



**New Superintendent Academy**  
*New Superintendent Handbook*



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# Introduction

Welcome to the Superintendency! This Handbook is designed for first-time superintendents, but we hope it will continue to serve as a handy reference as time goes by. It has been adapted for Servicewide use from a Handbook created for and by new superintendents in the Pacific West Region. It is not intended to be exhaustive, but it will provide resources and basic information from which you can begin to gain some insights on a given topic.

## Help us make it better

As you find need for information that is not in the Handbook, notify the staff of the New Superintendent Academy. They will keep information up to date, ensuring that the Handbook continues to be a valuable resource.

## Conventions

If you are viewing this document electronically you have an advantage over those reading a paper copy. Throughout this document you will find Hyperlinks (text [highlighted](#) like this). These links will do one of two things. 1. open a document from the web, or 2. go to a website that has information pertaining to that subject. In order to access the second two types of information you will need to be able to access the internet. If you are reading a paper copy, you will not have access to these linked documents. Since much of this material is dynamic (people move around to different parks, policies change, etc.) the most current information will be available on the websites that are referenced throughout this document. These websites are included in special reference boxes at the end of each section so that you can easily find the link that you need for a given topic. Names listed in [blue](#) are people that you should get to know as they are key program leads that you will work with often.

## Orientation Tips

As a Superintendent, you will be collaborating with a wider range of regional office personnel than you may have previously done. Here are some tips for getting to know your new allies.

Region – Schedule a meeting with the Regional Director and Deputy Regional Director in the Regional Office. Request a tour and an introduction to program chiefs and staff so you (and they) can put faces to names. So often, regional staff interact with park staff without the advantage of having met individuals in person. While not essential, the personal contact is a good underpinning for conversations that you will need to have in the future.

Park – When you first arrive at the park, the Regional Director or Deputy Regional Director (or both) will likely introduce you to the staff in person. A formal ‘installation’ will occur, to which the media, partners and neighbors will be invited. But your initial meeting may be combined with an all staff meeting and/or presentations by key staff on current issues. This will raise your awareness of current issues, and will allow the Regional Director and/or Deputy to be exposed to the information as well. Later in the day you could have a meeting with key staff and the RD/DD to discuss more

critical issues, and/or have an opportunity to discuss transition issues with your predecessor. Consider how you could structure these interaction(s) to support your NSA Transition Issue.

## Regional Offices

The National Park Service has seven regional offices.

- Alaska
- Intermountain
- Midwest
- National Capital
- Northeast
- Pacific West
- Southeast

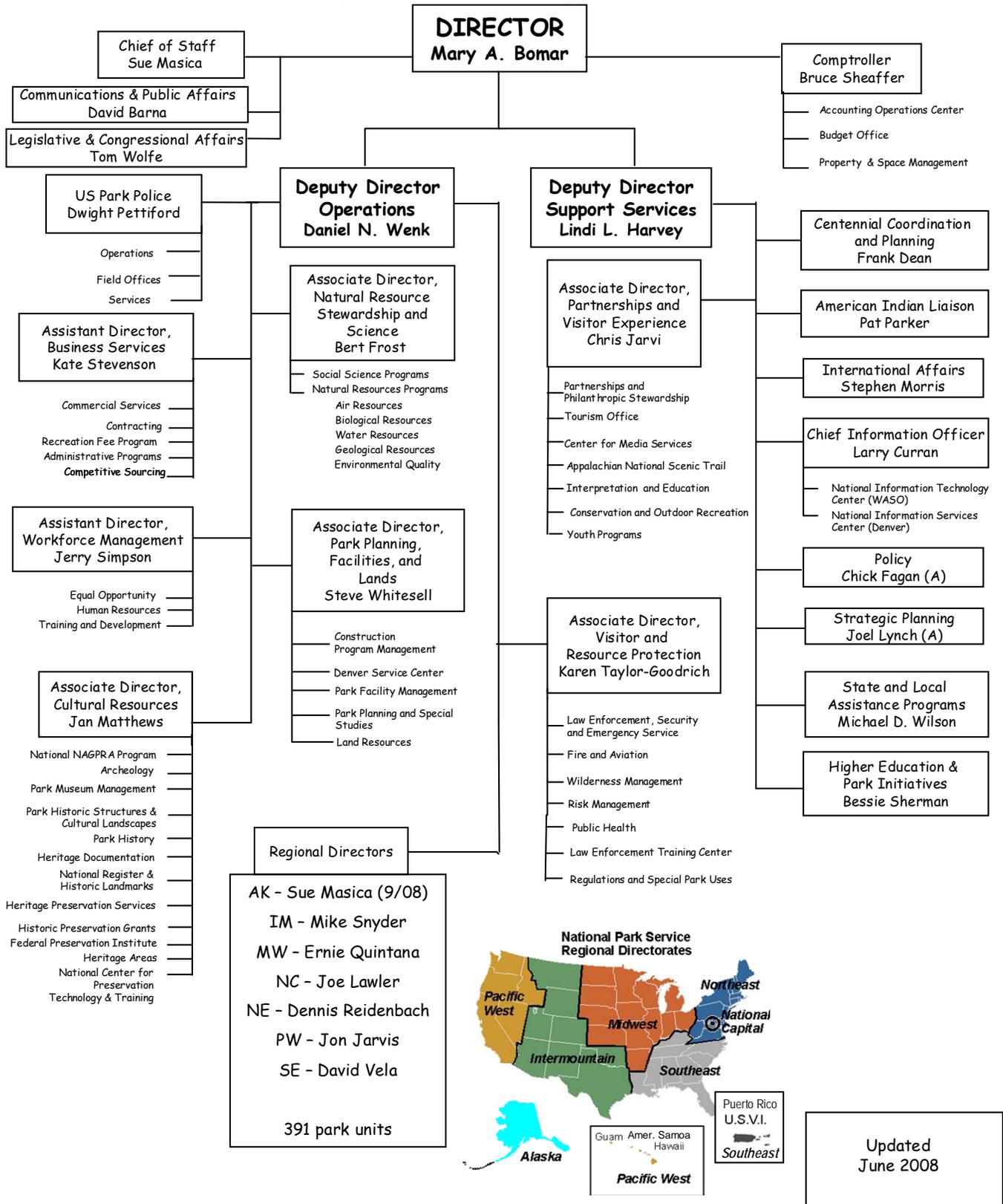
To access information about the regional offices:

- a) access the NPS intranet, at <http://www.inside.nps.gov>
- b) across the top of the page, select "Regions" tab
- c) along the left column, select "Regions"
- d) select information by Region

Information on the Washington Office (which does have superintendents in addition to program managers), can be found:

- a) access the NPS intranet, at <http://www.inside.nps.gov>
- b) across the top of the page, select "WASO" tab
- c) along the left column, select "Directorates" or "Select an Office"

# National Park Service Headquarters Organization



# Workforce Management

## Workforce Management 101

As a new Superintendent, one of your greatest challenges is to manage one of our greatest resources: people. The Assistant Director for Workforce Management provides leadership, policy development, and national level guidance and field support for the following national programs of the National Park Service: human resources; learning and employee development, equal employment opportunity and conflict resolution (CORE). Each one of the fields can affect a superintendent's ability to lead park staff and it is important to understand how to navigate these areas.

## Human Resources

HR is so much more than just hiring people – although that is a critical step. In addition to doing everything you can to recruit the best and the brightest, and improve diversity, you need to create a workplace where people are enriched, challenged, safe, and motivated. You want morale to be high and you want to retain good people. You need to use work/life flexibilities to make your park a desirable place to work. And sometimes, you need to take action when people have problems in their conduct or performance.

Think of your servicing HR specialists as consultants, not processors. Call them when first considering options, when it's for hiring, or for dealing with a tough employee relations situation. They specialize in dealing with a whole range of supervisor and employee issues and concerns. They are there to help you navigate the sometimes rocky and slippery issues and help you avoid making mistakes and resolve sticky problems.

Besides working closely with your HR specialist, it is helpful to know where to find NPS and DOI HR policy and guidance. Below are some short descriptions and links that may prove to be valuable:

HR policy and guidance is systematically established and published by the Chief, Office of Human Resources in the Washington Office. This internal system consists of bulletins, advisories and handbooks. The difference between a bulletin and an advisory is sometimes confusing. Bulletins articulate NPS HR policy and define required procedures. An advisory provides advice or guidance on how to implement or apply a specific policy. NPS HR policies may be found on the Workforce Management page on InsideNPS (<http://www.inside.nps.gov/waso/waso.cfm?prg=14&lv=1>) – click on HR Bulletins or HR Advisories on the left-hand side.

Also on that page, you can find performance management and awards forms and guidance, and other information. Your regional HR office may also have a website with helpful information.

NPS must follow DOI advisories and policy. To find them, go to <http://www.doi.gov/hrm/guidance/curronly.htm>. The U.S. Office of Personnel Management has many helpful Fact Sheets on its extensive website, [www.opm.gov](http://www.opm.gov), or find them more easily by typing in the subject plus “opm” in Google or other search engine. These cover HR rules and procedures applied government-wide, such as pay, leave, retirement, and many other vital subjects.

## Merit System Principles

Personnel management is based on and embodies the Merit System Principles. The merit system principles are the public's expectations of a system that is efficient, effective, fair, open to all, free from political interference, and staffed by honest, competent, and dedicated employees.

The merit system principles are:

1. Recruit qualified individuals from all segments of society and select and advance employees on the basis of merit after fair and open competition which assures that all receive equal opportunity.
2. Treat employees and applicants fairly and equitably, without regard to political affiliation, race, color, religion, national origin sex, marital status, age, or handicapping condition, and with proper regard for their privacy and constitutional rights.
3. Provide equal pay for equal work and recognize excellent performance.
4. Maintain high standards of integrity, conduct, and concern for the public interest.
5. Manage employees efficiently and effectively.
6. Retain and separate employees on the basis of their performance.
7. Educate and train employees when it will result in better organizational or individual performance.
8. Protect employees from arbitrary action, personal favoritism, or coercion for partisan political purposes.
9. Protect employees against reprisal for the lawful disclosure of information in "whistleblower" situation (i.e., protecting people who report things like illegal and/or wasteful activities).

Additional information on merit principles may be found at the Office of Special Counsel, [www.osc.gov](http://www.osc.gov), an independent agency whose mission is to safeguard the merit system by protecting federal employees and applicants from prohibited personnel practices, especially reprisal for whistleblowing.

## National Park Service Workforce Plan

Talent Management is recognized as a critical competency for management and a vital component of building a sustainable, high performing organization. The mix of key skills and the approaches taken to acquire and develop them should be built upon a thorough understanding of what's needed to execute effective business strategies and mission accomplishment and perform at a high level. Talent, no matter how skilled, will underperform if not focused on what matters to business success.

Within the National Park Service, mission accomplishment is based on excellence in leadership and management competencies as well as the ability to manage a multi-sector workforce. Federal employees comprise less than 50% of the resources that contribute to the accomplishment of the NPS mission. Other components include concessioners, contractors, volunteers, and support groups.

The NPS Workforce Plan addresses the key issues and challenges facing NPS in workforce management. Addressing these challenges and moving toward the goal of a more diverse workforce that mirrors the face of America will be the key to the future success and survival of this organization.

Key workforce challenges addressed in the plan include:

- Changing labor supply for NPS talent recruitment
- Diversity
- Management practices and leadership skills
- Competency management
- Plans and solutions to meet workforce and skill needs

Familiarity with the plan will enhance your knowledge and understanding of workforce management issues. **The plan can be found on the Inside NPS front page and the [workforce plan heading](#).** Other sources of workforce information can be found under the Learning and Development and Equal Opportunity heading in Workforce Management.

## **Recruitment (aka How to Fill a Job)**

The most important factor in getting good applicants for a job is planning. Start by reviewing your succession plan and your organizational structure. Take a fresh look at the position description and ensure it's accurate, valid, and up to date. If it's a new job, check the online NPS Standard Position Description Library to see whether you can save time by using a p.d. that's already written and classified. Begin to think about what type of applicants you are targeting and how you can reach them. Review data on representation and consider how to encourage diverse candidates to apply.

Things you should think about include: 1) Are you looking to fill the position on a temporary, term, or permanent basis? 2) What competencies are you looking to acquire? 3) What flexibilities or incentives might be appropriate in attracting a diverse pool of great candidates?

Then, work in collaboration with your Servicing Human Resource Office (SHRO), to develop a job analysis and crediting plan (a guide for rating and ranking the applicants) for your position.

Talk with your SHRO to develop a vacancy announcement that will recruit the type of employee you are targeting. The OPM "Career Patterns" website ([http://www.opm.gov/hcaaf\\_resource\\_center/careerpatterns/](http://www.opm.gov/hcaaf_resource_center/careerpatterns/)) can help you tailor an announcement to recruit the type of employee you require to fill your need. Decide how wide an area of consideration is needed to produce a diverse pool of qualified candidates, and how long the announcement should be open.

When it comes to reviewing applications and selecting candidates, your SHRO will advise you on the processes available (i.e. rating and ranking options and rules that should be followed during the selection and interview processes).

Following these simple steps and consulting with your SHRO will allow for an easier hiring process and result in a successful selection.

## Recruitment flexibilities

Do you know about all the options available to you in filling a job? Are you aware of easy-to-use noncompetitive hiring authorities such as student employment, employment of qualified persons with disabilities, special employment programs for veterans, former Peace Corps hires, local hire, waivers of dual compensation for reemployed annuitants in certain fields, etc.? Are you up on exciting flexibilities such as recruitment or relocation bonuses to attract great candidates? Your SHRO can advise you on what hiring flexibilities are available and how to use them.

Here are some additional useful links that will assist you in your recruitment processes and describe incentive options:

Hiring Options and Flexibilities:

<http://www.opm.gov/hiringtoolkit/>

[http://www.opm.gov/Strategic\\_Management\\_of\\_Human\\_Capital/fhfr/default.asp](http://www.opm.gov/Strategic_Management_of_Human_Capital/fhfr/default.asp)

[www.nps.gov/training/tel/Guides/Hiring\\_Flex\\_pg\\_20070227.pdf](http://www.nps.gov/training/tel/Guides/Hiring_Flex_pg_20070227.pdf)

([http://www.opm.gov/hcaaf\\_resource\\_center/careerpatterns/](http://www.opm.gov/hcaaf_resource_center/careerpatterns/))

Recruitment, Relocation and Retention Incentives:

[https://www.opm.gov/oca/pay/html/3RS\\_newQAs.asp](https://www.opm.gov/oca/pay/html/3RS_newQAs.asp)

NPS Standard Position Description Library:

<http://165.83.62.205/ahr/classification/PDInstruction1.htm>

## **Standard PD Library**

Standard PDs are one of a supervisor's best tools. These approved/classified position descriptions that can be downloaded and used without being reclassified. To use these position descriptions, you generally describes the duties of the job, but is missing something specific that you would like to add, we would suggest that you incorporate that specific item in the performance standards instead of the position description. For example, you are hiring a biologist, and you want to make sure they do a specific study; you could create a performance standard that speaks to the need to complete those specific kinds of studies. No changes may be made to standard position descriptions without requiring your Servicing HR Office to reclassify the position – thus defeating the purpose of the library, which is to save time and resources.

The standard position descriptions can be found on the Intranet at

<http://165.83.62.205/ahr/classification/classify2.htm>. This site also has a links to Resource Careers, NPS Fire and DOI Fire standard position descriptions.

## **Employee Performance**

For information on overall employee performance, based on DOI policies and NPS guidance, refer to the "Performance Appraisal Handbook, A Guide for Managers/Supervisors and Employees," found at: <http://www.doi.gov/hrm/guidance/370dm430hndbk.pdf>

Appendix 2 contains for specifics on developing performance standards. Appendix 1 provides specific examples of performance measures that meet the GPRA requirements for standards.

Work with your Regional Servicing Human Resource Specialists or Park Administrative Officers for assistance in developing, understanding or communicating standard requirements, as well as the processes used in performance management. The WASO HR office can provide additional assistance where needed.

**Useful links for this section:**

370 DM 430, Performance Management System:

<http://www.doi.gov/hrm/guidance/370dm430.pdf>

Current year **Employee** Performance Appraisal Plan (EPAP) form:

<http://www.doi.gov/hrm/guidance/di-3100.doc>

Current year **Supervisory** Performance Appraisal Plan form:

<http://www.doi.gov/hrm/guidance/di-3100s.doc>

Cascading GPRA Goals to Individual Employee Performance Results:

<http://www.doi.gov/hrm/guidance/PB04-5.pdf>

Appraising Performance of Employees on Long-Term Developmental Assignments:

<http://www.doi.gov/hrm/guidance/pml93-16.pdf>

Employee Initiated Process for Reconsideration of Performance Ratings:

<http://classicinside.nps.gov/documents/05-07%20Policy.doc>

## Incentive Awards

Recognizing employees with incentive awards is probably the most flexible management tool you have as a manager. Public recognition of superior ideas and outstanding individual and group performance helps build morale. It can also help you as a manager to build and maintain a highly motivated and productive organization. Your employees will perceive that you welcome new ideas and reward high performance.

**Types of Recognition** - There are three categories of recognition: monetary, honorary, and time-off. All can serve as motivation to the recipients and other employees. Effective use of awards requires consideration of the nature of the contribution and the needs and interests of the employees. For example, while it might be more appropriate to grant an honorary award to an individual for long and distinguished service, cash recognition might be considered appropriate for individual sustained superior job performance or for an individual or a group of employees who have produced an excellent product or completed a complex assignment in an outstanding way.

**The Appropriate Use of Awards** - The granting of awards should be considered judiciously by managers, especially in the area of performance awards, in order to avoid giving the impression that it is an employee's entitlement. Awards should only be granted where fully deserved, to those who

meet the criteria, and with full explanation as to the accomplishments being recognized. In this way, you will maintain employees' confidence in the value and integrity of awards granted in your organization.

Additional information may be found on the Awards section of InsideNPS, <http://inside.nps.gov/waso/waso.cfm?prg=891&lv=3>

## **Performance-Based Actions**

The Service is authorized under [Chapter 43 of Title 5](#) to demote, or remove employees for "unacceptable performance." Such actions are commonly referred to as performance-based actions. The Office of Personnel Management has issued governmentwide regulations at [5 CFR Part 432](#) which implement the law. Actions based on unacceptable performance may also be taken under [Chapter 75 of Title 5](#) and are regulated at [5 CFR Part 752](#).

The Department has issued [DM 430, Performance Appraisal System](#), and a more user friendly [Performance Appraisal Handbook](#), both of which provide valuable information on taking performance based actions on employees with less than satisfactory performance. Additionally, OPM provide the following guidance on performance based actions:

- [Addressing and Resolving Poor Performance](#) (web site and booklet)
- [Check List for Performance Based Actions](#)
- [Frequently Asked Questions on Performance Based Actions](#)

## **Adverse Actions**

The National Park Service is authorized under [Chapter 75 of Title 5](#) to suspend, demote, furlough, or remove employees for "such cause as will promote the efficiency of the service." Such actions are called Adverse Actions and are based upon misconduct, unacceptable performance, or a combination of both. They may also be based upon non-disciplinary reasons such as medical inability to perform or furlough. The Office of Personnel Management issues governmentwide regulations at [5 CFR Part 752](#) which implement the law and the Department of the Interior issued [DM 752, Conduct and Discipline](#), establishing the process and procedures to for adverse actions within the Department and the Service.

## **Violence in the Work Place -- under development**

DOI and NPS obligate managers to take swift action and to pay serious attention to any workplace situation related to violence, or harassment, occurring in the workplace. Here are two quick references while this section is developed.

<http://www.doi.gov/hrm/pmanager/er11q3.html>

<http://www.eeoc.gov/types/harassment.html>

## Employee Assistance Program

The Employee Assistance Program (EAP) is a valuable service both to supervisors and their employees. Most of us associate the EAP site with mental health counseling; however, the provider offers a wide variety of services including: health and wellness, crisis management, dealing with addiction, relationship issues, dependent care, legal assistance, personal finance issues, and drug and alcohol abuse. EAPs are designed to provide such things as free and confidential assessment, short term counseling, referral, and follow-up services to employees. They are intended to help employees who have personal and/or work-related problems that affect their work performance or conduct and are required for employees with drug or alcohol abuse problems.

The EAP provider can be utilized to provide supervisory counseling as well. EAPs may include training on handling work-related problems, and orientation and educational programs related to EAP matters. The EAP provider will provide *Critical Incident Stress Debriefings* for your employees at no cost. A variety of health promotion seminars are offered by the EAP. As a new superintendent you may be particularly interested in the seminars on “Transitions in the Workplace” and “Managing Change”.

With respect to drug and alcohol abuse, DOI organizations are required to have appropriate prevention and treatment programs and services for employees with drug and alcohol abuse problems. Organizations must refer all employees found to be using illegal drugs to the EAP for assessment, counseling, and referral for treatment or rehabilitation, as appropriate. These drug and alcohol abuse programs may be made available to the families of employees and to employees who have family members who are drug or alcohol abusers.

Employees should contact their servicing personnel office for phone number and location of their EAP. A “self help” website is available to employees at [www.FOH4you.com](http://www.FOH4you.com). Once you have accessed this website, click on the “Enter” button, and then click “Register”. Registration is not required to use the website.

For more information, you may also contact: Steve Krutz, Employee Relations Specialist at:  
(202) 354-1982, FAX: (202) 371-1762  
Department of Interior, National Park Service, 1201 EYE Street NW, 12th Floor (2653)

### Useful links for this section:

An introduction to the EAP can be found at:

[http://classicinside.nps.gov/documents/Introduction%20-%20FOH%20\(attachment%201\).doc](http://classicinside.nps.gov/documents/Introduction%20-%20FOH%20(attachment%201).doc)

DOI, Office of Policy, Management and Budget website for Performance, Accountability, and Human Resources:

<http://www.doi.gov/hrm/pmanager/er11a.html>

Federal Occupational Health page (leaving NPS):

[FOH4YOU.com](http://FOH4YOU.com)

## Alternative Dispute Resolution (ADR)

The Department of the Interior's ADR program is CORE (Conflict Resolution) PLUS. Employees and supervisors can utilize CORE PLUS to resolve workplace disputes at the earliest opportunity in an informal venue that uses ADR techniques at the lowest organizational level. CORE PLUS is designed to increase communication and reduces destructive conflict.

