American Recovery and Reinvestment Act of 2009
Program Plan for

National Park Service

04/21/09

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Part I: Recovery Act Implementation at the Department of the Interior

Background

The American Recovery and Reinvestment Act of 2009 (the Recovery Act) is an unprecedented investment in our country's future. Funding will support job preservation and creation, infrastructure investment, energy efficiency and science, assistance to the unemployed, and State and local fiscal stabilization.

President Obama has set out specific goals in implementing the Recovery Act, including:

- Create or save more than 3.5 million jobs government-wide over the next two years;
- Revive the renewable energy industry and provide the capital over the next three years to eventually double domestic renewable energy capacity;
- Enact the largest increase in funding of our nation's roads, bridges, and mass transit systems since the creation of the national highway system in the 1950s as part of the $150 billion investment in new infrastructure; and
- Establish unprecedented levels of transparency, oversight, and accountability.

The Department of the Interior will play an important role in this effort. Investments will focus on job creation, infrastructure needs, and creating lasting value. The opportunity provided by the Act will:

- Accelerate a move toward a clean energy economy;
- Provide jobs that build employable skills and develop an appreciation for environmental stewardship in young adults; and
- Preserve and restore the nation's iconic and treasured structures, landscapes, and cultural resources.

Project Selection

Criteria

In recognition of the urgency to select and execute projects expeditiously, the Department established unified priorities and formulated guidance to lead the bureaus in the project selection process. The guidance prescribed that the following framework be used to assess a project's suitability for Recovery Act funding:

- **Expediency of implementation**. The ability to execute a project within the legislated timeframe was an important practical consideration. With a few exceptions, Recovery Act funds are available for obligation through September 30, 2010. In addition, Section 1602 of the Act reads "…recipients shall give preference to activities that can be started and completed expeditiously, including a goal of using at least 50 percent of the funds for activities that can be initiated no later than 120 days after the date of enactment." The Department's concern was two-fold: 1) the purpose of the Recovery Act is to get funds out to stimulate the economy quickly; and 2) if funds are committed to a project that experiences a delay beyond September 30, 2010, the funds are no longer available for that project or any other bureau program. This criteria was a limiting factor that impacted other agency priorities considered during the selection process including meritorious projects that were not far enough along with design or permitting, which precludes funds from being obligated by September 30, 2010. Each bureau considered the following factors and questions when selecting projects:

- **Addresses high priority mission needs**. Does the project target the bureau's highest priorities within the categories specified in the legislation? Has the project been evaluated through established procedures to address high priority needs? Are public lands, parks, refuges and resources renewed as a result of the project? With respect to deferred maintenance and line item construction, is the ranking consistent with existing priorities and processes?

- **Job creation potential**. Pursuant to the primary goal of the Recovery Act, what is the potential of the project to quickly create jobs and stimulate local economies?

- **Merit-based.** Was the project selected using merit-based and transparent criteria? Are competitive awards used to the maximum extent possible? Do the criteria incorporate existing prioritization processes?

- **Long-term value**. To what extent does the project create long-term value for the American public through improved energy independence, restoration of treasured landscapes or other lasting benefits?

- **Energy objectives.** Does proposed construction or deferred maintenance projects incorporate energy efficient and renewable energy technologies? Do they have a component that will further clean energy and independence goals?

- **Opportunities for youth**. Does the project engage young adults and instill knowledge and skills about managing our public lands and cultural resources?

- **Future cost avoidance**. Does the project create new operational requirements in future years? Or, conversely, will the project decrease operating costs through energy improvements or disposal of unneeded and costly assets?

Priorities

Within the Executive Summary of each bureau recovery implementation plan is a discussion of the bureau's process for allocating priorities among the funding categories. The following principles are common among the bureau's initial allocation processes: Response to the direction provided by Congress in the statute and accompanying report, and preliminary assessments of programmatic requirements and capability to effectively use additional funding. Once targets for the funding categories were determined, project selection within the category was accomplished through a combination of considering merit-based criteria – using established processes where possible – and project readiness, and additional benefits – such as operating cost reductions.

The primary established process for prioritizing and allocating resources has been the Department's 5-Year planning process. The Department has a standard capital asset planning process, in which the bureaus develop 5-Year plans identifying deferred maintenance and construction needs. The 5-Year Deferred Maintenance (DM) and Capital Improvement Planning process is the backbone of the asset management plans, which are used to formulate the Department's budget requests. The plans are developed, and updated on an annual basis at the bureau level using uniform criteria to rank both DM and Capital Improvement Projects. Selection factors used to rank projects include Critical Health and Safety, Critical Resource Protection, Energy, Critical Mission, Code Compliance, and Other Deferred Maintenance.

The categories used in the rating process are weighted so that projects that address critical health and safety needs receive the highest score. The final score of a project also takes into account the asset priority for the project. The Department's goal in the 5-year planning process is to focus its limited resources on projects that are both mission critical and in the most need of repair/replacement.

The 5-year planning process is an established Departmental prioritization methodology used only in the development of construction and deferred

maintenance projects. There is no similar process for other program areas receiving ARRA funding such as habitat restoration or energy efficiency. For those program areas, the bureau's specific evaluation process is described within the details of its program plan.

To the extent practicable, Recovery Act projects in deferred maintenance and construction were drawn from the 5-Year lists. Each bureau's detailed Recovery Act plan indicates the extent to which selected projects were derived from existing capital plans and provides the rationale for any exceptions.

There are legitimate reasons why a Recovery Act project might not come from a 5-Year Plan. In many cases the timing of an existing project may preclude it from being selected. The Recovery Act requires the obligation of funds by September 30, 2010. Projects involving complicated procurements, significant environmental considerations, or considerable planning and design components, may not be ideal Recovery Act investments because project funds must be obligated quickly. Additionally, Secretary Salazar has challenged each bureau to select projects that can also be completed within the timeframe of the Recovery Act in order to maximize the beneficial impact to the economy, further refining the list of eligible projects.

The scope of the 5-Year plans is also limited. Each 5-Year Plan assumes a five year funding level consistent with prior appropriations. For some bureaus, the Recovery Act funding exceeds the total amounts assumed in the 5-Year Plans. In addition, two years of the available 5-Year Plans will be addressed through the regular FY 2009 and FY 2010 appropriation processes. In cases where the 5-Year Plan has been exhausted, the bureau has selected Recovery Act projects from other existing capital planning lists.

Contingency Projects

As part of the Department's internal review process, each bureau identified a list of eligible projects for Secretarial approval larger than the amount of available Recovery Act funding. Getting advance approval for a larger universe of eligible projects will expedite the deployment of alternate projects should a Recovery Act project experience delays in execution. These projects are referred to as "contingency" projects and are included in the funding table of each bureau's detailed Recovery Act Plan.

Implementation of Recovery Act

Monitoring and Evaluation

The establishment of meaningful and measurable outcomes is an important component of Interior's Recovery Act reporting. Performance monitoring and oversight efforts are designed to ensure that the Department meets the accountability objectives of the Recovery Act.

These efforts include tracking the progress of key goals. The Department is defining a suite of performance measurements to monitor progress made in accomplishing stated work goals and to ensure financial and procurement practices are executed responsibly. In addition, the Department's Recovery Act Coordinator is collaborating with senior Departmental officials, the Office of Management and Budget, and the Office of Inspector General to ensure oversight of the program from the first phase of project selection, through implementation, execution, and completion. The Coordinator, with the assistance of the Recovery Act Board, will evaluate processes to ensure that adequate mechanisms are in place and identify and share best practices to promote:

- Maximized use of competitive awards
- Timely and transparent award of dollars
- Timely and appropriate expenditure of dollars
- Verification and timely completion of planned work
- Minimized cost overruns
- Minimized improper payments

Measurement and reporting is a crucial component of Interior's oversight strategy. The information received from bureaus and other collaborators will serve as an indicator of progress, enabling the Department's governance entities to manage risk and ensure successful implementation of the Recovery Act. Department-wide, consistent guidance will guide efforts in this regard, including for example, development of a risk management program.

Accountability and Transparency

The President and Congress have made it clear that the Act must be carried out with unparalleled levels of accountability and transparency. The President's commitment to manage these investments transparently will be met through Agency reporting on performance metrics and the execution of the funds on recovery.gov. Reporting requirements related to major contract actions and financial status, including obligations and outlays, are being instituted. Periodic reviews of implementation progress at both the bureau and Departmental levels will determine if resources should be realigned to expedite projects, and

accordingly modify project plans or to select contingency projects to ensure funds are obligated within the time limitation. The selection of contingency projects will be included as part of regular reporting through recovery.gov.

The Recovery Coordinator will oversee bureau implementation to ensure projects address the Department's high priority goals and objectives, while also working to ensure that department-wide performance objectives, including timeliness and cost and risk management are met throughout the process.

The Office of Inspector General will be working closely with the Department from the
beginning to review and propose effective processes to manage risks, monitor progress and to improve overall performance and accountability.

As part of routine reporting, the Department is also carefully tracking all projects subject to the National Environmental Policy Act (NEPA). During the project selection phase, the Department identified which projects had already completed NEPA planning, which are in progress, and which ones still need to begin the NEPA review process. The Department will track the status of all NEPA compliance activities associated with projects or activities and report quarterly to the Council on Environmental Quality.

Administration

The Department's oversight and administration is led by the Secretary with leadership by the Recovery Act Coordinator. The Secretary utilizes an Executive Board and Department-wide Task Force to assist. The Executive Board is the entity responsible for ensuring compliance with the Recovery Act execution reporting, and audit requirements. The Board will convene once project decisions are made and bureau plans are finalized. The Board consists of nine members, and is chaired by the Department's Chief of Staff. The other board members are the Recovery Act Coordinator, Solicitor, Inspector General, and the four programmatic Assistant Secretaries within Interior and the Assistant Secretary for Policy, Management and Budget.

The Recovery Act Task Force ensures consistent implementation of the Recovery Act, promotes collaboration and sharing of skills and best practices among bureaus, develops implementation guidance, oversees the process for completion of Recovery Act plans and project lists, and develops the infrastructure needed for on-going monitoring of progress and performance. The Task Force is co-chaired by the Recovery Act Coordinator and the Assistant Secretary for Policy, Management and Budget, and is responsible for implementation of the Recovery Act. It includes representatives from each bureau, as well as all the functional areas across the Department.

Workgroups report to the Task Force and are developing processes and guidance on reporting, performance, communications, project approval, administration, risk management, acquisitions, and youth involvement. As implementation progresses, workgroups will be disbanded and others may be established.

In addition to these Departmental groups, each bureau has established its own governance structure. Bureau task forces and boards will ensure that programs execute projects effectively and meet the accountability and transparency objectives of the Act. A Recovery Act coordinator has been designated for each bureau.

The bureau task forces have responsibilities from the development of project lists through completion. They develop the project lists, establish the necessary controls, and develop tracking mechanisms to ensure they are managing schedules and performance effectively, and meeting the reporting requirements. The task forces meet regularly to ensure proper oversight. Each bureau has developed a leadership structure to manage the Recovery Act implementation. Responsibility for key components, such as reporting and oversight, has been delegated to the bureaus' senior management officials. The bureaus will also use staff in the field to provide direct oversight and leadership and provide reports to their executive leadership.

Barriers to Effective Implementation

The volume of funding provided in the Recovery Act and the contracts that will be awarded to execute these resources will challenge Interior's current procurement processing capacity. Interior's FY 2009 appropriation was $11.3 billion. The Recovery Act supplements this request by $3 billion, an increase of 27% over the original request. Interior has taken a holistic approach to best utilize existing resources to implement the Recovery Act. However, the investment required to handle the increase in funding will strain Interior's existing resources. While the Act authorizes the set-aside of monetary resources to alleviate the administrative burden (e.g. hiring additional contracts staff), the real management issue is ensuring that procurement staff, no matter how plentiful, are knowledge and responsible. The Department plans to meet these resource challenges by sharing staff and expertise across bureaus, hiring term and temporary staff, and reemploying knowledgeable and experienced annuitants.

In addition to expanding resources to implement the Recovery Act, Interior is also working to streamline business processes to help alleviate resource challenges. The bureaus are encouraged to make use of techniques such as the grouping of like work orders into a single project to reduce acquisition time.

Another example that is currently under consideration is the consolidation of procurement functions related to the Recovery Act. This strategy would redirect seasoned acquisition staff from their routine duties and have them focus on Recovery Act procurements. The regular duties would be assumed by alternative DOI acquisition staff. Concentrating the most experienced staff on Recovery Act procurement will result in processing efficiencies and expedite the use of funds.

