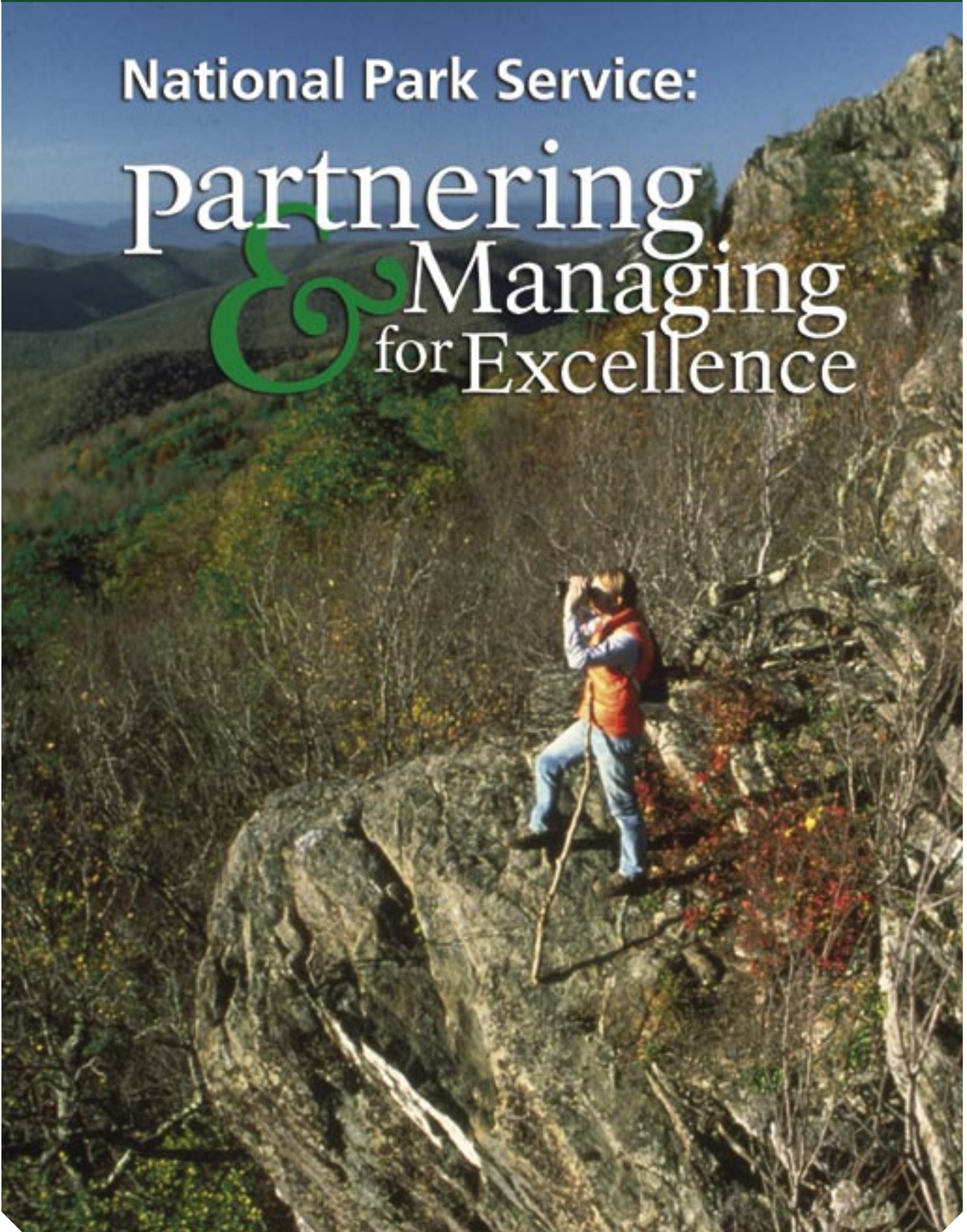


U.S. Department of the Interior
National Park Service



National Park Service: Partnering & Managing for Excellence





The National Park Service collaborated with a private partner to improve the lighting system at the Thomas Jefferson Memorial (DC). The project increased the lighting coverage of the memorial by 30 percent while reducing energy requirements by 80 percent.

Access to Park Information

With over 300 million hits a year, the NPS website is second only to the Internal Revenue Service for traffic to an individual agency website. The *Wall Street Journal* recently rated www.nps.gov #1 for travel information for history buffs.

Cover photo: Shenandoah National Park (VA)



National Park Service: PARTNERING AND MANAGING FOR EXCELLENCE



*President George W. Bush at
Sequoia National Park (CA).*

“My Administration’s National Parks Legacy Project was initiated to ensure proper care of our National Park System. Through thoughtful and diligent efforts, the National Parks Legacy Project will enhance the National Parks’ ecosystems, improve outdoor opportunities, address infrastructure needs, and establish accountability through performance goals.”

