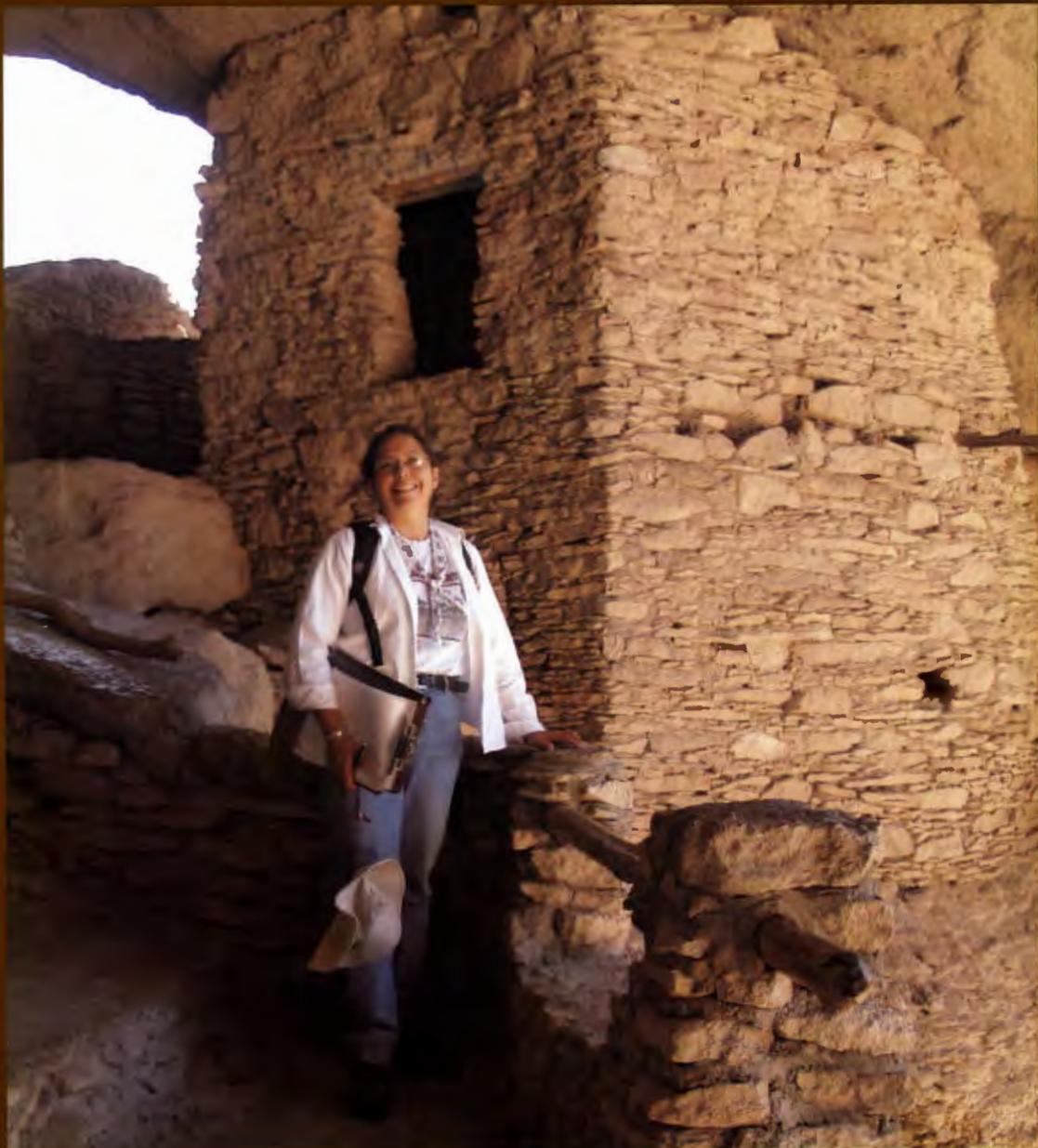


RANGER

The Journal of the Association of National Park Rangers

ANPR  *Stewards for parks, visitors and each other*
The Association for All National Park Employees

Vol. 25, No. 2 • Spring 2009



A Profession of Cultural Preservation

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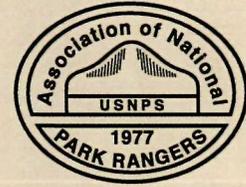
We are looking for good articles/ideas in these areas:

- Philosophical/ethics discussion
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- Topics of interest to park employees (i.e. housing)
- Travel of interest to park employees
- New technology/new ways of doing business
- Special places — discoveries you've made
- Photos, photos and more photos!

Contact the editor or editorial adviser for more information or with your ideas:

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ANPR Calendar

Ranger (Summer issue)
deadline..... May 31

Ranger (Fall issue)
deadline..... Aug. 31

Ranger Rendezvous XXXII.....Dec.6-10
Gettysburg, Pa.

Coming next issue: New Perspectives about
Parks in the 21th Century



Ranger (ISSN 1074-0678) is a quarterly publication of the Association of National Park Rangers, an organization created to communicate for, about and with National Park Service employees of all disciplines; to promote and enhance the professions, spirit and mission of National Park Service employees; 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 parks professionals and those interested in the stewardship of national parks; provides a forum for discussion of common concerns of all employees, 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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Winter issue Nov. 30

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 art: Virginia Salazar-Halfmoon of the Vanishing Treasures Program

President's Message

Every year as spring starts to advance, we celebrate the beginning of the National Park System. I give thanks to President Ulysses S. Grant, the Congress of 1872 and all those who made large and small contributions to the system's creation and stewardship. That surely includes you as an ANPR member.

I was concerned last year about ANPR's ability to remain a viable organization. I became more comfortable by December at the Ranger Rendezvous when we celebrated our membership success in announcing a total of 1,208 members, our highest total in 10 years. However, now I'm concerned again. All annual memberships expire Dec. 31 each year, and we have dropped below 1,000 so far in 2009. That number will improve as the year goes along and new members join, but having less than 1,000 members weakens ANPR's effectiveness. What can you do about it?

Here's one idea: Make an ANPR presentation at a park or college near you. For ANPR to continue to exist we must find ways to excite and involve NPS employees in their early careers and students who are hoping to pursue NPS employment. ANPR has two college chapters: one at Hocking College in Ohio and one at the University of Tennessee at Knoxville.

Do you have a university or community college near you? Can you afford an hour of your time to share your advice and experience with the future of the NPS and ANPR? Show them our college chapter web page (www.anpr.org/college.htm) and the USA JOBS website to understand how the hiring system works. It's easy to speak and answer questions for an hour about the NPS and ANPR. It's also personally enriching to be around enthusiastic young people.

If a college presentation isn't for you, how about a presentation at your park? Spring is the time of year when parks often hold all-employee meetings. Ask the meeting organizers for some time to explain ANPR's mission and successes. If not at an all-employees meeting, how about presenting at a meeting of a specific discipline or employee group in your park? We can't expect NPS employees to join ANPR if they've never

heard of it, and part of your responsibility as a member is to spread the word about the good works, advocacy, professional networking and social enrichment that ANPR provides. Rebecca Harriett, our new board member for education and training, and member Jan Lemons will work to develop a PowerPoint presentation with a script so members can make presentations on behalf of ANPR.

Another new outreach method is the creation of groups on popular social networking websites. Thanks to member Liam Strain, ANPR now has formed a group on Facebook and LinkedIn. Joining either is free. Both provide the ability to connect with old friends and colleagues, and network for professional development. Become involved and spread the word about ANPR.

Finally, you can support ANPR this year by attending the Rendezvous in Gettysburg, a world-renowned site for cultural resource stewardship. The "national park" idea first embraced preserving areas for their natural resource values, but it didn't take long for that idea to expand to include preserving cultural resources and their values with Casa Grande Ruins and Mesa Verde.

There are more units of the National Park System today established primarily for their cultural resources than those established primarily for their natural resources. In this issue of *Ranger* we focus attention on cultural resource programs and issues in the NPS. If you are employed in a cultural resources profession or are a student in a cultural resources major, ANPR encourages you to join us in our efforts to ensure that cultural resources are receiving the stewardship they deserve within the NPS. Gettysburg would be a great place for you to find out about ANPR.

The national park idea was born in a remote territory that few had seen or cared about when Yellowstone became America's first national park on March 1, 1872. The idea was bigger than that single place. Today nearly 400 park sites are part of the nationwide system.

ANPR began with 33 park rangers, but now it proudly includes members from every NPS job discipline. Consider ways you can spread the word about ANPR, encourage new members, increase involvement and make ANPR the organization you want it to be.

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Mark Herberger

A Review of Park Cultural Resources

Stewardship Guidance from the National Academy of Public Administration

By Don Ryan

Cultural resources, including resources of national significance, are at risk throughout the National Park System.

That's the conclusion of a panel from the National Academy of Public Administration that conducted an independent review of park cultural resource programs at the request of National Park Service. This review in 2008 covered archeology, cultural landscapes, historic structures, museum management and the park history programs.

A panel of three experts directed the review and made a series of recommendations to the NPS. Members were Frank Hodsoll, an academy fellow and former chair of the National Endowment for the Arts; James Kunde, an academy fellow and associate professor at the University of Texas at Arlington; and Denis Galvin, former deputy director of the NPS. Nine NPS staff served on a 14-member working group that advised the panel. In the course

of this study, academy staff interviewed more than 100 NPS staff from across the Service and outside experts, and analyzed various budget, program and policy reports.

The panel made 18 recommendations to the NPS to improve stewardship of park cultural resources. Ten recommendations deal with program-specific issues, such as improving performance measures, revising regional corrective action plans to strengthen the archeology program's strategic focus, and tackling the significant backlog of uncataloged museum items through multiple strategies.

Several of the panel's general recommendations seek to factor performance more strongly into budget decisions, increase accountability at the park level, and use performance measures as a learning and management tool to inform decision-making at all levels. Two recommendations call for greater flexibility to make better use of existing resources: relaxing travel ceilings to support skill-sharing between parks and regional offices, and increasing the time

parks have to obligate funds each year.

A review of funding and staffing trends over the past 15 years revealed a sharp and growing disparity between park cultural resources and natural resource programs. For example, since fiscal year 1995 when park cultural resources and natural resource programs had nearly identical staffing levels, natural resources staffing rose by 335 FTE, primarily as a result of the Natural Resource Challenge, while park cultural resources declined by 294 FTE. This disparity widened significantly over the past year (fiscal year 2008) as park cultural resources staffing declined by 8.6 percent while natural resources staffing increased slightly.

