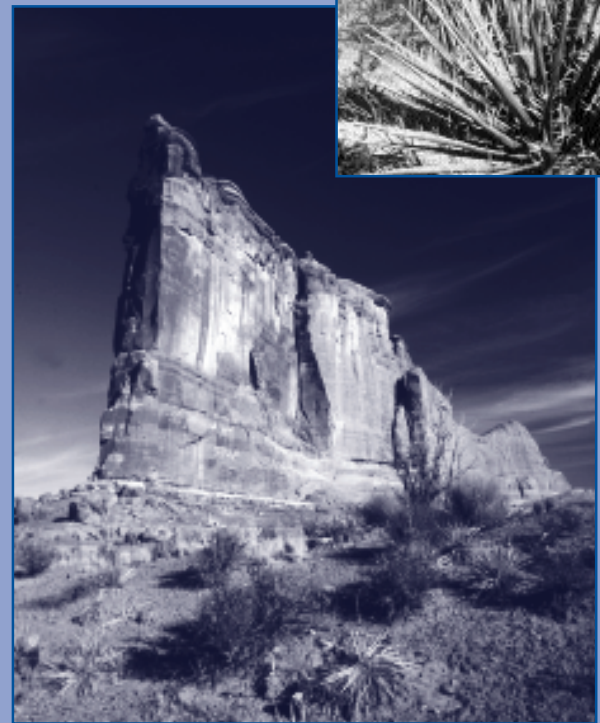




NATIONAL PARK SERVICE

Accountability Report



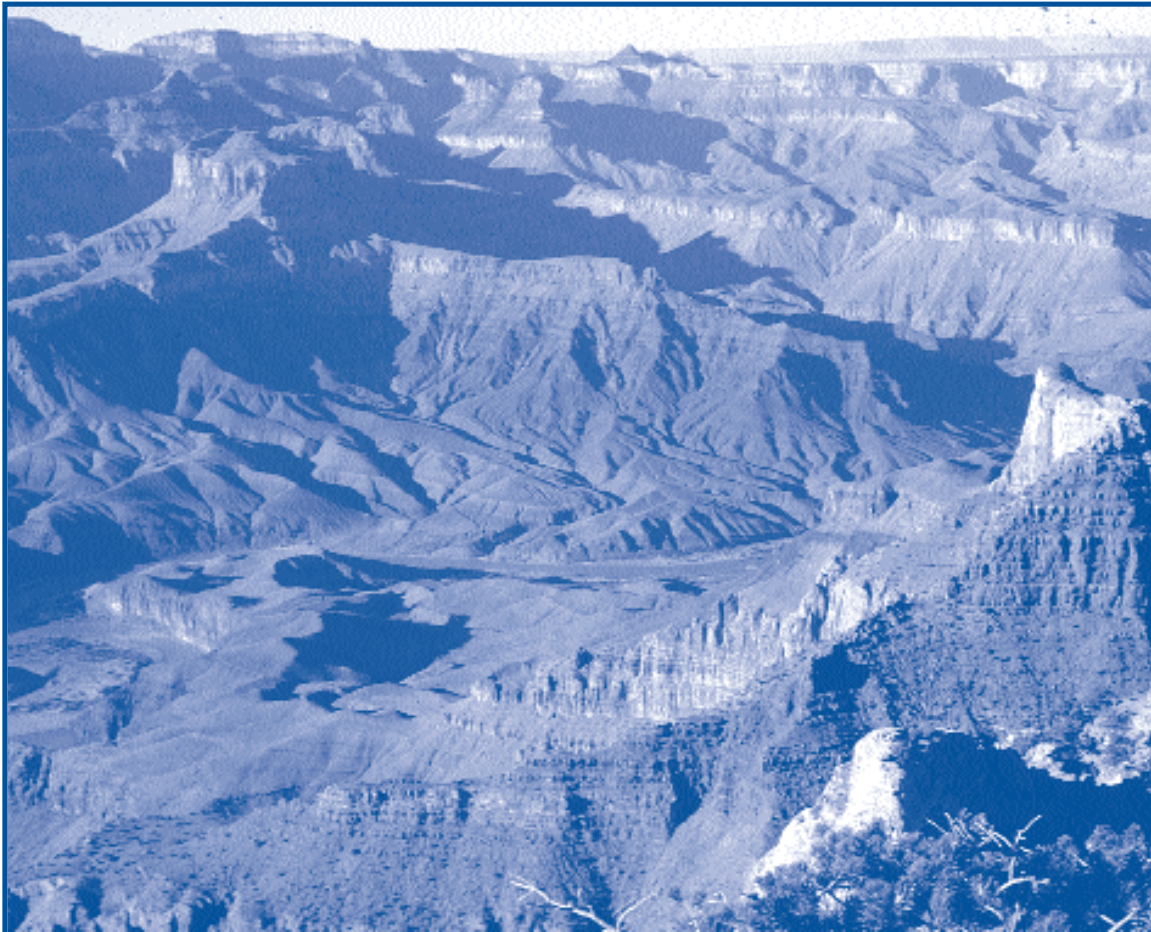
Fiscal Year 1999

Cover photos: counterclockwise from top left, Congaree Swamp National Monument; King's Palace in Carlsbad Caverns National Park; piping plover nests protected at several NPS sites; black-footed ferret in Badlands National Park; Tower of Babel in Arches National Park; Joshua Tree National Park.



Accountability Report

Fiscal Year 1999



*To preserve the significant places of beauty and majesty
of the very land in which we have our roots; to keep living
and accessible, and dynamic the steps of our history;
so that a self-understanding patriotism of the highest
order will continue to have throughout the future an
effortless and natural flow—this is the covenant by which
the National Park Service is bound.*

Freeman Tilden, Fifth Essence

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A MESSAGE FROM THE DIRECTOR

I am pleased to present the National Park Service Accountability Report for fiscal year 1999. Highlights of our FY 1999 achievements offer only a glimpse of the complexity and breadth of NPS responsibilities and accomplishments.

The Recreation Fee Demonstration Program continued to provide additional funds that allowed parks to address a backlog of health and safety projects and other critical resource needs. Partnerships with corporate America, philanthropists, and state and local governments provided revenues for park improvements, including the structural rehabilitation of the Washington Monument and the restoration of natural features and a 1920's era airfield at Crissy Field in Golden Gate National Recreation Area in San Francisco.

The NPS continued its partnership with over 22 federal, state, local, and tribal government agencies in support of the South Florida ecosystem restoration. In support of this initiative, the Service acquired 12,630 acres to restore and protect the water flow into the Everglades and Florida Bay ecosystems.

The "Natural Resource Challenge," a five-year program to strengthen natural resource management in the NPS, was unveiled. Parks are increasingly threatened by invasions of nonnative species; pollution is affecting the health of park ecosystems; and overcrowding and the incompatible uses of resources in and around parks are placing increased pressure on the resources the NPS is charged to protect. The Natural Resource Challenge calls for expanded inventory programs and the development of efficient ways to monitor and evaluate impacts on natural systems in order to gather accurate information for sound, science-based decision making. The challenge also calls for enlisting the scientific community to help gather and share the results. The information obtained through this work will serve as the underlying data that will allow the NPS to make informed decisions and take informed actions in the parks, and to inspire similar decisions and actions outside the parks.

National Parks belong to all Americans, yet many citizens do not see themselves reflected in the workforce or the stories they find in the nation's parks. Employees of the NPS and the programs they manage must reflect the nation's diversity. I am promoting diversity within our work-

force by expanding our recruiting programs through reaching out to Historically Black Colleges and Universities, Hispanic Serving Institutions, and Tribal Colleges. Park managers are diversifying their seasonal and permanent staff. The face of our work force, especially in our seasonal programs, is becoming more diverse. The NPS is also determined to make the national parks engaging and meaningful for all Americans. We are dedicated to interpretation programs that tell the stories that are critical to America's history. We hold in our care the special places and stories that weave the very fabric of our nation's great heritage, a fabric of many textures and many colors—all important to our nation's legacy.

As stewards of some of our nation's most important treasures, the NPS will continue to think not only in terms of what we will preserve for this generation, but also of what we will pass on for the benefit of countless generations to come. I recommend that all recipients of this report read it in its entirety so that they may better understand and appreciate the mission and accomplishments of the National Park Service.



Robert Stanton Director of National Park Service

A handwritten signature in blue ink, which appears to be "Bill Clinton". The signature is written in a cursive, flowing style.



"Mankind differs as the waves, but they are as one as the sea."

Frederick Douglass

OVERVIEW

The United States of America is a country equally broad in size as it is diverse in its make-up. The National Park Service (NPS) in its role as steward to some of the most important natural and cultural treasures in the nation, leads the way in preserving its heritage. The lands and resources that the Service is pledged to preserve and protect stand as places of unique beauty, as well as in tribute to the many important people and events that have shaped the United States throughout its considerably rich history.

Diversity in Parks and People

The National Park System represents the diversity of the land and culture that is America from the vast ecological wonders found in Everglades National Park in Florida, to the stark wilderness and solitude found at Big Bend National Park in Texas, to events that shaped the nation's growth and its collective thought such as John Brown's raid at Harpers Ferry National Historical Park in West Virginia, or the story of the country's growth at Jefferson National Expansion Memorial in St. Louis.

In this its 83rd year of existence the National Park Service continues to be the premier park system throughout the world. The NPS strives constantly to meet and maintain its mission goals not only for the present but the long term. In reaching and maintaining these goals the Park Service relies on the vast experience and knowledge of its dedicated employees including the maintenance workers keeping the facilities in order, front line park ranger conducting tours to the visiting public, law enforcement rangers assuring the safety of the resource as well as the visitors, and the administrative staff assuring that all the various paperwork is done. All of these individuals working in their separate specialties are part of the same family, working as a team to accomplish the same goal. The NPS also relies on the willingness of the public to put back into the

system by direct means through various volunteer programs whether maintaining trails, staffing a visitor center desk, or helping staff conduct research. The volunteer programs attract a diverse base, encouraging people from all walks of life to come together in the common goal of preserving "their" parks.

The National Park Service's dual mandate to protect the lands and resources while making them available for the enjoyment of the public has become increasingly challenging. The resources are threatened by a variety of considerations such as pollution, population



Tuskegee Army Airfield National Historic Site, one of two new national parks designated in 1999, is the location of the first flying training program for Blacks. Col. B.O. Davis, Jr. received the Distinguished Flying Cross for his valor in combat.

encroachment on park boundaries, fragmentation, and wildlife issues. The NPS has come to rely heavily on its upper-level managers to develop effective programs and policy that take in account local, regional, and national interests, and tread the tenuous line between preservation and progress.

Visitation continues to reach historic highs. In FY 1999, over 288 million people visited the 378 units in the National Park System. These visitors are from very diverse backgrounds, economic make up, and country of origin. You will find autoworkers from Detroit, CEO's of large corporations from California, college students from all over, disadvantaged youth from New York City as well as visitors from points spanning across the globe. In meeting the growing demands of visitation, the NPS has placed an increased effort on educating the visitors to the attractions while at the same time continuing efforts to maintain the attractions. Through these efforts the visitors realize in their own way their tie to the resource. The NPS has also redoubled its efforts to educate the young people, as well as individuals not traditionally active in the Parks. Through outreach, research and various education programs the NPS hopes to connect the visitors of today as well as those of the future to the Parks.

The National Park System

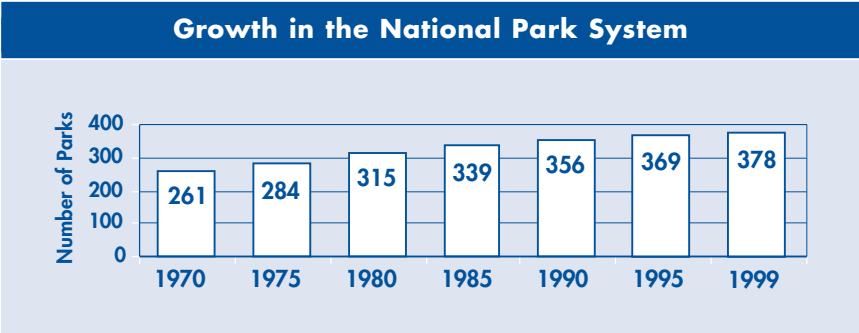
On August 25, 1916 President Woodrow Wilson signed the act creating the National Park Service. The National Park Service was initially responsible for protecting 35 national parks and monuments. The original purpose of the agency was "to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations." As the number and nature of

the parks in the National Park Service has increased, the role of the National Park Service has expanded as well. It is also guardian of diverse cultural and recreational resources, environmental advocate, world leader in the parks and preservation community, and pioneer in the drive to protect America's open space. The National Park System represents a remarkable array of the Nation's significant cultural, natural, scenic, recreational, and scientific resources in every region of the United States.

Size and Composition

The National Park System now consists of 378 units encompassing more than 83 million acres of land in every state except Delaware, as well as in the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Northern Mariana Islands. The diversity of the National Park System is reflected in the 20 plus different unit designations which reflect the orientation of the park. Parks are designated reflecting whether they are acres dedicated to enjoying the beauty of natural resources, monuments of natural or cultural significance, historic places of interest, battlefields, recreational water areas, scenic trails, nature preserves or parkways.

Two new units were added to the National Park System in FY 1999 by legislation signed on November 6, 1998. The Tuskegee Airmen National Historic Site in Alabama preserves the remaining airplane hangar and other historic structures at Moton Field where pilots of the all-black air corps unit received their initial flight training in the early 1940s. The historic site is being developed in association with Tuskegee University, which is donating Moton





Little Rock Central High School National Historic Site, one of two new national parks designated in 1999, is a national emblem of the often violent struggle over school desegregation.

Field and more than 80 acres of land to the Federal government. Central High School National Historic Site in Arkansas is a national emblem of the often violent struggle over school desegregation. *Parting the Waters* author Taylor Branch calls the Little Rock crisis “the most severe test of the Constitution since the Civil War.”

Visitation

In FY 1998, the latest year for which data is available, visitation reached a new peak. Over 288 million people enjoyed the parks, a significant 5 percent increase in visitation over 1997, the previous record high year. The National Park System has witnessed a steady and significant growth in visitation since 1985 hosting over 250 million visitors each year since 1987.

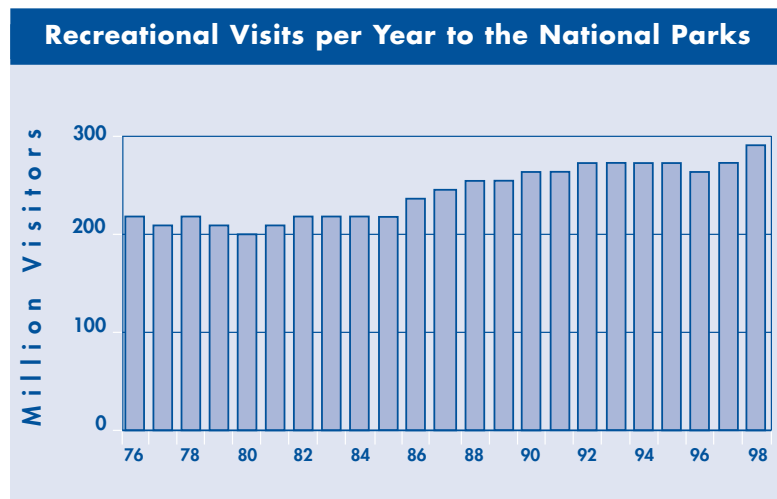
Visitors are an integral part of the National Park System. Parks are established to encourage and service visitation and, conversely, visitation drives the services that are made available in the different parks. The increasing visitation to the National Park System is making it more difficult

for NPS to fulfill its dual mission to provide for the enjoyment of national parks while conserving resources for future generations. Concern over rising visitation in parks and accompanying impacts on resources has led NPS to focus on the concept of carrying capacity and its implication for visitor use management. The concept of carrying capacity is intended to safeguard the quality of both the park resources and the visitor experience.

Visitation is spread throughout the system although some regions have

higher visitation than others. With several notable exceptions, the highest visitation totals are for parkways and recreational areas near major centers of population. According to visitation breakdowns for 1998, the latest year for which this type of information is available, the high rates of visitation on the Blue Ridge Parkway, Great Smoky Mountains National Park, and Natchez Trace Parkway allowed the Southeast region to lead in visitation. The Pacific West region is second in visitation due to high levels of visitation at Golden Gate and Lake Mead National Recreation Areas.

The next most frequently visited region is the Northeast region because of strong visitation to several New York and Boston area park



National Park Service Map

Showing the location of all National Park Service sites.

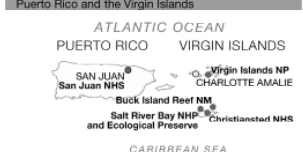
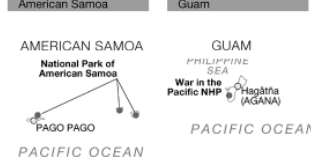
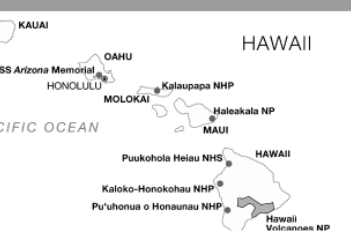


Abbreviations for National Park System Areas

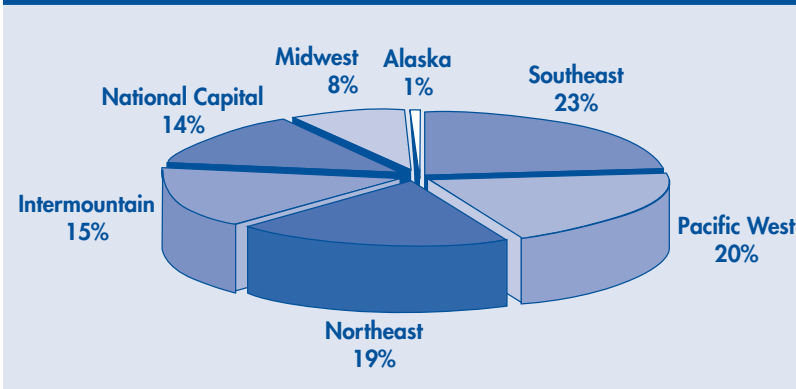
IHS International Historic Site	NHS National Historic Site	NP & PRES National Park and Preserve	NR National River	NRE National Recreation Area	NRRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River
NB National Battlefield	NL National Lakeshore	NM National Monument	NM & PRES National Monument and Preserve	NMRA National River	NMRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River
NBP National Battlefield Park	NM National Monument	NM & PRES National Monument and Preserve	NMRA National River	NMRA National River and Recreation Area	NMRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River
NBS National Battlefield Site	NM National Monument	NM & PRES National Monument and Preserve	NMRA National River	NMRA National River and Recreation Area	NMRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River
NHP National Historical Park	NM National Monument	NM & PRES National Monument and Preserve	NMRA National River	NMRA National River and Recreation Area	NMRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River
NHP & PRES National Historical Park and Preserve	NM National Monument	NM & PRES National Monument and Preserve	NMRA National River	NMRA National River and Recreation Area	NMRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River
NHRES National Historical Reserve	NM National Monument	NM & PRES National Monument and Preserve	NMRA National River	NMRA National River and Recreation Area	NMRA National River and Recreation Area	NS National Seashore	NSR National Scenic River/Recreation Area	NST National Scenic Trail	PKWY National Scenic Trail Parkway	SRW Scenic and Recreational River	WR Wild River	WSR Wild and Scenic River



Scale for all areas except Alaska
 0 100 200 Kilometers
 0 100 200 Miles



Recreational Visits to the National Parks by Region, 1998



units, including Gateway National Recreation Area, the Statue of Liberty and Ellis Island, Delaware Water Gap National Recreation Area, and Cape Cod National Seashore. The Intermountain region has its highest visitation levels at the Grand Canyon, Yellowstone, and Rocky Mountain National Parks. The National Capital Region hosts visitors at multiple sites in Washington, DC and on the George Washington Parkway. The major attractions in the Midwest region are Cuyahoga Valley National Recreation Area and the Jefferson National Expansion Memorial (informally referred to as “the Arch”) in St. Louis, Missouri. Major NPS destinations in Alaska are Klondike Gold Rush National Historical Park and Denali National Park and Preserve.

Organization and Leadership

The National Park Service is administered by a Director who, upon Senate confirmation, is responsible to the Secretary of the Interior. The Director is assisted by two Deputy Directors, an Assistant Director of External Affairs in charge of offices for Legislative and Congressional Affairs, Public Affairs, and Tourism. There are also offices of International Affairs, Equal Opportunity, Policy, and, new in FY 1999, American Indian Liaison connected to the Director.

The National Park System is organized into seven regions: Alaska, Intermountain, Midwest, National Capital, Northeast, Pacific West and Southeast. Each is headed by a Regional Director

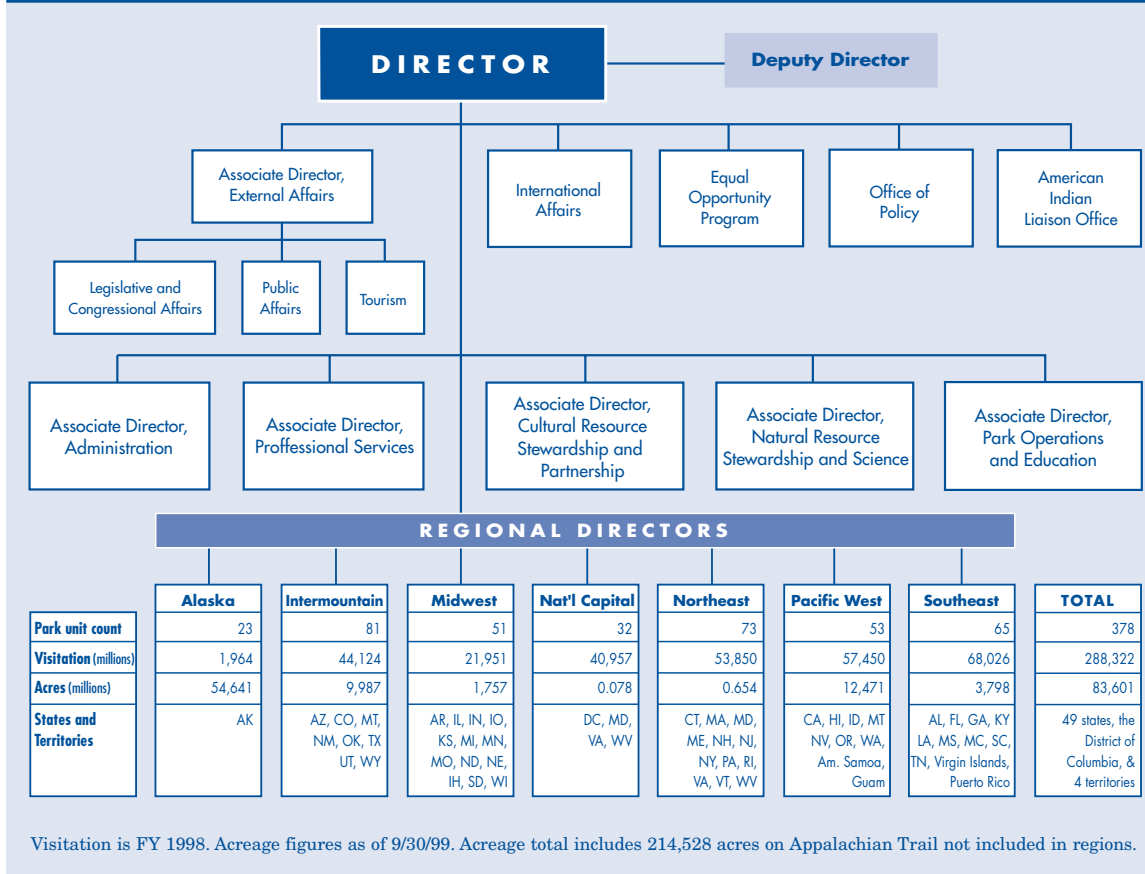
who provides line supervision for all park superintendents within the region. The National Leadership Council (NLC), composed of the Director, two Deputy Directors, five Associate Directors, and the seven Regional Directors, sets policy and the overall direction for the Service. The NLC forms the executive decision-making group involving the NPS as a whole.

NPS Staffing

In FY 1999, the Park Service used 19,918 full-time equivalent (FTE), a 2.6 percent increase over the previous fiscal year. The growth in personnel, which was entirely at the park level, was a result of increased park funding provided in FY 1999 coupled with the increase in funding available through the Recreation Fee Demonstration Program. The FTE count equates to an on-board strength of over 25,000 employees during the summer months when visitation is at its peak.

The current motto for NPS workforce diversity states “Our work force should be as diverse as the National Park System it both serves and represents.” Diversity in the National Park Service means valuing employees in all occupations, at all levels and providing them the opportunities for working at their full potential and making their maximum contributions toward achieving the organization’s mission and goals. Diversity encompasses more than the differences in race, religion, national origin, disabilities, age, gender or sexual orientation; it includes respecting and appreciating individual differences and ensuring all employees are included as full, contributing and influential team members; encouraging initiatives designed to empower and motivate employees; creating and maintaining an inclusive approach to all systems, policies and practices; providing equitable treatment and opportunities; educating the work force on the nature of diversity; encouraging employees to offer differing views and suggestions toward

Organization of the National Park Service, 1999



achieving program goals and objectives; showing flexibility toward non-traditional quality of worklife efforts and facilitating culture change to support new behaviors.

NPS Funding

The NPS receives most of its funding from congressional appropriations. In addition, there are a number of permanent, indefinite appropriations and trust funds which automatically become available to the NPS without the need of action by Congress through the appropriations process.

Congressional Appropriations. In FY 1999, Congressional appropriations totaled \$1.79 billion. The NPS received five distinct appropriations in FY 1999: Operation of the National Park System, Construction, Land Acquisition and State Assistance, National Recreation and Preservation, and the Historic Preservation Fund.

Additional Revenue Sources. Several permanent, indefinite appropriations, trust funds, and other sources of revenue are automatically available to the NPS without the need for action by the Congressional appropriations process. In FY 1999, revenue from “Permanents and Trusts” totaled \$206.6 million. Interagency agreements also provide funds in exchange for specialized services provided by NPS staff. In FY 1999, revenue sources separate from appropriations and “Permanents and Trusts” totaled \$380 million. The increase stemmed largely from an increase in “reimbursable” funding for Year 2000 (Y2K) computer issues and Federal land acquisition that was provided to the Secretary of the Interior in the Congressional appropriations process.

The full amount available to the National Park Service from all the above sources during Fiscal Year 1999 was \$2.379 billion. Amounts and descriptions of all funding sources are provided in the following table.

**National Park Service
FY 1999 Funding, all sources**

Funding Source	Funding (\$000)
Appropriations	
1) Operation of the National Park System	\$ 1,285,724
2) Construction	239,419
3) Land Acquisition and State Assistance	147,915
4) National Recreation and Preservation	46,182
5) Historic Preservation Fund	72,412
SUBTOTAL, Appropriations	1,791,652
Permanents and Trusts	
6) Recreation Fee Permanent Appropriations	144,794
7) Concessions Improvement Accounts	19,125
8) Other Permanent Appropriations	27,055
9) Miscellaneous Trust Funds	15,617
SUBTOTAL, Permanents and Trusts	206,591
Permanent Contract Authority for Land Acquisition	
10) Land and Water Conservation Fund	30,000
Rescission	(30,000)
SUBTOTAL, Permanent Contract Authority	0
Other Revenue	
11) Transfers from Other Accounts	104
12) Allocations from Departmental Funds	
Wildland Fire Management	56,769
Central Hazardous Materials Fund	2,560
13) Reimbursables	320,905
SUBTOTAL, Other Revenue	380,338
SUBTOTAL, Funding Other than Appropriation	586,929
TOTAL, NPS Funding Sources	\$ 2,378,581
Non-NPS Funds Used for NPS Purposes	
14) Federal Land Highways Program	\$ 144,034

**Descriptions and Notes on
NPS Funding Sources**

1) Operation of the National Park System. This appropriation funds all operational, maintenance, and administrative costs for parks, field areas, and the Washington D.C. headquarters office.

2) Construction. The Construction appropriation is a “no year” appropriation with funds available until expended. These funds support line item construction projects; emergency and other unscheduled projects, and housing projects; construction planning; equipment replacement; and general management planning. Planning provides the basic guidance for the management of each unit of the Park System; protection, use, development and management of each area; and evaluation of potential new units to the System. Note: most of the Service’s road and bridge rehabilitation is accomplished through the Federal Lands Highways Program (in the Department of Transportation Appropriation.)

3) Land Acquisition and State Assistance. This appropriation funds the Federal acquisition of land or interest in land within the National Park System and matching grants to states, territories and local governments. Administrative expenses for both programs are also provided. All funds provided from this account are available until expended.

4) National Recreation and Preservation. These annual funds provide for a broad range of activities outside the National Park System, including outdoor recreation planning, national and historic resource preservation, and technical assistance to state, local and international governments for recreation and preservation projects.

5) Historic Preservation Fund. This two-year appropriation provides matching grants to and in partnership with state and local governments, Indian tribes, Historically Black Colleges and Universities, and the National Trust for Historic Preservation, to help support the identification, evaluation, registration, and preservation of the nation’s historic, archeological, and cultural heritage. In addition, funds were provided in FY 1999 for priority preserva-

tion projects under the Save America's Treasures Initiative

6) Recreation Fee Permanent Appropriations. In FY 1999, five permanent accounts received funding from recreation fees under permanent authorizations: Recreational Fee Demonstration Program; Fee Collection Support; Educational Expenses, Children of Employees, Yellowstone National Park; Payment for Tax Losses on Land Acquired for Grand Teton National Park; and Deed-Restricted Parks Fee Program. For the last of these accounts, authority was enacted in FY 1999.

7) Concessions Improvement Accounts. By agreements with NPS, some concessionaires deposit funds into special accounts to be used for improvements to concession service facilities without accruing possessory interests therefrom.

8) Other Permanent Appropriations. In FY 1999, four accounts received funding under permanent authorizations: Park Concessions Franchise Fees, Operation and Maintenance of Quarters; Delaware Water Gap Route 209 Operations; and Glacier Bay National Park Resource Protection. Before FY 1999 concessions fees receipts were deposited into the Treasury.

9) Miscellaneous Trust Funds. Donations are authorized to be accepted and used for purposes of the National Park System. Donations are made by individuals, groups, corporations, and associations, either by direct contribution or by bequest.

10) The Land and Water Conservation Fund. Act authorizes the obligation of up to \$30 million by contract each fiscal year for authorized Federal land acquisition in advance of an appropriation to liquidate the contract authority. This contract authority has been rescinded each fiscal year in recent years.

11) Transfers from Other Accounts. Funds are shifted between accounts for specific purposes as authorized by law.

12) Allocations from Departmental Funds. Funds are originally appropriated to accounts for the entire Department for certain purposes and then are allocated during the fiscal year to NPS and other bureaus on the basis of need.

13) Reimbursables. The National Park Service is reimbursed for work done for other agencies, Federal and non-Federal. For FY 1999, amounts include priority land acquisition funds from Title V of FY 1998 appropriations and Year 2000 conversion funds.

14) Federal Lands Highways Program. Under authorization currently effective through FY 2003, a certain portion of Federal Lands Highways Program funds, provided each fiscal year to the Federal Highway Administration, are earmarked to be used for construction projects in the National Park System.

The National Park Service

The role of stewardship of our Nation's heritage resources was given to the NPS in its enabling legislation. The NPS was established by Congress in 1916 to conserve America's public lands and natural resources and to provide for their use by present and future generations, as stated in the Organic Act of 1916:

...which purpose is to conserve the scenery and the natural and historic objects and the wildlife therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.

Subsequent legislation reinforced and expanded this mission. To preserve and protect the resources under its care, the role of the NPS has adapted so as to address current needs including being an advocate for environmental science, research, biodiversity and preservation. Today, the NPS plays four key and complementary roles:

- **Steward**—responsible for preserving the Nation's most significant natural and cultural resources;
- **Guide and teacher**—helping people experience, value, and respect the meaning of our shared national heritage;
- **Advocate and partner**—helping society achieve a quality of life enhanced by natural and cultural resources and recreational open spaces; and

- **Leader**—providing the management practices, sustainable facilities, and modern-day technologies needed to effectively carry out all aspects of the mission.

These roles are derived from the agency’s 1916 Organic Act and decades of subsequent legislation.

The NPS is a world leader in the parks and preservation community and a pioneer in preserving the Nation’s heritage through the wise stewardship of our national parks and monuments and through partnerships and assistance programs to others.

Dedicated to Mission

In response to eight decades of expanding and changing responsibilities, the Service’s National Leadership Council reaffirmed this commitment by adopting the following comprehensive mission statement in the NPS Strategic Plan:

The National Park Service preserves unimpaired the natural and cultural resources and values of the National Park System for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

By involving all levels of Service employees, as well as its customers and stakeholders in the strategic plan process, the NPS has produced a vision appropriate for the next millennium.

Goals, Results, and Outcomes

The Government Performance and Results Act (GPRRA)¹ of 1993 requires the NPS to have a strategic plan that includes a comprehensive statement of mission, and outcome related goals and objectives to fulfill that mission. NPS completed and published its first Strategic Plan in

¹ GPRRA was passed in 1993 to improve operational efficiency and effectiveness by requiring agencies to define their mission goals and identify long- and short-term program goals through strategic planning, and to measure and evaluate program performance through annual accountability reports to the American people.

1997 and has recently updated it to cover the years 2000-2005. GPRRA also requires annual performance plans and annual performance reports.

The Department of the Interior is participating in a pilot program established by the OMB to enhance government-wide compliance with the Government Management Reform Act (GMRA).² This pilot reporting program consolidates agency reports required under OMB Circular A-11 and GPRRA. As part of that pilot, the FY 1999 goals were included in the annual performance plan for the FY 1999 budget submission that was submitted to Congress in February 1998. The actual performance accomplished for all FY 1999 goals was reported in the Annual Performance Report, which was incorporated in the FY 2001 Annual Performance Plan submitted in February 2000.

The diversity of NPS programs and activities reflects the broad spectrum of responsibilities associated with the Service’s primary mission goals. As articulated in the Strategic Plan, the mission goals of the Service fall into three mission-related categories: 1) preserve park resources; 2) provide for the public enjoyment and visitor experience of parks; and 3) strengthen and preserve natural and cultural resources and enhance recreational opportunities managed by partners. A fourth category, “ensure organizational effectiveness” deals with means and strategies that help enable success.

Within the three mission-related categories, four annual performance goals were selected to highlight the NPS accomplishments for FY 1999.

For the National Park Service, the hierarchy of goals relates to the fundamental missions of the bureau. At the highest level are the goal categories. These are also referred to as GPRRA Program Activities in OMB Circular A-11 and as Reporting Segments in the Federal Accounting Standards Advisory Board’s standard number 4. Below the goal categories are mission goals, which are goals typically not measurable. And, below the mission goals are the long-term goals identified in the strategic plan and the annual goals identified in the annual performance plan.

² GMRA was passed in 1994 and expanded the requirements of the Chief Financial Officers (CFO) Act by requiring the audit of 24 agency-wide reports beginning with FY 1996. GMRA further required a consolidated finance and operating report, which was submitted to Congress on March 31, 1998 for the entire Federal Government beginning with FY 1997.

National Park Service Government Performance and Results Act Accomplishments, 1999, Selected Performance Measures

Department of the Interior Goal	NPS GPRA Goal category	NPS Performance Measure	NPS 1999 Performance Goal	NPS 1999 Achievement	Percent of goal
Protect the environment and preserve our Nation's natural and cultural resources	Preserve Park Resources	Ia1. Acres of disturbed lands and acres of disturbances contained	1) By September 30, 1999, 4.5% of targeted disturbed park lands, as of 1997, are restored.	14.6% of identified disturbed lands restored	339%
			2) By September 30, 1999, 4.1% of priority targeted disturbances are contained.	8.2% of exotic species impacted acres restored	201%
		Ia5. Historic structures in good condition	By September 30, 1999, 47.7% of the historic structures on the 1998 List of Classified Structures are in good condition.	46% of structures listed on the LCS are in good condition	97%
Provide recreation for America	Provide for Visitor Enjoyment	Ila1. Park visitors satisfied	By September 30, 1999, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.	94% of visitors satisfied	99%
	External Legislated Partnerships	IIlb1. Additional miles of trails, miles of river corridor and acres of park and open space.	By September 30, 1999 an additional 920 miles of trails, an additional 1,340 miles of river corridor, and an additional 40,700 acres of park and open space over the 1998 totals are conserved with NPS partnership assistance.	2,116 trails, 1,504 linear miles of river corridor, 45,425 acres of park was added.	230%, 112% and 112%, respectively

Preserve Park Resources

This goal category marks the NPS commitment that natural and cultural resources and associated values are protected, restored and maintained in good condition and managed within their broader ecosystem and cultural context. Goals in this category relate to Departmental Goal 1—Protect the Environment and Preserve Our Nation's Natural and Cultural Resources. It includes the concepts of biological and cultural diversity. Long-term goals include the protection, restoration, or maintenance of ecosystems, rare plant and animal populations, archeological and ethnographic resources, world heritage sites, historic structures and objects, research collections, cultural traditions, and subsistence activities, relevant to the purpose and/or significance of the site.

In addition to the goals that deal directly with preserving the resource, this goal category also includes goals having to do with the National Park Service's contribution to scholarly and scientific research. The Service has fundamental information needs for making decisions about managing natural and cultural resources within the National Park System.

Two performance goals were selected to highlight the accomplishments in preserving natural and cultural resources.

1) Goal Ia1—Disturbed Lands/Exotic Species

Long-term Goal: By September 30, 2002, 10% of targeted disturbed park lands, as of 1997, are restored, and 8.5% of priority targeted disturbances are contained.

