment will be limited to 30 participants.

See ANPR's website at www.anpr.org for full course details and registration information. The three courses are:

► Leadership, Problem Solving and Decision-Making

Friday and Saturday, Nov. 7 and 8

This two-day (16-hour) course will be oriented to the "emergency response" arena, but the contents will be highly applicable to anyone with leadership and decision-making responsibilities. (The course may be applied toward the 40 hour annual supervisory training requirement). See ANPR's website at www.anpr.org for more details on the course topics.

Instructors: Bill Wade and Rick Gale, Organizational Quality Associates Inc.

Tuition: \$250. You may register on-line by credit card, or you may download and mail in the completed registration form with payment by check, credit card or SF-182 on ANPR's website. Enrollment is limited to 30 participants.

► Introduction to Resource Stewardship

Thursday through Saturday, Nov. 6-8

This three-day (20 hour) course introduces employees to the natural and cultural stewardship mission of the NPS. It explores the roles and responsibilities of all employees in carrying out that mission. NPS history, strategic plan and goals, current policies, principles and practices will be covered through lectures, group discussions, case studies and field exercises.

The course will be taught by a cadre of interdisciplinary instructors.

There will be a maximum enrollment of 30 participants for this course. Watch ANPR's website for registration information.

► Writing Proposals for Resource Stewardship Funding

Thursday through Saturday, Nov. 6-8

Sponsored by NPS, this three-day (24 hour) course will take participants through the process of developing a well-founded resource stewardship funding program, identifying funding resources, understanding their priority-setting criteria and developing proposals tailored to a given funding source. Instructors are Kathy Jope and Nancy Hori of Pacific West Region, NPS.

Tuition is \$175. You may register by e-mail or download and fax in the registration form. The registration deadline is Oct. 3, 2003. **(You may register for this course now and charge a FY04 account).** □

— Mark Harvey, Yosemite

International Affairs

G'day, mate. Reporting from Down Under. At dusk this past March 22, the flag of the International Ranger Federation was raised over the Tidal River camp at Wilsons Promontory National Park in Victoria, Australia. As the IRF flag shifted in the Pacific breeze alongside the flags of Australia, and the Aboriginal peoples of Australia, 27 delegates from ANPR joined over 200 other delegates from 40 countries for the Fourth

World Congress of the IRF (see list on next page).

The Congress program was a great busman's holiday for park rangers and resource managers, with keynote presentations and session breakouts of the highest caliber and professionalism. Some of the breakout sessions included "Protected Area Management and Indigenous Communities," "Ecological Use of Fire" (the presentation on the recent Australian bush fires was amazing), "Training the Ranger," "Cultural Site Management" and "Protecting the Protector." (Try listening to some African rangers describe the devastating effects of civil war and bad governance on the environment and ranger-work before you again list your complaints about rangers in North America. Perspective is a wonderful thing.)

A welcome aspect of this Congress, among many, was the attendance by rangers from Asian countries, including the Republic of Korea, the Republic of China, Papua New Guinea, Myanmar, the Solomon Islands, the Republic of Palau, Indonesia, Singapore and India. During the Congress, new members also were accepted into IRF: India, Madhaya Pradesh (Central India); India, Gujarat State; and South Korea, (associate member). New representatives were accepted in Papua New Guinea and Fiji. Asia may soon become a seventh region for representation within IRF, breaking out from Australasia.

As you may recall from the last *Ranger* (Spring 2003, page 22), ANPR was able to sponsor four rangers from Latin America, and help coordinate with CSPRA the sponsorship of a ranger from Bolivia. I am glad to report that all rangers made it, and were an indispensable part of the proceedings. Thanks again to our primary sponsors, Western National Parks Association, Eastern National and Rick Gale. And a special thank you to all ANPR members who contributed to the IRF-Latin American fund. We will seek to sponsor rangers again for the Fifth World Congress in Scotland in 2006, and will welcome your sponsorship again.

There were many business items conducted at this Congress, with the last day being all IRF business. Of the Executive Council Officers, Colin Dilcock (England) was elected for another term as treasurer; Barbara Mertin (Austria) for secretary replaced Sue Clark (England); and Juan Carlos Gambarotta (Uruguay) for another

term as vice president.

You may recall I previously reported in *Ranger* (Winter 2003-03 issue, page 23) that Rick Gale, past president of ANPR, had volunteered to act as interim president of IRF to replace outgoing president Rick Smith of ANPR until a nominee was found. Since then, David Zeller of South Africa agreed to run, and was voted in as the new IRF president. Congratulations to Zeller, who is currently the president of the Game Rangers Association of Africa. And a special thanks to Rick Gale who volunteered to take the reins during the transition.

Other new board members were voted in as regional representatives: for Europe, Francisco Correia, Portugal, replaced Vlado Vancura of Slovakia; for Australasia, Chris Artiemiew, Australia, Tasmania, replaced Kristen Appel, Australia, Northern Territories; and for North America, Deanne Adams, past president of ANPR, replaced Yvette Ruan of ANPR. Congratulations to all new board members.

In particular, please join me in thanking Yvette for her many years (so far!) of volunteer service to IRF. Unfortunately, and at the last minute, she was prevented from attending the Congress because of her law enforcement responsibilities as chief ranger at Golden Gate due to the war in Iraq and the change in homeland security codes. She was greatly missed by all that know her, and we are holding a special seat for her in Scotland! Thanks, Yvette!

The next Congress, as I have reported previously, will be in Scotland in June 2006. Tony Wilson of the Fife Ranger Service and the Scottish Countryside Ranger Association gave an excellent slide presentation of what to expect. It looks to be a tremendous Congress, held in Sterling, just a short distance from Edinburgh and Loch Lomond National Park.

Whether you take the high road or the low road, you should attend. □

— Tony Sisto
Pacific West Region



Park ranger representatives from IRF continents and countries pose at the official unveiling of the plaque to fallen park rangers, dedicated during the IRF gathering at Wilsons Promontory National Park, Victoria, Australia. More photos on page 28.