Trends in funding levels show a similar divergence. Funding for natural resource programs today is double that for park cultural resources, notwithstanding the fact that two-thirds of the 391 national park sites were created because of their historic and cultural significance. Based on the scope, complexity and condition of park cultural resources,

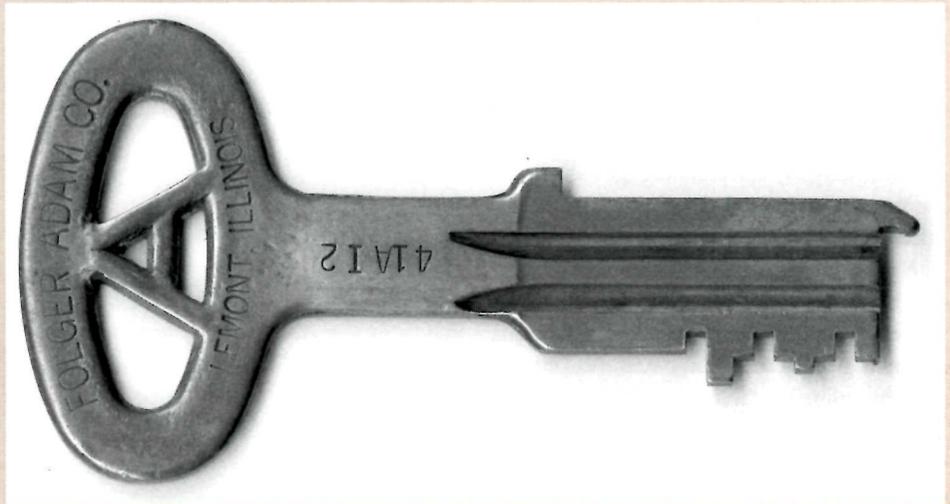
◀ ARCHEOLOGICAL SITES

The 84 million acres that the National Park Service manages include an abundance of archeological sites, such as this one at Mesa Verde. To date, about 2 percent of park acreage has been surveyed for archeological resources. At the end of fiscal year 2007, these surveys identified 68,327 archeological sites in 318 park areas, of which 43,669 have site records in the Archeological Sites Management Information System that are considered to be complete, accurate and reliable. Estimates of yet-to-be-discovered sites range from 500,000 to 2.5 million.

the panel concluded that NPS park cultural resource programs are underfunded and understaffed. The panel recommended that the NPS undertake a Servicewide initiative, similar to the Natural Resource Challenge, to develop a comprehensive proposal and compelling justification to increase funding and permanent staff to improve stewardship of park cultural resources.

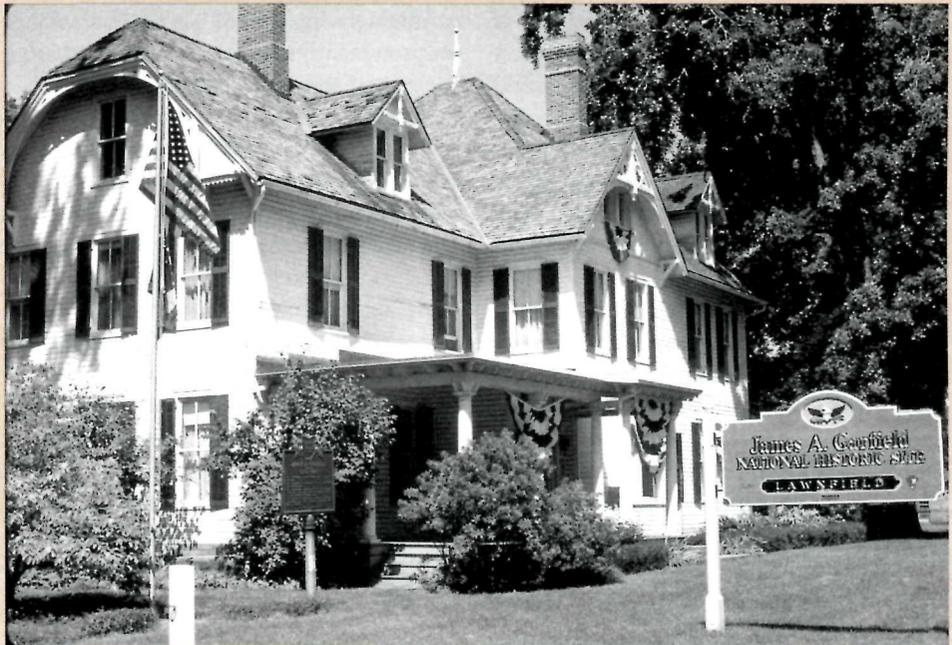
The panel also recognized an urgent need for stronger Washington Office leadership to improve NPS stewardship of park cultural resources. Interviews with NPS staff who work in the parks, regional offices and centers revealed widespread concern about the frequency and quality of communications from WASO Cultural Resources, lack of engagement of field staff in strategic planning and goal setting, and ineffective advocacy for park cultural resources. The panel recommended that the NPS take the additional steps required to transform WASO Cultural Resources into a high-performing organization. If it is not possible to make the current organization high performing, the panel recommended that the NPS create a separate associate director for park cultural resources.

The panel's October 2008 final report, "Saving Our History: A Review of National Park Cultural Resource Programs," is available at www.napawash.org/pc_management_studies/NPS_Saving_Our_History_Oct2008.pdf. The report's second chapter, "Understanding the National Park Service," may provide a helpful overview and introduction for new NPS employees. 



Minuteman Missile NHS

MUSEUM MANAGEMENT: Above is the entrance key to the former nuclear launch control facility now preserved at Minuteman Missile. Second in size only to the Smithsonian Institution, NPS museum collections hold more than 123 million items — objects, artifacts, specimens and archives. Archives make up the biggest share of the collection (68 percent). About 350,000, or less than one-half percent, are actually displayed on exhibit. The vast majority of items are kept at 691 museum storage facilities in 295 parks. Universities and other nonfederal organizations store items on loan from the NPS, including natural history collections. In addition, many parks have extensive archival records that have not yet been surveyed, and some parks have large collections waiting to be accessioned.



James A. Garfield NHS / Mark Herberger

HISTORIC STRUCTURES: Above is the home at James A. Garfield NHS. The national parks contain 26,898 historic and prehistoric structures. As of the end of fiscal year 2007, 21,512 of these had complete, accurate and reliable records on the List of Classified Structures. Examples include buildings and monuments, dams, millraces and canals, stockades and fences, defensive works, kivas and outdoor sculptures. Of the total universe of historic and prehistoric structures, about 10,000, or 37 percent, are historic buildings. Historic buildings make up about one half of all buildings in national parks.

Don Ryan holds a master's degree in urban and regional planning from George Washington University. He has worked in Washington during the past three decades in the executive branch (Transportation), the legislative branch (House Appropriations Commit-

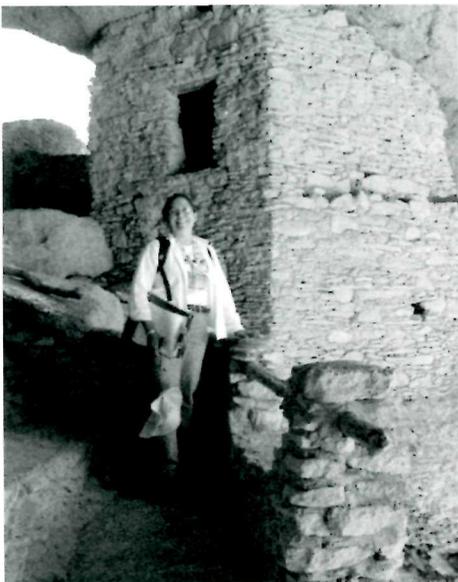
tee) and in the nonprofit community as executive director of a public interest policy and advocacy organization. His other academy projects dealt with national environmental indicators and the National Historic Preservation Program.

Managing the preservation efforts of the Vanishing Treasures Program is a way of continuing my cultural heritage and ensuring that the contributions of my ancestors are acknowledged and preserved.

My personal goal and the program's goal are the same: to ensure the documentation of historical activities and events through preserving the related architecture for future understanding and interpretation. Also, we aim to use traditional methodology of construction blended with the latest technological advances.

My ancestry is deeply rooted in New Mexico. My mother is from the Tewa-speaking village of Santa Clara Pueblo, which has been located in the area for all time. My father can trace his heritage back to the 1540s when the first Spanish colonists came to New Mexico. I have been raised and continue to live in the homelands of my ancestors. It only seems natural that I would follow a profession of cultural preservation. The objects and places of my ancestors are so important to me, and they fashioned the person I have become. My preservation efforts are with the hope that what I help to preserve enables my descendants to view and experience the objects and places of their heritage, and aid in maintaining the cultural connection to place.

As a young girl I frequently spent time at Puye, the ancestral village and cave dwellings of the Santa Clara Pueblo people. From the mesa-top pueblo I witnessed the beauty my ancestors once saw — the distant surrounding mountains, the plentiful valleys, the beautiful blue skies — and I heard the sounds of the wind



A Personal Perspective *on Cultural Connections*

as it blew through the trees and the calling of birds flying overhead.

My ancestors built their homes from the raw materials available to them. Roughly shaped volcanic tuff became their building blocks, clay mortar gathered from nearby locations was used in building the walls, and wood from surrounding trees and brush were used for the roofing materials. Caves were dug into the south-facing cliffs to meet the warmth and light provided by the sun. In time, rooms were added to the front of the caves built from the same materials used in constructing the pueblo on the mesa top.

I always appreciated the beautiful location my ancestors settled in, and I knew they thought of their descendants who would come to know them through what they left behind. These ancestral places are not forgotten. They maintain strong, cultural significance and figure prominently in beliefs and ritual, garnering the utmost respect of Pueblo people today.

Although ancestral sites have been excavated and interpreted by archeologists for more than a century, in many cases they made no connection to cultural groups in the area. The interpretation of the site was primarily based on findings made during excavations or comparative information from previous digs. Terminology such as “ruins” and “abandoned” were commonly used to refer to these ancestral places, none of which reflect the cultural connection to the people and place by current cultural groups.

The Native American Graves Protection and Repatriation Act of 1990 required federally funded institutions to identify culturally affiliated tribes and required consultation on the disposition of certain artifacts. Through the consultation effort, new relationships were established based on mutual respect. Attempts now are being made to be inclusive of the tribal perspective in all management decisions of the parks. In some cases tribes are also consulted on preservation of ancestral sites, and this has led to the awareness that certain sections of sites should not be preserved because they were built for a particular function and their time is complete. Of course, park management must make decisions, particularly about preservation based on laws and policy that sometimes don't work with cultural requests. However, when possible, consultation has resulted in inclusive management of resources and has enriched the

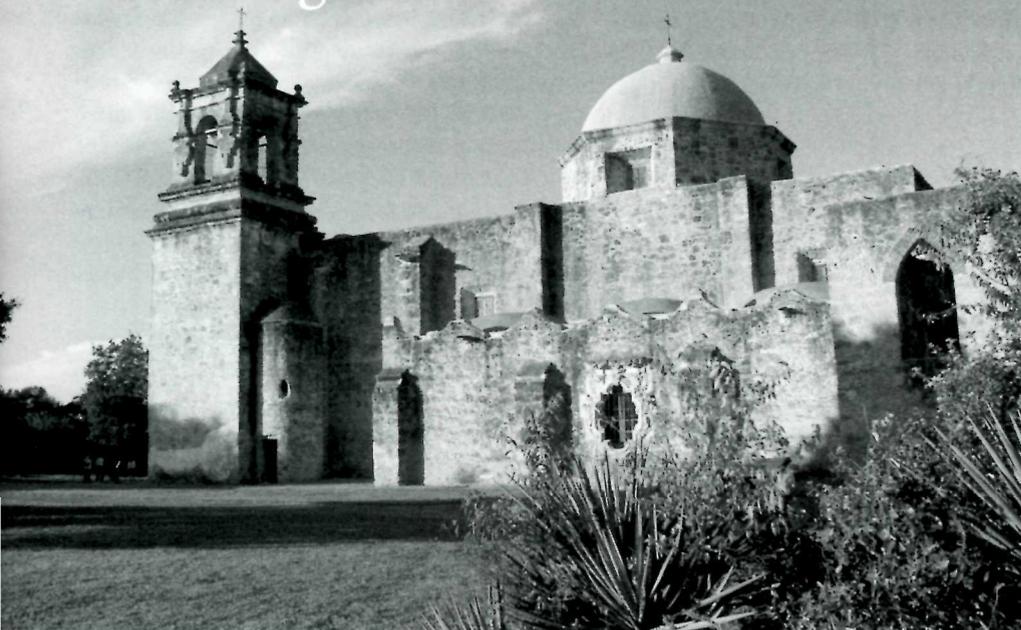
interpretation visitors experience at these sites. Visitors can now be made aware that ancestral sites are not abandoned and still hold cultural significance to tribes. It is true that the walls are no longer complete, and in many cases, the rooms no longer have roofs. These walls and caves, however, remain as reminders to us of our cultural connection.