This goal addresses resource conditions in parks. Activities to meet this goal include

restoration of lands impacted by former uses and containment of invasive plant and animal species. Disturbed lands are those park lands where the natural processes have been impacted by development, such as roads and mines, and by invasion of alien species.

FY 1999 Annual Goal: By September 30, 1999, 1) 4.5% of targeted disturbed park lands, as of 1997, are restored, and 2) 4.1% of priority targeted disturbances are contained.

The Service projected that it would restore 4.5% of the 241,000 acres of lands disturbed from earlier development, or nearly 11,000 acres. Actual accomplishment is 35,380 acres of disturbed lands restored, or 339% of the projection. The Service also projected that it would restore 4.1% of nearly 1,890,200 acres of lands impacted by exotic species, or nearly 77,500 acres. Actual accomplishment is 155,869 acres of exotic species impacted acres restored, or 201% of the projection.

2) Goal Ia5 – Historic Structures

Long-term Goal: By September 30, 2002, 50% of the historic structures on the 1998 List of Classified Structures are in good condition.

The objective of this goal is to increase the number of structures listed on the 1998 List of Classified Structures (LCS) that are in “good” condition.

FY 1999 Annual Goal: By September 30, 1999, 11,051 of the 23,167 LCS structures are in good condition (47.7%).

The Service projected that it would have 11,051 of the 23,167 structures listed on the LCS, or 47.7%, in 1998 in good condition. This would mean 1,066 structures would be improved to good condition during 1999. In 1999, the NPS improved the condition of 674 structures bringing the number of structures on the LCS in good condition to 10,659, or 46% of all structures of the LCS (96.6% of projection.)

Provide for the Public Enjoyment and Visitor Experience of Parks

The objectives in this goal category are inclusive of the mandate in the NPS Organic Act

“...to provide for the enjoyment of the (resources) in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.” The goal category includes all NPS goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding are appropriate here. These goals relate to Departmental Goal 2 – Provide Recreation for America.

These goals cover the broad range of visitor experience in the parks. Enjoyment of the parks and their resources is a fundamental part of the visitor experience. Visitor enjoyment and safety are affected by the quality of park programs, facilities and services, whether provided by the National Park Service, a concessioner, or a contractor.

Visitors park experiences grow from enjoying the park and its resources to understanding why the park exists and the significance of those resources. Satisfactory visitor experiences build public support for preserving this country’s heritage and develop a better understanding of the diversity of experiences and peoples that built a nation.

Serving the visitors requires that the National Park Service maintains a physical inventory containing approximately 16,000 permanent structures, 8,000 miles of roads, 1,500 bridges and tunnels, 5,000 housing units, approximately 1,500 water and wastewater systems, 200 radio systems, over 400 dams, and more than 200 solid waste operations. These facilities must be maintained at an operational level that ensures safe use by the visitor and continued protection, preservation and serviceability.

One performance goal was selected to represent the accomplishments in serving the visitor.

Goal IIa1 – Visitor Satisfaction

Long-term Goal: By September 30, 2002, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.

This goal addresses visitor satisfaction. While many factors affect visitor use and enjoyment, this goal focuses on providing the facilities, services, and recreational opportuni-

ties for visitor use, comfort, and enjoyment. Servicewide baseline and performance information is derived from the Visitor Services Project annual surveys. Facilities, services, and recreational opportunities identified by visitors as “good” and “very good” define “satisfied”.

FY 1999 Annual Goal: By September 30, 1999, maintain 95% of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

The Service projected that the results of annual surveys for visitor satisfaction would indicate a 95% satisfaction rate Servicewide. Actual survey results indicate a 94% visitor satisfaction rate meeting the goal.

Benefit from Partnerships

This goal category focuses on the many partnership programs legislated under the National Historic Preservation Act, the Historic Sites Act, the Land and Water Conservation Fund Act, the Wild and Scenic Rivers Act, and others. Natural and cultural resources include properties listed on the National Register of Historic Places, wild and scenic rivers, national trails, national landmarks, and heritage and recreation areas.

These goals deal the results of a broad range of programs that assist others to preserve our natural and cultural and recreational resources. These programs encompass formal partnership programs with over 60 other Federal agencies, 59 states and territories, more than 1,000 local governments, over 300 Indian tribes, foreign governments, private organizations, friends groups, academic institutions, and the general public. These goals include increasing the number of significant historic, archeological, and natural properties protected and improving customer satisfaction with technical assistance provided by the National Park Service.

There are goals that relate only to recreational opportunities external to the National Park System through providing conservation assistance for adding miles of trails and rivers and acres of parks and open space to meet America’s outdoor recreations needs and improving

community satisfaction with NPS partnership assistance. In addition to assisting others develop recreational resources, the Service also assures that transferred Federal lands or land purchased by Federal dollars for recreational purposes continue to serve their role for improving the recreational opportunities available.

One performance goal was selected to represent the accomplishments in this goal category.

Goal IIIb1 – Conservation Assistance

Long-term Goal: By September 30, 2002, 1,580 additional miles of trails, 2,060 additional miles of protected river corridors, and 61,700 additional acres of parks and open space, from 1997 totals, are conserved with NPS partnership assistance.

This goal tracks the results of NPS technical assistance to states, communities, and non-profit organizations to protect additional resources and to provide increased local recreational opportunities.

FY 1999 Annual Goal: By September 30, 1999, an additional 920 miles of trails, an additional 1,340 miles of protected river corridor, and an additional 40,700 acres of park and open space, over the 1998 totals, are conserved with NPS partnership assistance.

Based on information provided by state and local partners, nearly 2,116 acres of trails were added (230% of projection), 1,504 linear miles of river corridor was added (112% of projection), and 45,425 acres of park and open space was added (112% of projection).

Implementation of Performance Management

In 1998, GPRA was implemented throughout the NPS. All operations in the NPS are now covered by the strategic plan and an annual performance plan. In 1998, initial reporting of accomplishments towards meeting Servicewide goals was implemented. In accordance with GPRA, the NPS also provided an Annual Performance Plan in conjunction with its FY 1999 budget request to Congress. The NPS is working towards meeting the requirements for

GPRA as outlined in P.L. 105-391, the National Parks Omnibus and Management Act of 1998.

The NPS will continue to evaluate its goals and its collective progress in achieving these goals. In doing so, the NPS will have a firm basis for improving agency effectiveness and efficiency. It will be a dynamic process. The current budget structure of the NPS is not aligned with the GPRA goals of the organization. Until the budget structure is revised, the relationship will continue to be indirect, although still useful.

Customer Service

With visits to the National Park System at an all time high it is more important than ever for NPS to listen to its customers. The Visitor Services Project (VSP), an ongoing NPS research project, gathers visitors' opinions about their park visits and quality of services in the parks. The VSP uses two main survey tools to provide the NPS with valuable visitor feedback: in-depth visitor studies and customer satisfaction cards. The data from both types of studies show that visitors continue to be very satisfied with the overall quality of services in the National Park System. Visitor satisfaction is measured by the combined proportion of visitors who rate services as "very good" or "good."

Visitor Studies.

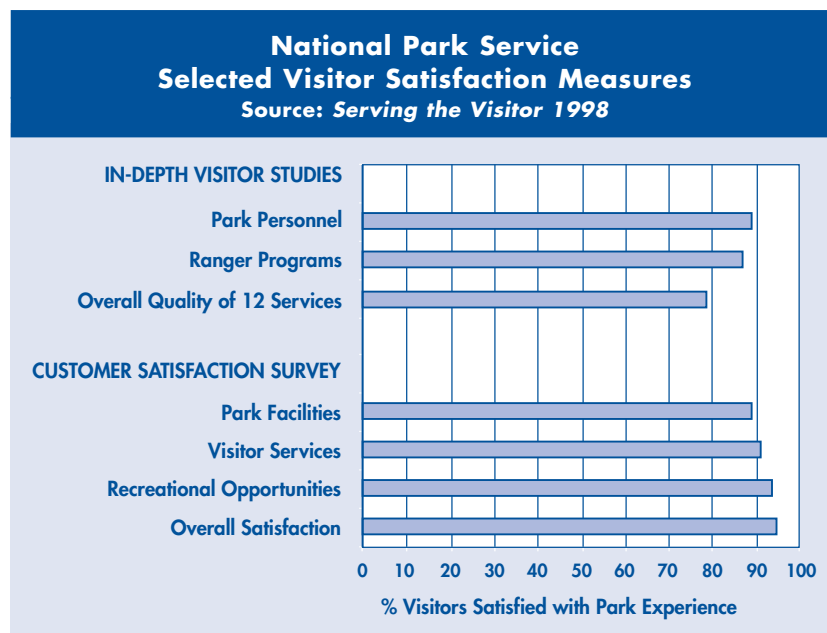
The VSP has conducted in-depth visitor studies at a sample of park units to measure visitor satisfaction with the quality of services visitors used during their park visit. The most current results available are for 1997-98 and are compared to a baseline measure generated from 1992-96 data. To measure overall quality of NPS services, the ratings of 12 typical visitor services including park brochures, ranger programs, park person-

nel, campgrounds, and lodging were combined. In 1997-98, 79% of the respondents were satisfied with the 12 services, compared to 78% for the five-year baseline.

Park personnel includes the broad range of employees that visitors may encounter such as rangers, maintenance workers, emergency response teams and law enforcement officers. In 1997-98, 89% of the respondents were satisfied with the quality of park personnel compared to 87% for the baseline. The greatest change is seen in the proportion of visitors rating park personnel as "poor" or "very poor" which decreased from the baseline of 8% to 3%.

Ranger programs include guided walks and tours, campfire programs and living history demonstrations. In 1997-98, NPS park programs improved to where 87% of the respondents were satisfied with the quality of ranger programs compared to the baseline measure of 83%. In addition, the proportion of visitors evaluating ranger programs as "poor" or "very poor" decreased from the baseline of 9% to 3%.

VSP Customer Satisfaction Card. A standard customer satisfaction card is used annually by all NPS units to measure performance related to Government Performance Results Act (GPRA) goals, including the rate of visitor satisfaction. In the summer of 1998, the



customer satisfaction card was completed and returned by a sample of 22,913 visitors at 281 national park units. Visitors were asked to rate a number of services available at the parks. Ratings for multiple services were then combined to develop indexes of satisfaction for facilities, services, and recreational opportunities.

Visitor opinions of visitor centers, exhibits, restrooms, walkways, trails and roads, and campgrounds and/or picnic areas are used to measure visitor satisfaction with park facilities. Ratings indicated 89 percent of visitors are satisfied with park facilities provided within the National Park System.

Visitor opinions of assistance from park employees, park maps or brochures, ranger programs, and commercial services in the park are used to measure satisfaction with visitor services provided in the parks. Ratings indicated 91 percent of visitors are satisfied with visitor services provided within the National Park System.

Visitor opinions of learning about nature, history or culture, outdoor recreation, and sightseeing are used to measure visitor satisfaction with recreational opportunities provided in the parks. Ratings indicate 94% of visitors are satisfied with recreational opportunities provided within the National Park System.

The customer satisfaction card includes an overall quality question. It is used as the primary measure of visitor satisfaction for GPRA purposes. This question asked visitors to rate the “overall quality of facilities, services and recreational opportunities.” Ratings indicated that 95% of the park visitors surveyed are satisfied with the overall quality of facilities, services and recreational opportunities.

Survey results are reported at the individual park, cluster, regional, and national levels. The customer satisfaction card results show strong evidence of excellent visitor service across the National Park System. Of the 281 parks which participated in the 1998 visitor satisfaction survey, 275 met the annual Servicewide goal of 77% visitor satisfaction.

The Visitor Services Project will continue to conduct in-depth surveys in a number of parks each year. The Customer Satisfaction Card will also be used at all national park units on an annual basis. Both types of survey results help park managers improve operations, save taxpayer dollars and better serve park visitors.

1999 HIGHLIGHTS

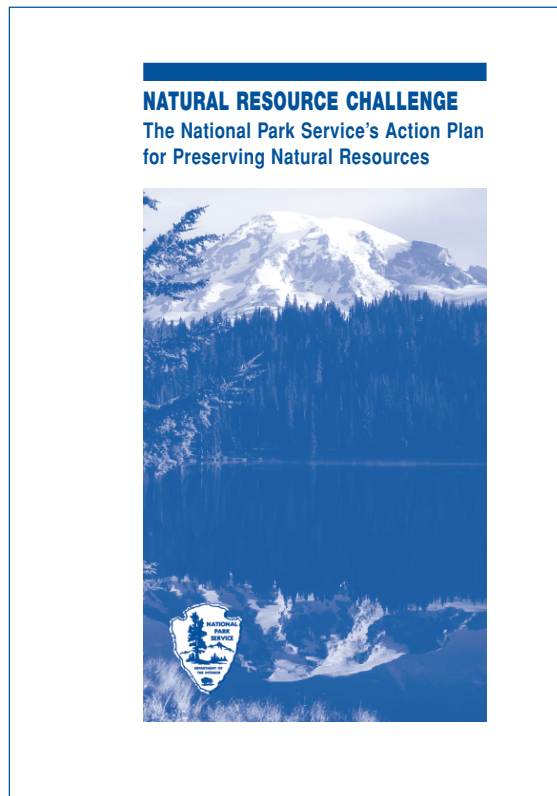
Witness to the diversity of the NPS is the list of programmatic highlights of 1999. The “Natural Resource Challenge” was unveiled, outlining long-term NPS responsibilities and responses to the natural resources under its care. An initiative addressing vanishing archeological and historical treasures in southwestern parks allowed restoration of imperiled cultural resources. NPS continued its partnership among over 22 Federal, State, local, and Tribal government agencies in support of South Florida ecosystem restoration. A 5-year Maintenance and Capital Improvement plan identified deferred maintenance needs. The Recreation Fee Demonstration Program continued to provide additional funds to the parks for backlogged health and safety projects and other critical resource requirements. The Save America’s Treasures matching grant program heralded itself by announcing that \$5 million had been donated to restore the “Star Spangled Banner” that inspired the national anthem. Other exciting partnerships with corporate America, philanthropists, and state and local governments provided revenues for park improvements including structural rehabilitation of the Washington Monument and Crissy Field.

NPS supported Heritage Area partnerships started to take shape. Grants to preserve historic buildings of Historically Black Colleges and Universities allowed rehabilitation of significant structures on several campuses. Additional funds were made available to many parks to address a myriad of critical operational needs. Several parks attained milestones in longevity as parks including Mt. Ranier which celebrated 100 years as a National Park. An expanded employee safety program aspired to a “total safety culture.” New applications in information technology eased the management workload. The NPS prepared for anticipated problems associated with the year 2000. Throughout the year the NPS and its employees received recognition for its continuing dedication and leadership in the protecting and interpreting the vast array of Cultural and natural resources for which it is steward. The

complexity and breath of NPS responsibilities and accomplishments can only be skimmed by a look at the highlights of achievement in FY 1999.

Natural Resources Challenge

In FY 1999, NPS introduced its newest major initiative, the Natural Resources Challenge, a five-year program to strengthen natural resources management in the National Park Service. This is in response to the growing awareness that in the 21st Century, resource management styles of the past will be insufficient to save our natural resources. Parks are becoming increasingly crowded oases, threatened by invasions of nonnative species, pollution, and incompatible



The National Park Service issued the Natural Resource Challenge to expand existing inventory programs and develop efficient ways to monitor the vital signs of natural systems within the parks.

uses of resources in and around parks. The Challenge calls for expanded natural resource inventory programs to gather accurate information for sound, science-based decision-making. It includes development of efficient ways to monitor and evaluate impacts on natural systems, wherein specific environmental conditions, selected as “vital signs” of environmental health, are measured to determine changes over time. The third element is enlisting others in the scientific community to help and to share the benefits. In anticipation of the Challenge, steps were initiated in 1999 including development of an integrated web-based resource information system, environmental leadership in reducing environmental impacts from NPS operations within the parks, design of a new and uniform scientific research and collecting permit process on the web, and revision of water quality goals to prevent deterioration of the highest quality waters and improve degraded waters. Initial implementation of the plan will focus on intensifying inventory and monitoring efforts to enable all parks with significant natural resources to document the actual nature and distribution of their resources. Ultimately, the share of NPS human and financial resources devoted to natural resource management, currently at 5 and 7.5 percent respectively, is expected to nearly double. This will improve the NPS natural resource management function, and give the NPS better tools with which to fulfill its mandate to preserve the country’s natural wonders unimpaired for all to enjoy.

Vanishing Treasures

Vanishing Treasures is a program designed to address both the destruction of historic and pre-historic structures as well as the impending loss of already limited preservation expertise within the NPS. Three primary thrusts define the Vanishing Treasures Program. First, the program seeks to eliminate resource loss by addressing emergency project needs where structures are in immediate, imminent danger from natural erosive factors or the cumulative pressures of visitation. Second, it focuses on replacement of an aging workforce that has unique craft skills that will be lost unless these people can mentor new, younger workers

before they retire. Third, throughout its life span, the program strives to move to a proactive preservation program in which structures would be evaluated and ranked for treatment priority, and the best preservation options selected. As outlined in the “Vanishing Treasures Strategic Plan,” the program is led by a Management Team which defines policy, ensures program consistency and accountability, and provides overall program coordination. Additionally, four work groups address specific programmatic functions: developing a standardized system to measure inventory, condition assessment, and accomplishments; formulating a workforce augmentation and replacement plan; seeking appropriate avenues for providing adequate and consistent funding and other support; establishing guidelines for consistency in strategy and technical application, and defining the ruins preservation process. Since the program’s inception, 14 parks have received base funding to hire and train skilled preservation staff. Approximately 1/3 of the funds has been used for emergency projects and program management.

Vanishing Treasures Initiative	
Park Unit/Program	Program (\$000)
Aztec Ruins NM	\$ 88
Bandelier NM	113
Chaco Culture NHP	214
Chiricahua NM	36
El Malpais NM	68
Ft Bowie NHS	53
Mesa Verde NP	71
Montezuma Castle NM	106
Navajo NM	37
Salinas Pueblo Missions NM	181
San Antonio Missions NHP	71
Tonto NM	55
Tumacacori NHP	104
Wupatki/Sunset Crater/ Walnut Canyon NM	118
TOTAL, Vanishing Treasures at Parks	1,315
Emergency projects and oversight	672
TOTAL, Vanishing Treasures Initiative	\$ 1,987

Everglades Restoration and Research

In 1996, Congress passed the Water Resources Development Act (WRDA) to guide the restoration of the Everglades and South Florida ecosystem. The law focuses on resolving water quality, water quantity, wetlands, and other issues in the South Florida ecosystem. As a result of the Act the South Florida Ecosystem Restoration Task Force was established. The task force is an inter-agency and intergovernmental entity that coordinates the input and expertise of 14 Federal Agencies, 7 State agencies, 16 counties, 2 sovereign tribes, and over 150 municipalities. This unprecedented partnership of the Federal government, State of Florida, and tribal, regional, and local governments is responsible for the largest restoration effort ever undertaken. The Department of the Interior, and the National Park Service in particular, is a major party to the restoration effort.

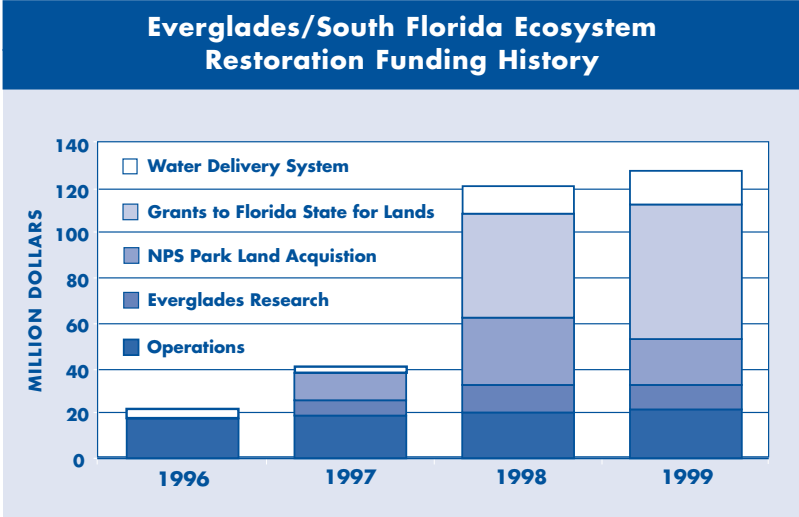
Operations. Four NPS parks are located in South Florida. Operations of these units is critical to continuing preservation and protection of the natural and cultural resources found in South Florida. The largest park unit is Everglades National Park which contains the largest remaining subtropical wilderness in the coterminous United States. It contains extensive freshwater and saltwater areas including Florida Bay, open sawgrass prairies, mangrove forests, and abundant wildlife including rare birds. Big Cypress National Preserve, next in size and to the north of Everglades NP, protects the watershed for the threatened ecosystem of South Florida. It contains subtropical plant and animal life and is home to endangered species like the Florida panther and the red-cockaded woodpecker as well as the ancestral home of the Seminole and Miccosukee Indians. Biscayne National Park

is located South of Miami. It includes a chain of subtropical islands with Biscayne Bay on the west and the Atlantic ocean on the east. The park protects interrelated marine systems including mangrove shoreline, bay community, subtropical keys, and the northernmost coral reef in the United States. Dry Tortugas National Park is located at the extreme western edge of the Florida Keys. It contains Fort Jefferson, the largest all-mason fortification of the Western world, as well as a bird refuge and marine life including coral reef.

Land. NPS lands in four parks located in South Florida represent almost 4,000 square miles of the 18,000 square mile Everglades “River of Grass” ecosystem. Land is a critical part of ecosystem restoration projects. Land is needed for water storage and aquifer recharge areas that will help restore natural hydrology. It is needed to construct water quality treatment areas and to preserve habitat for wildlife corridors. Land can also act as a buffer zone or as critical habitat for recovering threatened and endangered species.

In 1999, NPS purchased 10,732 acres at Everglades National Park and 1,898 acres at Big Cypress National Preserve—a total of 20 square miles. Money was also appropriated in FY 1999, as it was in FY 1998, to provide substantial grants to the State of Florida for land acquisition outside of park boundaries.

Modified Water Delivery System. Lands purchased in Everglades NP in FY 1999 are to implement the Modified Water Deliveries Project,





a construction effort currently underway, which will restore natural hydrologic conditions in the parks critical Shark River Slough drainage. In FY 1999, two new water control structures were completed that will help to reestablish flows to Northeast Shark River Slough which nourishes the Lower Everglades and, ultimately, the Florida Bay. The new water delivery regime required the Miccosukee Indian community of Tigertail camp to be raised to prevent flooding. This construction also included replacing substandard housing with new concrete homes

Everglades Research. The Task Force’s *Central and Southern Florida Comprehensive Plan*, known as the Restudy, is a blueprint for the restoration of the entire 18,000-square-mile ecosystem. The plan provides the opportunity to capture, clean, and distribute water in the right amounts and at the right time to the Everglades. The plan proposes to remove over 240 miles of internal levees and canals. When combined with other current water quality commitments, the efforts proposed by the plan will lead to improved quality and delivery of water going into the natural system and to the Florida and Biscayne Bays. The plan allows for the capture and use of over one million additional acre-feet of water, the result of which will be a significant improvement to the environment and the return of the abundant fish and wildlife that once thrived in the

area. It does all this while increasing the amount of water available to urban and agricultural users and without reducing flood protection.

In FY 1999, NPS participated in partnerships with multiple participants of the Task Force to develop the knowledge base needed for restoration of the South Florida ecosystem. Research included the development of improved integration of scientific databases and geo-spatial analysis, assessments of the influence of contaminants and biogeochemical processes, and landscape scale projects to examine patterns, processes and regional scale modeling. This research is in addition to ongoing efforts to plan and implement water quality improvement technologies and develop control strategies for exotic species.

Research is a prerequisite to restore disappearing habitats and remove barriers that block natural migration corridors. It will aid reintroduction of species and enhance the size of populations at risk. Habitat and wildlife restoration and preservation maintain the ecological connections and maximize the ecosystem’s biodiversity. Sustainable habitats and species populations also benefit humans in the forms of open spaces and recreational areas and perpetuate industries such as fishing, agriculture, tourism, and trade. The Everglades/South Florida Ecosystem Restoration project is ambitious and long term, but essential to restore the Everglades, the internationally renowned and important “River of Grass.”

5-year Maintenance and Capital Improvement Plan

In 1999, responding to concerns about a deteriorating infrastructure, the NPS, in concert with the Department of the Interior, committed to the development of a *Five-Year Maintenance and Capital Improvement Plan*. The plan covers the NPS repair and rehabilitation and line-item construction programs. The plan is designed to improve management and accountability for NPS infrastructure requirements and to focus maintenance and construction project funding on the highest priority health and safety and resource protection needs. Besides providing a framework for planning and management of these programs,



Cape Hatteras Lighthouse being moved from its original site.

the plan allows better definition and identification of accumulated, deferred maintenance funding requirements. Lists of proposed projects, beginning with the budget year and continuing for four additional years, are submitted to Congress with the annual budget request. The plan will be updated annually to reflect changes in priority or the identification of new needs. NPS endorsement of this approach resulted in increases in funding for the repair and rehabilitation program and construction programs in FY 1999.

Recreation Fee Demonstration Program

Beginning in FY 1997, the NPS expanded fee collection under the authority of the Recreational Fee Demonstration Program. The Fee Demo Program is now authorized through FY 2001. The law allows Federal land management agencies to test new fees across the geographic and program spectrum of sites managed by the

respective agencies. More significantly, the new law allows the NPS to retain 100% of the revenue collected for park use without the revenue being subject to appropriation.

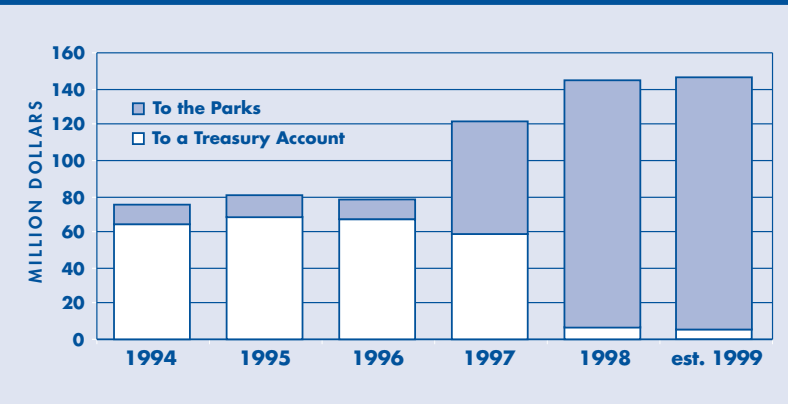
At present 204 of the 378 park units, over half, collect entrance fees and/or use fees. There are 100 participating fee demonstration “pilot parks.” Fee Demo pilot parks are allowed to retain 80 percent of all fee revenue collected at the park for immediate use. The remaining 20 percent goes directly to a central fund which is immediately available to the Director of the National Park Service for discretionary distribution to parks across the National Park System. Funds collected during the five-year test program are available for expenditure through September 30, 2004. The availability of additional monies to the NPS over the five-year period is estimated at approximately \$600 million.

NPS has welcomed the Fee Demo Program as an opportunity to test a variety of new fee prices, new types of fees, new collection strategies, and to institute fees in areas that were previously prohibited from charging fees. In its most basic implementation, parks such as Yellowstone, Grand Canyon, and Yosemite National Parks have raised their entrance fee to \$20 per vehicle or \$10 per person, good for seven days. NPS utilizes “point-of-contact” fee collection, usually at the park entrance to provide crucial park information and orientation.

One of the main tenets of NPS fee policy is to ensure that the public can see the results of their “contribution” to the park. The NPS has determined that the majority of the fee revenue will be dedicated to addressing backlogged maintenance, infrastructure, and interpretive exhibit projects, as well as critical resource management actions throughout the System. Beginning in 1998, Congress also authorized the use of these funds to cover the cost of collecting fees.

Since its beginning in FY 1997, the program has been responsible for nearly \$323 million in additional funding becoming directly available to the parks: \$45.1 million in FY 1997, \$136.8 million in FY 1998 and \$141.3 million in FY 1999. One of the more ambitious projects initiated in FY 1999 using fee revenue is the innovative

Impact of Fee Demonstration Program on Park Budgets



Canyon View Information Plaza Visitor Center at Grand Canyon National Park.

The revenue being generated over the course of the Recreation Fee Demonstration Program is critical to the financial health of the National Park System. It provides the NPS an opportunity to undertake and complete a wide variety of project work that would otherwise not be possible within the constraints of the appropriations process. By showcasing visible results of the fee program effort to the paying visitors, the NPS hopes to convey to the public a long-term sense of “ownership” of their parks through better protection of the irreplaceable park resources, as well as a more satisfying and complete visitor experience.

Save America’s Treasures

In FY 1999, Congress appropriated \$30 million for the Save America’s Treasures grant program, a public-private partnership initiated between the White House Millennium Council and the National Trust for Historic Preservation administered by the NPS. This partnership is dedicated to identifying and rescuing the enduring symbols of American tradition that define us as a nation. The program provides grants to Federal agencies for preserving cultural and historic projects. By law each award requires a dollar for dollar non-Federal match. States, localities, corporations, foundations, and individuals who value the American heritage have pledged support through financial contributions, donations,

and in-kind services. All projects require approval by the House and Senate Appropriations Committees.

The array of grants awarded in FY 1999 indicate the extent and diversity of America’s historical and cultural heritage. In FY 1999, grants were awarded to 12 Federal agencies for 62 projects in 24 states, the District of Columbia and the Midway Islands. The projects include preservation and protection

of buildings or groups of structures including historically or architecturally significant homes, schools, churches, industrial sites, a laboratory, a mining district, and a fort. Literary and artistic projects cover historical papers, oral histories, art, dance notation, poetry archives, books, photographs, film, and sculpture. Technological projects include an early airplane and artifacts from the Apollo Space Program.

The value of the FY 1999 Save America’s Treasures Grants range from as high as \$3,000,000 down to \$50,000. Eight of the 62 pro-



Ft. McHenry Guard standing before the flag on Defender’s Day, September 12, 1998, for the last official ceremony before the flag was lowered from its exhibit space at the Smithsonian’s Museum of American History on December 3, 1998.

jects account for half of the appropriation. Half of the 62 projects were for grants for \$200,000 and under. In dollar terms, the largest restoration and preservation projects include the “Star-Spangled Banner”, the flag that flew over Fort McHenry and inspired Francis Scott Key to compose America’s national anthem, the cliff dwellings at Mesa Verde National Park, and films from the Silent Era of moviemaking. Smaller projects include preserving photographs from the Hull-House and plant specimens at the Lewis and Clark Herbarium, and stabilizing shoreline at the Pelican Island National Wildlife Refuge in Florida.

Partnerships

The NPS is privileged to enjoy extensive partnerships. NPS is joined by enthusiastic volunteers, businesses, cooperating associations, and foundations to achieve outcomes that couldn’t be met with appropriated funds alone. Partners provide NPS with money, donations of non-cash items and in-kind services, and millions of volunteers hours.

In FY 1999 one of the highest profile partnerships included the restoration of the Washington Monument on the National Mall in Washington, DC. More than \$6.0 million to fund the Washington Monument Restoration Project was raised by Target Stores in partnership with the National Park Foundation. The National Park Foundation, created by an Act of Congress in 1967, is the official national non-profit partner of the National Park Service, U.S. Department of the Interior. In addition, General Electric assisted by providing temporary lighting for the scaffolding that covered the monument during restoration.

Discovery Communications, the media partner in the effort, pledged to expand the education initiatives of the overall project. The National Park Service Washington Monument Interpretive Center, a multi-million dollar 2,000 square foot multimedia facility made possible by the Discovery Channel through the National Park Foundation, remained open during the restoration project. Located on the grounds of the Washington Monument, the Interpretive Center contains entertaining and educational audio-

visual interactive displays about Washington the president, the city and the monument.

The National Capital Parks-Central; Target Stores and Vendor partners; Discovery Communications; General Electric Company and the National Park Foundation received the Director’s Partnership Award for the Washington Monument Restoration Project citing tradition in excellence that sets an example for all partnerships Servicewide.

Not all NPS partnerships are as ambitious as the Washington Monument Restoration Project, but they are equally important and cover the range of responsibilities connected with protecting and preserving the nation’s cultural and natural resources. Many NPS programs include elements of partnerships. Programs such as the Challenge-Cost-Share Program and the Volunteer-in-Parks (VIP) program could not exist without partners. In FY 1999, volunteers offered 4.2 million hours of services to NPS. Volunteers often staff informa-

National Park Service Programs with Partnerships Elements

- Archeology and Ethnography Program
- Challenge Cost-Share Program (CCSP)
- Cooperating Associations
- Federal Lands-to Parks Program
- Heritage Preservation Services
- Historic American Buildings Survey and Historic American Engineering Record (HABS/HAER)
- Land and Water Conservation Fund
- National Historic Landmark (NHL) Program
- National Natural Landmark (NNL) Program
- National Park Service History Program
- National Register of Historic Places
- National Park Service Youth Programs
- Rivers, Trails, and Conservation Assistance
- Sharing a World of Resources—NASA and NPS
- University-National Park Energy Partnership Project
- Urban Park and Recreation Recovery Program (UPARR)
- Volunteer-in-Parks (VIP) Program
- Wildland Fire Management Program Center

tion desks but their contributions vary with the volunteer whose skills are used. Volunteers, for example, help advise and assist hikers, manage and restore wetlands, and conduct surveys. Examples of non-cash donations in FY 1999 include books and publications, museum objects, office equipment, loan of vehicles, artists' contracts, interpretive materials, and trail rehabilitation materials. In-kind services included database development, architectural design, brook trout restoration, web page development, and reforestation work.

In FY 1999, National Park Partnership Awards honored excellence in public/private partnerships in four categories: Education, Environmental Conservation, Historic Preservation, and Recreation. The award for Education went to Cuyahoga Valley NRA and the Cuyahoga Valley Association for the creation and development of the Environmental Center, which offers a broad range of programs and serves as a model for environmental programs throughout the country. The Environmental Conservation award went to Whiskeytown NRA and Shasta-Tehama-Trinity Joint Community College District for working side by side in the field and classroom to restore the Paige-Bar watershed and for providing opportunities for the sharing of knowledge, expertise, and technology. The award for Historic Preservation went to Glen Canyon NRA, Rainbow Bridge NM and the Rainbow Bridge Consultation Committee for the culturally sensitive management, maintenance, and interpretation of Rainbow Bridge NM. The award for Recreation went to Badlands NP and Telephone Pioneers of America (Chapter 119) for the adaptation of park interpretive trails with improved accessibility for those with mobility impairments by constructing three boardwalks over the last five years.

Heritage Partnership Areas

Heritage Partnership Areas are designated by Congress to conserve and promote natural, historic, scenic, and cultural resources associated with the history of a particular geographic area, and are managed by private or State entities, with assistance from the National Park Service. The Service contributes technical expertise and training, and it assists in the development of the management plans that each area is required to complete. NPS helps fund the implementation of the plans by Commissions that are established to manage the Heritage Areas. Federal funds are matched at least 1:1 by nonfederal funds derived from local, State, and nonprofit sources. Federal funds have been leveraged by as much as 10:1, showing that a small Federal investment can be significantly amplified by the enthusiasm and commitment of area residents. Participating areas realize significant benefits from this partnership strategy, including resource conservation and community attention to quality of life issues supported by developing sustainable economies.

Congress has established 18 National Heritage Areas around the country. In November 1998, the Automobile National Heritage Area was designated by Congress and added to NPS responsibility. Legislation may soon transfer responsibility of America's Agricultural Heritage Partnership from the Secretary of Agriculture to the Secretary of the Interior. Three areas (Essex, Steel, Ohio and Erie) have now completed their management plans. A total of seven should be complete by the end of FY 2000 and ready for full implementation to begin.

Sampler of National Heritage Areas and Corridors

Augusta Canal National Heritage Area

One of the best surviving examples of the 19th Century power and canal system

Essex National Heritage Area

Home of the maritime industry in the late 18th and 19th Centuries, and of important developments in the textile industry

Hudson River Valley National Heritage Area

The healthiest tidal estuary in the Northeast, and an area of historical, scenic, cultural and recreational value

National Coal Heritage Area

Communities that retain much of their original form as coal mining “company towns”

Ohio and Erie Canal National Heritage Corridor

Preserves the canal and chronicles the evolution of transportation systems in America

Shenandoah Valley Battlefields National Historic District

Eight counties and four incorporated cities with a variety of historically significant characteristics

South Carolina National Heritage Corridor

A wealth of African-American and antebellum history centered in and around historic Charleston

Steel Industry American Heritage Area

Important remnants of the steel industry and culture that made possible railroads, skyscrapers and shipbuilding nationwide

Tennessee Civil War Heritage Area

Sites of importance in the Civil War and communities that have maintained their historic character

Historically Black Colleges and Universities

The following table includes the status of funding for repair of significant structures at Historically Black Colleges and Universities authorized for funding in the 1996 Omnibus Act. The table includes the total dollar amount authorized, and appropriations enacted in FY 1998 and FY 1999 including a total funding to date by HBCU.



Chapelle Administration Building in Columbia, South Carolina is one of the HBCU buildings under repair with grants from the National Park Service.