President George W. Bush
National Park Week Proclamation
April 22, 2002



A LEGACY WITH A FUTURE



President George W. Bush and Secretary of the Interior Gale Norton at The White House.

Grand vistas, historic trails, memorable battle sites, and national monuments—our National Park System preserves and maintains these touchstones of America’s culture, history, and natural landscapes. In his 2002 National Park Week Proclamation, President Bush affirmed his commitment to “ensure proper care of our National Park System” and “improve outdoor opportunities” through his National Parks Legacy Project.

The National Park Service manages 388 park units that contain some of the nation’s most significant cultural, natural, and historic treasures. Established in 1916, the National Park Service serves as steward to these special places that attract millions of visitors who hike, canoe, explore, and learn about our nation’s history, culture, lands, and waters.

President Bush’s National Parks Legacy sets forth a vision of caring for and enhancing these special places. President Bush’s leadership team is carrying out this vision through Interior Secretary Gale Norton’s 4 C’s—conservation through cooperation, communication, and consultation. National Park Service Director Fran Mainella and the National Park Service (NPS) are restoring facilities, improving landscape health, enhancing opportunities for visitors to enjoy their parks, and inspiring volunteers to participate in their care.



To implement President Bush's National Parks Legacy Project, Secretary Norton and Director Mainella are focusing their efforts on four major areas:

- Maintenance Backlog and Facility Management Excellence
- Recreation, Volunteers, and Partnerships
- Resource Protection through Science and Cooperation
- Serving Visitors and Keeping Parks Safe



President George W. Bush and Secretary Norton visit with National Park Service employees during a tour of Sequoia National Park (CA).

This report highlights National Park Service accomplishments toward fulfilling the goals of President Bush's National Parks Legacy Project.



I. MAINTENANCE BACKLOG AND FACILITY MANAGEMENT EXCELLENCE

Broken irrigation systems, poorly maintained trails, antiquated sanitation facilities, roofs in ill-repair, and rutted and poorly surfaced roads have kept our national parks from realizing their full potential. In a campaign speech in 2000, then-Governor George W. Bush highlighted that “good roads, safe trails, clean lakes and streams, and well-kept campgrounds are basic needs that the Federal government must meet for the public to continue to enjoy our national parks.”

Operating and maintaining in good condition nearly 7,500 facilities for park visitors presents a perennial challenge. Over many decades, an accumulating backlog of maintenance needs in our national parks had grown to \$4.9 billion as we entered the 21st Century. This figure, according to a May 1998 report to Congress by the General Accounting Office (GAO), is more than double the backlog that existed just a decade earlier. This backlog has had a profound effect on the visitor experience and the public’s ability to appreciate and enjoy our national parks’ natural, historic, and cultural wonders.

Maintenance Backlog Project *Protecting Natural Resources*



Yellowstone National Park (MT/WY/ID) is replacing failing sewer systems and installing new sewer lines throughout the park to protect park resources and better serve visitors.



Addressing a \$4.9 Billion Maintenance Backlog

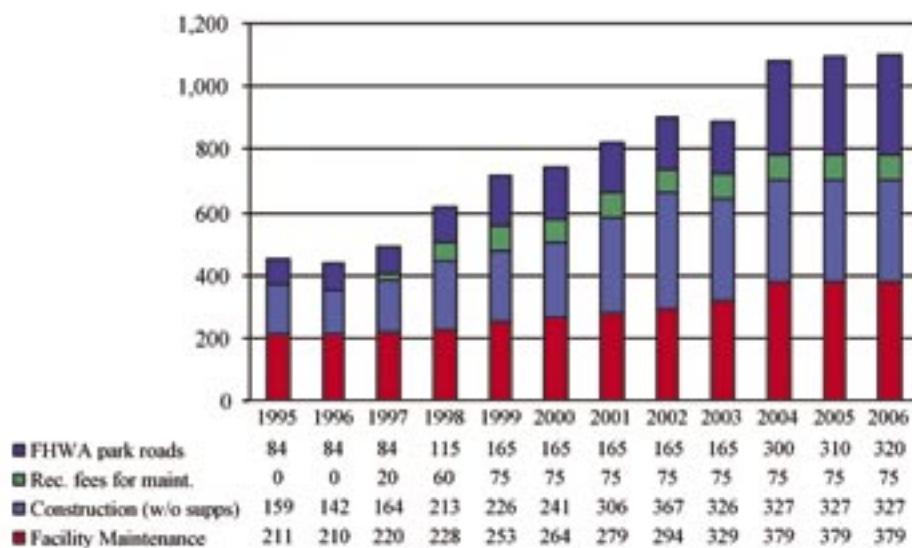
President Bush has committed to reverse this trend, proposing more than \$760 million annually over a five-year period for a total of \$3.84 billion to pay for non-road, deferred maintenance projects. Together with the nearly \$1.26 billion in road maintenance to be spent over five-years, President Bush will fulfill his commitment to address the \$4.9 billion maintenance backlog identified in the 1998 GAO report. In addition, for the first time in its history, the National Park Service will have a state-of-the-art system to monitor and prioritize ongoing maintenance needs and to prevent a recurrence of maintenance backlogs in the future.