ANPR attendees of IRF World Congress in Australia • March 2003

Deanne Adams	Chip Davis	Dan Moses	Bill Wade
Vaughn Baker	Jim Hannah	Jeff Ohlfs	Meg Weesner
Jim Brady	Rebecca Harriett	Ed Rizzotto	Jay Wells
Jerry Case	Laura Illige	Tony Sisto	Lee Werst
Cliff Chetwin	Bob Krumenaker	Rick Smith	Russ Wilson
Judy Chetwin	Maureen Lynch	Bill Supernaugh	Daniel Wirth
Kathy Clossin	Bruce McKeeman	Kurt Topham	

Internal Communications

For the supervisors or mentoring mages among the readership, I recommend you go to the ANPR website www.anpr.org if you are doing any employee career counseling or planning to attend a job fair anytime soon. There is a wealth of information on career tracks, hiring tips and other related "how to" ideas that can be mined out of the Questions segment of the drop-down menu. While neither Bill Sanders nor I are personnelists, we have offered opinions on some of the more common hiring (and firing) types of questions. We would be remiss however, if we did not acknowledge the technical assistance we have received from various servicing personnel offices and Debbie Burton-Orton's staff at the NPS Human Resources Franchise Office. This is also a good opportunity to plug the first in what will hopefully be an expanded line of ANPR-produced publications offered for sale, the guide to employment with the National Park Service, titled *Live the Adventure*. This is a compact and up-to-date booklet well suited for answering the questions and guiding the choices of seasonals,

volunteers and others interested in pursuing a career with the Service. Quantity discounts are available for use as recruitment tools. Complimentary copies have been widely distributed to parks and regional offices. If you have not already seen it, ask for it. If you can't find a copy, suggest your office order one! It's available online at www.anpr.org/park-ranger.htm □

— Bill Supernaugh
bsuper@gwtc.net, (605) 433-5550

Mentoring

With the recent addition of new mentor candidates, we are finally about to have a backlog of applicants matched up with more experienced employee-mentors. Thanks to you who have agreed to serve in this key role. We are not only stewards of the nation's natural and cultural resources, but we are the stewards of our scarce human resource — our employees. I am looking into the possibility of offering a pre-Rendezvous seminar in Rapid City (November 2004) for mentoring techniques. The Service has already developed a mentoring program for



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the fire folks and the protection rangers will have the field training program that serves as a mentoring opportunity.

Midwest Region has developed a Developmental Superintendent Program (see *Ranger*, Winter 1999-2000), and the Interpretive Competencies requires mentoring at several steps. Fundamentals training, the Intake Program and other field-based employee development opportunities are either in full swing or on the drawing boards. One of the steps that appears to be lacking, is training on how to be a successful mentor (ANPR's mentoring program is no exception). Stay tuned for developments and don't be shy about offering suggestions! □

— Bill Supernaugh
bsuper@gwtc.net, (605) 433-5550

Retirement

Is your 401(k) now a 201(k)? — It seems like it, doesn't it? Well, you are not alone. The dwindling savings in these tax-deferred investments affects everyone. My advice — don't look at your TSP statements. For us retired folks, our IRAs have taken a hit, and if like me you no longer have any earned income, we can't invest more in either 401s or IRAs. So we take a double hit.

Let's say (and hope) that the stock market does turn around soon. Your long-term return (TSP's 12-month review) would still look bad. That's because the down months are averaged in with the good months. So don't react to short-term ups and downs, at least with your TSP money.

For example, the C Fund in the 1990s was a real go-getter. It returned 21 percent in 1999 and lost 9.1 percent in 2000, 11.9 percent in 2001 and 22 percent last year. However, those didn't wipe out the dynamite gains of the '90s that offered up returns of 22 percent to 38 percent. But it certainly didn't help either.

The TSPs putrid recordkeeping offers you only information based on monthly changes. And together with year-to-date (January through April of this year) or the 12-month returns (May 2002 to April 2003), both giving the same dreary scenario. As I have opined often, the advantage of "dollar cost averaging," which you are doing by investing the same amount every month, is buying more shares each month when the market is down.

Do I think that the stock market will ever get back to where it was in April of 2000? Not for a long time. Nevertheless, it will

recover to some extent, meaning that those shares bought while down over the last 2.5 years will be worth more as it rebounds.

The technology implosion, corporate and accounting crimes, the Sept. 11 attack and the Middle East war all have contributed to the market breakdown. I'll go out on a limb: Barring another terrorist attack or any other unforeseen catastrophe, I am optimistic that the market will slowly return to normal. It will be a struggle. But if a modest recovery does occur it should provide an average of 6 percent to 8 percent annual return for the C Fund in future years.

The best advice comes from the professionals who don't time the market, don't make speculative investments and are long-term investors.

Tax breaks in the proposed budget plan

— There are plenty of tax breaks for just about everyone. Chances are that not all proposals will pass, but here's what they look like:

Every person, regardless of age and income, would be able to open a tax-free

Lifetime Savings Account and contribute \$7,500 of after-tax earnings a year. Earnings in the LSA grow tax-free, and payouts, also tax-free, could be taken at any time, for any reason. (Does saving for college come to mind here?)

In any year that you have earned income, you could contribute to a **Retirement Savings Account** and put up to \$7,500 a year on an after-tax basis. A husband or wife could also contribute up to \$7,500 for a non-working spouse. If you withdraw from the RSA before age 58, you would be subject to taxes and penalties.

Existing Roth IRAs would simply be renamed RSAs.

You could keep your traditional IRA, but you wouldn't be able to make additional contributions. Distributions would be fully taxable as ordinary income, as they are now. You would also have the chance to convert these IRAs to RSAs by paying tax on all the earnings that have built up tax-deferred so far (including any tax-deductible contributions). If you convert promptly,

(continued on page 32)

IN PRINT

Personal Interpretation, Connecting Your Audience to Heritage Resources

Lisa Brochu and Tim Merriman, InterPress, 2002, ISBN 1-879931-06-0, paperback, 100 pages, \$15

By Deanne Adams
Pacific West Region

Rangers have gained a strong new resource from our sister professional organization, the National Association for Interpretation. Lisa Brochu, program director, and Tim Merriman, executive director, have collaborated on a concise and engaging guide to the art of personal interpretation, which will be of value to those practicing interpretation in the field, as well as to supervisors and even park managers.