Funding for Repair of Structures at Historically Black Colleges and Universities

		(\$000)			
Institutions authorized for funding	State	Total Amount Authorized	Appropriations		Total Available Funding to date
			FY 1998	FY 1999	
Allen University	South Carolina	\$ 2,900	\$ 800	\$ 839	\$ 1,639
Claffin College	South Carolina	1,000	0	944	944
Concordia College	Alabama	200	0	277	277
Fisk University	Tennessee	5,000	800	1,012	1,812
Knoxville College	Tennessee	2,500	800	825	1,625
Miles College	Alabama	2,000	0	506	506
Rust College	Mississippi	1,000	0	249	249
Selma University	Alabama	1,550	800	0	800
Stillman College	Alabama	250	0	296	296
Talladega College	Alabama	1,500	0	595	595
Tougaloo College	Mississippi	3,000	800	659	1,459
Voorhees College	South Carolina	2,000	0	589	589
Unspecified Schools	NA	6,100	0	0	0
Subtotal		29,000	4,000	6,791	10,791
Condition Assessment			200	209	409
Total		\$ 29,000	\$ 4,200	\$ 7,000	\$ 11,200

Park Specific Increases

Many parks received permanent operational budget increases to meet the higher demands of servicing increased visitation and protecting resources. Overall, the appropriation for Operations of the National Park System increased 3.2% from FY 1998 to FY 1999. NPS received \$16.799 million in park specific increases in FY 1999. There were 112 separate increases affecting 95 park units and the U.S. Park Police. About one out of four park units received an operational increase. The average value of increase was \$150,000 although many were much smaller and some were over a million dollars. Causes for increases covered the spectrum of operational needs from increased maintenance needs to outreach to youth at risk. A sampling of the budget increase at the parks follows:



Antietam NB seeks to preserve the natural setting of the 1862 battle that marked General Lee's first invasion of the North.

Antietam National Battlefield

The battle at this Civil War site was one of the most crucial of the war and was the impetus for Abraham Lincoln to issue the Emancipation Proclamation. As a result of the FY 1999 increase an additional 8 seasonal maintenance workers were recruited and hired, increasing the maintenance workforce by more than 80%. The new positions allowed the park to nearly double its previous years' accomplishments in repairing or constructing historic fence line (including a historically accurate picket fence at the Union Headquarters Site) and removing non-historic fence. Restoration began at the historic Georgian Rifle Pits, which allowed park visitors to view this critical defensive position for the first time in 11 years. Painting operations were conducted at the Visitor Center, Headquarters, National Cemetery Lodge and at four historic structures.

Capitol Reef National Park

Taking its name from dome-shaped white-cap rock along the Fremont River in Utah, Capitol Reef features narrow high-walled gorges cut through colorful sandstone cliffs. Additional funding received in FY 1999 was used to increase interpretation and protection of resources. The quality of visitor contacts was improved by staffing the park visitor center with paid employees, which also reduced the park's dependency on volunteers. The number of daily interpretive activities offered to the public was increased and the Fruita schoolhouse, a highly visible historic structure, was kept open for several hours a week. Foot and vehicle patrols to areas not frequently patrolled in the past resulted in an increased number of visitor contacts, improved NPS visibility, additional data about backcountry visitation and activities, and expanded routine monitoring of archeological sites and areas with threatened and endangered species.

Chiricahua National Monument

The varied rock formations here were created millions of years ago by volcanic activity, aided by erosion. Faraway Ranch, an early dude ranch, has been restored. The FY 1999 base increase for Chiricahua National Monument enabled the park to increase road and trail patrols, keep both of its visitor contact stations open during normal operating hours, keep Faraway Ranch House open most of the year, and administer a base-level research and resource management program. This was a welcome restoration of resource and visitor protection programs to levels that the park had enjoyed in previous years.

Effigy Mounds National Monument

The monument preserves a significant phase of the prehistoric American Indian culture. It protects over two hundred mound sites that range in age up to 2500 years. The FY 1999 operating increase provided the impetus for development of a multi-discipline, comprehensive, long-term mounds maintenance program. The Park was able to begin to slow the forest encroachment near the mounds. In addition, building and custodial maintenance was restored to seven-day service for the first time in over four years and portions of the trail system previously closed for safety concerns were repaired, re-opened, and maintained. The increase also helped support a cultural resources management trainee to maintain the monument's museum collections and contribute professional expertise to long-term cultural resources management and preservation.

Fort Donelson National Battlefield

The first major victory for the Union Army in the Civil War occurred here in February 1862 under the leadership of Ulysses S. Grant. With an addition to base funds at the park an ongoing preservation maintenance program was initiated. In FY 1999, five historic structures on the List of Classified Structures received stabilization and preventive maintenance. Work was begun on a three-to-four year project to repoint and stabilize the cemetery wall where deteriorating mortar allows rocks to separate from the foundation. Tin and guttering were replaced on the cemetery lodge kitchen roof, and the gutter ledge was repaired. Vegetative removal and repairs to the powder magazine took place at the Confederate River Batteries. The historic Dover Hotel received new wood siding on the west and south sides, and the entire exterior was painted. Cultural landscaping was done in the old fort interior conforming to the current cultural landscape plan.

Fort Pulaski National Monument

The strategy of warfare changed forever when new, experimental rifled cannon tore into Fort Pulaski and forced the Confederates garrison there to surrender in 1862. New base funding provided in FY 1999 allowed establishment of a comprehensive maintenance program. Base



Work teams rebuild exterior walls of the historic Cockspur Island Lighthouse at Fort Pulaski National Monument.

funds were combined with public donations to stabilize the Cockspur Island Lighthouse. Work teams rebuilt exterior walls, and repaired interior stairs and walls. A contract was awarded to repair damage to the lantern-cap, ventilator, and iron railing, and to replace the lighthouse cap once work is completed. FY 1999 funding also enabled the park to complete preservation maintenance on nine rooms in the fort. Work included plaster repairs, removal of mold and mildew, and encapsulation of lead paint.

Hawaii Volcanoes National Park

The park features active volcanism and rare and endangered plant and animal communities. Additional base funding was used to control alien invasive plant species in Hawaii Volcanoes National Park. The park contains over 20 alien plant species that are capable of forming single species stands and displacing all native vegetation. These are too widespread to be controlled park-wide; however, they are controllable in selected biologically significant areas of the Park. Funding specifically was used for follow up management of alien plants, which must be repeated every 1-4 years because of long-lived seed banks or dispersal of weed seeds from outside areas. Funding was



HAVO natural resource management crew in a stand of the alien invasive species, kahili ginger.

also used for maintenance of a biological control research facility staffed by the U.S. Forest Service and to monitor the spread and evaluate the impact of alien plant species.

Minute Man National Historical Park

The park encompasses the scene of the fighting on April 19, 1775, opening the American Revolution. The FY 1999 operational increase for Minute Man NHP was used to manage the new Battle Road Trail between Lexington and Concord, and associated new facilities. The funding was particularly significant as the visitation doubled this year at the visitor center adjacent to the trail. Benefits from the funding included: maintenance of the trail and its adjacent restrooms and parking lots; 90 new interpretive walks, 50% increase in Resource Management Specialist's services; additional seasonal rangers during peak season providing interpretation, living history, and regular patrols; and new programs incorporating volunteers.

Ocmulgee National Monument

Traces of 12,000 years of Southeastern culture from Ice Age Indians to the historic Creek Confederacy are preserved at Ocmulgee National Monument. Ocmulgee's goal is to interpret not only the prehistoric people who have inhabited the area for over 10,000 years but also those current Native American Cultures that have ties to the area. With the increase the first full-time interpreter since 1993 was hired, who in the process of expanding the park's outreach and other educational programs, established an educational program with the Boys and Girls Club associated with a nearby housing complex to increase their understanding and appreciation of another culture. This interpreter has also increased improved interpretive programs to the 30,000 to 40,000 school children that visit the site each year. More of these students now receive personal, curriculum-based educational/interpretive programs.

Pu'uhonua o Honanau National Historical Park

This is the premier Hawaiian culture park, a sacred ground where, until 1819, vanquished Hawaiian warriors could escape death if they could reach this spot. The park initiated a program to control invasion and regrowth of non-native plant species that put resources at serious risk. Staff cleared a total of 22 acres of alien vegetation, eradicated six alien plant species and restored 7 native species. Exotics were removed and controlled on 16 sites on the List of Classified Structures to prevent structural damage. The park hired its first Resource Manager, as well as three temporary laborers for year-round vegetation management program. Funding was used to hire a native Hawaiian graduate student to conduct research. Educational, outreach and protection programs also benefited.

Thomas Stone National Historic Site

Thomas Stone was a signer of the Declaration of Independence and a delegate to the Continental Congress. This site preserves his Georgian Mansion built in 1771. Thomas Stone NHS opened to the public on November 2, 1997, with six historic structures, after \$4 million in restoration and construction. Visitor facilities were completed in the summer of 1998. Because of the additional funding in FY 1999, the park was able to hire staff to provide essential interpretation for visitors and protection of the structures, artifacts, collections and other resources. Visitor services have increased to include visitor orientation/information seven days per week and comprehensive interpretive tours. The park is now fully open to the public.

William Howard Taft National Historic Site

William Howard Taft, the only person to serve as both President and Chief Justice, was born and raised in this restored home. A base funding

increase in FY 1999 allowed the park to fully staff the new Taft Education Center (located adjacent to the Taft Home,) to provide interpretive services, and to expand the site's educational outreach program. Under a new contract, a local bus company now provides transportation to many inner-city schools at no cost to the school, thus allowing numerous at-risk children to visit the site and take part in activities there. The additional funding has also given the park the flexibility to participate in special events throughout the Greater Cincinnati area. These activities introduce literally hundreds of thousands of potential visitors to the National Park Service and its mission.

Milestones

Several parks celebrated anniversaries in FY 1999 either of their entrance into the Park System, or of a date that is important to the significance of the park. A few examples follow.

Mount Rainier National Park, 100 Years

In the year 1899, Mount Rainier was established as a National Park to preserve this majestic landscape of volcanic mountain, glaciers, forests



Visitors at Nisqually Entrance, Mt Rainier National Park, c. 1915.

and meadows. A full year of special events was organized to mark its Centennial this year both in the park and the surrounding Washington State communities of Seattle and Takoma. Several special weekend festivals and activities took place, including a Centennial Climb to the summit led by famed mountaineer Lou Whitaker. The nearby Seafirst gallery presented 100 works of art in all media including performances of music, poetry and prose written especially for the Centennial. Commemorative activities at the Park reflected its chosen theme, "A Century of Resource Stewardship." Signature projects were undertaken to highlight and enhance natural and cultural resources: ecological restoration of the former Sunrise Campground area, rehabilitation of the historic White River Patrol Cabin and its re-opening as a visitor contact and information station, and completion of the final mile of the Wonderland Trail. Trinity Camp, an alliance between the Park and public, private and corporate entities, brought 100 at-risk children from local school districts in a program that combined wilderness experiences with computer technology training to enable them to produce a CD ROM about the park. Mount Rainier's web page features information about these and other Centennial celebration events, as well as historical people, places and events.

Vicksburg National Military Park, 100 Years

Vicksburg was the focus of a Civil War campaign that included battles in west-central Mississippi and a 47 day Union siege. Its surrender on July 4, 1863, coupled with the fall of Port Hudson, Louisiana, divided the South and gave the North undisputed control of the Mississippi river. Vicksburg National Military Park was established on February 21, 1899 to commemorate one of

the most decisive battles of the American Civil War. One of many activities sponsored by the Park to mark the Centennial this year was an art contest among school children in the Vicksburg area to design a logo for the occasion. Among the more than 200 entries, the one selected as winner features the Memorial Archway, erected as a result of a 1917 reunion of survivors. The legend "Commemorating American Valor" reflects the growing awareness that the park's significance extends beyond the events of a single war. The valor displayed then by individuals on both sides of the conflict is seen time and again throughout American history in times of war, struggle, and disaster. In that spirit, people and organizations throughout the city joined with the Park this year to stage an inspiring Forth of July celebration and parade. For the first time ever, participants and supporters included people from every segment of Vicksburg's population, and those with family and emotional ties to both sides of the Civil War, honoring all Americans who have made sacrifices for their country.

San Juan National Historic Site, 50 Years

The massive masonry fortifications of San Juan National Historic Site, oldest in the territorial limits of the United States, were begun by the Spaniards in the 16th Century to protect a strategic harbor guarding the sea lanes to the New World. They became headquarters of the U.S. Army after the Spanish American War of 1898. On February 14, 1999 celebrations were



In FY 1999 the National Park Service celebrated 50 years of stewardship of the San Juan National Historic Site located in Puerto Rico.

conducted to mark 50 years since the National Park Service took over stewardship in 1949. An exhibit about the history of the area was inaugurated at El Morro, one of the major fortifications. It offered maps, information, and photographs of the installations through history. Special interpretive programs in both English and Spanish were conducted throughout the day, and the first fifty visitors to each fort received commemorative pins. An evening ceremony featured messages from NPS officials, Puerto Rico's Secretary of Natural Resources and the President of the Senate of Puerto Rico. The keynote speaker, the Mayor of the City of San Juan, spoke of the friendship between the National Park Service and San Juan.

Rivers and Trails – 30 Years of Recreation and Preservation

FY 1999 marks the 30th anniversary of two significant pieces of legislation: the National Trails System Act and the Wild and Scenic Rivers Act. On October 2, Interior Secretary Bruce Babbitt canoed down the Lamprey River in Durham, NH to celebrate the protection of many of America's most outstanding free-flowing rivers from dams and other inappropriate development. To date, the Wild and Scenic Rivers Act has resulted in the designation of 155 river segments in 36 states as National Wild and Scenic Rivers, for a total of almost 11,000 miles. The National Park Service participates in the rivers program by conducting feasibility studies of rivers and river segments, providing technical assistance to partners to enhance the river corridors, and operating 20 of the segments as units of the National Park System including the Charley River in Alaska and the Bluestone River in West Virginia.

Senator Gaylord Nelson, who fathered the National Trails System Act, described its goal as being, "to provide all of us, no matter where we live, with easy access to a wide variety of trails suited to our tastes and needs – whether we are

grandparents on a Sunday stroll, kids on bike or horseback, or veteran hikers." Thus far, eight national scenic trails have been established for a combined total of 14,000 miles, when completed. In addition, 12 national historic trails comprising 23,000 miles have been designated to convey and evoke the important stories represented by such trails as the Oregon, Santa Fe, Trail of Tears and Iditarod. More than 800 national recreation trails foster local trail achievements and highlight some of America's premier trails. Authorities that were added to the act in 1983 and 1988 have made possible the conversion of an additional 10,000 miles of abandoned railway lines to trails. The NPS provides technical assistance to hundreds of trail and greenway projects in local communities nationwide each year in keeping with this act, as well as providing administrative leadership for 15 of the 20 national scenic and historic trails.

Tuskegee Institute National Historic Site, Double Anniversary – 25 and 100 Years

Booker T. Washington founded this college for African Americans in 1881. Preserved here are the brick buildings that the students constructed themselves, as well as Washington's family home, and the George Washington Carver Museum. The college, Tuskegee University, is still an active institution. The park and the school this year celebrate both the site's 25th anniversary as a National Historic Site, and the 100th year of "The Oaks," as the Booker T. Washington's family home is named. An open house at the museum and The Oaks included free posters, donated by Eastern National, to the first 25 visitors on the day of celebration. A special program at The Oaks, open to the public, presented Mrs. Margaret Washington Clifford as the guest speaker. Civil War re-enactors representing the 54th Massachusetts Regiment appeared in full regalia to discuss their relationship with Dr. Washington.

Employee Safety

In 1998, the National Leadership Council re-committed themselves to their original Risk Management priorities, with a special focus on developing programs to implement the Director's Order #50A, "Workers' Compensation Case Management," in all parks and offices. In FY 1999, action on this commitment continues with improvements to the Service's management of workers' compensation claims. An Office of Workers' Compensation Programs (OWCP) Manager is in place for overall program oversight, and three OWCP Coordinators have been hired to assist regions in implementing D.O.#50A, addressing specific cases and collaborating with OWCP field offices. NPS has established a formal Servicewide contract to investigate possible fraud and abuse of workers' compensation benefits. Savings that have resulted from these investigations have already been sufficient to fund a new hot-line for people to report suspected fraud. OWCP training continues for supervisors/managers and park coordinators and a case management handbook has been developed for supervisors.

In keeping with the Interior Department's safety initiative launched earlier this year, the NPS strives to focus the attention of all its employees on issues of safety in the workplace. A proactive behavior-based approach is being applied in some parks, with promising results. Employees coach one another about safe and at-risk behaviors that they observe. This promotes safety communication and provides positive reinforcement to motivate safe work. Olympic and Grand Canyon National Parks are among the trial parks and both report a drop in average lost-time injury rates since the program began.

Information Technology

The National Park Service has two primary systems for identifying ongoing operational and non-recurring project requirements for budget formulation. In FY 1999, a major effort was undertaken to modify and update the systems utilizing new technologies to better serve managers' needs in planning, analysis, and accountability.

Operations Formulation System (OFS)

OFS is a widely used NPS database containing identified operational funding needs at NPS park units. With changes made during FY 1999, OFS serves as the sole source of information for formulating NPS budget requests. Field areas and central offices can now input funding requirements as they are identified so the system can account for all known on-going operational budgetary requirements of the Service at any given time. Changes made to OFS in FY 1999 include the migration of the database into a web-based system on the NPS intranet. The system streamlines the process of inputting operational needs, prioritizing projects, and formulating the NPS budget. Furthermore, the new environment contains features to address security and internal control concerns.

OFS data and reports automate much of the paperwork associated with presenting a budget and identifying unfunded needs. In the first application of the new OFS, the budget office was able to construct a budget submission more rapidly and thoroughly than before. The new OFS has further proven its functionality in the development of subsequent budget submissions. New search functions in the system were especially helpful in this regard. In addition, the information contained in OFS has been used to prepare official NPS responses to internal and external inquiries about identified unfunded NPS budgetary needs and the strategies for addressing these needs.

Project Management Information System (PMIS)

This system provides a standardized method for collecting information on non-recurring projects. This web based system allows the user to develop detailed information about needed projects and to sort and retrieve information based on a variety of criteria such as category of need (health and safety, resource protection, for example), park, and year of need. Additionally, the system documents the review and approval of projects so park managers can track their progress. PMIS has been used initially by the NPS to formulate the Five Year Facilities Maintenance and Capital Improvement Plan budget submissions.

Y2K Compliance

Similar to all government agencies, the NPS made Year 2000 computer conversion a number one priority. NPS replaced non-Y2K-compliant software in office automation and Geographic Information Systems (GIS), and non-compliant equipment for its telecommunications and Global Positioning Systems. Most non-Y2K compliant personal computers (NPS has almost 20,000 desktop and laptop personal computers) had been replaced by end of FY 1999 and this effort will be completed prior to January 2000. The Y2K compliance of the Federal Financial System (the main-frame accounting system used by NPS and other agencies) was assured with an upgrade that was installed during 1998. Its desktop companion, the Administrative Financial System II, used Servicewide for local financial planning and tracking, was similarly modified at the start of FY 1999.

Awards

Rangering Award

Dale Antonich, Chief Park Ranger at Lake Mead National Recreation Area in Nevada and Arizona, is this year's recipient of the Harry Yount National Park Ranger Award for excellence in "rangering." The national award was presented by President Clinton during National Park Week in April.

Named after Harry Yount, who is generally given credit for being the first Park Ranger, the Harry Yount National Park Ranger Award is the hallmark of recognition as a NPS Ranger. Made possible by a gift from The Eureka Company to the National Park Foundation, the official non-profit partner of the NPS, the award not only seeks to recognize and honor outstanding Rangers, but to encourage high standards of performance; foster an especially responsive attitude toward public service; enhance the public's appreciation of the Park Ranger profession; and further the art and science of "rangering." The national honoree is selected from Rangers nominated by their peers in each of the Service's seven geographic regions.

Ranger Antonich received his degree in recreation from the University of Montana. He began his Service career in 1972 as a seasonal ranger at Grand Canyon National Park. After several seasons there and at Death Valley NP and Lake Mead NRA he achieved permanent status in 1977 at Golden Gate NRA. Later assignments included serving at Santa Monica Mountains NRA, and Grand Teton NP. In 1986, he was selected as the Chief Park Ranger at Death Valley NP and assumed his current position at Lake Mead NRA in 1991.

Recognized throughout his career with numerous awards for performance and outstanding achievements, Ranger Antonich received the Department of the Interior's Valor Award in 1991 for his participation as a team member in a rescue in Death Valley NP.

Widely known across the Service for his leadership, Ranger Antonich is committed to ensuring that park resources are fully protected while at the same time providing a full measure of service and protection to park visitors. He was instrumental in providing integrity leadership training to the Ranger staff at Lake Mead NRA that resulted in their recognition by the National Institute of Ethics; the first Federal law enforcement program to attain this recognition.

Ranger Antonich credits his father, John Antonich, who was a U.S. Forest Service Ranger until his retirement, with instilling the values of working with people. He considers the Yount award a “tribute to all that I believe in and especially to all the Rangers in the NPS with whom I have worked. My ability to achieve what I have is a direct result of the support of my fellow Rangers and the encouragement of the managers who I have worked for.”

Interpretation Award

NPS Director Robert Stanton presented Robert E. Woody the 1999 National Park Service Freeman Tilden Award, the highest competitive award in interpretation. Woody received the award for his outstanding work in managing the mass media campaign for the moving of the Cape Hatteras Lighthouse. His proactive media campaign turned the engineering adventure of moving the lighthouse 2,900 feet into a learning experience for the whole country which emphasized the importance of heritage preservation as part of everyday lives. A web site he established to post accounts of lighthouse moving events as they transpired received 365,000 hits in less than six months. His work led to the creation of 1,500 hours of high definition video, 6,000 slides, a 60-minute video, and definitive study publication so that the adventure is recorded and remembered for all time. As a result of this project, the public



1999 Tilden Award recipient Robert Woody.

was able to identify with the universal values of tradition, pride, concern, care, hope, trust, determination, courage and commitment. The Tilden award was presented in recognition of his use of the moving of the lighthouse story to convey the higher meanings and values of heritage preservation.

Regional Freeman Tilden Winners included Janet Ambrose, Carlsbad Caverns NP, Intermountain Region, Fawn Bauer, Glacier Bay National Park & Preserve, Alaska Region, Alyssa Baltrus, Rock Creek Park, National Capital Region, John Stanwich, Adams National Historic Site, Northeast Region, Michael Vouri, San Juan Island National Historical Park, Pacific West Region, Kipton V. Walton, Indiana Dunes National Lakeshore, Midwest Region

RESOURCE STEWARDSHIP

Protection and Preservation of Natural and Cultural Resources

Traditionally, preservation of resources was accorded to parks when they were established. However, as outside influences continue encroaching towards and over park boundaries, the protection offered by being a unit of the National Park System is not enough to safeguard habitats and historic landscapes.

Threats to resources in national parks are as varied as the parks themselves. Agricultural runoff containing excess nutrients and pollutants drains into delicate wetlands; air pollution enters the parks from near and far, diminishing visibility and harming sensitive streams, soils, and vegetation; urban encroachment into historic scenes imperils the integrity of cultural landscapes and impairs scenic views; and increasing infestations of non-native invasive plant and animal species disrupt native plant communities and historical landscapes. In addition, some park resources were degraded before parks were established, including historic buildings in need of repair or land with abandoned mines that drain pollutants into park waters.

Increasing or inappropriate visitor use is also a source of accelerating damage to resources. For example, an uninformed visitor can render an archeological site scientifically useless in a short period of time. In some new park units, sites face a danger of being destroyed before ever being identified or documented. The NPS must contend with activities such as poaching or collecting plants, animals, fossils, and historic and archaeological artifacts and defacing cultural and historic buildings. Unrestricted visitation also increases the possibility of disturbing wildlife during sensitive breeding or nesting seasons and trampling fragile plant communities.

As the American and world populace grows more enthralled by national parks, the National Park Service is developing resource management programs to keep pace with its success in accommodating visitors. To understand and counter the effects of an increasingly human dominated landscape and the high level of visi-

tor use, the NPS undertakes an array of preservation, mitigation, and restoration activities. These actions safeguard irreplaceable resources so that they will remain intact for the ecological, historical, scientific, educational, and aesthetic benefit of future generations.

Natural Resources

From the spectacular mountain ranges and glacier fields of Alaska to the Sonoran deserts of the American Southwest, from the volcanic landscapes of Hawaii to the magnificent barrier islands of the North and Southeastern United States, the National Park Service acts as steward for the natural resources that have inspired, awed, and brought enjoyment throughout this century. The collection of new information and its application must be of sufficient sophistication, scope, and professionalism to meet our stewardship responsibility—preserving over 83 million acres of America's richest natural systems.

The stewardship of natural resources addresses wildlife, fisheries, vegetation, air, water, scenic vistas, natural sounds, and geologic resources. This stewardship requires that we know what and where our resources are,



Fish Survey in Great Smoky Mountain National Park.

the condition of those resources, how to maintain them, and how to restore them. This knowledge is fundamental to the management of national parks.

Wise decisions about the placement of a visitor center or campground, or whether to permit intensive recreational activities depend on first knowing, for example, where there are sensitive breeding or nesting areas and endangered species habitats. If we do not understand geologic or flood hazards, we cannot make certain that visitors and employees will be safe as possible. Similarly, we must understand how the natural systems in the parks function and how human changes to the landscape affect them before we can design protective measures or plan restorations of impacted resources.

The effectiveness of natural resource stewardship can be measured by the extent to which the NPS has available detailed inventories, baseline measures, monitoring stations, and the capability to assess and respond to this information. Having reliable scientific information allows us to detect changes that may signal problems and to take corrective actions before those impacts severely degrade ecosystem integrity or become irreversible. As such, the NPS has developed performance measures to track its progress in obtaining necessary information. These measures will assist the NPS in developing frameworks to systematically monitor resource conditions and evaluate trends.

Knowing the Resources and Their Conditions

The NPS has defined a basic set of 12 inventory data needs critical for every park [see box this page] while recognizing that each park will also have its own additional, specialized inventory needs. To ensure that 11 of the basic 12 data sets are acquired as efficiently as possible, a national program with several Federal and other partners has been established. The Biological Resources Division of the U.S. Geological Survey has responsibility for the twelfth data set. The National Park Service Strategic Plan targets completing 19% of the outstanding needs within five years.

Basic Inventory Data Needs Critical for Every Park

- Historical Data (Bibliography)
- Species Occurrence Information
- Species Status and Distribution Information
- Digital Vegetation Maps
- Digital Cartographic Data
- Digital Soils Maps
- Digital Geology Maps
- Water Resources Inventory
- Water Chemistry for Key Bodies of Water
- Location of Nearby Ambient Air Quality Monitoring Stations
- List of Air Quality-Related Values
- Precipitation and Meteorological Data

This modest target is based on the availability of funding. At the end of FY 1998, the NPS was on track to meet this target. The collection of inventory data needs is run under a Servicewide Inventory and Monitoring (I&M) program.

Inventories. The first inventory set completed was automated bibliographies of the natural resource studies completed to date within each park.

As a first step in addressing species occurrence data, the NPS assessed the status of species occurrence data beginning in 1990. The initial survey found that 80% of the parks have species lists that are less than 80% complete. Currently, only about 90 parks have adequate species lists.

To address both species location data and distribution data for key species, the NPS funded additional biological inventories in FY 1999, allocating \$1.3 million to initiate inventories in 18 parks, bringing the total to 47 parks where biological inventories have been initiated or completed. These inventories are focused on birds, reptiles and amphibians. Completion of these inventories will depend heavily on local partnerships with universities and others, whereas previous inventories have been largely centrally acquired from other Federal agencies.

A final type of biological inventory, vegetation mapping, is the primary responsibility of the Biological Resources Division (BRD) of the U.S. Geological Survey. In FY 1999, the NPS worked with the BRD to initiate vegetation mapping in seven NPS units. In addition to the funding provided by the BRD, the NPS FIRE-PRO program provided cost-sharing funds at three parks. Substantial efforts have been expended to determine how the vegetation maps produced through the I&M Program can benefit fire management needs in parks.

Significant progress has been made in acquiring base cartographic information for parks. Digital cartographic data for 177 parks has been acquired from the U.S. Geological Survey. Through cost-sharing, more than \$7 million of such data has been acquired for the \$4.1 million provided by the NPS, through FY 1999.

Digital soils maps are also acquired through a Federal partnership. NPS is working with the Natural Resources Conservation Service (NRCS) to complete Order 3 soils surveys for all parks, except where more detailed surveys are necessary. In addition, the soil mapping program will provide a digital layer in order to provide flexibility in map design and production. Soil surveys were initiated in two parks during FY 1999, bringing to 38 the total number of park units that are either completed or in progress. An additional 117 parks have soils maps completed outside the I&M program, but many of them need to be digitized. Because of staffing constraints in NRCS, individual maps can take up to 5 years to produce. NPS is considering alternative means of acquiring soils data, while still working with the NRCS to verify the map products.

As a first step in developing geologic inventories, databases of existing geologic information have been completed and summarized for natural resource parks through a contract with the American Association of State Geologists (AASG). The databases will facilitate determining which parks meet the standard for adequate basic geologic information. Nearly 5,000 references to parks in 46 states have been completed. In FY 1999, scoping workshops were held in 11 national park units in Utah. Work-

shop products include a compilation of digital geologic maps and other data, an evaluation of geologic resources concerns, an assessment of geologic map coverage, and a compiled report with basic geologic information, hazards, concerns and needs.

Baseline Water Quality Data Inventory and Analysis Reports have been completed for a total of 185 parks as of the end of FY 1999. The reports provide a complete inventory of water quality parameter data within and adjacent to parks, including monitoring stations and agencies responsible for collecting the data. Additional inventories related to air quality and meteorological data have not been initiated, except that some such data are collected as part of the NPS air quality monitoring network, particularly for parks for which the Clean Air Act mandates specific protections.



Organ Pipe Cactus National Monument.

Monitoring. A Servicewide network of prototype ecosystem monitoring programs is being implemented to help acquire the common basic data sets in an effective and cost-efficient manner. To date, work on 7 of the 11 prototypes has begun, including ongoing projects at Denali National Park, Channel Islands National Park, Shenandoah National Park, Great Smoky Mountains National Park, Cape Cod National Seashore, a grasslands prairie cluster consisting of six small park units including Pipestone and Homestead National Monuments, and a Caribbean cluster that includes three parks. Research and design components of the moni-

toring element are conducted by the Biological Resources Division of the U.S. Geological Survey.

In FY 1999, as part of a Servicewide monitoring system to carry out its Clean Air Act responsibilities, the NPS continued operation of a comprehensive air monitoring network that included ozone monitoring in 33 units, wet acidic deposition sampling in 33 units, dry acid deposition monitoring in 26 units, fine particle sampling in 36 units, and optical visibility monitoring in 18 units. The NPS also funded four snowpack monitoring units in the Rocky Mountains. This network provides NPS and other Federal and state regulatory agencies information on the status and trends of air pollution levels in our national parks and on the long-range transport of air pollutants nationwide and across our borders with Canada and Mexico.

As a result, the NPS has identified the potential source regions and source types responsible for observed effects to the air resources of our national parks. Information derived is used by the Service, Federal and state regulatory agencies, and special commissions to formulate plans to protect and enhance the air resources of our national parks. In FY 1999, the NPS joined with the U.S. Environmental Protection Agency and the Texas Natural Resource Conservation Commission in initiating and funding an extensive field study, the Big Bend Regional Aerosol and Visibility Observational (BRAVO) Study, as directed by Congress. This study will attempt to identify the causes of visibility impairment at Big Bend National Park so that effective binational (U.S.-Mexico) emissions reductions strategies can be formulated to improve air quality at the park. The study will be completed during FY 2000, with final results to be available in FY 2001. Based on the data collected, several NPS units have experienced ozone concentrations that exceeded the level of EPA standards, including Joshua Tree National Park, Sequoia and Kings Canyon National Parks, Shenandoah National Park, Yosemite National Park, and Great Smoky Mountains National Park. Because of these high ozone concentrations, NPS initiated an ozone advisory program to alert employees and visitors when ozone reaches unhealthy levels. NPS was also instrumental in working with the EPA to develop



Visitors learn about NPS invasive non-native species management strategies at George Washington Memorial Parkway.

a regional haze rule to protect visibility in both national parks and wilderness areas.

In addition, effective natural resource management is dependent upon accurate and accessible information. During 1999, the AQUIMS (Air Quality Information Management System) was enhanced to handle the organization and integration of information from all natural resources areas. The enhanced system, renamed "Synthesis," was selected by the Associate Director of Natural Resource Stewardship and Science to be the standard information management system for all WASO-based natural resource divisions and programs. Natural resource data and information are currently being collected, digitized, standardized, and entered into the "Synthesis" system. The system will be accessible to central offices and parks on local computers, networks, intranets, or the internet. Joint projects to integrate natural and cultural resource information are planned for 2000.

Finally, in FY 1999 the NPS/EPA Park Research and Intensive Monitoring of Ecosystems Network (PRIMENet) saw the completion of monitor installation for ultraviolet radiation, air quality and deposition monitor installation at 14 parks: Acadia, Big Bend, Canyonlands, Denali, Everglades, Great Smoky Mountains, Glacier, Olympic, Rocky Mountain, Shenandoah, Sequoia, Theodore Roosevelt, Virgin Islands and Hawaii Volcanoes National Parks. Data from

these monitors and from associated research into the effects of air pollution and UV stresses on natural ecosystems will provide information to park managers and environmental regulators on how anthropogenic pollutants are affecting our national parks and wilderness areas.

Outcomes and Impacts: Restoring, Maintaining and Protecting Resources

In addition to good information on its resources, effective stewardship requires adapting and applying strategies to maintain, restore, and protect park natural resources. Activities that are a focus of the NPS strategic plan and GPRA goals include management and prevention of exotic species infestations and recovery of threatened and endangered species. FY 1999 accomplishments in the areas of disturbed land restoration, minerals management, fire management, native species restoration, exotic species control, and critical ecosystem studies are discussed below.

Disturbed Land Restoration. The National Park System contains nearly 315,000 acres that have been disturbed by human activities. The disturbances include abandoned roads, dams, railroads, grazed areas, campgrounds, mines, and other abandoned sites, which often cause unwanted and long-lasting problems that affect park resources or facilities. For example, altered soils and landforms adversely affect biological communities and habitats by contributing to exotic plant invasion, or water pollution. Abandoned roads, mine sites, and unsightly landscape scars, cause problems for parks managing areas as wild lands. One hundred ninety-five National Park System units report disturbed areas in need of restoration work. The need to restore these disturbed acres is recognized by the NPS in its GPRA Strategic Plan Goal Ia1A, which sets out a Servicewide restoration goal and targets 10% of the disturbed lands for action by 2002.

In 1999, for the second year, NPS committed specific funds to restore degraded lands and waters and mitigate safety problems from abandoned mineral lands (AML). The NPS AML Program provided \$167,000 to parks for

mine site reclamation, cleanup, and habitat conservation involving 10 separate projects at 7 parks in five Regions. These projects included: (1) the restoration of a naturally functioning stream channel and floodplain along Eureka Creek (Denali NP), which had been severely disrupted by placer mining; (2) the installation of steel gates at underground mine openings at the Rush Mining District (Buffalo National River), thereby conserving critical bat habitat and eliminating unsafe conditions for 30,000 visitors annually; and (3) the restoration of floodplain and associated wetlands along Glorieta Creek (Pecos NHP), which had been severely disrupted by sand and gravel extraction. In addition to AML Program funding, the NPS allocated \$250,000 of Recreational Fee Demonstration Funds toward disturbed lands restoration projects. These projects were selected through a competitive process in FY 1999 and work will be initiated in FY 2000.

Minerals Management. Private mineral development occurs in 28 parks with the potential for future development possible in many more NPS units. Production of non-federally owned oil and gas is the most prevalent mineral operation in parks today, accounting for over 90% of the mineral development in parks. There are almost 600 oil and gas wells in 10 parks across the System. In FY 1999, the NPS received and evaluated proposals to undertake 18 seismic exploration surveys, to drill 12 new oil and



Resource managers monitor sea lions at Point Reyes National Seashore.

gas wells, and to continue producing at 3 existing wells. To more systematically contend with this development, in FY 1999 the NPS began preparing park-wide oil and gas management plans at Big Cypress National Preserve (FL) and Lake Meredith National Recreation Area (TX). The initiation of these plans came on the heels of similar plans already well underway at Padre Island National Seashore (TX) and Big Thicket National Preserve (TX). Once completed, these mineral management plans will aid park decision making by providing up-front information on resources at risk from oil and gas development and options for control and mitigation of resource impacts. The plans will also help prospective operators to be better informed of park resource protection concerns as they contemplate potential development. Also in 1999, to enhance park resources protection, the NPS held an oil and gas training course for field personnel involved in day-to-day environmental compliance at their parks. Topics covered included oil and gas engineering, environmental protection, regulatory compliance, operations monitoring, spill response, and site reclamation. Staff from all 10 parks with active nonfederal oil and gas operations attended the course.

In FY 1999, the NPS evaluated 3 proposals to extract private hardrock minerals at three parks (Dinosaur National Monument, Colorado/Utah; Everglades National Park, Florida; and New River Gorge National River, West Virginia) and development proposals outside the boundaries of five parks (Cumberland Gap National Historical Park, Virginia/Tennessee/Kentucky; Natchez Trace Parkway, Mississippi, Alabama, Tennessee; Olympic National Park, Washington; Ozark National Scenic Riverway, Missouri; and Yellowstone National Park, Wyoming/Montana.) Activities in FY 1999 also included the development of policy and regulatory guidance in protecting park resources from mineral operations both in and adjacent to parks.

Prescribed Burns. One of the natural resource management tools receiving increased use is prescribed burns in fire-dependent ecosystems. Historically the NPS treated an average of 50,000 acres annually. At the

end of FY 1998 102,000 acres had been treated. Requests for fuels reduction projects for FY 1999 total 220,000 acres, this number is expected to increase in FY 2000.