President Bush's commitment is achieving tangible results. Since FY 2002, nearly \$2.9 billion has been provided to address the \$4.9 billion backlog. Over \$1 billion is requested for FY 2004, nearly 50 percent more than was provided in FY 2000. From battlefields in Fredericksburg to campground restrooms at the Grand Canyon, the NPS has begun to improve the condition

of hundreds of park assets using the increased funding provided under President Bush's National Parks Legacy Project. For example:

- \$16.5 million is committed to Federal Hall National Memorial (NY) to repair cracks in the building
- \$4.1 million is being used at Everglades National Park (FL) to repair a 135,000 gallon-per-day wastewater treatment system
- \$4.1 million has gone to Lava Beds National Monument (CA) to relocate the visitor center away from fragile underground resources
- \$2.1 million is being used at Yellowstone National Park (MT/WY/ID) to replace a wastewater treatment plant and relocate the Old Faithful sewer line

NPS Deferred Maintenance Backlog Funding FY1995-2006



(\$ in millions)



The NPS has tackled approximately 900 repair and rehabilitation projects in just two years. These projects, including 60 fire suppression and safety projects, have enhanced visitor and employee safety. They have improved health protection by upgrading and repairing 186 water, wastewater, and sewer facilities. They have made buildings better and safer for visitors through over 325 general building and safety rehabilitation projects. And this is just the beginning. Another 500 projects are underway in 2003 and approximately 400 more are programmed for 2004.

As part of President Bush’s National Parks Legacy Project, park roads, too, will be brought into good condition. In 2001, just 35 percent of park roads were in good condition. Under a proposed new transportation bill which would provide \$1.89 billion over six years for the Park Roads and

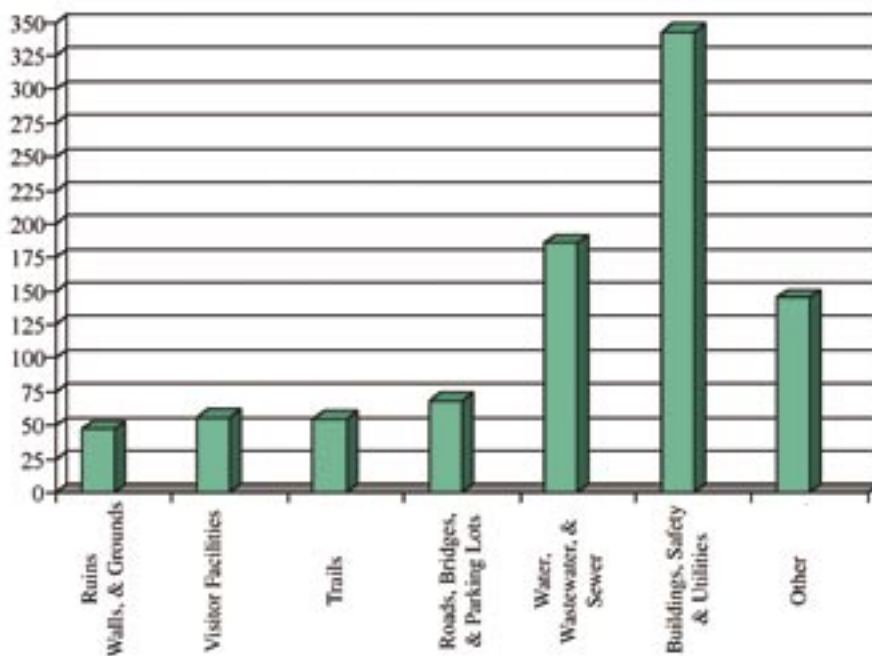
Parkways Program, President Bush’s budget would bring over 80 percent of park roads into good or excellent condition and would leave virtually no road in poor condition.