My previous career as a curator in the National Park Service gave me the opportunity to care for the artifacts created by my ancestors and the cultural heritage of others. Now, as manager of the Vanishing Treasures Program, I am honored to care for ancestral sites and historic architecture. I attempt to provide similar sensitivity and respect for all the architecture we preserve in the Vanishing Treasures Program as I give to my own. The architectural remains are much more than outdoor exhibits or backdrops for interpretive talks. They represent the efforts our ancestors made in order to survive and continue traditions passed on to them. Each wall of each site tells a story about its creator, whether it was a structure built by an individual, a complex of structures created by a cultural group or a structure built to address a need, such as a wooden support for a mine tramway or a trestle to support a railroad crossing.

These sites transcend time and speak to visitors of the strong will for survival. They inspire visitors by witnessing the adaptability of cultures or individuals. They provide pride in the accomplishment of one's ancestors who built structures that continue to stand from centuries ago. I am grateful for the opportunity to care for these culturally significant places, and I plan to encourage my grandchildren to respect and treasure them for the timeless connection they provide. 

Virginia Salazar-Halfmoon is program manager for the Vanishing Treasures Program based in Santa Fe. It serves 45 parks in eight states within two National Park Service regions. She started working for the NPS as a high school student under a Bureau of Indian Affairs placement appointment in the library of the Southwest Region. As a Co-Op student in college, she gained experience at White Sands, Pecos and Bandelier. She has served as curator in the Southwest Region assisting parks with Native American Graves Protection and Repatriation Act tribal consultation and compliance. She also participated in addressing NPS compliance with the Sacred Sites Act in the Southwest Region. In 1995 the region was realigned and she became curator in the Intermountain Region. During her tenure the Intermountain Museum Collections Facilities Strategy was developed and has served as a model for other regions.

Preserving Others' Past



San Antonio Missions

By Al Remley
San Antonio Missions

Preserving rare cultural resources in perpetuity is our mission. All preservation methods, however, can threaten a resource's inherent values, such as materials, workmanship and setting. Preservation also affects how we share resources with the public.

When a site is targeted for preservation action, our methods depend on what we intend to do with it. If open to visitation, a site must be "hardened" to withstand the onslaught of crushing feet, oily hands and overly inquisitive guests. Hardening sites is invasive and can negatively affect parts of a site's integrity. Conversely, if our intent is solely to preserve a site's historic values, then our approach is much less invasive.

Preservation is a matter of identifying NPS goals and developing strategies to meet those goals, or so I thought. Many years ago, while working at Wupatki, I was researching and planning a project to protect backcountry archeological sites from natural processes that threatened their loss. On projects like this, we always consult with Native American tribes before initiating actions. During a meeting with the Hopi Tribe, I was taken aback when they questioned the need for the project. I thought I was being proactive in preserving these ancestral Puebloan sites. What followed was an enlightening discussion, and it profoundly changed my perception of cultural resource management and how I approach situations. The Hopi said that these sites were doing what

they were meant to do. They had served their purpose and should be allowed to return to the earth, as nature intended.

I asked why they had not objected to numerous other preservation projects. They replied that the work we were doing was important to show the world how Hopi history was tied to the land. Preserving tangible remains of their ancestry is important to the Hopi, and places like Wupatki are important to show their children the origins of their oral histories, ceremonies, religion and culture. However, the Hopi made a distinction between work in frontcountry sites vs. backcountry sites. In their view, sites that are degrading naturally should follow the natural process. Recognizing this is an important way the Hopi stay in harmony with their environment. Site degradation from human influence, however, is not a natural process, and we should intervene where we can to fix such damage or remove threats.

Not all Hopi people shared the same views regarding preservation. Some didn't want us working on the sites at all, while others appreciated and supported the NPS goal. I learned that my role in the preservation process was not as clear cut as I had previously thought. I knew my methods may be open to scrutiny, but the goal of preserving resources for future generations, I thought, would be universally accepted. Never did I think that my actions could impede a process that was part of the heritage of a people whose resources I thought I should preserve.

In my current position as chief of interpretation at San Antonio Missions, I am cognizant

of the cultural dynamics at work and how my actions may affect others who tie their heritage to these Spanish missions. This park is relatively rare in that all four of its missions are still active Catholic parishes. While the day-to-day religious aspects are self evident, less so are the intrinsic meanings the missions may have to people throughout south Texas.

Native south Texans see the missions in many different ways. The devout see serene places of worship, houses of God. Many see the unquestionable beauty of Spanish architecture and are proud descendants of the artisans and craftsmen who constructed the churches and compounds. Others see the missions as an indelible backdrop to their lives; they grew up there, got married there and mourned the loss of loved ones there. There are others who seek answers to questions about their Native American roots, who were raised in the traditions that the Franciscan friars successfully instilled in the local community more than 250 years ago, but who know their heritage extends to an earlier time before the arrival of the Spanish. Many of these native south Texans who descended from the missions' builders are park partners today, as are many other constituents we work with in preserving and interpreting the park to the public.

In preserving the past for the future, archeologists often seek to "stabilize" cultural resources, as if they can and should freeze these resources in their current state, to remain unchanged in perpetuity. What I have learned is that these resources are parts of other peoples' cultural patrimony, and that preservation must consider the processes that are important to affiliated descendants.

Whether allowing natural processes to return ancestral Puebloan ruins to the earth or recognizing the dynamic nature inherent in buildings still serving as active parishes, places of religious pilgrimage and cultural centers, those whose heritage is inextricably linked to these resources should always play a vital role in their preservation. 

Photo above, Mission San José y San Miguel de Aguayo, regarded as the "Queen of the Texas Missions," continues to function today as an active Catholic parish.

Al Remley, a National Park Service employee for more than 18 years, currently serves as the chief of interpretation at San Antonio Missions. Before that he worked as an archeologist at Canyon de Chelly, Navajo, Sunset Crater Volcano, Walnut Canyon and Wupatki. He holds a bachelor's degree in history from Texas Christian University and a master's degree in anthropology from Northern Arizona University.

It Takes a Village

Archeological Stewardship in National Parks

By Francis P. McManamon
Washington Office

The stewardship of archeological resources has been a function of the federal government since the late 19th century, decades before the National Park Service was created. From the beginning, this stewardship has involved the efforts of many Americans.

In the 1880s, citizens concerned about vandalism of the ancient Casa Grande ruins in Arizona successfully petitioned Congress to protect and preserve the site. A federal preserve was created in 1892; funds were appropriated soon after for recording and stabilizing the ruins. Within a few years, structural conservation work by archeologists from the Smithsonian Institution was under way. After passage of the Antiquities Act in 1906, the designation by President Theodore Roosevelt of Montezuma Castle and El Morro national monuments and the creation of Mesa Verde expanded the federal government's archeological resource stewardship role.

Enactment of the Antiquities Act culminated a quarter century of advocacy by concerned citizens, national institutions, government officials, political leaders and regional boosters. This generation-long effort involved a diverse group, which is reflected in the wide range of experts and specialists who contribute to effective archeological stewardship in the 21st century.

The NPS was created in 1916 with the key responsibility of managing national parks, monuments and reservations "... by such means and measures... [that will] conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." (16 USC 1). The reference to "historic objects" is interpreted to mean a wide variety of what we refer to today as "cultural resources," including archeological resources.

Archeological resources are archeological sites and collections — artifacts and other material and data that have been recovered from sites, and the records and reports of archeological investigations. Normally archeological collections are made with careful recording of

the contexts of the finds and associated data as part of scientific archeological investigations. However, sometimes they result from inadvertent finds or are seized from looters as part of prosecutions of archeological crimes.

Archeological stewardship has become more scientific and systematic since its earliest days. Those who are now responsible for ensuring that the correct treatments are applied to archeological resources have tried to learn from past practices. We aim to codify procedures that have worked to preserve and protect archeological resources. Future stewardship, in turn, will be improved by careful attention to and repetition of effective current practices.

One current effort that demonstrates a systematic approach to archeological stewardship in the NPS is the development of a module within the Facilities Management Software System specifically for "Maintained Archeological Sites." Many archeological sites, probably thousands once a full count is made, are maintained actively. Some kind of treatment, such as wall stabilization, masonry repointing, erosion control and other means, is regularly applied to preserve the site.

There are many reasons why archeological sites need regular maintenance. Some treatments are needed to ensure that an archeological site is safe for public interpretive programs or that the site's condition does not deteriorate due to public use. Other sites threatened with erosion by water or wind need to be stabilized periodically. Regular maintenance activities, such as site burial or creation of an artificial barrier to restrain natural or induced erosion, sometimes are necessary. Good archeological stewardship for maintained archeological sites requires that appropriate treatments be integrated into the overall NPS maintenance program for budgeting, planning and assessment.

The MAS-FMSS example points out a crucially important aspect of archeological stewardship: It is not an activity that is or can be carried out only by archeologists. Good archeological stewardship involves many NPS experts, including interpreters, maintenance staffs, other cultural

resource experts (curators, historic architects and more), planners, protection rangers and superintendents. NPS archeologists provide the expertise to identify, evaluate and document archeological resources. They are essential sources of knowledge for park interpretation, maintenance programs, planning and resource protection. They should be integral participants in all of these aspects of park management. However, if good archeological resource stewardship is to be realized, NPS archeologists can't be the only NPS experts involved.

I have been fortunate in my career to work on archeological resource stewardship with a wide range of other NPS experts. I have helped to develop park programs to interpret the archeological resources at Cape Cod, both during an archeological survey of the seashore and, more recently, through a set of new web pages organized by the park staff. I have worked with resource protection rangers in developing and providing professional training courses about the protection of archeological resources, investigations of cases of archeological looting, and prosecutions of archeological looters and vandals.

In addition, I've worked with superintendents on plans for integrating archeological investigations into park planning and operations. For example, at Independence the park was confronted with a large archeological collection from important sites on Independence Mall. The collection had to be cataloged before it could be accessioned into the park collection for long-term maintenance and use.

The outside partner whose activity had required the investigations that resulted in the collection balked at the cost of cataloging and curation. A series of meetings and negotiations ensued. The park eventually was able to integrate the cataloging activity into its interpretive program. The outside partner provided support for the cataloging project and curation. The superintendent and senior



Artist's conception of burial ceremony at African Burial Ground site, Lower Manhattan, New York, painting by Charles Lilly



ANCIENT RUINS: Casa Grande Ruins in Arizona preserves an ancient Hohokam farming community and “Great House.” Created as the nation’s first archeological reserve in 1892, the site was declared a national monument in 1918.



park staff were essential in bringing about this positive outcome.

NPS archeologists are engaged in similar cooperative projects for archeological stewardship each day. This kind of cooperation is essential because a wide range of expertise, much of it beyond the training and experience of archeologists, is necessary for effective archeological resource stewardship. Also, the NPS is responsible for a large number of archeological resources that can’t be adequately cared for by the approximately 210 NPS archeologists (about 160 permanent positions and other temporary appointments). There are nearly 70,000 archeological sites recorded and documented in the NPS archeological inventory system. NPS archeologists estimate there are many additional sites as yet undiscovered and undocumented. In addition, the NPS National Catalog includes millions of archeological artifacts and other material, data and records collected from NPS archeological sites that must be cared for and made accessible for cultural, educational, interpretive, management and scientific uses. Finally, there are thousands of archeological reports that provide information about NPS sites that are essential for management, public interpretation, research and resource protection.