CORE PLUS is available during both the Administrative Grievance process (in some parks, all or some bargaining unit employees are currently excluded from ADR), as well as when complaints are filed for alleged discrimination. The process does not limit or diminish an employee's right to file and pursue actions under these other formal processes but offers a confidential process designed to help resolve workplace conflict issues at the earliest points of conflict without having to resort to more formal processes.

Disputes are mediated by CORE PLUS Specialists, or externally contracted specialists, who are experienced and trained in informal workplace conflict mediation. All CORE PLUS Specialists are neutral parties to the issue being brought and have no stake in the outcome of that issue. Each NPS region has a cadre of trained and certified CORE PLUS Specialists

Further information on CORE PLUS may be found on InsideNPS at <http://inside.nps.gov/waso/waso.cfm?lv=2&prg=94> or on the Department's Office of Collaborative Action and Dispute Resolution web page, <http://mits.doi.gov/cadr/main/main.cfm>

To find the nearest CORE PLUS Specialist, go to <http://inside.nps.gov/waso/custommenu.cfm?lv=2&prg=94&id=7055>, or ask your Administrative Officer, Human Resources Specialist or EEO Manager for the name and telephone number of a CORE PLUS contact person.

## Equal Employment Opportunity – Affirmative Employment Programs

The National Park Service must ensure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, sex, national origin, color, religion, disability or reprisal for engaging in prior protected activity. The equality of opportunity is afforded in recruitment, hiring, development and retention of a diverse qualified workforce.

### Related Links

Equal Employment Opportunity Commission website - <http://www.eeoc.gov/>

Department of the Interior's Office of Civil Rights website - [http://www.doi.gov/diversity/workforce\\_diversity.html](http://www.doi.gov/diversity/workforce_diversity.html)

National Park Service's EEO Program Office's Intranet site - <http://inside.nps.gov/waso/waso.cfm?prg=22&lv=2>

[Management Directive 715 \(MD-715\) – Federal Responsibilities Under Section 717 of Title VII and Section 501 of the Rehabilitation Act](#)

[Director's Order # 16D – EEO and Zero Tolerance of Discrimination](#)

[Director's Order # 16E – Sexual Harassment](#)

[Equal Employment Opportunity Training for Managers and Supervisors](#)

## EEO – Reasonable Accommodation

Reasonable accommodation is a logical change or adjustment to a job or worksite that makes it possible for qualified employees with disabilities to perform the essential functions of the position in question. Reasonable accommodation may also require modifications or adjustments to a job application process to permit an individual with a disability to be considered for a job and modifications or adjustments that enable employees with disabilities to enjoy equal benefits and privileges of employment.

### Related Links

Equal Employment Opportunity Commission website - <http://www.eeoc.gov>

Department of the Interior's Office of Civil Rights - [http://www.doi.gov/diversity/workforce\\_diversity.html](http://www.doi.gov/diversity/workforce_diversity.html)

National Park Service's EEO Program Office's Intranet site - <http://inside.nps.gov/waso/waso.cfm?prg=22&lv=2>

373 DM Chapter 15 – Reasonable Accommodation for Individuals with Disabilities - <http://elips.doi.gov/elips/release/3682.htm>

## EEO – Discrimination Complaint Process

An employee or applicant who believes that he or she has been discriminated against in connection with an employment decision or matter has the right to file a complaint. The first step is to contact an EEO Counselor with the National Park Service within 45 calendar days of the decision or matter believed to be discriminatory. The EEO Counselor will have 30 calendar days to conduct a limited inquiry into the claims brought by the individual and work with you and the individual to resolve the issues. In doing so, the Counselor will advise you of and discuss with you the alleged claims of discrimination. The EEO Counselor will advise you about the discrimination complaint process and answer any questions you might have.

The primary role of the EEO Counselor is to attempt to resolve the claims between you and the employee or applicant. However, the employee will also have an option to enter into Alternative Dispute Resolution (ADR) as a means to resolving the claims. If the employee elects ADR, the Regional EEO Manager will work with the CORE Coordinators to arrange for mediation of the matters. At the end of counseling if the issues are not resolved, or if ADR is unsuccessful, the individual may then file a formal complaint with the National Park Service. Once the formal complaint is filed, the agency must conduct an investigation within 180 calendar days, unless the complaint is dismissed. Once the EEO Program Office completes its investigation, the complainant may request a hearing before an administrative judge with the Equal Employment Opportunity Commission or an immediate final decision from Director, Office of Civil Rights, U.S. Department of the Interior.

In cases where a hearing is requested, the Administrative Judge issues a decision and sends the decision to both parties. In the event of a finding of discrimination, the Administrative Judge orders appropriate relief. The Director, Office of Civil Rights, U.S. Department of the Interior, will issue a final order within 40 days after receiving the administrative judge's decision, notifying the complainant whether the decision of the administrative judge will be implemented. Keep in mind that the matters raised may be resolved at any point in the processing of a discrimination complaint.

### **Related Links**

Equal Employment Opportunity Commission website - <http://www.eeoc.gov>  
Department of the Interior's Office of Civil Rights –  
[http://www.doi.gov/diversity/workforce\\_diversity.html](http://www.doi.gov/diversity/workforce_diversity.html)

National Park Service's EEO Program Office's Intranet site -  
<http://inside.nps.gov/waso/waso.cfm?prg=22&lv=2>

[Counseling Program Employees Guide \(PDF\)](#)

[Counseling Program Managers Guide \(PDF\)](#)

[Official Time in the EEO Complaint Process Employees Guide \(PDF\)](#)

[Reasonable Amount of Official Time Managers Guide \(PDF\)](#)

[Participating in the EEO Investigation \(PDF\)](#)

[Management Participation in the Formal EEO Complaint Process \(PDF\)](#)

[Formal Complaints Employees Guide \(PDF\)](#)

CORE PLUS Mediating Complaints of Discrimination -  
<http://inside.nps.gov/waso/custommenu.cfm?lv=2&prg=94&id=7056>

Hostile work environment is a claim of harassment that is demonstrated by such severe and pervasive conduct permeating the work environment and interfering with an employee's ability to perform his or her job. Hostile work environment is actionable in the EEO process when it is based on allegations of discrimination related to race, color, sex, national origin, religion, age, disability or reprisal. When presented with a claim of hostile work environment, the National Park Service has the responsibility to conduct an expedited inquiry into the claim to determine if a hostile work environment exists. And, if it is found that a hostile work environment exists, you must take appropriate action to ensure that the hostile work environment ceases. It is important to consult with the Regional EEO Manager or Specialist when such a claim is raised with you as he or she has a responsibility to conduct the required expedited inquiry or to make arrangements for the expedited inquiry to be conducted by another EEO Specialist or contractor.

## Related Links

Equal Employment Opportunity Commission website - <http://www.eeoc.gov>

Department of the Interior's Office of Civil Rights -  
[http://www.doi.gov/diversity/workforce\\_diversity.html](http://www.doi.gov/diversity/workforce_diversity.html)

National Park Service's EEO Program Office's Intranet site -  
<http://inside.nps.gov/waso/waso.cfm?prg=22&lv=2>  
[Hostile Work Environment \(PDF\)](#)

Department of the Interior Equal Opportunity Directive – Process for Raising Issues of Harassment ([http://www.doi.gov/diversity/eod97\\_19.htm](http://www.doi.gov/diversity/eod97_19.htm))

## EEO Contacts

### Servicewide

Dianne Spriggs, EEO Program Manager	202-354-1852
Charles Riggins, Affirmative Employment/Diversity Programs Manager	202-354-1857
Sharon Drumming, Complaints Program Manager	202-354-1857
Mary Denery, EEO Manager/Technical Review	202-354-1868

### Denver Administrative Program Center

Marie Eilander, EEO Manager	303-969-2733
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### Harpers Ferry Center

Magaly Green, Management and Program Analyst	304-565-6003
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### Alaska Region

Tonyua Abroms, EEO Manager	907-644-3348
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### Intermountain Region

Laurie Perkins, EEO Specialist	303-969-2623
George Niles, EEO Specialist	505-988-6031
Anita Trujillo, EEO Specialist	303-969-2529

### Midwest Region

Clara Wooden, EEO Manager	402-661-1974
Shirley Younger, EEO Specialist	402-661-1976

### National Capital Region

Joy Harris, EEO Manager	202-619-7020
Angela James, EEO Specialist	202-619-7135

### Northeast Region

Vanessa Russell, EEO Manager	215-597-1090
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Onnternor Blount, EEO Specialist	215-597-3946
Annie Bolling, EEO Specialist	718-338-3671
Carol Harvell, EEO Specialist	215-597-4939
Victoria Squier, EEO Specialist	540-999-3476

### **Pacific West Region**

EEO Manager (Vacant – contact Servicewide Office)

### **Southeast Region**

Ann Bargains, EEO Manager	404-562-3100
Gwen Smith, EEO Specialist	404-562-3103

## **Business Services**

### **Travel and Permanent Change of Station**

There are primarily two types of travel, *Temporary Duty Travel* and *Permanent Change of Station* (PCS). An employee on a long-term detail assignment, i.e., no less than 6 months and no more than 30 months may also be considered for a Temporary Change of Station.

The following is just an overview of the basic travel information, travelers and/or travel planners should become familiar with all rules, regulations, and policies associated with travel management. To do so (and to get the “final word” on travel, consult the following issuances:

- The General Services Administration, Office of Governmentwide Policy issues the Federal Travel Regulations (FTR), Chapters 300-304. You may find the complete FTR library at <http://www.gsa.gov> under Regulations.
- The Department of the Interior FTR Implementing Instructions CFR 300, 301, 302, 303 and 304, Federal Travel Regulation, are issued to implement and prescribe the agency policies required by the Federal Travel Regulation. You may find the Department of the Interior FTR Implementing Instructions at <http://www.doi.gov/pfm> under 347 DM Travel Policy.
- The DOI issues Financial Administration Memorandum (FAM) to notify the bureaus of changes to the FTR and 347 DM, and the Accounting Operations Center (AOC) issues the FAMs to the Service to keep parks abreast of the changes.
- The National Park Service supplements the DOI 347 DM policy with **Director’s Orders 31A, Temporary Duty Travel and 31B, Relocation**. Due to the numerous recent changes in FTR, as of June 2008, the NPS AOC staff is updating the Director’s Orders and supplemental resource manuals for travel. AOC is also updating the PCS Employee Information Packet. Until AOC finalizes the revisions to these documents, parks and regions should continue to use the current policy in the FTR, 347 DM, and FAMs. You may find FAMS at <http://www.aoc.nps.gov> and <http://www.doi.gov/pfm>.

An employee must have an approved Travel Authorization (except in emergency deployment situations, typically, fire fighting and SAR) prior to incurring travel expenses.

Credit Card Use: An employee should use his/her Government-issued charge card to pay for official travel expenses including lodging, common carrier costs, vehicle rental, meals, and other expenses authorized and approved on the Travel Authorization. Lodging, common carrier, vehicle rental, and airport parking are centrally billed to the cardholder's default cost account, while meals (at restaurants not associated with a hotel) are generally individually billed to the cardholder's account.

Making Reservations: Employees must use the Travel Management Service to procure common carrier tickets, and take advantage of the city-pair tickets unless an exception is met under FTR Chapter 301-10.107.

Travel Vouchers: Within five business days of completion of temporary duty travel, employees must submit a travel voucher through the automated e-Travel application to claim expenses. All reimbursable and non-reimbursable (those that are centrally billed) expenses must be identified on the travel voucher. Reimbursement for vouchers submitted through the e-Travel application will be deposited directly to the employee's bank account of record in the Federal Financial System (FFS).

Certain vouchers, including all **PCS** vouchers, invitational travel, foreign travel, vouchers in excess of \$2,499.99, reclaim or supplemental vouchers, cost comparison vouchers, and others, require full audit by the AOC Voucher and Accounting Technicians prior to payment. Due to reporting requirements for travel, *it is the policy of the NPS to prohibit the use of a Third Party Draft instrument for reimbursement of travel expenses.* Employees must submit travel vouchers for PCS at the conclusion of a house-hunting trip, enroute travel, and at the conclusion of each approved 30-day period of temporary quarters subsistence expense (TQSE).

AOC staff: responsible for the management of travel and transportation; workload is assigned by region.

### **Travel and Transportation (T&T) - Section A**

Supervisory Fiscal Assistant, **Kim Nguyen (703) 487-9347**

T&T-A has responsibility for the following regions and parks within those regions:

- Harpers Ferry Center
- Midwest Region
- Northeast Region
- Southeast Region
- WASO

### **Travel and Transportation (T&T) - Section B**

Supervisory Fiscal Assistant, **Angela Terry (703) 487-9338**

T&T-B has responsibility for the following regions and parks within those regions:

- Alaska Region
- Denver Service Center
- Intermountain Region
- National Capital Region
- Pacific West Region

You may find the names of Voucher and Accounting Technician staff responsible for specific regions and parks on AOC's website at <http://www.aoc.nps.gov> by clicking

- Contacts,
- Organizational List.

Each region has staff assigned responsibility for assisting parks within their region. As of June 2008, the following are the e-Travel Administrators designated by each region. Check with your region or Administrative Officer as needed to verify the accuracy of this list.

A list of **key contacts** follows:

- Alaska Region: [Ron\\_Onyon@nps.gov](mailto:Ron_Onyon@nps.gov)
- Intermountain Region: [Rose\\_Padgett@nps.gov](mailto:Rose_Padgett@nps.gov)
- Midwest Region: [MWR\\_GovTrip\\_Help@nps.gov](mailto:MWR_GovTrip_Help@nps.gov)
- National Capital Region: [Vicki\\_White@nps.gov](mailto:Vicki_White@nps.gov)
- Northeast Region: [Pat\\_DeSanto@nps.gov](mailto:Pat_DeSanto@nps.gov)
- Pacific West Region: [PWR\\_Travel\\_Manager\\_Help\\_desk@nps.gov](mailto:PWR_Travel_Manager_Help_desk@nps.gov)
- Southeast Region: [SER\\_Gov\\_Trip\\_Helpdesk@nps.gov](mailto:SER_Gov_Trip_Helpdesk@nps.gov)
- WASO: [John\\_Koren@nps.gov](mailto:John_Koren@nps.gov) or [Gail\\_Everson@nps.gov](mailto:Gail_Everson@nps.gov)
- Denver Service Center: [Denise\\_Claybaker@nps.gov](mailto:Denise_Claybaker@nps.gov)
- Harpers Ferry Center: [Marilyn\\_Williams@nps.gov](mailto:Marilyn_Williams@nps.gov)
- USPP: [Vicki\\_White@nps.gov](mailto:Vicki_White@nps.gov)

## Funding

There are a myriad of funding sources and it is becoming an art-form for Superintendents and staffs to effectively acquire, correctly apply, and coherently manage the funding and its associated constraints and requirements.

Overall guidance on the funding process is contained in Directors Order 8. Regional Review Teams, in collaboration with the Budget Officers, the various Advisory Committees and Program Leads, play a significant role in priority setting for many fund sources.

Another list of value is the “[Fund Sources in the National Park Service](#),” which shows the title of the fund source, its type, and brief description.

SCC (Service-wide Comprehensive Call). Typically sent out in mid-October to early November, this call covers nearly all the various funding sources. Occasionally, funding calls separate from the SCC occur. Due dates for the call vary somewhat but are typically mid-December to January. Note that some funding sources (e.g. Natural Resources) have earlier due dates for some aspects of the call to help ensure highly competitive proposals to WASO. Extensive and detailed guidance is contained for the various program areas and funding sources in the call. Complete instructions for the current SCC are found at this link: <http://inside.nps.gov/regions/region.cfm?rgn=74&lv=2>

Databases and tracking systems are maintained to allow the analysis of information necessary to support formal budget requests or inquiries. These include the Operations Formulation System (OFS), the repository of all unfunded operational needs of the NPS (BASE Funding) and the Project Management Information System (PMIS). These programs are used to request funding and to maintain historical data on past appropriations along with fee program data.

OFS. This is for reoccurring funding (Base fund requests), and is part of the annual SCC. There are usually opportunities to update a Park’s OFS information and priorities. Regional Review Teams evaluate and recommend priorities to the Regional Directors for OFS requests submitted for the NPS budget. Superintendents are advised that this list is “our” list, and working with local congressional representatives to move priorities, or insert requests only means another Park’s request is moved or bumped to another year. It is strongly suggested to not do this and if acutely necessary, only do so with the concurrence of the Regional Director. OFS proposals are input into an online system found at: <http://165.83.198.4/ofis/>

PMIS. This is for non-reoccurring funds. Part of the SCC, Parks may add new projects into PMIS at anytime, and can edit the text portion as well as the funding components of unfunded, region-reviewed projects by contacting the appropriate program manager or the budget staff listed on <http://www.inside.nps.gov/> under regions. To change Park priorities, project statements are typically unlocked in early October. Detailed instructions are contained in the SCC. The PMIS system is another online system, and can be accessed at: <http://165.83.198.10/pmisis/>

**Useful links for this section:**

NPS Budget – includes link to NPS Greenbook  
<http://home.nps.gov/applications/budget2/index.htm>

Directors Order 8 on budget and funding:  
<http://data2.itc.nps.gov/npspolicy/DOrders.cfm>

List of fund sources with descriptions:  
<http://classicinside.nps.gov/budget3/fundsource.htm>

Servicewide Comprehensive Call (SCC) guidance:  
<http://inside.nps.gov/regions/region.cfm?rgn=74&lv=2>

OFS online system:  
<http://165.83.198.4/ofs/>

PMIS online system:  
<http://165.83.198.10/pmisp/>

## Property Management Responsibilities

Superintendents are designated by Property Administrators (Regional Directors) as Accountable Property Officers. As such, the Superintendent is assigned overall responsibility for a specified group of property items and for ensuring the establishment and maintenance of accountability records to provide for effective control over that property.

The Regional Director (aka Property Administrator), may, in writing, authorize the Superintendent to re-delegate this authority to the most effective lowest level (i.e., Assistant/Deputy Superintendents, Administrative Officers, and Chiefs of Administration or other designated responsible Management Officials). The Accountable Property Officer for the WASO is the Washington Administrative Program Manager.

There must be only one Accountable Property Officer per location unless the geographic jurisdiction is of such size as to preclude regular review and inspection of the property by one person. Multiple Accountable Property Officers should not be appointed solely to spread liability.

Among the responsibilities of Accountable Property Officers are :

- Designating in writing Custodial Property Officers, Firearms Custodial Officers, Receiving Officers, Firearms Receiving Officers and area Fleet Managers to assist in the daily control of Government property. Assignment of Custodial Property Officers is necessary when the accountable area is so large and requires additional controls.
- Conducting inspections to ensure property is being used effectively and is safeguarded properly, and ensuring the proper and effective maintenance of property within the property accountability area.
- Coordinating the utilization and disposal of excess personal property, including providing Custodial Property Officers with disposition instructions.

- Conducting the Annual Inventory, due prior to September 30<sup>th</sup> to the Regional Director
- Ensuring that Custodial Property Officers conduct an inventory of personal property prior to their transfer or separation from the NPS.
- Designating Board of Survey members to investigate Reports of Survey submitted for lost, stolen, damaged, or destroyed property.

## Supplemental Regulations

Regulations, Director's Orders and other guidelines that provide guidance to personnel who perform property management functions include:

- ✓ 41 CFR, Chapter 101, Federal Property Management Regulations (FPMR)
- ✓ Federal Management Regulation (FMR), Chapter 102
- ✓ Interior Property Management Directives
- ✓ 411 DM 1-3 Museum Property Management.
- ✓ DO-6, Interpretation and Visitor Service
- ✓ DO-9, Law Enforcement
- ✓ DO-18, Fire Management
- ✓ DO-19, Records Management
- ✓ DO-28, Cultural Resources Management
- ✓ DO-32, NPS Cooperating Association
- ✓ DO-36, Government Furnished Housing Management
- ✓ DO-43, Service-wide Uniform Program
- ✓ DO-44, Personal Property Management
- ✓ Personal Property Management Handbook No. 44
- ✓ DO-50, Loss Control Management
- ✓ NPS-54, Internal Control System
- ✓ NPS Museum Handbook

Regional/Center Property Managers may issue supplemental instructions or procedures as deemed necessary, but they must be consistent with the provisions of the NPS Personal Property Management Handbook No. 44.

The Property Management Program website is located at [www.nps.gov/propertymanagement](http://www.nps.gov/propertymanagement) **It serves as a one stop shopping for property management and supports the following functions:**

- Allow users to download the Flashpoint for Federal Financial System (FFS) Fixed Assets software, upgrades and the User's Guide;
- Provide a database for frequently asked questions (FAQ) for personal and real property and serve as a technical help desk for the Federal Financial/Fixed Assets Subsystem;
- Provide links to other sites to ensure availability of General Services Administration (GSA), Department of the Interior (DOI) and National park Service (NPS) personal and real property, and fleet management electronic forms;
- Provide links to GSA, DOI and NPS personal, real property and fleet management regulations and policies and NPS Personal Property (e.g., EAGLS, NPS Central Supply

System [for ordering ranger badges, boundary signs, and license plates], GSA's Region and Geographic Locator codes, Fleet Management Training Modules and many more useful resources; and,

- Provide a site for downloading the NPS Informal Inventory System and Document Direct Software and storing Property Management Technical Instruction and Information Notices as issued by the Office of Property and Space Management.
- A list of Regional and Center Key Personnel (Links and Tools Section)
- The following on-line training courses are also available in the website and should be helpful to park personnel:
  - ✓ Basics of Property Management
  - ✓ The Role of the Custodial Officer
  - ✓ Personal Property Utilization and Disposal
  - ✓ Personal Property Sales
  - ✓ Fixed Asset Subsystem Policies and Procedures
  - ✓ Personal Property Management Handbook No. 44
  - ✓ Determining Capital vs. Operating Lease and Fixed Assets
  - ✓ Real Property Guide

## Acquisition

The acquisition activities of all executive agencies are governed by policies and procedures codified and published in the Federal Acquisition Regulations (FAR) system. It consists of:

- the FAR;
- DOI Acquisition Regulations (DIAR) that implement or supplement the FAR; and
- NPS policy and guidance, such as Director's Orders and Contracting Officer Technical Instructions (COTI) issued by the Bureau Procurement Chief (BPC).