An example is the prescribed burn plan completed in FY 1998 for Saguaro National Monument and implemented during the FY 1999 burn season. In a forested section of the park, home to a Federally listed endangered species, the Mexican spotted owl, fire suppression and grazing since the turn of the century have contributed to an alteration of the pre-settlement vegetation structure. Before 1900 the mean fire return interval average of seven years perpetuated low intensity ground fires. Because of these frequent fires, these forests were resistant to catastrophic fire. Presently, dense pine reproduction as well as encroachment of woody shrubs such as manzanita and a variety of oak species leave park resources vulnerable to large-scale, high-intensity fire that would destroy the owl habitat. A prescribed burn plan has been developed to mimic an ecologically significant natural fire regime. The specific objectives of the prescribed burn are to achieve a 40% reduction of dead and down woody fuels two years post fire and to create a mosaic of burned and unburned vegetation. The burn mosaic will increase the park's ability to pursue a more active Fire Use for Resource Benefits Program which will enhance the fire dependent ecosystem.



Geologist overseeing watershed restoration in Redwood National Park.

Native Species Restoration. In FY 1999, the final design was completed for reclamation of the Glorieta Creek floodplain in Pecos National Historical Park. Prior to NPS acquisition, the floodplain and terrace along the north side of the creek were mined for sand and gravel, and the site was subsequently bulldozed to create two reservoirs for stock watering. The reclamation design involves removing the reservoir walls and converting the site to a complex of ponds, wet meadows, willow thickets, and cottonwood galleries, similar to the natural conditions that existed prior to disturbance. The project includes major earthmoving and revegetation activities. The project is being supported through funding from the Park, the NPS Water Resources Division, and the State of New Mexico.

As an example of another type of native species restoration project, a 10-acre wetland, fed by Boquillas Warm Springs, historically occurred near Big Bend National Park's Rio Grande Village development. Pre-park agricultural development and later NPS maintenance facilities were placed on half of this rare Chihuahuan desert wetland. The remaining wetland area continued to be drained to prevent damage to structures. The intact portions of the wetlands constitute the only natural habitat of the endangered Big Bend mosquitofish (*Gambusia gaigei*). Relocation of maintenance facilities in FY 1999 allowed the Park to begin removal of drainage and other structures. These actions will allow the return of the wetlands to their natural function, with concurrent restoration of the mosquitofish habitat. In a related activity in FY 1999, NPS issued a new set of wetland protection procedures in Director's Order #77-1: Wetland Protection and an accompanying manual. Last updated in 1980, the new guidance strengthens wetland protection through enhanced wetland inventory requirements and procedures for avoiding, minimizing, or compensating for wetland impacts during restoration activities. Additionally, the procedures eliminate unnecessary paperwork and review for projects that have a negligible effect on wetlands.

In another restoration project, FY 1998 saw the completion of the first phase of the endangered black-footed ferret restoration program at



Appropriate maintenance techniques, such as caulking, reduce pesticide use.

Badlands National Park. A cornerstone of the recovery plan for the species as a whole, the Badlands project tested restoration methods to find the most cost-effective and successful means to precondition and introduce captive-reared animals to a natural environment. This testing has resulted in a program generating approximately 80% short-term survivorship (30-60 days post release) and 60% survivorship at initiation of breeding season (150-180 days post release). During the April 1998 breeding season, spotlighting and snow-tracking surveys detected 56 ferrets, the largest free-ranging breeding season black-footed ferret population known since the last known wild population at Meeteetse, Wyoming.

By FY 1999, additions to the population by introduction and wild reproduction resulted in approximately 175 free-ranging ferrets inhabiting the Conata Basin/Badlands Area of southwestern South Dakota. The park has developed an effective program that is ready to go into longer-term operation and the techniques developed by NPS, in partnership with South Dakota, Wyoming, and the USGS Biological Resources Division, have been adapted by new black-footed ferret restoration programs in Montana, Arizona and Colorado.

Exotic Species Control. Endangered species and native plants and habitats are severely effected by exotic species. Approximately 60 percent of threatened and endangered

species are threatened to some degree as a result of exotic species. Therefore, exotic (non-native) species control efforts are important. The NPS is working with other Federal partners in the Federal Interagency Committee for Management of Noxious and Exotic Weeds, which developed a factbook in 1998. The factbook on exotic plants has been widely distributed including all units of the National Park System.

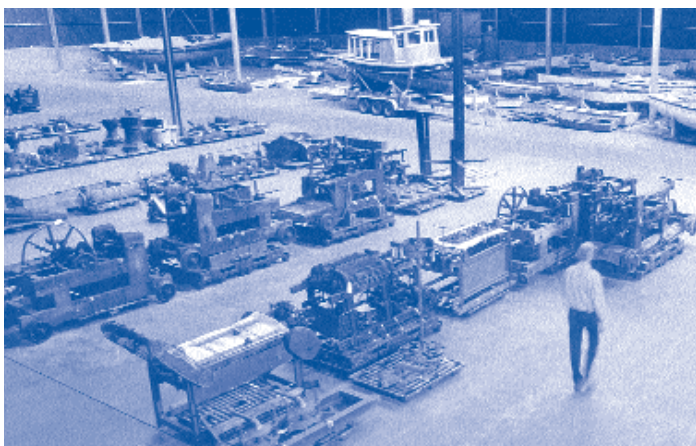
One of the exotic species that has been a problem over the years is tamarisk. Also known as salt cedar, tamarisk occupies approximately one million acres of public and private lands in the Southwest. It threatens many park riparian ecosystems that provide rare and important habitats in the arid West. Native plants have difficulty germinating in dense tamarisk stands due to a lack of light and high soil salinity caused by the tamarisk. Dense tamarisk stands preclude wildlife access to water, and tamarisk, which uses large amounts of water, can even dry up critical water sources. Removal efforts are labor intensive and involve the use of chain saws, herbicides, and occasionally prescribed fire. Parks have had difficulty in gathering enough skilled and equipped crews to attack the plant.

Lake Mead National Recreation Area has a newly established tamarisk control team that is eliminating tamarisk from parks throughout the NPS Pacific West and Intermountain Regions. The team is testing a “SWAT” team approach to controlling exotic species. For each project in a park, the team involves local park staff, teaching them established control methods. Each park also receives a tamarisk control manual developed for the crew. The crew then removes exotic plants from the park’s highest priority area. In its second season in 1999, it has successfully destroyed tamarisk on over 400 acres, with control costs of \$125/acre. Costs are expected to decline with more experience and as control succeeds and follow-up treatments require less effort.

Critical Ecosystem Studies Program. In scientific research, funding under the Critical Ecosystem Studies Program for Everglades restoration continued high priority projects. These included the Across Trophic Level Systems Simulation computer modeling, work on linking high density field topographic data to water flow models, and new and continuing research on Florida Bay and key indicator species, both plant and animal. New work is underway or planned on wetlands, contaminants, and linking landscape scale environmental information to management practices and distributing scientific information more effectively. Together, these studies support determinations about water distribution system reconfigurations, habitat restoration, and adaptive management of the natural resources.

Cultural Resources

Since its establishment in 1916, the National Park Service has been entrusted with the care of hundreds of special places that reflect the rich and complex human story of our Nation. Historic and prehistoric places like the Lincoln Memorial, Navajo National Monument, Brown v. Board of Education National Historic Site, Johnstown Flood National Memorial, Women’s Rights National Historical Park, Chaco Culture National Historical Park, Edison National Historic Site, Golden Spike National Historic Site, Stones River



Large object storage at Alameda Point, San Francisco Maritime National Historic Park

National Battlefield, Eleanor Roosevelt National Historic Site, Wright Brothers National Memorial, and Carl Sandburg National Historic Site tell the stories of our national heritage. From the Civil War to the struggle for civil rights, from invention to transportation, our Nation's history, our triumphs and tragedies alike, are preserved and protected in the National Park System.

In FY 1999, progress continued to be made in identifying, evaluating, and determining the significance of cultural resources in all units of the National Park System. The information base for planning and resource management has increased, and the Service continued to develop appropriate technologies and methods to inventory, document, monitor, preserve, and protect cultural resources.

Cultural resources topics are covered in the periodic publication, CRM (Cultural Resources Management), which is distributed to units of the National Park System, Federal agencies, American Indian tribes, state governments, local governments, private organizations, and individuals.

"Links to the Past", the area of the NPS "ParkNet" Web site focussing on cultural resources, provided well over 9,000 Web pages, a number of important databases, six educational features, and over 100 technical publications during FY 1999. The site now reaches an average of 10,000 users per day.

Museum Collections

Museum collections from over 300 units of the National Park System are maintained in parks, six NPS cultural resource centers, and 142 non-federal repositories. The collections of the NPS reflect our natural and cultural heritage. These collections are comprised of over 36 million archeological, ethnological, historical, biological, paleontological, and geological objects and specimens and over 40 million manuscript and archival documents. The number of items maintained by the NPS grew from FY 1998 to FY 1999 by over three million. To date, 59% of the objects and 33% of the manuscript and archival documents are cataloged and available for use.



Monteith presented to Commodore Perry, Perry's Victory and International Peace Memorial

In FY 1999, parks adjusted to using the state-of-the-art automated collections management system that was introduced in FY 1998. During the year an estimated 1.7 million items were cataloged and parks answered nearly 50,000 public research requests for use of the collections. Currently, 64% of park museum storage and exhibit conditions adequately preserve and protect these resources. An estimated 1,940 planning, environmental, storage, security, and fire protection deficiencies were corrected in 230 parks during FY 1999.

Parks made many notable improvements to the documentation, preservation, protection and accessibility of this heritage in FY 1999:

- Colonial National Historical Park, Gettysburg National Military Park, and Longfellow National Historic Site received a Save America's Treasures grant for \$977,100 to repair George Washington's dining and office tents at Colonial, preserve Gettysburg collections, and treat books, furnishings, and decorative arts objects at Longfellow.
- Four Alaskan parks completed the move to new collection storage space on the Alaska Pacific University campus. Collections moved from spaces that met few preservation and protection standards to a vastly improved facility. The parks plan to involve cultural resources management students in the analysis and care of the collections.
- Scotts Bluff National Monument published the book "An Eye for History:

The Paintings of William Henry Jackson” with full color reproductions featuring the park’s paintings. The park has the largest single holding of Jackson paintings illustrating the 19th century American West.

- San Francisco Maritime National Historical Park obtained 43,251 square feet of museum storage space at the former Alameda Naval Air Station to house 81 boats, marine engines, and other large objects. Long-term plans call for storage for five other sites and a public exhibit.
- Perry’s Victory and International Peace Memorial received an important gift of a silver punch bowl and silver cup that had been presented to Commodore Perry by the people of Boston and a fire bucket marked “O. H. Perry 1812 No. 1.”

In FY 1999, NPS completed fourteen major exhibits and five historic furnishings installations thereby expanding public accessibility to these resources in parks.

Cultural Landscapes

The National Park Service defines a cultural landscape as “a geographic area, including both natural and cultural resources, associated with a historic event, activity, or person.” Cultural landscapes in the National Park System range from large rural tracts covering several thousand acres to formal gardens of less than an acre. They reveal important aspects of history through their form, features, and use and illustrate the relationship between cultural and natural resources in a park. The National Park Service recognizes four types of cultural landscapes: historic designed landscapes, historic vernacular landscapes, historic sites, and ethnographic landscapes.

Cultural landscapes are inventoried and basic management information summarizing significance, impacts, condition, and approved treatments is collected and maintained in the Cultural Landscapes Inventory (CLI). Landscapes included in the CLI are either listed in or eligible for the

National Register or are to be treated as cultural resources by law, policy, or decision reached through the planning process even though they do not meet the National Register requirements. Information associated with the CLI is entered into the Cultural Landscapes Automated Inventory Management System (CLAIMS) to provide an automated, analytical tool for assessing information associated with the CLI. In FY 1999, the number of inventories entered into CLAIMS was increased by 30%. Condition has been assessed and assigned to 359 of the landscapes entered in CLAIMS. Based on this assessment, 26.7% are in good condition, 46% are in fair condition, and 27.3% are in poor condition.

Research concerning the history, existing conditions, historical integrity, and treatment alternatives for cultural landscapes is conducted and documented in Cultural Landscape Reports. The Cultural Landscape Report serves as the primary guide for park management decisions regarding treatment and use of cultural landscapes. In FY 1999, approximately 50 reports were prepared based on park management objectives.

As the National Park Service’s only technical center for landscape preservation, training, and technology development, the Olmsted Center for Landscape Preservation strives to strengthen the capacity of parks to preserve and manage their cultural landscapes. Olmsted Center staff works in partnership with parks, other government agencies, and institutions with specialized skills to provide sustainable landscape preservation assistance. Specific project work includes cultural landscape inventories, Cultural Landscape Reports, Preservation Maintenance Plans, and a variety of technical assistance.

Historic and Prehistoric Structures

The National Park Service defines a historic or prehistoric structure as “a constructed work... consciously created to serve some human activity.” Structures are usually immovable, although some have been relocated and others are mobile by design. They include buildings and monuments, dams, millraces and canals, nautical vessels, bridges, tunnels and roads, railroad



NPS worker repairs crumbling mortar of ancient walls at Arizona's Wupatki National Monument as part of the NPS Vanishing Treasures Initiative.

locomotives, rolling stock and track, stockades and fences, defensive works, temple mounds and kivas, ruins of all structural types that still have integrity as structures, and outdoor sculpture.

The preservation of historic and prehistoric structures involves two basic concerns: slowing the rate at which historic material is lost, and maintaining historic character. Research on, planning for, and stewardship of structures focus on these concerns. Research defines historical associations, integrity, character, and the causes of material deterioration; planning develops and evaluates proposals for use and treatment in terms of their likely effects; and stewardship entails activities ranging from craft training to the identification and mitigation of threats.

The List of Classified Structures (LCS) is the primary computerized database containing information about park historic and prehistoric structures in which the National Park Service has or plans to acquire any enforceable legal interest. Structures included in the LCS are either listed in or eligible for the National Register or are to be treated as cultural resources by law, policy, or decision reached through the planning process even though they do not meet the National Register requirements. Data fields in the LCS include identification, category of significance, condition, use, threats, cost estimates for treatment, and physical description. In FY 1999, a new Web-based application of the LCS

was developed to enhance management of the information and allow for immediate updating and reporting. As of the end of FY 1999, data on 24,225 structures in 367 parks (97.1% of 378 parks) have been updated. While 44% of the inventoried structures are in good condition; 56% are in poor, fair, or unknown condition.

Research concerning the history, existing conditions, historical integrity, and treatment alternatives for historic structures is conducted and documented in Historic Structures Reports. The Historic Structure Report serves as the primary guide for park management decisions regarding treatment and use of historic structures. In FY 1999, approximately 45 reports were prepared based on park management objectives.

Archeology and Ethnography Program

The Archeology and Ethnography Program provides national leadership and coordination in preserving the heritage of America's places and people—inside and outside the National Park System. The program's mission is to broaden access to information, preserve archeological and ethnographic resources, foster relationships between NPS units and communities or groups with traditional associations with resources in those units, enhance the care of collections and archives, and improve management, planning, and research.

Applied Ethnography. The Applied Ethnography program works with American Indians and other Native Americans, African Americans, occupational groups, and the full array of communities and groups associated with park cultural and natural resources to better understand local interests and resource use. In FY 1999, NPS ethnographers conducted or contracted for cultural anthropology projects to expand the information base for planning, managing, and interpreting cultural, natural, or ethnographic resources with heritage value to communities and groups. By designing and

implementing training—in partnership with the National Parks and Conservation Association—the program also highlighted relationships between African Americans and Hispanic people and the heritage resources they value in parks and communities.

Ethnographic Resource Inventory. A prototype of an inventory database was tested and revised incorporating newly developed data standards. The new prototype is now being field-tested by NPS ethnographers Servicewide. Once the test is complete, the database will be available for use by all NPS staff.

Park NAGPRA. Under the Native American Graves Protection and Repatriation Act, NPS continued its work with Native American tribes and organizations. To date, 33 Notices of Inventory Completion (representing human remains and associated funerary objects) and 8 Notices of Intent to Repatriate (representing unassociated funerary objects, sacred objects, and objects of cultural patrimony) have been published in the Federal Register. Approximately 42 NPS Notices of Inventory Completion and 1 Notice of Intent to Repatriate await publication. Specific guidance on complying with NAGPRA was distributed to park units.

Systemwide Archeological Inventory Program. The Systemwide Archeological Inventory Program initiative has improved the availability of basic information concerning Archeological Resources. The Archeological Sites Management Information System database was formally launched in FY 1997 to help collect management data for inventoried sites in the parks. Approximately 43,000 electronic records have now been consolidated into a national level database from electronic records entered and used at the park and regional support offices. The Service continued to make progress in inventorying archeological resources on park lands. Seventy-four projects were initiated to systematically locate, evaluate, and document archeological sites. Thirteen of the 16 national park clusters now have long-range plans that report on the inventory status and set targets for future inventories. At the national level, the database is being used for GPRA compliance to track the number of archeological sites managed by the Service and their condition.

Park History

The Park History program continued to provide enhanced training opportunities to historians and interpreters through its partnerships with the Newberry Library, the Gilder Lehrman Institute for American History, University of Virginia, and the Seminar for Historical Administration. This year it expanded its program by sponsoring four NPS employees at National Endowment for the Humanities summer seminars. In addition, the program continued its cooperation with the Organization of American Historians and sponsorship of National History Day. In an effort to create a “Community of Scholars” within the Service, it convened a gathering of NPS historians in conjunction with the annual meeting of the National Council on Public History in Lowell, Massachusetts.

The Park History office continued to serve as the Servicewide point of coordination in providing technical information and training in the implementation of the 1995 Programmatic Agreement with the Advisory Council on Historic Preservation and the National Conference of State Historic Preservation Officers. In 1999, the office worked with the Park Planning and Special Studies Division on policy consultation on draft park planning documents. It provided Section 106 training for park coordinators and worked on an electronic workbook for Section 106 training. Section 106 training refers to compliance with section 106 of the National Historic Preservation Act of 1966, as amended, which requires Federal agencies having jurisdiction over Federal undertakings to take into account the effect of any undertaking on any district, site, building, structure, or object that is included in or eligible for inclusion in the National Register.

The National Maritime Initiative continued to cooperate with the maritime preservation community in surveying and evaluating maritime resources and developing standards and priorities for the preservation of resources. In 1999, the Maritime Initiative completed dispensing the first round of interim grants to recipients under the terms of the National Maritime Heritage Grant Program and submitted the first annual report to Congress on this program. It continued gathering information for the first

Historic Lifesaving Station Inventory and made that information available on the World Wide Web (WWW). It participated in international meetings of the Franco-American CSS Alabama Scientific Committee and edited for review the Secretary of the Interior's Standards for Historic Vessel Preservation Projects with Guidelines for Applying the Standards.

The Office supported the development of numerous research products including historic resource studies and administrative histories and continued to build an extensive web site on the history of the National Park Service.

National Trails System

The National Trails System Act of 1968 established a system that now includes 12 national scenic trails, eight national historic trails, and over 800 national recreation trails. The 20 national scenic and historic trails established by the Act together measure almost 37,000 miles and cross 51 national park areas and 90 national forests.

The Service administers 15 of 20 scenic and historic trails in the System. In FY 1999, trail

operations totaled \$3.6 million. This funded all the trail field offices, with some reserved for national program activities. An additional \$614,000 was available through the NPS Challenge Cost-Share program for partnership projects. In FY 1999, almost 100 National Trail System cost-share projects were matched 3-to-1 by partners. Volunteers serving these trails provided close to 500,000 hours of labor, valued at \$6.9 million, with additional cash contribution of \$4.4 million.

Notable successes in FY 1999 included the following:

- Completion of the comprehensive management plan for the four overlapping national historic trails: California, Oregon, Mormon Pioneer and Pony Express, one of the geographically largest planning efforts ever undertaken by National Park Service.
- Final stages of land protection for the Appalachian National Scenic Trail.
- First-ever meeting of national historic trail partners to form a vision statement and action plan to promote these special trails.

NPS Administered National Scenic (NST) and Historic (NHT) Trails

Year Est'd	Trail	Length (miles.)	States Crossed
1968	Appalachian NST	2,150	ME, NH, VT, MA, CT, NY, NJ, PA, MD, WV, VA, NC, TN, GA
1978	Oregon NHT	2,170	MO, KS, NE, WY, ID, OR
1978	Mormon Pioneer NHT	1,300	IL, IA, NE, WY, UT
1978	Lewis and Clark NHT	3,700	IL, MO, KS, NE, IA, SD, ND, MT, ID, WA, OR
1980	North Country NST	3,200	NY, PA, OH, MI, WI, MN, ND
1980	Overmountain Victory NHT	300	VA, TN, NC, SC
1980	Ice Age NST	1,000	WI
1983	Potomac Heritage NST	700	VA, MD, PA
1983	Natchez Trace NST	690	TN, AL, MS
1987	Santa Fe NHT	1,200	MO, KS, OK, CO, NM
1987	Trail of Tears NHT	1,800	TN, AL, MS, KY, IL, MO, AR, OK
1990	Juan Bautista de Anza NHT	1,200	AZ, CA
1990	California NHT	5,660	MO, KS, NE, WY, ID, UT, NV, CA, OR
1992	Pony Express NHT	1,970	MO, KS, NE, CO, WY, UT, NV, CA
1996	Selma to Montgomery NHT	54	AL
TOTAL		27,094	

Land Acquisition

The acquisition of non-federal lands within the National Park System is necessary to protect park resources and provide for visitor use. Many of the parks are encumbered by non-Federal interest that constitute legally recognized and protected property rights. Of the 83.6 million acres of the National Park System, 4.4 million are privately owned. All privately held interests are potentially subject to use and development. In some cases, proposed developments of these private interests are compatible with the park's purpose and objectives. However, many adversely affect the preservation of cultural, historic, or natural resources, and conflict with park purposes.

Where regulatory authority exists, the NPS may control or condition the use of private interests. However, the NPS cannot deny their use without due process of law and just compensation to the holder of the right. Not all privately held lands within the Park System have been identified for purchase. Land protection plans developed for all units containing private land have identified the minimum land acquisition needs.

In FY 1999, \$135.7 million was obligated for land acquisitions, of which \$38.9 million was granted to the state of Florida for acquisition related to restoration of the Everglades. In total, the Service acquired interests in 1,762 tracts containing 88,898 acres. Of that amount, in support of the Department's South Florida Restoration Initiative, the Service acquired 290 tracts containing 1,898 acres at Big Cypress National

Preserve and 1,091 tracts containing 10,732 acres at Everglades National Park. The purpose of the initiative is to restore and protect the water flow into the Everglades and Florida Bay ecosystems. Of all lands acquired within the National Park System, 67,864 acres were acquired by exchange, 17,892 acres were acquired by purchase, 1,852 acres were acquired by condemnation, 642 acres were acquired by donation, and 648 acres were acquired by transfer from other Federal agencies.

Among several significant properties acquired with the assistance of nonprofit conservation groups were the resource-rich Ka'apahu tract (1,474 acres) at Haleakala National Park in Hawaii and the 327-acre site of the Richfield Coliseum at Cuyahoga Valley National Recreation Area in Ohio.

The protection of Civil War battlefield sites was enhanced with the acquisition in FY 1999 of 21 tracts totaling 290 acres at four different battlefield sites. Completion of the Appalachian National Scenic Trail is closer with the acquisition in FY 1999 of 875 acres.

Significant acquisitions by exchange with the State of Utah were completed at Arches National Park, Capitol Reef National Park, Dinosaur National Monument, and Glen Canyon National Recreation Area.

After FY 1999, there are approximately 1,068,958 acres remaining to be acquired in the National Park System, of which 617,581 acres are located in the Alaska areas. It is estimated that the total land acquisition backlog for the System is over \$1.3 billion.

VISITOR SERVICES

Providing For Public Enjoyment

The national parks commemorate those historical and cultural events, social movements, and people from which the American people derive their collective national heritage, and by which visitors to this country gain understanding of this nation. Individual experiences help people gain a sense of place and a stronger sense of history and national identity. Equally as important is the sanctuary that the parks provide for the mind and spirit.

The most advanced science and research, the most efficient park management, and the best resource conservation will not guarantee the preservation of the parks. Rather, by making the stories and scenic wonders of the parks available to the public and by creating emotional, intellectual, spiritual, and recreational bonds people will assume greater responsibility for the protection of their natural and cultural heritage and ensure their preservation for generations to come. To this end, the Service strives to provide high quality visitor experiences.

National park areas have long been a favorite destination for millions of Americans as well as people from around the world. To ensure that adequate opportunities are available for public enjoyment and that a park experience be a safe one, the NPS provides a variety of visitor services, interpretation and education programs, information and orientation services, and commercial concession operations. Park Rangers and the U.S. Park Police work to ensure the health, safety and security of the visiting public and National Park Service staff.

Interpretation and Education

The protection and preservation of national parks is dependent upon an informed and engaged public. In 1998 the “Connecting People to Parks” 5-Year Plan (1998-2003) was created to meet the challenges of resource preservation and visitor enjoyment through interpretation and

education. Using the plan as a guide, work has been accomplished in the writing of park comprehensive interpretive plans, the training of park staff, and the replacement of outdated exhibits. Through these efforts the NPS is improving the opportunities for the public to have memorable experiences in their national parks. It is most important that park visitors, potential visitors, and the general public understand the purpose and significance of parks. This understanding is intended to encourage everyone to become involved with the preservation of parks and the heritage that they represent.

Each national park represents a window to meanings. Parks symbolize multiple ideas and feelings, and represent different things to different people. Visitors come to parks on their own time, some on pilgrimages, others for education, and many just for fun. The interpretation and education program is meant to provide visitors with something of personal value. The vast majority of visitors are not after information, they are after something for themselves.

Successful interpretation and education programs achieve meaning by linking specific tangible artifacts, buildings, and places with intangible ideas and events. The job is to help individuals discover their own relationship to and understanding of parks. When we succeed, we facilitate a connection between the interests of the visitor and the meanings of the parks. The result is the audience’s raised sensitivity, a greater degree of care, and an often gentle but valuable movement along the continuum toward stewardship. Our chief goal is not to fill visitors with information but to enable visitors to care.

In FY 1999, the Park Service was appropriated \$123,106,000 for park interpretation and education programs. Systemwide, 685,098 opportunities to participate in interpretation and education programs were offered. Over 168 million visitors participated in some way in these programs. For example, 119 million visitors were served in visitor centers, 16 million

participated in guided tours, 1.5 million participated in education programs and 271,000 children became junior rangers.

Interpretation and Education Highlights

Visitor services and interpretive programs vary with the nature of the parks. The following descriptions of programs offered in FY 1999 are just a sampling of the professionalism, creativity, and enthusiasm that are a standard part of NPS interpretive and educational programs.

Adams National Historic Site has the “Picture Yourself in the Past Program” in which students learn about the challenges that were met and overcome by John Adams and his family. More than 6,000 students have participated in the program. Students learn, in this inclusive program which crosses national, cultural, and gender lines, of the challenges that were met and overcome by John Adams and his family. The curriculum-based program has three parts: Families in the Revolution: Patriots in the Countryside, The Boston Massacre: John Adams to the Defense, and Pen and Parchment: From Penn’s Hill to Pennsylvania. Each program engages the public in the importance of the park and provides an opportunity to use primary source documents. Participants assume the identities of historical characters in order to gain a greater appreciation of the relevancy and



Teenagers participate in NPS sponsored Chihuahuan Desert Lab Course.

significance of the John Adam’s family story and the historical backdrop against which their lives were played out. Several local schoolteachers have developed companion programs using the park resources to enhance overall curriculum goals. The increased awareness prompted by this program has caused several local organizations and institutions to approach park management to explore other collaborative efforts.

Carlsbad Caverns National Park offers the “Resource Well: A Comprehensive Outreach Program” as a source from which many things can be drawn as needed. The Resource Well creates the opportunity for teachers and students to participate in educational opportunities which engage the participants in fostering stewardship for cultural and natural resources. The Resource Well contains *The Chihuahuan Desert Lab*, and the *About Bats, Caves, and Deserts* teacher’s activity book, and the “ParKids Productions Presents Carlsbad Caverns National Park” video which engages children teaching other children about the park.

Glacier Bay National Park & Preserve has the “Cultural Connections at Glacier Bay and Beyond Program” which recognizes the Alaska Native people’s connection to the landscape and the value of traditional knowledge. This local outreach program includes the Hoonah School Boat Trip for 3rd-6th graders, educators, and Tlingit elders. The highlight of this program is a Tlingit elder sharing a Hoonah Tlingit traditional Glacier Bay story that is woven into the fabric of their everyday lives. Another part of the program, CAMP WATERS creates opportunities for native students to utilize traditional knowledge and western science. Both of these programs provide the Tlingit people with an opportunity to return to their ancestral homelands and to share their knowledge with schools and community members. Assisting the Yakutat Tlingit has allowed native cultural interpreters to share their stories of the surrounding landscape with the public.

Indiana Dunes National Lakeshore offers the “Connecting People to Parks Junior Ranger Program” which offers young people “hands-on” activities to develop a sense of personal ownership and responsibility for the



Participants in the CAMP WATERS Program at Glacier Bay National Park and Preserve

preservation of Indiana Dunes National Lakeshore. This program differs from traditional junior ranger programs in that it is not a one-time activity, but rather involves 7-13 year-olds in a series of weekly programs during the summer and for periodic weekend programs during the rest of the year. The activities include curriculum-based education programs, along with opportunities to work on resource management projects, help with chores on a historic farm, and help create and present seasonal programs to other children. Many of the participants return to the park with parents, siblings and friends to show them where they worked. The program is based on the principle that children need frequent exposure to environmental messages. The junior ranger program provides multiple opportunities to positively influence the attitudes and behaviors of the participating children

Rock Creek Park has created the “Meeting the Challenge: A Curriculum-based Urban Environmental Education Program” which uses all five senses to explore the park. Working cooperatively in groups the students use all five senses in hands-on activities to understand the Rock Creek environment. This program has helped the urban students of the area to develop a love for the park and an understanding of their impact on and place in the environment. For many urban students their experience at Rock Creek Park is their first exposure to the National Park System.

San Juan Island National Historical Park demonstrates through a variety of part-

nership initiatives and outreach programs the powerful message of “conflict resolution through peaceful means.” Programs offered include the creation of an expanded park web site, the development of a traveling trunk, and a new publication “The Pig War: Stand-off at Griffin Bay.” In a partnership with the British Consulate in Seattle funds were raised for a new flagpole for the English Camp. The dedication ceremony of the new flagpole reaffirmed the strong ties of friendship between the United States and Canada

and attracted international interest that promises to foster future interpretive and research opportunities between the park, Canada and the United Kingdom.

The National Park Service Place on the Web—ParkNet: www.nps.gov

The National Park Service’s website is the single busiest visitor contact center in the entire National Park System. With over 700,000 hits each day, the NPS website now provides accurate, timely information to millions of electronic visitors. During FY 1999, more than eighty percent of the parks and offices throughout the National Park System began actively maintaining their own part of the ParkNet. ParkNet was



You can reach the National Park Service place on the web at www.nps.gov.

recognized by USA Today, the New York Times, and the Wall Street Journal as a leader in providing excellent information via the Web.

During FY 1999, NPS also unveiled a new service on the Internet called Recreation Opportunities on Federal Lands (www.recreation.gov) which provides one stop service for people interested in recreational opportunities on Federal lands. Through this ongoing partnership with six other Federal resource management agencies, the Service continues to lead the way in providing excellent customer service through the Web.

Interpretive and Educational Media

Interpretive exhibits, along with personal service presentations, audiovisual programs, wayside panels, and publications help a park tell its stories. The most effective exhibits are those that deal with the particular component of a park's stories that lend themselves to the use of objects that are contextual to the park. These objects, whether they are natural history specimens, historical artifacts, or models, should connect with the visitor personally and intellectually and cause a greater understanding of the park's significance and value. This understanding is fur-

ther increased through the appropriate use of graphics and text.

Every one of the National Park Service's park units has at least one exhibit, and many have several. The Harpers Ferry Center (HFC) is responsible for providing the parks with the interpretive and educational media that allows them to meet their interpretive and educational goals. Media include video productions, museum and visitor center exhibits, outdoor, or "wayside" exhibits, and publications along with artifact conservation assistance and interpretive plans.

In FY 1999, HFC produced 15 video productions, including the "Breath of Life" for Salinas Pueblo Missions National Monument which won the Chicago International Film Festival Golden Hugo award, the Cine Golden Eagle award from the Council on International Non-Theatrical Events, a Best Video Documentary at the 8th annual Saguaro Film Festival and a Gold Award at the 32nd annual Worldfest in Houston. The HFC video, "Those Who Wait," produced for Andersonville National Historic Site garnered a first place media award at the 1999 National Association for Interpretation conference held in Syracuse, New York.

In FY 1999, HFC printed and delivered more than 26 million park brochures and reprinted thirteen handbooks including the well received Underground Railroad which has gone through three reprintings. By June 1999, more than 81,000 copies were in print. The center produced and installed thirteen major museum and visitor center exhibits including the Jefferson Memorial "Light and Liberty" exhibit that focuses on the chapters of Jefferson's life as a writer, diplomat, scholar, and President. HFC also installed six historically furnished areas at four parks in FY 1999, including the extremely complex Edison's Workshop structure at Edison National Historic Site. In addition, HFC served 96 parks in the planning, designing, and production of 237 new



Harpers Ferry Center, which is responsible for providing parks with interpretive and educational media, installed the extremely complex historically furnished areas at Edison's workshop at Edison National Historic Site.

outdoor exhibit panels and 491 replacement panels. In doing so, HFC has been able to engineer dramatic reductions in the costs of wayside exhibits, as much as 30 percent for porcelain ceramic panels and 20 percent for embedded fiberglass panels. HFC also completed twenty interpretive plans while continuing or starting work on 94 additional ones.

Harpers Ferry has striven to implement and utilize innovation in its acquisition processes. One of the most effective tools is the Indefinite Quantity Contract. HFC now works with 164 contractors along with 394 subcontractors through the Indefinite Quantity process.

These contracts are Servicewide in nature, which means that parks can take advantage of this streamlined contracting process under HFC auspices. The complete list of HFC Indefinite Quantity contractors can be found on the Internet at: <http://www.nps.gov/hfc/support/idiq.htm>.

Parks as Classrooms

The National Park Service is dedicated to providing high quality educational experiences to diverse audiences. The NPS Parks as Classrooms program strives to provide curriculum-based activities that meet the needs of local schools while providing educational opportunities for a national constituency. This was the ninth year for the NPS Parks as Classrooms program. Since its beginning in 1991, the program has served more than 4 million students and 75,000 teachers.

In FY 1999, the NPS distributed \$758,000 to fund 65 projects that included electronic field trips, curriculum guides, teacher workshops, traveling trunks, student materials, classroom visits, field trips, video tapes, and interactive CD-ROMs. Over 250,000 students and more than 6,000 teachers participated in 1999 programs that included studying cultural and natural resources, archeology, science, math, reading, art, and social studies. In addition the Fee Demonstration Funds provided \$242,000 for the creation of 23 park



Big Bend National Park ranger Rhonda Terry works with students from Boquillas, Coahuila, Mexico in their classroom.

projects for students and teachers. Examples of Parks as Classrooms programs include:

Western Arctic National Parklands produced an interactive multi-media CD-ROM which provides educational information on the natural and cultural resources of the Northwest Alaska Arctic region and the four national park sites associated with the region.

Ocmulgee National Monument developed the *Muscogee (Creek) Ambassadors* program which brought seven educators, scholars, and other leaders from the Muscogee Nation and the three independent tribal towns in Oklahoma to visit teachers and fourth graders at local schools to give their own perspective to the history, traditions and current status of Middle Georgia's indigenous people. This was part of a larger *Georgia's Heartland Heritage Education Project*.

Gateway National Recreation Area created a teaching module designed to introduce students from New York's inner city to the National Park System. The module is designed for use at any park area.

George Washington Carver National Monument developed a series of lesson plans on the life of George Washington Carver. They included *Carver's Love for Nature*, with emphasis on ecosystems, food web, recycling, and composting; *Carver's Secret Garden*, looking at scientific research with plants; and *The Man and Inter-Racial Harmony*, a study in prejudice, discrimination and cultural diversity.

George Washington Birthplace National Monument's *How Math Changed George Washington's Life* program targets middle school math students teaching them basic surveying, mapping, and real math skills while relating the importance math played in the development of the country.

Volunteers in Parks Program

During FY 1999, 115,300 volunteers contributed over 4.2 million hours of service. Using a nationally accepted private sector value figure of \$14.30 per volunteer hour, the NPS realized a \$60.5 million gross return on investment. The VIP program continues to be a major force in accomplishing the NPS mission. FY 1999 figures show a 3 percent growth in volunteer hours over FY 1998. On average, each volunteer contributes 37 hours towards the agency's mission. Volunteer work contributions to the National Park Service during FY 1999 are equivalent to 2,028 FTE.

Cooperating Associations

In FY 1999, the 64 cooperating associations working with NPS continue to provide literature sales which in turn provide support for research, interpretation and education program assistance. Gross receipts for 1998 sales of educational materials reached nearly \$100,000,000.