These efforts will make a dramatic difference for park visitors. Observing the results of the National Parks Legacy Project, retired National Park Service Pacific West Regional Director John Reynolds notes:

“The ability to protect the national parks, inspire visitors, and facilitate their enjoyment is directly dependent on the quality of the visitor centers, roads, trails, historic structures, sewage treatment plants, and the rest of the infrastructure of a national park.”

President Bush’s National Parks Legacy project is meeting this challenge.

Maintenance Backlog Projects: FY 2001-2002





Preventing Future Backlogs

An essential component of the National Parks Legacy Project is a vigorous effort to bring state-of-the-art facilities management to the parks. The first step is to understand the condition of the facilities at each park. Accordingly, the NPS is accelerating its efforts to complete facility condition assessments at all 388 parks to provide, for the first time, a complete inventory of maintenance needs.

Under Secretary Norton's and Director Mainella's leadership, the NPS launched an aggressive training and implementation plan to inventory and assess the condition of park facilities. Assessments at 125 parks were completed by December 2002. By the end of FY 2003, assessments will be completed at all but four of the largest parks. The NPS will complete assessments at these large parks in FY 2004 and FY 2005. Through these efforts, the NPS inventoried nearly 15,000 assets in 2002 and established a Facility Condition Index (FCI) for 13,000 assets. The FCI provides the NPS with a quantifiable measure of a facility's condition and replacement value and allows the NPS to establish maintenance and rehabilitation priorities that include deferred maintenance investment, adaptive reuse, or replacement, as appropriate.

Professional facility management also requires regular maintenance to prevent facilities from gradually falling into disrepair. The new NPS facility management system will track the need for recurring maintenance, and a robust cyclic maintenance program will prevent facility condition decline. Beginning in FY 2003, funding for cyclic maintenance increased from \$22 million to \$42 million, and President Bush requested \$56 million for FY 2004. This investment will prevent a maintenance backlog recurrence by ensuring performance of appropriate levels of cyclic and preventative maintenance at regular intervals.

Maintenance Backlog Project *Preserving Historic Treasures*



The NPS is rehabilitating the Painted Desert Inn to repair structural damage and protect its unique architecture and design. A product of the New Deal, the Painted Desert Inn is a National Historic Landmark. The two-story structure is sited on a mesa top overlooking the colorful painted desert of Petrified Forest National Park (AZ).



MAINTENANCE BACKLOG PROJECTS HIGHLIGHTS

Acadia National Park, ME

Rehabilitation of the historic carriage road bridges to correct drainage and waterproofing problems

Big Bend National Park, TX

Repair of the exterior and interior of the Persimmon Gap Visitor Center

Blue Ridge Parkway, NC/VA

Rehabilitation of the Mt. Pisgah water distribution and sewage collection system

Boston National Historical Park, MA

Repair of the Bunker Hill Monument and surroundings, and rehabilitation of the neighboring Bunker Hill Museum as a major interpretive center

Brown v. Board of Education

National Historic Site, KS

Rehabilitation of the historic Monroe School for adaptive reuse as a visitor center, museum, library, and administrative facility

Cape Cod National Seashore, MA

Rehabilitation of the Salt Pond Visitor Center to correct health, safety, and code compliance problems

Chesapeake & Ohio Canal

National Historical Park, MD/DC/WV

Stabilization of the Monocacy Aqueduct, an icon of early American engineering, to protect visitors and preserve the stone structure

Colonial National Historical Park, VA

Protection of the 1.1 million historic and culturally significant items contained in the Jamestown Visitor Center

Everglades National Park, FL

Construction of a wastewater treatment plant to serve the park headquarters, the main visitor center, and other facilities in the Pine Island District

Gateway National Recreation Area, NY

Rehabilitation of an existing visitor center to create a new environmental education/visitor orientation facility at the Jamaica Bay Wildlife Refuge

Glacier National Park, MT

Stabilization of the historic Many Glacier Hotel, a National Historic Landmark

Golden Gate National Recreation Area, CA

Repair and rehabilitation of the 92-year-old Cliff House

Great Smoky Mountains National Park, NC/TN

Replacement and construction of a new science facility to provide storage space for lab and natural history collections and work space for scientists

Independence National Historical Park, PA

Repair of several long-standing conditions on Independence Square that threaten the historical integrity of the property, including a brick retaining wall, irrigation systems, and landscaping

Keweenaw National Historical Park, MI

Rehabilitation of the historic 1888 Union Building, a property listed on the National Register of Historic Places

Lava Beds National Monument, CA

Relocation and construction of a new 4,685-square foot visitor center to protect park resources and provide room for exhibits, restrooms, first aid station, and other services

Petrified Forest National Park, AZ

Rehabilitation work to protect the Painted Desert Inn – a National Historic Landmark