Ensuring that the NPS consistently provides good archeological resource stewardship is likely to become more challenging in the next decades. Recent hiring and retirement patterns among NPS archeologist positions indicate that retirements are far outpacing new hiring and have been for the past decade or more. Many key NPS archeologist posi-

tions are vacant or temporarily filled. By its centennial year the NPS may find itself with 40 percent fewer archeologists than it had at the turn of the 21st century.

Changes in climate are increasing temperatures, changing weather patterns and raising sea levels. Park wildland fires may become more frequent. These fire events and the rehabilitation activities that are necessary to restore natural systems afterward can adversely affect archeological sites in the fire areas unless care is taken to avoid damage. Rising sea levels and storm surges already are eroding archeological sites from Acadia and Cape Cod to park units along the Bering Sea.

Why should we care about archeological resources and how they are treated? The values of archeological resources to all Americans have been recognized for well over a century. Concerns for their preservation and careful treatment arose at the same time as concerns for the long-term conservation of natural resources and scenic areas like Yellowstone and other early national parks. Early proponents of archeological preservation recognized that careful scientific investigation of sites could yield otherwise unobtainable information about ancient activities, buildings, cultures and human behavior.

In the early 20th century, archeological techniques began to be applied to historic period sites. Through careful studies it became clear that important kinds of information about the historic period could be obtained through archeological investigations not otherwise available. In addition to their value as information sources about the past, some

archeological sites have important cultural connections with American Indian tribes, Alaska natives, native Hawaiians or other ethnic groups. Some sites, such as Chaco Canyon, Jamestown, African Burial Ground, Independence, Women’s Rights, Sand Creek Massacre, War in the Pacific and Manzanar, also are valuable as places where Americans commemorate aspects, events or individuals important in our common national past.

It requires the skills of many to protect and preserve such valuable places and resources. Sharing the information that can be derived from the study of these important archeological resources, for example, through public interpretive programs or more generally through heritage tourism, requires the participation of many different NPS experts, archeologists, interpreters and rangers. 

Francis P. McManamon is chief archeologist of the National Park Service. He holds an undergraduate degree from Colgate University and a master’s degree and Ph.D. from State University of New York at Binghamton. He lives with his wife, Carol, and their Weimaraner, Flax, in Oakton, Virginia.

This article does not express an official view of the NPS.

Johnstown Flood National Memorial preserves history of tragic event

Archived records help explain mysteries of fishing and hunting club

By Doug Richardson
Johnstown Flood

Standing along Main Street in the charming little former coal-mining town of St. Michael is a large, almost out-of-place-looking building known by the locals as the Club House. The paint on the building is nearly completely weathered, and it is clear that the building has seen better days. From the porch, only those with gifted imaginations can truly picture the gorgeous lake that once sat in front of it.

A few miles away stand the ruins of the earthen dam that once held that lake in place. Except for the signs and exhibits, a stranger might think it's part of the natural landscape. Above the ruins of the dam is a restored farm that once belonged to the man responsible for all of this back in the 1880s. Today, it encompasses Johnstown Flood National Memorial.

At Johnstown Flood we tell the story of one of the saddest events in American history. It's an event that killed more than 2,200 people and helped shatter a piece of American innocence.

On May 31, 1889, the South Fork Dam failed, in part due to the worst rainstorm of the century. The resulting flood obliterated the Conemaugh Valley.

The park site today is a work in progress. We are maintaining what we had, notably the ruins of the dam, while also working on maintaining and interpreting new additions.

Ours is a late 19th century story with a compelling cast of characters, including Clara Barton, Henry Clay Frick, Philander Chase Knox and, perhaps most famously, Andrew Carnegie. Carnegie supposedly was a member of the South Fork Fishing and Hunting Club, a group of Pittsburgh-area businessmen who



from the South Fork Fishing and Hunting Club, some of them addressed to Carnegie. It was, and remains, the single most euphoric moment of my nearly 15-year career. These documents, nearly a dozen in all, not only helped us understand Carnegie's role in the South Fork Club, but helped us understand the mysterious and often puzzling inner workings of the club.

The park is now in the early stages of stabilizing and preserving some of the buildings of the South Fork Fishing and Hunting Club, including

its once-grand clubhouse. Every time I look at the building, the NPS Organic Act swirls in my head, imagining what could happen with this building. I think and hope that these papers and others found since pay dividends for years, as we educate our visitors and ourselves about this fascinating aspect of the Johnstown Flood story and why it's essential to preserve it. 

On a cold, blustery day in December 2006, I was in the visitor center, not really lonely because I had a wonderful new biography of Carnegie in my hands. In his brief section on the flood, author David Nasaw made reference to a club document I hadn't heard of. For days I obsessively tried to contact Nasaw to clarify his source notes. After exchanging several e-mails with the author, a colleague of mine and I were confident enough to revisit Carnegie's papers at the Library of Congress. Our spirits, however, were crushed yet again as our search came up empty. It turns out that Nasaw's citations and notes were in error.

After more discussions with Nasaw, my colleague and I then went to a museum in Pittsburgh that had acquired some of Carnegie's papers. We weren't optimistic, based on our experience in Washington, D.C., but imagine our surprise when we opened the first box and gazed upon a group of papers

Photo courtesy of Virginia A. Soule

Doug Richardson is entering his 15th year with the National Park Service. He grew up in Cresson, Pennsylvania, near Allegheny Portage Railroad. He has spent his career working there and at Johnstown Flood. From the time he was 10, he has collected biographies of United States presidents, a collection that today includes more than 2,000 volumes. It focuses mostly on Abraham Lincoln. During his time at Johnstown Flood, Richardson helped local author Michael R. McGough write two books on the flood. Richardson says that his wife and two children are the center of his universe.

Despite his name and fame, none of Andrew Carnegie's biographers were able to prove that he was a member of the South Fork Hunting and Fishing Club.

Soldier Rocks

Stone cairns, called inuksuk, were constructed to funnel caribou during communal hunting.

By Becky Saleeby
Alaska Regional Office

One of the most memorable of the areas I've visited as an Alaskan archeologist is Agiak Lake, about 30 miles west of the village of Anaktuvuk Pass in Gates of the Arctic National Park and Preserve.

It lies within the range of Western Arctic caribou herd in northwest Alaska's Brooks Range, where people have been hunting caribou for millennia. There is an inseparable connection between caribou and humans in this region of the state. Antler, bone, hides, meat and sinew equated to tools, clothing, shelter and sustenance for the Nunamiut, formerly a nomadic group of Inupiaq people

who have lived in Anaktuvuk Pass now for the last half-century.

At least as early as the late prehistoric period and possibly earlier, there is evidence for the use of caribou drivelines in the region for strategically funneling the migrating animals into lakes, creeks or corrals where they could be easily killed. For the Nunamiut and the related people of the Noatak River, driving caribou was a cooperative endeavor and people took advantage of local topographic features, such as cliffs, steep hills or ridges. The primary season seems to have been during the fall migrations, but also sometimes in the spring. The construction of stone cairns in the treeless tundra, spaced at regular intervals to form converging lines to divert the migrating herds, has been an age-old method of interception. It also was used by the Nunamiut as recently as the 1940s.

I first traveled to Agiak Lake in 1996 as a member of a small NPS crew tasked with taking GPS readings and photos of the rock cairns and tent rings around the lake. The cairns or *inuksuk* were constructed as features of drivelines to funnel caribou in the lake during communal hunts. Dating the rock features was only a matter of conjecture because no subsurface testing was done at that time. The area had previously been recorded by other archeologists in the 1980s, but size and complexity of

the landscape was not really captured during their brief reconnaissance survey. When I began describing one of the drivelines, I soon realized that its end was nowhere in sight, and what we thought would take a morning to map would really be a weeklong or monthlong job. Unfortunately, we only had two days before the float plane came to pick us up, but by that time I was captivated by the *inuksuk*.

Known throughout the Alaskan and Canadian arctic, they are popular images sometimes photographed as lone rock sentinels high on a barren ridge tops. Canadian author Norman Hallendy, who has studied these cairns for decades, defines them as a thing that can act in the place of a human being. He notes that the *inuksuk* (the plural is *inuksuit*) can serve a variety of purposes, either singly as a marker or signpost or in complex arrangements used to drive caribou. He states that in the old days people built-placed them upon the land in such a way as to frighten the caribou and guide them straight toward the waiting hunters, thereby becoming part of the hunting party even though they were made of stone. Noted Alaska ethnographer Ernest Burch has described these cairns as "scarecrows," and archeologist Lewis Binford, who studied the Nunamiut of Anaktuvuk Pass, called them "soldier rocks."

Although ethnographic accounts and oral histories have provided information about the historic use of the *inuksuk* drivelines, the best method for answering questions about the identity of the makers and age of these features is through archeological study. Archeologists surveying in the Brooks Range for almost 50 years have recorded many examples of caribou drivelines. Only recently they have recognized that studying them as discrete sites may not be as productive as studying them in terms of an entire landscape, which can include other nearby features, such as hunting blinds, rock corrals, stone tent rings, cache pits, house pits and large stone rings thought to be men's houses or community houses called *karigi*.

◀ A standing *inuksuk*



NPS



Base camp at Agiak Lake, NPS photo

I visited Agiak Lake again in 2006 when Jeff Rasic, Gates of the Arctic archeologist, took a crew to more intensively map and study the sites. Aaron Wilson, then a graduate student at the University of Alaska at Anchorage, was a crew member who eventually wrote his master's thesis on the Agiak Lake sites. My role in the group was as a mentor to two young people from the villages of Kiana and Point Hope in northwest Alaska. Both had been briefly trained in archeological techniques and sent out on the crew to learn first-hand the ways of archeology fieldwork. It included long days of excavating and screening, living in tents and weathered in for days.

During that summer the field crew recorded more than 600 individual *inuksuk*. Each cairn was formed a bit differently. Some were built of several stacked cobbles or angular pieces, some were formed as a circular base with a vertical upright. Others were simply a single canted angular slab. Some were heavily covered with lichen while others were not. The diameter and height of the cairns was variable, too. The fragments of willow branches were noted in a few circular cairns. In addition to the *inuksuit*, the crew recorded hundreds of other archeo-

logical features. A few of the tent rings were radiocarbon-dated to more than 4,000 years ago. These dates and the placement of the tent ring complexes in proximity to the drivelines suggested to Wilson that the *inuksuit* may have been constructed in ancient times, with later people using and augmenting the ready-made hunting facility.

To me, the stark landscape of Agiak Lake is magical. Its archeological features bear testament to the antiquity and continuity of the lifeways of the people of the region. A herd of thousands of caribou spreading across the land is an awe-inspiring sight, but the small, fragile plants of the tundra are equally amazing. The cottongrass, ripening cloud berries and red-leaved blueberries, which signal the impending change of the season, brightened our trek back to field camp each afternoon after a long day of work. The experience was made even better because of the companionship of my young Inupiaq friends. I left Agiak Lake knowing that I might not have an opportunity to return, but the land and its riches would be preserved for future visitors

and researchers. The *inuksuit* and stone tent rings had even more stories to reveal as part of this landscape, which, most importantly, should be valued for its cultural significance to the Inupiat of northwest Alaska. 

A herd of thousands of caribou spreading across the land is an awe-inspiring sight, but the small, fragile plants of the tundra are equally amazing.

Becky Saleeby has served as an archeologist in the Alaska Regional Office of the National Park Service for the last 20 years. After earning a Ph.D. in anthropology from the University of Oregon in 1983, she moved to Alaska and has done fieldwork in many areas of the state. Her specialties are zooarcheology, historical archeology, public outreach and research for national historic landmarks.