External considerations may also pose barriers to the effective implementation of Recovery Act projects. The Department's ability to execute selected projects is dependent on the availability of qualified contractors. The supply of contractors able to meet an aggressive project schedule may decline as more Recovery Act projects are advertised and projects compete for resources. Delays or increased costs could occur in areas with a small indigenous workforce where several projects are proposed and resources are only available outside of the area.

Although the initial project selection process considered potential risks to the timely obligation of funds, projects may experience unforeseen delays in achieving key project milestones such as design or permitting. The Department has developed a contingency list of approved projects to address this situation; however, the process to recognize and terminate a selected project will delay implementation of the contingency project. As implementation moves closer to the September 30, 2010 expiration date for unobligated funds, contingency projects are more likely to be selected for expediency rather than for other considerations.

Another factor in the execution of the Department's Recovery projects will be unforeseen requirements of critical mission activities. One bureau in particular -- the Bureau of Land Management -- has indicated that a high fire season could significantly delay its ability to execute Recovery projects. Most of the BLM's federal regional staff are trained firefighters and when called to manage a fire, non-essential duties become a second priority.

To the extent possible, Interior has taken steps to address these considerations to complete Recovery Act projects. Interior's governance bodies, such as the Recovery Act Task Force and the subsidiary acquisition workgroup, will handle resource issues raised by its members and the bureaus to ensure adequate staffing and contingency planning for the Recovery Act implementation.

Part II: Recovery Act Implementation at NPS

Overview

Funds provided by the American Recovery and Reinvestment Act of 2009 (ARRA) will create jobs and will provide a significant boost to the National Park Service's (NPS) efforts to address high priority restoration and preservation needs and enhance critical facilities. ARRA projects in the Park Service will also encourage the participation of young adults in their national parks, address deferred maintenance needs, expand the use of renewable energy in our parks and improve the energy efficiency of facilities and equipment. The following plan outlines the projects the NPS proposes to implement with ARRA funding.

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Funding Categories

The American Recovery and Reinvestment Act provided funding for the NPS in three separate appropriation accounts – Construction, Operation of the National Park System (ONPS) and Historic Preservation Grants to Historically Black Colleges and Universities (HBCUs).

Construction ($589 million)
Activities authorized under the Construction appropriation include repair and restoration of roads; construction of facilities, including energy efficient retrofits of existing facilities; equipment replacement; preservation and repair of historical resources within the National Park System; cleanup of abandoned mine sites on park lands; and other critical infrastructure projects. The NPS will allocate Construction funds on the following:

- Facility Construction ($423.2 million): Projects to construct, rehabilitate and replace assets (such as buildings, trails, and wastewater systems) that help preserve natural and cultural sites and provide critical visitor services.

- Abandoned Mines ($22.4 million): Projects to provide for the safety of park visitors and staff by mitigating safety hazards at abandoned mines.

- Energy Efficient Equipment ($9.0 million): The primary objective of this program is to replace equipment (such as fleet, heavy equipment, and HVAC equipment) with next generation energy efficient equipment.

- Roads Rehabilitation ($104.9 million): The primary objective of this program is to improve visitor services through projects that address critical transportation deficiencies. Projects funded through this program will rehabilitate and preserve existing park roads and parkways.

- Administration ($29.5 million): The NPS is authorized to spend a maximum of $29.5 million to administer the ARRA Construction program. Administration includes non-project specific functions such as program management, contracting support, and budget and finance services.

Operation of the National Park System ($146 million)

Activities authorized under the Operation of the National Park System (ONPS) appropriation include deferred maintenance of facilities and trails, and other critical repair and rehabilitation projects. The NPS will allocate ONPS funds on the following:

- Deferred Maintenance (DM) ($113.1 million): The objective of the ARRA Deferred Maintenance program is to invest in repair, rehabilitation and maintenance projects that will restore or extend the life of critical facilities in parks across the country.

- Deferred Maintenance Trails (Trails) ($25.6 million): The objective of the ARRA Deferred Maintenance Trails program is to invest in repair, rehabilitation and maintenance projects that will restore or extend the life of popular trails in parks across the country.

- Administration ($7.3 million): The NPS is authorized to spend a maximum of $7.3 million to administer the ARRA ONPS program. Administration includes project management, contracting support and budget and finance services.

Historic Preservation Fund ($15 million)

Activities authorized under the Historic Preservation Fund (HPF) appropriation include historic preservation projects at historically black colleges and universities (HBCUs) as authorized by the Historic Preservation Fund Act of 1996 and the Omnibus Parks and Public Lands Act of 1996. The NPS will allocate historic preservation funds on the following:

- HBCU Grants ($15.0 million): This program will provide funds for historic preservation projects at historically black colleges and universities.

National Park Service ARRA Program

Table I: Summary of NPS ARRA Funding by Appropriation and Program

	In-Target		Contingency	
Program	**Funding Amount (in-target) (in $000)**	**# of Projects Per Category (in-target)**	**Funding Amount (contingency) (in $000)**	**# of Projects Per Category (contingency)**
Construction				
Facility Construction	$423,222	68		15
Abandoned Mines	$22,428	32		19
Energy Efficient Vehicles	$9,033	6		1
Roads Rehabilitation	$104,867	17		12
Administration	$29,450	N/A	N/A	N/A
Construction subtotal	**$589,000**	**123**	**$147,937**	**47**
ONPS				
Deferred Maintenance (DM)	$113,093	518		123
Deferred Maintenance Trails (Trails)	$25,624	125		28
Administration	$7,283	N/A	N/A	N/A
ONPS subtotal	**$146,000**	**643**	**$36,320**	**151**
Historic Preservation Fund				
HBCU grants	$14,250	N/A	N/A	N/A
Administration	$750	N/A	N/A	N/A
HBCU subtotal	**$15,000**			
TOTAL	**$750,000**	**766**	**$187,257**	**198**

The Recovery Act identified several project categories for the NPS to pursue within three distinct accounts (ONPS, Construction and the Historic Preservation Fund; the latter being an NPS-administered grant program to fund preservation projects at historically black colleges and universities). The NPS used existing plans and processes to determine how ARRA funds could best be utilized to meet the intent of the Act by putting people to work and addressing the critical asset and resource rehabilitation needs of the NPS. Applying a number of evaluative factors, the NPS prepared separate lists of projects for each category identified in the law. NPS staff in the parks, regional offices, and Washington office primarily scored and prioritized projects using merit-based criteria and the Service's ability to obligate funds by September 30, 2010. In addition, NPS staff selected projects that were on existing priority lists and addressed other critical factors, such as current facility needs, emergency needs, opportunities for energy conservation, and existing mission goals.

Once the lists had been culled and ranked using these factors, additional evaluative criteria were applied to determine how best to objectively allocate the available funding among the categories within each account. Within the Construction account, remaining funds were allocated to equipment purchasing projects that could create the most jobs or realize the greatest future energy savings. Funding was also distributed to parks and programs that had the capacity to carry out the projects based on existing and ARRA-related obligations.

A set of projects emerged from this process ranked in priority order that were captured within the "in-target" appropriated funding level. NPS identified a total of $750 million in projects for each funding category to be executed under the authorization of the Recovery Act including administration amounts ascribed to Construction ($29.5 million) and ONPS ($7.3 million). Please see Table I for a summary of funding by appropriation and program and individual project category sections (Parts III through VIII) for further explanation of the NPS project selection processes.

Throughout the execution of the program, NPS will monitor schedules and costs for the projects. If it is determined that a project cannot be completed in a timely fashion, NPS will redeploy funds to contingency projects that have undergone the same priority ranking processes. Generally, contingency projects rank lower in priority and funds cannot be obligated as quickly for them. NPS has developed a list of projects totaling $187.3 million for this purpose. Some high priority projects remained on the in-target list, even though funds will likely be obligated later in the program. The NPS will closely monitor those projects and will be prepared to shift funds to contingency projects as necessary.

Governance at NPS

Management Oversight Group (MOG)

Membership and Structure

- Chair – NPS Recovery Act Lead (NPS Comptroller)
- NPS Deputy Comptroller
- Recovery Lead for each of the seven regions
- Associate Director, Park Planning, Facilities and Lands
- Assistant Director, Business Services
- Assistant Director, Human Capital

Responsibilities

- Provide leadership and overall management direction for ARRA programs in close coordination with the Director, National Leadership Council and the Department.
- Outline specific objectives for achieving ARRA goals.
- Monitor NPS adherence to the accountability objectives of the law:
  - Funds are awarded and distributed in a prompt, fair and reasonable manner;
  - Recipients and uses of all funds are transparent to the public, and the public benefits of these funds are reported clearly, accurately, and in a timely manner;
  - Funds are used for authorized purposes and instances of fraud, waste, error, and abuse are mitigated and corrected;
  - Projects funded under this Act avoid unnecessary delays and cost overruns; and
  - Program goals are achieved.
- Conduct strategic and business planning for ARRA to ensure that necessary processes and procedures for project monitoring, budget administration, and reporting are in place.
- Coordinate program formulation with regional and program offices.
- Conduct regular progress and performance reviews and identify required corrective actions.
- Report on program status to the Department, OMB and to the Congress.

Meetings

- The MOG began meeting bi-weekly via conference call on March 9th. Bi-weekly meetings will continue until May 1st.
- The MOG will continue meeting monthly, in person until November 1, 2009, and thereafter via conference call. Additional in-person meetings will be scheduled as needed.

Risk Mitigation and Ongoing Monitoring

The NPS has taken important steps to mitigate risk prior to project implementation, and will also implement a robust monitoring system to ensure that projects are being executed as planned.

The Risk Management Committee of the MOG will undertake a complete risk assessment of the ARRA program and determine appropriate risk responses and internal controls on a regular basis. The committee will follow the risk assessment framework provided by the Department of the Interior. In general, the committee will consider the following in its assessment:

- Whether program/project objectives are clear;
- Which programs are receiving (or providing) the most funding;
- Which programs/projects are the most high profile;
- What the potential magnitude and impact of change orders is on project execution and operations;
- Whether existing internal controls are sufficient to mitigate the risk of waste, fraud, and abuse adequately;
- Whether existing resources (systems, staff, etc.) sufficient to achieve program objectives and meet ARRA reporting requirements;
- Whether the ARRA accountability structure (MOG, regional task forces, etc.) is sufficient to achieve program objectives;
- Whether there are performance challenges with funding recipients;
- Whether there are leading indicators or lagging indicators to monitor ongoing program performance.

If NPS internal controls are not sufficient to militate against identified risks, the committee will direct the appropriate NPS program to take corrective action. The NPS will either strengthen current internal controls and/or create new controls to adequately reduce risk.

In addition, the NPS has begun to develop a system to monitor the following information on each ARRA project:

- Project Name
- Park Name
- Accountable Official
- Scope of Work
- Baseline performance measures
- Compliance Status
- Planning Status
- Estimated Obligation Date
- Original cost estimate
- Revised cost estimate (to be updated each time the estimate changes)
- Obligation amount
- Obligation Date
- Estimated Completion Date
- Project Status
- Completion Report
- Resulting change in baseline performance

This information will allow project managers and the Management Oversight Group to monitor the ARRA program implementation. If in-target projects face delays or other problems, the Service will be able to identify the problem quickly and select and begin implementing projects on the contingency list if necessary. This information will also allow the NPS to report on the results of the ARRA program as projects are completed.

Administrative Costs

The NPS has determined that additional staff will be required to ensure proper oversight and accountability and that ARRA project funds can be successfully underway by September 30, 2010. The Service anticipates additional staffing needs in the areas of contracting, project management, budget execution and analysis, and compliance. The budget for ARRA support costs is in development, but consistent with the manager's report accompanying the Recovery Act, no more than 5% of the total funds available will be spent on program support. Of that 5%, no more than 1% will be spent on support needs in the Washington office and no more than 4% will be set aside for regional support costs. The NPS is developing an algorithmic model that will use project costs, project type, and award type variables to determine the number of additional contracting officers, project managers and other temporary personnel required. The Washington office and each regional office will use the results of the algorithmic model as a starting point in developing their ARRA support staffing plan. Staffing plans will outline the number and type of additional temporary

staff needed, the way in which the office plans to bring on additional staff (temporary and term hires, retired annuitants, and contractors), and a budget. The Comptroller's Office will approve spending plans before funding is released.