The first third of the book briefly explains the role and history of interpretation, then leads into a comparison of theories, and finally to the NAI definition of interpretation:

"Interpretation is a communication process that forges emotional and intellectual connections between the interests of the audience and the inherent meanings in the resource."

The authors nicely summarize current work in theories of interpretation, including the work of the National Park Service. In fact, throughout the book the NPS is given good credit for the advances made in the definition of interpretation, in interpretive language and theory.

The remaining two-thirds of "Personal Interpretation" is dedicated to the field practitioner, with details from program preparation to delivery techniques. The book has examples from around the world so the reader has a variety of ways to absorb the ideas presented.

Each chapter ends with a recommended reading list. By the end of the book the reader has a start on a useful reference library.

Supervisors and trainers will find "Personal Interpretation" to be a basic reference for all rangers, partners and volunteers involved with interpretation. Purchase it online from the NAI website: www.interpnet.com. The cost is \$15, but NAI members get a \$3 discount. □

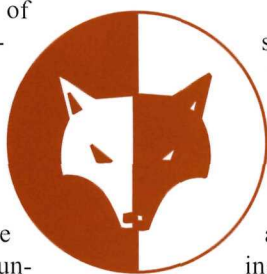
Deanne Adams is the regional lead for interpretation and education in the Pacific West Region, a position she has held for the past nine years. She has been actively involved with the NPS Interpretive Development program since 1995. She also has worked at Shenandoah, Yellowstone and Denali.

Editor's note: This story is intended as part of a proposed new book of park warden tales entitled "Load Light, Bind Tight and Go Like Hell." It is reprinted here with permission of the author.

The Wolves of Brazeau

By M.J. Schintz

I snowshoe in a world of grey. Grey sky, grey timber, dimly seen through sifting snow. I am traveling north, on a January day, down the Brazeau River in the southeast border of Jasper National Park. Lodgepole pine grow here; usually friendly country, like most of the Brazeau Valley, but eerie and strange today. The tree trunks rise like specters in their white shrouds, only to become lost again in the gloom above.



And it is cold, well below zero, and already the three pancakes left over from breakfast will be frozen in my pack. When I dig the tea pail out for lunch and light a small fire, I will toast them on the end of a forked stick, and then they will be like charcoal on the outside, and still cold on the inside. Even so, with a slug of hot tea, they will be more to my taste than a lunch I was invited to share a few days ago, over on Poboktan Pass. My friend and fellow Warden, Frank Camp, who was stationed at Poboktan Creek, had offered to accompany me to the pass. And so around noon on the second day out, we're hunkered down in the old burn, in the lee of a big drift, when Frank reaches into his pack and hauls out a can of Brunswick sardines. Now the sardines don't bother me too much, I know they are his favourite trail lunch; but when he digs out a huge slab of Christmas cake and offers to split it with me, I have to turn it down. I've never been much for sweet stuff, and the idea of mixing cake and fish oil in my gut is more than I can handle.

I'm still musing over this incongruity three days later, slogging along in the snowstorm, while another part of my mind keeps a watchful eye on the surroundings. I don't pack a rifle once the grizzly bears are asleep, as they are right now, but there are still other denizens of the wild to keep an eye out for. Lynx, cougar and wolverine are not normally a concern, but even so a surprise encounter could end up hand to claw and fang against fist, with fang and claw having all the better of it.

Suddenly at the very perimeter of my vision, where trees and snow blend into a never-never world, a shadow moves.

I stop to look, and listen. Nothing stirs save for the almost imperceptible swaying of pine boughs in the north wind, and the only sound is the whisper of gropels on the hood of my parka. I am barely under-way however, when I see another apparition, a grey silhouette gliding from tree to tree. And then it comes, drifting through the silent timber, the long, lonely, blood chilling call of a wolf. It is a terrifying sound in these desolate woods, a hundred miles from anywhere, and I feel the shiver in spite of myself. A moment later, glancing back I actually see two wolves cross my trail, and by noon I can no longer avoid the unpleasant truth. I am surrounded by the pack.

And that's how we travel the rest of the day, the wolves criss crossing the valley floor in their hunting pattern, keeping me in the middle, matching their pace to mine. That night in my cabin, (and mighty glad I am to have a cabin!) I try to convince myself they will be gone by morning. As darkness fell they seemed to melt into the landscape, vanishing as mysteriously as they had appeared. Supper is a box of Kraft dinner with baking powder biscuits and coffee; and after doing the dishes and making fuzz sticks for the morning, I sit down at the wooden table to fill in my warden diary. As might be expected, the wolves are today's hot topic. Then it's time to relax on my bunk with a John D. MacDonald paperback. After a while I doze off, the Coleman lantern hissing away companionably where it swings on its hook above the table. As it burns down the light and the sound fade, and I'm back on the trail again, the gropels pattering on my parka.

Halfawake, halfasleep, I hear the wolves again. Low pitched at first, the undulating cry drifts up the scale, then hangs quivering in the night. While the last note still lingers, two new voices join in duet, again beginning low, then rising to a high pitched howl. Within minutes three more wolves join the savage chorus. The sound brings me bolt upright! So much for getting rid of them. It sounds as if the brutes are practically on the porch! I dash to the window at the front of the cabin, looking out across the river.

I am surprised to see that the moon is shining through a break in the clouds, making the landscape as bright as day. On the other side of the Brazeau, on a frozen slough, I can make out six wolves sitting in a circle. They all appear grey, but in the days to come I will learn that they are different shades, from nearly white to very dark. In the center, looking bigger than the rest, sits a black wolf. He is the last to point his nose at the moon, but when he opens his mouth what comes out is enough to make a brave man tremble. Much deeper and more powerful than any of the others, filled with a terrible menace, it dominates the choir. There is something primitive and terrifying about the howl of this wolf. Even though the huff of a pissed off grizzly bear implies far more real danger, nothing raises the hackles quite like a *lupus*' lament. I make sure the door is tightly closed, and spend a thoughtful night.