DOI policy states Level IB and higher contracting officer (CO) authority may only be appointed to individuals who directly report to (under the direct supervision and control of) a major acquisition buying office (MABO) within the Bureau that is supervised and under the direction of a senior GS-1102 certified in accordance with OMB's certification program for the acquisition workforce in civilian agencies ("FAC-C").

In FY07, NPS began planning for organizing its acquisition function into MABOs to comply with this requirement. A MABO is an alignment of one or more parks (or other organizations) with acquisition functions. The MABO provides acquisition support to its member parks/organizations, and outside parks or organizations if necessary, and is led by a senior FAC-C certified GS-1102. The MABO Lead CO manages the acquisition workload across the MABO, and provides technical supervision and oversight of the contract specialists (CS) and COs in the MABO for their highly regulated responsibilities.

Administrative supervision of the CSs and COs in the MABO is provided by their individual local supervisors. The MABO Lead may in turn technically report to the Regional Contracting Chief, or to another MABO, depending on the Region. NPS MABOs are primarily "virtual" in nature. Some

such as the contracting function in Alaska, Denver Service Center and Harpers Ferry Center - are “geographic.” MABO implementation began in FY08. Your Regional Chief of Contracting can explain your park’s location and role in the Region’s MABO plan.

DOI maintains a system by which BPC’s select, appoint, and terminate appointment of COs. In appointing COs, two factors are considered by the BPC: (1) the candidate, and his/her education, training and experience, and (2) the organization, and its need for CO authority. Organizational need is determined by the organization’s procurement history data in the Federal Procurement Data System. An “organization” can be a park, a MABO, a regional office, or other entity. It will depend on the Region’s MABO plan.

CO authority constitutes risk to an organization’s and a bureau’s procurement authority, and the integrity of their financial systems, much as authorizing access to classified information creates a risk to the security of an organization. Consequently, CO’s are appointed only when the candidate’s credentials and the organization’s need for the authority are both substantiated.

**COs** – COs enter into contracts and sign them on behalf of the Government, and bind the Government only to the extent of the authority delegated to them. Written instructions regarding the limits of a CO’s authority are printed on the CO’s Certificate of Appointment from the appointing authority, the BPC. COs ensure that no contract is entered into unless all requirements of law, executive order, regulation and all other applicable procedures, including clearances and approvals, have been met. COs ensure compliance with terms of the contract, and safeguard the interests of the United States in its contractual relationships.

**Technical and Administrative Supervisors of COs** - As mentioned above, NPS’ implementation of MABOs required by DOI prescribed technical supervision of COs/CSs by other GS-1102s, and administrative supervision by their local supervisors. Very generally, “technical” supervision monitors the individual’s subject matter expertise in this highly regulated activity. “Administrative” supervision must incorporate this opinion regarding subject matter expertise in providing day to day supervision of the individual. Details regarding specific responsibilities of technical and administrative supervisors can be found in the document entitled “Roles and Responsibilities of Technical Supervisors, Administrative Supervisors, Administrative Officers, Superintendents and Regional Directors Regarding Supervision of Field Contracting Officers (“COs”) with Certificates of Appointment Greater Than \$25,000,” which can be found on the WCP website (see below). This document was submitted to DOI by the Director, NPS, in March, 2007, as part of the bureau’s Corrective Action Plan responding to a DOI review of its acquisition and financial assistance programs.

**All employees** - Agreements made by a Government representative, such as a Chief of Maintenance or other employee, are not binding, because he/she lacks the authority to enter into that agreement on behalf of the Government. These “unauthorized commitments” must be approved (“ratified”) by the Regional Contracting Chief for actions up and including \$10,000, or the BPC for actions above \$10,000. Because unauthorized commitments put at risk the bureau’s ability to assure the integrity of its financial systems, ratifications jeopardize the organization’s and bureau’s procurement authority. They can lead to disciplinary action, personal liability for the amount of the unauthorized commitment, and loss of procurement authority for the organization or bureau.

## Oversight of and internal controls for the acquisition function

“The Federal Managers Financial Integrity Act of 1982” (FMFIA) requires agencies to establish and maintain internal control, and the agency head to annually evaluate and report on the control and financial systems that protect the integrity of Federal programs. OMB Circular A-123, “Management’s Responsibility for Internal Controls,” states that Federal managers are responsible for establishing and maintaining internal control to achieve the objectives of effective and efficient operations, reliable financial reporting, and compliance with applicable laws and regulations.

Integrity of acquisition activity is included in NPS FMFIA and A-123 programs. Consequently, a sound acquisition program in your park plays a direct role in the bureau’s ability to make its required annual assurances. The separations of functions and oversight inherent in internal controls for the acquisition function are designed to ensure compliance with acquisition and financial law, regulation, and policy, and application of sound business judgment in NPS’ business relationships. Periodic acquisition management reviews (AMR) validate that internal controls are working. The NPS policy and procedures constituting internal controls for the NPS acquisition program can be accessed on the WCP website (see below).

### Contacts

#### WASO

Kate Stevenson

Assistant Director, Business Services.....kate\_stevenson@nps.gov.....202-208-5651

Heidi Ernst

Bureau Procurement Chief.....heidi\_ernst@nps.gov.....303-987-6714

#### Regional Contracting Chiefs

AKR.....Joy Kucinski.....joy\_kuckinski@nps.gov.....907-644-3301

IMR.....Mike Bachofen.....mike\_bachofen@nps.gov.....303-969-6991

MWR.....Debra Imhoff.....debra\_imhoff@nps.gov.....402-661-1606

NCR.....Tom McConnell.....tom\_mcconnell@nps.gov.....202-619-6366

NER.....Marilyn Colot.....marilyn\_colot@nps.gov.....215-597-7143

PWR.....Leo Guillory.....leo\_guillory@nps.gov.....415-561-4791

SER.....Jean Clark.....d\_jean\_clark@nps.gov.....404-561-3163, ex. 566

HFC.....JoAnne Grove.....joanne\_grove@nps.gov.....304-535-6482

DSC.....Dolly Fernandez.....dolly\_fernandez@nps.gov.....303-969-2114

## **Useful Links**

The Contracting Office (WCP) intranet website (<http://wcp.den.nps.gov>) pulls together Federal, Departmental, and NPS policy and procedures regarding acquisition, and provides sample documents. Field acquisition personnel find the website's organization – which parallels Federal and Departmental Acquisition Regulations – helpful and easy to work with. Links to dozens of other websites of value to the acquisition professional and their managers are also available, including Regional acquisition websites. For answers to questions that cannot be found on the websites, Superintendents are encouraged to contact their Region's Chief of Contracting.

The WCP website can also be accessed from InsideNPS, at WASO/Directorates/Business Services/Offices and Functions/Contracting Office (<http://inside.nps.gov/waso/waso.cfm?prg=4&lv=2>).

## **Commercial Visitor Services**

The NPS Commercial Visitor Services program responsibilities include concessions management, leasing, and commercial use authorizations. The program administers over 600 concession contracts that gross approximately one billion dollars annually. The NPS retains a franchise fee on each contract which averages 5% or approximately fifty million dollars. The parks retain 80% of this fee, and 20% is used to support other program needs. NPS concessioners employ over 25,000 people during peak seasons; providing services ranging from food and lodging, retail, and a variety of recreational services like white water rafting adventures. The program is responsible for concession contract development and oversight of the concessioner's operations to ensure the concessioner is providing quality visitor services and adhering to the concession contract terms. The majority of this oversight is at the park level and is managed by concession specialists under the Superintendent's direction. Additional oversight and review of the program is managed at the Regional level under the Regional Director's direction.

Concessioners fill a vital role in helping the National Park Service carry out its mission. The National Park Service contracts with private companies to provide commercial visitor services, which are not provided by National Park Service personnel. The National Park Service broadens the economic base of the region in general and the communities surrounding the parks in particular by welcoming the private sector to provide necessary and appropriate visitor services.

A Superintendent of a park with Commercial Visitor Services needs to become familiar with the requirements of the National Park Omnibus Act of 1998 (P.L. 105-391). This Act established the Concession Management Advisory Board whose main purpose is to advise the Secretary of the Interior and the National Park Service on matters relating to management of concessions in the National Park System. Overall guidance on Commercial Visitor Services is found in [Chapter 10 of the NPS Management Policies](#), Director's Order 48A and 48B and Reference Manual 48 for specific guidance on the Commercial Visitor Services program.

The management of concession contracts, leases and commercial use authorizations (CUA) requires the NPS Concessions Program personnel to interact with all NPS directorates, divisions, regions and individual parks whether providing oversight of these activities or developing policy. The NPS Concessions Program encompasses four primary functional areas to ensure stewardship of Concession Facilities and adherence to the terms and conditions of individual concession contracts:

- **Contract Development** is responsible for the planning necessary for commercial visitor services and the development, solicitation and award of concession contracts.
- **Contract Management** is responsible for developing management guidance and policy which includes rate administration, operational performance, contract compliance, risk management, public health and environmental management.
- **Asset Management** is responsible for developing guidance and policies related to the management of NPS assets assigned to Concessioners, Leasehold Surrender Interest, and concessioner funded construction.
- **Finance Program** is responsible for developing guidance and policies related to the financial management of the contract including franchise fee analysis and implications on current and future contracts, analysis of concessioners' annual financial reports and franchise fee spending priorities.

The InsideNPS Commercial Visitor Services webpage is a good reference point for information and assistance. It provides an overview of the NPS Concessions Program with a multitude of links to more information such as lists of Concessioners and parks, laws, regulations and policies, prospectus development tools, Concession Management Advisory Board agendas, and contact information. Three specific links should be reviewed. A link to Superintendents Training provides a compendium of NPS Concession Management Program reference documents and policy memorandum. The second link provides an index to NPS policies related to the Concessions Program. The third important link connects to the directory of Concession Program staff.

Additional information about the Commercial Visitor Services Program can also be found on the public NPS Concessions website.

Key contact for the Commercial Visitor Services Program is:

Jo A. Pendry, Chief  
Commercial Services Program  
National Park Service, WASO  
jo\_pendry@nps.gov  
202-513-7156  
202-371-2090 (fax)

# Partnerships and Visitor Experience

## Associations and Friends Groups

**Cooperating Associations:** Also known as interpretive associations, support the interpretive, educational and/or scientific programs/services of the National Park Service. They are private, nonprofit 501(c)3 organizations that have a signed, standard cooperating association agreement with the National Park Service. Many cooperating associations run sales areas within the parks, conduct educational programs, staff visitor centers, assist with special events, and donate materials and labor to interpretive and educational programs.

**Friends Groups:** Vary in size, structure, and purpose and benefit the NPS in various ways, such as providing volunteer services, assisting with resource management and preservation, conducting fundraising efforts for projects that enhance the restoration, conservation and public enjoyment of parks, and publicizing of important issues. Funding to support the activities of the group comes from donations, and often to a lesser extent, earned income. Friends groups are also private, tax-exempt and non-profit. Friends groups may not sell goods or services in an NPS unit except through a special agreement with an Association (or concession) and approval of the park superintendent.

**Discussion:** Over the years “cooperating associations” and “friends groups” have overlapped in many instances to adjust to the needs and circumstances of individual NPS units or groups of units. The general term of “partners” has become more descriptive for both types of non-profit organizations. The fundamental differences between the groups are the focus of their mission and the source of their income. Friends groups generally have a mission to provide support for the overall mission of the park partner. Funds to support their work comes from donations/fundraising, membership, special events, and perhaps from earned income generated through sales through on-line or other off-site (i.e. not in the park) venues. Cooperating associations have a very specific mission focus—to provide program and financial support to the NPS in the areas of education, interpretation, and research. The income to support these activities is generated in large part from the sale of interpretive and educational items in park visitor center bookstores. Only cooperating associations may operate these facilities.

NPS employees are expected to develop and maintain professional relationships with partners based on mutual understanding of the goals and functions of both parties and appropriate written agreements. With both types of groups a written formal agreement is required prior to fundraising that explicitly states that the fundraising is authorized by or for the benefit of the NPS. Superintendents are strongly encouraged to review any agreements in place in their unit as soon as possible after they arrive.

There are also restrictions on NPS employees concerning participation on boards of either group. Employees may not serve on any partner’s board, even in an ex officio status. However, participation at meetings in an advisory, non-voting capacity is allowed and encouraged. Attendance at executive sessions is prohibited unless the employee is invited.

There are several [Director’s Orders](#) that will be helpful. [Director’s Order #21: Donations and Fundraising](#) and [Director’s Order #32: Cooperating Associations](#) should be reviewed for direction on relationships, requirements and policy concerning cooperating associations and friends groups if

you have any questions concerning your rights and responsibilities as a Superintendent in dealing with our unit's partners. Both of these Director's Orders also have reference guides to help you navigate through these lengthy documents. The reference guide may be found at the same website with direct links here: [DO21 reference guide](#), [Reference Manual to Director's Order #32 \(Zipped Word 8.0\)](#). In addition, advice on partnerships may be solicited from your regional partnership coordinator. Related sources of information follow.

- ❑ **NPS Management Policies** sets out the basic policies for the management of the national park system. <http://home.nps.gov/applications/npspolicy/index.cfm>
- ❑ **Director's Order #20 on Agreements** provides guidance on other kinds of agreements that may be used to implement aspects of partnerships.
- ❑ **Director's Order #21 is available at:** <http://www.nps.gov/policy/DOrders/DO21-reissue.html>
- ❑ **The Reference Guide To Director's Order #21 can be found at:** <http://www.nps.gov/policy/DOrders/DO21-ReferenceGuide.html>
- ❑ **Director's Order #25 on Land Acquisition** provides information on NPS policies regarding land acquisition and boundary adjustments whether through donations or other means.
- ❑ **Director's Order #32 on Cooperating Associations** provides additional policy and guidance specific to cooperating associations.
- ❑ **Director's Order #53 on Special Park Uses** contains additional guidance on special events.
- ❑ **Director's Order #70 on Internet and Intranet Publishing** establishes NPS policy on the development of NPS websites
- ❑ **Partnership Legal Primer** provides a basic introduction to federal law and ethical considerations affecting partnerships.  
[http://www.doi.gov/partnerships/partnership\\_legal\\_framework.html](http://www.doi.gov/partnerships/partnership_legal_framework.html)
- ❑ **Department of the Interior Departmental Manual: Donation Guidelines (374 DM 6)**  
[http://elips.doi.gov/app\\_dm/act\\_getfiles.cfm?relnum=3692](http://elips.doi.gov/app_dm/act_getfiles.cfm?relnum=3692)
- ❑ **"Ethics Issues in Partnerships"** can be found at:  
<http://www.doi.gov/partnerships/ethics.html>

Contact information for regional partnership coordinators and the NPS partnership office follows.

<b>Regional Partnership Coordinators</b>			
<b>Region</b>	<b>Coordinator</b>	<b>Phone</b>	<b>Email</b>
Alaska	Diane A. Jung	907-644-3525	diane_jung@nps.gov
Intermountain	Greg Kendrick	303-969-2356	greg_kendrick@nps.gov
National Capital	Glenn Eugster	202-619-7492	glenn_eugster@nps.gov
Northeast	Bob McIntosh	617-223-5122	bob_mcintosh@nps.gov
	Tom Dyer	617-223-5166	tom_dyer@nps.gov
	Nancy Woods	617-223-5171	nancy_woods@nps.gov
Midwest	Marty Sterkel	402 661-1536	marty_sterkel@nps.gov
Pacific West	Ray Murray	510-817-1439	ray_murray@nps.gov
Southeast	Chris Abbett	404-562-3175 x522	chris_abbett@nps.gov

<b>National Park Service Partnership Office</b>			
John Piltzecker	Program Manager	202-354-2150	john_piltzecker@nps.gov
Karyn Ferro	Program Coordinator Donation and Fundraising	202-354-2172	karyn_ferro@nps.gov
Wendy O'Sullivan	Program Coordinator Corporate relations	202-354-2187	wendy_o'sullivan@nps.gov
Chris Soller	Program Coordinator Partnership Construction	202-354-2171	chris_soller@nps.gov
Shannon Stone	Program Analyst	202-354-2182	shannon_stone@nps.gov
Rich Fedorchak	Partnership Training Manager	304-535-5053	rich_fedorchak@nps.gov

## Working with the Media and Political Figures

One point of contact for working with the media and elected and appointed political figures is your regional public affairs officer. This person can speak to you about handling calls from the media or your Congressional representatives.

Another source of help is briefing statements, prepared by park staff, on the major issues for your park. Read them and discuss them with staff soon after your arrival. The past year's worth of controlled correspondence files are another source of information that may help orient you to Park issues and topics.

However, if (and when) you are caught off guard by a cold call simply answer questions honestly, don't ever lie, and tell the caller that you will find out the answers to questions that you cannot answer at that time. Don't drone on either. Answer their questions. After the call, follow-up with your staff and get the answers to questions that you promised you would and get that information back to them quickly.

In this era of ever changing, satellite, internet and wireless communications, reporters are always on deadline. You put off responding to them at your own peril. If you don't answer their questions now - or within the next couple of hours - you risk their writing a story without any of your input. The same need for promptness goes for inquiries from many, if not most, elected or appointed officials or their staff members. Do your best to respond as quickly and succinctly as you can to inquiries you receive in person, on the phone, by e-mail or regular mail.

Consider EVERYTHING you ever say to a reporter to be "on the record". Some media outlets now audio or videotape every interview in its entirety and post it to their web site. Don't think that they'll just "edit out" that section where you fumbled or misspoke.

Make sure your park subscribes to all the local and regional papers and that someone is going through them for relevant articles. Google your park every now and then too to see what is out there on the web. Stay in touch with what is being said about your park in the papers and online. Get to know the local reporters who are interested in writing about your park. Offer to show them the park personally, or have someone on your staff take them around. Do the same with your Congressional and Senate staffers. Set up an appointment with their local offices and visit them soon after arrival. Offer to take them into the park for the day for an orientation tour. In addition, make connections with your local chamber of commerce, mayor, county commissioners, and members of the state legislature or state executive branch. Through these contacts, you will meet other, influential people in your locality, state and region. It would also be good to talk with your predecessor to get some perspective on these issues.

If you are issuing a news release, or have a controversial project that you know will generate interest, prepare a list of talking points in advance and share them with staff so that everyone knows and shares the same information.

Purchase a copy of the current issue of *Congress at Your Fingertips*. It is a current listing of all the Senators and Congressional representatives, and the Committees and Sub-committees members. They are available at [www.capitoladvantage.com](http://www.capitoladvantage.com).

Lastly, it is important to keep the Regional Director and the Deputy Regional Director informed about major issues. They don't like to be surprised with unexpected issues, but they can support you if they know what is going on.

Remember! If you have important issues and projects and you keep the public and delegation updated on them, you will cut the rumor mill significantly! **Never:**

-- Go "on background" or "off the record". Doing so will only get you in trouble! It will end up in the story and someone will figure out you're the source.

-- Respond with a "No Comment" to a question. It makes you sound guilty! Instead, give an answer somewhat related to the question with information you're willing to share with the public.

-- Ignore "bad news" and just hope it will go away. If the news is bad, be first with it and be as forthcoming as you can.

Note that the topic of working with the media is addressed in several NSA events (2008-2009), including online discussions and web seminars. Tune in!

#### **Useful links for this section:**

Protocol Guide

<http://inside.nps.gov/regions/custommenu.cfm?lv=2&rgn=144&id=2051>

Superintendents Guide to Public Affairs

<http://inside.nps.gov/regions/custommenu.cfm?lv=2&rgn=144&id=2050>

Site to find "Congress at Your Fingertips":

[www.capitoladvantage.com](http://www.capitoladvantage.com)

## **Uniforms**

If you have most recently worked in a central office or similar non-public contact position or are new to the NPS, then you likely need a refresher on uniform policies and practices. Not only do you need to look good; you need to ensure that your staff wear the uniform proudly and correctly. Start by going to the [inside.nps.gov](http://inside.nps.gov) website and finding Directors Order #43: Uniform Program (<http://www.nps.gov/policy/DOrders/DOrder43.html>). Also listed on the NPS Policy site is the [Reference Manual 43 \(RM-43\)](#), which provides the most useful information and details of NPS uniform policy.

As a Superintendent and a NPS employee frequently representing the NPS to the public, you will be expected to wear the NPS uniform. Exceptions include internal and out of park meetings where no public contact is anticipated. There are three types of uniforms: Service, Field and Work. In most cases you would wear the Service uniform, and Field uniform when hiking or engaged in similar activities. Reference Manual 43 includes a table that shows what apparel items make up each type

of uniform. Each park should have a designated Uniform Coordinator, although if you are in a small park, the Superintendent may be the uniform coordinator. Regardless, it is recommended that you discuss local uniform practices with staff that are already wearing the uniform such as your Chief Ranger or Chief of Interpretation.

Many parks have transition periods for switching from summer to winter and vice versa. These are usually shoulder months when the weather is variable and the temperatures can be quite hot or cold. During these times employees can wear either uniform as long as they do not mix uniform parts between seasons. It is usually the discretion of the superintendent when these start and finish, but typically these are month long periods in the Fall and Spring.

Uniforms are supplied by a private contractor under a multi-year contract. The current contractor is VF Solutions. If you have not worn the uniform recently, soon after accepting your new job you should be sent a letter from the contractor assigning you login identification and a password. These allow you to visit the supplier's website and order items. You also will be granted a uniform allowance for use on their website. This allowance is intended to *defray* but not cover all costs. New users will get a greater amount of allowance for the first three years and after that a lesser amount for replacements. However for new users, the allowance will not fully cover one's initial needs especially if you order shoes. You either will need to get by with only 2-3 days worth of uniforms or pay the additional amount out of pocket in order to have enough changes of clothing to get through a typical work week.