Contracting Methods

Contracting will be used to acquire the goods and services required to implement the projects proposed. Current contracting methodologies will be used. Open competition using firm, fixed-price contracts will be used to the maximum extent possible. Selection criteria include technical excellence, project effectiveness, support for cross-cutting initiatives, and lowest price. The NPS will adhere to the following contracting methodologies:

- Open market competitive solicitations. These contracts allow all vendors that meet the requirements of the contract to compete.
- Multiple Award. Task orders awarded using fair opportunity (i.e. multiple award) under Indefinite Delivery/Indefinite Quantity (ID/IQ) contracts awarded using competitive procedures.
- Task orders awarded to an established source (i.e. single award) under ID/IQ contracts awarded using competitive procedures. The contract is awarded to a single contractor. Government agencies can award multiple task orders against this contract without further competition.
- GSA schedule orders using fair opportunity. GSA awards the contract to a vendor. Similar to the IDIQ, government agencies can award task orders against the contract that was previously competed.
- Simplified Acquisition: Availability of product or service applies to open market non-competitive transactions less than $3,000. Generally a purchase by a credit card, issued by the Federal Government to a government employee, for small purchases or services.

Part III: Facility Construction

(Please see Appendix B. for a full list of ARRA NPS Facility Construction projects)

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
Facility Construction	$423,222	68

Program Manager

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Objectives

The ARRA Facility Construction program will construct, rehabilitate and replace assets needed to accomplish the NPS mission of preserving important natural and cultural resources and providing for visitor enjoyment in the parks. Example projects include rehabilitating the visitor center and exhibits at Mammoth Cave National Park, replacing a critical wastewater facility at Yellowstone National Park, and stabilizing the Ellis Island Seawall at the Statue of Liberty.

Completion of the ARRA deferred maintenance construction projects will modernize assets and infrastructure and dispose of assets that are no longer cost effective to maintain and operate. This effort will improve the overall asset management program in the areas of operating costs, utilization, overall condition of facilities, and the disposition of assets. All of these are key elements of an asset management program as identified by the Federal Real Property Council, which promotes the efficient and economical use of real property assets.

Activities

- Preserve and repair historical resources.
- Repair, rehabilitate and replace utility, wastewater and other critical infrastructure systems.
- Perform health and safety upgrades, such as those that meet building and facility accessibility requirements under the Americans with Disabilities Act (ADA) of 1990.
- Retrofit existing facilities for energy efficiency, such as installing photovoltaic systems.
- Construct new facilities, such as visitor centers, museum facilities, and volunteer lodging.
- Demolish assets that are no longer necessary and cost effective to operate and maintain.

Selection Criteria

The NPS took a structured approach to developing a portfolio of projects to propose for ARRA funding. To the extent possible, the Service drew from existing programs (See Chart 1– Source of ARRA Construction projects) to develop its project list. The NPS first evaluated the activities authorized under ARRA to determine which of its already established programs had projects fitting the criteria outlined in the legislation. The NPS utilized the merit-based plans and prioritization processes from these existing programs to identify the first set of ARRA projects. In consultation with regional and park program managers, who added information about capacity and timing (seasonality), the Service developed a program to address current facility needs, emergency needs, opportunities for energy conservation and existing mission goals.

The NPS determined that the primary source for the ARRA Facility Construction program would be the Service's Five-Year Deferred Maintenance and Capital Improvement Plan, which outlines priority facility projects the Service intends to execute over the next five years. Changes to the list are made annually to factor in Congressional appropriations and changing situations in the field. The plan incorporates projects that provide for the construction, rehabilitation, and replacement of those assets needed to accomplish the management objectives approved for each park.

The NPS uses a two-tier priority system that maximizes construction investments. The first tier assesses and prioritizes improvements related to health and safety, resource protection, maintenance needs, and visitor services. High priority projects in the first tier are then ranked using a method called Choosing-By-Advantage (CBA) to evaluate the relative benefits provided by individual projects. Projects are then scored according to the Department's Five-Year Deferred Maintenance and Capital Improvement Plan criteria. The criteria gives the highest scores, and paramount consideration for funding to those projects that will correct critical health and safety

problems, especially if the project involves the repair of a facility for which corrective maintenance has been deferred. The following are the weighted ranking criteria in priority order:

1. Critical Health and Safety Deferred Maintenance – A facility deferred maintenance need that poses a serious threat to public or employee safety or health.
2. Critical Health and Safety Capital Improvement – A condition that poses a serious threat to public or employee safety or health and can only be reasonably abated by the construction of some capital improvement.
3. Renewable Energy Capital Improvement in which there will be an energy savings of >20 kW – Projects installing renewable energy sources, e.g. solar photovoltaic, wind, etc., with a total size of more than 20 kilowatts. This will generate greater than $4,500 in savings annually per system installed.
4. Energy Efficiency Sustainable Buildings Capital Improvement – Reducing energy needs through efficiency measures reduces the overall park energy usage, thus reducing the operational cost of the capitol improvement.
5. Critical Resource Protection Deferred Maintenance – A facility deferred maintenance need that poses a serious threat to natural or cultural resources.
6. Renewable Energy Capital Improvement, in which there will be an energy savings of 5.1-20 kW – Projects installing renewable energy sources, e.g. solar photovoltaic, wind, etc., with a total size of 5.1 – 20 kilowatts. This will generate between $1,200 and $4,500 in savings annually per system installed.
7. Critical Resource Protection Capital Improvement – A condition that poses a serious threat to natural or cultural resources.
8. Renewable Energy Capital Improvement, in which there were an energy savings of 5kW or less - Projects installing renewable energy sources, e.g. solar photovoltaic, wind, etc., with a total size of 5 kilowatts or less. This will generate less than $1,200 in savings annually per system installed.
9. Critical Mission Deferred Maintenance – A facility deferred maintenance need that poses a serious threat to a bureau's ability to carry out its assigned mission.
10. Other Deferred Maintenance – A facility deferred maintenance need that will improve public or employee safety, health, or accessibility; complete unmet programmatic needs and mandated programs; protect natural or cultural resources; impede a bureau's ability to carry out its assigned mission.
11. Code Compliance Capital Improvement – A facility capital improvement need that will meet compliance with codes, standards, and laws.
12. Other Capital Improvements – Other capital improvement is the construction of a new facility or the expansion or rehabilitation of an existing facility to accommodate a change of function or new mission requirements.

Based on the weighting factors accompanying each category listed above, projects are scored with a weighted score not to exceed 1,000 points. This score is referred to as the DOI Score.

The NPS also incorporates metrics called the facility condition index (FCI) and the asset priority index (API) in its capital asset investment decisions. The Facility Condition Index quantifies the condition of a structure by dividing the estimated amount needed to correct its deferred maintenance backlog by its current estimated replacement value. Assets in better condition have lower numbers. Assets in worse condition have higher numbers. An asset with an FCI of 1 has a deferred maintenance funding requirement equal to the asset's current replacement value. To ensure that its capital asset investments are made as efficiently as possible, the NPS is incorporating FCI analysis into the prioritization process by comparing the existing FCI of a facility against the proposed FCI after the construction investment. This allows NPS to benchmark improvements on individual assets, and measure improvements at the individual asset and park level. The NPS also uses the asset priority index (API) to determine the relative importance of assets at each park to assist in the decision-making for the most efficient allocation of funds for construction and major repair and rehabilitation projects.

The Service's strategic capital construction investment program is merit based. It uses accepted industry ranking standards and processes, is grounded in the Department of Interior's approved ranking criteria, is supported by the Cost Benefit Analysis measurement, approved by the National Park Service Project investment Review Board, and documented within a comprehensive 5-year priority list.

The National Park Service Investment Review Board is composed of senior NPS staff and several external advisors. The Board reviews and makes recommendations regarding all major capital construction projects before they are implemented. The reviews focus on insuring that major capital investments are both cost beneficial and appropriate in terms of scope and design.

In addition to identifying projects from the Five-Year Deferred Maintenance and Capital Improvement Plan, the regions were instructed to consider the following categories in proposing a list of projects to be considered for ARRA funding:

- Current construction projects with funding shortfalls – A small number of construction projects proposed for ARRA funding are projects currently underway that require additional funding to complete. These projects were ranked within the NPS prioritization process in an earlier budget cycle and remain high priorities.
- Previous construction projects that require funding for additional phases – Ten percent of the projects proposed for ARRA funding are projects in

which earlier phases of construction had already been funded, but that require additional funding to accomplish other planned phases. These projects were ranked within the NPS prioritization process in an earlier budget cycle and remain high priorities.

- Projects funded under a previous Five-Year Deferred Maintenance and Capital Improvement Plan – These projects were previously included in the budget but were eliminated from the program before they got underway because of cost overruns in other projects. They remain a high priority.
- Emergency Projects – These are currently unfunded emergency projects such as repairs needed after recent major storm damage. These projects would be high priorities within the NPS prioritization process as they address high priority mission needs and address repair needs that are immediate.

Each project not drawn from an existing prioritized list was also scored according to the Department's Five-Year Deferred Maintenance and Capital Improvement Plan criteria.

ARRA Selection Factors

Once the list of eligible projects was compiled using the merit based criteria from the existing programs described above, the Service applied its ARRA Primary Selection Criteria to screen out ineligible projects.

Primary Selection Criteria

- Project is a high priority mission need in one of the established 391 units of the national park system (it is not a heritage area or other affiliated site).
- Project creates or supports jobs.
- Project funds can be obligated and the project can be underway by September 30, 2010.

Secondary selection factors were applied at the national level to determine the final list of eligible projects.

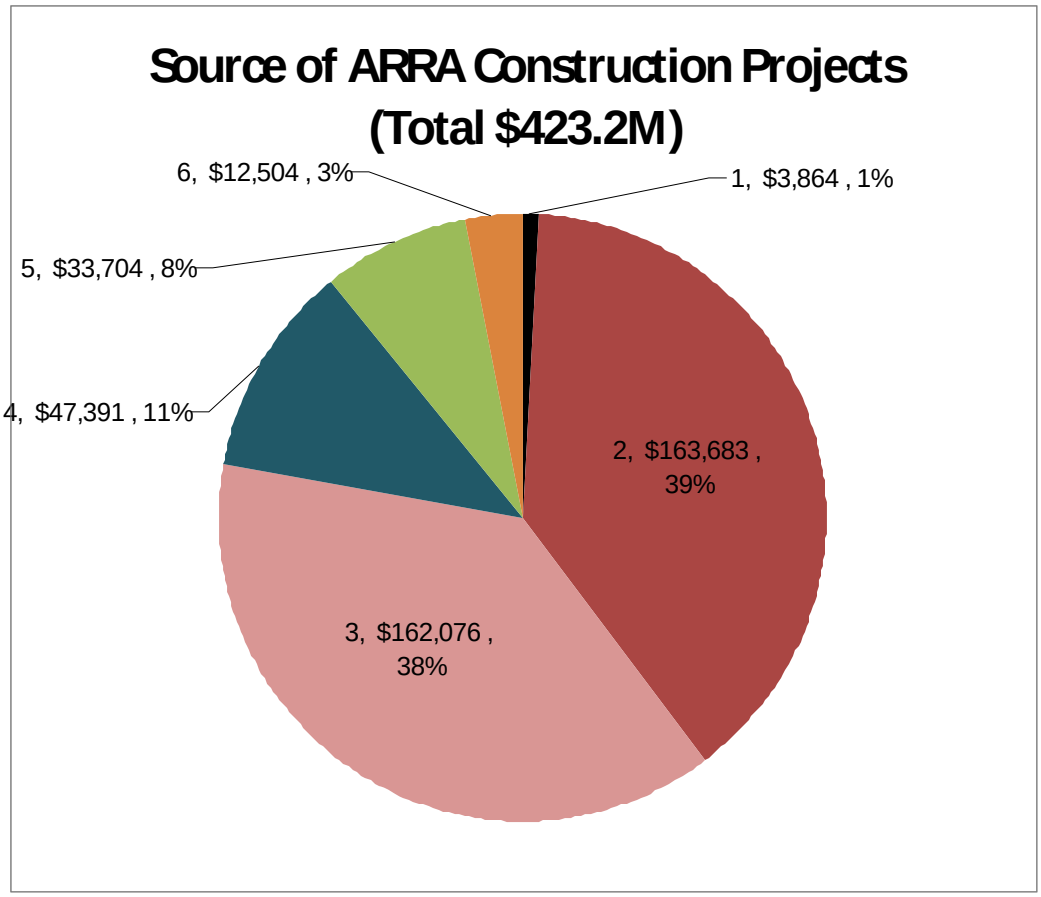
Secondary Selection Factors

- Planning is complete or substantially complete.
- Environmental compliance is complete or substantially complete.
- Project has completed NPS Project Oversight Board review and approval.