I traveled with the pack for two more days, down to Isaac Creek and Southesk Shelter. We had a pleasant couple of days at Isaac, the sun came out and there were even bare patches of ground here and there. Then heading into pine forest going north a new storm moved in, and the going was heavy. When I swung west on the Earl of Southesk's old trail, they left me, ranging north east into the province. I climbed alone up the Cairn River, on trails made by elk and sheep.

I didn't actually see the wolves again until next June, on a day when Slip and I were clearing a piece of old trail heading to the Brazeau River Crossing at Opabin Creek. We were in heavy deadfall at the time, and I was on foot, dealing with a fallen log, when suddenly there were grey shapes all around us in the timber, in a swarm. They grey gelding, normally so unflappable, didn't like it one bit and clearly said so with flared nostril and snort of danger. His left front leg was actually tensed to strike as one dark grey wolf flashed by within a few feet of us. □

Mike Schintz is a 39-year veteran of Canada's national park Warden Service and co-author of "Guardians of the Wild: A History of the Warden Service of Canada's National Parks." He is currently writing a book on a collection of ranger stories.

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Bill Supernaugh

IRF goes Down Under

The International Ranger Federation met in Australia in March. Clockwise from top: Gwen Brady and Kurt Topham admire the birds; former IRF president Rick Smith encounters a feathered visitor; “The Prom” Tidal River development, Wilsons Promontory National Park, Victoria; ANPR member Deanne Adams with ranger Yit San Kong (aka King Kong) of the National Parks Board, Singapore; and a koala feasts in a tree.



Maureen Lynch



Bill Supernaugh



Tony Sisto



Preregistration for Rendezvous XXVI will be done online this year. Make sure you visit the ANPR website — www.anpr.org — for updated and reliable information about this year’s Rendezvous in Plymouth, Mass.

Unlike past years, you won’t receive a separate preregistration packet during the summer about the Rendezvous. Instead, members will receive a postcard in the mail and e-mail reminders to register for this annual event. In addition, you can register online for all ANPR-sponsored, pre-Rendezvous training classes.

www.anpr.org

Your information source!

Rendezvous logo by Rick and Dave Rizzotto



Bill Supernaugh

What *you* can do for stewardship

RANGER RENDEZVOUS XXVI • NOV. 9 – 13, 2003 • PLYMOUTH, MASS.

Registration begins Saturday evening, Nov. 8, following the pre-Rendezvous training courses and the ANPR board meeting.

Proposed Agenda:

The agenda includes scheduling ANPR business meetings at the start and end of the conference, on Sunday and Thursday. For those of you traveling on official business (and the conference is deemed official), these hours outside business meetings include keynote speakers late Sunday afternoon and a grand finale late Thursday afternoon. All of Monday, Tuesday and Wednesday will be filled with official activities including inspirational speakers and breakout sessions based on the Call for Papers submissions. One keynote speaker who has confirmed is Dayton Duncan, currently working with Ken Burns on a "National Park" project (both acclaimed as co-producers in the 1997 "Lewis and Clark: The Journey of the Corps of Discovery" PBS documentary amongst other accomplishments). We are also in discussion with other prominent potential presenters.

Do you know how excited the NPS staff in the North Atlantic Region is to be hosting this event? Regional Director Marie Rust and Deputy Regional Director Sandy Walter are enthusiastically supporting their parks' participation and attendance. ANPR Board Member Ed Rizzotto reports, "Last fall Sandy, park and regional staff held a kickoff planning session to develop suggestions for speakers, workshops and field trips. It has been almost 20 years since the Rendezvous has been in New England and we want the 2003 event to be the best ever." Within a 1½-hour drive of Plymouth are many NPS units and affiliated areas: Cape Cod, New Bedford Whaling, Blackstone River Valley, Roger Williams, Touro Synagogue, Adams, Boston, Boston Harbor Islands, Boston African American, Frederick Law Olmsted, JFK Birthplace, Longfellow,



Cape Cod National Seashore


Minute Man, Saugus Iron Works, Salem Maritime, Essex, Lowell and the Northeast Regional Office in Boston.

We are pleased to let you know that NPS Director Fran Mainella will be in attendance, as well as other leaders from the national office. The usual and anticipated activities that will occur are the National Parks and Conservation Association presentation of the Mather Award, the Harpers Ferry Film Fest, exhibitors and receptions, Super Raffle and regular raffle (start sewing, carving, or buying items to donate!), ANPR social room, the fun run, a golf outing (weather depending) and the photography contest. A full day of field trip options is planned for one of the conference days. At a minimum, there will be two trips: one trip features Cape Cod National Seashore; another features cultural sites.

Where: The Plymouth Harbor Radisson is located at 180 Water St. in Plymouth, Mass. The phone number is 1-877-500-0050 (toll free) for reservations. ANPR has a block of 125 rooms held at \$85 per night (double or single) and the block and special rates will be held until Oct. 8. After that time the current room rate will apply. Be sure to give

the conference name of **Association of National Park Rangers** to get the reduced room rate. Pre-Rendezvous training courses are scheduled Nov. 6-8.

How to get there: Plymouth is 40 miles south of Boston traveling toward Cape Cod. There are two airports to choose from: Logan International (Boston, Mass.) and T.F. Green (Providence, R.I.). Logan International has more opportunities for public transport into Plymouth. Additional details including public transportation, shuttles, taxis and helpful websites have been added to the Rendezvous information on our website (www.anpr.org) and will be updated as needed. Also on the website is a list of the pre-

Rendezvous training courses (register online). Mark Harvey has lined up an outstanding selection. Turn back to page 24 for details. 