LIFE LESSONS

on making a difference

By Michael Groomer
Chamizal

Out in the West surrounded by some of our nation's best known parks, working in a small cultural site like Chamizal National Memorial has its challenges. Located in the heart of El Paso, Texas, Chamizal commemorates the 1963 peaceful resolution of a longstanding boundary dispute between the United States and Mexico. We have a great story that often appears to be taken with indifference by the local community.

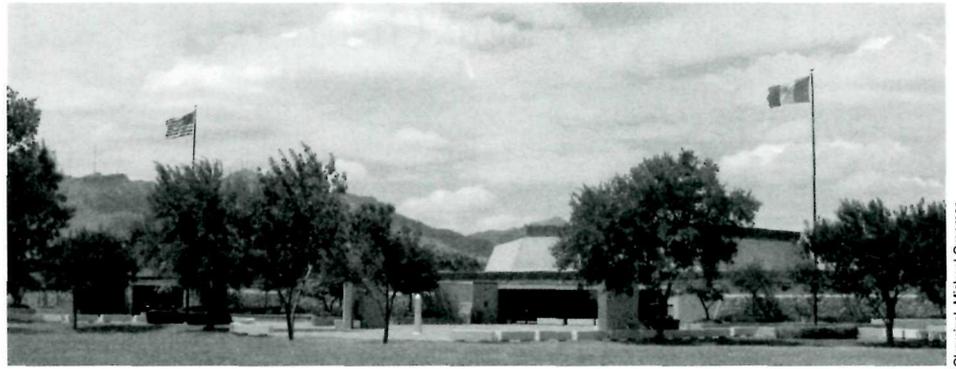
Unlike some of the closest national park sites such as Big Bend, Carlsbad Caverns, Guadalupe Mountains or White Sands, we don't offer visitors a tangible and unique resource with which to interact. As compelling as our story is, you can't see it, touch it or have your photo taken in front of it.

Day after day we meet lifelong El Paso residents who know little or nothing about the site or that it's part of the National Park System. In schools and in public we often are mistaken for immigration officers and referred to as *la migra*. When visitors and students are asked to name the closest NPS site, Chamizal rarely makes the list. Franklin Mountains State Park is usually mentioned, followed by various city parks. It's as if Chamizal is a cultural park lost in the midst of a city filled with people who only think of national parks in terms of their natural resources. Maybe I should put a volcano or a canyon on next year's budget.

Over the years we've made great strides in educating our community about the park's significance and what being a cultural park is all about — and we are seeing positive changes. We are educating people to identify the agency and us through the NPS arrowhead and what each part of it represents.

However, facing the daily challenges comes at the expense of deep soul searching, trial and error, and the strong-willed tenacity of a small but dedicated staff. I see and hear the frustration as they work to provide meaningful connections while wondering if they are hitting the mark. Nothing is more disheartening than working hard to bring a school to Chamizal for a program, offering to pay bus transportation and then having them change their mind at the last minute because they've decided to go to the zoo "or somewhere else that's fun."

On a regular basis I remind my staff and



Chamizal, Michael Groomer

myself that what we do makes a difference. In the most challenging times, someone else is watching the example we set, listening to our words and being influenced by how we handle ourselves and the situation. We don't give up when people seem indifferent; we look for new ways to connect with them. We do all of this in faith that someday our determination will pay off. Today's actions are the foundation upon which future rangers will continue to build long after we are gone.

In a climate of reviewing core operations, cutting positions but not job duties and asking each person to do more with less, it's easy to forget why you originally signed on to this profession. When the only time you see your park is via screen saver because you're stuck in front of a computer all day, it is easy to be disconnected from the passion and enthusiasm that once existed. I hear friends talking of leaving the agency because they no longer are happy or personally fulfilled. What is sad is that they don't see and aren't told often enough by co-workers, staff and professional colleagues that they are making a difference. It's a difference not only to the mission but also in the lives of everyone around them.

We all have people who have helped shape who we are today. One of mine was a middle school math teacher, but not for the reasons one might expect. She didn't instill in me a love of math or even a remote fondness for it. I dislike math today as much as I did then. The only real memories I have of her involve her running from the classroom in tears on a fairly regular basis. The math class was filled with ruthless seventh grade boys. On just about any given week the principal intervened so the teacher could get through an entire lesson. It was no surprise when she announced her transfer to another school for the next year. By the beginning of eighth grade I had forgotten all about her.

Some years later during my first year of teaching English to seventh grade boys, I found myself reliving those horrible experiences — in spades. I didn't run from the classroom but I

did find myself constantly asking what I had gotten myself into. Why waste my time with kids who neither saw nor cared about the effort I was making? My misery was amplified by the reality that as much as I wanted to walk away, I couldn't.

Enter the curse of the forgotten seventh grade math teacher. I wondered if maybe I was being punished for the way I had treated my math teacher. After pondering that for a few days I knew what I needed to do. I had to find the teacher, beg for forgiveness and break the curse. I was willing to try just about anything.

I located her easily enough and made the phone call. When she answered I told her my name and said that she probably wouldn't remember me. She assured me that she remembered me well. Not the best sign, but at least she didn't hang up. I quickly explained my predicament and why I was calling. Instead of laughing at my well-deserved payback or citing poetic justice, she graciously accepted my apology and said that she had never held anything against me or the rest of my howler monkey classmates. OK, she didn't say "howler monkeys" but she probably wanted to.

I asked her how she returned to class day after day knowing what she would face? What kept her from quitting teaching altogether? Her answer was one I never expected and one I've never forgotten. All she said was "I believed I was making a difference." Neither one of us realized it at the time, but that was one of the most important lessons of my life. ☹

Michael Groomer graduated from the NPS Intake Class of 2001-03 based in Anchorage, Alaska, working for Katmai, Lake Clark, Aniakchak and the Alagnak Wild River. He also has worked in Mesa Verde and Grand Canyon, and currently is chief of interpretation, education and arts at Chamizal. Prior to joining the NPS, he taught English as a Peace Corps volunteer in Poland, and yes, even taught those unruly seventh grade public school boys Spanish and English — learning life lessons and making a difference back then too.

Sacred Ground: Where History Happened

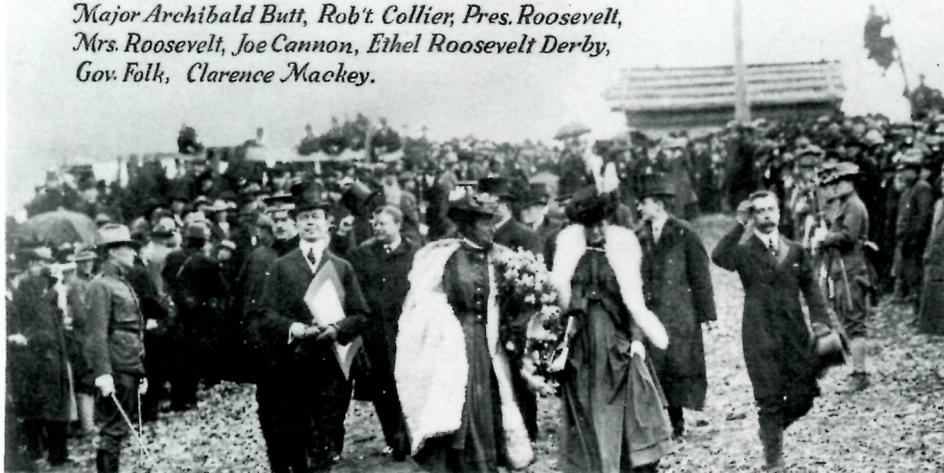
PRES. THEODORE ROOSEVELT AND PARTY

The Laying of the Corner Stone at Lincoln's Birthplace Memorial

FEB. 12, 1909

Left to Right:

Major Archibald Butt, Rob't. Collier, Pres. Roosevelt, Mrs. Roosevelt, Joe Cannon, Ethel Roosevelt Derby, Gov. Folk, Clarence Mackey.



By Sandy Brue

Abraham Lincoln Birthplace

On Feb. 12, 1909, President Theodore Roosevelt stood on the spot where Abraham Lincoln was born to give a profound tribute to the 16th American president during the centennial celebration of his birth.

A colorful wayside marks the occasion with a vivid photograph (*see above*) of Roosevelt and his party climbing the hill to the original cabin site. Roosevelt idolized Lincoln and from the sidelines championed the purchase of his birthplace to build the first physical memorial for his hero. Those traveling to Abraham Lincoln Birthplace in 2009 to mark the bicentennial of Lincoln's birth may also stand on this same hill where two of our greatest presidents created history.

I have always been fascinated to stand where historical events took place, beginning many years ago with my first National Park Service assignment in Boston. It was humbling to speak to visitors in Faneuil Hall, considered the "Cradle of Liberty" where orators John and Samuel Adams, Frederick Douglas and Susan B. Anthony used it as their forum to change the course of history. It was a career highlight to work at Sagamore Hill, Theodore Roosevelt's home, standing in the North Room, his family and trophy room, and occasionally handling Roosevelt's personal treasures. When offered the opportunity to come to the birthplace of Abraham Lincoln in 2004 and prepare for the coming bicentennial of his birth, I took another step in the footprint of history.

Over the years the buildings and exhib-

its located at this northernmost site in the Southeast Region, became aged and in need of updating and repair. With the advent of the bicentennial, the park received funding for new exhibits, a visitor center remodel, landscape upgrading, split-rail fence replacement, and restoration of the building that houses a small cabin, symbolic of the one in which Lincoln was born. This site tells the story of a president born in a Kentucky frontier log cabin and of the challenges and disciplines that shaped his fundamental character to lead a nation successfully through the trials of the American Civil War.

To stroll the 116-acre site, view the continuously running Sinking Spring, the family's water source, the place where Lincoln received his first drink of water, and to imagine life on this frontier wilderness connects visitors with 19th century rural life and a struggle for survival. In the site's visitor center you may view the life-size figures of the Lincoln family dressed in their Sunday best — the president, a babe of one year in his mother's arms. It is here, in front of these figures, that I like to begin tours or any park orientation.

While visitors gaze toward the family, Thomas, tall and proud, holding the hand of daughter Sarah, and Nancy holding her young and healthy baby boy, I try to dispel the myth that the Lincoln family was dirt poor, ignorant and backwoods farmers. As James C. Klotter, Kentucky's state historian, emphasizes, they were middle class for their times. Abraham Lincoln's father, Thomas, came from a wealthy Virginia family who sold their belongings and traveled through the Cumberland Gap with the likes of Daniel Boone and Thomas

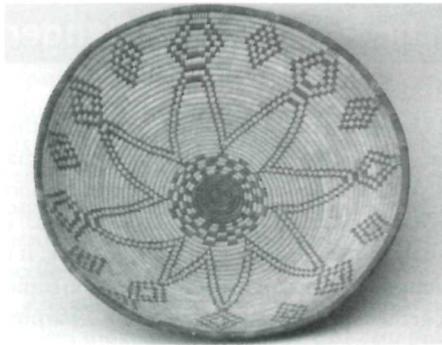
Walker. The Lincoln family typified settlers on the Kentucky frontier in the early 1800s. The elder Abraham Lincoln, for whom the president was named, was killed in 1786, four years after their arrival in Kentucky. Thomas Lincoln, his third son, inherited nothing, but by the time he married Nancy Hanks, he owned 300 acres in Elizabethtown, Kentucky, and bought another 300 acres with cash on what was to become the Sinking Spring Farm, the birthplace of his son, Abraham. These are the stories no one knows, the behind-the-scene stories that bring the president's history to life for children and families.

After using the family figures for a backdrop and discussing how Abraham Lincoln's parents met and married, the birth of his only sister, Sarah, and life before 1811 when Thomas Lincoln lost the Sinking Spring Farm in a title dispute, I like to walk visitors to our newly furnished cabin exhibit. Here we have carefully assembled a frontier family setting. School children enjoy handling the reproduced wooden water buckets, butter churns and pottery dishes; view a pole bed, lye soap and a great-wheel; and be transported for a few minutes to a time when the night light was a candle probably fashioned by the family.