- Project has a renewable energy and/or energy efficiency/green building component that will reduce the carbon footprint, reduce energy consumption, or otherwise improve sustainability of the facility.
- Project will reduce operating costs.
- Project will help to resolve an emerging or long standing problem for which funding has not otherwise been available, such as replacing deteriorated trailers with new energy efficient housing.

Chart 1: Source of ARRA Construction Projects (in-target only)

Color Code	Source of ARRA Construction Projects	Dollar Value ($000)	% of Total Dollar Value
1	Additional Funds Are Needed To Complete Current Phase of Existing Construction Project	$ 3,864	1%
2	On Current Five Year Line Item Construction Plan (2009-2013 with enacted)	$ 163,683	39%
3	Line Item Construction Plan 2010-2014 Draft	$ 162,076	38%
4	Additional Construction Phase(s) For Projects - Previous Phases Funded From Various Sources	$ 47,391	11%
5	Previously Funded From Line Item Construction But Funding Had To Be Reprogrammed	$ 33,704	8%
6	Emergency Project or Critical Mission Need	$ 12,504	3%
	Total	**423,222**	**100%**



Category Descriptions

1. A small number of construction projects proposed for ARRA funding are projects currently underway that require additional funding to complete.

2. The NPS produces a 5-year Five-Year Deferred Maintenance and Capital Improvement Plan for each budget year. These projects were originally in the plan for Fiscal Years 2009 – 2013. The projects were moved forward to the ARRA program from their original planned year.

3. The NPS produces a 5-year Five-Year Deferred Maintenance and Capital Improvement Plan for each budget year. These projects were originally in the plan for Fiscal Years 2010 – 2014. The projects were moved forward to the ARRA program from their original planned year.

4. Ten percent of the projects proposed for ARRA funding are projects in which earlier phases of construction had already been funded, but require additional funding to accomplish other planned phases.

5. These projects were previously funded in the Major Construction program, but were removed from the program because of cost overruns in other projects.

6. These are currently unfunded emergency projects such as repairs needed after recent major storm damage.

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects ($000)	Targeted type of recipients	Award Selection Criteria (high-level bullets)
Contracts	68	$423,222	Methods available include open market[1] competition, orders using Indefinite Delivery/Indefinite Quantity[2] (ID/IQ); competed GSA schedule orders[3] and other.	Criteria for evaluation will be based on statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones.

[1]Open market competition – any vendor fulfilling requirements can compete.
[2]Indefinate Delivery/ Indefinite Quantity – defines the umbrella requirements. Government issues task orders or delivery orders against the contract.
[3]GSA Schedule Orders – GSA issues the umbrella requirements and other agencies can use the contract to issue task or delivery orders.

Performance Measures

The performance metrics selected for each funding category reflect the primary emphasis of the projects and the intent of the American Recovery and Reinvestment Act. The output oriented metrics will be reported on a project basis where applicable, while the outcomes measures will be primarily used for park unit and service-wide reporting.

Facility Construction Performance Measures

Improvements to facilities will be measured through the use of the industry standard Facility Condition Index (FCI). The FCI is a measure of a facility's relative condition at a particular point in time compared to similar facilities. The FCI rating is a ratio of the asset's deferred maintenance (DM), which is cost to correct deficiencies resulting from unaccomplished past maintenance and repairs, to the current replacement value (CRV) which uses standard industry costs of the materials, supplies, and labor required to replace a facility.

For the purposes of this plan, NPS is presenting the impact of the ARRA funding using the FCI for a consolidated grouping of seven industry standard assets including, NPS occupied buildings, housing, campgrounds, trails, waste water system, water system, and unpaved roads. NPS is committed to developing FCI targets by the different assets types and tracking individual FCI measures that show the funding with and without ARRA funding once the project lists are approved. The selected performance metrics will reflect the primary emphasis areas of the final approved projects.

National Park Service has developed performance measures to monitor the impact of its Recovery Act investments on mission and programmatic goals and objectives. These performance measures can be found on Recovery.gov.

Project Milestones and Completion

(Please see Appendix B. for a full list of ARRA NPS Facility Construction projects)

Types of Projects

Project	Description	# of Projects	($000)
Construction Projects less than $2M	Projects to construct, rehabilitate and replace assets (buildings, trails, wastewater systems, etc.) that help preserve natural and cultural sites and provide critical visitor services.	16	$16,699
Construction Projects greater than $2M	Projects to construct, rehabilitate and replace assets (buildings, trails, wastewater systems, etc.) that help preserve natural and cultural sites and provide critical visitor services.	52	$406,523

Completion Rate
(in-target projects only)

	# Projects completed (Projects greater than $2M)	# Projects completed (Projects less than $2M)	TOTAL # OF PROJECTS COMPLETED	Cumulative % of Projects Completed
FY 2009 Q4	1		1	1%
FY 2010 Q1	2		2	4%
FY 2010 Q2		1	1	6%
FY 2010 Q3	1	1	2	9%
FY 2010 Q4	1	5	6	18%
FY 2011 Q1	5	6	11	34%
FY 2011 Q2	1	8	9	47%
FY 2011 Q3		10	10	62%
FY 2011 Q4	5	21	26	100%

Mission/Cost Implications

The NPS Construction projects selected for ARRA funding will further the NPS mission in several ways. First, by prioritizing health and safety improvements, the NPS will be able to provide a safe setting for visitors, volunteers, and staff to enjoy our national parks. Second, the NPS fulfills legislative mandates to preserve and protect cultural resources by addressing and preventing pressing maintenance concerns. Third, the NPS fulfills its mission to conserve natural resources by executing energy-efficient construction projects that reduce the overall carbon footprint Servicewide and result in substantial energy and operational savings.

A preliminary assessment of ARRA construction projects indicates that the NPS will achieve an estimated annual energy savings of nearly 7.2 million kilowatts per hour, and an annual operational savings of $1.1 million. This savings is an extremely conservative estimate based on the assumptions below. All estimates are also likely to change as projects are adjusted over the next eighteen months.

Assumptions in energy conservation calculations:

- For energy efficiency projects, project dollars were divided by $10K to $20K per kW based on estimated industry conversion factors to solar power:
    - 1 kWh = $0.13 (Servicewide average) per NPS Energy Management Office.
    - 1kW PV solar installed = 1800 kWh savings per year.

    - This approximation is for a system to produce enough electricity to offset 1800 kWh in one year, which is determined by dividing the average daily electrical usage by the Servicewide average solar radiance, multiplied by 80%. The 80% factor approximates inherit inefficiencies in solar power systems.
- For renewable energy projects, calculations used actual kW capacity to be installed.
- Solar Lighting projects divide a project's energy dollars by $10K to calculate equivalent kW installed (Total project $/$10K = kW):
    - This assumption indicates that a solar lighting project is an immediate savings requiring little trade skill (fewer installation costs) to produce. Efficiencies are estimated at nearly 100% savings compared to other types of projects such as window, door, siding replacement.
- Lighting Retrofit projects divide a project's energy dollars by $15K to calculate equivalent kW installed (Total project $/$15K = kW):
    - This assumption indicates that a lighting retrofit project is an immediate savings requiring some trade skill (higher installation costs than solar lighting) to produce. Efficiencies are estimated at nearly 70% savings as compared to other types of projects to include generation systems and solar lighting.
- Basic Energy Efficiency Retrofit projects divide a project's energy dollars by $17K to calculate equivalent kW installed (Total project $/$17K = kW):
    - This assumption indicates that a basic energy efficiency retrofit project is a cumulative savings requiring some various journey level trade skills (higher labor/material costs than lighting projects) to produce. These types of projects include window, door, siding, heating, cooling, etc. retrofit measures.
- Historic Facilities Energy Efficiency Retrofit projects divide a project's energy dollars by $20K to calculate equivalent kW installed (Total project $/$20K = kW):
    - This assumption indicates that an energy efficiency retrofit project performed on a historic facility is a cumulative savings requiring the highest level of various journeyman trade skills (higher labor/material costs than basic energy efficiency retrofit projects) to produce. These types of projects include window, door, siding, heating, cooling, etc. retrofits measures involving historic fabric and highly skilled craftsman.

Part IV: Abandoned Mines

(Please see Appendix B. for a full list of ARRA NPS Abandoned Mines projects)

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
Abandoned Mines	$22,428	32

Program Manager

George Dickison
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Objectives

Since the 1850s the mining of hard rock minerals such as gold, silver, copper, and lead has been an important part of the economy of the Western United States. Historical mining activity, however, left hundreds of thousands of unmitigated abandoned mineral land sites. These sites pose significant physical safety risks to the visiting public and park staff. The Abandoned Mine Lands (AML) safety projects proposed by the NPS for inclusion in the ARRA program will address the most serious health and safety concerns at the most dangerous of these NPS sites. The primary objective of abandoned mine closures is to provide for the safety of park visitors and staff. A secondary objective in the choice of a particular mine closure approach is to provide for the continued use of the openings as habitat by maintaining unobstructed access and airflow for wildlife.

Activities

- Mine closure design and installation (blasting, fencing, safety cable nets, etc.)
- Habitat restoration

Selection Criteria

The Office of Inspector General identified the remediation of abandoned mine sites on NPS lands as a critical need in a July 2008 audit report entitled, *Abandoned Mine Lands in the Department of the Interior*.

The Washington Office Natural Resources program provided guidance in selecting AML projects for the ARRA program to the regional offices. Regional offices applied the following selection criteria to develop the list of AML projects from an inventory of priority sites:

Primary Selection Factors

- Project is in a national park unit.
- Project creates or supports jobs.
- Project funds can be obligated by September 30, 2010.

Secondary Selection Factors

- AML projects must reduce imminent human life, safety and health hazards at AML sites, restore natural ecological conditions, preserve culturally significant sites and features, and conserve significant wildlife habitat or meet a combination of the these objectives.

- Priority is given to those projects included in the AML project list which are specifically designed to comply with the October 2, 2008 NPS Director's memorandum and associated guidance regarding mitigation of high-risk abandoned mine land features issued in response to the July 2008 OIG Audit Report on DOI AML Programs (a copy of the full report is available at: http://www.doioig.gov/upload/2008-G-00241.pdf).

- AML projects were considered **ineligible** if:

    - There was a high probability that a legal challenge to a project would be successfully raised that would delay or suspend implementation.
    - The net effect of multiple stimulus projects occurring simultaneously in the park would have a significant detrimental effect on the park's natural or cultural resources or the experiences of its visitors.

All eligible AML projects received ARRA funding.

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects ($000)	Targeted type of recipients	Award Selection Criteria (high-level bullets)
In-House Activity	4	$970		
Contracts	17	$16,246	Methods available include open market[1] competition, orders using Indefinite Delivery/Indefinite Quantity[2] (ID/IQ); competed GSA schedule orders[3] and other.	Criteria for evaluation will be based on statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones.
Cooperative Agreements	11	$5,194	Cooperative Ecosystem Studies Units	Criteria for evaluating proposals for award through cooperative agreements will be based on the proposed statement of work and its ability to meet mission objectives, successful record of past performance, and indicated ability to meet cost and schedule milestones.

[1]Open market competition – any vendor fulfilling requirements can compete.
[2]Indefinate Delivery/ Indefinite Quantity – defines the umbrella requirements. Government issues task orders or delivery orders against the contract.
[3]GSA Schedule Orders – GSA issues the umbrella requirements and other agencies can use the contract to issue task or delivery orders.

Performance Measures

The performance metrics selected for each funding category reflect the primary emphasis of the projects and the intent of the American Recovery and Reinvestment Act. The output oriented metrics will be reported on a project basis where applicable, while the outcomes measures will be primarily used for park unit and service-wide reporting.

Abandoned Mine Lands

The key priority for the abandoned mine lands funding category is to mitigate the human health and safety issues of these sites. As the projects lists are finalized addition performance metrics maybe identified.

National Park Service has developed performance measures to monitor the impact of its Recovery Act investments on mission and programmatic goals and objectives. These performance measures can be found on Recovery.gov.