Rendezvous contacts

Lisa Eckert, agenda co-chair,
leckert156@hotmail.com

Scot McElveen, agenda co-chair
jmc004@aol.com

Mark Harvey, training courses
mpharvey@inreach.com

Dan Moses, overall Rendezvous coordinator and raffle organizer (with Diane Moses)
mosesdd@aol.com

Wendy Lauritzen, Exhibitors
wendy_lauritzen@nps.gov

Dan Greenblatt, Super Raffle
dan_greenblatt@email.msn.com

Teresa Ford, Photo Contest
fordedit@aol.com

Trivia Question: When and where was the last Rendezvous in New England? Visit the website – www.anpr.org – for the answer! Check under the Rendezvous tab.

All in the Family

Please send news about you and your family. All submissions must be *typed or printed* and should include the author's return address and phone number.

Send via e-mail to fordedit@aol.com or write to Teresa Ford, Editor, 26 S. Mt. Vernon Club Road, Golden, CO 80401. Changes of address should be sent separately to the ANPR Business Manager, P.O. Box 108, Larned, KS 67550-0108.

Peter and Helen Allen, retired (SEKI, VIIS, LAME, JOMU, GRCA) and now running the Kangaroo House Bed and Breakfast on Orcas Island, Wash., were recently voted No. 3 in the nation as the country's "Friendliest Innkeepers." Inngoes from the United States and Canada sent in ballots to Arrington's B&B Journal, voting for their favorites in various categories. You can find out more about the Allens

Welcome to the ANPR family!

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

Robert Atwater	Stafford, VA
Julie Blanchard	Layton, UT
William Bosley	Nelsonville, OH
Susan Boudreau	Denali Natl Park, AK
Roger Brandt	Cave Junction, OR
Brandon Brown	Cadiz, OH
Sandy Brue	Seward, AK
Carol Burkhardt	Middlesboro, KY
Linda Cook	Anchorage, AK
William Cook	Seward, AK
Greg Daniels	Anchorage, AK
Dan Dattilio	Lincoln, MA
Gregg Fauth	Three Rivers, CA
Eileen Fenton	Lenoir, NC
Archie Ferguson	Kotzebue, AK
Richard & Lisa Fuller	Heathrow, FL
Rick Gale	Boise, ID
Nancy Goodman	Pacific, CA
David Guiney	Harpers Ferry, WV
David Henry	Flagstaff, AZ
Nick Herring	Denali Natl Park, AK
Shannon Hope	Flagstaff, AZ
Melvin Jetter	Olympia, WA
Andy Kamper	Pittsburgh, PA
Kimberly Kirk	St. Augustine, FL
Richard Larrabee	Glennallen, AK
Whitman Mission Library	Walla Walla, WA
Beth Lowthian	Seward, AK
Laura Lusk	Monticello, UT
Elwood Lynn	Healy, AK
Mary McBurney	Anchorage, AK
Stephen McGee	Rainville, AL
Larry Miranda	Ashford, WA
Devils Tower NM	Devils Tower, WY
Jim & Dawn O'Sickey	Grand Canyon, AZ
Randi Owens	Wasilla, AK
Mark Ragan	Fairfax, VA
Eileen Salenik	Rockville, MD
Jennifer Samela	Henniker, NH
Robert Shelton	Glendale, AZ
Arthur Shettle	Mount Desert, ME
Blanca Stransky	Denali Natl Park, AK
Kathy Tevyaw	Rumford, RI
Steve Ulvi	Fairbanks, AK
Reginald Vance	Anchorage, AK
Alexander Whitten	Gretna, LA
Heidi Yarnall	Brewster, MA

and their inn at www.KangarooHouse.com. NPS employees are always welcome and will receive a 10-percent discount over normal rates.

Dennis Carruth recently transferred from his position as site manager at Nicodemus NHS in Kansas to his new position as superintendent at Aztec Ruins. He and his wife, **Anne Coupland**, are thrilled to return to New Mexico and feel as though they have returned home. "I am excited and looking forward to working with the team at Aztec Ruins as we initiate a new General Management Plan that will reassess the park's needs," Carruth wrote. "As manager of this sacred site, it is imperative that we work with the communities and American Indian tribes that are affiliated with the park, and move forward together in this important endeavor." Address: 800 Spotted Wolf Ave., Aztec, NM 87410.

Kris Fister (SEKI, DENA, YOSE, GLBA, KATM) has returned to Denali and is now the public affairs officer. She had occupied the same position at Sequoia and Kings Canyon for the past five years. Address/phone: P.O. Box 63, Denali Park, AK 99755; (907) 683-2180.

Wendy Lauritzen, superintendent at Washita Battlefield NHS and a new homeowner, has more news to report. Her new house came complete with a dog and chickens — what a deal! Barnum and Bailey, her other dogs, aren't quite as thrilled with the family addition but they are adjusting. The large house in the country has plenty of room for visitors. Address: Route 1, Box 35A, Crawford, OK 73638; myranger@logixonline.net.

Laura Lusk (GRBA, PECO, DEVA, YOSE, GRBA, DETO) is the assistant district interpreter at Canyonlands, Needles District. Previously she was the lead seasonal interpretive park ranger at Devils Tower. She recently adopted a 12-year-old cocker spaniel, Kanab, from Best Friends Animal Sanctuary in Kanab, Utah. She also is an avid model railroader and railroad historian. Address/phone: P.O. Box 1137, Monticello, UT 84535-1137; (435) 259-2315.

Rick Mossman (YELL, WRST, GLBA, GRCA, BAND, FOTH, PEFO, BUFF) and **Julie Mossman**, with sons **Thomas**, 9, and **Jackson**, 7, are moving to South Dakota. Rick is the new chief ranger at Wind Cave. Formerly he was a ranger in the Snake

River Subdistrict at Yellowstone. The family will move in June after school gets out. Temporary address: c/o Wind Cave National Park, RR 1, Box 190, Hot Springs, SD 57747-9430; Rmossman@wyoming.com (until June 20).