This bicentennial period offers our physical and virtual visitors an opportunity to explore the story of Abraham Lincoln and walk in his footsteps. Our teacher's WebPages with newly designed Parks as Classrooms lesson plans (www.nps.gov/abli/forteachers/curriculummaterials.htm) bring the distant student or visitor to the site through the use of videos, photos and interactive activities.

Visitors develop an understand of the changes and intellectual development Lincoln experienced from his early, impressionable years, beginning life in a slave state before moving to Indiana and then to Illinois. The death of a baby brother and the loss of his mother before he was 9 produced a frontier life that made or broke a person. Lincoln wasn't defeated by a harsh beginning, hard times, political challenges or the Civil War. His life and presidency left a profound and permanent influence on our civilization. 

Sandy Brue is chief of interpretation and resource management at Abraham Lincoln Birthplace. She joined the park staff in 2004 to work on the 2009 bicentennial of Lincoln's birth. Her NPS career began in 1988 at Boston NHP. She has alternated between natural and historical parks throughout her career. During the last 19 years she also has worked for Salem Maritime, Ozark National Scenic Riverways, Sagamore Hill and Kenai Fjords.



Renewing Our Cultural Resources Stewardship Mission

WITH ACCESSIBLE COLLECTIONS

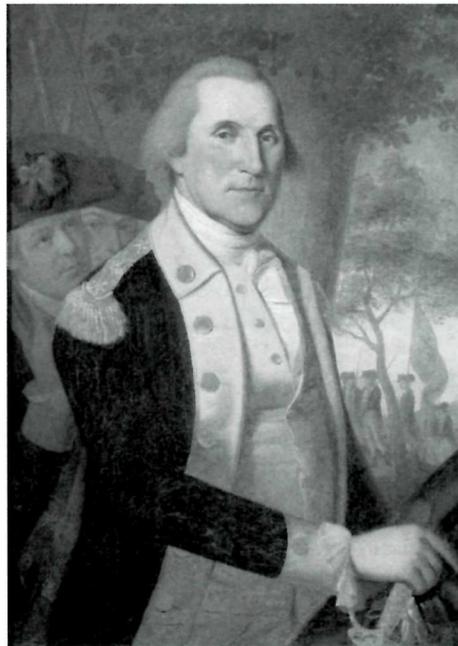
Abraham Lincoln's rocking chair. George Washington's inaugural suit. The library of Frederick Douglass. Thousand-year-old Southwestern pottery. John Muir's saddle. Eleanor Roosevelt's suitcase. Nez Perce beadwork. The access key to a nuclear launch facility.

These are some of the more than 120 million natural, historic and prehistoric objects in National Park Service museum collections. The NPS is the world's largest museum system with more than 360 park museums nationwide. The collections tell powerful stories of this land, its many peoples, diverse cultures, varied habitats, flora and fauna, significant events and innovative ideas that inspire the world.

NPS collections are tangible and compelling. They give us a direct connection to the many peoples of America's past and special insights into their personal lives, public lives, families, homes and places of work. The collections range from everyday items that are special because they are associated with iconic American men and women to objects of breathtaking beauty and overwhelming historic significance. The NPS staff cares for these collections in the places where they were made and used. Visitors can see these extraordinary collections in park museums, historic house exhibits, visitor centers and even online.

The Museum Management Program is part of the National Center for Cultural Resources Stewardship and Partnership Programs. A significant goal of the Museum Management Program includes collaboration with park areas to produce virtual museum exhibits and Teaching with Museum Collections lesson plans at www.nps.gov/history/museum and on individual park home pages.

These programs extend interpretation and education programs while bringing park collections directly into homes and classrooms to engage learners of all ages. In 26 virtual exhibits visitors can explore archeological collections



at Bandelier and Chaco Culture; see uniforms and weapons of the American Revolutionary War and the Civil War; visit the homes of American presidents and first ladies; examine basketry at Nez Perce; view Navajo portraits at Hubbell Trading Post and American landscape paintings at Marsh Billings Rockefeller; and close in on cowboys and cattle at Grant-Kohrs Ranch. More are under development.

The program collaborates with park areas to develop Teaching with Museum Collections lesson unit plans. These lesson plans introduce our nation's cultural heritage to a new generation of young Americans. They connect K-12 schools, formal and informal teaching places such as libraries, teachers and students directly to our parks. They increase understanding of cultural resources by emphasizing the close links between the "real things," the park collections, and the people, places, events and ideas that the site commemorates. Lesson plans are designed to help teachers meet national educational goals using NPS cultural resources.

Prehistoric and historic objects, and biological, paleontological and geologic specimens, along with archives and other museum items, help us understand the world and our place in it. They connect us to the past, but they can also connect us to the present and to each other. By making the remarkable and varied NPS collections widely accessible, we expect to serve an ever-increasing number of teachers, students and the American public who care about the National Park System's cultural resources. □

Article by NPS Park Museum Management Program. Images courtesy of NPS and NPS Park Museum Management Program. Photos (from top, left to right): Western Apache basket from Eleanor Roosevelt NHS, preservation workers, Nez Perce headdress, George Washington portrait by James Peale, Robert M. Glass of the Tuskegee Airmen.

ANPR/Aetna health insurance flyer distributed by NPS

ANPR's health insurance program information will again be sent through NPS communication channels. The Washington Office has given ANPR's insurance flyer to the regional offices with instructions to consider distributing it to parks in their respective regions. Information about the insurance program — Aetna's Affordable Health ChoicesSM — is one of our best recruitment tools for seasonal and temporary NPS employees. It added significantly to the number of new ANPR members in 2008. In addition to medical insurance, members now can sign up for dental and term life insurance. Pass this information on to seasonal employees and supervisors in your park.

➤ Read more: www.anpr.org/insurance.htm

Comments on NPS bicycle regulation

ANPR submitted its comments in opposition to a proposed regulation revision concerning bicycle trails (mainly for mountain bikes) inside units of the National Park System. The proposed change gives too much power in the process of designating bicycle trails to a single individual, the park superintendent, especially in park backcountry. This would include acreage that may be nominated or is being studied for possible nomination as designated wilderness at some future date. ANPR also joined with the Grand Canyon Wildlands Council, the New Mexico Wilderness Alliance, Public Employees for Environmental Responsibility, Wild Wilderness and Wilderness Watch in sending a letter to Secretary of the Interior Ken Salazar outlining our opposition to this proposed change.

➤ Read more: www.anpr.org/bikeregs.htm

Planning for next Rendezvous

Rendezvous program and site coordinators met in late February in Gettysburg to begin planning for the next Rendezvous. It will take place Dec. 6-10 at the Wyndham Hotel Gettysburg (see page 18 for more details). Send your program suggestions to Bill Halainen at bhalainen@hotmail.com.

Legal action on concealed carry firearms regulation

ANPR joined the National Parks Conservation Association and the Coalition of National Park Service Retirees as plaintiffs in a lawsuit

(NPCA, et. al. vs. Salazar) filed in U.S. District Court for the District of Columbia seeking to overturn the concealed carry firearms regulation that became effective 11 days before the end of the Bush administration. When we attempted to be listed as a plaintiff at the first filing of this case, research revealed that ANPR had allowed its original incorporation as a nonprofit organization to lapse in Washington, D.C., since 2002. After we were back in good standing, we were added to the lawsuit. View the filed court documents and other information at the link below.

➤ Read more: www.anpr.org/legal.htm

Board of Directors resignation

Curt Treichel, board member for seasonal perspectives, resigned his position in late January, citing his perception that both the NPS and ANPR have not done enough to support and bring back experienced seasonal employees who want to be rehired.

Board of Directors votes

During meetings held by conference call and by electronic mail January through March, the board voted:

- to revise several sections in ANPR's bylaws (see specifics on web page link below).
- to appoint Tom Banks to fill the remaining two years of the term of the board member for seasonal perspectives.

➤ Read more: www.anpr.org/bylaws.htm

Ranger Rendezvous location selected for 2010

The Riverhouse Hotel in Bend, Oregon, (www.riverhouse.com) has been selected as the location for Ranger Rendezvous 33, Oct. 30 – Nov. 4, 2010. The hotel is on the Deschutes River and has spectacular scenery. Bend is surrounded by national forests with wilderness areas and the Newberry National Volcanic Monument (administered by the Forest Service) with many hiking opportunities. Crater Lake is about a two-hour drive to the south and John Day Fossil Beds is about two hours to the east.

Room rates are \$90 a night, standard room; \$110 a night, suite; \$69 a night, standard room for seasonal and student members (capped at 15 percent of the room block). The occupancy tax is 10 percent. □

Interpretation

A Culture of Evaluation — A good bellwether for operational health is an organization that is vibrant and moving in a positive direction. What is required to make that happen? It surely doesn't happen by accident or luck. It is wonderful when any division's operation comes together, painful when it doesn't. Warning signs of problems may include complacency, contempt for others on staff, the development of fiefdoms, no appreciation for information exchange or a lack of unifying division leadership.

One of the key tenets of the Renaissance is evaluation. I'd like to apply this tenet toward a park's interpretive operation. This includes supervisors and field personnel, and an assessment of where we stand and where we are capable of going.

Perhaps a checkup in terms of organizational health is in order. It will be hard to implement the Renaissance if we can't work together or appreciate the need to evaluate so that we can move forward. We are in the midst of a rebirth in our organization, and now is the time to be open to new methods of doing our work. If you are in a position of leadership, or aspire to one and you want your program to do more than maintain the status quo, to what extent have you discussed the Renaissance with your staff? If you and your team aren't really familiar with it, how can a program evolve and stay relevant? If you are a field-level employee and you don't think your supervisor is aware that the time to move forward is now, you have two choices: seek a new park or see what you can do to take it on yourself. Procrastinate at your peril or seize the day.

I suggest we adopt this policy of growth so that we are able to take the next step in interpretation. It isn't enough to mouth the management platitudes. This will only work if we own it for ourselves.

I've met interpreters who think things should continue as is or aren't motivated toward change. Some are hooked on arguments about how nefarious leaders don't support a program financially. A myriad of excuses is there for the taking. During times when I felt lost and powerless I searched for hope from someone else, never realizing I had to take some kind of action. It was easy to blame others, never looking within to enact that change I sought. Things became hopeful when I stopped blaming and I stood on my own two feet.

Any division in the NPS that can't be hon-

est and assess itself is doomed to languish. We provoke visitors and challenge their perceptions in parks every day. Why not take our own techniques and apply them to ourselves and our operations? I try to turn my interpretive techniques inward whenever I can. Do you or your program foster a learning environment based on the active pursuit of professional excellence?

An issue that I've wanted to write about involves the resources I've found to help pull me from the confusion and irrelevance of dependence on others. In particular, I recommend the Harvard Business Review. Not a financial publication, it is written for executives and has great articles and scenarios about workplace issues and how to solve them. It focuses on organizational excellence. The private sector uses many other resources on management to advance their agendas. We can use these materials, too.

This isn't a call to emulate the private sector. Government is not like private business. Research has proven that. All the same, there are ways in which human organizations with goals and objectives have universal traits, whether public or private.

What I am positing is this: Our interpretive operations across the Service will always benefit by evaluation and it needs to become a habit. We have many resources to draw on from motivated individuals and tools in the private sector.

We do a lot right in this agency, and we have a noble and nationally critical calling. President Obama articulated that idea in early March at the 160th anniversary of the Department of the Interior. He acknowledged that we tell the nation's natural and cultural stories and connect Americans to their shared legacy. For us to continue to do that work, we must foster a culture of evaluation, stay vigilant and never lose the willingness to evolve. □

— Jeff Axel
Big Bend



Share your news!