Project Milestones and Completion

Completion Rate
(in-target projects only)

	AKR	IMR	MWR	NER	PWR	SER	TOTAL # OF PROJECTS COMPLETED	Cumulative % of Projects Completed
FY 2009 Q4		4					4	13%
FY 2010 Q1					4		4	25%
FY 2010 Q2		1		1	2		4	38%
FY 2010 Q3		1			1		2	44%
FY 2010 Q4		2	2		2		6	63%
FY 2011 Q1					1		1	66%
FY 2011 Q2	3	2			2		7	88%
FY 2011 Q4		1			1	2	4	100%

Mission/Cost Implications

Mitigating hazards posed by abandoned mine lands on NPS property is critical to ensuring the visitors have safe access to national park lands. Additionally, the NPS is charged with protecting our natural resources, including native park fauna. Remediating sites, such as open pits, to prevent human access but permit wildlife (such as bats) access will protect visitors and valuable habitat.

Part V: Energy Efficient Equipment

(Please see Appendix B. for a full list of ARRA NPS Energy Efficient Equipment projects)

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
Energy Efficient Equipment	$9,033	6

Program Manager

Shawn Norton
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Objectives

The primary objective of this program is to replace aging equipment (fleet, heavy equipment, HVAC equipment) with next generation energy efficient equipment. This effort will reduce the Service's carbon footprint and should reduce fuel costs for heavy equipment. In addition, the presence of alternative fuel and hybrid transit buses in high profile parks will showcase the NPS commitment to reducing its consumption of fossil fuels and will serve as a critical education tool for park visitors. The projects within this category were selected because they were the highest priority for the region once the criteria listed below was applied. For example, in Yosemite National Park, the NPS will purchase two hybrid electric shuttle buses to decrease pollution, traffic, and other impacts from passenger cars. Projects selected were previously prioritized on a 5-Year Plan and meet all of the primary and secondary selection criteria listed below and they have exceeded their useful life. All projects selected are in the worst condition compared to other transit systems and HVAC systems and have exceeded their useful life by the longest period of time.

Activities

- Purchase alternative fuel or hybrid transit buses that are part of an existing park transportation system.
- Replace heating, cooling, water and electrical equipment with energy efficient units to reduce energy consumption and operating costs.
- Replace aging heavy equipment (such as front-end loaders, tractors, and graders) with more energy efficient equipment to reduce energy consumption and operating costs.

Selection Criteria

The NPS uses a property management system to track the life cycle of its fixed assets. Replacing fixed assets (equipment) is categorically different than replacing components of real property, and therefore requires its own category and management system. The NPS replaces equipment that has exceeded its useful life.

Primary Selection Factors

- Project is in a national park unit.
- Project creates or supports jobs.
- Project funds can be obligated by September 30, 2010.

Secondary Selection Factors

- Project is on 5 Year Plan.
- Project is retrofit or replacement of existing facility or equipment or component of existing transportation system.
- These criteria serve a dual purpose: creating both cost and energy savings through long-term use of alternative fuels and increasing visitor awareness and education of alternative energy technologies.
- Project will expand the use of alternative fuels in the NPS and/or increase fuel efficiency of NPS equipment and reduces cost of operation.
- Project fits into one of the following categories:
    - Alternative transportation equipment.
    - Replacement for equipment past its useful life.

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects	Targeted type of recipients	Award Selection Criteria (high-level bullets)
Contracts	6	9,033	Methods available include open market[1] competition, orders using Indefinite Delivery/Indefinite Quantity[2] (ID/IQ); competed GSA schedule orders[3] and other.	Criteria for evaluation will be based on statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones.

[1]Open market competition – any vendor that fulfills the requirements can compete.

[2]IDIQ – defines umbrella requirement. Government issues task order or delivery order against the contract as necessary.

[3]GSA Schedule Order – GSA issues global contracts. The government issues task order under these contract.

Performance Measures

The performance metrics selected for each funding category reflect the primary emphasis of the projects and the intent of the American Recovery and Reinvestment Act. The output oriented metrics will be reported on a project basis where applicable, while the outcomes measures will be primarily used for park unit and service-wide reporting.

Energy Efficient Equipment

Many projects funded under ARRA aim to reduce overall energy consumption for park facilities and equipment. In addition, many of these projects address facility deferred maintenance. Accordingly, these projects were incorporated into the Facility Condition Index (FCI) performance measure for the standard assets. See the Facility Construction Performance Measure section (p. 25) for a description of the performance metric and the estimated of the performance gain for ARRA funding through FY2011.

The Park Service will continue to work on refining appropriate metrics and methods to quantify the energy efficiencies gained through these projects. Potential measures revolved around quantifying annual reductions in energy consumption. The selected performance metrics will reflect the primary emphasis areas of the final approved projects

National Park Service has developed performance measures to monitor the impact of its Recovery Act investments on mission and programmatic goals and objectives. These performance measures can be found on Recovery.gov.

Project Milestones and Completion

Completion Rate
(in-target projects only)

	IMR	NER	PWR	Other/ Central	TOTAL # OF PROJECTS COMPLETED	Cumulative % of Projects Completed
FY 2011 Q1				1	1	17%
FY 2011 Q2	1				1	33%
FY 2011 Q3		1			1	50%
FY 2011 Q4	1		1	1	3	100%

Mission/Cost Implications

The NPS will reduce its carbon footprint by replacing aging equipment with more energy efficient models. Expanding the NPS shuttle fleet to include alternative fuel buses and shuttles will reduce greenhouse gas emissions in our parks and will be used to communicate to visitors about the Service's commitment to energy reduction and environmental sustainability.

Part VI: Roads Rehabilitation

(Please see Appendix B. for a full list of ARRA NPS Roads projects)

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
Roads Rehabilitation	$104,867	17

Program Manager

Mark Hartsoe
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Objectives

The NPS owns and operates approximately 5,450 paved miles of public park roads, the equivalent of 948 paved miles of parking areas, 6,544 miles of unpaved roads and 1,679 associated structures (bridges, culverts, and tunnels). Over 50% of the NPS deferred maintenance is reflected in its roads inventory. The NPS will use ARRA funding to address the highest priority road and bridge deferred maintenance and pavement preservation needs. The primary objectives of the ARRA Roads Rehabilitation program are to rehabilitate the highest priority deteriorated road segments and mitigate the rate of deterioration, thereby reducing long-term repair costs.

Activities

- Road sealing
- Repaving
- Resurfacing
- Repair erosion and drainage problems
- Repair culverts

Selection Criteria

The NPS road maintenance and repair program is developed in close consultation with the Federal Highway Administration (FHWA). The FHWA has the primary legislated responsibility for establishing Federal road standards, is responsible for coordinating most road maintenance on Federal lands, and provides the majority of funding, engineering and project management capability for executing road projects on Federal lands, including the NPS. The high costs of road maintenance, necessitates a maintenance strategy that seeks to minimize the rate of deterioration. Accordingly, the NPS road maintenance program strives to slow the deterioration of the most important functional classes of roads and maintain the good condition of all public bridges by investing in these assets. Priorities are established based on a formula that accounts for condition, usage, accidents, and inventory.

A primary measure of road condition is the Facility Condition Index (FCI) which is comprised of assessments of a number of critical subsystems (pavement, drainage, signs, walls, etc.). The NPS assumes that pavement condition is the most critical subsystem; consequently, the Pavement Condition Rating (PCR – the degree of pavement rutting, cracking, patching and roughness) is a primary scoring factor in assessing priorities, particularly for prioritizing preventative road maintenance. In concert with the FHWA, the NPS maintains priority lists of projects for road rehabilitation and preventative maintenance that were used as the foundation for initial project selections. The projects were then evaluated for the status, degree and time requirements to complete compliance and planning and those projects which could not be awarded within the time constraints of the appropriation were dropped. The minimal planning and compliance requirements associated with preventative maintenance road activities vs. those associated with road rehabilitation projects tended to favor selection of preventative maintenance projects given the timeframes for project execution. These criteria in combination with the criteria below were used to develop the list of road projects for the ARRA.

In addition to the funding provided directly to the NPS, the Recovery Act also provided funding to the FHWA's Federal Lands Highway Program (FLHP) for "FLHP-eligible" road maintenance in the NPS. Although most roads within the NPS are eligible for maintenance and repair funding through FLHP, as is typical with the Service's regular appropriations, FLHP-ineligible road projects were given additional weighted consideration for funding from this NPS-direct source.

ARRA Selection Factors

Once an initial list of eligible projects was compiled using the merit based criteria described above, the Service applied its ARRA Primary Selection Criteria to further refine priorities.

Primary Selection Criteria

- Project is a high priority need in one of the units of the national park system

- Project creates or supports jobs
- Project funds can be obligated by September 30, 2010

Secondary selection factors were applied at the national level to determine the final list of eligible projects.

Secondary Selection Factors

- Project is ineligible for Federal Lands Highway Program (FLHP) funding
- Planning and environmental compliance needs are minimal

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects ($000)	Targeted type of recipients	Award Selection Criteria (high-level bullets)
Contracts	17	$104,867	Methods available include open market[1] competition, orders using Indefinite Delivery/Indefinite Quantity[2] (ID/IQ); competed GSA schedule orders[3] and other.	Criteria for evaluation will be based on statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones.

[1]***Open market competition – any vendor that fulfills the requirements can compete.***

[2]IDIQ – defines umbrella requirement. Government issues task order or delivery order against the contract as necessary.

[3]GSA Schedule Order – GSA issues global contracts. The government issues task order under these contract.

Performance Measures

The performance metrics selected for each funding category reflect the primary emphasis of the projects and the intent of the American Recovery and Reinvestment Act. The output oriented metrics will be reported on a project basis where applicable, while the outcomes measures will be primarily used for park unit and service-wide reporting.

Road Rehabilitation

The priority for the road rehabilitation funding category is to address deferred maintenance. Accordingly, improvements to roads will be measured through the use of the industry standard Facility Condition Index (FCI). The FCI is a measure of a facility's relative condition at a particular point in time compared to similar facilities. The FCI rating is a ratio of the asset's deferred maintenance (DM), which is cost to correct deficiencies resulting from unaccomplished past maintenance and repairs, to the current replacement value (CRV), which uses standard industry costs of the materials, supplies, and labor required to replace a facility. In addition, an associated performance metric related to the number of miles of roadway impacted by ARRA funding will also be collected.

National Park Service has developed performance measures to monitor the impact of its Recovery Act investments on mission and programmatic goals and objectives. These performance measures can be found on Recovery.gov.

Project Milestones and Completion

Completion Rate (in-target only)

	IMR	MWR	NCR	NER	PWR	SER	TOTAL # OF PROJECTS COMPLETED	Cumulative % of Projects Completed
FY 2009 Q4	3				3		6	35%
FY 2010 Q1				2			2	47%
FY 2010 Q3				1	2	1	4	71%
FY 2010 Q4		1					1	76%
FY 2011 Q1						1	1	82%
FY 2011 Q3						1	1	88%
FY 2011 Q4			1			1	2	100%

Mission/Cost Implications

An adequately maintained road infrastructure is a critical component to providing for a safe and enjoyable experience for visitors and, by extension,

providing for the economic vitality of surrounding communities that depend on visitors being able to travel to, around and through these units. This includes maintaining transportation support assets such as visitor and employee parking, service roads, bridges and culverts. Given the high cost of road maintenance repair, the Service puts a priority on preventative maintenance to avoid the significant cost implications associated with having to rehabilitate assets that deteriorate from a lack of proper cyclic maintenance.

Part VII: Deferred Maintenance

(Please see Appendix B. for a full list of ARRA NPS Deferred Maintenance projects)

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
Deferred Maintenance	$113,093	518

Program Manager

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Objectives

The objective of the ARRA Deferred Maintenance program is to invest in repair, rehabilitation and maintenance projects that will restore or extend the life of critical facilities across the NPS. The NPS will undertake major repair and rehabilitation work on assets with significant deferred maintenance needs and will undertake cyclic maintenance work intended to prevent an increase in the Service's deferred maintenance backlog.

Completion of the ARRA deferred maintenance projects will modernize assets and infrastructure and dispose of assets that are no longer cost effective to maintain and operate. This will improve the overall asset management program in the areas of operating costs, utilization, overall condition of facilities, and the disposition of assets. All of these are key elements of an asset management program as identified by the Federal Real Property Council, which promotes the efficient and economical use of real property assets.