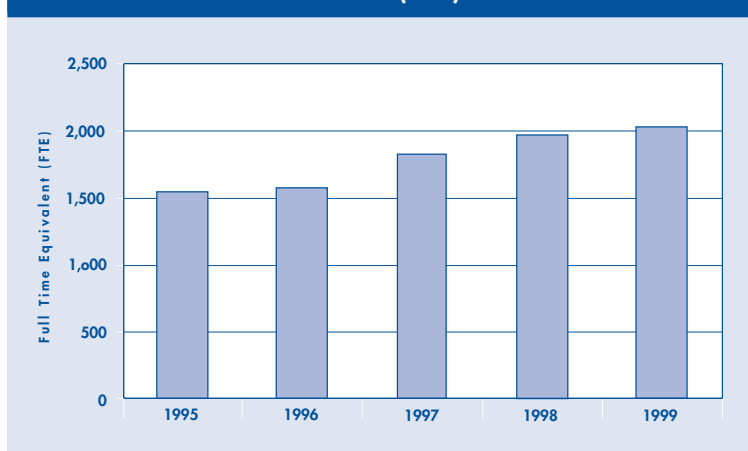
The resulting donation to the Service was valued at \$22,500,000 which was an increase of \$3,500,000 over FY 97. Examples of the service and support provided by the cooperating associations which supplement the Service's ability to serve the public include such things as the Alcatraz Island tour in San Francisco Bay that is staffed and managed by the Golden Gate National Parks Association. Another is the extensive offerings in educational seminars provided by the Yellowstone Association, or the more modest program at the small but effective Great Basin Natural History Association. Partnerships with cooperating associations are essential to enable the NPS to meet the needs of the public in understanding the complex and fascinating stories of the National Park System. All indications point to an excellent year for 1999 when the association reports are received in January 2000.

Concessions

Concessioners provide a variety of necessary and appropriate visitor services including accommodations, restaurants, transportation, and merchandise facilities. Currently, there are 630 concessioners operating in approximately 130 parks in the National Park System. Concession operations are monitored by NPS concession management specialists to ensure that they do not conflict with the protection of natural and cultural resources, and that quality visitor services are available at reasonable rates.

On November 13, 1998, the Concessions Policies Act of 1965 (Public Law 89-249) was reformed with the passage of the National Parks Omnibus Management Act of 1998, Public Law 105-391. This legislation reduces the number of concessioners that will receive a preferential right of contract renewal, replaces sound value possessory interest with a leasehold surrender interest,

NPS Volunteers-In-Parks (VIP) Time Volunteered



provides for franchise fees to be returned to the National Park Service, encourages the promotion of Native American handcrafts and establishes a Concessions Management Advisory Board to the Secretary of the Interior and the National Park Service.

In FY 1998, concessioners deposited \$14,160,797 in franchise fees to the General Fund of the U.S. Treasury and \$26,287,831 to special accounts for improvements to concession service facilities without their accruing possessory interest. In calendar year 1998, concessioners provided \$9,787,000 in possessory interest extinguishment and other benefits. Beginning in FY 1999 as provided in Public Law 105-391, all franchise fees paid by concessioners to the United States are deposited into a special account established in the U.S. Treasury Department. Twenty-percent (20%) of the funds are available without further appropriations to support activities throughout the National Park System. An estimated \$2.2 million was deposited in FY 1999. Eighty percent (80%) of the franchise fees collected at a park are available without further appropriations, for use at the park for visitor services and for funding high priority resource management programs and operations. Highest priorities are given for concession related projects.

Revised concession regulations were published in the Federal Register for public comment on June 30, 1999 and approximately 125 comments were received. Upon complete analysis and review of all comments, appropriate revisions will be made and published in final in the Federal Register. The projected date for publication of final regulations is March 2000. Revised concession standard contract language was published on September 3, 1999 for a 60-day public comment period. After analysis and changes, final concession contract language is projected in March 2000. A backlog of expired concession authorizations has developed as a result of a



The National Park Service ensures that quality visitor services are available at park sites.

freeze on concession contracting while administrative contracting reforms are developed to conform to the new concession legislation.

Each year over 4,500 individual inspections are conducted to evaluate concession operations to ensure that park visitors are provided safe, sanitary, attractive, and high quality services. Over 20 operational standards have been developed for specific types of concession operations/services. The NPS Public Health standard has been revised to meet the U.S. Public Health Service Food Code requirements, a new risk management program has been developed, and new environmental compliance standards and sustainable practice standards are being developed as part of the NPS Concession Evaluation Program.

As part of the National Park Service Environmental Leadership Strategy, a Concessions Environmental Management Program (CEMP) is being developed. The overarching missions of this program are fostering public education and concessioner awareness of environmental issues and providing a program that exemplifies Environmental Leadership, serving as a model for other Federal agencies. As a way to implement the CEMP, the new proposed concession regulations make the quality of the concessions applicant's proposed environmental management practices a co-equal factor for ranking and awarding concessions contracts and requires

best management practices in this arena from our partners in providing visitor services. CEMP intends to facilitate concessioner compliance with environmental regulatory requirements, promote environmental awareness and accountability, and encourage the integration of sustainability and pollution prevention strategies in concessioner activities and operations.

Park Protection

Visitor and employee safety is a priority function within parks and integral to fulfilling the National Park Service's mission to provide for the public enjoyment of the national parks. Protection of park resources is also of the essence. In addition, as a mandate of its authority and jurisdiction, NPS is required to enforce all Federal laws and regulations within park units. NPS park rangers and, in a few parks in major metropolitan areas, the United States Park Police, play a major role in the promotion of visitor safety, resource protection, and law enforcement. Duties include ranger patrols, rescues and emergency response actions, education about safe visits to parks, advice to the public on environmental risks, natural disaster assistance and other visitor use management activities.

Visitor and Employee Safety

With millions of park visitors seeking to enjoy the national parks each year, the responsibilities of NPS in providing a safe and secure park experience necessitates a proactive program of law enforcement and visitor education. National parks remain safe places for the majority of visitors, but crimes against persons, property, and resources, and urban gang activity within the parks has been on the rise. At the same time, visitors who participate in high risk activity is also increasing.

Park Rangers are responsible for helping to maintain a safe environment for visitors and employees. Accident prevention through patrols, contacts/communications with visitors, safety inspections, signage, and literature is a major duty of the rangers, Park Police, and emergency medical personnel. NPS has been reducing the visitor accident rate. This is accomplished through more and better technology, and more effective use of personnel and other resources.

Search and rescue duties and responses to medical emergencies are also critical activities performed by park rangers in coordination with emergency rescue personnel in park and



Park Police Helicopter lands at Lincoln Memorial.

area communities. Search and rescue missions included locating and assisting individuals lost or trapped in remote or confined spaces. Park Rangers also carry out various tasks associated with forest or structural fire control and provide other natural disaster assistance in the case of hurricanes and floodings.

Resource Protection

Parks contain a vast array of historical, cultural, and natural resources, such as wildlife, forests, lakeshores, seashores, historic buildings, battlefields, and archaeological properties. Park Rangers supervise, manage, and perform work in the conservation and use of resources in national parks and other federally managed areas. Duties includes protection of property; gathering and dissemination of natural, historical, or scientific information; and development of interpretive material for the natural, historical, or cultural features of an era.

NPS Rangers work to prevent and detect resource crimes, such as poaching of plants and animals, timber cutting and theft, and mineral extraction since resource crimes constitute a substantial portion of crimes within parks. But the every day visitor poses problems, too, especially when the volume of visitors is taken in account. A major duty of NPS is to educate visitors about the resources contained within the parks. NPS offers educational programs that reach individuals believing it to be one of the most effective tools for continued protection and preservation of cultural and natural resources.

National Park Service educational programs are exceptional opportunities available to the public. For example, environmental programs explaining ecosystems teach, in part, that damage occurs through the cumula-

tive impacts of many individuals over time. Natural history programs help visitors understand their biological surroundings. Cultural history programs increase knowledge of their heritage. All foster an understanding and appreciation of park resources so that visitors will be in a better position to make informed decisions when engaging in the resources.

Law Enforcement

The Park Service conducts a comprehensive, proactive law enforcement program through park rangers and U.S. Park Police. Law enforcement rangers strive to protect the parks from the people, the people from the parks and the people from the people. Duties include enforcement of laws and regulations; investigation of violations, complaints, trespass/encroachment, and drug enforcement, primarily interdiction activities at NPS border parks but also including activities such as eliminating marijuana fields on park property. Rangers also participate in drug prevention programs involving elementary and junior high students, including the Drug Abuse Resistance Education (DARE) programs in schools across the country.

Law enforcement rangers and the U.S. Park Police are also responsible for violent



NPS Park Police and law enforcement rangers are responsible for visitor and employee safety, resource protection and law enforcement.

crime management. The NPS focuses on reducing crimes in our national parks by increasing the use of surveillance systems, information gathering, and local patrols. NPS often receives assistance from local investigators which it frequently reciprocates when criminal activity occurs near park boundaries. Crimes within parks result in a loss of millions to the government and visitors in cash and property.

Because National Parks contain national treasures and are often located along national borders, a continuing problem is the potential for terrorist activities occurring on park lands. NPS utilizes commissioned law enforcement

park rangers and other Federal, State, and local law enforcement authorities and organizations to assist in providing security and protection for park resources and the visiting public against potential terrorist activities. Ongoing park ranger anti-terrorism activities include: protection of monuments and buildings owned and managed by the National Park Service, and providing law enforcement assistance in accordance with memorandums of understanding and interagency agreements with various Federal, State, and local agencies regarding terrorist acts and threats.

PARTNERSHIP PROGRAMS

In an era of great mobility and changes to the land, many observers look to communities as a principal means of strengthening the bonds between individuals and families and connecting them to the larger society. Through its partnership programs, the National Park Service strengthens communities by working with other Federal agencies, tribal governments, states, local governments, and the private sector, which request assistance in improving community resources. The Service assists communities with goals such as cleaning rivers, protecting historic places, telling the



At Chaco Culture National Historical Park fragile and irreplaceable structures are part of the sacred homeland of Pueblo Indian peoples of New Mexico, the Hopi Indians of Arizona, and the Navajo Indians of the Southwest.

story of a community's unique heritage, providing greater access to trails and the outdoors, and revitalizing older neighborhoods.

Partnership programs help NPS fulfill its mission to extend the benefits of cultural resource conservation throughout the country. The National Park Service administers dozens of incentives, grant programs, technical assistance, training, and special initiatives that provide valuable assistance to thousands of communities nationwide in protecting and preserving their cultural heritage. Many of these programs grew out of the National Historic Preservation Act of 1966, and related legislation, such as the Historic Sites Act of 1935 and the Archaeological Resources Protection Act of 1974. They are administered in partnership with State Historic Preservation Offices, local governments, Federal agencies, Indian tribes, private organizations, and individuals.

Helping Communities Preserve Their Cultural Heritage

Administered within the National Center for Cultural Resource Stewardship and Partnerships, programs like the National Register of Historic Places, the Federal Historic Preservation Tax Incentives, and the Certified Local Government Program provide services to customers at the local level or in the private sector who bear much of the responsibility for historic preservation activities in communities throughout the nation. Partnership programs help leverage additional public and private investment and help communities conserve their unique character and heritage. These partnerships demonstrate how a major Federal agency helps numerous communities use preservation tools in a manner that best suits their unique circumstances.

Historic Preservation Fund State Grants

In FY 1999, a total of 59 Historic Preservation Fund (HPF) matching grants totaling \$31,394,000 were awarded to States to support the identification, evaluation, and protection of historic and archaeological resources. With these HPF monies and funds carried over from FY 1998, States completed the survey of approximately 14.730 million acres resulting in the addition of approximately 154,000 properties—districts, buildings, structures, sites, and objects—to state inventories after being evaluated for National Register eligibility.

State Historic Preservation Officers, along with other nominating authorities, nominated and had listed 1,469 properties in the National Register of Historic Places. This knowledge of the location and significance of historic resources enables public and private projects to proceed in a timely fashion and with sensitivity to our nation's heritage. States also assisted Federal agencies in protecting historic resources by reviewing approximately 86,000 Federal projects to consider their impacts on historic properties.

Tribal Preservation

The Tribal Preservation Program is designed to assist Indian tribes, Alaska natives, and native Hawaiians in their efforts to preserve their unique cultures by providing financial and technical assistance and training opportunities in

historic preservation and cultural conservation. In FY 1999, 119 applications for tribal grants were received. Forty-six proposals totaling \$2.5 million were awarded representing a full range of cultural preservation needs including \$1.3 million for tribal assumption of Historic Preservation Office responsibilities as well as \$1.2 million in cultural needs assessments, inventory and planning projects, and cultural documentation projects.

Eighteen Indian tribes have now entered into written agreements with NPS to assume national program responsibilities on tribal lands, pursuant to the 1992 amendments to the National Historic Preservation Act. These tribes have assumed a role on their reservations parallel to that of the 59 State Historic Preservation Officers. Among the responsibilities assumed by these tribes are conducting historic property surveys, maintaining permanent inventories of historic properties, nominating properties to the National Register, and reviewing Federal agency undertakings.

Native American Graves Protection and Repatriation Act (NAGPRA)

The Secretary of the Interior has delegated to NPS the responsibility for national implementation of the collections and discovery/excavation provisions of the Native American Graves Protection and Repatriation Act. Related to the collections provisions of the Act, NPS has received summaries of collections that may contain items of significance under NAGPRA from

Tribes with Recognized Tribal Preservation Offices

- | | | |
|---|--|---|
| 1. Cheyenne River Sioux | 7. Mille Lacs Band of Ojibwe Indians | 14. Tunica-Biloxi Indians of Louisiana |
| 2. Confederated Tribes of the Colville Reservation | 8. Narragansett Indian Tribe | 15. Confederated Tribes of the Umatilla Reservation |
| 3. Hualapai Tribe | 9. Navajo Nation | 16. Confederated Tribes of the Warm Springs Reservation in Oregon |
| 4. Lac du Flambeau Band of Lake Superior Chippewa Indians | 10. Poarch Band of Creek Indians | 17. White Mountain Apache Tribe |
| 5. Leech Lake Band of Chippewa Indians | 11. Confederated Salish and Kootenai Tribes of the Flathead Nation | 18. Yurok Tribe |
| 6. Mescalero Apache Tribe | 12. Spokane Tribe of Indians | |
| | 13. Standing Rock Sioux Tribe | |

1,040 Federal agencies and museums and inventories from 733 Federal agencies and museums. To date, NPS has published 440 notices in the *Federal Register* on behalf of Federal agencies and museums related to the potential repatriation of 18,777 human remains, 363,508 funerary objects, 790 sacred objects, 526 objects of cultural patrimony, and 281 items that fit the sacred and patrimony definitions. The Native American Graves Protection and Repatriation Review Committee, for which NPS provides staff support, held two public meetings in FY 1999. NPS awarded 43 grants, totaling \$2.336 million, to help museums, Indian tribes, and Native Hawaiian organizations implement the statute.

National Register of Historic Places

The National Register of Historic Places is the official list of the nation's cultural resources worthy of preservation, including all historic areas of the NPS, National Historic Landmarks, and other places significant to the nation, states, and communities. Over 71,000 properties are listed in the National Register, which incorporates more than one million historic and archeological resources. National Register information is used for planning, preservation, research, public education, and tourism.

The National Park Service is committed to making the National Register of Historic Places more accessible to the public. Its primary goals are to foster a national preservation ethic, promote a greater appreciation of America's heritage, and increase and broaden the public's understanding and appreciation of heritage resources.

In FY 1999, 1,469 new listings were included in the National Register (encompassing over 39,000 significant buildings, sites, structures and objects), bringing the total listings to 71,019, or over 1.1 million individual resources. In addition, 433 requests for determinations of eligibility, nomination appeals, amendments, removals, and related actions were processed in FY 1999.

National Register Publications. The National Register has developed a broad range of published and audiovisual materials to meet



This web site travel itinerary features 41 National Register historic properties that illustrate many of the powerful stories of the modern struggle for civil rights. It was a partnership project produced by the U.S. Department of Interior, National Park Service; U.S. Department of Transportation, The Federal Highway Administration; and the National Conference of State Historic Preservation Officers.

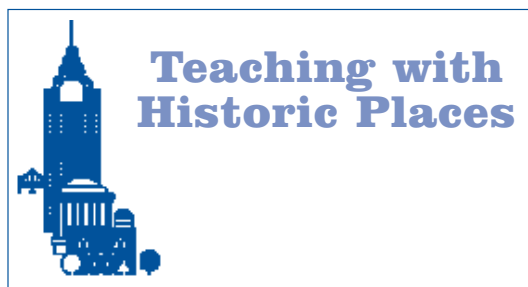
the needs of citizens and entities seeking to nominate properties and use the National Register. In FY 1999, 78,000 paper copies of National Register publications were distributed to the public and over 176,000 pages of National Register documentation were copied for the public on request. A new National Register bulletin, *How to Prepare National Historic Landmark Nominations*, was completed and prepared for publication in FY 1999. A draft bulletin on developing interpretive programs for National Register properties was also completed.

The National Register Web site served an average of approximately 250,000 visitors a week, and provided expanded information on the program. National Register staff answered over 600 e-mail inquiries that were sent via the Web site in FY 1999. Five National Register bulletins were added to the National Register Web site, bringing the total number available online to 27. Features for African American History Month, Hispanic Heritage Month, Women's History Month, Asian-Pacific Heritage Month, and

Preservation Week were created for the National Register homepage that spotlighted various publications, properties listed in the National Register, and national parks.

Heritage Education. Working with public and private partners, the National Register has developed a variety of educational publications and other media for park interpreters, teachers, students, and the public. These materials demonstrate the wealth of information on historic properties included in the National Register and National Historic Landmark records. They help improve the quality of education and also increase awareness of the role historic places play in preserving America's heritage, enhancing the quality of life, and encouraging economic development and tourism. In FY 1999, National Register staff served as speakers and/or organizers of approximately 60 workshops and training sessions.

The National Register promoted heritage education and tourism by expanding its Web site with the addition of new *Discover Our Shared Heritage* National Register online travel itineraries. Four new travel itineraries were completed in FY 1999: *We Shall Overcome: Historic Places of the Civil Rights Movement*; an itinerary on Kingston, New York; one on Central Vermont; and one on Washington, DC. Each itinerary on the Web describes, pictures and provides a map locating the registered historic places featured in the itinerary, along with descriptions and photos of each.



The Teaching with Historic Places (TwHP) program is a major vehicle for the National Register's promotion of heritage education. In FY 1999, the program began posting its classroom-ready lesson plans on the National Register Web site. Twenty-three TwHP lessons were

made available online during the year, including several each for months honoring the contributions of African Americans, Women, Hispanic-Americans, and a number of lessons on U.S. Presidents.

National Historic Landmarks

Designated by the Secretary of the Interior for their exceptional significance in illustrating our history, National Historic Landmarks (NHL) are those places where significant events occurred, or prominent Americans worked or lived, or which represent ideas that shaped the nation, or provide important information about our past, or are outstanding examples of design or construction. Theme Studies on Labor History, Geology, Architecture, Maritime History and the Underground Railroad have resulted in the nomination of some of the 15 new landmarks that were designated by the Secretary of the Interior in FY 1999. Approximately 20 new NHL nominations have been prepared and are being recommended for consideration by the National Park System Advisory Board. The total number of NHL listings through FY 1999 is 2,277. The NHL program increased the accessibility of the designation process by designing a new, informative Web site that provides information such as NHL criteria and a list, by state, of all NHLs.

The NHL Assistance Initiative website was expanded to link to approximately 150 independent non-profit NHL websites, which will assist the sites in drawing visitors and raising awareness of the rich variety of NHL resources. Additionally, electronic versions of *NHL Network*, the biannual newsletter about NHLs were made available to the public on this site, as was an electronic version of the "Landmarks at Risk, The Secretary of the Interior's Report to Congress on Threatened National Historic Landmarks." This report assists stewards in developing awareness and support for their properties. A multimedia educational kit including slides, an animated slide show, and video for CD-ROM and web delivery were developed to assist NHLs in educating the public about the National Historic Landmarks program.

National Historic Landmarks Designated in FY 1999

The 15 new NHLs encompass architectural, Native American, labor, cultural, community development, geological and archeological sites in nine states.

Mission Santa Ines

Solvang, California

One of the best preserved Spanish mission complexes in the United States, containing an unrivaled combination of landscape setting, original buildings, extant collections of art and interior furnishings, water-related industrial structures, and archaeological remains.

F.F. Tomek House

Riverside, Illinois

Frank Lloyd Wright's prairie house, constructed in 1907, is recognized by architects and scholars as "Wright's greatest invention in this first phase of a long career."

Grosse Point Light Station

Evanston, Illinois

A coastal brick tower built on the Great Lakes, Grosse Point Light Station was the lead navigational marker in the waters of Lake Michigan just north of Chicago Harbor. The light guided lakeborne traffic through a shipping route which connected the East Coast, Great Lakes, and Gulf Coast shipping interests.

Thomas Point Shoal Light Station

Anne Arundel County, Maryland

The last unaltered screwpile, cottage-type lighthouse on its original foundation in the United States. As many as 100 spider-like screwpile lighthouses were built throughout the Carolina sounds, the Chesapeake Bay, Delaware Bay, along the Gulf of Mexico, and elsewhere.

Symphony Hall

Boston, Massachusetts

Symphony Hall was completed in 1900 by the nationally celebrated architectural firm of McKim, Mead & White as the permanent home for the Boston Symphony Orchestra. Symphony Hall remains, acoustically, among the top three concert halls in the world and is considered the finest in the United States.

Chief Plenty Coups (Alek-Chea-Ahoosh) Home

Big Horn County, Montana

The homestead of Chief Plenty Coups, one of the last and most celebrated traditional chiefs of the Crow Indians, includes his house, an adjacent log store operated by the chief, and the Plenty Coups Spring, a site of historic and cultural significance to the Crow people.

Fort Corchaug

Cutchogue, New York

Fort Corchaug archeological site resources shed light upon historic contact period occupations in an area encompassing eastern Long Island within present-day Suffolk County, New York. It is one of the best preserved archeological locales associated with seventeenth-century Indian life in the North Atlantic region.

Harmony Mills

Cohoes, New York

From the late 1860s through the 1880s, the Harmony Mills Company was one of the largest American producers of cotton fabric for printed calicoes and fine cotton muslins. Harmony Mill No. 3 was the largest individual cotton factory in the world when it was completed in 1872, and was acknowledged as representing the state of the art at that time.

Petrified Sea Gardens

Saratoga Springs, New York

Petrified Sea Gardens is significant in the history of geology as the area where stromatolites were first recognized, described, and interpreted in North America, resolving questions about the origin of these organisms that puzzled geologists for more than a century. The property is also significant for its association with Winifred Goldring, a pioneering woman geologist, who conducted the most exhaustive study of the site.

Bethabara

Winston-Salem, North Carolina

Bethabara was the first colonial townsite established in the Carolina Piedmont. Intended as a temporary town from which the central Moravian town of Salem and outlying farming communities would be developed, Bethabara continued in operation as a Moravian community long after Salem was established. Bethabara was the only "House of Passage" built by the Moravians at any of their colonial settlements in the New World.

Boston Avenue Methodist Episcopal Church

Tulsa, Oklahoma

The Boston Avenue Methodist Episcopal Church is architecturally significant for its style, the building materials used, its exemplification of a new trend in church design, and its use of artistic productions.

Guthrie Historic District

Guthrie, Oklahoma

This outstanding collection of late nineteenth and early twentieth century commercial architecture displays the aspirations of the city's founders to create a city worthy of the distinction as the first and only territorial capital of Oklahoma (from 1890 to 1907) and then as the first state capital (from 1907 to 1910.)

Bost Building

Homestead, Pennsylvania

During the 1892 strike at the Homestead Steel Works, the Bost Building served as the local headquarters for the Amalgamated Association of Iron and Steel Workers and as the base for newspaper correspondents reporting the events. The confrontation turned bloody when Pinkerton guards approached Homestead on barges in a failed attempt to reclaim the Steel Works from the striking workers and their supporters.

Friends Hospital

Philadelphia, Pennsylvania

Friends Hospital was the first private, nonprofit, exclusively mental hospital in the United States and is the oldest continuing such institution. The hospital's design became a model for other American mental facilities.

John Coltrane House

Philadelphia, Pennsylvania

This house was the home of tenor saxophonist and American jazz pioneer John Coltrane from 1952 until his death in 1967. A musician and composer, Coltrane played a central role in the development of jazz during the 1950s and 1960s. He is also, along with Louis Armstrong and Charlie Parker, one of the most influential performing soloists in the history of jazz.

For information on any of these sites, contact historian Patty Henry at the National Historic Landmark Survey. Or log on to www.nps.gov and click on "Links to the Past"

American Battlefield Protection Program

The American Battlefield Protection Program (ABPP) provides expert technical assistance and small, but critical, infusions of money to local, state, Federal, and private organizations, so that they may identify, assess, and protect significant battlefields of all wars fought on American soil. The ABPP promotes preservation alternatives that avoid costly Federal acquisition of additional land for management by the National Park Service.

In FY 1999, the ABPP awarded funds to 25 new projects that included such diverse activities as developing a preservation plan for the Civil War battlefields in Newtonia, Missouri, conducting an archeological survey of an 1874 Apache and Third Cavalry battlefield in the Guadalupe Mountains, and developing interpretive materials for educating the public about the 1740 Battle of Fort Mose in St. Augustine, Florida.

Additionally, grants were awarded to projects that will contribute to the recently launched Revolutionary War and War of 1812 Historic Preservation Study, including an underwater archeological survey of British transports sunk in Newport, Rhode Island's harbor in 1778, an inventory and survey of Revolutionary War sites in North and South Carolina's backcountry, and an inventory and survey of 21 War of 1812 sites in Maryland. Total funding awarded was \$590,833.

Federal Historic Preservation Tax Incentives

The Preservation Tax Incentives program rewards private investment in rehabilitating historic properties such as offices, rental housing, and retail stores. In FY 1999, the National Park Service reviewed and approved over 950 projects, leveraging nearly \$2.3 billion in private investments.

The technical services publications associated with the Preservation Tax Incentives Program and other treatment projects meet the



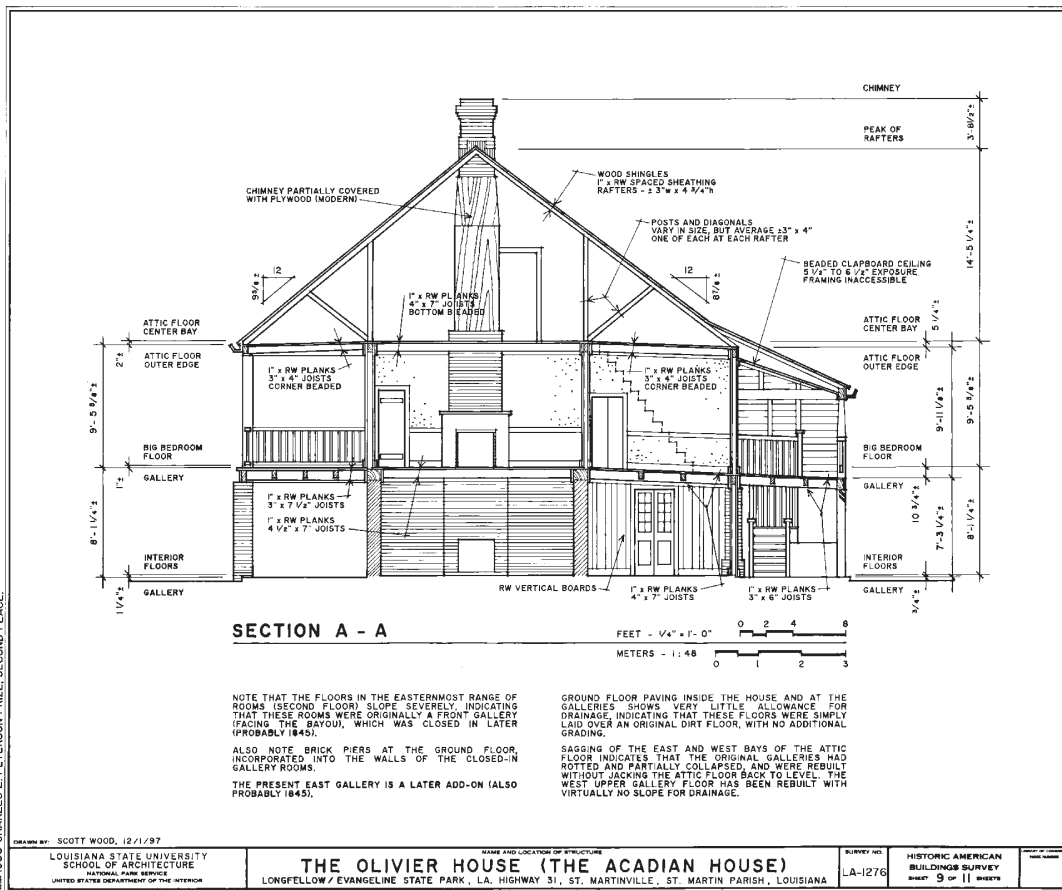
The rehabilitation of the Arcade Building in Racine, Wisconsin, contributed to the revitalization of the city's downtown.

need for additional or updated guidance on issues relating to preserving historic buildings. New publications included the second in a series of case studies on creating affordable housing through historic preservation and a partnership publication entitled the Roofing Handbook for Historic Buildings for building owners, architects, and contractors.

Historic American Buildings Survey/ Historic American Engineering Record

The Historic American Buildings Survey/Historic American Engineering Record programs (HABS/HAER) were created to provide baseline documentation in an effort to preserve and protect the nation's architectural and engineering heritage. The HABS/HAER Collection is primarily known for its measured drawings, large format black-and-white photographs, and written histories. HABS/HAER information is transmitted to the Library of Congress where it is made available to the public. Increasingly, both public and private sector facility managers are looking to HABS/HAER documentation as the basis for planning maintenance and restoration projects for structures entrusted to their care.

In FY 1999, the HABS/HAER Collection exceeded 36,000 documented historic sites and structures. The collection now includes 54,023



The National Historic Landmark, Oliver House, located in Longfellow / Evangeline State Park, St. Martinville, Louisiana, was recorded to HABS standards for its architectural significance as a rare surviving example of an early French building type. The set of drawings was submitted by students of the School of Architecture, Louisiana State University, and received Second Place in the Charles E. Peterson Prize Student Competition of Measured Drawings.

sheets of measured drawings, 203,992 large format black-and-white photographs, 2,516 large format color transparencies, and 133,715 pages of written history. The Library of Congress is digitizing the entire HABS/HAER collection as part of its American Memory project, making the collection universally accessible to the public. The HABS/HAER Collection at the Library of Congress website, "Built in America," can be reached on the Internet at: <http://memory.loc.gov/ammem/hhhtml/hhhome.html>.

Digital convergent photogrammetry and computer-aided-drafting (CAD) technologies allowed the production of precise, existing condi-

tion drawings of such diverse NPS historic structures as the fortifications in San Juan National Historic Site, Puerto Rico (a World Heritage Site), Fort Washington Park in Maryland, and the Kennecott Copper Mill Complex in Wrangell-St. Elias National Park, Alaska. Because of the limited need for scaffolding and time spent on-site, this technology allowed for minimal visitor impact and little impact to the resources themselves. A combination of technologies were used to record the Chellenberg Farmstead in Indiana Dunes National Lakeshore, Indiana, and Fort Pulaski National Monument in Savannah, Georgia.



Unpaved, 4-wheel drive trail at the Shafer overlook in Canyonlands National Park.

A continuing major initiative is the recording of the unique infrastructure of the NPS roads and bridges that are indicative of how careful design can integrate highways and the landscape. In 1999, park tour roads were studied in Crater Lake National Park, Hawaii Volcanoes/Haleakala National Park, Denali National Park, Olympic National Park, and the Baltimore-Washington Parkway.

National Historic Landmarks documented in FY 1999 included the U.S.S. Maine Memorial and State and War Department Columns in Arlington National Cemetery, Merion Quaker Meeting in Merion, Pennsylvania (part of a larger study of that quintessential American building type), and the Hermitage in Nashville, Tennessee.

The Charles E. Peterson Prize competition for architecture students completed its seventeenth year. In 1999, students from 13 universities produced 251 drawings of 15 structures, including two National Park Service historic structures, two National Historic Landmarks, and eight National Register properties. A new initiative to encourage documentation of sites associated with minority culture and history generated several entries.

Preservation Technology and Training

Located in Natchitoches, Louisiana, the National Center for Preservation Technology and Training (NCPTT) seeks to improve the preservation of cultural resources through the development and dissemination of advanced preservation technologies, training in advanced preservation skills, and technical information. NCPTT works in the disciplines of historic architecture, historic landscapes, archeology, objects and materials conservation, and history. NCPTT's work is accomplished through partnerships with preservation and conservation organizations and institutions throughout the United States. Some projects are funded for completion in-house in collaboration with partners. Grants are awarded competitively for other projects. In FY 1999, approximately \$900,000 in grants were awarded.

Community Conservation Assistance

The NPS shares the experience gained in protecting and managing the national parks with interested communities nationwide. Several programs work together to carry out the authorities contained in the Wild and Scenic Rivers Act, the National Trails System Act, the Land and Water Conservation Fund, and the Outdoor Recreation Act. The National Center for Recreation and Conservation (NCRC) provides coordinated technical and financial assistance to communities seeking to conserve local resources. The outcome of these technical assistance, management and grant programs is the conservation of thousands of acres of land, miles of trails, numerous rivers and lakes, the provision of outdoor recreation for millions of people and, overall, an improvement in the quality of life and the environment.

Rivers, Trails, and Conservation Assistance (RTCA)

The Rivers, Trails, and Conservation Assistance (RTCA) Program is the National Park Service's

principal technical assistance program to help communities plan greenways, conserve rivers, protect trail corridors, develop new trails, and accomplish a range of other locally developed objectives.

In 1999, the program provided one-to-one technical assistance on 222 projects in 45 states plus the District of Columbia. RTCA's role is always one of technical assistance; it is not a grant service. Cooperating organizations are expected to commit to funding the implementation of their projects and to finding public and private partners to share the cost.

Trails and Greenways. A significant part of RTCA's work involves helping citizen groups and local governments establish partnerships for trail and greenway development. These efforts may bring together landowners, business leaders, real estate developers, health and wellness providers, and representatives of national organizations, Federal agencies, conservation groups, and historic preservation organizations. Some partners contribute money, others donate materials or services, and still others provide the manpower.

RTCA has been providing assistance for several years to help develop a revitalization plan for the Los Angeles River in California. This effort included the recommendation to develop the L.A. Riverwalk, the first mile of which was opened this year. Numerous partners in the project included the City of Los Angeles and L.A. County, and Northeast Trees, a local nonprofit group. On the east coast, RTCA is helping proponents of the East Coast Greenway establish a 2,500-mile, traffic-free hiking and biking trail linking cities from Maine to Florida. And in Vermont, RTCA has helped the Lake Champlain committee to open the 540-mile-long Lake Champlain Paddlers' Trail to help non-motorized boaters tour Lake Champlain.

Rails-to-Trails. RTCA staff help communities learn how to convert abandoned railway corridors into very popular "rail-trails" in order to keep them from being lost. During FY 1999, RTCA worked on 49 full-scale projects that included a rail-trail component. For example, on Maine's Mountain Division Line, RTCA is helping a local nonprofit group develop a 50-mile rail-with-trail linking Portland with the New Hampshire border in Fryeberg. The Service also

performs an important function in alerting communities whenever an abandonment of a nearby rail right-of-way is imminent. Such notice gives communities timely opportunities to initiate rail-trail planning for an average of over 500 miles of potential trails annually.

Statewide Rivers Assessments. Statewide rivers assessments are cooperative efforts between Federal, state and local government and non-governmental organizations. The assessments consolidate known river information and make it accessible, thereby helping efforts to develop and prioritize needed policies and programs that will steer development away from sensitive areas and toward more compatible sites. The process, developed by the NPS, has been used in 20 states to date. Assessments now use state-of-the-art technology such as Geographic Information System databases and access via the Internet.

River Corridors and Multi-Objective Management. In some areas of the country, flood-related disasters are being countered by proactive approaches to flood-control planning. In FY 1999, RTCA helped 37 communities improve the way they manage their river corridors. In one case, RTCA helped planners in Westernport, Maryland, promoting stream stabilization, and ecologically-based flood loss reduction measures for the entire Georges Creek basin after they suffered two devastating floods. Efforts will reduce flooding, restore and stabilize the stream channel, improve fish habitat, and expand recreational and environmental education opportunities.

River Greenways. Many American cities and towns are built along rivers. What was once a resource for powering mills and conveying waste is now regarded as a valuable natural asset. As communities begin this return to their rivers, RTCA can assist them with planning and design. RTCA is currently helping more than 18 communities plan river greenways.

Watersheds. Many communities are forming partnerships to address watershed management. RTCA assisted with 12 watershed projects in FY 1999. A typical project is in the Sammamish Watershed of King County, Washington. The project combines a public outreach campaign to develop a map of the watershed, a regional

assessment of hydrologic and biologic implications of local open space initiatives, and funding strategies to support watershed efforts. This project strives to empower citizens to make a difference in the quality of their neighborhoods and understand how they can play a part in prioritizing local watershed projects.

National Heritage Areas Assistance

NPS fosters partnerships to protect America's heritage areas. In FY 1999, the NPS distributed \$5,000,000 in appropriations as grants to nine National Heritage Areas. These grants were matched at least 1:1 by the Heritage Areas and were used for such items as mandated management and interpretive plans, interpretive projects, ethnographic projects, staff, and stabilization and restoration of historic structures.

Technical Assistance in the amount of \$859,000 was administered at local, regional, and national levels. At local and regional levels, technical assistance was provided to individual heritage areas for such items as management plan development, oral history projects, interpretive signage, a partnership handbook, and overseeing the Environmental Assessment required for a river landings project.

At the national level, NPS organized strategic training initiatives. These initiatives provided training in interpretation, economic impacts, and organizational development. The sessions were attended by National Heritage Area directors and staff, and by National Park Service personnel. Also at the national level, NPS initiated the National Heritage Areas web site (www.ncrc.nps.gov/heritage).