We want to hear from you. Take a minute to tell others your news. Use the form on the inside back cover, send an e-mail to fordedit@aol.com or visit the ANPR website: www.anpr.org/family.htm.

Protection

Operational Leadership: Empowering Employees to Reduce Risk

— The National Park Service historically has not enjoyed an impressive track record regarding safety. In fact, among federal agencies, we're one of the most accident-prone.

Injuries inflict pain, require us to put certain aspects of our lifestyles on hold while we're healing and attend time-consuming and often painful physical therapy. Injuries also can be expensive and sometimes never heal completely, leaving us with physical limitations.

Yet, NPS employees seem to lead the pack every year among federal employees in lost-time injuries.

It's due in part to the dangerous work we perform. Dangerous jobs include plowing six-foot snow drifts at high elevation, scuba diving to recover a drowning victim, tranquilizing wildlife from helicopters, wildland firefighting, high-angle rescue, cave operations, hazard materials response, high-risk traffic stops, and whitewater and ocean surf operations.

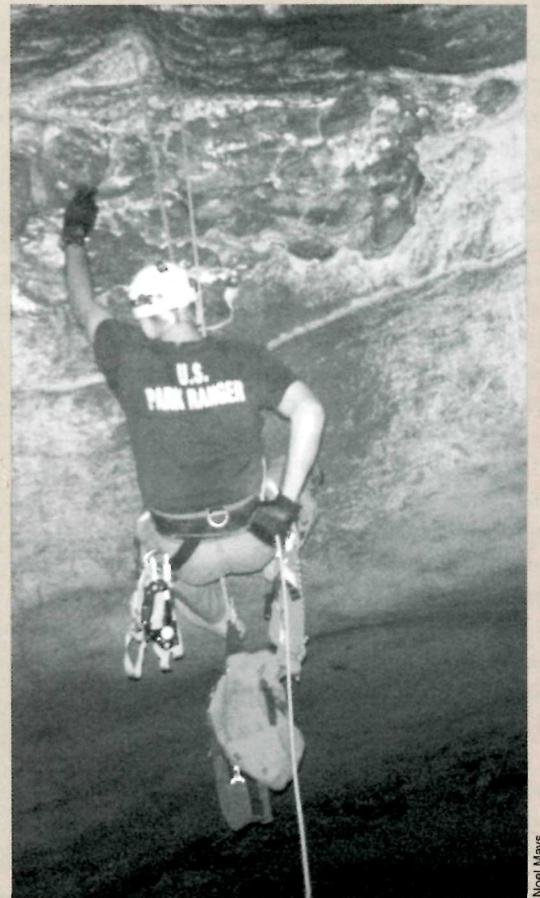
Every day NPS workers are out there doing these jobs. So are people from other agencies, yet their safety records shine compared to ours.

An explanation for the high accident and injury rates is the safety culture we've fostered over the years. We have accommodated a less-than-safe approach to getting our jobs done. Whether it be in the name of efficiency, obligation to duty, peer pressure or some other driving force, we have allowed ourselves to be exposed to unacceptable risks for the wrong reasons.

Then, when somebody sustains an injury, we consider it as "only a matter of time given the nature of the work." This attitude is wrong. We will never completely eliminate injuries, but we can reduce them.

This doesn't mean that we never assume risk. Some of our work is wrought with hazards. That doesn't mean we simply turn our backs on our duty. It means we mitigate those hazards until the risk, though still a risk, is acceptable.

One approach to mitigating the risks is a program called Operational Leadership. The NPS has partnered with California



Noel Mays

Ranger Karl Sommerhauser safely negotiates a lip during vertical caving operations in Cave Mountain Cave at Buffalo National River.

Training Institute, which has provided an entire paradigm shift in the way we approach hazardous work.

In short, Operational Leadership simply states that one of the root causes of accidents and injuries while carrying out hazardous work is human error. It also states that this human error can be mitigated and controlled through better judgment, better decision-making, improved attentiveness, more effective leadership and supervision, and the empowerment of each employee to be assertive in their own safety.

This last point is critical. OL empowers every individual to speak up and assert their concerns and ideas for a safer approach any time they size up a job as presenting unacceptable risk. The wildland fire community has already recognized this concept and has provided a framework for "tactfully refusing" an assignment that is too risky. OL is providing similar empowerment to employees throughout the NPS.

This doesn't mean employees can refuse any job and become insubordinate. It means

when we're faced with a risky situation, we stop for a moment, come together as a team, evaluate the risks vs. the gain we would achieve by completing the job, and then make a decision.

That is what OL calls effective mission analysis or operational risk management, which is one of OL's seven critical individual and team skills, called components.

The other six components are effective leadership; error and accident causation; stress and performance; situational awareness; attitude, personality and hazardous thought patterns; and effective communications.

These seven OL components make up the OL approach to accomplishing hazardous work safely, and each is devoted a chapter in the OL student workbook. For more information on these components and OL in general, visit the website at inplame06/sites/oplead/default.aspx.

There is much more to OL than what appears in this primer. The NPS will be a stronger, more effective and safer organization once we all get on board with this new safety culture.

The best way to achieve this is to have every employee take a two-day, basic OL course. First we need to qualify more people as OL facilitators in a three-day course. Facilitators

then bring the two-day, basic course to their home parks and elsewhere throughout their regions. With this process moving ahead, we will eventually reach a point where OL is used to mitigate every risk on every job every time.

In the end, we have to remember that the real reason behind this new approach to work safety is as old as the human story itself: So that we may go safely home to our loved ones at the end of every shift. □

— Kevin Moses
Buffalo National River

Write for Ranger

Are you a resource manager interested in becoming a columnist for *Ranger*? We have a slot to fill, so please contact the editor at fordedit@aol.com.

Resource Management

Six Themes — The associate director for natural resources stewardship and science has identified six themes or issues to emphasize in the transition to new leadership in Washington this year. They are climate change, landscape use, relevance, oceans and coasts, invasive species and energy. The Natural Resources Advisory Group of field representatives helped create the list.

In the past year, action on the first item has included naming Dr. Leigh Welling, formerly of the Crown of the Continent Research Learning Center, as NPS climate change coordinator. It also established a new national climate change steering committee made up of park managers and regional and park resource managers/specialists.

The coordinator has posted NPS Talking Points reports, titled "Understanding the Science of Climate Change: Western Mountains and Forests" and "Climate Change and Impacts to Resources around the Great Lakes." Each provides a synopsis of what scientists know, what is likely, and what they think is possible about how climate change will affect six key areas of interest. These include visitor experience, disturbance and landscape modification, wildlife, vegetation, the water cycle and temperatures. □

— Sue Consolo Murphy
Grand Teton

We Have Your Picnic Tables



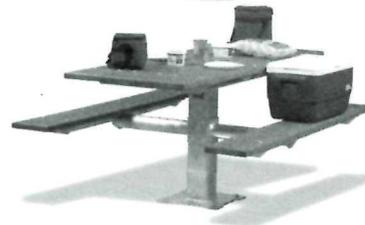
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ANPR Reports

Membership Services

KUDOS LIST

These ANPR members or others have either given a gift membership to a new member in recent months or recruited a new member or an old member to return to ANPR. Thank you for your membership help.

Dwight Pitcaithley	Dale Thompson
Naomi Gillespie	Steve Olijnyk
Scot McElveen	Bob Krumenaker
Ed Rizzotto	Eric Leonard
J.D. Swed	Steve Schildwachter
Erin Whittaker	Ben Tholkes
Dave Townley	

Mentoring

The ANPR facilitated mentoring program always is looking for more experienced people willing to serve in a mentoring role. For more details visit www.anpr.org/mentor.htm or contact Bill Pierce at flamingo12az@aim.com. Please help with this important development project.

ANPR Elections

These ANPR members were elected to the board of directors during elections ending Feb. 3:

Bill Schappell

Treasurer

Rebecca Harriett

Education and Training

Kendell Thompson

Fund Raising Activities

Eric Leonard

Internal Communications

Stacy Allen

Strategic Planning

In addition, **Tom Banks** was appointed to fill a two-year vacancy as board member for seasonal perspectives.

IMPORTANT NOTE: The ANPR board is considering making the next election electronic voting *only* unless a member requests a paper ballot no later than 14 days after the end of the Rendezvous. If you have comments about this proposal, submit them to Emily Weisner, eweisner2@gmail.com. The board will make a final determination in upcoming months.

Retirement

Roth IRA Changes in 2010 — Get ready now if you have never qualified for a Roth IRA conversion because your opportunity is coming next year. One benefit of owning a Roth IRA is that qualified withdrawals are tax free.

On Jan. 1, 2010, the income limitation that restricts who is eligible to convert traditional, SEP or SIMPLE IRA assets to a tax-free Roth IRA is eliminated. Roth conversions will no longer be restricted to taxpayers, single or married, with modified adjusted gross incomes of \$100,000 or less. Even those who file “married/separate” can convert their traditional IRA assets to a Roth IRA.

There is an added incentive to convert IRA assets in 2010. You can delay paying the full income tax amount due for three years. Instead, you can elect to pay 50 percent of the amount when you file your 2011 tax return and the remainder when you file for 2012. (In contrast, the income tax is due when you file that year’s tax return.)

To accurately figure how much tax will be due on a Roth conversion, you will want to work closely with your financial adviser. The calculation can be a bit tricky, especially if you have more than one non-Roth IRA and/or a mixture of pre-tax and after-tax contributions. When converting assets to a Roth IRA, it is critical that you consider all non-Roth IRA accounts in total.

Example: You own a total of \$100,000 in IRAs, \$60,000 in a traditional nondeductible (after-tax contributions) IRA and \$40,000 in a deductible (pre-tax) IRA. Sixty percent of any conversion will be income tax free and 40 percent will be taxable regardless of the amount or from which IRA account you take the conversion.

Warning: You cannot just convert the tax-free account and pay no taxes! Seek assistance from your financial adviser when making this conversion. □

— Frank Betts, Retired

New documentary exposes risk of Lyme disease to park rangers

Jordan Fisher Smith, a former seasonal law enforcement ranger, California state park ranger and author of the best-selling ranger memoir *Nature Noir*, appears in and narrates a new feature-length documentary, “Under Our Skin,” from Open Eye Pictures.

Smith was a presenter at the Ranger Rendezvous in 2005 in Charleston, South Carolina. “Under Our Skin,” which premiered to a standing ovation at the Tribeca Film Festival in 2008 in New York, investigates the untold story of Lyme disease, an emerging epidemic larger than AIDS.

Each year thousands go undiagnosed or misdiagnosed, and park rangers are particularly in danger because the disease passes to humans from tick bites. The film follows Smith’s story after being bitten by a tick in a state park in the Sierra Nevada. It also tells the stories of patients and physicians in other parts of the country. “Under Our Skin” comes to theaters in major cities this summer.

To host a community screening in your area, such as at a school auditorium or ranger gathering, go to www.underourskin.com/screenings_host.html. □

Fundraising links on ANPR’s home page

If you already shop online, consider participating in several fundraising efforts of ANPR. Just link to **Amazon**, for instance, through ANPR’s home page (www.anpr.org) and click on the Amazon icon at the bottom to begin shopping for books, CDs, DVDs and more. A portion of every purchase goes to ANPR through Amazon’s Associates Program. Remember, *you must link through ANPR’s website for our organization to get credit for your purchase (approximately 4 percent)*.