Many employees cite their experience of having to exchange items several times before all the pieces fit properly. Be alert to the return deadlines! Once these have passed and you have not returned the item, there is no recourse. The bottom line is that due to multiple rounds of ordering and returning, it may take two to four months to get your full order, so start the process as soon as possible.

## **Conservation and Outdoor Recreation (COR)**

The Conservation and Outdoor Recreation Division embraces the principles of civic engagement, collaboration, and cooperative conservation. Partnerships form the foundation upon which the COR Division acts to connect the American public to their natural, cultural, and recreational heritage. COR programs extend and expand the contributions of the National Park Service in Parks and throughout the nation. Through close and ongoing partnerships with sister federal and state agencies, regional and local offices, agencies, organizations, and individuals, COR develops and protects an enhanced network of parks, trails, rivers, and other special places across the country for the enjoyment of all Americans.

The Conservation and Outdoor Recreation Division consists of five programs:

- National Trails System (NTS), including Scenic, Historic, and National Recreation Trails
- Rivers, Trails, and Conservation Assistance (RTCA)
- Challenge Cost Share Program (CCSP)
- Wild & Scenic Rivers (WSR), including Designated, Partnership, and State Rivers, and the Nationwide Rivers Inventory
- Hydropower Recreation Assistance (Hydro)

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**Useful links for this section:**

Contact information for all COR programs is located at <http://www.nps.gov/ncrc>

Subscribe to the COR e-newsletter for news, information and stories:

<http://visitor.constantcontact.com/email.jsp?m=1101438581355&p=oi>

NTS: <http://www.nps.gov/nts>

RTCA: <http://www.nps.gov/rtca/>

CCSP: <http://www.nps.gov/ccsp>

WSR: <http://www.rivers.gov> or <http://www.nps.gov/pwsr>

Hydro: <http://www.nps.gov/hydro>

## National Trails System

The National Trails System was created in 1968 by passage of the National Trails System Act. At that time, the Appalachian and Pacific Crest National Scenic Trails were created. Since 1968, 24 additional national scenic trails (NSTs) and national historic trails (NHTs) have been established, plus over 1,050 national recreation trails (NRTs) have been recognized by secretarial action. NPS plays several key roles in both the administration and management of America's national trails.

For the National Trails System, **trail administration** means trail-wide responsibilities that ensure that visitors enjoy a consistent experience from end to end. Trail administration is largely coordinative and only succeeds through partnership. NPS administers 19 (and co-administers two) of the 26 NSTs and NHTs. **Trail management** is the on-the-ground responsibility of serving visitors, protecting resources, installing signs, and otherwise ensuring that trail-related resources are suitably accessible to the visiting public.

In the 80+ parks along the NSTs and NHTs, fragile resources often require special care. Visitors seek information and guidance. Local communities or organizations may seek to hold special events along the trail in the park – or build connecting trails to the park. The relationship between parks and national trails is governed by Section 9.2.7.7 of *NPS Management Policies*.

Over 80 NRTs already exist in national park units. Others may be nominated in the future. Some of these are inter-jurisdictional in nature, linking to other types of Federal lands. NRT designation does not bring protection authority with it, but it is a wonderful way to bring national attention to a local trail or trail system. NPS processes applications for all NRTs except those found in national forests and grasslands.

A new funding program that aims to strengthen the intersection of national park areas and national trails is called "Connect Trails to Parks." It is announced each year in the Consolidated Call. Project applications must be co-signed by the appropriate park superintendent and trail administrator.

NSTs and NHTs can play a valuable role in broadening the value and relevance of national park areas. For example, the striking rock formation at Chimney Rock National Historic Site was an oft-cited landmark for Oregon Trail wagon trains and California gold seekers. These trails – as Federally administered entities – today tie Chimney Rock to points as far east as Missouri and as far West as the California gold fields.

The longest mileages of national trails happen to be those of NSTs in some of the eastern parks. The Potomac Heritage NST follows the entire 184 mile length of the Chesapeake and Ohio Canal National Historical Park. And 97 miles of the Appalachian NST run the length of Shenandoah National Park.

Administering and managing NSTs and NHTs involve many of the same challenges and skills required for national park areas. In addition, critical issues include fostering strong partnerships, coping with multiple jurisdictions and sensitive land protection issues, the logistics of huge distances (often in multiple states), and the fact that there are often no clear boundaries defining the trail corridor. Even so, NPS over the past four decades has been a leader in the National Trails System and has built a network of trail-related expertise respected nationwide.

**Key Contacts:**

IMRO: Aaron Mahr, Supt., National Trails System Office, Santa Fe, NM (505-988-6888)

MWRO: Tom Gilbert, Supt., National Trails System, Madison, WI (608-441-5610) and Steve Adams, Supt., Lewis & Clark NHT, Omaha, NE (402-661-1804)

NCRO: Don Briggs, Supt., Potomac Heritage NST, Harpers Ferry, WV (304-535-4016)

NERO: John Maounis, Supt., Capt. John Smith and Star-Spangled Banner NHTs (410-267-5778)

PWRO: Stan Bond, Supt., Juan Bautista de Anza NHT, Oakland, CA (510-817-1438) and Arik Arakaki, Supt., Ala Kahakai NHT, Kailua Kona, HI (808-326-6012)

SERO: Catherine Light, Selma to Montgomery NHT, Tuskegee Institute, AL (334-799-0963), Paul Carson, Supt., Overmountain Victory NHT, Blacksburg, SC (864-936-3477), and Stennis Young, Supt., Natchez Trace Parkway and NST, Tupelo, MS (662-680-4014)

WASO: Pam Underhill, Appalachian NST, Harpers Ferry, WV (304-535-6278)

WASO Program: Steve Elinton, Program Leader, Washington, DC (202-354-6938)

WASO NRT Contact: \_\_\_\_\_(vacant)\_\_\_\_\_

**Useful links for this section:**

NST and NHT Program portal: [www.nps.gov/nts/](http://www.nps.gov/nts/)

National Recreation Trails: [www.americantrails.org/nationalrecreationtrails](http://www.americantrails.org/nationalrecreationtrails)

Major partner for NSTs and NHTs: [www.nationaltrailspartnership.org](http://www.nationaltrailspartnership.org)

Trail-related training: [www.americantrails.org.nttp](http://www.americantrails.org.nttp)

## Rivers, Trails, and Conservation Assistance (RTCA)

The Rivers, Trails, and Conservation Assistance (RTCA) Program implements the natural resource conservation and outdoor recreation mission of the National Park Service in communities across America. Through the Rivers, Trails, and Conservation Assistance (RTCA) Program, NPS provides assistance to communities and helps its partners conserve local natural resources and develop close-to-home outdoor recreation opportunities. RTCA staff work in urban, rural, and suburban communities to help applicants conserve rivers, preserve open space, and develop trails and greenways. RTCA staff help on a variety of natural resource conservation and outdoor recreation projects including multi-use trails, single-purpose trails, greenways, water trails and blueways, river corridor conservation, land protection, and park planning.

RTCA Program staff help achieve community-set goals through partnership-building, organizational development, assessing resources, developing concept plans, public education and participation, and identifying potential sources of funding. RTCA can assist with identification of public and private funding sources but does not provide direct grants. Project partners may be federal agencies, state or local agencies, tribes, non-profit organizations, or citizens' groups. RTCA assistance is for one year and may be renewed for a second year if warranted.

RTCA's strategic plan directs the program to provide assistance to projects that will create networks of trails, parks, rivers, greenways and open spaces, and projects that help NPS areas with gateway and adjacent natural resource conservation and outdoor recreation issues. More information on the RTCA program can be found on the national web site at [www.nps.gov/rtca](http://www.nps.gov/rtca)

An important aspect of any superintendent's job is to work with the adjacent agencies and communities. Take some time to get to know these folks and learn what they are doing or have done in areas in and around your park. Please contact the RTCA Program Leader for your region to discuss potential partnerships, or contact Charlie Stockman, RTCA Chief, Acting, at [charlie\\_stockman@nps.gov](mailto:charlie_stockman@nps.gov) or 202-354-6900.

### Useful links for this section:

Contact information for all RTCA program staff nationwide is located at [http://www.nps.gov/ncrc/programs/rtca/contactus/cu\\_offices.html](http://www.nps.gov/ncrc/programs/rtca/contactus/cu_offices.html)

## Challenge Cost-Share Program

The Challenge Cost-Share Program (CCSP) increases participation of neighboring communities and qualified partners in preserving and improving the cultural, natural and recreational resources for which the Service is responsible. All NPS units and programs are eligible to apply. One-third of the CCSP funds are dedicated to National Trails System Projects.

In 2007, over 176 projects were funded, leveraging approximately three times the NPS investment.

“Small dollar” grants, each requiring a non-Federal cash or in-kind match, support collaborative and mutually beneficial partnership projects. CCSP extends to all National Park missions and programs both inside and outside parks. Partners include Federal, State, county, and municipal agencies, tribes, researchers, museums, local affiliates of national conservation groups, resource-related nonprofit foundations, associations and “friends” groups, and owners of nationally significant historic properties.

Key Contact:

Steve Elkinton, Acting program coordinator  
[steve\\_elkinton@nps.gov](mailto:steve_elkinton@nps.gov), 202-354-6938

**Useful links for this section:**

More about the program: <http://www.nps.gov/ccsp>

Regional NPS contacts: [www.nps.gov/ncrc/programs/ccsp/contact\\_us.htm](http://www.nps.gov/ncrc/programs/ccsp/contact_us.htm)

## Wild and Scenic Rivers

Even parks that are not part of the National Wild and Scenic Rivers System may have special responsibilities under the Wild and Scenic Rivers Act!

The NPS has statutory management and regulatory responsibilities on 38 Wild and Scenic Rivers, flowing more than 2800 miles throughout the U.S. In addition, the NPS has a regulatory role on another 17 rivers managed by states or tribes, totaling nearly 1000 miles. The NPS also has coordination and consultation responsibilities for over 3,400 river segments (over 84,000 miles) listed on the National River Inventory.

- Your river may fit into one of four categories of rivers that have special requirements:
  - Wild and Scenic Rivers administered solely by the NPS flow wholly or partly within the boundaries of existing national park system units, or were designated as separate park units.
  - Partnership Wild and Scenic Rivers that are administered by the Secretary of the Interior in cooperation with other entities.
  - State Administered Rivers designated under Section 2a(ii) of the Act.
  - Park rivers that have enabling legislation and requirements similar to designated rivers, but are not part of the National Wild and Scenic Rivers System.
- If you have a wild and scenic river, the Wild and Scenic Rivers Act requires the NPS to:
  - Prepare Comprehensive River Management Plans that identify how to protect and enhance the river’s free flow, water quality and the outstandingly remarkable values (e.g., scenic, recreational, geologic, fish and wildlife) for which the segment was designated.
  - Establish boundaries and river classifications for all designated segments;

- Serve in a regulatory capacity by evaluating and approving (or denying) proposed federally assisted water resources projects that could affect designated segments.
- Assist, advise and cooperate with the States in the designation and management of rivers, and seek opportunities for sharing management responsibilities with States and other partners.

The new Servicewide NPS Wild and Scenic Rivers Program provides a network of knowledgeable staff in all regions to assist with these responsibilities. An Action Plan has been prepared by the Wild and Scenic Rivers Steering Committee to guide Servicewide priorities for the next three years and to develop policy guidance and training materials. In addition, the NPS is a member of the Interagency Wild and Scenic Rivers Coordinating Council and we can utilize their expertise and products available on line. If have questions regarding your responsibilities and/or need guidance regarding the management of your river, contact the NPS Wild and Scenic Rivers Program Leads.

Contacts:

Joan Harn, [joan\\_harn@nps.gov](mailto:joan_harn@nps.gov) 202-354-6929

Bill Hansen, [bill\\_hansen@nps.gov](mailto:bill_hansen@nps.gov) 970-225-3532

**Useful links for this section:**

Sharepoint Site for the Servicewide Wild and Scenic Rivers Steering Committee:

<http://portal.nps.gov:46840/sites/NPS/WSRivers/default.aspx>

List of NPS Wild and Scenic Rivers and Contacts (on Sharepoint):

<http://portal.nps.gov:46840/sites/NPS/WSRivers/Program%20Documents/Forms/AllItems.aspx>

Partnership Wild and Scenic Rivers:

<http://www.nps.gov/pwsr>

Interagency Wild and Scenic Rivers Coordinating Council:

<http://www.rivers.gov/>

## Hydropower Assistance

Is your Park affected by a hydropower project?

- More than 25 Park units are affected by over 50 non-Federal hydropower projects licensed by the Federal Energy Regulatory Commission (FERC).
- Other hydropower proposals that could affect a Park can be made at any time. Many new proposals for hydrokinetic energy using ocean waves and tides and river currents (without dams) are in the preliminary phase of development.
- Federal hydropower projects can also impact park resources and safety (SEE Water Resources Division and Dam Safety Program)

The NPS Hydropower Assistance program provides support to Parks that are affected by hydro projects licensed under the Federal Power Act. The licensing of non-Federal hydropower projects by FERC is an arcane process that can be used to enhance park resources. Specially trained staff is available to assist in all regions. Recent accomplishments include:

- \$2.5 million in recreation enhancements for MISS as part of a settlement for the St. Anthony's Falls project.
- Preservation and recreation enhancements around the Cohoes Falls area within ERCA valued at over \$0.5 million including: protection, enhancement, and interpretation of National Historic Landmark District as well as a number of National Register listed properties and construction of new trails, footbridge, fishing and wildlife viewing access sites, and ADA compliant viewpoints in previously off-limits areas.
- Protection of over 10,000 acres in and around GRSM that created an ecological corridor between the park and Cherokee National Forest, including a fee simple donation (~400 ac) to NPS, permanent conservation easements, and conservation easements for the 40-year license term.
- Protection of the recreation experience on APPA and James River Face Wilderness where it crosses the James River from incompatible boating activity.
- Removal of the American Fork Dam and the flowline that created safety problems at TICA.
- Leveraging of approximately \$500,000 for shoal bass management, shoreline stabilization, and recreational and interpretive enhancements at CHAT.
- Abandonment of a preliminary permit for tidal power near KEFJ in response to a variety of factors including environmental sensitivity expressed in formal NPS comments.

FY 2008 Hydropower Assistance projects include support to:

- CONG to develop flow regimes to sustain bottomland hardwood ecosystem.
- CHOH to implement eelways on the 2 NPS-owned dams on the Potomac River.
- EBLA, GLBA, KEFJ, ROCA, SAJH, MISS, WEAR, YUCH on proposed hydrokinetic projects.
- GLBA to monitor impacts to park resources from construction of the new Falls Creek hydro project.
- GLCA, ZION, PISP on the Lake Powell Pipeline project.
- APPA to enhance visitor experience and parking in the Bull's Bridge area of the Housatonic River.

Contacts:

HYDROPOWER Assistance: Joan Harn, [joan\\_harn@nps.gov](mailto:joan_harn@nps.gov) 202/354-6929

WATER RESOURCES Division: Bill Jackson, [bill\\_jackson@nps.gov](mailto:bill_jackson@nps.gov) 970-225-3503

DAM SAFETY: Nate Tatum, [nate\\_tatum@partner.nps.gov](mailto:nate_tatum@partner.nps.gov) 202-513-7228

**Useful links for this section:**

<http://www.nps.gov/hydro>

## **State and Local Assistance Programs**

### **Federal Lands to Parks (FLP) Program**

The Federal Lands to Parks (FLP) Program supports the natural resource conservation and outdoor recreation mission of the National Park Service. The FLP helps state and local government agencies acquire surplus federal land and facilities (i.e. real property no longer needed by the federal government), for public parks and recreation areas. The FLP Program assists communities in applying for available properties, such as through military base realignments and closures (BRAC). NPS deeds the property, most at no cost, to communities and helps them to conserve local natural resources and develop close-to-home outdoor recreation opportunities. Through the program, FLP helps applicants create new or expand existing local, regional and state parks for active and passive recreation. FLP provides access to rivers and shorelines, preserves open space and historic areas, fosters trails and greenways, and creates park and recreation opportunities in all U.S. states and territories. More information on the FLP Program can be found on the national web site at [www.nps.gov/flp](http://www.nps.gov/flp)

The National Park Service is responsible for ensuring that former Recreation Demonstration Areas (RDAs), approximately 40 areas created in the 1930's and 1940's, remain available for public park and recreation areas and that their resources are protected. FLP staff are responsible for responding to proposed changes to an RDA that would impact resources or recreation. Many of these RDA areas are now state parks, and some of these RDAs are adjacent to national parks. Though rarely needed, FLP provides a legal base for the Service to voice concerns, respond to issues, and advance conservation and national park interests in these selected areas.

FLP can help a superintendent's work with adjacent agencies and communities, in part by helping to develop good will and good working relationships. Superintendents can represent the National Park Service and FLP at local ceremonies celebrating new FLP land transfers to states and communities or new park openings. Also, superintendents may help FLP by being the eyes and ears for new issues that would impact nearby FLP-transferred parks and occasionally visiting a local park to check on local conditions. Superintendents and their staff are invited to get to know FLP staff and learn what they are doing or have done in areas around their park(s). Please contact the FLP Program Leader for your region, or contact Wendy Ormont, FLP Program Leader, at [wendy\\_ormont@nps.gov](mailto:wendy_ormont@nps.gov) or 202-354-6900.

**Useful links for this section:**

Contact information for all FLP program staff nationwide is located at

[http://www.nps.gov/ncrc/programs/flp/flp\\_contact.html](http://www.nps.gov/ncrc/programs/flp/flp_contact.html)

## Land and Water Conservation Fund State Assistance Program

An integral part of the NPS mission to **cooperate with partners to extend the benefits of outdoor recreation throughout this country**, the Land and Water Conservation Fund (LWCF) State Assistance Program provides federal financial assistance through matching grants to the nation's States, its Territories, and the District of Columbia to acquire and develop lands for public parks and outdoor recreation areas through state and local park systems. Through this partnership, the NPS creates, maintains, and protects a legacy of public parks and places for outdoor recreation, and stimulates non-federal investments in the protection and maintenance of close-to-home public outdoor recreation resources serving cities, counties, towns and NPS gateway communities throughout the country.

Through the LWCF State Assistance Program, NPS touches the lives of Americans living in over 98 percent of the counties across the nation. Many Americans have their first public park experience close to their home in a neighborhood playground, regional facility or State Park site protected by the NPS Land and Water Conservation Fund State Assistance Program

The LWCF Act was passed in 1964 (Public Law 88-578, 16 U.S.C. 4601-4) as a direct result of the Congressional Outdoor Recreation Resources Review Commission's 1962 report entitled *Outdoor Recreation for America* which concluded that the greatest need for outdoor recreation opportunities was nearest to the places where people live. The Commission also recognized that to provide adequate outdoor recreational opportunities for the public, substantial additional financial resources would be required, particularly for State and local governments who are the best suited to meet the public's outdoor recreation needs.

Funding for the LWCF State Assistance Program depends on annual appropriations from Congress which is then apportioned by formula to the 50 States, 5 Territories, and the District of Columbia. Today, the primary source of Fund revenue is Outer Continental Shelf (OCS) mineral leasing receipts. The use of OCS monies allows revenues from a non-renewable resource to be reinvested in the nation's public park and outdoor recreation system by providing up to 50 percent matching grants to the States, and through the States to their local communities for the acquisition and development of land to meet the ever changing outdoor recreation needs of the nation.

As a condition of accepting the federal assistance, States agree to ensure that all Fund-assisted areas remain in public outdoor recreation use in perpetuity unless otherwise approved by the Secretary of the Interior (delegated to NPS) pursuant to Section 6(f)(3) of the LWCF Act and promulgated in 36 CFR Part 59.3. As such, the sponsor must agree to replace the converted parkland with land that is of at least equal fair market value and is of reasonably equivalent recreational usefulness and location as the converted parkland.

To maintain their eligibility to participate in the LWCF State Assistance Program, States and Territories must complete a Statewide Comprehensive Outdoor Recreation Plan (SCORP) every five years and obtain NPS approval of the plan. The purpose of the SCORP is to evaluate the demand for and supply of outdoor recreation resources and facilities in the state and to develop an implementation program for the plan. States also use the SCORP to develop criteria to aid the selection of potential LWCF projects from state and local applications. States forward eligible LWCF applications to NPS regional offices for final review and award.

To view the list of over 40,000 projects funded over the life of this program, go to [www.nps.gov/lwcf](http://www.nps.gov/lwcf) and click on “Project List by County.” You may discover that an LWCF site is in close proximity to your National Park unit. The Website also provides State LWCF contact information as well as NPS Washington and Regional Office contacts.

For more information, contact Michael D. Wilson, Chief, State and Local Assistance Programs, National Park Service, WASO, at [Michael\\_D\\_Wilson@nps.gov](mailto:Michael_D_Wilson@nps.gov).

**Useful links for this section:**

Land and Water Conservation Fund State Assistance Program Website  
<http://www.nps.gov/lwcf>

## **The Solicitor’s Office – under development**

### **Visitor and Resource Protection**

#### **Line of Duty Deaths**

The impact of every Line of Duty Death (LODD) on family, friends, and other National Park Service (NPS) employees can be profound. NPS provides support to the survivors and the extended community when a service employee is fatally injured in the line of duty, in an informative, sincere and honorable manner.

To ensure that each aspect of the process in dealing with a LODD is handled completely and professionally, NPS developed a Line of Duty Death Handbook in 2006. The handbook includes procedures you will need to ensure technical and emotional support for the family and co-workers of a NPS employee killed in the line of duty. This information is based on model policies from public service agencies. Many aspects of the handbook have been used successfully by NPS managers faced with LODD incidents.

Deaths other than in the line of duty do not fall under this handbook; however, superintendents have the discretion to use components of the handbook as appropriate for those incidents.