Activities

- Painting and roofing of buildings
- Replacement of heating, ventilation and air conditioning equipment
- Replacement of utility, water and waste water systems
- Invasive plants and vegetation removal
- Installation of fire suppression systems
- Installation of solar power equipment
- Stabilization of historic structures

Selection Criteria

The NPS took a structured approach to developing a portfolio of projects to propose for ARRA funding. To the extent possible, the Service drew from existing programs to develop its project list (*See Chart 2 – Source of ARRA ONPS projects*). The NPS first evaluated the activities authorized under ARRA to determine which of its already established programs had projects fitting the criteria outlined in the legislation. The NPS utilized the merit-based plans and prioritization processes from these existing programs to dictate the composition of the NPS Recovery Act program. In consultation with regional and park program managers, who added information about capacity and timing (seasonality), the Service developed a program to address current facility needs, emergency needs, opportunities for energy conservation and existing mission goals.

The NPS determined that the two primary sources of projects for the ARRA Deferred Maintenance program would be the Service's Five-Year Deferred Maintenance and Capital Improvement Plan and its Cyclic Maintenance Program. In addition, projects were drawn from the Recreation Fee programs and the Housing Improvement Plan.

Five-Year Deferred Maintenance and Capital Improvement Plan

The NPS has developed a Five-Year Deferred Maintenance and Capital Improvement Plan (alternatively referred to as the Repair and Rehabilitation plan) to determine which facility repair and rehabilitation projects should be funded in a given year, including projects that will be funded using ARRA dollars. The plan lists projects of greatest need in priority order, focusing first on critical health and safety and critical resource protection issues. Changes to the list are made annually to factor in Congressional appropriations and changing situations in the field. This repair and rehabilitation funding is generally applied to facilities in "poor" condition. Projects appearing on the plan are large-scale repair needs that occur on an infrequent or non-recurring basis. The projects are designed to restore or extend the life of a facility.

Typical projects may include: campground and trail rehabilitation, roadway overlay, roadway reconditioning, bridge repair, wastewater and water line replacement, and the rewiring of buildings. These projects are usually the result of having deferred regularly scheduled maintenance to the point where scheduled maintenance is no longer sufficient to improve the condition of the facility. Projects are evaluated and prioritized from project lists developed by individual parks. Projects eligible for the five-year plan are critical to the park's mission and are in "fair" or "poor" condition. The intention is to ensure that the Service's most important assets are kept in a functional state, using NPS funds as efficiently and effectively as possible.

All eligible projects are scored according to the Department of the Interior's priority system that gives the highest scores, and paramount consideration for funding, to those projects that will correct critical health and safety problems, especially if the project involves the repair of a facility for which corrective maintenance has been deferred. The following are the weighted ranking criteria in priority order:

1. Critical Health and Safety Deferred Maintenance – A facility deferred maintenance need that poses a serious threat to public or employee safety or health.
2. Critical Health and Safety Capital Improvement – A condition that poses a serious threat to public or employee safety or health and can only be reasonably abated by the construction of some capital improvement.
3. Renewable Energy Capital Improvement in which there will be an energy savings of >20 kW – Projects installing renewable energy sources, e.g. solar photovoltaic, wind, etc., with a total size of more than 20 kilowatts. This will generate greater than $4,500 in savings annually per system installed.
4. Energy Efficiency Sustainable Buildings Capital Improvement – Reducing energy needs through efficiency measures reduces the overall park energy usage, thus reducing the operational cost of the capitol improvement.
5. Critical Resource Protection Deferred Maintenance – A facility deferred maintenance need that poses a serious threat to natural or cultural resources.
6. Renewable Energy Capital Improvement, in which there will be an energy savings of 5.1-20 kW – Projects installing renewable energy sources, e.g. solar photovoltaic, wind, etc., with a total size of 5.1 – 20 kilowatts. This will generate between $1,200 and $4,500 in savings annually per system installed.
7. Critical Resource Protection Capital Improvement – A condition that poses a serious threat to natural or cultural resources.
8. Renewable Energy Capital Improvement, in which there were an energy savings of 5kW or less - Projects installing renewable energy sources, e.g. solar photovoltaic, wind, etc., with a total size of 5 kilowatts or less. This will generate less than $1,200 in savings annually per system installed.

9. Critical Mission Deferred Maintenance – A facility deferred maintenance need that poses a serious threat to a bureau's ability to carry out its assigned mission.
10. Other Deferred Maintenance – A facility deferred maintenance need that will improve public or employee safety, health, or accessibility; complete unmet programmatic needs and mandated programs; protect natural or cultural resources; impede a bureau's ability to carry out its assigned mission.
11. Code Compliance Capital Improvement – A facility capital improvement need that will meet compliance with codes, standards, and laws.
12. Other Capital Improvements – Other capital improvement is the construction of a new facility or the expansion or rehabilitation of an existing facility to accommodate a change of function or new mission requirements.

Based on the weighting factors accompanying each category listed above, projects are scored with a weighted score not to exceed 1,000 points. This score is referred to as the DOI Score.

In addition to evaluating projects according to their DOI Score, the Service uses an approach for identifying and prioritizing repair and rehabilitation projects that uses information about an asset's condition and its importance to the mission of a park to direct funding to critical systems with high priority deferred maintenance needs. This approach was used in selecting projects that will be funded with ARRA dollars. The information about an asset's importance and condition are reflected in two important metrics – the Facility Condition Index (FCI) and the Asset Priority Index (API) in its capital asset investment decisions.

The Facility Condition Index quantifies the condition of a structure by dividing the estimated amount needed to correct its deferred maintenance backlog by its current estimated replacement value. Assets in better condition have lower numbers. Assets in worse condition have higher numbers. An asset with an FCI of 1 has a deferred maintenance funding requirement equal to the asset's current replacement value. Projects typically funded on the five-year plan have an FCI of .10 or higher, indicating a "fair" or "poor" condition. To ensure that its capital asset investments are made as efficiently as possible, the NPS is incorporating FCI analysis into the prioritization process by comparing the existing FCI of a facility against the proposed FCI after the construction investment. This allows NPS to benchmark improvements on individual assets, and measure improvements at the individual asset and park level. The NPS also uses the asset priority index (API) to determine the relative importance of assets at each park to assist in the decision-making for the most efficient allocation of funds for construction, maintenance, and repair or rehabilitation.

Cyclic Maintenance Program

The Cyclic Maintenance program incorporates a number of regularly scheduled preventive maintenance procedures and preservation techniques into a

comprehensive program that prolongs the life of a particular utility or facility. Performing a recurring maintenance activity, such as painting or sealing or replacing a component at the end of its design life, is a proactive approach to managing assets. The cyclic maintenance program is intended to maximize preventive maintenance work so that assets are maintained on a predictive cycle rather a reactive cycle in which assets can fall into disrepair. The cyclic maintenance program is a key component in preventing an increase in deferred maintenance.

The NPS determines which assets are eligible for cyclic maintenance funding through a process that evaluates an asset's importance to a park's mission and its condition, including projects funded using ARRA dollars. The highest priorities are those assets that are mission critical and are still in a maintainable condition, but could fall into poor condition without proper application of life-cycle maintenance.

The cyclic maintenance project review is two-fold. There are two eligibility requirements or screen-out elements, namely the FCI and the API, and a set of five criteria. Assets with an FCI of less than 0.25 are the most viable cyclic maintenance projects. Assets with an API of 50 or greater (100 is the highest ranking) take priority over lower API figures. The five criteria in a hierarchal order include condition, operations, protection of investment, safety, and partnerships/matching funds.

- Condition – Refers to the degree to which the project maintains the asset beyond the normal cycle without requiring a major repair/rehabilitation. For example, a project that maintains the asset on a routine maintenance cycle without extensive repairs or rehabilitation is preferred over a project that requires more substantial rehabilitation or complete replacement.
- Operations – Refers to the length of time before the same cyclic maintenance project is required again. Projects that preserve an asset's length of service for a longer period of time are preferred over projects that provide service for a shorter period of time before the cycle must be repeated.
- Protection of Investment – Refers to the criticality of the system or component subject to the cyclic maintenance treatment. A project that provides cyclic maintenance that protects a major system or component is given higher priority than a project that protects a minor system or component.
- Safety – Refers to the degree to which a project has a safety component. A project that has a high safety component is a higher priority than those that have a lower safety component.
- Partnerships/Matching Funds – Projects demonstrating a commitment of matching non-NPS funds or in-kind support are given higher preference.

Recreation Fee Plans

The Recreation Fee Plan allows parks to keep 80 percent of their revenues from visitor fees, while the remaining 20 percent returns to the Service. The NPS redistributes much of this fee revenue to park projects that will reduce the service-wide deferred maintenance backlog.

The Recreation Fee Program requires that projects address the Servicewide goals of annually obligating $85 million to deferred maintenance. Parks must develop new projects that focus on high priority assets as identified by the Asset Priority Index (API) and primarily address projects with a high Facility Condition Index (FCI).

Parks and regions used the following project selection criteria for the ARRA program:

- Projects with high FCI DM project needs that were not part of the previous 5-year plan to increase the total deferred maintenance expenditures.

- Newly identified high-priority DM projects or existing ones with revised scores resulting from completion of a Park Asset Management Plan (PAMP). As parks complete condition assessments of their assets, each is developing a PAMP that outlines the relative importance and priorities for maintaining park assets. The plan outlines enhanced guidance to park management on maintenance priorities based on condition assessment data provided through the Facility Maintenance Software System (FMSS).

There are six types of annual recurring projects that parks typically fund from their fee revenue and can be funded instead with ARRA funds:

- Cost of Collection – Operations (COC): Expenses associated with the administration and management of the Recreation Fee Program.
- Cost of Collection – Capital Improvements – Point of Sales: The cost of providing infrastructure, such as a fee station, for the collection of fees.
- Cost of Collection – Capital Improvements – Automated Fee Machines: The cost of equipment for the automation of collecting fees.
- Fee Management Agreements Projects: The cost of developing agreements with vendors for services such as fee management, armored car or bank services.
- National Reservation Systems Projects: Expenditures related to the management and operation of the reservation system.
- Visitor Services Projects: Projects that are directly related to the visitor such as life guards, interpretive tours, transportation system operations and backcountry orientation/permit processing.

For Recovery Act projects, the NPS selected 36 projects from the Recreation Fee Program. These projects were programmed to receive future funding, beyond FY 2010, in parks' recreation fee plans. NPS selected critical high priority projects with high DOI scores, but were relegated to future programming due to insufficient fee revenue at a particular park or full programming of other fee projects with revenue available. Parks that have had difficulty obligating recreation fee revenue for parks projects were not eligible to fund projects from the park's recreation fee plan using ARRA funds.

Housing Improvement Program

The Housing Improvement Program supports replacement of trailers and obsolete housing, housing rehabilitation, and removal of excess housing. In order to compete for funds under this program, housing improvement projects must meet all screen-out eligibility criteria for each program area (i.e. obsolete housing/trailer replacement, housing rehabilitation, and housing removal) and then be rated using the appropriate criteria (i.e. housing criteria). Guidelines for the Housing Improvement Program are directed at upgrading and/or replacing the inventory in the poorest condition (i.e. fair, poor and/or obsolete), maximizing the units affected, and meeting performance goals. Housing Inventory is monitored through the Quarters Management Information System (QMIS).

For Recovery Act projects, the NPS selected eight projects from the Housing Plan. Funding for housing is not sufficient to accomplish all high priority needs at parks. Accordingly, high scoring projects that could be obligated by September 30, 2010 were moved to ARRA, rather than be waiting funding in FY 2011 and beyond from the Housing funding source.

Housing Rehabilitation and Replacement

Screen-Out Eligibility Criteria:

- Local Market Analysis: Market analysis proves private sector housing is unavailable or too expensive.
- Housing Management Plan: Project is on the housing management plan, approved by Regional Director and WASO not eligible for funding under maintenance plans.
- Occupancy: Project will house paid NPS-staff or unpaid NPS volunteers.
- Condition/Inventory: The Interior or Exterior QMIS Condition code is poor, fair, or obsolete (rehabilitation); the unit is Unit is currently listed in the QMIS inventory in the last rollup or is documented to have been listed in QMIS within the last 5 years (Replacement).
- Planning and Compliance: The project is supported by a park management documents, such as the General Management Plan.

- Cost Effectiveness: The project is cost effective, meaning that the project is estimated at more than $10,000 per housing unit and less than $30,000 for multi- family unit or $60,000 for single family or dormitory units.

Project Rating Criteria:

- Demonstrated need: No affordable private sector options exist within reasonable distance to park.
- Health and Safety: Project corrects health and safety issues.
- Cost Effectiveness: Project improves operational cost effectiveness.
- Compliance: Environmental compliance has been completed, if necessary.