Carrie Nuoffer (CRLA, DEVA, ORPI, ACAD) is an education specialist with the Canyonlands/ Southeast Utah Group. She works with the Canyon Country Outdoor Education Program to provide field trips and teach curriculum-based science lessons to kindergarteners through sixth graders in the schools of San Juan County, Utah. Previously she was an education technician at Acadia. Address: P.O. Box 741, Monticello, UT 84535, nuoffer@netscape.net.

Alexandra Steven-Burke (GLAC, LAME/ Hoover Dam Homeland Security) is a permanent subject-to-furlough park ranger in law enforcement at Yukon Charley Rivers. Previously she was a seasonal law enforcement ranger and part of the West Lakes Wildlife Management Team. Address/phone: General Delivery, Eagle, AK 99738; (406) 250-1671.

Allen D. Vaira (YELL, DENA, YELL, DEVA, KLGO, DEVA) is a visitor use assistant at Desert View, Grand Canyon. Previously he was a seasonal park guide at Scotty's Castle, Death Valley. He is pleased to obtain his first permanent NPS position. Address/phone: P.O. Box 1814, Grand Canyon, AZ 86023; (928) 638-0105; parkranger_42@hotmail.com. ■ ■ ■

Park ranger pens two books

Bert Dunkerly, an interpretive park ranger at Kings Mountain, has two books debuting this spring. The first one is "More Than Roman Valor: The Revolutionary War Fact Book" (\$21.95) by Publish America. It provides a general overview of the Revolution, with information on weapons, equipment, people, events and historic sites. It also examines how the Revolution has been commemorated and interpreted over the years. The main section is a day-by-day history of events, showing the large scale of the conflict. It includes little-known facts about spies, new technology, people and battles.

The second book is "The Kings Moun-

Thomas O'Hara • Katmai, Aniakchak/Alagnak

March 3, 1961 – Dec. 19, 2002

Tom's entry into each of our lives has been unforgettable. We were unknowingly chosen when we realized we were to have memories with Tom that would stand forever. Tom didn't look for and didn't need an introduction, he was a man just like his father Dan, who would unhesitatingly thrust out his hand and say "Hi! I'm Tom O'Hara," and would follow it up like his mother Sharon, with an offer to do something that benefited us. He always had a sincere interest to befriend whomever he met. His friendship was one that made us feel as if he was our best friend, a continuing theme that was warmly and humorously expressed during Tom's memorial services.

Tom was always willing to share his life's experiences with each of us to bring laughter and to remind us of values that should be most important to us — our faith our families and our friends. He served as a leader in his church with a purpose-driven and unshakeable faith. He lived a subsistence lifestyle fishing, trapping and hunting the land he was raised on through his Athabascan heritage. He was a commercial salmon fisherman who bounced, bobbed and bumped for 31 seasons. He flew Alaska in all types of planes, through all types of weather and with all types of people: directors, regional directors, superintendents and seasonal staff from Katmai who all held Tom in the highest regard and trusted their lives with his skill and knowledge.

Many of us only knew Tom in his second life as a park ranger at Katmai. It



was this high-spirited, gregarious young man that I was privileged to bring into the National Park Service in the spring of 1997. He was chosen for his motivation to protect the land that preserved his heritage for the future. He expressed a frankness that did not hesitate to question the bureaucracy or self-interest of others that threatened his convictions. Tom had the enviable knack of kindly expressing guilt and apprehension to those who failed to lift up the native and non-native people of his land when decisions could adversely affect their lives, livelihood and culture so unique to Alaska's parks. He not only enhanced the way the NPS looked at the lives of those dependent on our Alaska parks, but as Tom's wife, Lucy, fondly stated, Tom was a husband and father of three wonderful children whose life was changed as a result of the NPS.

Each of us can each feel proud of the agency we work for as a result of the impact we had on Tom's life. He sought a career that would use his 20,000 hours of professional flying skills to develop new skills as a law enforcement ranger and yet grant him personal rewards that can only be found at home. He sought the NPS for the way it treasured its human resources, individuals, couples and families. It was this purposeful love for his wife and children that made his entry into the NPS a life-changing event for Tom, for his family and for us.

Tom was a man after God's own heart who lived a personal faith knowing his time with us would one day end, but at God's side. I will always believe that it was Tom's skill, experience and confidence that guided him through his final flight in a manner that allowed his passenger Cory to be alive today.

Tom lived his life to the fullest, he loved the people he touched, he treasured the love and care of wife Lucy and soaked up each moment he had with son Jonathan and daughters Heidi and Nicki. He loved God, he loved the land he grew up on and he willingly made the ultimate sacrifice of love by giving up his own life for another. For Dan and Sharon, for Lucy and his children, for the National Park Service, for you and for me, our lives have been made forever richer by the way he touched each of us. For there is no greater love than this.



— Jim Hummel
chief ranger/pilot, Voyageurs

tain Walking Tour Guide" (\$8.95) by Dorrance Publishing. It is meant to accompany the battlefield trail at Kings Mountain and provides battle details as one walks the trail, using original accounts and current archaeological information. Because there hasn't been a scholarly work examining Kings Mountain in any detail for many decades, this book fills that void. It incorporate current historical information and new archaeological research.

Currently Dunkerly is the park's black powder safety officer. He also has worked at Colonial, Gettysburg, George Washington

Birthplace, Stones River (as a VIP) and Colonial Williamsburg. He earned a master's degree in historic preservation from Middle Tennessee State University, and he has written several articles on American history and historic preservation. Dunkerly can be reached at rmddunk@attglobal.net.

The greatest joy in nature is
the absence of man.

— Bliss Carman
Canadian poet, author (1861–1929)

Missing ANPR Members

We've lost track of these people! Correct addresses for these ANPR members have been missing for many months. Any clue where they've gone? **The ANPR business office needs your help to find them.** Please check the list and send information to ANPR, P.O. Box 108, Larned, KS 67550-0108; anpr@larned.net

Marjorie Hackett Arlington, VA
Kheryn Klubnikin Thousand Oaks, CA
Larry Nielson Cedar City, UT
Richard F. Ryan Wellfleet, MA
Alexander Tait Naperville, IL

Sale continues on old items

Help make way for new products!