Grants to State and Local Governments

No new grants to state and local governments for outdoor recreation projects were available through the Land and Water Conservation Fund (L&WCF) state grants program or the Urban Park and Recreation Recovery (UPARR) program in FY 1999. Stewardship responsibilities for over 30,000 areas continue, however, including reviewing proposals to convert grant-assist-

ed areas to non-recreation use. During FY 1999, 1,050 sites funded from the L&WCF and UPARR programs were inspected, and 40 conversion requests were reviewed and approved, resulting in a net addition of 1,050 acres to the public recreation estate.

Federal Lands To Parks

The Federal Lands to Parks Program helps transfer "surplus" Federal lands, at no cost, to state or local ownership for use as parks.

In 1999, the program deeded nineteen properties (approximately 522 acres), valued at more than \$30 million to states, cities, and local communities for public park and recreation purposes. After four rounds of military base decommissioning, NPS is continuing to assist communities in planning the reuse and potential acquisition of 74 properties (18,036 acres) on 69 military bases. NPS has continuing responsibility to ensure public access and resource protection on 998 previously transferred properties (105,967 acres).

Examples of land transfers in 1999 include the following: 1) The City of Chicago obtained the last parcel (0.47 acres) needed to complete Navy Pier park, which is located on the waterfront in downtown Chicago and is one of the city's most popular attractions; 2) The City of Seattle acquired 93 acres (estimated value of \$23.75 million) of the former Sand Point Naval Station, and a four-acre tract formerly occupied by the National Oceanic and Atmospheric Administration (NOAA). Combined with the adjacent Magnuson Park, formerly transferred through the Federal Lands to Parks Program, these transfers comprise the second largest park (400 acres) within the city; 3) The South Carolina Department of Natural Resources acquired a 3-acre portion of the Naval Hospital in Beaufort, South Carolina for a new Heritage Trust Preserve. The property, listed on the National Register of Historic Places, includes Fort Frederick, a coastal fort built in 1753. The new preserve will offer fishing and boating in the Beaufort River and will provide interpretation of this historic fort.

**AUDITED CONSOLIDATED
FINANCIAL STATEMENTS**

**Department of the Interior
National Park Service
CONSOLIDATED BALANCE SHEET**

As of September 30, 1999 (in thousands)

ASSETS

Entity Assets

Intragovernmental

Fund Balance with Treasury (Note 2)	\$ 1,554,629
Investments (Note 3)	3,382
Accounts Receivable, Net (Note 4)	15,233
Advances to Others (Note 6)	19,749
Other Assets (Note 7)	11,128

Governmental

Accounts Receivable, Net (Note 4)	6,761
Loans Receivable (Note 5)	5,757
Advances to Others (Note 6)	688
Cash (Note 8)	319
General Property, Plant and Equipment, Net (Note 9)	782,871
Land (Note 10)	0

Total Entity Assets 2,400,517

Non-Entity Assets

Receipts Transferred to Treasury (Note 11)	10,585
Accounts Receivable, Net	601

Total Non-Entity Assets 11,186

TOTAL ASSETS **\$ 2,411,703**

The accompanying notes are an integral part of these financial statements.

**Department of the Interior
National Park Service
CONSOLIDATED BALANCE SHEET**

As of September 30, 1999 (in thousands)

LIABILITIES

Entity Liabilities

Liabilities Covered by Budgetary Resources

Intragovernmental

Accounts Payable (Note 12)	\$ 10,201
Advances Due to Others (Note 13)	113,754
Other Liabilities (Note 14)	4,556

Governmental

Accounts Payable (Note 12)	42,750
Advances Due to Others (Note 13)	19,921
Accrued Payroll and Benefits	59,041

Total Entity Liabilities Covered by Budgetary Resources	250,223
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Liabilities Not Covered by Budgetary Resources

Unfunded Accrued Annual Leave	67,409
Federal Employee Benefits (Note 1.L)	158,969
Contingent Liabilities (Note 15)	16,345

Total Entity Liabilities Not Covered by Budgetary Resources	242,723
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Non-Entity Liabilities

Receipts Transferred to Treasury (Note 11)	10,585
Accounts Payable	1

Total Non-Entity Liabilities	10,586
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TOTAL LIABILITIES	503,532
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NET POSITION

Unexpended Appropriations (Note 16)	966,870
Cumulative Results of Operations	941,301

Total Net Position	1,908,171
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TOTAL LIABILITIES AND NET POSITION	\$ 2,411,703
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The accompanying notes are an integral part of these financial statements.

Department of the Interior
National Park Service
CONSOLIDATED STATEMENT OF NET COST
For the Year Ended September 30, 1999 (in thousands)

COSTS

Operations of the National Park Service	\$ 1,336,509
Less: Earned Revenues	<u>(23,014)</u>
Net Program Costs	1,313,495
Construction	249,803
Less: Earned Revenues	<u>(78,996)</u>
Net Program Costs	170,807
Trust Funds	30,800
Less: Earned Revenues	<u>(57)</u>
Net Program Costs	30,743
Fee Collection and Demonstration	68,190
Less: Earned Revenues	<u>(158,470)</u>
Net Program Costs	(90,280)
Operations and Maintenance of Quarters	14,000
Less: Earned Revenues	<u>(14,854)</u>
Net Program Costs	(854)
Historical Preservation	36,357
Less: Earned Revenues	<u>(101)</u>
Net Program Costs	36,256
Other	6,489
Less: Earned Revenues	<u>(1,746)</u>
Net Program Costs	4,743

The accompanying notes are an integral part of these financial statements.

Department of the Interior
National Park Service
CONSOLIDATED STATEMENT OF NET COST
For the Year Ended September 30, 1999 (in thousands)

COSTS (continued)

Other Program Costs	
Heritage Assets	15,800
Land Acquisition	66,320
National Recreation and Preservation	43,218
Fire and Emergency Operations	50,938
Disaster and Flood Relief	1,427
Urban Park and Recreation	560
Job Corps	13,813
Total Other Program Costs	192,076
Costs not Allocated to Programs	
Depreciation Expense	83,498
Interest Expense	252
Other Expenses not Requiring Budgetary Resources	360
Financing Imputed for Cost Subsidies	63,980
Losses on Disposition of Assets	2,663
Changes in Actuarial Liability	11,021
Bad Debt Expense	(121)
Total Unallocated Costs	161,653
NET COST OF OPERATIONS (Note 17)	\$ 1,818,639

The accompanying notes are an integral part of these financial statements.

Department of the Interior
National Park Service
CONSOLIDATED STATEMENT OF CHANGES IN NET POSITION
For the Year Ended September 30, 1999 (in thousands)

Net Cost of Operations	\$ (1,818,639)
Financing Sources:	
Appropriations Used	1,927,876
Imputed Financing	63,980
Nonexchange Revenue	14,523
Other Financing Sources (Note 18)	52,391
Transfers — In	3,877
Transfers — Out	<u>(48,220)</u>
Net Results of Operations	195,788
Prior Period Adjustments (Note 19)	(192,550)
Invested Capital Adjustment and Other Changes	<u>(2,441)</u>
Net Change in Cumulative results of Operations	797
Increase in Unexpended Appropriations	<u>27,189</u>
Change in Net Position	<u>27,986</u>
Net Position — Beginning of Period	<u>1,880,185</u>
Net Position — End of Period	<u><u>\$ 1,908,171</u></u>

The accompanying notes are an integral part of these financial statements.

Department of the Interior
National Park Service
COMBINED STATEMENT OF BUDGETARY RESOURCES
For the Year Ended September 30, 1999 (in thousands)

BUDGETARY RESOURCES

Budget Authority (Note 20)	\$ 2,086,629
Unobligated Balances — Beginning of Period	578,253
Net Transfers Prior Year Balance, Actual	519
Spending Authority From Offsetting Collections	320,977
Adjustments	(319)
TOTAL BUDGETARY RESOURCES	<u><u>\$ 2,986,059</u></u>

STATUS OF BUDGETARY RESOURCES

Obligations Incurred	\$ 2,062,958
Unobligated Balances — Available	909,323
Unobligated Balances — Unavailable	13,778
TOTAL STATUS OF BUDGETARY RESOURCES	<u><u>\$ 2,986,059</u></u>

OUTLAYS

Obligations Incurred	\$ 2,062,958
Less: Spending Authority From Offsetting Collections and Adjustments	(329,347)
	<u>1,733,611</u>
Obligated Balance, Net - Beginning of Period	660,006
Less: Obligated Balance, Net - End of Period (Note 21)	(690,202)
TOTAL OUTLAYS	<u><u>\$ 1,703,415</u></u>

The accompanying notes are an integral part of these financial statements.

Department of the Interior
National Park Service
CONSOLIDATED STATEMENT OF FINANCING
For the Year Ended September 30, 1999 (in thousands)

OBLIGATIONS AND NONBUDGETARY RESOURCES

Obligations Incurred	\$ 2,062,958	
Less: Spending Authority from Offsetting Collections and Other Budgetary Adjustments	(329,347)	
Financing Imputed for Cost Subsidies	63,908	
Nonexchange Revenue Not in the Budget	14,523	
Exchange Revenue Not in the Budget	(137,183)	
Transfers	(44,343)	
Other	<u>1,892</u>	
Total obligations, as adjusted, and nonbudgetary resources		\$ 1,632,408

***RESOURCES THAT DO NOT FUND
NET COST OF OPERATIONS***

Change in Amount of Goods, Services, and Benefits Ordered but Not Yet Received or Provided	74,515	
Cost Capitalized on the Balance Sheet	199,819	
Financing Sources That Fund Costs of Prior Periods	(192,550)	
Other	<u>(4,083)</u>	
Total Resources That Do Not Fund Net Cost of Operations		77,701

COSTS THAT DO NOT REQUIRE RESOURCES

Depreciation and Amortization	83,498	
Other	<u>(265)</u>	
Total Costs That Do Not Require Resources		83,233
FINANCING SOURCES YET TO BE PROVIDED		<u>25,297</u>
NET COST OF OPERATIONS (Note 17)		<u><u>\$ 1,818,639</u></u>

The accompanying notes are an integral part of these financial statements.

NOTES TO THE FINANCIAL STATEMENTS

Note 1. Summary of Significant Accounting Policies

A. Reporting Entity

The National Park Service (NPS) is responsible for promoting and regulating designated areas within the National Park System. The NPS is also responsible for conserving the scenery, historical objects, and wildlife so that they may be enjoyed by future generations.

The Director of the NPS is responsible for administrative oversight and policy of the NPS, including authority over money or other budget authority made available to the NPS.

In fulfilling its mission, the NPS administers a variety of funds:

General Funds. These funds include: (1) receipt accounts used to account for collections not dedicated to specific purposes and (2) expenditure accounts used to record financial transactions arising under Congressional appropriations or other authorizations to spend general revenues. NPS's principal general funds are:

- Operation of the National Park Service
- National Recreation and Preservation
- Construction

Trust Funds. These funds are established to account for receipts held in trust for use in carrying out specific purposes and programs in accordance with an agreement or statute. The principal trust funds are:

- Donations
- Birthplace of Abraham Lincoln
- Construction

Deposit Funds. These funds are established to account for receipts awaiting proper classification or receipts held in escrow until ownership is established, when proper distribution can be made.

Special Funds. These funds consist of appropriated funds from prior year receipts and separate receipt and expenditure accounts established to account for receipts of the government that are earmarked by law for a specific purpose but are not generated by a cycle of operations for which there is continuing authority to reuse such receipts. The principal special funds are:

- Land Acquisition and State Assistance
- Historic Preservation
- Quarters, Operation and Maintenance
- Grant Administration
- Fee Collection and Demonstration
- Activity Support

The accompanying financial statements have been prepared from NPS's consolidated standard general ledger. Included are all funds and accounts under the control of the NPS and allocations from other federal agency appropriations transferred to the NPS under specific legislative authority.

B. Basis of Accounting and Presentation

These financial statements have been prepared to report the financial position, net cost of operations, changes in net position, financing, and budgetary resources of the National Park Service as required by the Chief Financial Officers Act of 1990 and the Government Management Reform Act of 1994. The financial statements have been prepared from the books and records of NPS in accordance with generally accepted accounting principles (GAAP) using guidance issued by the Federal Accounting Standards Advisory Board (FASAB), the Office of Management and Budget (OMB) and NPS accounting policies which are summarized in this note. These financial statements present proprietary and budgetary information while other financial reports also prepared by NPS pursuant to OMB directives are used to monitor and control the NPS' use of budgetary resources.

The financial statements should be read with the realization they are for a component of the United States Government, a sovereign entity. One implication of this is that liabilities cannot be liquidated without legislation that provides resources and legal authority to do so.

The accounting structure of Federal government agencies is designed to reflect both accrual and budgetary accounting transactions. Under the accrual method of accounting, revenues are recognized when earned, and expenses are recognized when incurred, without regard to receipt or payment of cash. The budgetary accounting principles, on the other hand, are designed to recognize the obligation of funds according to legal requirements, which in many cases is prior to the occurrence of an accrual-based transaction. The recognition of budgetary accounting transactions is essential for compliance with legal constraints and controls over the use of Federal funds.

C. Revenues and Other Financing Sources

NPS receives the majority of its required funding to support its programs through appropriations authorized by Congress. The NPS receives annual, multi-year, and no-year appropriations that may be used, within statutory limits, for operating and capital expenditures. The NPS receives transfers of appropriated and trust funds from other agencies to support various ongoing program requirements.

Donated funds, reimbursements and grantor's requests, consistent with legislative authority, are available to the NPS when received. The NPS has legislative authority to collect revenues through User Charges, for a variety of activities that may or may not recover the full cost of the service. However, prices based on full cost in some activities would reduce the quantity of services, therefore, any difference between revenue received and higher prices would not provide an indication of lost revenue. Revenues from the rental of government-owned quarters to NPS employees are used to operate and maintain these quarters.

Through special legislation, the NPS is authorized to establish/increase recreation use

fees, which are not intended to recover the full cost of the service. The laws mandate the use of a portion of these fees collected from park visitors for the following:

Public Law 103-66 gives NPS the authority to establish an available receipt account, and retain and obligate up to 15 percent of recreation fees collected in a given year. In Fiscal Year 1999 revenues totaling \$1 million was transferred from the recreation use fee account to the available receipt account for park use to defray the costs associated with the collection of those fees (e.g., to pay fee collectors, maintain collection stations, etc.).

Public Law 104-134 gives NPS authority through Fiscal Year 2001 to allow 100 demonstration sites to experiment with new or increased recreation fees. Parks participating in the demonstration program have until Fiscal Year 2004 to spend at least 80 percent of the revenues collected at the site to help address unmet needs for visitor services, repairs and maintenance, and resource management. The remaining 20 percent can be spent at the discretion of the agency. During Fiscal Year 1999 recreation fees totaling \$142.9 million was transferred to an available receipt account and allocated to the participating parks in accordance with authorizing legislation.

Public Law 105-391 gives NPS permanent authority to spend 100 percent of revenues collected for Concession Franchise Fees. Parks collecting these revenues are now authorized to use 80 percent of the collected revenues for concession related expenditures. The remaining 20 percent can be spent at the discretion of the agency. During FY 1999, revenues collected for Concession Franchise Fees totaled \$14.6 million.

D. Funds with the U.S. Treasury and Cash

NPS maintains all cash accounts with the U.S. Treasury, except for its Imprest Fund accounts. Cash receipts and disbursements are processed by the U.S. Treasury. The balance in Treasury represents the unexpended balances of appro-

priation accounts, transfer accounts, deposit funds, and trust funds in NPS accounts which are available to pay current liabilities and to pay outstanding obligations. Note 2 provides additional details about the NPS Fund Balance with Treasury.

NPS obtains additional fund balances through reimbursements for services performed for other federal agencies and non-federal users. NPS recovers amounts for services provided to non-federal users on a full cost basis except for certain costs, such as the portion of retirement costs administered by the Office of Personnel Management. NPS reconciles fund balances with Treasury on a monthly basis. All cash differences are reconciled at the appropriation level and at the Agency Location Code (ALC) level. Differences are researched and adjustments to correct these differences are reported to Treasury each month on the Statement of Transactions (SF-224).

E. Accounts Receivable

Accounts receivable consist of amounts owed to the NPS by other federal agencies and amounts owed by the public. NPS establishes an allowance amount for reporting purposes based on an analysis of outstanding receivable balances. Note 4 provides additional details about accounts receivable.

F. Property, Plant, and Equipment

NPS is authorized to purchase structures and equipment under a number of appropriations to facilitate the administration of the NPS and to preserve natural and cultural resources. Policy and procedures for depreciation and capitalization of property, plant, and equipment are discussed in further detail in Note 9.

G. Land

NPS determined that all land purchased and administered meets the criteria for stewardship land as defined in SFFAS Number 6, *Accounting for Property, Plant and Equipment*, and therefore has assigned no value to land. The Stewardship and Heritage summary is included in the supplemental section of this report.

H. Liabilities

Liabilities represent the amount of monies or other resources that are likely to be paid by the NPS as the result of a transaction or event that has already occurred. However, no liability can be paid by the NPS unless Congress and the President authorize payment via an appropriation. These statements include liabilities for which an appropriation has not been enacted, or those not covered by budgetary resources, as unfunded liabilities, for there is no certainty that an appropriation will be enacted.

I. Contingencies

Contingent liabilities are recorded in the accounting records when the event potentially leading to the recognition of a liability is probable, and a reliable estimate of the scope of the potential liability is available. See Note 15 for additional information regarding contingent liabilities.

J. Personnel Compensation and Benefits

Earned annual leave is included in personnel compensation and benefits. Annual leave is funded from current appropriations when used. NPS recognizes an unfunded liability for earned but unused annual leave. As unused leave is used in the future, financing will be obtained from the then-current appropriations. NPS expenses sick and other types of leave when used but does not accrue the costs of this leave as it is earned.

K. Retirement Plans

NPS employees participate in either the Civil Service Retirement System (CSRS) or the Federal Employees Retirement System (FERS). The NPS makes matching contributions to CSRS, but does not report CSRS assets, accumulated plan benefits, or unfunded liabilities applicable to its employees. This information is reported by the Office of Personnel Management (OPM).

FERS became effective on January 1, 1984, pursuant to Public Law 99-335. Most NPS employees hired after December 31, 1983, are automatically covered by FERS and Social

Security. Employees hired prior to January 1, 1984, could elect to either join FERS and Social Security or remain in CSRS.

L. Federal Employee Benefits

SFFAS No. 5, Accounting for Liabilities of the Federal Government requires that the financial report recognize a pension expense that equals the service cost for its employees, less the

amount contributed by the employees for the accounting period. The NPS is reporting a liability of \$158,969,332 for Federal Employees' Compensation Act Actuarial for FY 1999. The unfunded imputed pension expenses of \$63,980,426 were paid by the administrative entity, which is the OPM. This figure was computed using the following three tables:

	1999 Basic Pay	Net Rate	Employer's Pension Expense
CSRS	\$163,926,118	10.20%	\$16,720,464
CSRS (Law Enforcement)	20,557,479	25.00%	5,139,370
CSRS & FICA (CSRS Offset)	17,345,800	11.50%	1,994,767
CSRS & FICA (Law Enforcement)	2,041,168	27.40%	559,280
FERS + FICA	225,509,689	.10%	225,510
FERS + FICA (Law Enforcement)	56,695,655	0	0
FICA	76,354,689	0	0
NONE	490,313	0	0
Other DC Park Police	10,655,728	0	0
Rehired Annuitants	0	0	0
Total	<u>\$573,576,639</u>		<u>\$24,639,391</u>

	Average Number of Employees	Rate per Employee	Estimated Imputed Retirement Health Cost
Health Benefit Cost	14,374.25	\$ 2,731	\$39,256,077

	Amount	Rate	Estimated Imputed Retirement Life Insurance Cost
Life Insurance Cost / 14,606 Employees	\$424,791,385	0.02%	\$84,958
Total Imputed Cost			<u>\$63,980,426</u>

M. Income Taxes

As an entity of the U.S. Government, NPS is exempt from all income taxes imposed by any governing body, whether it be federal, state, local, foreign government, or a Commonwealth of the United States.

N. Special Concession Accounts

As of September 30, 1999, the National Park Service had approximately 88 concession agreements which, besides the fee revenue provided for by these contracts, the contractual agreements contain provisions which provide for the establishment of escrow-type accounts to be used to develop, improve, and maintain visitor facilities. These "Special Account" funds are maintained in separate interest-bearing bank accounts of the concessionaires. The concessionaire periodically deposits a percentage of gross revenue in the account as provided in the concessionaire agreement. While the funds may be disbursed only by approval of the concessionaire and the park superintendent, they are normally intended, according to the contractual arrangements, to be used to improve or maintain the facilities used by the concessionaire to provide services to visitors.

At this time, there are differing interpretations as to the extent of the Service's jurisdiction over these funds, and the related receipts and expenditures. Specifically, the Office of Management and Budget and the Department of the Treasury have required that these accounts be included in Federal Government budgetary reporting. However, it is the opinion of the Solicitor of the Department of the Interior that

"The funds contained in Concession Improvement Accounts...are owned by the concessionaire and are not receipts of the United States. Expenditure of such funds by the concessionaire are private expenditures, not governmental expenditures."

Therefore, the balances, inflows, and outflows of these Special Accounts are not reflected in the financial statements of the National Park Service. As of September 30, 1999, the concessionaires reported that the Special Accounts totaled approximately \$44.1 million.

Note 2. Fund Balance with Treasury

Cash receipts and disbursements are processed by the Treasury. The fund balance with Treasury represents all unexpended balances in the NPS accounts at Treasury, the amount for which NPS retains the right to draw on the Treasury for allowable expenditures. Note 1. E. provides additional information on Funds with the U.S. Treasury and Cash. The balance on the financial statement at September 30, 1999 is \$1,554,629 (in thousands).

Note 3. Investments

The Lincoln Farm Association established an endowment for the maintenance of Abraham Lincoln Birthplace in accordance with 16 U.S.C. 211. The amount of the fund is currently \$65,000, which is invested in a 30-year U.S. Treasury Bond. The NPS receives earned interest semi-annually which is used for the maintenance and upkeep of the historical site. Investments also include \$3,316,707 for the Oklahoma City Trust.

Note 4. Accounts Receivable, Net of Allowance

The reported amount for total Accounts Receivable, Net consists of moneys owed to the NPS from other federal agencies and the public. A breakdown as of September 30, 1999, follows (dollars in thousands):

	Federal	Public
Accounts Receivable, Billed	\$ 5,239	\$ 7,580
Allowance for Doubtful Accounts	0	(863)
Net Accounts Receivable, Billed	5,239	6,717
Accounts Receivable, Unbilled	9,994	645
Total Accounts Receivable, Net	<u>\$ 15,233</u>	<u>\$ 7,362</u>

Federal receivables are primarily attributable to cost associated with reimbursable construction activity. Approximately 15 percent (9% billed and 6% unbilled) of the public receivable amount is attributable to reimbursable activity. This reflects a 50 percent decrease from the amount of debt in this category last year. The decline is the result of a concerted effort to comply with the Office of Management and Budget's (OMB) requirement to obtain advance funding on all public reimbursable projects. The remaining 85 percent classified as billed receivables represent debts incurred by NPS current and former employees, concessionaires, and other public vendors.

During FY 1999, the Service continued to progress towards full compliance with the Debt Collection Improvement (DCIA) Act of 1996. A large portion of our resources were devoted to developing and maintaining a tracking system for transferring delinquent debt to Treasury's Cross Servicing Program. The Service is working with Treasury to develop a more comprehensive and efficient debt status reporting process.

In November of FY 1999, NPS's personnel and pay function, administered by the Payroll Operations Division (POD) of the National Business Center was converted to the Federal Personnel Payroll System (FPPS). Accommodating this change required revising our internal processes for administering current employee and former employee debt. With the implementation of FPPS, a Departmental initiative to consolidate the collection of employee debt at POD was also accomplished. To date it appears that these initiatives were successful and are expected to have a positive impact on NPS's collection rate.

The NPS delinquency rate continues to decline annually and this trend is expected to improve during FY 2000. In addition to the two major initiatives above we have also focused on improving internal processes. A high priority has been assigned to the expansion of current collection methods and increasing communication with Field Offices. Because NPS is a large organization, which employs a decentralized approach to managing debt, both initiatives are important in continuing this positive trend.

In support of expanding NPS collection methods, a pilot program designed to evaluate the feasibility of the Pre-Authorized Debit (PAD) program as a collection mechanism was tested during FY 1999. PAD allows NPS to deduct funds directly from a debtor's bank account. The Grand Canyon National Park served as the pilot site. They identified multiple benefits of using PAD and gave it a very favorable evaluation. This process has the potential to be very beneficial in collecting debt of a recurring nature. A number of NPS programs, characteristically lend themselves to collecting in this manner. The Plastic Credit Card Network Program (PCCN) represents another collection mechanism which has experienced significant and sustained growth in the number of locations equipped to accept credit cards. Expansion of the PCCN program is expected to have a positive impact on debt collection.

Unbilled accounts receivable are recognized for expenses incurred by NPS under reimbursable authority that have not been billed to reimbursable customers.

Note 5. Loans Receivable

Pursuant to Wolf Trap Farm Park Act (16 U.S.C. 284c(b)), the Wolf Trap Foundation for the Performing Arts and the NPS amended their Cooperative Agreement to set up a repayment schedule of "Loan Principle" to the Foundation totaling \$8,560,226 authorized by the Act of November 28, 1990 (P.L. 101-636: 104 Stat. 4586). The "Loan Principle" shall be repaid to the NPS within 25 years from the date of the Amendment. The "Loan Principle" will be repaid in equal annual installments, except that the first three annual payments will be \$215,000. Repayment of the "Loan Principle" may include a credit of up to \$60,000, annually, for public service tickets given to entities exempt from taxation pursuant to section 501(c)(3) of the Internal Revenue Code of 1986. The monies received for repayment may be retained until expended by the Secretary in consultation with the Foundation for the maintenance of structures, facilities, and equipment of the park.

Note 6. Advances to Others

As of September 30, 1999, there were outstanding federal advances of \$19,748,800 to the U.S. Department of Transportation and the Federal Highway Administration under an Interagency Agreement for work to be performed at Yosemite National Park.

The reported public amount advanced by the NPS to other entities is comprised of travel advances and grant advances.

- As of September 30, 1999, there were outstanding travel advances of \$233,418.
- The remainder of NPS advances include salary advances to Job Corps students and to support the NPS grants program. The NPS disburses grants to states, territories, and Indian tribes to facilitate the accomplishment of its overall mission. Typically, these grant funds are advanced to these other entities, which in turn disburse funds to vendors.

Note 7. Other Assets

This amount represents Contract Authority from the Department of Transportation, and the Federal Highway Administration to cover NPS contractual obligations in advance of appropriation for road construction in the parks. Funds will be transferred from the Federal Highway Administration to NPS upon request to cover pending expenditures.

Note 8. Cash

The reported amount is the total for the NPS imprest funds, or “petty cash,” held by imprest fund cashiers at NPS field units throughout the country. The NPS continues to reduce the cash held in imprest funds through better cash management initiatives such as Third Party Drafts and VISA/IMPAC credit cards. Additional information on these initiatives is provided in the Financial Management Performance Section of this report.

Note 9. Property, Plant, and Equipment, Net of Depreciation

In FY 1996, the NPS developed and implemented procedures for the accountability of fixed assets that adheres to the principles outlined in SFFAS No. 6, *Accounting for Property, Plant, and Equipment*. Included are capitalization criteria and thresholds for completed construction projects that distinguish between operational and heritage assets, and four asset classes for the depreciation of these assets. Assets in service prior to FY 1996 are depreciated with a useful life of 20 years and a straight line method of depreciation.

At the end of FY 1998, NPS analyzed the Construction-in-Progress (CIP) account and determined that the account was overstated for financial reporting purposes. A change in accounting policy to expense heritage and stewardship costs as incurred and the failure to submit completion reports in a timely manner were the main causes of the overstatement. With additional analysis, the NPS identified potential Installation Wide Project Numbers (IWPNS) that may have been completed but lacked the supporting documentation, and heritage assets or non-federal property that should be expensed as incurred. Based on the analysis and best information available, NPS adjusted its FY 1998 financial statements to reflect changes to the CIP account and any offsetting accounts. Since that time, the Accounting Operations Center (AOC) has issued supplemental procedures and periodic reports to the parks/offices to assist the field in preparing and forwarding to AOC the supporting documentation required to accurately account for these assets.

In April 1999, the Comptroller of the NPS tasked a group of senior level financial personnel representing each regional Office, the Denver Service Center (DSC), Harper’s Ferry Center (HFC), and the AOC for a six month project to verify the FY 1998 adjustments and ensure all costs for completed IWPNS are posted to the appropriate asset or expense account, along with all depreciation expenses. Because construction funding and costs are tracked by

the IWPN, NPS uses the IWPN as a unit of decision for capitalization and may not capitalize or expense an asset until the entire IWPN is complete. The AOC used the documentation gathered during this exercise to properly reflect the CIP account and all related fixed assets and expenses. On projects that we have not received adequate supporting documentation to determine the appropriate accounting treatment, AOC applied the accounting concept of conservatism and expensed those costs. In FY 1999, CIP was reduced by \$118,118,000 and distributed to fixed assets or expenses accordingly.

At the end of FY 1998, the NPS converted to the Fixed Asset Subsystem for all capitalized and accountable equipment. In the one year we have been on the system, we have seen significant changes in the NPS equipment balances

and the corresponding accumulated depreciation account. This is a direct result of being better able to capture and track the data and the change in depreciation schedules that allow us to more accurately reflect useful life.

NPS uses the straight-line method of depreciation for real property placed in service during FY 1996 and thereafter, with useful life varying within four distinct asset classes of 15, 20, 27, and 40 years. The capitalization threshold for real property is set at \$500,000. NPS uses the straight-line method of depreciation and useful life based on the Federal Supply Code for equipment, with a capitalization threshold of \$5,000. A breakdown of fixed asset categories with corresponding depreciation is shown in the table below (in thousands):

Asset Category	Cost	Accumulated Depreciation	Current Year Depreciation	Net Value
Buildings	\$ 365,269	\$ (125,875)	\$ (26,002)	\$ 239,394
Structures/Facilities	382,600	(156,524)	(24,350)	226,076
Equipment	341,157	(207,401)	(33,118)	133,756
Construction-in-Progress	183,536	0	0	183,536
Data Processing Software	412	(303)	(28)	109
Total	\$ 1,272,974	\$ (490,103)	\$ (83,498)	\$ 782,871

Note 10. Land

Consistent with SFFAS Number 6, *Accounting for Property, Plant and Equipment*, all Service land is “stewardship land,” or land that was acquired for public enjoyment and resource protection. This standard defines stewardship land as land that is not purchased for or in connection with general Property, Plant, and Equipment (i.e., purchased for or in connection with other assets that: a) could be used for alternative purposes, b) are primarily used in business-type activities, and c) are used in activities whose costs can be compared to other entities). In adopting this standard, the NPS removed all land balances from their respective general ledger accounts. The Land Program Office in

Washington, D.C., continues to maintain the official records of NPS land purchases. A stewardship report with federal and non-federal acreage is provided in the supplemental section of this report.

Note 11. Receipts Transferred to Treasury

The reported amount of receipts transferred to Treasury consists of recreation, entrance, and user fees collected at many of the parks. These fees are returned to Treasury at the end of the fiscal year. With the continued expansion of the Fee Demonstration Program, in which receipts are retained by NPS, there was a significant reduction in fees returned to Treasury.

Note 12. Accounts Payable

The reported amount for Accounts Payable includes liabilities to other federal agencies and to the public. Amounts owed for goods and services received by NPS total \$52,950,948 and include contract holdbacks of \$1,326,111.

Note 13. Advances Due to Others

The reported amount includes advances to the NPS from other federal agencies and from the public for a total of \$133,674,535. Of this amount, \$83,990,917 is deferred credits for the purchase of land with Title V monies and the balance is for payments received for reimbursable agreements for state-federal-academic partnerships in research and graduate education for the management of natural resources, etc.

Note 14. Other Intragovernmental Liabilities

The reported amount consists of the balances in the NPS suspense account. NPS uses this account to temporarily hold non-NPS cash, funds pertaining to performance bonds, and unidentified collections. This account is analyzed monthly and as transactions are identified, the cash is either transferred to the appropriate NPS account or refunds/payments are made to the appropriate parties.

Note 15. Contingent Liabilities

Environmental

The National Park Service (NPS) is subject to loss contingencies pursuant to environmental

laws and regulations that currently, and in the future, will require the NPS to take action to correct or ameliorate the effects on human health and the environment from releases of contaminants by the NPS or other parties. Contingencies may exist for various types of sites, including, but not limited to: (1) hazardous substance contaminated sites governed by the Comprehensive Environmental Response, Compensation and Liability Act (CERCLA); (2) waste storage, treatment and disposal facilities governed by Subtitle-C of the Resource Conservation and Recovery Act (RCRA); (3) leaking underground storage tanks governed by Subtitle-I of RCRA; (4) proper closure and clean up of solid waste landfills governed by Subtitle-D of RCRA; and (5) abandoned mining lands. The abatement of lead-based paint and asbestos is not considered as part of these contingencies.

The NPS has identified 156 sites within 70 park units potentially impacted by petroleum or hazardous substance releases. At present, approximately 58 percent of these sites are governed by RCRA and 42 percent of these sites are governed by CERCLA. Response activities at these sites include: site characterization and sampling; risk assessment; removal of the contaminant source; treatment and/or containment of contaminated water and soil; and ongoing monitoring.

The NPS analyzed its environmental cleanup liability in the aforementioned regulatory areas for FY 1999. Based upon this work, and applicable accounting guidelines, the NPS reports a total future liability of \$6,125,200, of which \$5,587,200 constitutes the estimated cost of cleanup at sites for which the NPS has liability or shared liability, and \$538,000 constitutes the cost of future studies at such sites. In addition, there are some sites for which the NPS has liability or shared liability for which the ECL is not reasonably estimable at this time. With respect to these sites, the NPS discloses the possibility of liability in the range of \$400,000 to \$5,600,000.

	RCRA-I	RCRA-D	RCRA-C	CERCLA	TOTAL
Future Liability	\$ 5,222,200	\$ 0	\$ 15,000	\$ 350,000	\$ 5,587,200
Cost of Study	\$ 463,000	\$ 0	\$ 50,000	\$ 25,000	\$ 538,000
TOTAL	\$ 5,685,200	\$ 0	\$ 65,000	\$ 375,000	\$ 6,125,200

Based on FY 1996 data the NPS Abandoned Mineral Lands (AML) program developed cost estimates based on an ongoing NPS wide inventory containing 3,000 abandoned mines (of all types) and 727 abandoned oil and gas wells (of which 51 are abandoned with no identifiable owner.” These estimates do not reflect the 3 million acres added to the System in the California Desert Protection Act of 1994, or other additions/expansions since 1994 that could contain AML sites. At this time, the NPS has no legal liability for the cleanup of these AML sites, and thus no dollar amount was recorded in the NPS’s financial statements for these sites.

Judgments and Claims

The NPS is a defendant in a number of lawsuits where the plaintiff is seeking monetary damages. In the opinion of NPS management and legal counsel, a reasonable estimate of the potential liability of these is \$10,220,000. There are two reasonably possible claims with a pay-out range of \$500,000 to \$119,000,000 which would be paid through the Department of the Treasury judgment fund.

Subsequent to the end of the fiscal year, a fire in Bandelier National Monument spread to surrounding areas, including Los Alamos, New

Mexico resulting in significant property loss. Investigations are being conducted. The results of the investigations are not available and potential financial implications on the federal government are not known.

Note 16. Unexpended Appropriations

The reported figure is comprised of the following amounts (in thousands):

Unobligated	
Available	\$ 348,484
Unavailable	13,713
Undelivered Orders	604,673
Total Unexpended Appropriations	\$ 966,870

Note 17. Gross Cost and Earned Revenue by Budget Functional Classification

The reported figures are comprised of the following amounts (in thousands):

Functional Classification	Earned Gross Cost	Revenue	Net Cost
Natural Resources and Environment	\$ 2,076,051	\$ 277,765	\$ 1,798,286
Transportation	18,567	952	17,615
Education, Training, Employment, And Social Services	2,721	1	2,720
Community and Regional Development	21	3	18
TOTAL	\$ 2,097,360	\$ 278,721	\$ 1,818,639

Note 18. Other Financing Source

The reported amount is Title V monies of which \$42,074,083 was used for the purchase of land and \$10,316,422 was used to make computer programs Y2K compliant.

Note 19. Prior Period Adjustment

The prior period adjustment of \$192,549,818 for depreciation and expensing construction projects consists of projects completed but not meeting the established capitalization requirements, and capitalized projects completed in prior fiscal years with accumulated depreciation being recorded as prior period expense. Construction projects both over and under the NPS capitalization threshold level can span multiple fiscal years until completion and final acceptance. Additionally, it is not until completion that the final supporting documentation is prepared as to the primary purpose or use of the asset.