Housing Removal

Screen-Out Eligibility Criteria:

- QMIS Inventory: Housing will be removed from the QMIS inventory, will no longer be used in the park for any other use, and no other construction will be requested in conjunction with this removal.
- Hazardous Materials: A Hazardous Site Evaluation has been conducted; the site is clear for removal; and toxic materials are not released into the environment (i.e. friable asbestos, chipping lead-based paint or lead dust in the soil).
- Compliance: All compliance has been completed. If a historic structure, all historic compliance has been completed for structure removal

Project Rating Criteria:

- Cost to Remove Asset
- Cost Effectiveness through utility usage
- Compliance with laws and regulations

ARRA Selection Factors

Once the list of eligible projects was compiled using the merit based criteria from the existing programs described above, the Service applied its ARRA Primary Selection Criteria to screen out ineligible projects.

Primary Selection Criteria

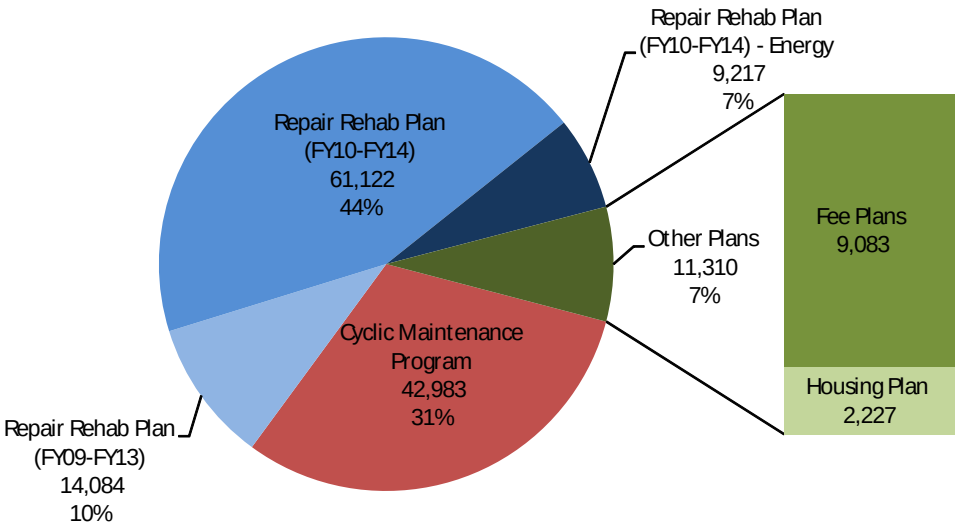
- Project is in one of the 391 established park units of the national park system.
- Project creates or supports jobs.
- Project can be underway by September 30, 2010.

Secondary selection factors were applied at the national level to determine the final list of eligible projects.

Secondary Selection Factors

- Planning is complete or substantially complete.
- Environmental compliance is complete or substantially complete.
- Project has a renewable energy and/or energy efficiency/green building component.
- Project will involve youth or young adults [Section 702, Title VII of the Recovery Act directs the Secretary of the Interior to utilize partnerships with groups that serve young adults].
- Project will reduce operating costs.

Source of ONPS (DM & Trails) for ARRA (Total $138.7M)



		($000)
	Cyclic Maintenance Program	42,983
	Repair Rehab Plan (FY09-FY13)	14,084
	Repair Rehab Plan (FY10-FY14)	61,122
	Repair Rehab Plan (FY10-FY14) - Energy	9,217
Other Plans	Fee Plans	9,083
	Housing Plan	2,227
		138,716

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects	Targeted type of recipients	Award Selection Criteria (high-level bullets)
In-House Activity	109	$14,774		
Contracts	362	$86,481	Methods available include open market[1] competition, orders using Indefinite Delivery/Indefinite Quantity[2] (ID/IQ); competed GSA schedule orders[3] and other.	Criteria for evaluation will be based on statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones.
Cooperative Agreements	47	$11,838	Youth organizations such as the Youth Conservation Corps and the Student Conservation Association	Criteria for evaluating proposals for award through cooperative agreements will be based on the proposed statement of work and its ability to meet mission objectives, successful record of past performance, and indicated ability to meet cost and schedule milestones.

[1]***Open market competition – any vendor that fulfills the requirements can compete.***

[2]IDIQ – defines umbrella requirement. Government issues task order or delivery order against the contract as necessary.

[3]GSA Schedule Order – GSA issues global contracts. The government issues task order under these contract.

Performance Measures

The performance metrics selected for each funding category reflect the primary emphasis of the projects and the intent of the American Recovery and Reinvestment Act. The output oriented metrics will be reported on a project basis where applicable, while the outcomes measures will be primarily used for park unit and service-wide reporting.

Deferred Maintenance

The impact of ARRA funding addressing facility deferred maintenance will use the industry standard Facility Condition Index (FCI) to track asset condition. See the Facility Construction Performance Measure section for a description of the performance metric and the estimated of the performance gain for ARRA funding through FY2011.

For the purposes of this plan, NPS is presenting the impact of the ARRA funding using the FCI for a consolidated grouping of seven industry standard assets including, NPS occupied buildings, housing, campgrounds, trails, waste water system, water system, and unpaved roads. NPS is committed to developing FCI targets by the different assets types and tracking individual FCI measures that show the funding with and without ARRA funding once the project lists are approved. The selected performance metrics will reflect the primary emphasis areas of the final approved projects.

National Park Service has developed performance measures to monitor the impact of its Recovery Act investments on mission and programmatic goals and objectives. These performance measures can be found on Recovery.gov.

Project Milestones and Completion

Completion Rate
(in-target projects only)

	AKR	IMR	MWR	NCR	NER	PWR	SER	Other/ Central	TOTAL # OF PROJECTS COMPLETED	Cumulative % of Projects Completed
FY 2009 Q4		15		1	5	5	37		63	12%
FY 2010 Q1		34	9	15	29	48	39	2	176	46%
FY 2010 Q2		34	9	8	24	29	23	1	128	71%
FY 2010 Q3	1	18	1	6	17	6	8	2	59	82%
FY 2010 Q4	13	9		4	16	9		1	52	92%
FY 2011 Q1	3	5	1	1	3	6	3		22	97%
FY 2011 Q2	1	4	3	1	2	1	3		15	99%
FY 2011 Q3		1							1	99.6%
FY 2011 Q4						1		1	2	100%

Mission/Cost Implications

A preliminary assessment of ARRA deferred maintenance projects indicates that the NPS will achieve an estimated annual energy savings of nearly 2.2 Million kilowatts per hour, and an annual operational savings of $352,000. This savings is an extremely conservative estimate based on the assumptions below. All estimates are also likely to change as projects are adjusted over the next eighteen months.

Assumptions in energy conservation calculations:

- For energy efficiency projects, project dollars were divided by $10K to $20K per kW based on estimated industry conversion factors to solar power
    - 1 kWh = $0.13 (Servicewide Average) per WASO Energy Management Office
    - 1kW PV solar installed = 1800 kWh savings per year
    - This approximation is for a system to produce enough electricity to offset 1800 kWh in one year. It is determined by taking the average daily electrical usage, and dividing that by the Servicewide average solar radiance x 80%. The 80% factor is necessary in order to approximate for the inherit inefficiencies in solar power systems.
- For renewable energy projects, calculations used actual kW capacity to be installed
- Solar Lighting projects divide a project's energy dollars by $10K to calculate equivalent kW installed (Total project $/$10K = kW)
    - This assumption indicates that a solar lighting project is an immediate savings requiring little trade skill (fewer installation costs) to produce. Efficiencies are estimated at nearly 100% savings compared to other types of projects such as window, door, siding replacement.
- Lighting Retrofit projects divide a project's energy dollars by $15K to calculate equivalent kW installed (Total project $/$15K = kW)
    - This assumption indicates that a lighting retrofit project is an immediate savings requiring some trade skill (higher installation costs than solar lighting) to produce. Efficiencies are estimated at nearly 70% savings as compared to other types of projects to include generation systems and solar lighting.
- Basic Energy Efficiency Retrofit projects divide a project's energy dollars by $17K to calculate equivalent kW installed (Total project $/$17K = kW)
    - This assumption indicates that a basic energy efficiency retrofit project is a cumulative savings requiring some various journey level trade skills (higher labor/material costs than lighting projects) to produce. These types of projects include window, door, siding, heating, cooling, etc. retrofit measures.
- Historic Facilities Energy Efficiency Retrofit projects divide a project's energy dollars by $20K to calculate equivalent kW installed (Total project $/$20K = kW)
    - This assumption indicates that an energy efficiency retrofit project performed on a historic facility is a cumulative savings requiring the highest level of various journeyman trade skills (higher labor/material costs than basic energy efficiency retrofit projects) to produce. These types of projects include window, door, siding, heating,

cooling, etc. retrofits measures involving historic fabric and highly skilled craftsman.

Part VIII: Deferred Maintenance – Trails

(Please see Appendix B. for a full list of ARRA NPS Deferred Maintenance-Trails projects)

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
Deferred Maintenance - Trails	$25,624	125

Program Manager

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Objectives

The objective of the ARRA Deferred Maintenance Trails program is to invest in repair, rehabilitation and maintenance projects that will restore or extend the life of trail facilities across the NPS. The NPS will undertake major repair and rehabilitation work on trails with significant deferred maintenance needs and will undertake cyclic maintenance work intended to prevent an increase in the Service's deferred maintenance backlog. In addition, trails work across the NPS will provide opportunities for youth and young adults to participate in meaningful work experiences on public lands and to become familiar with the Service's mission.

Completion of the ARRA deferred maintenance trails projects will improve the condition of trails in the National Park System in the areas of operating costs and facilities condition index. These projects will also help restore ecosystems by removing invasive species and improve recreational opportunities for visitors.

Activities

- Clearing vegetation from trails
- Erosion control
- Replace and rehabilitate deteriorated boardwalk
- Repair trail surfaces

Selection Criteria

The seven regional offices of the NPS were responsible for providing an initial list of eligible projects for the ARRA program. The Washington Office instructed regions to draw projects from the following plans/programs:

- Repair and Rehabilitation Plan (FY09 – FY13)
- Repair and Rehabilitation Plan (FY10 – FY14)
- Recreation Fee Plans
- Cyclic Maintenance Program

Each of these fund sources (plans/programs) has their own eligibility criteria and ranking procedures. Projects coming from any of these fund sources were previously vetted according to the established criteria. Please see: *Part VII, Deferred Maintenance, Selection Criteria* for a description of each type of plan and its corresponding project selection criteria.

All projects were then screened using ARRA Primary Selection Criteria.

Primary Selection Criteria

- Project is in a national park unit
- Project creates jobs
- Project funds can be obligated by September 30, 2010

Secondary selection factors were applied at the national level to determine the final list of eligible projects.

Secondary Selection Factors

- Planning is complete or substantially complete.
- Compliance is complete or substantially complete.
- Project will involve the participation of youth and young adults [Section 702, Title VII of the Recovery Act directs the Secretary of the Interior to utilize partnerships with groups that serve young adults].
- Project focuses on a primary or front country trail.

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects	Targeted type of recipients	Award Selection Criteria (high-level bullets)
In-House Activity	65	$13,385		
Contracts	21	$4,341	Methods available include open market[1] competition, orders using Indefinite Delivery/Indefinite Quantity[2] (ID/IQ); competed GSA schedule orders[3] and other.	Criteria for evaluation will be based on statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones
Cooperative Agreements	39	$7,898	Youth organizations such as the Youth Conservation Corps and the Student Conservation Association	Criteria for evaluating proposals for award through cooperative agreements will be based on the proposed statement of work and its ability to meet mission objectives, successful record of past performance, and indicated ability to meet cost and schedule milestones

1Open market competition – any vendor that fulfills the requirements can compete.
[2]IDIQ – defines umbrella requirement. Government issues task order or delivery order against the contract as necessary.
[3]GSA Schedule Order – GSA issues global contracts. The government issues task order under these contract.

Performance Measures

The performance metrics selected for each funding category reflect the primary emphasis of the projects and the intent of the American Recovery and Reinvestment Act. The output oriented metrics will be reported on a project basis where applicable, while the outcomes measures will be primarily used for park unit and service-wide reporting.