The handbook can be found on InsideNPS at  
<http://inside.nps.gov/waso/custommenu.cfm?lv=3&prg=175&id=4370>

Following a Line of Duty Death, it is the intent of the NPS to:

- Provide liaison assistance to the immediate survivors of **any** employee who dies in the line of duty.
- Provide Critical Incident Stress Management (CISM) services to co-workers and surviving families following a LODD.
- Manage the LODD response under the Incident Command System (ICS) at the appropriate level.
- Offer a support structure for the survivors by assisting with economic, legal, and professional concerns of survivors.
- Provide a support structure for NPS personnel, their families and ancillary communities that may be severely impacted.
- Assist NPS personnel involved in returning to normal duty.
- Educate NPS personnel in CISM issues and anticipated grief responses.

### **Superintendent's Role and Responsibility**

The death of an employee may be the most difficult work-related event a manager will experience. The actions and decisions made during the first critical hours and days will make lasting impressions on survivors, employees, and community leaders. It is imperative that managers ensure essential activities and actions are taken. The following checklist is included on the LODD website, and in the LODD Handbook.

1. Activate the Death Notification process
2. Follow NPS reporting procedures
3. Assign the Family Liaison
4. Request a CISM team
5. Consider an Incident Management Team
6. Consider request for activation of Special Events Team  
(The SET can provide critical support to the unit affected by the LODD, including continuity of unit operations and services that would otherwise be affected by the incident.)
7. Establish Funding Source as needed
8. Activate flag lowering/mourning bands procedures

Although this checklist may be more applicable to a more serious event (i.e., homicide), it can still provide guidance in any LODD.

The LODD Handbook will be updated by the end of 2008.

### **Key Contacts:**

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CISM Program Analyst  
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559-760-5085 cell

### Useful links for this section

Line of Duty Death Handbook:

<http://inside.nps.gov/waso/custommenu.cfm?lv=3&prg=175&id=4370>

Complete Checklist for Managers:

<http://inside.nps.gov/waso/custommenu.cfm?lv=3&prg=175&id=4370>

Concerns of Police Survivors (COPS):

[www.nationalcops.org](http://www.nationalcops.org)

National Fallen Firefighters Foundation:

[www.firehero.org](http://www.firehero.org)

International Critical Incident Stress Foundation:

[www.icisf.org](http://www.icisf.org)

## Emergency Management

The strategy of the National Park Service's (NPS) emergency management effort is to direct a course of action that will provide an efficient and safe response within the national parks and beyond traditional NPS boundaries - while maintaining accountability to the Department of the Interior (DOI). It is guided by the principle that protection of life is paramount.

Several federal laws give authority to various components of the NPS during emergencies and disasters. These include the following:

- **16 USC 1-4** – Generally known as the NPS “Organic Act,” these sections authorize the creation of the NPS and provide broad discretion in taking management actions to achieve the mission of the Service and the protection of parks and resources. These authorities include developing and maintaining facilities; managing resources; providing public services; enforcing laws; managing emergencies; entering into agreements; assisting other agencies in emergencies; purchasing supplies, equipment and services as well as other actions.
- **42 USC 5195-5197g** – The Stafford Act provides a system of emergency preparedness for the protection of life and property in the United States and vests responsibility for emergency preparedness jointly in the federal government and the states and their political subdivisions. This preparedness includes measures taken to prepare for or minimize the effects of an incident, to deal with the immediate emergency conditions caused by the incident and to restore normal conditions. The Federal Emergency Management Agency (FEMA) may reimburse federal agencies for such activities.

On a nation-wide scale, the National Response Framework (NRF) has been established to create an architecture for a comprehensive, national, all-hazards approach to domestic incident response. The framework establishes key response principles, roles and structures that guide the national response.

It describes how the federal, tribal, territorial, state, and local governments apply these principles for a coordinated, effective national response that includes private sector participation. It also describes special circumstances where the federal government may exercise a larger role, assisting on incidents where federal interests are involved and catastrophic incidents where a state would require significant support. Its real value, however, is in how these elements come together and are implemented by first responders, decision makers, and supporting entities to provide a unified national response.

Five key principles or themes are present in NRF. They are:

- **Readiness to Act** – Effective incident response requires readiness to act balanced with an understanding of risk. From individuals, families, and communities to local, state and federal agencies, national response depends on the instinct and ability to act.
- **Tiered Response** – Incidents must be managed at the lowest possible jurisdictional level and supported by additional response capabilities when needed.
- **Scalable, Flexible, and Adaptable Operational Capabilities** – As incidents change in size, scope, and complexity, the response must adapt to meet requirements.
- **Unity of Effort through Unified Command** – Effective unified command is indispensable to all response activities and requires clear understanding of the roles and responsibilities of each participating organization.
- **Engaged Partnerships** – Leaders at all levels must communicate and actively support engaged partnerships to develop shared goals and align capabilities so that none allows the other to be overwhelmed in times of crisis.

Within the NRF there are support annexes that describe the framework through which federal departments and agencies; tribal, territorial, state and local entities, the private sector, volunteer organizations, and non-governmental organizations coordinate and execute the common functional processes and administrative requirements necessary to ensure efficient and effective incident management.

DOI also is involved in various Emergency Support Functions (ESFs), and to that end the NPS has primary roles and responsibilities in:

- **ESF #9, Search and Rescue** – serving as the primary agency during inland, backcountry, or remote area SAR operations during a coordinated Federal response.
- **ESF #13, Public Safety and Security** – providing law enforcement officers for community policing, force protection, investigative operations, traffic control, and site security.

Additionally, the NPS has support roles and responsibilities in other ESFs such as: ESF #3, Public Works and Engineering; ESF #10, Oil and Hazardous Materials Response; ESF #11, Agriculture and Natural Resources; ESF #14, Long Term Community Recovery; and ESF #15, External Affairs.

To complete this task successfully, measures and procedures must be in place to reduce our vulnerabilities and increase the Service's capacity to respond effectively. To that end a clear

position must be properly illustrated and documented that provides the core architecture for positive results. All NPS units should have one or more overlapping plans in place. Examples of these include:

- Disaster Plan
- Concept of Operations for Emergency Management
- Emergency, or Incident Management Plan(s)
- Coordinated County or Regional Emergency Management Plan(s)
- Continuity of Operations (COOP) Plan
- Public Health / Infectious Disease, or Epidemic Control Plan
- Pandemic Flu Emergency Management Plan

These plans help ensure the safety of personnel engaged in the operation, functionality and efficiency in conducting emergency operations, and the reduction in the negative impact on human life, federal property, and natural and cultural resources.

The Servicewide Incident Management Program is managed by the Division of Law Enforcement, Security, and Emergency Services in Washington, D.C.

**Contact:**

Dean Ross, WASO - Branch Chief of Emergency Services , 202-513-7093

## **Incident Management Program**

The National Park Service (NPS) has been a nationwide leader in the use of the incident command system (ICS) for all-hazard applications – hurricane recovery operations, law enforcement incidents, special events, and many other complex tasks requiring resources beyond those available to local managers (e.g., the development of the NPS Fundamentals Training Program for new employees). The NPS incident management program (IMP) has evolved to include all-hazard ICS training and qualifications for employees in any career field. A primary goal of the program is to prepare the workforce for service on incidents and events at the park, regional, and national levels.

To prevent, prepare for, respond to, and recover from terrorist attacks, major disasters, and other emergencies, the federal government, by Homeland Security Presidential Directive (HSPD-5), established a single, comprehensive approach to domestic incident management. The objective is to ensure that all levels of government across the nation have the capability to work efficiently and effectively together, using a national approach to domestic incident management. In these efforts, with regard to domestic incidents, the federal government treats crisis management and consequence management as a single, integrated function, rather than as two separate functions.

The NPS, Office of Emergency Services and the IMP provide the capability for the Service to meet national incident management standards required of all federal agencies. The foundation of this directive, the National Incident Management System (NIMS), provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation.

All federal, tribal, territorial, state, local, private sector, and non-governmental personnel with a direct role in emergency management and response must be NIMS and ICS trained. Professional qualifications may be used in some positions to augment basic and required training requirements that are specific to incident management.

The NIMS training requirements for employees that participate in emergency response operations or support are outlined in the Department of the Interior Emergency Management Policy Guidance Bulletin 2007-1. Completion of entry level and advanced NIMS courses by NPS personnel will enable workers and support staff to better coordinate local park response capability, mutual aid response to regional events, and to Incidents of National Significance. All employees including temporary or administratively determined emergency hires must complete this training. Following are the minimum criteria established for the four basic levels of personnel.

- Entry Level Personnel
  - IS-700: NIMS, An Introduction
  - ICS-100: Introduction to ICS
- Single Resource Personnel, Non-Supervisory
  - IS-700, ICS-100 and ICS-200: Basic ICS or its equivalent
- Team Leaders, Supervisors, Emergency Operations Center (EOC) Staff, etc.
  - IS-700, IS-800.A NRP, ICS-100, ICS-200 and ICS-300
- Command and General Staff; Area, Emergency and EOC Managers, etc.
  - IS-700, IS-800.A, ICS-100, ICS-200, ICS-300 and ICS-400

All of the above training courses, excluding ICS-300 and ICS-400, are available on-line at <http://training.fema.gov/IS/crslst.asp>.

In addition to the course requirements outlined above, the Federal Emergency Management Agency's Emergency Management Institute released G402: Incident Command System Overview for Executives/Senior Officials. While this course is not required for NIMS compliance, all executives or senior officials that will interface with ICS or NIMS should complete this training.

During disasters, emergencies, or special events where the complexity or scope requires a seasoned cadre of personnel to manage the incident, the NPS has four Incident Management Teams available to coordinate and assist. They are the National Team, the Eastern Team (jointly sponsored by NCR, SER and NER), the Central Team (IMR and MWR), and the Western Team (jointly sponsored by AR and PWR).

A sampling of the scores of regional and national team deployments over the past decade and a half includes the following:

- Pearl Harbor 50th anniversary(1991)
- Hurricane Andrew recovery efforts in south Florida (1992)
- Floods in Yosemite NP (1997)
- Removal of the tower at Gettysburg NMP (2000)
- Coordination of the NPS response to 9/11 (2001)
- Salt Lake City winter Olympics (2002)

- Hurricane Isabel (2003)
- Hurricanes Katrina-Rita-Wilma (2005)
- Operation Consent Decree (2008)

The Servicewide Incident Management Program is managed by the Division of Law Enforcement, Security, and Emergency Services in Washington, D.C.

### **Key Contacts:**

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202-513-7093

Don Boucher  
Chair, Incident Management Program Steering Committee  
202-619-7039

## **Wilderness**

If you are the superintendent of a park that has wilderness (eligible, study, proposed, recommended, potential or designated) then you need to be familiar with the requirements of the [Wilderness Act](#). Although we have to understand and adhere to numerous laws on a continual basis, the Wilderness Act is the only law that changes the status of the land, not just dealing with the resources that are on it. Requirements of the act can fundamentally change how you conduct business in wilderness. You should refer to [Chapter 6 of the NPS Management Policies](#), Director's Order 41 and Reference Manual 41 for specific guidance on the stewardship of wilderness.

The [NPS Wilderness Program](#) is part of the Wilderness Stewardship and Recreation Management Division in the Visitor and Resource Protection Directorate. Program staff works closely with all directorates, divisions, regions and individual parks since wilderness stewardship is multifaceted and involves all work units. Over 85% of NPS lands are managed as wilderness, including the categories of eligible, study, proposed, recommended, potential and designated wilderness, according to policy. Nearly 53% of the National Park System is congressionally designated as wilderness.

A good source of information and advice is the [NPS Wilderness Leadership Council \(WLC\)](#), formerly known as the National Wilderness Steering Committee (NWSC). The WLC is comprised of superintendents and multidisciplinary staff whose purpose is to serve as an advisory body to the NPS Director on all matters pertaining to wilderness and to enhance the ability of the agency to address critical wilderness stewardship issues. The vision of the WLC is to inspire stewardship of America's enduring wilderness through engagement, education and leadership. An objective of the WLC is to facilitate the understanding of wilderness stewardship as a core mission in which virtually all disciplines have important roles and responsibilities. The Council has developed a variety of guidance papers, reports and handbooks to assist park management and staffs. The Council's purpose, as stated in its Charter, is to:

- Serve as an advisory body to the Director on all matters pertaining to wilderness in the National Park System; and enhance the ability of the agency to address critical wilderness stewardship issues.
- Facilitate the preservation and protection of the wilderness resources of the National Park System in keeping with guidelines established by management policies, director's orders, reference manuals, and the letter and spirit of the 1964 Wilderness Act and subsequent legislation pertaining to wilderness including all areas identified as "designated," "potential," "recommended," "proposed," "study," and "eligible" wilderness.
- Assist the Directorate and parks in developing and implementing programs and projects that improve the accountability, consistency, and continuity of the National Park Service wilderness stewardship.
- Facilitate the understanding of wilderness stewardship as a core mission of the National Park Service in which virtually all disciplines in the National Park Service workforce have important roles and responsibilities: resource protection, natural and cultural resources management, science, education, trail maintenance, training, etc.
- Facilitate the National Park Service to be a leading partner in wilderness stewardship efforts within the framework of the National Wilderness Preservation System.

The [Arthur Carhart National Wilderness Training Center](#), located in Missoula, Montana, is the primary source for wilderness stewardship training, information and education. It is an interagency partnership between the BLM, FWS, FS, and NPS. The Center's mission is to preserve the values and benefits of wilderness for present and future generations by connecting agency employees and the public with their wilderness heritage through training, information, and education. They develop and offer a wide variety of [training courses](#), both face-to-face and on-line, educational opportunities and informational materials for employees at all levels of the organization.

The [Aldo Leopold Wilderness Research Institute](#), also located in Missoula, Montana, is the premier institution for wilderness stewardship research. It, too, is an interagency partnership. The Institute's mission is to provide scientific leadership in developing and using the knowledge needed to sustain wilderness ecosystems and values. They develop the scientific knowledge and tools needed to protect and sustain wilderness and the ecological and social values derived from wilderness; and communicate and facilitate the application of this knowledge to wilderness management agencies and other interested groups.

There are numerous sources on the web for information and help. The InsideNPS [National Wilderness and Recreation Programs](#) webpage is a good place to start. It provides an overview of the NPS Wilderness Program with a multitude of links to more specific wilderness information, guidance, reference materials, tools, WLC meeting agendas, notes, products and contact information. Additional information can be found on the public [NPS Wilderness](#) website and [Wilderness Views \(English version, Spanish version\)](#), a part of *Views of the National Parks*, a multimedia education program that presents stories of the natural, historical, and cultural wonders associated with national parks. Another excellent website is [Wilderness.net](#), where you will find general overviews and specific information about the National Wilderness Preservation System, stewardship and educational resources, scientific information, agency policies, relevant legislation, communication

tools to connect you with others in the wilderness community and more. It is a partnership between the Arthur Carhart National Wilderness Training Center, the Aldo Leopold Wilderness Research Institute and [The University of Montana, College of Forestry and Conservation's Wilderness Institute](#).

**Key contacts for wilderness are:**

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A list of the [Wilderness Leadership Council members](#) can be found on the Wilderness Leadership Council webpage on InsideNPS.

**Useful links for this section:**

National Wilderness Program webpage:  
[Wilderness Stewardship – NPS Wilderness Program](#)  
[Wilderness Leadership Council](#)

NPS Wilderness websites:  
[wilderness.nps.gov](http://wilderness.nps.gov)  
[Intermountain Region](#)

Wilderness training, information and education:  
[Wilderness.net](http://Wilderness.net)  
[Arthur Carhart National Wilderness Training Center](#)  
[Aldo Leopold Wilderness Research Institute](#)  
[Ninemile Wildlands Training Center](#)  
[Wilderness Views \(English version\)](#)  
[Wilderness Views \(Spanish version\)](#)  
[Wilderness Management Distance Education Program](#)

## Fire Management

If you are the superintendent of a park that has a fire management program and/or burnable vegetation that requires a Fire Management Plan (FMP) you should refer to [Section 4.5 of the NPS Management Policies 2006](#); [Director's Order 18](#); [Reference Manual 18](#); and the [Interagency Standards for Fire and Fire Aviation Operations \(Red Book\)](#) for specific guidance.

As an important part of fulfilling its mission, the National Park Service manages wildland fire to protect the public, park communities and infrastructure; to conserve natural and cultural resources; and to maintain and restore natural ecosystems and processes. The highest priority under all circumstances is firefighter and public safety. All plans, project implementation, and responses to wildland fire must demonstrate this commitment.

The Park Superintendent is responsible to the Regional Director for the safe and efficient implementation of fire management activities within their unit, including cooperative activities with other agencies or landowners in accordance with delegations of authorities. **The Park Superintendent or principal acting will meet the required elements outlined in the *Management Performance Requirements for Fire Operations* in [Chapter 3 of the Red Book](#).**

The Chief, Division of Fire and Aviation provides leadership and assists regions and parks to develop, implement, and maintain safe, effective, and efficient fire and aviation management programs that meet land management objectives. The Regional Fire Management Officer (FMO) is responsible and accountable for providing planning, coordination, training, technical guidance, and oversight to the park fire management programs. The park FMO is responsible and accountable for providing leadership for fire and aviation management programs at the local level.

The Superintendent annually shall provide and update the expectations of the FMO duties by means of two instruments. One is a limited Delegation of Authority (DOA) that encompasses their scope of duties. The other is an Inter-park agreement for those cases where a Park Group FMO handles defined duties on behalf of another NPS unit within the defined Park Group.

### Fire Management Plans

Parks with vegetation capable of burning will prepare a fire management plan that is consistent with federal laws and departmental fire management policies, which includes addressing the need for adequate funding and staffing to support the planned fire management program. The plan will be designed to guide a program that:

- Responds to the park's natural and cultural resource objectives;
- Provides for safety considerations for park visitors, employees, and developed facilities;
- Addresses potential impacts on public and private neighbors and their property adjacent to the park; and
- Protects public health and safety

The park's FMP tiers to the park's existing planning documents such as the General Management Plan. The FMP is approved when signed by the superintendent. The superintendent is responsible for assuring policy and regulatory compliance as well as technical and operational soundness prior to approval. The superintendent should consult with park and regional fire program managers in the development, review and revision of the FMP. More information can be found in Chapter 4, RM-18.

## **Funding for Wildland Fire Management**

Funding for wildland fire management activities is provided through the Department of the Interior and Related Agencies Appropriation Act, which may be supplemented by the emergency authority provisions of Section 102 of the Title 1 Act contained within the Wildland Fire Management Appropriation.

Wildland fire management funds are non-ONPS (Operations of NPS), no-year funds. The NPS Branch of Wildland Fire at the Fire Management Program Center (FMPC), through the WASO Budget Office, distributes these funds to parks and regions. In the event that adequate wildland fire management funds are not appropriated, parks may need to supplement wildland fire management funding with ONPS (Operations of NPS) funding to achieve minimum fire management capability. More information can be found in Chapter 14, RM-18.

## **Reviews**

*Preparedness* – Fire preparedness reviews assess fire programs for compliance with established fire policies and procedures as outlined in the current Red Book and other pertinent policy documents. Annual reviews will be conducted by park fire management staff. Regional interagency review teams will conduct a more in-depth review on a scheduled basis.

*Program* – Program reviews provide support to park management in improving program effectiveness, customer service, employee safety and morale and fiscal accountability. The regional director will convene review teams to review park fire and aviation programs on a regularly scheduled basis.

*Fire* – Fire reviews examine all or part of the operations on an individual fire. The authority to convene a fire review rests with the park superintendent, regional director, or the Associate Director, Visitor and Resource Protection. It is the clear responsibility of the park superintendent to call for a review, to ensure timely completion, and to implement recommended actions.

## **Incident Management**

The superintendent (or delegate) establishes specific performance objectives for the Incident Commander (IC) and delegates the authority to the IC to take specific actions to meet those objectives. Specific responsibilities can be found in [Chapter 11 of the Red Book](#).

A [Wildland Fire Situation Analysis](#) (WFSA) is a decision making process that evaluates alternative wildfire suppression strategies against selected environmental, social, political, and economic criteria. The WFSA is used when a wildfire escapes initial attack. At estimated cost levels below \$2M the superintendent can certify the WFSA. Between \$2M-\$5M the regional director and above \$5M the NPS director is responsible for certification. The Wildland Fire Implementation Plan (WFIP) progressively developed plan that guides the management of a Wildland Fire Use fire.

## **Training**

### *Required Training:*

[Fire Management Leadership](#) – This training should be completed within two years of appointment to a designated management position.

### *Recommended:*

Wildland Fire Situation Analysis (WFSA)  
Wildland Fire Implementation Plan (WFIP)  
Fire Program Management

### **Key contacts for Wildland Fire Management are:**

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208-387-5226

Mark Koontz,  
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### **Useful links for this section:**

NPS Division of Fire and Aviation Management: <http://inside.nps.gov/waso/waso.cfm?prg=73&lv=2>

National Interagency Fire Center (NIFC): [www.nifc.gov](http://www.nifc.gov)

Interagency Standards for Fire and Fire Aviation Operations:

[http://www.nifc.gov/policies/red\\_book.htm](http://www.nifc.gov/policies/red_book.htm)

Agency Administrators Guide to Critical Incident Management: <http://www.nwcg.gov/pms/pubs>

Interagency Fire Program Management Qualifications Standards and Guide: [www.ifpm.nifc.gov](http://www.ifpm.nifc.gov)

Interagency Wildland Firefighter Medical Qualification Standards:

[http://www.nifc.gov/medical\\_standards](http://www.nifc.gov/medical_standards)

National Interagency Fuels Management: <http://www.nifc.gov/fuels/>

Burned Area Emergency Response (BAER): [http://www.nifc.gov/BAER/Page/NIFC\\_BAER.html](http://www.nifc.gov/BAER/Page/NIFC_BAER.html)

Wildland Fire Policy Documents: [http://www.nifc.gov/fire\\_policy/](http://www.nifc.gov/fire_policy/)

## Situations That Shout “Watch-out!”

- Documentation does not indicate that resource decisions are supported by the best available scientific knowledge and research.
- There is a decline in the condition of park resources during the tenure of the Superintendent and there are no developed plans or techniques employed to restore degraded natural/cultural systems.
- Increase in EEO/Grievances/Classification appeals.
- Increase in lost time/reportable accidents occurring in park.
- Budget performance is consistently over or under authorization.
- Media coverage is critical of park decisions/services.
- State/Local government perceptions are negative (including SHPO’s) regarding park decisions/management.
- Soft dollars for projects consistently are not obligated in a timely manner, are frequently over/under projected costs, or similar issues constantly arise.
- Increase in turnover of key staff members.
- Increase in Congressional inquiry letters.