Another link is to **iGive**. This program asks you to sign up as a member (it’s free, no obligation). Designate ANPR as the beneficiary of your shopping efforts. When you shop at the nearly 700 brand-name online retailers, a percentage automatically goes to ANPR. Merchants typically donate 2 to 5 percent of the purchase to a designated group, but some donate as high as 26 percent.

A third partnership program is through **Expedia**, the No. 1 online U.S. and Canadian travel agency. ANPR is an Affiliate Partner, and if you link to Expedia through our website, a portion of your travel purchases (2-5.5 percent) goes to ANPR. □



Courtesy of Gettysburg Convention & Visitors Bureau

Ranger Rendezvous planning under way

Theme: 'America's History: Protecting the Past, Informing the Future'

The planning team for the upcoming Rendezvous in Gettysburg has met on site with park and hotel staff and made substantial progress in sorting out the logistics and laying out the program for December's event.

Attending the two-day session were site coordinator Dan Moses and program team members Amy Gilbert, Maureen Finnerty, Tony Sisto and Bill Halainen. Representing the park was Brion Fitzgerald, Gettysburg's visitor services chief.

The program coordinators followed up on a month of extended online discussions about the Rendezvous theme by agreeing that it should focus on the National Park Service's many historical sites and on its mission to interpret and perpetuate the country's history.

The theme will be "America's History: Protecting the Past, Informing the Future." Keynote addresses, plenary sessions, workshops and breakouts, with some exceptions, will

largely explore issues pertaining to the Service's management, protection and interpretation of historic sites. Additional details will appear in the next issue of *Ranger*.

Of particular interest to members will be a change in the format of the Rendezvous, planned for Dec. 6-10 at the Wyndham Hotel Gettysburg. In order to give attendees an early opportunity to explore the park's magnificent new visitor center, including its superb orientation film narrated by Morgan Freeman, the extraordinarily revitalized cyclorama of Pickett's Charge, museum and bookstore, and to visit the battlefield or the nearby Eisenhower home and farm, the first day and a half will be given over to those two objectives.

On Sunday evening (Dec. 6), organizers have scheduled a reception at the visitor center, followed by a screening of the film and a visit to the cyclorama. On Monday, following the traditional Rendezvous opening session, attendees will choose either an afternoon

guided bus tour of the battlefield or a visit to the Eisenhower farm. The day will conclude with an evening reception, the second of three planned for the Rendezvous. Tuesday, Wednesday and Thursday will be given over to the regular Rendezvous program.

During the planning meeting in Gettysburg, team members also got an orientation to the Wyndham Hotel and had a chance to work on logistics with the staff. The hotel is new and large, and we likely will be the only occupants during the weekdays. It's a fine venue.

The planning team will continue fleshing out the Rendezvous program and hopes to meet again by midsummer to put the program in final form. □ — Bill Halainen, Program Chair

PHOTO: The newly opened David Wills House is the first NPS museum dedicated to the aftermath of the Battle of Gettysburg. It shares heroic stories of Gettysburg's residents and the monumental visit by President Lincoln to deliver the Gettysburg Address. The statue, "Return Visit," depicts Lincoln showing a tourist where he finished the Gettysburg Address.

All in the Family

Please send news about you and your family. Send via e-mail to fordedit@aol.com or to Teresa Ford, Editor, 25958 Genesee Trail Road, PMB 222, Golden, CO 80401. You also can send your news and/or update your address/home phone/personal e-mail by visiting ANPR's website: www.anpr.org Go to Member Services.

Kathy Joep Haug, chief of the natural resource program in the Pacific West Region, set an April 3 retirement date after more than 30 years with the National Park Service. A life member of ANPR, she worked at Glacier, Denali, Katmai and Mid-Atlantic Regional Office. She and her husband of three years plan to complete the "green" home they are building on five acres on the Kitsap Peninsula of Puget Sound. She wants continued NPS involvement, particularly in science communication and advancing the new administration's interest in openness of government. She also will become part-time director of a new multifaith spiritual center near her home. In addition, she hopes to use her grant-writing and web skills to advance other environmental and social causes, particularly in the Northwest.

SAVE THE DATE:
RANGER RENDEZVOUS

Dec. 6-10



Gettysburg,
Pennsylvania

Rendezvous Scholarships

ANPR hopes to provide several scholarships to the next Ranger Rendezvous from Dec. 6-10 in Gettysburg, Pa. If you've never been to the annual gathering, now is your chance to get your way paid.

The Bill Supernauth Rendezvous Scholarship Fund has money available to fund several people, thanks to the generosity of attendees at last year's Rendezvous in Santa Fe.

You must be either an ANPR member or an NPS employee, never have attended a Rendezvous, and able to stay for the entire conference. The scholarship will pay for registration fees, lodging and up to \$500 for transportation to and from the Rendezvous.

More details about how to apply will be available on the website by late spring. □

Sean Perchalski recently moved to a permanent position as a protection park ranger at Chattahoochee River. Previously he was at Grand Canyon and writes that it was a wonderful experience, he made many friends and will miss them. Contact: ranger883@gmail.com

Rebecca Harriett is the new superintendent at Harpers Ferry. Previously she was the superintendent at Booker T. Washington and served as the acting deputy superintendent at Independence. She has worked at Cape Lookout, Klondike Gold Rush, George Washington Carver, Friendship Hill and Fort Necessity. She is a life member and new board member of ANPR.

Gene Phillips, an ANPR life member and career ranger who last served as chief ranger at Gulf Islands, died Dec. 31, 2008. He was 66. He had a 32-year career with the National Park Service, working at Big Bend, Lake Mead, Cumberland Island, Great Smoky Mountains, and Natchez Trace Parkway. He retired in 1998. Memorial contributions may be made to Habitat for Humanity or the Employees and Alumni Association of the NPS, George B. Hartzog Jr. Educational Loan Program, 470 Maryland Dr., Suite 1, Fort Washington, PA 19034.

Sharon Ringsven (SHEN 91-92, ZION 92-93, HALE 93-94, BRCA 94, ZION 94-95, HALE 95-09) has transferred to Zion where she is the revenue and fee business manager. Previously she was commercial service and visitor use specialist at Haleakala. Address: P.O.

Box 492, Springdale, UT 84767; nolewai@gmail.com

Mike Tollefson finished a 36-year career with the National Park Service when he retired in January as Yosemite superintendent. He held the position since 2003, the longest-tenured superintendent in more than 40 years. Under his leadership the park completed landmark projects, including ones at Lower Yosemite Fall project, Tunnel View, Olmsted Point and the procurement of an all-hybrid fleet of shuttle buses. His previous assignments were as superintendent at Great Smoky Mountains and Sequoia and Kings Canyon. He now is serving as president of the Yosemite Fund, based in San Francisco. □

Join ANPR members on Facebook and LinkedIn

ANPR now has a presence on two online networking websites. You are invited to join the ANPR group on either or both sites: facebook.com and linkedin.com.

E-mail invitations were issued to many members, but if you missed your link just go to the websites, search for the ANPR group and ask permission to join.

Then connect with friends, join the discussions and enjoy the realm of social/business networking. We'll look for you there. Contact member Liam Strain with any questions: shoreranger@yahoo.com. □

Welcome to the ANPR family!

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

Samuel Arnberger.....	Boulder City, NV	Dwight Pitcaithley	Las Cruces, NM
Kristi Ausfresser.....	Joshua Tree, CA	Duane Poslusny.....	Salt Lake City, UT
Michael Autenrieth	Pine Plains, NY	Klinton Powell	Clarkston, MI
Darrellyn Barrett	Las Cruces, NM	Andrew Ray	Macomb, IL
Maria Blaine.....	Las Cruces, NM	Al Remley	Castroville, TX
Jessica Collins.....	Grayson, KY	Grant Sherrod	Knoxville, TN
Carol DiSalvo.....	Harpers Ferry, WV	Kevin Sieh.....	Fostoria, MI
David Ellis	Auburn, AL	Phil Snow.....	Gill, MA
Robert Grandchamp	Warwick, RI	Stephanie Steinhorst.....	Las Cruces, NM
Winslow Houghton.....	Plymouth, MA	Rikki Wise	Sidney, OH
Brock Jack	Macomb, IL	Jordan Yee	Fremont, CA
Harold Kelly	Sylva, NC		
Linda Lieberman	Burlingame, CA		
Peter Malionek	Danvers, MA		
Natasha Moore.....	Sulphur, OK		
Sheri Ogden	Yosemite, CA		
Bruce Peters.....	Vienna, VA		

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Carl Newman..... Los Alamos, NM
Carter Vaugen

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Please help us save postage and printing costs. Send your e-mail address to fordedit@aol.com. While we have e-mails for nearly all annual members, we only have e-mails for about half of the 500 life members. We appreciate your cooperation. □

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Though many ANPR members regularly give memberships to friends and co-workers as gifts or awards, this category gives the added incentive of a reduced rate: \$35 for one year.

The category is intended only for single-time gifts to new members (no renewals or lapsed members and no "gifting yourself"). ANPR could diversify its membership if every member gave just one gift membership. □



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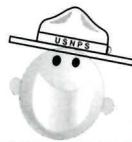


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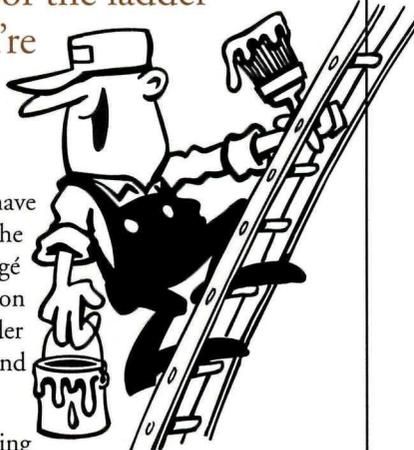
- **Humor in Uniform:** NPS humorous anecdotes
- **Quotable Quotes** pertaining to the national parks

Send your submissions to:
Teresa Ford, Editor, fordedit@aol.com
or address on back cover

Whether you're at the bottom of the ladder or climbing to the top . . . you're welcome to join ANPR's mentoring program.

If you're serious about advancing your career or have knowledge to impart to a younger employee, the first step is filling out an application as a protégé or a mentor. It's easy — you will find the forms on ANPR's website at www.anpr.org. Go to the link under Membership Services. It's easy to sign up online — and could make a difference in your career.

For more information contact, ANPR's mentoring coordinator, Bill Pierce, at flamingo12az@aim.com.



MEMBERSHIP APPLICATION — Association of National Park Rangers

New Member(s) Renewing Member(s) Date _____
 Name of ANPR member we may thank for encouraging you to join _____ How did you hear about ANPR? _____

Name(s) _____ 4-letter code of park / office where you work _____
 (Retiree=RETI, Former NPS Employee=XNPS, Student/Educator=EDUC, Park Supporter=PART)

Address _____ Home phone _____
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ANPR will use e-mail as an occasional – but critical – communication tool. We will not share your information with any other organization. It is our policy not to conduct ANPR business via NPS e-mail or phone.

Type of Membership (check one)

NOTE: The annual membership renewal notification is each fall with an annual membership period of Jan. 1 to Dec. 31. Membership for those who join Oct. 1 or after will last the entire next year.

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OR life payments made be made in three installments over a three-year period. Rates are \$850 per year for individual or \$1,025 for joint. If full payment isn't received by the third installment due date, the amount paid shall be applied at the current annual membership rates until exhausted. At that point the membership will be lapsed. Check here if you want to make payments in three installments _____.

Gift Membership \$35 (please gift only a new member other than yourself, one year only)

Name of person giving gift _____

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It costs ANPR \$45 a year to service a membership. If you are able to add an additional donation, please consider doing so. Thank you!

- \$10 \$25 \$50 \$100 Other _____

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Membership dues in excess of \$45 a year may be tax deductible. Consult your tax adviser.



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) _____

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