Note 20. Budget Authority

The intra-agency transactions have not been eliminated on the Combined Statement of Budgetary Resources. The reported figure is comprised of the following amounts (in thousands):

Appropriations	\$ 1,963,811
Contract Authority	14,725
Transfers, Net	<u>108,093</u>
Total Appropriations	<u><u>\$ 2,086,629</u></u>

Note 21. Obligated Balance, Net End of Period

The reported figure is comprised of the following amounts (in thousands):

Accounts Receivable	\$ 19,158
Unfilled Customer Orders	32,182
Undelivered Orders	(636,215)
Accounts Payable	<u>(105,327)</u>
Total Obligated Balance, Net	<u><u>\$ (690,202)</u></u>

Note 22. Operating Expenses

Operating expenses by object classification allocated to programs are provided below (in thousands):

Object Classification	
Personnel Compensation and Benefits	\$ 1,045,152
Contractual Services	371,207
Grants, Subsidies, and Contributions	96,892
Supplies and Materials	115,166
Rent, Communications, and Utilities	83,420
Travel and Transportation	62,866
Equipment, Land, and Structures	153,722
Printing and Reproduction	5,881
Job Corp	14,409
Contingent Liabilities	0
Other	<u>64,340</u>
Total	<u><u>\$ 2,013,055</u></u>

STEWARDSHIP AND HERITAGE ASSETS

The National Park Service is steward, for the people of the United States, to the land and resources which it administers. Forests, deserts, riparian areas, seashores, wilderness areas, archeological sites, museum collections, cultural landscapes and historic buildings are among the many stewardship and heritage assets which the National Park Service has the responsibility to preserve and protect. Information regarding the deferred maintenance on stewardship and heritage assets is contained in the Required Supplemental Stewardship Information section.

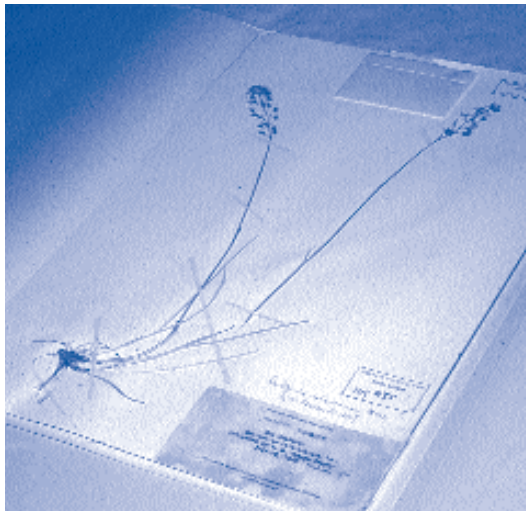
During FY 1999, NPS identified over \$13 million in non-federal physical asset expenditures, of which \$9.8 million were incurred during fiscal years prior to 1999. Subsets of NPS lands have additional stewardship asset designations such as Wilderness Areas, Wild and Scenic Rivers and Trails. These delineations are in addition to, and not in place of their inclusion in NPS land acreage totals. Stewardship areas such as Wilderness in their entirety may encompass lands owned by entities other than the NPS which would not be

reported as NPS acreage. Changes in NPS land acreage totals occur by means such as Presidential and Congressional declaration, purchase, donation, exchange, and transfer from other federal agencies, States, local governments, and private land owners. During FY 1999, 101,925.41 acres were deleted from the National Park System and 243,104.12 were added, leaving a net increase of 141,178.71 acres. While individual units of stewardship land can be improved, the condition of NPS stewardship lands as a whole are sufficient to support the mission of the Service.

National Park Service Land

The objective of acquiring land and interests in land is to preserve and protect, for public use and enjoyment, the historic, scenic, natural, and recreational values of Congressionally authorized areas within the National Park System. Acquisition of land helps to meet the increasingly heavy visitor demand for Federal recreation areas, conserves outstanding resources for public recreational use before they are converted to incompatible uses, and preserves the Nation's natural and historic heritage.

NPS land is comprised of 378 units that have 83,600,811.91 acres of land within their boundaries. Federal ownership consists of 77,686,531.90 acres in fee simple title and 250,962.22 acres under less than fee title (includes rights-of-way and scenic easements). Other land within park boundaries is owned by state and local governments (1,259,466.20 acres) or is in private ownership (4,403,851.59 acres). Subject to the availability of funds, private land will be acquired when opportunities to purchase are available or if an owner is in the process of converting the land to a use that is incompatible with the purpose of the park. The following table summarizes ownership of acreage within park boundaries by type of park unit.



Botanical specimen collected in 1922, Yosemite National Park, (Catalog Number YOSE 65895). Photo by Ann Hitchcock, Museum Management Program, National Park Service.

NPS Unit Type	Federal Acreage	Non-Federal Acreage	Total Acreage
International Historic Site	22.44	22.46	44.90
National Battlefields	11,944.23	1,178.87	13,123.10
National Battlefield Parks	8,042.15	1,631.76	9,673.91
National Battlefield Site	1.00	0.00	1.00
National Historic Sites	19,524.18	4,694.64	24,218.82
National Historical Parks	114,713.58	48,175.74	162,889.32
National Lakeshores	145,647.68	83,287.30	228,934.98
National Memorials	8,041.10	489.75	8,530.85
National Military Parks	35,169.22	3,089.88	38,259.10
National Monuments	1,901,073.76	164,578.99	2,065,652.75
National Parks	49,647,714.02	2,291,940.14	51,939,654.16
National Preserves	21,410,193.18	2,268,749.34	23,678,942.52
National Recreation Areas	3,403,534.21	320,266.05	3,723,800.26
National Reserves	10,830.35	22,276.84	33,107.19
National Rivers	311,093.49	112,835.38	423,928.87
National Scenic Trails	157,087.37	68,435.70	225,523.07
National Seashores	478,339.01	116,250.35	594,589.36
National Wild & Scenic Rivers	72,760.69	146,727.51	219,488.20
Parks (other)	37,723.05	1,266.15	38,989.20
Parkways	164,039.41	7,420.94	171,460.35
TOTAL	77,937,494.12	5,663,317.79	83,600,811.91

Stewardship lands and associated heritage assets are used and managed in accordance with the statutes authorizing their acquisition or directing their use and management. The Service conducts various activities to preserve and protect land resources, and to mitigate the effects of activities conducted previously on or near parks that adversely affect the natural state of the land.

Wilderness Areas

A Wilderness is an area where humans are visitors and do not remain. These areas, which are generally greater than 5,000 acres, appear to have been affected primarily by the forces of nature, with human development substantially unnoticeable. A wilderness area also provides

outstanding opportunities for solitude or a primitive and unconfined type of recreation.

In the United States, there are over 100 million acres of Federal land designated “Wilderness,” by Congressional legislation under the Wilderness Act of 1964. In addition to the National Park Service, the U.S. Forest Service, the U.S. Fish and Wildlife Service and the Bureau of Land Management also manage wilderness areas. Because of the abundance of NPS wilderness acreage in Alaska, NPS manages the greatest proportion of wilderness areas, at 41 percent of the entire National Wilderness Preservation System. This includes over 43 million acres within 44 different wilderness areas. The following park units have areas recognized as wilderness, although they may not be designated “Wilderness” areas that have a permit system.

Wilderness Area Name	Park Unit	Acreage
<i>Alaska</i>		
Denali	Denali National Park	2,146,580
Gates of the Arctic	Gates of the Arctic National Park	7,245,600
Glacier Bay	Glacier Bay National Park & Preserve	2,659,876
Katmai	Katmai National Park & Preserve	3,425,811
Kobuk Valley	Kobuk Valley National Park	164,112
Lake Clark	Lake Clark National Park	2,618,455
Noatak	Noatak National Preserve	5,815,655
Wrangell-St. Elias	Wrangell - St. Elias National Park & Preserve	9,676,994
<i>Arkansas</i>		
Buffalo National River	Buffalo National River	34,933
<i>Arizona</i>		
Chiricahua	Chiricahua National Monument	10,290
Organ Pipe Cactus	Organ Pipe Cactus National Monument	312,600
Petrified Forest	Petrified Forest National Park	50,260
Saguaro	Saguaro National Monument	71,400
<i>California</i>		
Death Valley	Death Valley National Park	3,128,038
Joshua Tree	Joshua Tree National Park	557,802
Lassen Volcanic	Lassen Volcanic National Park	78,982
Lava Beds	Lava Beds National Monument	27,970
Mojave	Mojave National Preserve	695,200
Philip Burton	Point Reyes National Seashore	25,370
Pinnacles	Pinnacles National Monument	13,270
Sequoia-Kings Canyon	Sequoia-Kings Canyon National Park	736,980
Yosemite	Yosemite National Park	704,624
<i>Colorado</i>		
Black Canyon of the Gunnison	Black Canyon of the Gunnison National Monument	11,180
Great Sand Dunes	Great Sand Dunes National Monument	33,450
Indian Peaks	Rocky Mountain National Park	2,917
Mesa Verde	Mesa Verde National Park	8,100
<i>Florida</i>		
Marjory Stoneman Douglas	Everglades National Park	1,296,500
<i>Georgia</i>		
Cumberland Island	Cumberland Island National Seashore	8,840
<i>Hawaii</i>		
Haleakala	Haleakala National Park	19,270
Hawaii Volcanoes	Hawaii Volcanoes National Park	123,100
<i>Idaho</i>		
Craters of the Moon	Craters of the Moon National Monument	43,243

<i>Michigan</i>		
Isle Royale	Isle Royale National Park	132,018
<i>Mississippi</i>		
Gulf Islands	Gulf Islands National Seashore	4,637
<i>North Dakota</i>		
Theodore Roosevelt	Theodore Roosevelt National Park	29,920
<i>New Mexico</i>		
Bandelier	Bandelier National Monument	23,267
Carlsbad Caverns	Carlsbad Caverns National Park	33,125
<i>New York</i>		
Fire Island	Fire Island National Seashore	1,363
<i>South Carolina</i>		
Congaree Swamp	Congaree Swamp National Monument	15,010
<i>South Dakota</i>		
Badlands	Badlands National Park	64,144
<i>Texas</i>		
Guadalupe Mountains	Guadalupe Mountains National Park	46,850
<i>Virginia</i>		
Shenandoah	Shenandoah National Park	79,579
<i>Washington</i>		
Mount Rainier	Mount Rainier National Park	228,480
Olympic	Olympic National Park	876,669
Stephen Mather	North Cascades National Park	634,614
TOTAL ACREAGE		43,917,078

National Wild and Scenic Rivers System

Rivers must meet eligibility and suitability criteria before being added to the National Wild and Scenic Rivers System. In order for a river to be eligible it must be in a free-flowing condition and possess one or more of the following values to a remarkable degree: scenic, recreation, geologic, fish and wildlife, historic, cultural or other similar values. Suitability is based upon the extent of public lands in the immediate environment of the river, funds required for acquisition, development, and management; and local or state interest in acting to protect and manage the river. Studies to determine eligibility and suitability may be the responsibility of either the Department of the Interior, Department of Agriculture, or the shared responsibility of both

agencies. Wild and Scenic studies are presented to Congress with a Presidential recommendation. Congress then decides whether or not to add the river to the National Wild and Scenic Rivers System.

A second path to designation, under Section 2(a)(ii) of the Wild and Scenic Act (1968), is for a Governor to request Federal designation of a state designated Wild and Scenic River, and for the Secretary of the Interior, after study, to designate that river. Seventeen rivers have entered the system in this way.

There are 156 rivers in the National Wild and Scenic Rivers System. Each mile of each river is classified as wild, scenic or recreational. There are many governing agencies of these rivers: Bureau of Land Management, U.S. Fish and Wildlife Service, U.S. Forest Service, and the National Park Service. The National Park Service administers, either solely or in conjunction with other agencies, the following rivers:

Year	River	Wild	Scenic	Recreational	Total Miles
1968	St. Croix, MN & WI	-	181.0	19.0	200.0
1968	Wolf, WI	-	24.0	-	24.0
1972	St. Croix (lower), MN & WI	-	12.0	15.0	27.0
1976	St. Croix (lower), MN & WI	-	-	25.0	25.0
1976	Obed, TN	44.3	-	1.0	45.3
1976	Flathead, MT	97.9	40.7	80.4	219.0
1978	Rio Grande, TX	95.2	96.0	-	191.2
1978	Missouri, NE & SD	-	-	59.0	59.0
1978	Delaware (upper), NY & PA	-	25.1	50.3	75.4
1978	Delaware (middle), NJ & PA	-	35.0	-	35.0
1980	Alagnak, AK	67.0	-	-	67.0
1980	Alatna, AK	83.0	-	-	83.0
1980	Aniakchak, AK	63.0	-	-	63.0
1980	Charley, AK	208.0	-	-	208.0
1980	Chilikadotna, AK	11.0	-	-	11.0
1980	John, AK	52.0	-	-	52.0
1980	Kobuk, AK	110.0	-	-	110.0
1980	Mulchatna, AK	24.0	-	-	24.0
1980	Koyukuk (North Fork), AK	102.0	-	-	102.0
1980	Noatak, AK	330.0	-	-	330.0
1980	Salmon, AK	70.0	-	-	70.0
1980	Tinayguk, AK	44.0	-	-	44.0
1980	Tlikakila, AK	51.0	-	-	51.0
1981	Klamath, CA	-	-	1.0	1.0
1984	Tuolumne, CA	37.0	17.0	-	54.0
1986	Cache La Poudre, CO	12.0	-	-	12.0
1987	Merced, CA	53.0	14.0	14.0	81.0
1987	Kings, CA	49.0	-	6.5	55.5
1987	Kern, CA	27.0	-	-	27.0
1988	Bluestone, WV	-	10.0	-	10.0
1991	Missouri, NE & SD	-	-	39.0	39.0
1991	Niobrara, NE	-	76.0	28.0	104.0
1992	Great Egg Harbor, NJ	-	30.6	98.4	129.0
1993	Maurice, NJ	-	28.9	6.5	35.4
1994	Farmington (West Branch), CT	-	-	14.0	14.0
1996	Lamprey, NH	-	-	11.5	11.5
1999	Sudbury, Assabet, Concord, MA	-	14.9	14.1	29.0
TOTAL		1,630.4	605.2	482.7	2,718.3

National Trails System

The National Trails System, created by law in 1968, includes 12 National Scenic Trails, 8 National Historic Trails, over 800 National Recreation Trails, and 2 side/connecting trails. Of the 20 National Scenic and Historic Trails, the NPS provides trail-wide coordination for 15. Together these 20 trail corridors measure almost 37,000 miles in combined lengths, and cross 51 National Park areas and 90 National Forests. In addition, hundreds of miles of trails cross lands under the care of the Bureau of Land Management.

The Service administers 15 of 20 scenic and historic trails in the System. In FY 1999, trail operations totaled \$3.6 million. This funded all the trail field offices, with some reserved for national program activities. An additional \$614,000 was available through the NPS Challenge Cost-Share program for partnership

projects. In FY 1999, almost 100 National Trail System cost-share projects were matched 3-to-1 by partners. Volunteers serving these trails provided close to 500,000 hours of labor, valued at \$6.9 million, with additional cash contribution of \$4.4 million.

Notable successes in FY 1999 included the following:

- Completion of the comprehensive management plan for the four overlapping national historic trails: California, Oregon, Mormon Pioneer and Pony Express, one of the geographically largest planning efforts ever undertaken by the National Park Service.
- First- ever meeting of national historic trail partners to form a vision statement and action plan to promote these special trails.
- NPS-Administered National Scenic (NST) and Historic (NHT) Trails

Year (Est.)	Trail	Length (miles)	States Crossed
1968	Appalachian NST	2,150	ME, NH, VT, MA, CT, NY, NJ, PA, MD, WV, VA, NC, TN, GA
1978	Oregon Trail	2,170	MO, KS, NE, WY, ID, OR
1978	Mormon Pioneer NHT	1,300	IL, IA, NE, WY, UT
1978	Lewis and Clark NHT	3,700	IL, MO, KS, NE, IA, SD, ND, MT, ID, WA, OR
1980	North Country NST	3,200	NY, PA, OH, MI, WI, MN, ND
1980	Overmountain Victory NHT	300	VA, TN, NC, SC
1980	Ice Age NST	1,000	WI
1983	Potomac Heritage NST	700	VA, MD, PA
1983	Natchez Trace NST	690	TN, AL, MS
1987	Santa Fe NHT	1,200	MO, KS, OK, CO, NM
1987	Trail of Tears NHT	1,800	TN, AL, MS, KY, IL, MO, AR, OK
1990	Juan Bautista de Anza NHT	1,200	AZ, CA
1990	California NHT	5,660	MO, KS, NE, WY, ID, UT, NV, CA, OR
1992	Pony Express NHT	1,970	MO, KS, NE, CO, WY, UT, NV, CA
1996	Selma to Montgomery NHT	54	AL

Heritage Areas

The Heritage Area concept offers an innovative method for citizens, in partnership with federal, state and local government, non-profit and private sector interests, to develop a plan and an implementation strategy focused on conserving the special qualities of the local cultural landscape.

A National Heritage Area is a place designated by the Congress, where natural, cultural,

historic and recreational resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. Through the conservation of discrete, intact cultural landscapes, the National Park Service seeks to preserve, in partnership with the local citizenry, a portion of the patchwork of American landscapes which helps to define the nationally significant American identity. There is no Federal ownership or management of the land or property.

Year	National Heritage Areas	State
1984	Illinois & Michigan National Heritage Corridor	IL
1986	Blackstone River Valley National Heritage Corridor	MA/RI
1988	Delaware and Lehigh Navigation Canal National Corridor	PA
1988	Southwestern Pennsylvania Heritage Preservation Commission	PA
1994	Cane River National Heritage Area	LA
1994	Quinebaug and Shetucket Rivers Valley National Heritage Corridor	CT
1996	America's Agricultural Heritage Partnership (USDA)	IA
1996	Augusta Canal National Heritage Area	GA
1996	National Coal Heritage Area	WV
1996	Essex National Heritage	MA
1996	Hudson River Valley National Heritage Area	NY
1996	Ohio & Erie Canal National Heritage Corridor	OH
1996	South Carolina National Heritage Corridor	SC
1996	Steel Industry American Heritage Area	PA
1996	Tennessee Civil War Heritage Area	TN
1998	Automobile National Heritage Area	MI

Archeological Sites

Archeological sites are locations that contain the remains of past human activity of various sorts. Examples of sites are the prehistoric structures, middens, and roadways in and around Chaco Culture National Historic Site in New Mexico; the ancient earthen mounds and villages at Hopewell Culture National Historic Site in Ohio and Ocmulgee National Monument in Georgia; the early historic European sites in Virginia, like Jamestown National Historic Site, or in Massachusetts, like parts of Boston National Historical Park; and later historic archeological structures and

sites such as those at Independence National Historical Park in Pennsylvania.

The NPS estimates that there may be as many as 1.5 million archeological sites located within units of the National Park system. Of these about 69,000 have been identified and about 43,000 are recorded in our national archeological database. NPS is making a concerted effort to collect standardized information about all known sites into the national database and eventually all known sites will be recorded there.

The NPS has a national program of archeological inventory and annually identifies and collects information on about 2,000 new sites. NPS does not normally withdraw sites from the inventory; for those that are damaged or

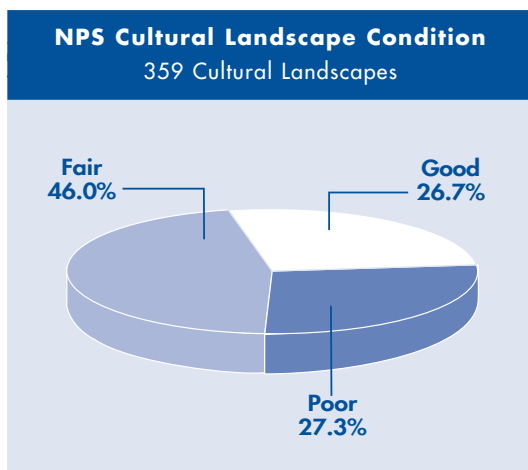
destroyed, NPS continues to care for the data and collections of artifacts and other materials from the sites.

Of the recorded sites for which condition information is available, 33% are listed as in “good” condition; however, this information is very incomplete and available for only about 20% of the nationally recorded sites. Based upon projects identified as necessary in approved park Resource Management Plans, funding of over \$160 million is needed for archeological projects. Not all of this funding relates to maintenance work, but a portion of it does.

Cultural Landscapes

A cultural landscape is a geographic area, including both natural and cultural resources, associated with a historic event, activity, or person. The National Park Service recognizes four types of cultural landscapes: historic designed landscapes, historic vernacular landscapes, historic sites, and ethnographic landscapes.

Cultural landscapes are inventoried and basic management information summarizing significance, impacts, condition, and approved treatments is collected and maintained in the Cultural Landscapes Inventory (CLI). Information associated with the CLI is entered into the Cultural Landscapes Automated Inventory Management System (CLAIMS) to provide a computerized, analytical tool for assessing the information.



The inventory process includes four levels: Level O: Park Reconnaissance Survey, Level I: Landscape Reconnaissance Survey, Level II: Landscape Analysis and Evaluation, and Level III: Feature Inventory and Assessment. This four level process facilitates identifying the potential scope of cultural landscapes in a systematic manner, establishing priorities for further inventory and research, and responding to specific park management needs. The four levels correspond to a varying degree of effort and detail contained in the inventory.

In FY 1999, each National Park Service region updated a six-year prioritized list of inventory projects, which was submitted as an addendum to their CLI Strategic Plan. As of the end of FY 1999, 2067 cultural landscapes had been entered into CLAIMS as follows: Level O–1626, Level I–331, Level II–110, Level III–0. Condition has been assessed and assigned to 359 of these landscapes. Based on this assessment, 26.7% are in good condition, 46% are in fair condition, and 27.3% are in poor condition.

Historic and Prehistoric Structures

The National Park Service defines a historic or prehistoric structure as “a constructed work...consciously created to serve some human activity.” Structures are usually immovable, although some have been relocated and others are mobile by design. They include buildings and monuments, dams, millraces and canals, nautical vessels, bridges, tunnels and roads, railroad locomotives, rolling stock and track, stockades and fences, defensive works, temple mounds and kivas, ruins of all structural types that still have integrity as structures, and outdoor sculptures.

In FY 1992, the National Park Service commenced a multi-year project to update the List of Classified Structures (LCS) for the estimated 26,000 park historic and prehistoric structures. The LCS is the primary computerized database containing information about structures in which the National Park Service has or plans to acquire any enforceable legal interest. Structures included in the LCS are either listed

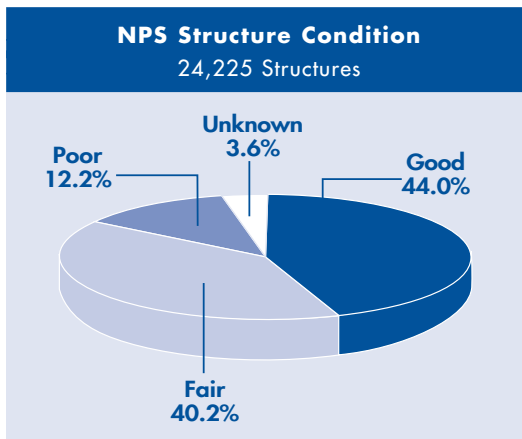
in or eligible for the National Register or are to be treated as cultural resources by law, policy, or decision reached through the planning process even though they do not meet the National Register requirements.

As of the end of FY 1999, data on 24,225 historic and prehistoric structures in 367 parks have been updated. In the past fiscal year 1,058 structures were added to the inventory. Structures are deleted from the inventory as a result of physical destruction based upon a planned management action or natural occurrence.

The condition of the historic and prehistoric structures as shown in the adjacent chart is continually threatened by weather, structural deterioration, erosion, and vandalism.

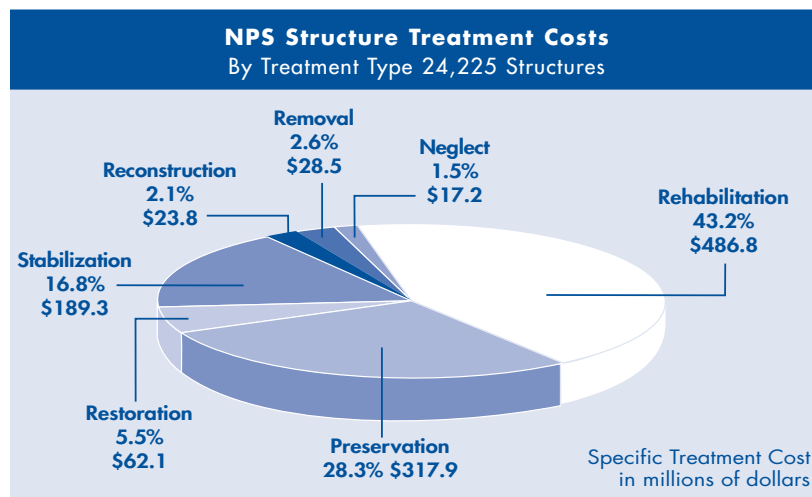


Old Courthouse, Jefferson National Expansion Memorial sculpture.



While 44.0% of the inventoried structures are in good condition; 56.0% are in poor, fair, or unknown condition.

The National Park Service takes actions such as maintenance, repair, rehabilitation, and/or changes the use of the structure to mitigate adverse effects so as to preserve and protect the structures for interpretation and continued use. The adjacent chart shows unfunded costs associated with treatments that have been approved by park planning documents for inventoried structures totaling \$1,125.6 million. Of these costs, \$804.7 million (71.5%) is for rehabilitation and preservation, and \$189.3 million (16.8%) is for stabilization.



Museum Collections

At the end of FY 1998, the most current information available, NPS museum collections totaled over 76 million items, 36 million objects and specimens and 40 million archival documents. These collections support the interpretation of resources and significant events associated with NPS lands. The collections include items ranging from historic furnishings in the home of John Adams, to flags that flew over Fort Sumter, to Thomas Edison's handwritten notes on inventions, to the tools and furnishings of a working ranch in Montana, to botanical specimens from Yosemite, and archeological items from Mesa Verde. These museum collections are important not only in their own right, but also because of their direct association with the nationally significant sites in the National Park system.

The NPS acquires and documents collections that support the mission and scope of each park and uses those collections to increase public enjoyment and understanding of our heritage, and its associated values. Parks use the documentation associated with collections to make informed decisions about interpreting and managing these and other park resources. For example, the drawings and photographs in the collection at Frederick Law Olmsted NHS have enabled the park manager to make decisions about restoring the park's

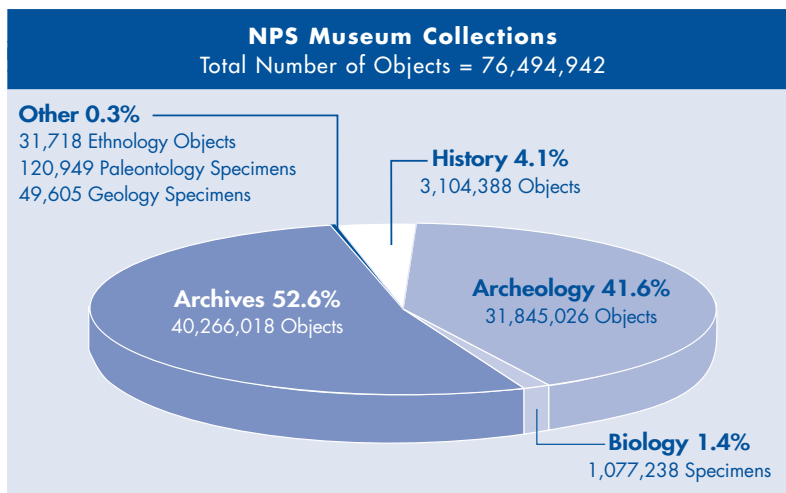


Conservation treatment of a Cheyenne beaded moccasin from Agate Fossil Beds National Monument (AGFO 269). Photo courtesy Department of Conservation, Harpers Ferry Center, National Park Service

cultural landscape. The public has access to these collections through exhibits, interpretive programs, publications, World Wide Web sites, films and videos. In addition, for research purposes, the public can directly access information in collections catalogs and other databases, as well as access the collections themselves. Typically, parks respond to 50,000 public research requests and park visitors view nearly 350,000 objects on exhibit annually.

In addition to collections stored at park units, six NPS cultural resource centers manage NPS museum collections. These facilities are the Southeast Archeological Center in Tallahassee, Florida; the Midwest Archeological Center

in Lincoln, Nebraska; the Western Archeological and Conservation Center in Tucson, Arizona; the Museum Resource Center, in Greenbelt, Maryland; the Alaska Regional Curatorial Center, in Anchorage; and the Northeast Cultural Resources Center in Lowell, Massachusetts. Additionally, some of the collections are on loan to other federal agencies and 142 non-federal institutions for management.



In FY 1998 the NPS acquired 1,376,555 items through gifts, exchanges, purchases, field collections, and transfers. Acquisitions were in the disciplines of archeology, ethnology, history, archives, biology, paleontology, and geology. NPS deaccessioned 4,495 items through exchanges, transfers, losses, thefts, repatriation under the Native American Graves Protection and Repatriation Act, and other means.

As of FY 1998, 59% of the objects and specimens and 33% of the archives are cataloged. At current cataloging rates and funding levels, the collection will be cataloged in 2021.

Using the standardized NPS Checklist for Preservation and Protection of Museum Collections, parks assess the status of museum storage and exhibits relative to professional standards for environment, security, fire protection, housekeeping and planning. Parks

take corrective actions as needed. Only 64% of the conditions in park museum collections meet these professional standards. An estimated 1,940 deficiencies were corrected in 230 parks in FY 1999. At current funding levels for correction of deficiencies, 95% of the standards will be met in 2046.

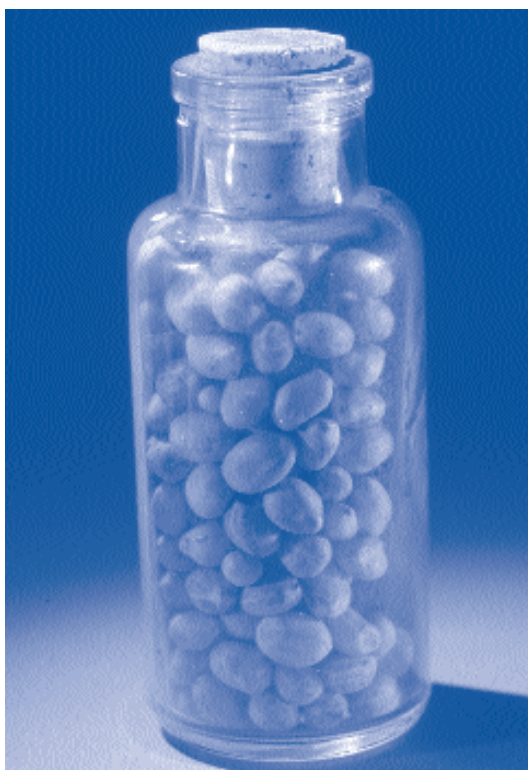
NPS policy requires that parks complete collection condition surveys for all collections; however, this information is not quantified or aggregated at a servicewide level. In FY 1998 NPS designed a strategy to quantify condition information for collections and give priority to treatment of the most fragile, important, and heavily used items. Based on extrapolated data from 118 park resource management plans and the 1997 survey of cellulose nitrate film in NPS collections, conservation survey and treatment needs are estimated at over \$47 million.

National Historic Landmarks

The Historic Sites Act of 1935 authorized the Secretary of the Interior to recognize historic places judged to have exceptional value to the nation. Once the Secretary designates a National Historic Landmark, its owners can apply for a landmark plaque. Owners are eligible to receive technical advice and assistance from preservation experts, if needed.

National Historic Landmarks are identified by theme and special studies prepared or overseen by NPS historians and archeologists. Landmark designation is the federal government's official recognition of the national importance of historic properties.

On January 20, 1999, Secretary of the Interior, Bruce Babbitt approved the designation of 15 properties in nine states as National Historic Landmarks. During March 1999, the Secretary approved the withdrawal of the designation of two properties as National Historic Landmarks. The following table lists the current National Historic Landmarks and those removed as National Historic Landmarks.

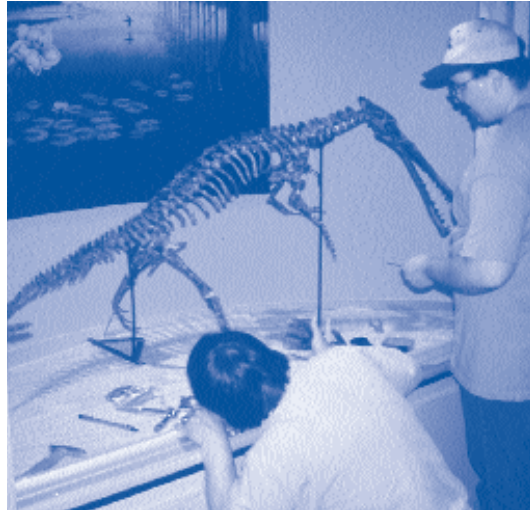


Peanuts, Carver Museum, Tuskegee Institute NHS (TUIN 1810). Photo by Eric Long, courtesy Museum Management Program, National Park Service.

FY 1999 National Historic Landmarks	
Mission Santa Ines	Solvang, CA
Grosse Point Light Station	Evanston, IL
F. F. Tomek House	Riverside, IL
Thomas Point Shoal Light Station	Anne Arundel County, MD
Symphony Hall	Boston, MA
Chief Plenty Coups (Alek-Chea-Ahoosh) Home	Big Horn County, MT
Fort Corchaug	Cutchogue, NY
Harmony Mills	Cohoes, NY
Petrified Sea Gardens	Saratoga Springs, NY
Bethabara	Winston-Salem, NC
Boston Avenue Methodist Episcopal Church	Tulsa, OK
Guthrie Historic District	Guthrie, OK
Bost Building	Homestead, PA
John Coltrane House	Philadelphia, PA
Friends Hospital	Philadelphia, PA
FY 1999 National Historic Landmarks Withdrawn	
Rock Magnetism Laboratory	Menlo Park, CA
Roosevelt Dam	Gila and Maricopa Counties, AZ

Paleontological Sites

The history of life is well represented by fossils preserved within National Park Service areas. The 137 NPS areas that contain fossils collectively reveal a story ranging from Precambrian algae in Glacier National Park to Ice Age mammals in the Alaskan parks. A great diversity of ancient life forms including petrified leaves, wood, pollen, shells, bone, tracks and coprolites are known from park strata. Museum collections throughout the United States manage National Park Service paleontological specimens for research and public education. NPS is building a database of paleontological resources. Condition information is not currently available. In FY 1999 no new parks were authorized primarily for their paleontological resources and none were deauthorized.



Champsosaurus, Theodore Roosevelt NP. Photo courtesy Theodore Roosevelt National Park.

**SUPPLEMENTAL
FINANCIAL
STATEMENTS**

Department of the Interior National Park Service CONSOLIDATING STATEMENT OF NET COST

For the Year Ended September 30, 1999 (in thousands)

COSTS	Preserve Park Resources	Provide for the Public Enjoyment & Visitor Experience of Parks	Strengthen & Preserve Natural & Cultural Resources & Enhance Recreational Opportunities Managed by Partners	Combined Total	Intra-Agency Eliminations	Consolidated Total
Operations of the National Park Service						
Less: Earned Revenues	\$ 323,450 (313)	\$ 1,148,029 (22,541)	\$ 10,729 (160)	\$ 1,482,209 (23,014)	\$ 0 0	\$ 1,482,209 (23,014)
Net Program Costs	323,137	1,125,488	10,569	1,459,195	0	1,459,195
Construction						
Less: Earned Revenues	115,011 (30,735)	130,740 (49,359)	10,320 (15)	256,070 (80,109)	0 1,113	256,070 (78,996)
Net Program Costs	84,276	81,380	10,304	175,961	1,113	177,074
Trust Funds						
Less: Earned Revenues	17,260 (28)	14,099 (29)	0 0	31,359 (57)	0 0	31,359 (57)
Net Program Costs	17,231	14,071	0	31,302	0	31,302
Fee Collection and Demonstration Activity						
Less: Earned Revenues	9,670 (79,235)	57,464 (79,234)	4,646 0	71,780 (158,470)	0 0	71,780 (158,470)
Net Program Costs	(69,565)	(21,770)	4,646	(86,690)	0	(86,690)
Operations and Maintenance of Quarters						
Less: Earned Revenues	7,193 (14,854)	7,193 0	0 0	14,386 (14,854)	0 0	14,386 (14,854)
Net Program Costs	(7,661)	7,193	0	(468)	0	(468)

The accompanying notes are an integral part of these financial statements.

Department of the Interior National Park Service CONSOLIDATING STATEMENT OF NET COST

For the Year Ended September 30, 1999 (in thousands)

<i>COSTS</i> (continued)	Preserve Park Resources	Provide for the Public Enjoyment & Visitor Experience of Parks	Strengthen & Preserve Natural & Cultural Resources & Enhance Recreational Opportunities Managed by Partners	Combined Total	Intra-Agency Eliminations	Consolidated Total
Historical Preservation	0	0	37,820	37,820	0	37,820
Less: Earned Revenues	0	0	(101)	(101)	0	(101)
Net Program Costs	0	0	37,719	37,719	0	37,719
Other	2,567	549	33	3,149	0	3,149
Less: Earned Revenues	(862)	(884)	0	(1,746)	0	(1,746)
Net Program Costs	1,705	(335)	33	1,403	0	1,403
Other Program Costs						
National Recreation and Preservation	0	0	46,540	46,540	0	46,540
Fire and Emergency Operations	53,751	0	0	53,751	0	53,751
Disaster and Flood Relief	0	0	1,427	1,427	0	1,427
Urban Park and Recreation	0	0	553	553	0	553
Job Corps	0	0	14,740	14,740	(370)	14,370
Total Other Program Costs	53,751	0	63,260	117,011	(370)	116,641
Costs not Assigned to Programs						
Heritage Assets	7,096	8,067	637	15,800	0	15,800
Land Acquisition	28,189	28,184	10,290	66,663	0	66,663
Total Costs not Assigned to Programs	35,285	36,251	10,927	82,463	0	82,463
NET COST OF OPERATIONS (Note 17)	\$ 438,160	\$ 1,242,278	\$ 137,459	\$ 1,817,896	\$ 743	\$ 1,818,639

The accompanying notes are an integral part of these financial statements.