## Park Planning, Facilities and Lands

### Facilities Management

#### Park Facility Management Division

The Park Facility Management is responsible for the maintenance and operation of park facilities in our parks. Facility Management is typically involved with the entire life cycle of park facilities (i.e., from planning, design, construction, operation and maintenance, rehabilitation, reconstruction, and removal). Park Asset Management Plans (PAMPs) are being prepared to adequately address the full cost of ownership for park facilities. PAMPs are in response to requirements of Executive Order #13327 on Federal Real Property Asset Management and requirements of *Director’s Order #80 Real Property Asset Management*.

The NPS uses [MAXIMO](#), a Facility Management Software System (FMSS), to collect data for the management of NPS assets. Site Specific Asset Business Plans have been developed for every park based on data that resides in MAXIMO. These plans provide a summary-level overview of the

constructed asset portfolio at each park. The contents include information about who occupies NPS assets, how important each asset is in supporting the park mission, operations and maintenance funding levels, and key data about current replacement values, quantities, asset condition, and the amount of deferred maintenance. The plans also predict future system replacement needs, out-year project development, and candidates for planned disposition.

The Park Facility Management Division (PFMD) is located at headquarters in Washington, DC with a small support office in Denver, CO. The [mission](#) <http://inside.nps.gov/waso/custommenu.cfm?lv=2&prg=41&id=6611> of this Division involves over 7,000 NPS facility management employees and all 391 park areas. The Division is organized into five branches that administer eleven Servicewide [programs](#) :

### **Asset Management Branch**

[Asset Management Program](#)

### **Environmental Management Branch**

[Environmental Management Program](#)

[Green Energy Parks Program](#)

### **Information Technology Branch**

[FMP Portal \(logon page for FMSS and related applications\)](#)

[Mobile FMSS](#)

[Project Bridge: An Interface Between FMSS and PMIS](#)

### **Park Improvement Branch**

[Accessibility Management Program](#)

[Cyclic Maintenance Program](#)

[Housing Management Program](#)

[Recreation Fee Project Management](#)

[Repair/Rehabilitation Program](#)

### **Transportation Branch**

[Dam Safety Program](#)

[Park Roads and Parkways Program](#)

[Transportation Management Program](#)

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Key contacts:

**Chief**

**Park Facility Mgmt. Division**

Tim Harvey

(202) 513-7034

## Park Housing

The National Park Service housing program crosses many disciplines in managing and maintaining our park housing assets. It is the policy of the NPS to provide "safe, sanitary and energy efficient housing" for our tenants. Key management documents you should look for include: Departmental Quarters Handbook (400DM); the NPS housing policy; NPS Employee Housing Management Handbook; and the Housing Management Plan.

The following are some of the housing management requirements per Departmental and/or NPS policy and regulation:

Each park shall have a **Housing Officer** who is knowledgeable and responsible for the management of the park's housing program. Park managers can delegate to someone in the park. This person will be the first point of contact for all housing issues at the park; including management, maintenance and operation of the program and setting the rental rates for each housing unit.

**Housing Management Plan (HMP).** Required per 400DM, Departmental Quarters Handbook and NPS requirement. Update is required every five years for review and approval by the Regional Director. It is this region's requirement to follow the Generic HMP format for consistency and to assure all information is included in the plan as required. Parks that do not have a current HMP should submit an updated plan to the Regional Housing Coordinator. It is not necessary to update the full HMP if only a few sections need to be updated. Submit only necessary sections and the appropriate approval pages.

**Quarters Management Inventory System (QMIS).** This software program documents the inventory and its condition, thereby calculating the rental rate for each housing unit. Annual updates are required for rental rate adjustment due to consumer price index (cpi) adjustment. Data rollup to Region is required in March of each fiscal year following the cpi adjustment. The data is then rolled up to the WASO Housing Office where it is spot checked and they in turn roll it up to the Department where it becomes the official NPS housing inventory. They then both use the data within for various reports. Therefore, it's imperative that each park reviews and corrects any error prior to the rollup.

**Housing Inventory.** The official NPS inventory is documented in the QMIS program. Only those housing units approved by the Director can be used as housing. Housing acquired by any means requires approval by the Director, in advance of occupancy. An approved Form 10-373 is also required for temporary and/or leased housing.

**Required Occupancy.** Approved by the Regional Director. Must be included in the position description and prior to advertising a job vacancy announcement. This has tax implications for the tenant and becomes a worker's compensation liability to the park.

**Use of Rental Income.** Parks shall collect rent on all housing units via payroll deduction regardless of occupancy. Housing rental income shall be deposited into "a special fund to remain available until expended, for the maintenance and operation of the quarters of that agency." Rental income can only be spent on housing. Funds can be transferred to other park units for use on their housing,

if needed. Rent that cannot be collected via payroll deduction may be collected via a Bill of Collection or Income Transfer from benefiting account for VIPs, SCAs or other non-paid staff that is in park housing. **Rent cannot be waived.**

**Housing Needs Assessment.** NPS is held to the number of units reported to Congress in September 1999. Superintendents identified and submitted a list of those "Eligible Housing Units" in March 2005 consistent with the report. Funding is limited to these units only, regardless of fund source.

**Project Management Information System (PMIS).** All housing projects (replacement, rehabilitation or removal) are required to be documented and requested via this system. All housing construction regardless of cost and all housing rehabilitation over \$100,000 require a Housing Spending Plan to be submitted to the WASO Housing Office.

**Facility Management Software System (FMSS).** All housing assets must be entered into this system. Refer to "Interim Guidance on Entering NPS Employee Housing into FMSS" issued August 2005.

**Development Advisory Board (DAB) review.** All housing construction regardless of cost requires approval by the Director, unless the estimate is within the 110% of the Housing Cost Model estimate. Those between 110% - 125% would be reviewed via a "staff review" (i.e. WASO Housing staff) and those over 125% would require full DAB submittal, review and presentation. Once reviewed, projects require Director's approval with the Director's Approval Form prior to contracting.

**Housing Cost Model.** The NPS is required to utilize the "Tri-Services Military Family Housing Cost Model" when estimating and funding any housing construction.

**Housing Information Portal (HIP).** This is the future "one stop shopping" location of all housing information. Currently, this is where information from FMSS and QMIS is integrated to determine the condition rating for the interior and exterior of each housing unit utilizing the FMSS deficiencies as documented by the work order deficiencies in the system and the unit's Habitability Rating score. It will eventually store and provide additional data.

**Useful links for this section:**

NPS Housing website:

<http://inside.nps.gov/waso/waso.cfm?prg=154&lv=3>

Management Policies (Section 9.4.3):

<http://www.nps.gov/policy/MP2006.pdf>

Housing Information Portal (HIP):

<http://165.83.200.4/Division/SLAP/SLAPLogin.cfm> (need user name and password)

Quarters Information Management System (QMIS):

<http://www.nbc.gov/supportservices/quarter.html> (NBC website)

Housing Prototype (Design) Catalog:

<http://inside.nps.gov/regions/region.cfm?rgn=1015&lv=3>

Housing Cost Model:

<http://inside.nps.gov/waso/custommenu.cfm?id=1339&prg=424&lv=4> (from WASO Housing website)

## Storm Damage/Emergency Funding

“Storm damage” is a generic funding term used to address severe damage to infrastructure and resources that results from natural events such as storms, floods, earthquakes, landslides, volcanic eruptions, or structural fires. “Severe” damage can generally be defined as damage that exceeds a park’s financial capabilities to repair. Repairing damage resulting from wildfire events is covered by separate dedicated fund sources and not the subject of this section. Funding is only to be used to return facilities to pre-storm or pre-disaster conditions. Improvements above and beyond pre-disaster conditions can only be accomplished with other supplemental funding.

In the event of severe damage, repair and response funding is split into two major categories: 1) NPS owned public roads, parking areas and transit systems, and 2) all other NPS owned facilities (non-public roads, trails, buildings, utility systems, and other resources). Damage to public transportation facilities may be eligible for funding from the Emergency Relief for Federally Owned (ERFO) roads program. Repair of all other damage relies on fund sources from within the NPS.

The ERFO program is administered by the Federal Highway Administration (FHWA) through the Park Roads/Transportation Program Coordinator located in each NPS Region. Funds are allocated each year from the Highway Trust Fund (federal gas tax) for Emergency Relief of which the ERFO program is a subprogram. ERFO funds may be used to restore facilities in the event of widespread or catastrophic damage. Widespread damage is typically defined by having a State or Federal disaster declaration, and catastrophic is typically defined as a localized event that destroys major facilities (e.g. a desert flash flood that washes out a bridge and is confined to only one watershed) where damage exceeds \$750,000. In the event of a disaster declaration the \$750,000 minimum does not apply.

If an event is found to be eligible for ERFO funding, the engineering and construction administration expertise of the FHWA can be utilized to complete required repairs. ERFO funds can also be used to remove facilities if the demolition and restoration costs are lower than the approved repair costs.

For damage to other non-ERFO eligible facilities or resources, the funding resources available for repair work varies according to the cost, when in the fiscal year the event occurs and how high the demand is for such funds is service wide. Typically a nominal amount of funds are appropriated in the ONPS program budget each year for “Emergency and Unanticipated Needs” otherwise known as ‘storm damage’. However these funds are available on a first come first serve basis and usually obligated and expended very early in the fiscal year and unavailable during the late fall or winter months. When funds are not available from the storm damage fund, the park should coordinate with their Regional Office on alternative sources of funding from regionally managed programs (e.g. Repair-Rehabilitation). If the damages exceed the funding or eligibility limits for those programs, and NPS storm damage funds are not available, then the repair work may have to wait for additional funding in a future fiscal year. The Washington (WASO) Budget Office is currently working on developing a service wide policy regarding storm damage funding procedures, but it has not yet been completed.

In a year where serious damages occur in many parks nationwide, the Administration may ask Congress to reprogram Line Item construction projects, or ask Congress to pass a supplemental emergency appropriation legislation to fund the repair work. If funds cannot be re-programmed or a

supplemental appropriation is not passed, the repair work may need to be deferred until funding is available. If a supplemental appropriation is requested from Congress this may be the one time in which asking for funds to improve facilities beyond the pre-storm conditions is appropriate. Fund requests that remove facilities, or can be clearly shown to reduce the risk of future damage or relocate facilities to avoid future damages are generally well received.

### **Basic Storm Damage Response Steps:**

1. Respond to save lives, and keep people out, or move people out of further danger.
2. Determine initial scope of damage.
3. Depending upon scale of damage, consider initiating the Incident Command (IC) system. Contact your Regional Chief Ranger to approve.
4. Take steps (if any are available) to keep additional damage from occurring.
5. Contact your regional Facilities Management and Budget offices to notify them of event and scale of event, and if needed to ask for technical and management assistance.
6. Start documenting all funds expended (materials, labor, equipment etc.), and try to separate expenditures by site where damage has occurred.
7. Assess damage and estimate damage costs using FMSS under an “Emergency” type of work order.
8. Enter separate emergency packages in PMIS for ERFO eligible, and NPS storm damage (non-ERFO) eligible repairs. These can be very simple entries.
9. Be prepared for immediate calls from WASO, Congressional delegation and media asking for damage and cost data.
10. Initiate Emergency Repairs, noting that funding may only be available for repairs of life, health and safety items.
11. Initiate Permanent Repairs upon confirmation of funding from Regional Budget Office.
12. Close out the Disaster/event (final cost accounting and completion reports), typically within one year of receipt of funds.

When disaster strikes don’t dawdle; move quickly to ask for assistance and help in assessing damage and completing repairs. In recent major events we have accomplished nearly all of the permanent repairs in less than 12 months. That is a standard that should be strived for. All aspects of completing required repairs ranging from environmental compliance to contracting are easier and less cumbersome if undertaken during the initial emergency phases of an event.

## **Safety in a Nutshell**

Safety is a priority for the National Park Service. It is imperative that you work closely with your Safety Manager or your Collateral Duty Safety Officer (CDSO) to make sure you have, or you are working toward having, the proper safety policies and procedures established for your park. This person, in conjunction with the safety committee, should actively identify hazards, track incidents, and help to resolve all health and safety issues in your park. They should also maintain the OSHA 300 log, review all incidents in the Safety Management Information System ([SMIS](#)) system, and coordinate all mandatory safety instructions.

Success in the realm of safety and health is achieved when all employees understand and participate in the park's safety program. Employees must readily recognize management’s commitment in providing and perpetuating a safe and healthful working environment. They must also fully

understand that it is never acceptable for any employee to participate in unsafe acts or to take unnecessary risks at any time.

### Your Responsibilities:

Provide a safe and healthful work environment for all employees.

Show your commitment to safety through actions, by setting a good example.

Work continuously toward improving the safety performance of your park.

Report all recordable incidents with 48 hours to your regional office.

Review all safety incidents in the [SMIS](#) system and approve them in a timely manner.

Review and sign the OSHA 300 log annually and post the OSHA300A from Feb 1 - Apr 30

#### **Useful links for this section:**

Regional Safety Policy:

<http://inside.nps.gov/regions/custommenu.cfm?lv=2&rgn=70&id=610>

48-Hour Notification of Recordable Accidents/Incidents

<http://inside.nps.gov/regions/custompages.cfm?rgn=664&id=4588&lv=3&pgid=1883>

Access to the SMIS online system:

<https://www.smis.doi.gov/>

Contact information for regional safety staff:

<http://inside.nps.gov/regions/contacts.cfm?lv=2&rgn=70>

## **Compliance**

Although there are numerous environmental and historic preservation laws with which we must comply (e.g., the Clean Air Act, the Endangered Species Act, the Archeological Resource Preservation Act, the Wilderness Act), when we talk about compliance we are generally referring to the National Environmental Policy Act (NEPA) and Section 106 of the National Historic Preservation Act (NHPA). Every park should have a NEPA coordinator and a Section 106 coordinator; in smaller parks they may well be the same person.

The documents which provide the guidance for this compliance are DO-12 and the DO-12 Handbook for NEPA and the Programmatic Memorandum of Agreement (PMOA) among the National Park Service, the Advisory Council on Historic Preservation and the National Conference of State Historic Preservation Officers. To streamline the compliance process the DO-12 Handbook contains categorical exclusions (see Section 3.0 of the handbook) and the PMOA contains

programmatic exclusions that allow specified types of projects to proceed with internal NPS review and approval if the proper procedures are followed. To obtain a copy of the PMOA programmatic exclusions you will need to contact your park's Section 106 Coordinator. The existing PMOA was signed in 1995 and a new agreement is currently being negotiated.

A good place to find guidance for NEPA is on the WASO site on InsideNPS. Go to WASO>Select an Office>Natural Resource Stewardship and Science>Offices and Functions>Natural Resource Program Center>Environmental Quality Division > Offices and Functions >[National Environmental Policy Act](#). There you can find the WASO contact, DO-12, the DO-12 Handbook and the DO-12 Field Guide on the left hand side of the screen.

All compliance documentation is prepared using the PEPC (Planning, Environment and Public Comment) website. This applies to projects that meet the standards for a categorical and programmatic exclusion as well as those that require an Environmental Assessment (EA) or an Environmental Impact Statement (EIS). The url for the PEPC website is <https://pepc.nps.gov/index.cfm>. If you don't already have one, you will need to contact the PEPC system administrator for your park or the regional administrator to set up a user name and password to use the website.

**Useful links for this section:**

WASO National Environmental Policy Act webpage:  
<http://inside.nps.gov/waso/waso.cfm?prg=724&lv=4>

PEPC online system:  
<https://pepc.nps.gov/index.cfm>

## Cultural Resources

Although we often think of park units as being natural or cultural parks, regardless of what their designation is, e.g. National Park, National Historical Park, National Monument, National Recreation Area, etc., all park units contain significant cultural resources. In the NPS we categorize them into five types, archeological resources, historic structures, cultural landscapes, ethnographic resources, and museum collections. There are many different professionals who are experts in working with each of these types of resources, but the principal ones are archeologists, historians, historic architects, landscape architects, cultural anthropologists and museum curators. Being able to recognize and understand the significance of all the different types of cultural resources can be a daunting task. Although you should become familiar with the types of cultural resources in your park, you should rely on the professionals to provide you with guidance and recommendations.

To help you become more familiar with cultural resources and their management, the Washington Office, Park Cultural Resource Program staff prepared the materials listed below.

These materials are posted on inside.nps > WASO > Directorates > Cultural Resources > Offices and Functions > Park Cultural Resources Programs > Offices and Functions > Archeology > [Materials for Superintendents](#) (you will find it in the left-hand navigation bar)

Here is a listing of the documents you will find on this page, with direct links to each:

[Leading Edge of Tradition: CR introduction \(powerpoint\) \(ppt\)](#)

Description: Overview of cultural resources in NPS

[Cultural Resource intro, contacts, etc with links \(doc\)](#)

Description: CR overview with useful summaries and links

[Accountability, Performance, Reporting and Funding for Cultural Resources \(powerpoint\) \(ppt\)](#)

Description: Powerpoint provides an overview of requirements

[FY2006-FY1007 Cultural Resources Funding Memo \(pdf\)](#)

Description: Memo on funds allocation and project criteria

[ONPS Cultural Resources Project Type Criteria \(doc\)](#)

Description: FY06-07 funding memo attachment on project type criteria

[Archeological Resources Inventory \(SAIP\) Allocation Methodology \(doc\)](#)

Description: FY06-07 funding memo attachment for archeology

[Museum collections backlog catalog \(BACCAT\) allocation methodology \(doc\)](#)

[back to top](#)

Description: FY06-07 funding memo attachment for Museum Management

[Section 110 Funding Document: sources for funding for activities in the national park system \(doc\)](#)

Description: There are many sources of funds for NHPA Section 110 activities

[NPS Fund Sources, descriptions \(txt\)](#)

Description: description of fund sources

[CR resources selected parks - for parks of new Superintendents in 2006 training course \(powerpoint\) \(ppt\)](#)

Description: powerpoint slides summarizing some parks' cultural resources

Although it is important to be familiar with cultural resource types and information, it is equally important, if not more important, to know where to find help when you need it. If you do not have a cultural resource specialist in your park (or even if you do), it is important to make contact with the cultural resource professionals in the regional offices. This information can be found on the [Points of Contact List](#) previously mentioned in this Document.

**Useful links for this section:**

Cultural Resource Materials for Superintendents:

<http://www.inside.nps.gov/waso/custommenu.cfm?lv=3&prg=279&id=4444>

Cultural Resource Points of Contact:

<http://inside.nps.gov/regions/contacts.cfm?lv=2&rqn=71>

**SEE LINKS ABOVE FOR SPECIFIC PROGRAM AREAS**

## Natural Resource Stewardship and Science

### Natural Resource Program Center

<http://www1.nrintra.nps.gov/>

The Natural Resource Program Center (NRPC) develops, interprets, disseminates, and uses the tools of natural and social science and resource management to protect and conserve national park resources and values. Established in 2005 as a part of the Natural Resource Stewardship and Science Directorate (NRSS), the NRPC helps provide national park managers with specialized resource management and policy expertise. Before the NRPC's creation, NPS natural resource programs operated independently – the NRPC allows for efficient administration and coordination. The NRPC also encourages the development of scientific, multi-program solutions to natural resource management problems in the national parks.

The purpose of the Natural Resource Program Center is to:

- provide national leadership for the development, operation, and oversight of a broad and integrated program for the management, protection, and understanding of park natural resources and values; and
- centralize, integrate, and apply professional natural and social science expertise and specialized technical assistance in support of park and National Park Service goals for the preservation and enjoyment of park natural resources and values where such expertise can not otherwise be provided efficiently at the park, regional office, or other level.

To help parks and partners in natural resource management, the NRPC:

- coordinates resource inventory and monitoring activities;
- implements technical resource management solutions;
- funds resource management projects;
- acts as a national clearinghouse for resource management information;
- facilitates resource management partnerships and training;
- informs the public about natural resource management programs and activities;
- synthesizes and disseminates resource management policy, regulations, and permitting; and
- supports resource management planning, research, and policy development.

The NRPC's multidisciplinary staff helps resolve park resource management challenges that originate in or outside of National Park System units. NRPC professionals are

- scientists,
- natural resource managers,
- information technology experts,
- policy and regulatory compliance experts, and
- educators and interpreters.

Managed by a Center Director, the NRPC is organized into five divisions—Air Resources, Biological Resource Management, Environmental Quality, Geologic Resources, and Water Resources—and three offices—Education and Outreach, Inventory, Monitoring and Evaluation, and Natural Resource Information Systems.

## Office of the Center Director

George Dickison, Center Director  
Fort Collins, CO  
970-225-3557  
[George\\_Dickison@nps.gov](mailto:George_Dickison@nps.gov)

### **OCD Key Program Areas**

*Natural Resource Preservation Program*

Joe Chambers, Program Analyst  
[Joe\\_Chambers@nps.gov](mailto:Joe_Chambers@nps.gov)

## Office of Inventory, Monitoring & Evaluation (OIME)

<http://www1.nrintra.nps.gov/im/>

As part of the National Park Service's effort to "improve park management through greater reliance on scientific knowledge," the Inventory and Monitoring (I&M) Program collects, organizes, and makes available natural resource data. I & M contributes to the Service's institutional knowledge by facilitating the transformation of data into information through analysis, synthesis, and modeling. As part of their mission, I&M encourages the integration of inventory and monitoring data into NPS planning and management. By monitoring park ecosystems and establishing their work as a standard, System-wide practice, I&M allows managers to make informed decisions that protect the health of the resource.