Redwood National and State Parks, CA

Removal of certain abandoned roads to protect park resources, including the Lost Man Creek watershed and a tributary to Redwood Creek

Yellowstone National Park, WY/MT/ID

Replacement of water and wastewater treatment facilities to protect park resources

Wind Cave National Park, SD

Protection from polluted run-off of unique ecological features and cave ecosystem



Maintenance Backlog Project
Protecting Natural Resources



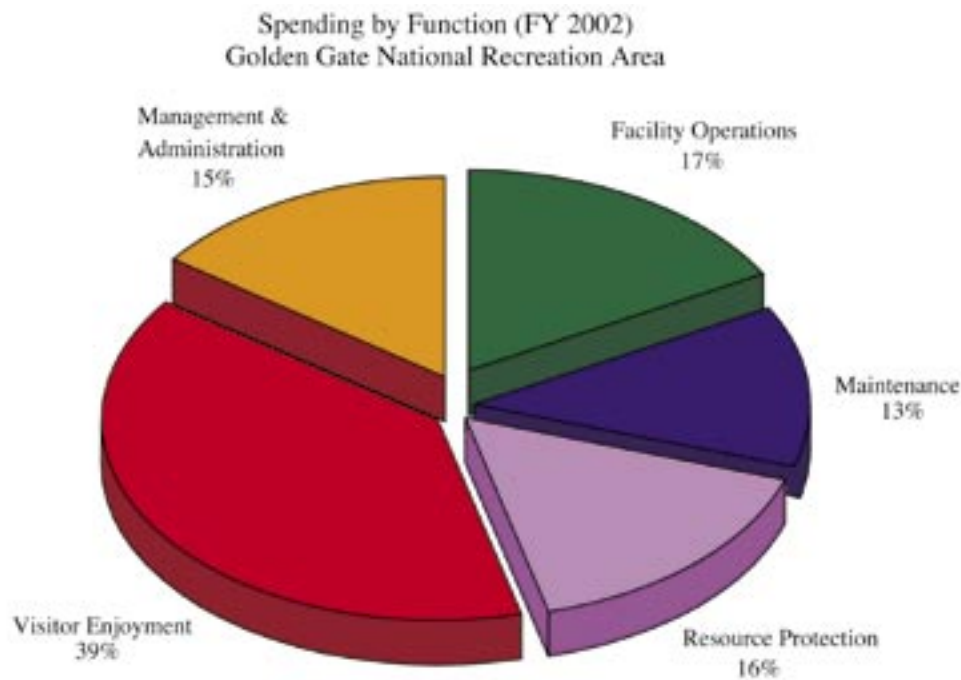
Construction continues on the new visitor center at Lava Beds National Monument (CA). The new visitor center, highlighted on page 8, is needed to protect from further degradation fragile cave resources and provide additional services for the visiting public, including restroom facilities and a first aid station.



Improving Park Operations

Managing national parks requires not only the dedication and professionalism of park employees, it also demands sophisticated financial, facility, and information management. Director Fran Mainella champions the continued development of park business plans, an initiative underway since 1998 to enhance the management of parks across the nation. Consider the complexities at just one park—the Golden Gate National Recreation Area (CA). The park covers 75,500 acres, with 31,000 of those acres under direct NPS management. Within the park are 667

historic structures, 358 identified archeological sites, 2 million square feet of built space, 129 miles of paved roads, 65 miles of hiking trails, two electrical distribution systems, three water treatment facilities, and housing for employees. Managing a park of this size is like managing a small city. The business plan initiative gives Golden Gate National Recreation Area—and many other parks—the information and strategic focus to attract visitors and provide them outstanding recreation and other experiences.