ITEM	PRICE	QUANTITY	TOTAL
Insulated travel mugs, 25th anniversary logo, stainless steel	\$ 7.50		
ANPR coffee mug (ceramic)	\$ 4.50		
T-shirts, Rendezvous XXV, Reno, light gray, XL only	\$10.00		
Mousepads, tan with ANPR logo	\$ 3.00		
Leather folder, tan with gold ANPR logo in lower right corner	\$15.00		
Insulated mug, large, black (20 oz.)	\$ 3.00		
Pewter key ring	\$ 2.25		
ANPR 25th anniversary pin, silver with relief, 3/4-in. round	\$2.50		
ANPR decal	\$1.50		
Cloisonne pin with ANPR logo	\$2.00		
Can koozie	\$3.00		
Subtotal			
Shipping & handling (see chart)			
TOTAL (U.S. currency only)			

Shipping & Handling (orders sent insured mail)

Orders up to \$25	\$6.00
\$25.01 to \$50	\$7.50
\$50.01 to \$75	\$9.00
\$75.01 to \$100	\$11.50
Over \$100	e-mail for cost
Orders outside U.S.	e-mail for cost

Payment by Visa or MasterCard accepted:

Visa _____ or MasterCard _____
 Credit Card # _____
 Expiration date _____
 Name on account _____
 Cardholder signature _____

Send order form and check — **payable to ANPR** — to Marianne Karraker, P.O. Box 3351, Page, AZ 86040.

Name _____

Address _____

Phone _____

E-mail _____

Questions? Call the Marianne Karraker at (928) 645-8133 or e-mail her at makarraker@hotmail.com.

Hot Topics in Museum Collections (from page 9)

Footnotes/Recommended Reading

¹See *Conserve O Gram* 2/16 "Chronology of Pesticides Used on National Park Service Collections," 2/17 "Physical Properties and Health Effects of Pesticides Used on National Park Service Collections," and 2/19 "Guidelines for the Handling of Pesticide Contaminated Collections," http://www.cr.nps.gov/museum/publications/conserveogram/cons_toc.html.

²See http://www.cr.nps.gov/nagpra/MANDATES/Contamination_Links.HTM

³See Museum Handbook, Part III, Chapter 2, Legal Issues

⁴See <http://www.usdoj.gov/oip/foiapist/2001foiapist19.htm> and <http://www.doi.gov/foia>

⁵See http://www.archives.gov/research_room/whats_new/notices/access_and_terrorism.html

⁶For a list of virtual exhibits by park, see <http://inside.nps.gov/documents/museum/exhibits.cfm?area=ex>

⁷See <http://inside.nps.gov/documents/museum/>

⁸See <http://science.nature.nps.gov/permits/index.html>

The State of Curation (continued from page 15)



President Lincoln's desk while living in Springfield, Ill.

meet these professional standards. A total of 447 deficiencies were corrected in parks in FY 2002. At current funding levels for correction of deficiencies, 95 percent of the standards will be met in 2033.

In FY '02 many parks modified their storage and exhibit conditions to improve preservation of the collections. Denali, Wrangell-St. Elias and Sitka moved their collections into new storage facilities; Hot Springs continued a project to clean, stabilize and safely store art-glass skylights from Maurice Bathhouse; Edison installed ultraviolet filters on 112 windows at Glenmont, Thomas Edison's home; and Harry S Truman installed reproduction curtains, allowing the deteriorating originals to be retired to storage.

The estimated cost to correct the deficiencies that parks have identified on the Checklist is \$200 million. In addition, based on extrapolated data from 118 park resource management plans and the 1997 survey of cellulose nitrate film in NPS collections, conservation survey and treatment needs are estimated at more than \$46 million. These needs are considered deferred maintenance for the museum collections.

Ann Hitchcock has been chief curator of the National Park Service since 1980. She has oversight for 100 million objects, specimens and archives in more than 350 park museum collections.

Retirement (continued from page 26)

you could spread the tax bill out over four years.

Existing 401(k) (TSP), 403(b) and 457 plans would be replaced with **Employer Retirement Savings Account** (ERSAs), with a \$12,000 limit on contributions (and a \$2,000 catch-up contribution for employees age 50 or older).

Another interesting proposal is a measure that would give more taxpayers a break on long-term care insurance premiums. It also calls for an above-the-line tax deduction that non-itemizers could use. Other proposals include increasing the child credit to \$1,000, easing of the marriage penalty and looking for a way to stimulate charitable donations. □ — *Frank Betts, Retired*

MEMBERSHIP APPLICATION — Association of National Park Rangers

☐ Renewal or ☐ New Membership Date _____ Park Code _____ Region _____ ☐ Retired?

Name(s) _____ Office phone _____
 Address _____ Home phone _____
 City _____ State _____ Zip+4 _____ Home e-mail address _____

Important Notice

In order for ANPR to be an effective, member-oriented organization, we need to be able to provide board members with lists of members by area. It is, therefore, vital that you enter the park and region four-letter codes before submitting your application.

Note: It costs \$45 a year to service a membership. ANPR suggests additional dues based on your annual income according to the chart below.

Type of Membership

(check one)

Active (all NPS employees and retirees)

	Individual		Joint	
	One year	Two years	One year	Two years
Seasonal	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Under \$25,000 annual salary (GS-5 or equivalent)	<input type="checkbox"/> \$35	<input type="checkbox"/> \$65	<input type="checkbox"/> \$50	<input type="checkbox"/> \$95
\$25,000 – \$34,999 (GS-7/9 or equivalent)	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
\$35,000 – \$64,999 (GS-11/14 or equivalent)	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145
\$65,000 + (GS-15 and above)	<input type="checkbox"/> \$75	<input type="checkbox"/> \$145	<input type="checkbox"/> \$90	<input type="checkbox"/> \$175

Associate Members (other than NPS employees)

Associate	<input type="checkbox"/> \$45	<input type="checkbox"/> \$85	<input type="checkbox"/> \$60	<input type="checkbox"/> \$115
Student	<input type="checkbox"/> \$25	<input type="checkbox"/> \$45	<input type="checkbox"/> \$40	<input type="checkbox"/> \$75
Corporate	<input type="checkbox"/> \$500			
Supporting	<input type="checkbox"/> \$1,000			

Life Members (May be made in three equal payments over three years)

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To help even more, I am enclosing an extra contribution ☐ \$10 ☐ \$25 ☐ \$50 ☐ \$100 ☐ Other

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Association of National Park Rangers, P.O. Box 108, Larned, KS 67550-0108

Membership dues are not deductible as a charitable expense.