Steve Fancy, National Inventory & Monitoring Program Leader  
Fort Collins, Colorado  
[Steven\\_Fancy@nps.gov](mailto:Steven_Fancy@nps.gov)  
970-225-3571

### **OIME Key Program Areas**

*Data Management*

Margaret Beer, IT Specialist  
[Margaret\\_Beer@nps.gov](mailto:Margaret_Beer@nps.gov)

*Geographic Information Systems (GIS)*  
Peter Budde, Coordinator  
[Peter\\_Budde@nps.gov](mailto:Peter_Budde@nps.gov)

## Office of Natural Resource Information Systems

<http://inside.nps.gov/waso/waso.cfm?lv=3&prg=708>

The primary role of the Office of Natural Resource Information Systems (ONRIS) is to provide and administer Service-wide databases that meet the needs of natural resource program managers and to develop and maintain data processing tools and procedures to help park staff consistently manage natural resource information. Additional functions include coordination of Service- NRSS software applications and assistance with the planning, compilation, processing, reporting, and analyses of spatial and non-spatial data as needed to support NRSS program administration at park, regional, and national levels.

ONRIS provides complete software engineering and technical support services for the following Servicewide information systems:

Tim Goddard, Program Manager  
Fort Collins, Colorado  
[Tim\\_Goddard@nps.gov](mailto:Tim_Goddard@nps.gov)  
970-225-3543

### **ONRIS Key Program Areas**

*Integrated Pest Management Pesticide Use Proposal System (PUPS)*

Tim Goddard, Program Manager  
[Tim\\_Goddard@nps.gov](mailto:Tim_Goddard@nps.gov)

*Planning, Environment, and Public Comment (PEPC)*

Julie Fleming, Ecologist/Information Manager  
[Julie\\_E\\_Fleming@nps.gov](mailto:Julie_E_Fleming@nps.gov)

*Research Permitting and Reporting System*

<https://science1.nature.nps.gov/research/ac/ResearchIndex>  
Bill Commins, Information Technology Specialist  
[Bill\\_Commins@nps.gov](mailto:Bill_Commins@nps.gov)

## Office of Education and Outreach

<http://www1.nrintra.nps.gov/oeo/index.cfm>

The Office of Education and Outreach (OEO) meets the communication needs of the Natural Resource Program Center. OEO helps to plan, package, and deliver compelling natural resource

science messages and stories to interpreters, educators, and the public. In order to disseminate current natural resource information, OEO produces a variety of national publications, including *Park Science*. OEO provides opportunities for NPS staff to learn interpretation techniques and offers direct assistance in interpretive development. Other responsibilities include coordinating Learning Center functions and programs, environmental education, and interpretation activities for the NRSS. Through external and internal partnerships, OEO works to develop new interpretive products and techniques in order to help communicate and discover solutions to natural resource issues.

Mike Whatley, Program Manager  
Fort Collins, Colorado  
[Mike\\_Whatley@nps.gov](mailto:Mike_Whatley@nps.gov)  
970-225-3542

**OEO Key Program Areas**

*Views of the National Parks*

Bruce Nash, Ecologist

[Bruce\\_Nash@nps.gov](mailto:Bruce_Nash@nps.gov)

*Park Science*

Jeff Selleck, Writer-Editor

[Jeff\\_Selleck@nps.gov](mailto:Jeff_Selleck@nps.gov)

*Report to Congress*

Jana Friesen-McCabe, Writer-Editor

[Jana\\_Friesen\\_McCabe@nps.gov](mailto:Jana_Friesen_McCabe@nps.gov)

**Air Resources Division**

<http://www2.nrintra.nps.gov/ard/>

The Air Resources Division (ARD) assists parks in understanding and addressing the effects of air pollution, noise pollution and light pollution on park resources and values. The ARD oversees or conducts air quality, acoustic and night sky monitoring activities, including data synthesis and reporting; provides direct assistance to parks in complying with responsibilities under the Clean Air Act and Air Tour Management Act; and develops and/or interprets air resource policies, state and federal regulations, and guidance. In addition to providing assistance to parks, the ARD collaborates with regulatory agencies in the development of plans to mitigate pollution effects in parks.

Christine Shaver, Division Chief  
Lakewood, Colorado  
303-969-2074  
[Chris\\_Shaver@nps.gov](mailto:Chris_Shaver@nps.gov)

**ARD Key Program Areas**

*Policy, Planning & Permit Review*

John Bunyak, Supervisory Environmental Protection Specialist

[John\\_Bunyak@nps.gov](mailto:John_Bunyak@nps.gov)

*Research and Monitoring*  
John Vimont, Supervisory Physical Scientist  
[John\\_Vimont@nps.gov](mailto:John_Vimont@nps.gov)

*Natural Sounds Program*  
Karen Trevino, Program Manager  
[Karen\\_Trevino@nps.gov](mailto:Karen_Trevino@nps.gov)

*Night Sky Program*  
Chad Moore, Program Manager  
[Chad\\_Moore@nps.gov](mailto:Chad_Moore@nps.gov)

## **Biological Resource Management Division**

<http://www1.nrintra.nps.gov/brmd/>

The Biological Resource Management Division (BRMD) provides specialized scientific and technical assistance to three organizational levels of the National Park Service: individual parks, the park system as a whole, and Park Service leadership. BRMD staff offer program leadership for the management of biological resources and ecosystem processes. In addition, BRMD offers expertise in conservation biology, wildlife health and management, human dimensions, rare and endangered species, integrated pest management, invasive plant and animal species management and natural resource partnership and initiatives development.

Jerry Mitchell, Division Chief  
Fort Collins, Colorado  
970-225-3521  
[Jerry\\_Mitchell@nps.gov](mailto:Jerry_Mitchell@nps.gov)

Elaine Leslie, Dep.Chief, Operations  
Fort Collins, Colorado  
970-267-2135  
[Elaine\\_Leslie@nps.gov](mailto:Elaine_Leslie@nps.gov)

### **BRMD Key Program Areas**

*Endangered Species*  
Peter Dratch, Program Manager  
[Peter\\_Dratch@nps.gov](mailto:Peter_Dratch@nps.gov)

*Ecosystems and Restoration*  
Greg Eckert, Program Manager  
[Greg\\_Eckert@nps.gov](mailto:Greg_Eckert@nps.gov)

*Human Dimensions of Biological Resources*  
Kirsten Leong, Program Manager  
[Kirsten\\_Leong@nps.gov](mailto:Kirsten_Leong@nps.gov)

*Integrated Pest Management*  
Carol DiSalvo, Program Manager  
[Carol\\_DiSalvo@nps.gov](mailto:Carol_DiSalvo@nps.gov)

*Invasive Plants*  
(*POC Invasive Animals*)  
Rita Beard, Program Manager  
[Rita\\_Beard@nps.gov](mailto:Rita_Beard@nps.gov)

*Migratory Birds-Park Flight*  
Carol Beidleman, Coordinator  
[Carol\\_Beidleman@nps.gov](mailto:Carol_Beidleman@nps.gov)

*Program Development and New Initiatives*  
Linda Drees, Program Manager  
[Linda\\_Drees@nps.gov](mailto:Linda_Drees@nps.gov)

*Vegetation Inventory*  
Karl Brown, Program Manager  
[Karl\\_Brown@nps.gov](mailto:Karl_Brown@nps.gov)

*Wildlife Management and Health*  
Margaret Wild, Program Manager  
[Margaret\\_Wild@nps.gov](mailto:Margaret_Wild@nps.gov)

## **Environmental Quality Division**

<http://www1.nrintra.nps.gov/eqd/>

The Environmental Quality Division (EQD) carries out a broad based program of assistance and policy development in the areas of environmental impact analysis and conservation planning for actions proposed by the NPS; evaluation and restoration of damaged resources and recovery of damages from parties responsible for resource injury. Within EQD, the Conservation Planning and Compliance Office recommends policy related to NEPA implementation Service-wide and provides guidance to NPS units and regional offices on project-specific NEPA issues. The office coordinates training on Director's Order 12 and distributes current information on ever-changing NEPA approaches.

The Environmental Response, Damage Assessment, and Restoration Branch of the Environmental Quality Division is responsible for providing guidance for the appropriate and consistent application of Federal damage assessment and restoration statutes within NPS (including the Park System Resource Protection Act), and for coordinating and managing NPS damage assessment and restoration activities.

Vacant, Division Chief  
Washington, DC

### **EQD Key Program Areas**

*Environmental Response, Damage Assessment and Restoration*

Bruce Peacock, Branch Chief

[Bruce.Peacock@nps.gov](mailto:Bruce.Peacock@nps.gov)

*Environmental Compliance*

Acting, Branch Chief

### **Geologic Resources Division**

<http://inside.nps.gov/waso/waso.cfm?prg=713&lv=3>

The National Park Service Geologic Resources Division (GRD) provides national leadership and specialized assistance for managing geologic resources and protecting park resources from the adverse effects of mineral development in and adjacent to parks. The Geoscience and Restoration branch of GRD provides technical expertise to parks, manages disturbed land restoration, and assists with geologic hazard concerns. The Planning, Evaluation, and Permits branch evaluates legislative proposals, helps develop planning documents, and assists with permits and proposals inside parks and on adjacent lands.

Dave Steensen, Division Chief

Lakewood, Colorado

303-969-2014

[Dave.Steensen@nps.gov](mailto:Dave.Steensen@nps.gov)

### **GRD Key Program Areas**

*Geoscience and Restoration Branch*

Vacant, Supervisory Environmental Protection Specialist

*Planning, Evaluation, and Permits Branch*

Carol McCoy, Supervisory Operations Research Analyst

[Carol.McCoy@nps.gov](mailto:Carol.McCoy@nps.gov)

### **Water Resources Division**

<http://www1.nrintra.nps.gov/wrd/>

The Water Resources Division provides technical assistance and funding to parks in the areas of water rights, water quality, planning, floodplain and fishery management, watershed and wetland protection, policy and regulatory analysis, information management and interpretation, and training. With the mission of ensuring the health of water resources and water dependent environments, WRD provides direct aid to all levels of the NPS. WRD helps parks to identify and mitigate existing or potential threats to water resources.

Bill Jackson, Division Chief

Fort Collins, Colorado

970-225-3503

[Bill.Jackson@nps.gov](mailto:Bill.Jackson@nps.gov)

**WRD Key Program Areas**

*Ocean and Coastal Resources Branch*

Jeff Cross, Branch Chief

[Jeffrey\\_Cross@nps.gov](mailto:Jeffrey_Cross@nps.gov)

*Water Rights Branch*

Chuck Pettee, Branch Chief

[Chuck\\_Pettee@nps.gov](mailto:Chuck_Pettee@nps.gov)

*Water Operations Branch*

Gary Rosenlieb, Branch Chief (970-225-3518)

[Gary\\_Rosenlieb@nps.gov](mailto:Gary_Rosenlieb@nps.gov)

Hydrology and Watershed Management Program  
Gary Smillie (Program Lead) 970-225-3522

Water Resources Data and Information Management Program  
Dean Tucker (Program Lead) 970-225-3516

Water Quality Management Program  
Program Lead Vacant  
Contact Water Operations Branch Chief 970-225-3518

*Planning and Evaluation Branch*

Mark Flora, Branch Chief (303-969-2956)

[Mark\\_Flora@nps.gov](mailto:Mark_Flora@nps.gov)

Water Resources Planning Program  
David Vana-Miller (Program Lead) 303-969-2813

Wetlands Protection Program  
Joel Wagner (Program Lead) 303-969-2955

Fisheries Management Program  
John Wullschleger (Acting Program Lead) 970-225-2572

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**Office of the Associate Director of Natural Resource Stewardship and Science**

Bert Frost, Associate Director  
Washington, D.C.

Vacant, Deputy Associate Director  
Washington, D.C.

John Dennis, Chief Scientist  
Washington, D.C.

National Natural Landmarks  
Margi Brooks, Program Manager

Social Science Program  
Jim Gramann, Visiting Chief Social Scientist

Natural Resource Program Center  
George Dickison, Center Director

Cooperative Ecosystem Studies Units  
Tom Fish, National Coordinator

Research Learning Centers  
Ben Becker, National Coordinator

## **NPS Cooperative Ecosystem Studies Units**

Cooperative Ecosystem Studies Units (CESU) National Network is a network of cooperative units established to provide research, technical assistance, and education to Federal resource and environmental managers. These units are named to signify their broad role as providers of research, technical assistance, and education to federal land management, environmental, and research agencies. The word “cooperative” emphasizes that multiple federal agencies and universities are among the partners in this program. Ecosystem studies involve the biological, physical, social, and cultural sciences needed to address resource issues and interdisciplinary problem solving at multiple scales and in an ecosystem context.

There are 17 Cooperative Ecosystem Studies Units (CESU), and the National Park Service is a member of all of them. Basic support for the NPS participation in the CESU network was provided as part of the Natural Resource Challenge, with 12 of the CESUs getting annual funding. An NPS Research Coordinator is assigned to each CESU, and the coordinators have offices at the home university of their CESUs. (For example, the NPS Research Coordinator of the Rocky Mountains CESU has an office at the University of Montana, and the NPS Research Coordinator of the Southern Appalachian Mountains CESU has an office at the University of Tennessee.) Each NPS Research Coordinator possesses expertise at the senior scientist level in some discipline(s) of the natural, cultural or social sciences. Three of the CESUs also have NPS Cultural Resource Specialists (Rocky Mountains, Colorado Plateau, and Desert Southwest CESUs) who possess expertise in areas of cultural resource management and science.

The NPS Research Coordinators assist NPS parks and program offices by facilitating research, technical assistance, and education projects between NPS units and the partners within the CESU

network. There are currently over 200 university and non-governmental organization (NGO) partners in the CESU Network, all of which are available to any NPS unit, anywhere in the country, through the CESU cooperative agreements. A CESU project is processed as a task agreement through the CESU cooperative agreements, which are administered by different NPS regional and WASO offices. Each project has a 17.5% overhead, which goes entirely to the university and/or NGO partner, and which is a substantially reduced overhead than is normally charged. Once obligated to a CESU partner, NPS funding for the project is available for five years. Because these are cooperative agreements, and not contracts for services, the NPS contact person for each project needs to demonstrate “substantial involvement” with the cooperators in the conduct of the research or technical assistance. These cooperative agreements are negotiated for five fiscal years, with periodic renewals done through review and assessments performed by the CESU Council.

Basically, the NPS CESU Research Coordinators assist in the resource management by supporting collaborative efforts between NPS units and regional academic scientists and scholars. NPS Research Coordinators help find the needed expertise from the academic, federal agency and NGO partners within the CESU network, assist with scopes of work, conduct peer review, identify research needs, provide research assistance, process the task agreement paperwork, and administratively track the projects. At the end of each FY, the NPS CESU coordinators prepare an annual report, forwarded to the NPS Associate Director for Natural Resource Stewardship and Science, to meet the reporting requirements for the Natural Resource Challenge.

Tom Fish is the national CESU coordinator (tom\_fish@nps.gov). Following is a list of the 17 CESU units, followed by the names of the NPS Research Coordinators:

Californian CESU, Jim Shevock

Chesapeake Watershed CESU, Walter Zachritz

Colorado Plateau CESU, Judy Bischoff and A Trinkle Jones (Cultural Resource Specialist)

Desert Southwest CESU, Larry Norris and Pat O’Brien (Cultural Resource Specialist)

Great Basin CESU, Angie Evenden

Great Lakes CESU, Jerrilyn Thompson

Great Plains CESU, Gary Willson

Great Rivers CESU, Della Streaty-Wilhoit

Gulf Coast CESU, Louise Hose

Hawaii-Pacific Islands CESU, Darcy Hu

North and West CESU, Lois Dalle-Molle

North Atlantic Coast CESU, Charley Roman

Pacific Northwest CESU: vacant

Piedmont-South Atlantic Coast CESU, Ray Albright

Rocky Mountains CESU: Kathy Tonnessen and Christine Whitacre (Cultural Resource Specialist)

South Florida-Caribbean CESU, Carol Daniels

Southern Appalachian Mountains CESU, Ray Albright

**Useful links for this section:**

National CESU website, with a map and links to all the CESUs, including NPS contacts and all relevant paperwork:

<http://www.cesu.psu.edu>

# Critical Training for Superintendents

Below is a list of required and recommended trainings for superintendents.

The following is a list of training opportunities in various disciplines that National Park Service Training managers and subject matter experts recommend as priorities for new superintendents. This list is not intended to be exhaustive, but to provide a starting point for continuing education for superintendent excellence.

## Administration & Business Practices

Course	Contact	Description
<b>Introduction to Park Program Management (IPPM)</b>	<b>Sandretzky, Peggy (Acting)</b> Mather Training Center Phone: 304-876-7467 Fax: 304-876-7751 Email: <a href="mailto:peggy_sandretzky@nps.gov">peggy_sandretzky@nps.gov</a>	Inter-disciplinary course providing an introduction to analyzing and accomplishing work, techniques for planning and organizing work, management and accountability of funds, and evaluation of results. Upon completion, participants will have a thorough understanding of the relationships between resources, the park mission and the planning, programming and standards for all activities.
<b>Federal Appropriation Law</b>	<b>Shirley Petersen</b> Midwest Regional Office Phone: 402-661-1648 Fax: 402-661-1985 Email: <a href="mailto:Shirley_Petersen@nps.gov">Shirley_Petersen@nps.gov</a>	This intermediate course introduces the Federal budget process, the different types of authority, and basic controls and restrictions that limit the use of Federal resources. Course discussions will include: The Anti-Deficiency Act, appropriations and resource classifications, fundamentals of appropriation law, management discretion, and comptroller decisions and guidance. Participants receive CD-ROM containing the GAO Red Book, volumes 105, volume 1 Update and the Index and Table of Authorities.

Note: The training requirements for contracting, acquisition and purchasing are being revised. Anyone involved in administration management will be required to take the training. This should be completed some time in the next 6-12 months.

## Concessions Management

Course	Contact	Description
<b>Concession Management Training for Superintendents</b>	<b>Sandretzky, Peggy (Acting)</b> Mather Training Center Phone: 304-876-7467 Fax: 304-876-7751 Email: <a href="mailto:peggy_sandretzky@nps.gov">peggy_sandretzky@nps.gov</a>	The 4 day intensive course brings together a superintendent/park staff team to enhance the knowledge and skills of superintendents and concession specialists in concession management leadership, the prospectus process, change management, planning, financial and legal supervision of this complex and changing program of services in the national parks. The course will highlight some examples of "best practices" for park concessions operations. All attendees will receive a detailed set of program reference materials, regulatory information, resource lists, and new updates on concession processes.

## Cultural Resources Stewardship

<b>Course</b>	<b>Contact</b>	<b>Description</b>
<b>Natural and Cultural Resource Law &amp; Policy for Superintendents</b>	<b>Hall, Jeri</b> Albright Training Center Phone: 928-638-7927 Fax: 928-638-2953 Email: <a href="mailto:jeri_hall@nps.gov">jeri_hall@nps.gov</a>	This course provides an overview of federal natural and cultural resource laws and policies. Sessions include case laws that are specific to archeology, historic structures, endangered species, air, water, and other resources. Discussions include an historical overview of resource law development, legal authorities and development in the courts as well as current legal issues. Instruction is provided by lawyers and professionals in natural and cultural resource law.
<b>NEPA &amp; Section 106 Training</b>	These courses are presented on a regional basis, as needed.	This course provides a general overview of the National Environmental Policy Act (NEPA) and §106 of the National Historic Preservation Act (§106), including determining the major steps in the compliance process, making compliance in making resource-based decisions, determining appropriate levels of NEPA compliance, conducting internal scoping with an interdisciplinary team, evaluating the needs for basic inventory of park resources for planning purposes, evaluating impacts on park resources and values, preparation of NEPA documents, conducting Section 106 consultation, and using a variety of methods, and public involvement in the compliance process.

## Fire & Aviation Management

Course	Contact	Description
<b>Fire Management Leadership Course (FML)</b>	<b>Koontz, Mark</b> National Interagency Fire Center Phone: 208-387-5090 Fax: 208-387-5250 Email: <a href="mailto:mark_koontz@nps.gov">mark_koontz@nps.gov</a>	This course is a comprehensive look at the Agency Administrator's leadership role within the Fire Management Program, including the Federal Wildland Fire Management Policy. The intent is to provide a comprehensive understanding of the processes necessary to effectively manage complex fire situations. Included are the Agency Administrator's briefing, Wildland Fire Situation Analysis, and other items. Policy, authority, and responsibility are outlined. Additional tools for the Agency Administrator to more effectively manage the fire program are provided, with further insight into fire's role in wildland management. Internal and external relations and interagency cooperation opportunities are discussed. Emphasis is placed on an overall understanding of fire management and the Agency Administrator's role in it.
<b>L-480 Incident Management Team (IMT) Leadership</b>		L-480 will provide future Incident Management Team leaders (Command and General Staff) with the leadership tools to provide strategic direction and influence others to achieve team goals. The course is designed to develop personal leadership skills and command presence in order to increase effectiveness in the dynamic incident management setting.
<b>Structural Fire for Managers</b>	<b>Arnold, Richard</b> NPS DOI LEARN online training.	This course is intended to provide managers with the information necessary to fulfill park structural fire safety responsibilities, as well as assist with identifying resources to aid in structural fire management planning. This course provides a basic understanding of overall structural fire responsibilities, where to locate helpful resources for creation and implementation of park structural fire management program (SFMP).

Note: It is strongly recommended that superintendents be familiar with Wildland Fire Situation Analysis (WFSA) and Wildland Fire Implementation Plan (WFIP) familiarization as these are required actions by superintendents with fire management responsibilities.