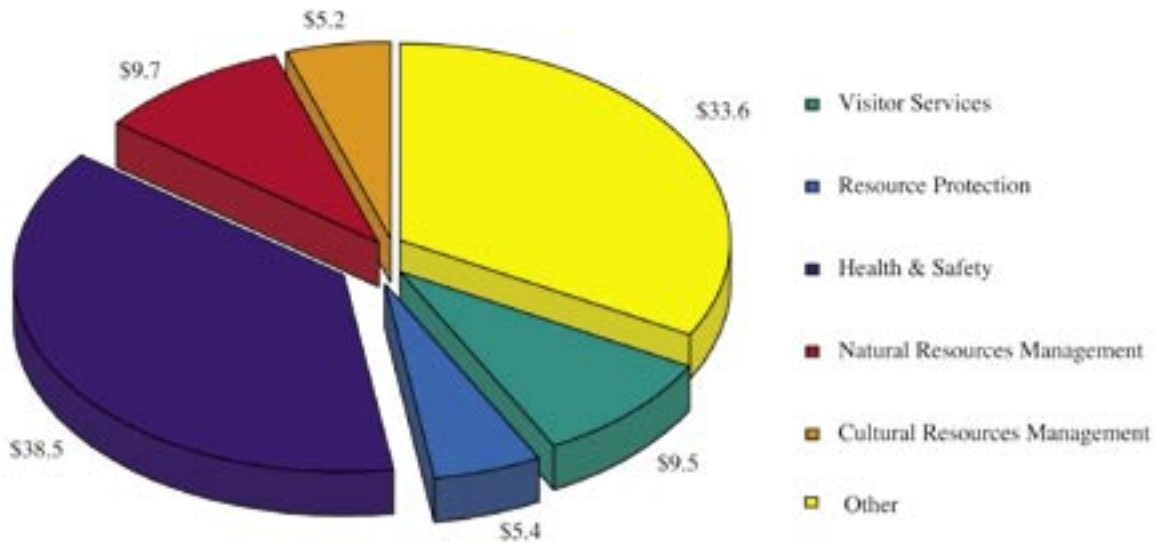


Enhancing Fiscal Accountability

The NPS is matching its improvements in facility management with innovations in financial management. To improve accountability in the Recreation Fee Demonstration Program, the National Park Service's Intermountain Region established the Federal government's first web-based electronic banking program. The Recreation Fee Demonstration Program, instituted in 1997, returns 100% of recreation fee revenues to the National Park Service. Under the fee program, 80% of the fee revenues remain at the site of

origin and 20% are used Service-wide. The Intermountain Region's Treasury-certified banking program, in partnership with Key Bank Corporation, has improved accountability of more than \$100 million in partnership, recreation fee, and other revenues. The banking program has improved management of the deferred maintenance backlog by better enabling the parks to invest their fee monies quickly.

Recreation Fee Demonstration Projects (FY 2002)
\$ in millions





II. RECREATION, VOLUNTEERS, AND PARTNERSHIPS

Perhaps no Federal agency has closer ties to the American people than does the National Park Service. The many historic, cultural, and natural resources accessible throughout the National Park System provide public opportunities for much needed respite, reflection, and outdoor recreation. The public looks to the national parks for recreation opportunities and help to conserve publicly accessible lands, rivers, and open spaces. This connection of people to these special places provides a rich context within which to engage the public, establish partnerships, and promote volunteerism in America.



Visitors enjoy the challenges of mountain biking at Canyonlands National Park (UT). The park preserves a colorful landscape of sedimentary sandstone that the Colorado River and its tributaries have eroded into countless canyons, mesas, and buttes.

Seamless National Network of Parks, Historic Places, and Open Spaces

In March 2002 the National Park System Advisory Board challenged the National Park Service to “be an energetic advocate of outdoor recreation and open space conservation...[and to] serve as a catalyst to encourage collaboration among public and private park and recreation systems at all levels – to build a national network of parks and open space across America.” The NPS is working toward creating this network.

The NPS, through the seamless network concept, seeks to connect the tens of thousands of citizens, non-profit groups, city, state, and regional entities, Federal agencies, land trusts, and park and forest

districts, each of whom is working to provide more recreation opportunities for the public.

The NPS is serving as a catalyst and encouraging these many individuals and organizations to leverage resources and information, overcome organizational and procedural barriers, and increase cooperation and consultation. By coming together, the NPS and this multitude of partners will form a nationwide network with a shared vision to expand the spectrum of outdoor recreation opportunities, better protect natural and cultural resources, and provide the backbone for the improved physical health of the public.