Deferred Maintenance - Trails

The priority for the trail funding category is to address deferred maintenance. Accordingly, improvements to trails will be measured through the use of industry standard Facility Condition Index (FCI). The FCI is a measure of a facility's

relative condition at a particular point in time compared to similar facilities. The FCI rating is a ratio of the asset's deferred maintenance (DM), which is cost to correct deficiencies resulting from unaccomplished past maintenance and repairs, to the current replacement value (CRV) which uses standard industry costs of the materials, supplies, and labor required to replace a facility. In addition and associated performance metric related to the number of miles of trail impacted by ARRA funding will also be collected.

National Park Service has developed performance measures to monitor the impact of its Recovery Act investments on mission and programmatic goals and objectives. These performance measures can be found on Recovery.gov.

Project Milestones and Completion

Completion Rate (in-target only)

	AKR	IMR	MWR	NCR	NER	PWR	SER	Other/ Central	TOTAL # OF PROJECTS COMPLETED	Cumulative % of Projects Completed
FY 2010 Q1	1	3	2	1	4	1	8		20	16%
FY 2010 Q2		13	3	2	2	13	3	3	39	47%
FY 2010 Q3		6	2	1	1	5	5		20	63%
FY 2010 Q4	3	3		2	3	2	2		15	75%
FY 2011 Q1	1	1	1			2	1	1	7	81%
FY 2011 Q2		10	3	1		6	2		22	98%
FY 2011 Q3						1			1	99%
FY 2011 Q4						1			1	100%

Mission/Cost Implications

By expanding our trails systems, the NPS will expand safe visitor access to public lands. The Service is charged with providing visitors safe and reliable exploration of our natural resources. In addition, trail construction and rehabilitation protects endangered and threatened species by keeping foot traffic away from fragile natural habitats.

Part IX: HBCU Preservation Grants

Program	Funding Amount (in-target) (in $000)	# of Projects Per Category (in-target)
HBCU Preservation Grants	$15,000	N/A

Program Manager

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Objectives

The Historic Preservation Fund (HPF) supports a NPS goal of protecting cultural resources by providing grants to external organizations that preserve heritage assets. One HPF grant program assists Historically Black Colleges and Universities (HBCUs) to facilitate the preservation of threatened historic buildings. Grants are awarded by the NPS to assist HBCUs with the repair of historic buildings on campuses. The goal of this grant program is to make historic properties on the campuses of HBCUs safe and useable.

Activities

- Stabilize structures
- Conduct masonry work
- Abate environmental hazards
- Install or replace heating, ventilating, and cooling systems
- Replace damaged electrical and plumbing systems
- Repair leaky roofs
- Treat termite damage
- Meet building and facility accessibility requirements under the Americans with Disabilities Act (ADA) of 1990.

All work must be performed in accordance with the *Secretary of the Interior's Standards for the Treatment of Historic Properties.*

Selection Criteria

In spring 2009, the NPS will issue a Request for Proposals to HBCU Presidents, who will submit grant applications to the NPS by the announced deadline. To request funding through the HPF program under the American Recovery and Reinvestment Act (ARRA), application packets must include the following items:

- A completed Grant Application Form.
- A concise history of the building and its historic significance.
- High quality photographs that clearly depict the present condition of the building (interior and exterior).
- A copy of the National Register of Historic Places Nomination.
- Any available architectural analysis and /or assessment of the building.

The proposed cost estimates for the preservation of historic properties must be include eligible activities under the HPF, and appear reasonable and necessary for the proposed work.

Selection Factors

The grants will be competitively awarded by a NPS selection panel on the basis of the following selection criteria:

- Properties must be of major historical and architectural significance.
- Properties must retain architectural integrity (the building has not been so altered as to have lost its historic appearance).
- Properties must demonstrate a critical need for immediate intervention to correct structural and safety defects in order to preserve the building.
- Applicants must demonstrate the ability to complete the project successfully within the established timeline.
- The timeline must include the start and completion dates for each activity (planning and design, general conditions, mobilization, site preparation, etc.) and the scope of work for the project.

Timeline Requirements

Application timelines must meet the following requirements:

- The project must begin within six months after the grant agreement has been signed. If activities have not begun in accordance with the approved project timeline, then the grant will be suspended or terminated and the funds recaptured by the National Park Service.

- At least 50% of the total project shall be completed within 18 months after the grant agreement is signed (including planning, design, and construction).

- The project scope of work must be completed within three years of the start date of the grant agreement. Planning and design shall be completed within one year maximum and the construction phase shall be completed within two years maximum.

Characteristics

(Types of Financial Awards to be Used – in-target only)

Type of Award	# of projects in this category	$ Value of projects	Targeted type of recipients	Award Selection Criteria (high-level bullets)
Grants	TBD	**$15 million (minus administrative costs)**	HBCUs	Funds will be awarded using established procedures for announcing and making grants through the HBCU program. Applications will be evaluated on the proposed statement of work, successful record of past performance, and indicated ability to meet cost and schedule milestones.

Mission/Cost Implications

Funding from this program will allow Historical Black Colleges and Universities to correct deficiencies in their infrastructure and avoid more costly future Federal investments resulting from inadequately maintained facilities.

Part X. Cross Cutting Initiatives

Use of Renewable and Efficient Energy Technologies

As a leader in the field of natural resource conservation, the NPS has a duty to lead in the use of renewable and efficient energy technologies. The NPS will focus close to $91 million on projects that will not only meet critical infrastructure and equipment needs, but will expand the use of renewable and energy efficient technologies across the Service. This includes $66.4 million in construction and $24.7 million in Deferred Maintenance. New construction in the NPS will be LEED certified. LEED certification is the US Green Building Council's stamp of approval for the responsible design, construction, and operation of green buildings. In some projects, the NPS will replace older, less energy efficient equipment with more energy efficient and technologically advanced equipment. In other projects, the NPS will significantly expand the use of renewable energy by installing photovoltaic systems to power visitor centers, headquarters, buildings, visitor comfort stations, and other facilities. In addition, many cyclic maintenance and repair and rehabilitation projects include energy components such as installation of energy efficient HVAC equipment, more effective insulation, and replacement of electrical lighting systems with solar lighting.

Examples of NPS Recovery Act energy projects include:

- At Zion National Park, NPS will capitalize on the area's 300 days of full sun by installing a $275,000 photovoltaic system. Park officials estimate that this new energy system will decrease energy costs by 25 percent.

- At Northern Cascades National Park, NPS will use $170,000 of ARRA funds to replace aging building components with Energy Star certified doors, windows, lighting, and utility systems. These replacements will help reduce the park's energy consumption, including its reliance on backup diesel generators.

The following table summarizes the types of energy projects NPS will pursue with Recovery Act funds. Please see Appendix B. for a full list of energy projects.

Types of NPS Renewable and Efficient Energy Technology Projects	# of Projects	($000)

Types of NPS Renewable and Efficient Energy Technology Projects	# of Projects	($000)
Facility Construction	28	$57,409
Energy Efficient Equipment	6	$9,033
Deferred Maintenance	144	$24,684
TOTAL	178	$91,126

Engage America's Youth

Section 702, Title VII of the Recovery Act directs the Secretary of the Interior to utilize partnerships with groups that serve young adults. The NPS will focus more than $26 million of Recovery Act funds on projects that will engage America's youth in conservation of the natural and cultural resources in our parks. The NPS will work with its partners, such as the Youth Conservation Corps and the Student Conservation Association, to involve young adults in a variety of conservation projects, including trail maintenance and invasive species removal. In FY 2009 and FY 2010, the NPS will employ close to 10,000 youth through these projects and within the Service's existing youth programs. Through their work in our national parks, these young adults will become familiar with the NPS mission, learn about the importance of public lands stewardship, and perhaps join the Service as employees once they graduate from school.

An example of an NPS Recovery Act youth project:

- At George Washington Memorial Parkway, NPS will spend $415,000 on a youth conservation corps program that will recruit high school youth to rehabilitate park trails and remove invasive vegetation. The park aims to instill in corps members a sense of environmental stewardship, as well as introduce them to potential NPS employment opportunities.

The following table summarizes the types of youth projects NPS will pursue with Recovery Act funds. Please see Appendix B. for a full list of youth projects.

Types of NPS Youth Outreach Projects	# of Projects	($000)
Deferred Maintenance	44	$10,636
Deferred Maintenance Trails	73	$15,938
TOTAL	117	$26,571

Appendix A. Recovery Act Funds Impact on Existing NPS Programs

Major Construction Program

NPS Portion of ARRA Construction Projects Selected from the Major Construction 5-Year Plan

5-Year Plan		5-Year Plan Projects funded by Recovery Act Funds		Recovery Act Projects Not on 5-Year Plan			
# of projects on 5-Year Plan	$ value of projects on 5-Year Plan	# of Recovery Act Projects selected from 5-year plan	$ Value of Recovery Projects Selected from 5-year plan	# of Recovery Act Projects Not on 5-Year Plan	$ Value of Projects Not on 5-Year Plan	# of Recovery Act Projects that meet criteria for inclusion on 5-Year Plan	$ Value of Projects
110	**$647,189**	**51**	**$325,759**	**17**	**$97,463**	**17**	**$97,463**

The National Park Service Line Item Construction and Maintenance Program provides for the construction, rehabilitation, and replacement of those assets needed to accomplish the management objectives approved for each park using a two-tier priority system that maximizes construction investments. The first tier assesses and prioritizes improvements related to health and safety, resource protection, maintenance needs, and visitor services. High priority projects in the first tier are then ranked using Choosing-By-Advantage methodology to evaluate the relative benefits provided by individual projects, and projects are scored according to the Department's Five-Year Deferred Maintenance and Capital Improvement Plan criteria. The NPS incorporates the facility condition index (FCI) and the asset priority index (API), which measures the facility's importance to the mission of a park to ensure that its capital asset investments are made as efficiently as possible. This allows NPS to benchmark improvements on individual assets, and measure improvements at the individual asset level, park level, and national level. The Service's strategic capital construction investment program is merit based. It uses accepted industry ranking standards and processes, is grounded in the Department of Interior's approved ranking criteria, is supported by the Cost Benefit Analysis measurement analysis,

approved by the National Park Service Investment Review Board, and documented within a comprehensive 5-year priority list.

Facility Repair and Rehabilitation Program

NPS Portion of ARRA ONPS Projects Selected from Five-Year Deferred Maintenance and Capital Improvement Plan

5-Year Plan		5-Year Plan Projects funded by Recovery Act Funds		Recovery Act Projects Not on 5-Year Deferred Maintenance Plan			
# of projects on 5-Year Plan	$ value of projects on 5-Year Plan	# of Recovery Act Projects selected from 5-year plan	$ Value of Recovery Projects Selected from 5-year plan	# of Recovery Act Projects Not on 5-Year Plan	$ Value of Projects Not on 5-Year Plan	# of Recovery Act Projects that meet criteria for inclusion on 5-Year Plan	$ Value of Projects
2,239	**$497,930**	**315**	**$84,423**	**328**	**$54,293**	**44**	**$11,310**

The NPS has developed a Five-Year Deferred Maintenance and Capital Improvement Plan to determine which facility repair and rehabilitation projects should be funded in a given year. The plan lists projects of greatest need in priority order, focusing first on critical health and safety and critical resource protection issues. Changes to the list are made annually to factor in Congressional appropriations and changing situations in the field. This repair and rehabilitation funding is generally applied to facilities in "poor" condition. Projects appearing on the plan are large-scale repair needs that occur on an infrequent or non-recurring basis. The projects are designed to restore or extend the life of a facility. Typical projects may include: campground and trail rehabilitation, roadway overlay, roadway reconditioning, bridge repair, wastewater and water line replacement, and the rewiring of buildings. These projects are usually the result of having deferred regularly scheduled maintenance to the point where scheduled maintenance is no longer sufficient to improve the condition of the facility. Projects are evaluated and prioritized from project lists developed by individual parks. Projects eligible for the five-year plan are critical to the park's mission and are in "fair" or "poor" condition. The intention is to ensure that the Service's most important assets are kept in a functional state, using NPS funds as efficiently and effectively as possible.

The NPS did not draw entirely from the Line Item Construction and Repair and Rehabilitation 5-year plans in compiling the lists for ARRA Construction and ARRA ONPS for the following reasons:

- Projects have planning or compliance needs that preclude obligation by September 30, 2010
- Workload capacity issues at the park. The NPS limited the number of projects at selected parks based on a park's projected workload capacity.
- The NPS had additional priority needs that did not meet the criteria for inclusion in the Line Item Construction or Repair and Rehabilitation program. The guidelines for inclusion in these programs weight health and safety higher than other mission priorities such as resource preservation and protection. To address mission priority projects that met ARRA criteria, the NPS drew from other plans and programs.