## Information Management

Course	Contact	Description
<b>There are no current courses available for superintendents in information management.</b>	<b>Sandretzky, Peggy (Acting)</b> Mather Training Center Phone: 304-876-7467 Fax: 304-876-7751 Email: <a href="mailto:peggy_sandretzky@nps.gov">peggy_sandretzky@nps.gov</a>	

## Interpretation

Course	Contact	Description
<b>Foundations of Interpretation</b>	<b>Larsen, David</b> Mather Training Center Phone: 304-535-6437 Fax: 304-535-6408 Email: david_larsen@nps.gov	This course answers four fundamental questions about interpretation: What is interpretation?; Why do we do interpretation?; What skills do interpreters need?; and How do you do interpretation? Designed to provide an understanding of the theory and practice of interpretation, this course is ideal for those new to the field or anyone interested in a refresher on interpretation concepts. (found at <a href="http://www.parktraining.org">www.parktraining.org</a> )

Note: By end of fy08 the Interpretive Development Program Website will be completed and will include quick and easy information for superintendents on various aspects of interpretation including definitions, terms, and even pod casts. This can be found at: [www.nps.gov/idp/interp](http://www.nps.gov/idp/interp)

## Law Enforcement

Course	Contact	Description
<b>Law Enforcement for Managers</b>	<b>Usher, Don</b> Federal Law Enforcement Training Center Phone: 912-267-3190 Fax: 912-267-3188 Email: <a href="mailto:don_usher@nps.gov">don_usher@nps.gov</a>	Training on basic law enforcement topics for upper level management employees with supervisory or oversight responsibility for law enforcement programs.

## Maintenance

Course	Contact	Description
<b>Park Management Unified Through FMSS (MNT1006)</b>	<b>Hastings, Steve</b> Historic Preservation Training Center Phone: 301-663-8206 x134 Fax: 301-663-8032 Email: <a href="mailto:steve_hastings@nps.gov">steve_hastings@nps.gov</a>	This course is designed to provide information about the unification of park management by all park disciplines through the future use of the FMSS. While this course is not designed to teach individuals how to use the FMSS, it does provide an overview and introduction to how non-facility management disciplines might use the FMSS for better management and tracking of their projects and work. The Asset Management Process (AMP) is a necessary component for all disciplines within a park unit to understand, and many park disciplines will benefit from a more conceptual and comprehensive understanding of the FMSS.
<b>Managing Park Assets: API (MNT1004)</b>		This course will teach you about the Asset Priority Index (API) which measures the value of each asset in relation to a park's mission. It will also introduce you to the webpage for determining the API. Determining this value helps parks decide which assets should be retained and at what level they should be maintained.
<b>Asset Management: Foundations of Asset Management (MNT1007)</b>		This course discusses the components of the Facility Management Program; a program the NPS has adopted to manage its assets more effectively. It also includes a unit on the Asset Management Process, an established work flow that is common to many disciplines. It is based on industry standards and supports effective asset management.
<b>Park Asset Management Plan (MNT1019, MNT1020, MNT 1021, MNT1022)</b>		These four courses provide an Introduction to the Park Asset Management Planning process including methods for reviewing the park FMSS data for accuracy and completeness, grouping FMSS work orders to develop the most cost effective projects and how to move those projects into PMIS for funding, and covers concepts of Operations and Maintenance requirements, current funding and managing the gap through the use of the optimizer tool as well as asset disposition considerations.
<b>Asset Management: Asset Management Reporting System (MNT2003)</b>		This course consists of a manual and an assessment designed to ensure users have the information they need to access and run management reports through the Asset Management Reporting System (AMRS).

## Recreation & Conservation Programs

Course	Contact	Description
No courses available	<b>Potts, Rick</b> Chief of Conservation and Outdoor Recreation Phone: 202-354-6904 Fax: Email: rick_potts@nps.gov	

## Planning, Design & Construction

Course	Contact	Description
<b>Park Planning Introduction</b>	<b>Gregerson, Patrick</b> Chief of Planning Phone: 202-354-6972 Fax: Email: patrick_gregerson@nps.gov	This course is a seven-module on-line training, available through DOI Learn, that provides an introduction to NPS park planning using the general management plan process as an example. The course, led by NPS planners with extensive planning, public involvement and environmental compliance experience, will explore in greater depth and intensity the key planning concepts introduced through web-based training modules and the importance of a logical and trackable decision process. It will also provide an excellent opportunity to network with others involved in park planning.

## Risk Management

Course	Contact	Description
<b>Operational Leadership</b>	<b>Hawk, Jill</b> NER Chief Ranger Phone: 215-597-3679 Fax: 215-597-8641 Email: jill_hawk@nps.gov	This course identifies factors that affect performance. It is the responsibility of each team leader to provide the leadership necessary to increase team performance. This training has been developed for all NPS field work units. The concepts apply to a broad spectrum of maintenance, resource management, and ranger operations and will improve operational safety and efficiency. This training assumes that individual team members are technically proficient in their assigned tasks. Mission planning and execution will be conducted in accordance with NPS directives and supervisory leadership.

## Universal Essential Competencies

Course	Contact	Description
NPS Fundamentals	<b>Kevin Turner (Acting)</b> 928-638-7988	NPS Fundamentals is a five-part course of study that encompasses a broad understanding of the mission and goals of the National Park Service. It is designed to create a workforce that is committed to achieving the NPS mission. Specifically, NPS Fundamentals focuses on the Universal Competencies: Mission Comprehension, Agency Orientation, Resource Stewardship, NPS Operations, Fundamental Values, Communication Skills, Problem-solving Skills, and Individual Development and Planning.

## Visitor & Resource Protection

Course	Contact	Description
Law Enforcement for Managers	<b>Usher, Don</b> Federal Law Enforcement Training Center Phone: 912-267-3190 Fax: 912-267-3188 Email: <a href="mailto:don_usher@nps.gov">don_usher@nps.gov</a>	Training on basic law enforcement topics for upper level management employees with supervisory or oversight responsibility for law enforcement programs.

## Legislative Affairs

Course	Contact	Description
<b>Managers Institute on Public Policy</b>	<b>Taylor, Sandy</b> Capitol Training Center Phone: 202-354-1413 Fax: Email: <a href="mailto:sandy_taylor@nps.gov">sandy_taylor@nps.gov</a>	The objective of this Public Affairs training will be to inform upper level managers to work with the media to effectively inform the public about key issues in their parks. At the end of the training, the participants will be able to: understand the need to effectively foster a useful relationship with the media; ascertain an awareness of how they work with the media can either help or hurt them in getting their message out; and demonstrate the ability to get their message across in a news release and interview with the media.

## Public Affairs

Course	Contact	Description
No courses available	<b>Sandretzky, Peggy (Acting)</b> Mather Training Center Phone: 304-876-7467 Fax: 304-876-7751 Email: <a href="mailto:peggy_sandretzky@nps.gov">peggy_sandretzky@nps.gov</a>	

## Wilderness

Course	Contact	Description
<b>National Wilderness Stewardship Training</b>	<b>Devine, Tim</b> Arthur Carhart National Wilderness Training Center Phone: 406-243-4612 Fax: 406-243-4717 Email: <a href="mailto:tim_devine@nps.gov">tim_devine@nps.gov</a>	Upon completion of this 5 day, interagency session, which includes an overnight portion in the wilderness, participants will be able to 1) interpret and discuss the 1964 Wilderness Act, agency policies and wilderness values envisioned by Congress and wilderness leaders 2) recognize the changing national issues affecting wilderness management 3) use case studies to identify and apply wilderness law, agency policy, and management principles to specific management challenges 4) demonstrate commitment to excellent wilderness stewardship and sound decision making.

## Natural Resources Stewardship

Course	Contact	Description
<b>Natural and Cultural Resource Law &amp; Policy for Superintendents</b>	<b>Hall, Jeri</b> Albright Training Center Phone: 928-638-7927 Fax: 928-638-2953 Email: <a href="mailto:jeri_hall@nps.gov">jeri_hall@nps.gov</a>	This course provides an overview of the federal laws and policies for natural and cultural resource protection. Sessions include case laws that are specific to archeology, historic structures, endangered species, air, water, and other resources. Discussions include an historical overview of resource law development, legal authorities and development in the courts as well as current legal issues. Instruction is provided by lawyers and professionals in natural and cultural resource law.
<b>NEPA &amp; Section 106 Training</b>	These courses are presented on a regional basis, as needed.	This course provides a general overview of the National Environmental Policy Act (NEPA) and §106 of the National Historic Preservation Act (§106), including determining the major steps in the compliance process, making compliance in making resource-based decisions, determining appropriate levels of NEPA compliance, conducting internal scoping with an interdisciplinary team, evaluating the needs for basic inventory of park resources for planning purposes, evaluating impacts on park resources and values, preparation of NEPA documents, conducting Section 106 consultation, and using a variety of methods, and public involvement in the compliance process.

# Acronyms

(with thanks to Christopher Light, who posted a list called “NPS Talk” on InsideNPS. This list used that list as a starting point.)

Park acronyms can be looked up at InsideNPS on the left side of the intro page: click on “NPS Park Unit List.” There is also a complete park alpha code list available in PDF format at:

<http://www.hfc.nps.gov/hfc-insite/pdf/alpha.pdf>

Quick links: [A](#) [B](#) [C](#) [D](#) [E](#) [F](#) [G](#) [H](#) [I](#) [J](#) [K](#) [L](#) [M](#) [N](#) [O](#) [P](#) [Q](#) [R](#) [S](#) [T](#) [U](#) [V](#) [W](#) [X](#) [Y](#) [Z](#) [#s](#)

AAC Administrative Advisory Committee

AAP Affirmative Action Plan (now AEP)

ACMIS Acquisition Career Management Information System

ACS Asynchronous Communication Server

ADP Automated Data Processing

AEP Affirmative Employment Plan

AFS Administrative Financial System

A/L Annual Leave

AMR Acquisition Management Review

ANCSA Alaska Native Claims Settlement Act of 1971

ANILCA Alaska National Interest Lands Conservation Act of 1980

AO Administrative Officer

AOC Accounting Office [Operations??] Center - Reston, Virginia

AOP Annual Operating Plan

A/OPC Approving Official, Program Coordinator, or Administering Official, Program Coordinator

APPL Association of Partners in Public Lands

ARD Associate Regional Director

ASAP As soon as possible

ASMIS Archeological Sites Management Information System

AT Administrative Technician

ATPPL Alternative Transportation in Parks and Public Lands

AVADS Automated Vacancy Announcement Distribution System

AWOL Absent without Leave

B&U Buildings and Utilities

BAEDN Bay Area Early Detection Network

BC Bill of Collection

BIT Binary Digit

BLM Bureau of Land Management

BPA Blanket Purchase Agreement

BPC Bureau Procurement Chief

Blue envelope Used for sensitive/confidential correspondence

CA Cooperative Agreement

C Contract

CAD Computer Aided Design

CAP Corrective Action Plan

CBD Commerce Business Daily (replaced by FedBizOps – see FBO)  
 ccMail ccMail – previous Electronic Mail System used by NPS  
 CCR Commitment control register  
 CCR Central Contractor Registration  
 CDPR California Department of Parks and Recreation  
 CEQ Council of Environmental Quality  
 CFC Combined Federal Campaign (i.e.; United Way)  
 CFR Code of Federal Regulations  
 CIP Comprehensive Interpretive Plan  
 CIP Certification Interpretive Program  
 CIP Construction work In Progress (for new assets)  
 CNPPA Commission on National Parks and Protected Areas  
 COB Close of Business  
 Coop Cooperative Education Employee/Student  
 COOP Continuity of Operation Plan  
 CONUS Contiguous United States  
 COP Continuation of Pay  
 COR Contracting Officer's Representative *or*  
 COR Conservation and Outdoor Recreation  
 COTR Contracting Officer's Technical Representative  
 CPO Central Payroll Office - see DPO  
 CRAC Cultural Resources Advisory Committee  
 CRO Chief Rangers Office  
 CSRS Civil Service Retirement System  
 CUL Commercial Use License  
 CX old identifier for a Contract  
 Cert Referral Certificate to Supervisors of qualified job applicants

DAAVP DisAbled American Veterans Plan  
 DAU Defense Acquisition University  
 DCP Development Concept Plan  
 dBase dBase III  
 DI-1 Requisition  
 DGS Document Generator System – long defunct Contract preparation system  
 DIAR Department of Interior Acquisition Regulations  
 DM Departmental Manual  
 DNR Department of Natural Resources  
 DOD Department of Defense  
 DOI Department of the Interior  
 DOL Department of Labor  
 DOS Disk Operating System  
 DPO Denver Payroll Office - see CPO  
 DSC Denver Service Center  
 DUI Designated Uses and Impairments (used relative to the Water Resources Division [WRD])

EA Environmental Assessment  
 EAGLS  
 ECL Environmental Cleanup Liability(context = Env & Safety programs)

EDITH Employee Development\Individual Training Histories  
EDP Employee Development Plan (now IDP)  
EIS Environmental Impact Statement  
EO Equal Opportunity (see EEO)  
EEO Equal Employment Opportunity (see EO)  
Email Electronic Mail  
EMP Environmental Management Program  
EMS Environmental Management System(context = Env & Safety programs)  
EOD Enter on duty  
EOY End of Year  
EPA Environmental Protection Agency  
EQD Environmental Quality Division  
ERB Equipment Review Board  
EZFAR Electronic FAR - see FAR

FAI Federal Acquisition Institute  
FAR Federal Acquisition Regulations  
FBMS Financial and Business Management System  
FDO Fixed Disk Organizer  
FEGLI Federal Employees Government Life Insurance  
FEHB Federal Employees Health Benefits  
FEORP Federal Equal Opportunity Recruitment Plan  
FERS Federal Employees Retirement System  
FFS Federal Financial System  
FICA Federal Insurance Compensation Act (Social Security)  
FIRMR Federal Information Resource Mgmt. Regulations  
FLPMA Federal Land Policy and Management Act of 1976  
FLSA Fair Labor Standards Act  
FMFIA Federal Managers Financial Integrity Act  
FMP Fire Management Plan  
FMP Facility Management Program  
FMSS Facility Management Software System  
FMV Fair Market Value  
FOIA Freedom of Information Act  
FONSI Finding of No Significant Impact  
FPM Federal Personnel Manual  
FPMR Federal Property Management Regulations  
FPPS Federal Personnel Payroll System  
FSS Federal Supply Schedule  
FTA Federal Transit Administration  
FTE Full Time Equivalency  
FTR Federal Travel Regulations  
FTS Federal Telephone System (FTS2000)  
FWS Federal Wage System  
FWS Fish and Wildlife Service, Dept of the Interior  
FY Fiscal Year  
FYA For Your Action  
FYI For Your Information

GA Golden Age Passport  
GE Golden Eagle Passport  
GAP Golden Age Passport  
GBL Government Bill of Lading  
GIS Geographic Information System  
GL - see GBL  
GM Government Merit - PMRS job designator (obsolete in 1995)  
GMP General Management Plan  
GOV Government Owned Vehicle  
GPO Government Printing Office  
GRPA Government Performance and Results Act  
GS Government Salary/Service - White Collar job designation  
GSA General Services Administration  
GTR Government Transportation Request

HACU Hispanic Association of Colleges and Universities  
HBCU Historical Black Colleges and Universities  
HFC Harper's Ferry Center  
HMP Housing Management Plan  
HTTP Hypertext Transfer Protocol

I&RM Interpretation and Resources Management  
IA Interagency Agreement  
IAP Individual Acquisition Plan *or*  
IAP Incident Action Plan  
IAGP Individual Agreement Plan  
ICMETS Item Code\Monthly Expenditure Tracking System  
IDEAS Interior Department Electronic Acquisitions System  
IDEM Indiana Department of Environmental Management  
IDP Individual Development Plan  
IF Imprest Fund  
IFB Invitation for Bids  
IMS Information Management Specialist  
I&M Inventory and Monitoring  
INDU Indiana Dunes National Lakeshore  
IMPAC Intergovernmental Materials Procurement Activity Card  
IP Interpretive Prospectus OR Internet Protocol  
IPM Integrated Pest Management  
IPMR Interior Property Management Regulations  
IRAC Interpretive Ranger Advisory Group  
ITG Interim Technical Guidance (GPRA)

KLMN Klamath Network

LAC Limits of Acceptable Change  
LCS List of Classified Structures  
LCWG Life Cycle Working Group (really!)

LES Leave and Earnings Statement  
L/S Lump Sum Leave  
LWOP Leave without Pay

MA Memorandum of Agreement  
MAAS Monthly Account Activity Summary  
MAC Maintenance Advisory Committee  
MEDN Mediterranean Coast Network  
MER Monthly Expenditure Report  
MIDS Media Information Database System  
MIME Multipurpose Internet Mail Extensions  
MLC Midwest Leadership Council  
MMS Maintenance Management System  
MOJN Mojave Desert Network  
MSDS Something to do with safety  
MT Miscellaneous transaction  
MU Memorandum of Understanding  
MWRO Midwest Regional Office  
MWSO Midwest Support Office

NAAQS National Ambient Air Quality Standards  
NACU Native American Colleges and Universities  
NACS Netware Asynchronous Communication Server  
NCCN North Coast and Cascades Network  
NCTC National Conservation Training Center  
NEPA National Environmental Protection Act or 1969  
NGO Non-governmental organization  
NHT National Historic Trail  
NISC National Independent Study Center  
NL National Lakeshore  
NLC National Leadership Council  
NM National Monument  
NOAA National Oceanic and Atmospheric Administration  
NP National Park  
NPS National Park Service  
NRAC Natural Resources Advisory Committee  
NRT National Recreation Trail  
NST National Scenic Trail  
NWPS National Wilderness Preservation System

OE Operations Evaluation  
OFS Operations Formulation System (Operating Needs)  
OMB Office of Management and Budget  
ONPS Operation of National Park Service  
OPAC On line Payment & Collection Code  
OPM Office of Personnel Management  
OPR Outline of Planning Requirements  
OSHA Occupational Safety and Health Administration

## OWCP Office of Workmen's Compensation

PAC Partnership Advisory Committee  
PAMP Park Asset Management Plans  
PAYPERS Payroll - Personnel (Time & Attendance Reporting)  
PBX Private Bureau Exchange (telephone system)  
PCS Permanent Change of Station  
PD Position Description  
PDA Personal Digital Assistant  
PDF Portable Document Formula  
PEPC Planning, Environment and Public Comment system  
PFM Programming and Financial Management  
PFMD Park Facility Management Division  
PIEVOR Partnerships, Interpretation and Education, Volunteers, and Outdoor Recreation  
PIIN Pacific Islands Network  
P.L. Public Law  
PMDS Performance Management Data System (relates to GPRA)  
PME Personnel Management Evaluation  
PMIS Program Management Information System (in budget world)  
PMIS Performance Management Information System (in HR realm)  
PMRS Performance Management Recognition System (Merit Pay)  
PMS Personnel Management Specialist  
PO Purchase Order  
POV Privately owned vehicle  
PPFS Pre-Printed Forms System (Requisitions & Purchase Orders)  
PR Purchase Requisition  
PROPS Property Inventory System  
PRP Permitted Residency Programs  
PVE “Associateship Directorship for Partnerships and Visitor Experience”  
PWE Primary Work Element  
PWR Pacific West Region  
PX Purchase Order

QMIS Quarters Management Information System (Gov’t Housing rates)

RAC Ranger Advisory Committee  
RAWS Remote Automated Weather Station  
RCM Regular Cyclic Maintenance  
R&T Roads and Trails  
RD Regional Director  
REA Recreational Enhancement Act  
RIF Reduction-in-Force  
RFQ Request for Quotations  
RLC Regional Leadership Council  
RLES Regional Law Enforcement Specialist  
RM Resource Management  
ROM Read-only memory  
ROS Recreation Opportunity Spectrum

RPRS Research Permitting and Reporting System  
R&R Repair and Rehab  
RS Report of Survey  
RTCA Rivers, Trails and Conservation Assistance Program  
R&VP Resource & Visitor Protection

SASE Self-addressed stamped envelope  
SCC Servicewide Comprehensive Call  
SCD Service Computation Date  
SFAN San Francisco Area Network  
SFM Statement for Management  
SIBAC Simplified Intergovernmental Billing & Collection Code  
SIEN Sierra Network  
S/L Sick Leave  
SMIS Safety Management Information System  
SNAPTRAC Servicewide Needs Assessment Program/Training Record Accounting Codes  
SOP Standard Operating Procedure  
SPO Servicing Personnel Office  
SUP Special Use Permit

T&A Time and Attendance Sheet  
TA Travel Authorization  
TBA To be announced  
TDY Temporary Duty travel  
TNC The Nature Conservancy  
TOD Tour of Duty  
TRACTS Reservation of Use - Land Tracts Tracking System  
TPD Third Party Drafts  
TSP Thrift Savings Plan (401 (k))

UCBN Upper Columbia Basin Network  
UDO Undelivered Order  
UNESCO United Nations Educational, Scientific, and Cultural Organization  
URL Uniform Resource Locator  
USC United States Code  
USDA United States Department of Agriculture  
USDI United States Department of Interior  
USFS United States Forest Service, U. S. Dept of Agriculture

VIP Volunteer-in-Parks  
VOIP Voice Over Internet Protocol  
VP Visitor Protection  
VRA Veterans Readjustment Act (Employment Authority)  
VSMP Vital Signs Monitoring Program (part of the Inventory and Monitoring Program)

WASO NPS Headquarters in Washington, D.C.  
WBS  
WCP (context = WASO WCP in an email about ACMIS)

WG Wage Grade hourly - Blue Collar job designation  
WGI Within Grade Increase (a.k.a. step increase)  
WRD Water Resources Division

XXX Cultural Resources Compliance

YACC Young Adult Conservation Corps (disbanded ca 1985)  
YCC Youth Conservation Corps

025 Park Ranger Series  
123 Lotus 1-2-3  
100 series Social Science positions  
200 series Personnel positions  
300 series Administration, Clerical, & Office services  
400 series Biological Sciences positions  
500 series Accounting positions  
800 series Engineering and Architecture positions  
1100 series Business and Industry positions  
1300 series Physical Science positions  
1700 series Education positions  
1800 series Investigation positions  
2000 series Supply positions  
5 part SF 182 Training Form (within service)

10 part SF 182 Training Form (outside service)  
10-237 Annual Operating Plan Increase (see OFS)  
10-238 Development/Study Package Proposal (see OPR)  
10-556 Financial Operating Plan  
10-575 Summary of Obligations & Program Evaluation  
SF-1012 Travel Authorization form  
SF-1038 Travel Advance Request form  
SF-1164 Request for reimbursement  
SF-171 Job Application form  
SF-182 Training Form  
SF-52 Standard Form 52 Request for Personnel Action  
SF-71 SF-71 Request for Leave