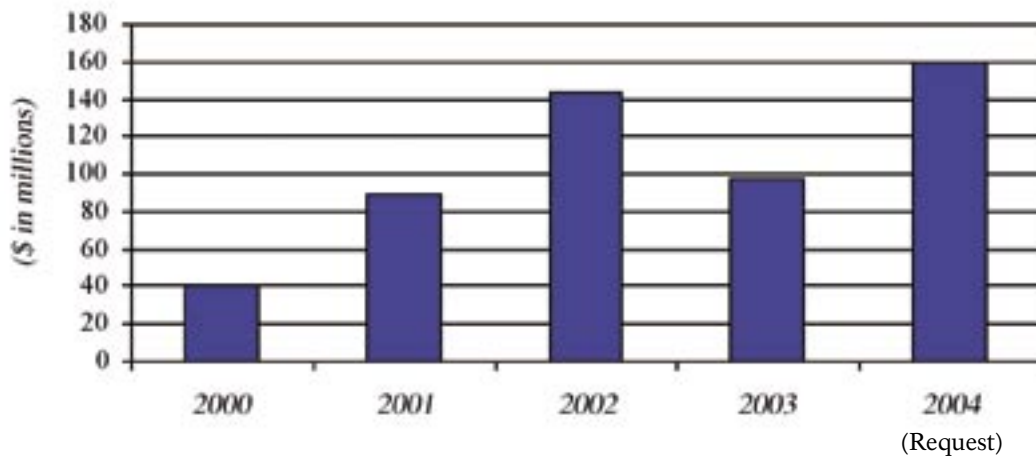


Land and Water Conservation Fund

Through the Land and Water Conservation Fund (LWCF), NPS provides matching grants to states and local governments to acquire and develop public outdoor recreation areas and facilities. President Bush's commitment to fund the LWCF state assistance program has resulted in \$241 million in FY 2002 and FY 2003. President Bush has requested \$160 million in his FY 2004 budget proposal to benefit an estimated 1,100 state and local conservation and outdoor recreation development projects. LWCF grants have helped create places for the public to hike, camp, bike, swim, and enjoy many other outdoor recreation opportunities.

Seventy-five percent of the total LWCF funds have gone to locally sponsored projects that provide close-to-home recreation opportunities readily accessible to America's youth, adults, senior citizens, and individuals with special needs. In addition to creating thousands of smaller recreation areas, LWCF grants have helped states acquire and develop new parks of statewide or national significance such as the Allagash Wilderness Waterway (ME), Liberty State Park (NJ), the Willamette River Greenway (OR), Platte River Park (Denver, CO), Herman Brown Park (Houston, TX), and Illinois Beach State Park (Chicago, IL).

LWCF - State Grants





Healthier U.S. Initiative: Recreation in the Parks

In 2002, President Bush launched the “Healthier U.S. Initiative” to alert Americans to the health benefits of physical activity and good nutrition. The NPS, which plays a central role in this initiative, is encouraging fitness by helping communities create close-to-home trails, greenways, and parks to make physical activity an easy part of people’s daily lives.

Advancing President Bush’s initiative to promote physical activity, Secretary Norton and Director Mainella designated 26 new National

Recreation Trails covering 836 miles in 16 states and promoted the use of trails as “pathways to health” in celebration of National Trails Day in June 2002. For the 2003 National Trails Day event, the NPS designated 23 trails in 12 states. National Recreation Trails recognize existing trails that connect people to local resources and enrich their quality of life. The designated trails promote community partnerships and encourage physical fitness by broadening outdoor recreation opportunities.



Interior Secretary Gale Norton, accompanied by NPS Director Fran Mainella and Superintendent Doug Faris, leads a group of visitors along C & O Canal National Historical Park (MD) for National Trails Day, 2002.

Expanding Recreation Opportunities

In 2001 and 2002 the NPS assisted states, local governments, and the private sector in creating more than 3,300 miles of trails and protecting more than 1,500 miles of river corridors. Additionally, in 2001 and 2002, NPS partnerships with states, counties, and communities protected more than 127,000 acres of park, habitat, and open space. These partnerships expand recreation opportunities for all Americans while enhancing environmental benefits.



Unity, Hope, and Healing

Secretary Norton and Director Mainella invited all Americans to visit their national parks on Veterans Day weekend 2001 for a fee-free weekend of Unity, Hope, and Healing following the events of September 11, 2001.

The weekend provided Americans the opportunity to seek solace and inspiration from the nation's parks, monuments, and memorials. The National Park Service led a collaborative effort that resulted in special events and fee waivers among public and private recreation providers, including local park systems, 26 state park systems, multiple concessionaires and park partners, and all federal land management agencies.

Regional Hiking Partnership

In 2001, the NPS, through the Rivers, Trails and Conservation Assistance Program (RTCA), initiated a unique partnership with the American Hiking Society (AHS), a national nonprofit organization committed to increasing the miles of hiking trails and numbers of hiking trail organizations in the nation. Through the Southern Appalachians Initiative, RTCA and AHS are partnering to support hiking trail organizations with the development of a 3000-mile interconnected network of hiking trails throughout the Southeast Region, linking trails such as the Appalachian National Scenic Trail, the Cumberland Trail, the Pine Mountain Trail, the Pinhoti Trail, and the Florida National Scenic Trail.

In 2001, RTCA and AHS organized the Southeast's first regional hiking trail conference at Unicoi State Park in northern Georgia, attracting more than 150 hiking trail enthusiasts from more than 20 hiking trail organizations. The enthusiasm and interest of this conference led AHS and RTCA to help these organizations create the Southeast Regional Foot Trails Coalition in 2002. This coalition is helping create a more cohesive trails community for the region and help focus agency, political, and community support on some key trail linkages in the region.