**Department of the Interior
National Park Service**
CONSOLIDATING STATEMENT OF CHANGES IN NET POSITION
For the Year Ended September 30, 1999 (in thousands)

	Preserve Park Resources	Provide for the Public Enjoyment & Visitor Experience of Parks	Strengthen & Preserve Natural & Cultural Resources & Enhance Recreational Opportunities Managed by Partners	Intra-Agency Eliminations	Consolidated Total
Net Cost of Operations	\$ (438,155)	\$ (1,242,281)	\$ (137,460)	\$ (743)	\$ (1,818,639)
Financing Sources:					
Appropriations Used	462,690	1,310,956	154,230	0	1,927,876
Imputed Financing	15,356	43,506	5,118	0	63,980
Nonexchange Revenue	7,262	7,261	0	0	14,523
Other Financing Sources (Note 18)	12,574	35,626	4,191	0	52,391
Transfers – In	930	2,637	310	0	3,877
Transfers – Out	(11,573)	(32,790)	(3,858)	0	(48,220)
Net Results of Operations	49,084	124,915	22,532	(743)	195,788
Prior Period Adjustments (Note 19)	(46,212)	(130,934)	(15,404)	0	(192,550)
Invested Capital Adjustment and Other Changes	(586)	(1,660)	(195)	0	(2,441)
Net Change in Cumulative Results of Operations	2,286	(7,679)	6,933	(743)	797
Increase in Unexpended Appropriations	6,525	18,489	2,175	0	27,189
Change in Net Position	8,811	10,810	9,108	(743)	27,986
Net Position – Beginning of Period	514,380	1,134,458	231,530	(183)	1,880,185
Net Position – End of Period	\$ 523,191	\$ 1,145,268	\$ 240,638	\$ (926)	\$ 1,908,171

The accompanying notes are an integral part of these financial statements.

**Department of the Interior
National Park Service
COMBINING STATEMENT OF BUDGETARY RESOURCES**

For the Year Ended September 30, 1999 (in thousands)

	Operation of the National Park Service	Construction	Trust	Other	Total
BUDGETARY RESOURCES					
Budget Authority (Note 20)	\$ 1,294,327	\$ 234,419	\$ 44,571	\$ 513,312	\$ 2,086,629
Unobligated Balances – Beginning of Period	27,196	268,039	32,720	250,298	578,253
Net Transfers Prior Year Balance, Actual	0	0	0	519	519
Spending Authority From Offsetting Collections	23,015	297,815	0	147	320,977
Adjustments	819	0	(3,598)	2,460	(319)
TOTAL BUDGETARY RESOURCES	<u>\$ 1,345,357</u>	<u>\$ 800,273</u>	<u>\$ 73,693</u>	<u>\$ 766,736</u>	<u>\$ 2,986,059</u>
STATUS OF BUDGETARY RESOURCES					
Obligations Incurred	\$ 1,324,307	\$ 340,164	\$ 39,085	\$ 359,402	\$ 2,062,958
Unobligated Balances – Available	11,847	460,109	34,543	402,824	909,323
Unobligated Balances – Unavailable	9,203	0	65	4,510	13,778
TOTAL STATUS OF BUDGETARY RESOURCES	<u>\$ 1,345,357</u>	<u>\$ 800,273</u>	<u>\$ 73,693</u>	<u>\$ 766,736</u>	<u>\$ 2,986,059</u>
OUTLAYS					
Obligations Incurred	\$ 1,324,307	\$ 340,164	\$ 39,085	\$ 359,402	\$ 2,062,958
Less: Spending Authority From Offsetting Collections and Adjustments	(28,108)	(297,816)	0	(3,423)	(329,347)
	<u>1,296,199</u>	<u>42,348</u>	<u>39,085</u>	<u>355,979</u>	<u>1,733,611</u>
Obligated Balance, Net – Beginning of Period	276,447	192,454	20,404	170,701	660,006
Less: Obligated Balance, Net - End of Period (Note 21)	(297,280)	(145,419)	(25,984)	(221,519)	(690,202)
TOTAL OUTLAYS	<u>\$ 1,275,366</u>	<u>\$ 89,383</u>	<u>\$ 33,505</u>	<u>\$ 305,161</u>	<u>\$ 1,703,415</u>

The accompanying notes are an integral part of these financial statements.

Supplemental Information

Deferred Maintenance

The National Park Service owns, purchases, and constructs assets such as roads, trails, camping and recreational structures, buildings and houses, utility systems, marine and dock structures, signs and information structures, and special features assets like monuments, statues, memorials, fortifications, and viewing structures. In every category of assets listed above, there are examples of both General and Stewardship facilities.

While the Service has acquired and maintained assets throughout its eighty-three year history, several factors have led to a backlog of maintenance tasks and a significant deterioration of facility conditions as a result of that backlog. One cause of this maintenance backlog stems from limited operational funding for facilities acquired through donation, and transfer. Aging facilities have created increased costs for day to day operations limiting the funds available for maintenance. Additionally, increasing visitation and addition of new park sites and facilities have also added to operational costs at the expense of maintenance activities.

The National Park Service defines “deferred maintenance” as maintenance that was not performed when scheduled or planned. This definition comes from the *U.S. Department of the Interior Facilities Maintenance Assessment and Recommendations, February 1998*. Continued deferral of maintenance items will result, over time, in facility deficiencies that must be corrected, often at a higher cost than the original maintenance cost.

The estimates below are for the correction of facility deficiencies that are the result of deferred maintenance decisions. The estimates were compiled from several sources. These include a September 30, 1999 search of the Project Management Information System (PMIS) database, for all facility maintenance projects for which the National Park Service

has identified a current need. PMIS has been revised to include a mandatory cost estimation tool to better support the project cost. PMIS contains detailed cost estimates related to condition assessments; these can include a range of formalized cost assessments to professional judgement estimates. National Park Service continues to refine the asset type information contained in PMIS to allow for better reporting. Attachment 1 is a list of all resource/asset types available in PMIS.

The estimated figure for housing deferred maintenance was based on the Quarters Management Information System data collected during FY 1999. Estimates for Paved Roads and Bridges deferred maintenance projects were compiled from the 1997/98 and 1998/99 Federal Lands Highways Program *Roads Inventory Program and Bridge Inventory Program* respectively. The estimated deferred maintenance need for dams came from the current Dams Inventory. These estimates are as follows:

Project Management Information System Deferred Maintenance Projects:	\$ 1,449,995,761
Employee Housing Deferred Maintenance Projects:	80,000,000 ¹
Paved Roads and Bridges Deferred Maintenance Projects:	2,707,105,077 ²
Dams Deferred Maintenance Projects:	102,000,000
Total:	\$ 4,339,100,838

The National Park Service recognizes that these existing sources of information are based on current database collection systems, as the actual cost of correcting deferred maintenance will not be known until a comprehensive inventory and condition assessment has been completed and a fully defined scope of work has been developed. The National Park Service requested \$2.5 million in FY 2000 to begin a ten-year cycle for inventory and condition assessment of all facilities, but funding was not appropriated.

The latest inventory data available shows that National Park Service manages approxi-

mately 8,000 miles of roads, 1,861 bridges and tunnels, 763.3 miles of paved trails, 12,250.2 miles of unpaved trails, 7,580 administrative and public use buildings, 5,771 historic buildings, 4,389 housing units (include approximately 1,000 historic housing units), 493 water treatment plants, 187 wastewater treatment systems, 270 electrical generating systems, 72,886 signs, 8,505 monuments, and many other special features.

The National Park Service has submitted budget requests for FY 2000 to reduce deferred maintenance projects as follows:

Repair and Rehabilitation Program (PMIS Projects):	\$58,081,000
Housing Projects (Part of Emergency, Unscheduled and Housing Projects, funding was not appropriated):	10,000,000
Dams Projects:	<u>1,440,000</u>
TOTAL:	\$69,521,000

In addition to the \$69.521 million requested in FY 2000, Public Law 105-178, has made \$660 million³ available to the National Park Service for major road and bridge projects for Fiscal Years 2000-2003

¹ The National Park Service (NPS) is continuing with efforts to assess the physical conditions of housing units. Formalized condition assessments were conducted using independent contractors at several park areas. Although this sample of information was limited to approximately 45-50 housing units that were assessed, it did provide useful data that was used for servicewide projections. Preliminary data from these prototype parks showed that units in poor condition required an average repair cost of \$40,000 while units in fair condition required \$25,000 for average repair costs.

Based on Quarters Management Information System (QMIS) data collected during FY 1999, NPS has 1,981 housing units in fair or poor condition. Using the average repair costs from the formalized condition assessments of \$25,000 to \$40,000 per unit provides a backlog or deferred maintenance figure ranging from \$50 to \$80 million. Data from FY 1998, documented 2,075 units in poor or fair condition for a deferred maintenance estimate ranging from \$83 to \$124 million.

However, each year that funding is deferred, the lack of preventive maintenance only contributes to accelerated deterioration and to ultimately more expensive, major repair and rehabilitation and replacement projects.

NPS has identified 240 existing trailers in five regions that are eligible for replacement. Using an average replacement cost of \$200,000 to \$300,000 for design, site work, and construction costs, per trailer results in estimated replacement costs ranging from \$48 to \$72 million. Last year's figures for trailer replacement was from \$64 to \$74 million. The needs assessments identified additional trailers that were no longer needed and further reduced the number of trailers that needed to be replaced.

While these are not exact projections, they do present the magnitude of the Service's housing backlog. The NPS will continue to revise the projected deferred maintenance figure as the condition assessment process continues and more data becomes available.

Cost projections for historic housing units in fair or poor condition will often be double the costs of non-historic units. As condition assessments are accomplished on historic housing units, those cost estimates may increase significantly the overall deferred maintenance projections. Housing rehabilitation project requests from the NPS Project Management Information System (PMIS) further indicate that the estimate of \$25,000 to \$40,000 may need to be increased for some locations and situations to be more accurate. The NPS will continue to monitor the results of condition assessments.

The comprehensive condition assessments must be accomplished to determine what resources and activities are necessary and to determine the extent of the deferred maintenance. The goal of the NPS Housing Program is to obtain a basic condition assessment for all housing units to gain a better understanding of what we have, its condition and how to best manage and maintain the units.

² **Roads**—Currently, the Federal Highway Administration (FHWA) has only completed data collection and quality checks for 2,403 miles or forty-seven percent of paved roadways within the system. Meanwhile, these 2,403 miles of roads were collected from parks across the Service and represent a sound diversified sampling of the total network. The cost to upgrade the 2,403 miles of roads in parks with good, fair and poor condition to excellent condition would cost \$1,210,189,614. Roadway improvement cost multipliers were based on actual regional construction projects over the past several years. To provide a total system wide estimate of deferred maintenance, FHWA extrapolated to the total system (1,210,189,614/2,403*5,152 paved miles) giving a total of \$2,594,630,405. Next year, the FHWA will have collected 90% of paved roads, which will increase the linkage to actual road segment conditions.

Bridges—On a two-year cycle, the FHWA inspects some 1,861 structures generally greater than 20 feet in length. In developing total cost estimates, the FHWA separates costs by maintenance, rehabilitation and construction. After review of historic data, FHWA developed factors to more closely represent the true costs for maintenance, rehabilitation and construction. For example, maintenance cost were increased based on historic data in the west by 2 and in the east by 1.5. The cost factors were use to correct poor assumptions. For example, it was assumed that the park would use in-house forces to complete maintenance, but in reality used contractors. In addition, due to competing needs and limited funding for maintenance, contracts are not always packaged to take care of multiple bridges at a better price, but one or two bridges to meet the dollars available. Furthermore, rehabilitation and construction costs are basically estimates for labor and material costs only. These costs do not consider for example size of project, traffic control, approach work and remoteness of site which all can greatly influence the cost. FHWA is working on their cost estimating processes to consider these issues for the next cycle. Historic data shows the actual construction costs are 1.5 times the original estimate. Accordingly, the rehabilitation and construction costs were increased by a factor of 1.5 to more truly reflect the actual costs to complete work on NPS bridges.

³ Transportation Equity Act for the 21st Century (TEA-21) authorizes the Park Roads and Parkways Program \$165 million annually but TEA-21, section 1102(f) reduces the program some 10-15% annually causing a significant ripple effect on Category I, repair, rehabilitation and reconstruction, Category II, completion of Congressionally authorized parkways and Category III, Alternative Transportation Systems. The total program of dollars does not go directly to fixing the NPS dilapidated road and bridge system (i.e. Category I), but is balanced between multiple NPS's transportation needs (Categories I, II and III).

Attachment 1

Resource/Asset Type

Air	Mineral
Amphibian or Reptile	Monument
Amphitheater	Mowable Area
Animal Population/Assemblage	Museum Object and Specimen
Archeological Site	Natural Sound/Quiet
Bird	Night Sky
Boardwalk	Non-Vascular Plant, Algae or Bacteria
Building, Administrative/Public Use	Non-Visiting Public
Building, Concession	Outdoor Sculpture
Building, Historic	Paleontological
Campground Site	Picnic Site
Cave or Karst	Pier
Coastal Feature	Railroad Trackbed
Electrical Distribution System, Primary	Reservoir
Electrical Generating System	Riparian Area and Wetlands
Employee	River or Stream
Ethnographic Resource	Road Bridge
Fish	Road Sign
Floating Dock	Road Tunnel
Fortification	Road, Historic
Freshwater Aquatic Ecosystem	Road-Paved
Fuel Storage Tank-Gasoline (AST)	Road-Unpaved
Fuel Storage Tank-Gasoline (UST)	Ruin
Fuel Storage Tank-Other (AST)	Sewer Line
Fuel Storage Tank-Other(UST)	Sign
Fuel Storage Tank-Propane(AST)	Soil
Fuel Storage Tank-Propane(UST)	Solid Waste
Geologic Resource, general or not listed	Transfer Station
Geothermal and Volcano	Terrestrial Ecosystem
Groundwater	Trail Bridge
Historic Structure, Other	Trail Sign
Housing, Historic	Trail/Walk-Paved
Invertebrate	Trail/Walk-Unpaved
Lake or Pond	Ungulate
Landfill Site	Vascular Plant
Landscape Feature, Historic	Viewshed
Landscape, Cultural	Visitor
Mammal, general or not listed	Wastewater Treatment Plant
Marine Ecosystem	Water Distribution System
Marine Mammal	Water Line
Marine Water and Estuary	Water Resource, general or not listed
	Water Treatment Plant
	Wayside Exhibit

**INSPECTOR GENERAL
AUDIT OPINION**



United States Department of the Interior

OFFICE OF INSPECTOR GENERAL
Washington, D.C. 20240

AUG - 8 2000

INDEPENDENT AUDITORS REPORT

Memorandum

To: Director, National Park Service

Subject: Independent Auditors Report on National Park Service Financial Statements for Fiscal Year 1999 (No. 00-I-621)

SUMMARY

In our audit of the National Park Service's (NPS) financial statements for fiscal year 1999, we found the following:

- The principal financial statements were fairly presented in all material respects. NPS's principal financial statements consist of the Consolidated Balance Sheet as of September 30, 1999; the Consolidated Statement of Net Cost, Consolidated Statement of Changes in Net Position, and Consolidated Statement of Financing for the fiscal year ended September 30, 1999; and the Combined Statement of Budgetary Resources for the fiscal year ended September 30, 1999.

- Our tests identified no internal control weaknesses that we consider to be reportable conditions.

- Our tests of compliance with laws and regulations identified one instance of noncompliance with the United States Code (16 U.S.C. § 1a-8) that requires NPS to develop and implement a comprehensive, standardized maintenance management system and one instance of noncompliance with Statement of Federal Financial Accounting Standards No. 4, "Managerial Cost Accounting Concepts and Standards for the Federal Government," that relates to NPS not calculating the unit costs of its outputs.

Our conclusions are detailed in the sections that follow.

OPINION ON FINANCIAL STATEMENTS

In accordance with the Chief Financial Officers Act of 1990, we audited NPS's principal financial statements for the fiscal year ended September 30, 1999 as contained in NPS's accompanying Accountability Report for fiscal year 1999. These financial statements are the responsibility of NPS, and our responsibility is to express an opinion, based on our audit, on these financial statements.

Our audit was conducted in accordance with the "Government Auditing Standards," issued by the Comptroller General of the United States, and with Office of Management and Budget (OMB) Bulletin 98-08, "Audit Requirements for Federal Financial Statements," as amended. These audit standards require that we plan and perform the audit to obtain reasonable assurance as to whether the accompanying principal financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures contained in the principal financial statements and the accompanying notes. An audit also includes assessing the accounting principles used and the significant estimates made by management. We believe that our audit work provides a reasonable basis for our opinion.

In our opinion, the principal financial statements (pages 77 to 95) present fairly, in all material respects, the consolidated financial position of NPS as of September 30, 1999, its combined budgetary resources and outlays for the fiscal year ended September 30, 1999, and its consolidated net cost, changes in net position, and financing for the fiscal year ended September 30, 1999 in conformity with generally accepted accounting principles.

Our audit was conducted for the purpose of forming an opinion on the consolidated and combined principal financial statements taken as a whole. The accompanying consolidating and combining information is presented for purposes of additional analyses of the consolidated and combined principal financial statements. The consolidating and combining financial statements for fiscal year 1999 (pages 110 to 113) were subjected to the auditing procedures applied in the audit of the consolidated and combined principal financial statements and, in our opinion, are fairly stated in all material respects in relation to the consolidated and combined principal financial statements taken as a whole.

The required supplementary stewardship information (pages 97 to 108) is not a required part of the principal financial statements but is supplementary information required by the Federal Accounting Standards Advisory Board. We have applied certain limited procedures, including discussions with management, on the methods of measurement and presentation of the supplementary information. However, we did not audit the information and therefore do not express an opinion on it.

REPORT ON INTERNAL CONTROLS

Our audit was conducted in accordance with the "Government Auditing Standards," issued by the Comptroller General of the United States, and with Bulletin 98-08.

Management of NPS is responsible for establishing and maintaining an internal control structure which provides reasonable assurance that the following objectives are met:

- Transactions are properly recorded, processed, and summarized to permit the preparation of the principal financial statements and required supplementary stewardship information in accordance with Federal accounting standards.

- Assets are safeguarded against loss from unauthorized acquisition, use, or disposition.

- Transactions are executed in accordance with (1) laws governing the use of budget authority and other laws and regulations that could have a direct and material effect on the principal financial statements or required supplementary stewardship information and (2) any other laws, regulations, and Governmentwide policies identified by OMB.

- Transactions and other data that support reported performance measures are properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management.

Because of inherent limitations in any internal control structure, errors or fraud may occur and not be detected. Also, projections of any evaluation of the internal controls over financial reporting to future periods are subject to the risk that the internal controls may become inadequate because of changes in conditions or that the degree of compliance with the policies or procedures may deteriorate.

In planning and performing our audit, we considered NPS's internal controls over financial reporting by obtaining an understanding of NPS's internal controls, determined whether these controls had been placed in operation, assessed control risks, and performed tests of controls in order to determine our auditing procedures for the purpose of expressing an opinion on the principal financial statements and not to provide assurance on the internal controls over financial reporting. Accordingly, we do not provide an opinion on internal controls.

Our consideration of the internal controls over financial reporting would not necessarily disclose all matters in the internal control structure over financial reporting that might be reportable conditions. Under standards established by the American Institute of Certified Public Accountants and by Bulletin 98-08, reportable conditions are matters coming to our attention relating to significant deficiencies in the design or operation of the internal controls that, in our judgment, could adversely affect NPS's ability to record, process, summarize, and report financial data consistent with the assertions made by management in the financial statements. Material weaknesses are reportable conditions in which the design or operation of one or more of the internal control components does not reduce to a relatively low level the risk that misstatements in amounts that would be material in relation to the financial statements being audited may occur and not be detected within a timely period by employees in the normal course of performing their assigned functions. However, we did not note any matters involving the internal controls and their operation that we considered to be material weaknesses as defined previously.

STEWARDSHIP AND PERFORMANCE MEASURES

We considered NPS's internal controls over the required supplementary stewardship information (pages 97 to 108) by obtaining an understanding of NPS's internal controls relating to the preparation of the required supplementary stewardship information to determine whether these internal controls had been placed in operation, assessed the control risk, and

performed tests of these controls as required by Bulletin 98-08. However, providing assurance on these internal controls was not an objective of our audit, and accordingly, we do not provide assurance on such controls.

With respect to the internal controls related to performance measures reported in NPS's Overview (pages 11 to 13), we obtained an understanding of the design of significant internal controls related to the existence and completeness assertions, as required by Bulletin 98-08. Our procedures were not designed to provide assurance on internal controls over reported performance measures, and accordingly, we do not provide an opinion on such controls.

REPORT ON COMPLIANCE WITH LAWS AND REGULATIONS

Our audit was conducted in accordance with the "Government Auditing Standards," issued by the Comptroller General of the United States, and with Bulletin 98-08.

Management of NPS is responsible for complying with laws and regulations applicable to NPS. As part of obtaining reasonable assurance as to whether NPS's principal financial statements are free of material misstatement, we performed tests of NPS's compliance with certain provisions of laws and regulations, noncompliance with which could have a direct and material effect on the determination of the principal financial statements amounts and certain other laws and regulations specified in Bulletin 98-08, including the requirements referred to in the Federal Financial Management Improvement Act of 1996. However, providing an opinion on compliance with certain provisions of laws and regulations was not an objective of our audit, and accordingly, we do not express such an opinion.

The results of our tests of compliance with laws and regulations discussed in the preceding paragraph, exclusive of the Federal Financial Management Improvement Act, disclosed two instances of noncompliance that are required to be reported under the "Government Auditing Standards" or Bulletin 98-08.

A. Lack of a Maintenance Management System

As discussed in the Prior Audit Coverage section of this report, the Office of Inspector General's March 1998 report "Followup of Maintenance Activities, National Park Service" (No. 98-I-344) said that NPS had not successfully implemented and maintained an NPS-wide maintenance management system which provides complete data and/or information for prioritizing maintenance projects, monitoring and measuring maintenance activities, or fully supporting budgetary requests for maintenance backlog funding.

In 1985, 16 U.S.C. § 1a-8 required NPS to develop and implement a comprehensive, standardized maintenance management system. Through 1992, the Secretary of the Interior's Annual Statement and Report to the President and the Congress identified the lack of a formal systematic methodology for managing maintenance operations as a material weakness. In 1993, NPS informed the Department that implementation of its standardized maintenance management system had eliminated this weakness. In 1998, we found, however, that the

system was no longer used on an NPS-wide basis. We recommended that NPS maintain a maintenance tracking system in accordance with 16 U.S.C. § 1a-8 and report the lack of a standardized maintenance management system as a material management control weakness in accordance with the requirements of the Federal Managers' Financial Integrity Act. During our current audit of the principal financial statements for fiscal year 1999, we noted that NPS did not have an NPS-wide standardized maintenance management system and did not report the lack of a standardized maintenance management system as a material management control weakness in accordance with the recommendations contained in our March 1998 report.

Recommendation

We recommend that the Director, NPS, implement and maintain a standardized maintenance management system in compliance with 16 U.S.C. § 1a-8.

NPS Response: In the June 20, 2000 response (Appendix 1) to the draft report from NPS's Chief Financial Officer, NPS did not agree with the original recommendation to report the lack of a standardized maintenance management system as a material internal control weakness, stating that the Department of the Interior has reported the lack of a system as a "material internal control weakness for the Department . . . as a whole." NPS also said that it is "working on a pilot program to standardize a maintenance management system" and that the Congress has authorized NPS "to pursue a pilot demonstration program for the recently selected Servicewide Facility Management Software System."

Office of Inspector General Reply: We acknowledge that the Department has reported inadequate maintenance management as a Departmentwide material weakness, which resolves the issue of reporting in accordance with the Federal Managers' Financial Integrity Act. Based on the response, we have revised the recommendation to clarify this matter and believe that NPS's response meets the intent of the revised recommendation.

B. Noncompliance With Managerial Cost Accounting Standards

Statement of Federal Financial Accounting Standards No. 4 requires management of each reporting entity¹ to define and establish their responsibility segments² and to perform managerial cost accounting to measure and report the costs of each segment's outputs.³

¹Statement of Federal Financial Accounting Concepts No. 2, "Entity and Display," defines a reporting entity as an entity that issues "general purpose financial statements to communicate financial and related information about the entity."

²Standard No. 4 defines a responsibility segment as "a component of a reporting entity that is responsible for carrying out a mission, conducting a major line of activity, or producing one or a group of related products or services."

³Standard No. 4 defines an output as "the services or products that the segment produces or delivers, the missions or tasks that the segment performs, or the customers or markets that the responsibility segment serves." In addition, outputs can be "[a]ny product or service generated from the consumption of resources. It can include information or paper work generated by the completion of the tasks of an activity."

Standard No. 4 also requires, for each segment, that managerial cost accounting "define and accumulate outputs, and if feasible, quantify each type of output in units; accumulate costs and quantitative units of resources consumed in producing the outputs; and assign costs to outputs, and calculate the cost per unit of each type of output." For fiscal year 1999, NPS did define, accumulate, and measure in units some of the outputs reported in its overview; however, NPS did not calculate the unit costs of those outputs.

Recommendation

We recommend that the Director, NPS, develop an action plan with a timetable to assign costs to outputs and calculate the unit costs of outputs.

NPS Response: NPS said that it "concur[s] in principle" with this recommendation and that it would "continue to work to include data that reflects the costs of outputs [reported in the Overview section of its accountability report] and will calculate the unit costs of those outputs." NPS also said that "until a realignment of NPS' budget and program structure can take place many outputs cannot be assigned to the unit level."

Compliance With Federal Financial Management Improvement Act Requirements

Under the Federal Financial Management Improvement Act, we are required to report whether NPS's financial management system is in substantial compliance with requirements for Federal financial management systems, Federal accounting standards, and the U.S. Government Standard General Ledger at the transaction level. To meet these requirements, we performed tests of compliance using the implementation guidance for the Federal Financial Management Improvement Act included in Appendix D of Bulletin 98-08. The results of our tests disclosed no instances in which NPS's financial management system was not in substantial compliance with these three requirements.

CONSISTENCY OF OTHER INFORMATION

We reviewed the financial information presented in NPS's management's discussion and analysis information (pages 1 to 75) and in the required supplementary information (pages 97 to 116) to determine whether the information was consistent with the principal financial statements. Based on our review, we determined that the management's discussion and analysis information and the required supplementary information was consistent with the principal financial statements.

PRIOR AUDIT COVERAGE

We reviewed prior Office of Inspector General and General Accounting Office audit reports related to NPS's financial statements to determine whether these reports contained any unresolved or unimplemented recommendations that were significant to NPS's financial statements or internal controls. We found that there were no General Accounting Office

reports which contained significant unresolved or unimplemented recommendations related to NPS's financial statements or internal controls. However, the Office of Inspector General has issued two audit reports that had significant unresolved or unimplemented recommendations which we considered to be reportable weaknesses as follows:

- The report "Followup of Maintenance Activities, National Park Service" (No. 98-I-344), issued in March 1998, said that NPS had not taken sufficient actions to implement two prior audit report recommendations relating to successfully operating a viable NPS-wide maintenance management system which provided complete data and information for prioritizing, monitoring, and measuring maintenance projects and activities or for fully supporting budget requests for funding a maintenance backlog. In addition, the report said that NPS had not actively pursued opportunities to modify concession maintenance agreements, which defined each party's maintenance responsibility, and to have concessioners perform or pay for all maintenance related to the facilities they used; allowed Lake Mead National Recreation Area maintenance personnel to perform road maintenance for cabin lessees without reimbursement of costs from the lessees; and had not maintained a standardized maintenance management system which contained all seven elements legislatively mandated by 16 U.S.C. § 1a-8. The report contained four recommendations relating to modifying concessioner agreements to reflect maintenance responsibilities, maintaining a maintenance tracking system in accordance with 16 U.S.C. § 1a-8, discontinuing maintenance that provides special benefits to cabin lessees unless costs are reimbursed, and reporting the lack of a standardized maintenance management system as a material management control weakness in accordance with the requirements of the Federal Managers' Financial Integrity Act. Although NPS was requested to provide written comments to the draft report, no response was provided. As of September 30, 1999, NPS reported that it had implemented the recommendation to discontinue performing unreimbursed maintenance on leased cabins, but the remaining three recommendations were unresolved.

- The report "Auditors Report on National Park Service Financial Statements for Fiscal Years 1998 and 1997" (No. 99-I-916) was issued in September 1999. In the report, NPS received an unqualified opinion on its financial statements, but the report also identified two internal control weaknesses relating to the construction-in-progress account and deferred maintenance reporting and one issue of noncompliance for not reporting the lack of a standardized maintenance management system as a material management control weakness in NPS's annual assurance statement on management controls for fiscal year 1998, as required by the Federal Managers' Financial Integrity Act. The report contained five recommendations relating to (1) amending NPS's fixed assets manual to require the cost of projects for nongeneral property, plant, and equipment to be recorded as an expense in the period incurred; (2) establishing and implementing policies and procedures for management oversight to ensure that field offices identify, in the accounting system, the project capitalization category to allow a capitalization determination upon project approval; (3) accounting for construction projects based on the project capitalization category to ensure that the construction-in-progress subsidiary ledger includes only those construction projects that will be capitalized when placed in service and that nongeneral property, plant, and equipment costs are charged to expenses on a current basis; (4) validating the adjustments made to the control and subsidiary construction-in-progress account to estimate the fiscal year 1998 ending balance for projects

that would be capitalized when placed in service; and (5) establishing policies and procedures for conducting periodic condition assessment surveys and for estimating the deferred maintenance needs of NPS, including the requirement that the data and the methodologies used to compute the estimates should be documented and reviewed and approved by supervisors. As of September 30, 1999, NPS had implemented the recommendations related to accounting for construction projects and validating the adjustments made to the construction-in-progress accounts but had not implemented the remaining three recommendations. Regarding compliance, we determined that NPS had not reported the lack of a standardized maintenance management system in its annual assurance statement on management controls for fiscal year 1999.

OBJECTIVE, SCOPE, AND METHODOLOGY

Management of NPS is responsible for the following:

- Preparing the principal financial statements and the required supplementary information referred to in the Consistency of Other Information section of this report in conformity with generally accepted accounting principles and for preparing the other information contained in the 1999 Accountability Report.

- Establishing and maintaining an internal control structure over financial reporting. In fulfilling this responsibility, estimates and judgments are required to assess the expected benefits and related costs of internal control structure policies and procedures.

- Complying with applicable laws and regulations.

We are responsible for the following:

- Expressing an opinion on NPS's principal financial statements.

- Obtaining an understanding of the internal controls based upon the internal control objectives contained in Bulletin 98-08, which requires that transactions be properly recorded, processed, and summarized to permit the preparation of the principal financial statements and the required supplementary information in accordance with Federal accounting standards; that assets be safeguarded against loss from unauthorized acquisition, use, or disposal; and that transactions and other data which support reported performance measures be properly recorded, processed, and summarized to permit the preparation of performance information in accordance with criteria stated by management.

- Testing NPS's compliance with selected provisions of laws and regulations that could materially affect the principal financial statements or the required supplementary information.

To fulfill these responsibilities, we took the following actions:

- Examined, on a test basis, evidence supporting the amounts disclosed in the principal financial statements.

- Assessed the accounting principles used and the significant estimates made by management.

- Evaluated the overall presentation of the principal financial statements.

- Obtained an understanding of the internal control structure related to safeguarding assets; compliance with laws and regulations, including the execution of transactions in accordance with budget authority; financial reporting; and certain performance measures reported in the Overview.

- Tested relevant internal controls over the safeguarding of assets; compliance with laws and regulations, including the execution of transactions in accordance with budget authority; and financial reporting.

- Tested compliance with selected provisions of laws and regulations.

We did not evaluate all of the internal controls relevant to the operating objectives as broadly defined in the Federal Managers' Financial Integrity Act, such as those controls related to preparing statistical reports and ensuring efficient operations. We limited our internal control testing to those controls needed to achieve the objectives outlined in our report on internal controls.

Based on NPS's June 20, 2000, response (Appendix 1), we consider Recommendations A.1 and B.1 resolved but not implemented. Accordingly, the recommendations will be referred to the Assistant Secretary for Policy, Management and Budget for tracking of implementation.

Since the recommendations are considered resolved, no further response to the Office of Inspector General is required (see Appendix 2).

Section 5(a) of the Inspector General Act (5 U.S.C. app. 3) requires the Office of Inspector General to list this report in its semiannual report to the Congress. In addition, the Office of Inspector General provides audit reports to the Congress.

This report is intended for the information of management of NPS and OMB and the Congress. However, this report is a matter of public record, and its distribution is not limited.



Roger La Rouche
Acting Assistant Inspector General
for Audits



United States Department of the Interior

NATIONAL PARK SERVICE
1849 C Street, N.W.
Washington, D.C. 20240

IN REPLY REFER TO:

F4217(2625)

JUN 20 2000

Memorandum

To: Acting Assistant Inspector General for Audits
Office of the Inspector General

From: Chief Financial Officer
National Park Service *[Signature]* 4/30/00

Subject: Auditors Preliminary Draft Report on National
Park Service Financial Statement for Fiscal
Year 1999 (Assignment No. E-IN-NPS-008-99-R)

This is in response to the recommendations contained in the subject report.

Maintenance Management System, Recommendation We recommend the Director, National Park Service, report the lack of a standardized maintenance management system as a material internal control weakness to the Congress.

The Service disagrees with the recommendation since the Department of the Interior has accepted the responsibility for the lack of a standardized maintenance management system and has reported the material internal control weakness for the Department of the Interior as a whole.

The Service, however, is working on a pilot program to standardize a maintenance management system. In the fiscal year 2000 Conference Report on NPS appropriations, Congress authorized the Service to pursue a pilot demonstration program for the recently selected Servicewide Facility Management Software System.

Base funds have been utilized to implement the pilot program in 30 parks, representing all seven regions. The pilot parks represent complex, medium, and small organizations, historical, natural and urban areas, remote locations, multiple site units, and different levels of resource availability to input data at the park level. The parks will test the functionality of the system, test for connectivity issues, and tailor the system in accordance with the Service's guidelines for conducting facility management.

To date, the asset management application has been developed and is being tested before it is utilized in the pilot parks to collect information on their assets. The asset management application will include a standardized and automated system for calculating the overall condition of an asset (industry standard) and a standardized cost estimating tool to assist in planning and prioritizing backlog maintenance projects.

Noncompliance with Managerial Cost Accounting Standards, Recommendation We recommend that the Director, National Park Service, develop an action plan with a timetable to assign costs to outputs and calculate the unit costs of outputs.

The Service concurs in principle that costs have not been assigned to outputs and the unit costs of outputs have not been calculated for each reported segment. The Service's budget and accounting system structure provides for presenting and tracking financial resources by Servicewide program and by park organization providing maximum flexibility for program managers at all organizational levels. At this time, however, the Servicewide budget and program structure does not precisely reflect the Government Performance and Results Act goals. We have proposed a realignment to remedy this situation but have not received approval to make the necessary changes.

Four annual performance goals were included in the Overview section of the fiscal year 1999 accountability report. The Office of Strategic Planning collected this data from parks and offices servicewide and reflected targeted goals and their accomplishments. The Service will continue to work to include data that reflects the costs of outputs and will calculate the unit costs of those outputs. However, until a realignment of NPS' budget and program structure can take place many outputs cannot be assigned to the unit level.

Unresolved or Unimplemented Prior Audit Recommendations Three recommendations addressed in the "Auditors Report on National Park Service Financial Statements for Fiscal Years 1997 and 1998" (No. 99-I-916), were not completed by September 30, 1999. The recommendations required NPS to: 1) amend its fixed assets manual to require the cost of projects for non-general property, plant, and equipment to be recorded as an expense in the period incurred; 2) establish and implement policies and procedures for management oversight to ensure that field offices identify, in the accounting system, the project capitalization category to allow a capitalization determination upon project approval; and 3) establish policies and procedures for conducting periodic condition assessment surveys and for estimating the deferred

maintenance needs of NPS, including the requirement that the data and the methodologies used to compute the estimates should be documented and reviewed and approved by supervisors.

During fiscal year 1999 a project team, established by me, verified adjustments made to the control and subsidiary construction-in-progress account for the fiscal year 1998 ending balance, and also reviewed all construction-in-progress projects to ensure that the proper accounting of all related fixed assets and expenses was complete. NPS will issue a revised fixed assets manual by September 30, 2000, which will: 1) require the cost of projects for non-general property, plant, and equipment to be recorded as an expense in the period incurred; and 2) establish procedures for the management oversight by the Washington Budget Office to ensure newly established projects are recorded in the accounting system and reflect the appropriate capitalization determination upon project approval.

The responsible official for implementing these recommendations is the Accounting Operations Center, Financial and Accounting Support Team Leader.

In regards to the recommendation for NPS to establish policies and procedures for conducting periodic condition assessment surveys, an action plan has been submitted by the Maintenance Management Office in response to Audit Report No. 99-I-959.

C. Bruce Sheaffer

STATUS OF AUDIT REPORT RECOMMENDATIONS

<u>Findings/Recommendation Reference</u>	<u>Status</u>	<u>Action Required</u>
A.1 and B.1	Resolved; not implemented.	No further response to the Office of Inspector General is required. The recommendations will be forwarded to the Assistant Secretary for Policy, Management and Budget for tracking of implementation. The target dates and titles of the officials responsible for implementation should be provided to the Office of Financial Management.

Photo credits:

All photos belong to the National Park Service with the following exceptions: page 3, Little Rock Central High School courtesy Little Rock Central High School Museum and Visitor Center; page 22, Star-Spangled Banner ceremony courtesy Smithsonian Institution, Hugh Talman. Special acknowledgements to Rosa Wilson, Mike Booher, Tim Campbell, David Harrington, and Kathy Poole.

Fiscal Year 1999



Accountability Report

**United States Department of the Interior
National Park Service**

<http://www.nps.gov>