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☐ I want to volunteer for ANPR and can help in this way:

- ☐ Fund Raising
- ☐ Rendezvous Activities
- ☐ Mentoring
- ☐ Other (list: _____)

► **ANPR may publish a membership directory, for distribution to members.** May we publish: your e-mail address? ☐ yes ☐ no

► To assist the ANPR board in planning Association actions, please provide the following information.

- ☐ Do you live in **park housing**?
- ☐ **Number of years** as a NPS employee
- ☐ **GS/WG level** (This will not be listed in a membership directory)
- ☐ **Your job/discipline area** (interpreter, concession specialist, resource manager, etc.)



Share your news with others!

Ranger will publish your job or family news in the All in the Family section.

Name _____

Past Parks — Use four-letter acronym/years at each park, field area, cluster (YELL 88-90, GRCA 91-94) _____

New Position (title and area) _____

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Address/phone number (optional — provide if you want it listed in *Ranger*) _____

Other information _____

Send news to:

Teresa Ford, Editor
 26 S. Mt. Vernon Club Road
 Golden, CO 80401
 or e-mail: fordedit@aol.com or
 check ANPR's website: www.anpr.org
 and go to Member Services page

Directory of ANPR Board Members, Task Group Leaders & Staff

Board of Directors

President

Ken Mabery, Regional Ecosystem Office
12608 SE Alder, #53 • Portland, OR 97233
(503) 261-8163 • cell: (503) 341-6716
ANPRpresident@aol.com

Treasurer

Wendy Lauritzen, Washita Battlefield
Route 1, Box 35A, Crawford, OK 73638
(580) 983-2291 • myranger@logixonline.net

Secretary

Melanie Berg, Badlands
HCR 54, Box 104, Interior, SD 57750
(605) 433-5580 • mtnsfar@gwtc.net

Education and Training

Mark Harvey, Yosemite
P.O. Box 187, El Portal, CA 95318
(209) 379-2235 • mpharvey@inreach.com

Fund Raising Activities

Rick Jones, Glen Canyon
P.O. Box 3907, Page, AZ 86040; home: (928) 608-0820;
fax: (928) 608-0820 • rcjoj@canyoncountry.net

Internal Communications

Bill Supernaugh, Badlands
HC 54, Box 103, Interior, SD 57750
(605) 433-5550 • bsuper@gwtc.net

Membership Services

Kathy Clossin, Bureau of Land Management
130 Watt St., Battle Mountain, NV 89820
(775) 635-2580 • glades_quilter@yahoo.com

Professional Issues

Bill Sanders, Hopewell Furnace
213 Colorado Drive, Birdsboro, PA 19508-9049
(610) 404-1872 • wnksanders@aol.com

Seasonal Perspectives

Steve Dodd, Glacier and Northern Arizona University
5950 Mountain Oaks Drive, Flagstaff, AZ 86004
(928) 526-5779 • Steve.Dodd@nau.edu



Special Concerns

Bill Halainen, Delaware Water Gap
4032 Conashaugh Lakes, Milford, PA 18337
(570) 686-3828 • bhalainen@hotmail.com

Strategic Planning

Ed Rizzotto, Boston Support Office
P.O. Box 407, Hingham, MA 02043
(781) 749-0770 • treehome@pobox.com

Past President

Cindy Ott-Jones, Glen Canyon
P.O. Box 3907, Page, AZ 86040
(928) 608-0820 • rcjoj@canyoncountry.net

Task Group Leaders

Elections

Dawn O'Sickey, Grand Canyon
P.O. Box 655, Grand Canyon, AZ 86023
(928) 638-6470 • dosickey@grand-canyon.az.us

International Affairs

Tony Sisto, Pacific West Regional Office
1348 Glen Drive, San Leandro, CA 94577
(510) 633-1282 • anthonyandadams@aol.com

Mentoring

Bill Supernaugh, Badlands
HC 54, Box 103, Interior, SD 57750
(605) 433-5550 • bsuper@gwtc.net

Promotional Items

Marianne Karraker, Glen Canyon
P.O. Box 3351, Page, AZ 86040
(928) 645-8133 • makarraker@hotmail.com

Rendezvous

Dan Moses, North Cascades
622 13th St. NE, East Wenatchee, WA 98802
(509) 884-7093 • mosessdd@aol.com

Retirement

Frank Betts, Retired
95 Cobblecrest Road, Driggs, ID 83422
(208) 354-8675 • fjbktb@msn.com

Ranger Magazine Adviser

Mark Herberger, Zion
92 E. Center, LaVerkin, UT 84745
(435) 635-74995 •

Advertising

Dave Schafer, Lyndon B. Johnson
Route 1, Box 462, Blanco, TX 78606
(830) 833-1963 • dschafer@moment.net

Staff

Executive Director

Jeff McFarland
P.O. Box 2068, Rockville, MD 20847-2068
(301) 706-5077 • eFax: (208) 248-5137
jeffmc@erols.com

Business Manager

Jim VonFeldt
P.O. Box 108, Larned, KS 67550-0108
(620) 285-2107 • fax: (620) 285-2110 • jlv@cpavbv.com

Editor, Ranger

Teresa Ford
26 S. Mt. Vernon Club Road, Golden, CO 80401
Home office & fax • (303) 526-1380 • fordedit@aol.com



Association of National Park Rangers
P.O. Box 108
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