Maintenance Backlog Project Improving Visitor Access



Acadia National Park (ME) is rehabilitating the surfaces, vistas, and bridges of the park's roads and carriage road system. The project will improve the safety, aesthetics, and accessibility of Acadia's road systems for the public.



Preserve America

On March 3, 2003, First Lady Laura Bush announced the Preserve America initiative to protect and celebrate the heritage of American communities, educate citizens about their heritage, use historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through heritage tourism.

Serving America beyond park boundaries, the NPS, as the nation's premier Federal historic preservation agency, is a key participant in the

Preserve America initiative. Preserve America includes awards and recognition for exemplary accomplishments in sustainable use and preservation of cultural and natural heritage assets through partnerships. These awards and recognitions complement the significant contributions of the NPS to community-based heritage tourism and recreation. Through its many national heritage programs such as the National Register of Historic Places, NPS provides assistance to citizen-driven efforts to sustain and preserve vibrant communities.

Maintenance Backlog Project *Preserving Historic Treasures*



Antietam National Battlefield (MD) is repairing and reinforcing historic stone walls. The stone walls at Antietam are classified as historic structures and played an important part in the landscape of the Civil War. The battle that took place here on September 17, 1862, claimed more than 23,000 men killed, wounded, and missing and played a role in Lincoln's issuance of the Emancipation Proclamation.

American Battlefield Protection

Under the American Battlefield Protection Program, 14 grants totaling over \$345,000 were awarded for battlefield surveys and planning in 2002. One such grant of \$29,500 was awarded to the City of Brownsville, Texas, to conduct an archeological investigation of the Resaca de la Palma battlefield, a National Historic Landmark. The battle of Resaca de la Palma, fought on May 9, 1846, was the second major clash of the U.S. Mexican War. The archeological and preservation work on this site increased community awareness and connection to this important national historic site.



Tourism is a growing economic development engine for many states and communities. According to a poll conducted by the Travel Industry Association of America, the heritage traveler spends on average \$631 per trip compared to \$457 for all U.S. travelers. Heritage tourism attracts visitors to a place or area based on the unique or special aspects of that locale's history, landscapes (including trail systems), and culture. For this reason, many communities look to the NPS to help provide tourism opportunities to sustain their economies and way of life.

States, regions, and local communities see national park units, trails, heritage areas, historic preservation programs, and anniversary

celebrations such as the Centennial of Flight and the Lewis and Clark Bicentennial as ways to improve quality of life and economic well-being. President Bush's Preserve America initiative recognizes this growing national movement and encourages Federal agencies to form effective heritage tourism partnerships to improve heritage tourism activities around the country.

Through a number of programs, the NPS offers significant heritage tourism opportunities. These include the Gateway Communities initiative, the National Scenic and Historic Trails System, and the National Heritage Areas program.

Maintenance Backlog Project
Preserving Historic Treasures



At Fort McHenry National Monument and Historic Shrine (MD), the NPS is repairing nearly 1,300 linear feet of deteriorated historic seawall (above and enlarged inset right). The valiant defense of Fort McHenry during the Battle of Baltimore, September 13-14, 1814, inspired Francis Scott Key to write "The Star Spangled Banner."



Take Pride in America

Complementing President Bush's National Parks Legacy Project is his celebration of volunteers and partnerships to serve America. Building upon President Bush's USA FreedomCorps initiative for volunteers, on April 16, 2003 Secretary Norton re-launched Take Pride in America, a program that encourages volunteers to work with Federal, state, and local governments to enhance public lands.

Through Take Pride in America, the NPS will recognize hundreds of volunteers who have met President Bush's challenge of providing 4,000 hours of volunteer service. Over 550 NPS volunteers have donated over 4,000 hours of service, and two dozen have volunteered over 15,000 hours. Their efforts range from cleaning campgrounds to cataloguing museum collections to maintaining historic ships and buildings.

To fulfill the vision of Take Pride in America, the NPS is participating in the interagency *volunteer.gov/gov* website, listing hundreds of opportunities for volunteers within the National Park System. *Volunteer.gov/gov* will serve as an important recruitment tool for not only the

National Park Service, but her sister agencies as well. This system enables a visitor to find varied opportunities and apply with ease. *Volunteer.gov/gov* is a partner of the USA Freedom Corps.

This outreach to volunteers will build upon a strong foundation of volunteerism in national parks. In 2001-2002, through the NPS Volunteers-In-Parks (VIP) program, volunteers contributed nine million hours of service valued at \$140 million to the NPS and the American public. This dedication to our national treasures has encouraged stewardship among citizens of all ages and strengthened relations between parks and local communities.



A Volunteers-in-Parks member interacts with children at Assateague Island National Seashore (MD).

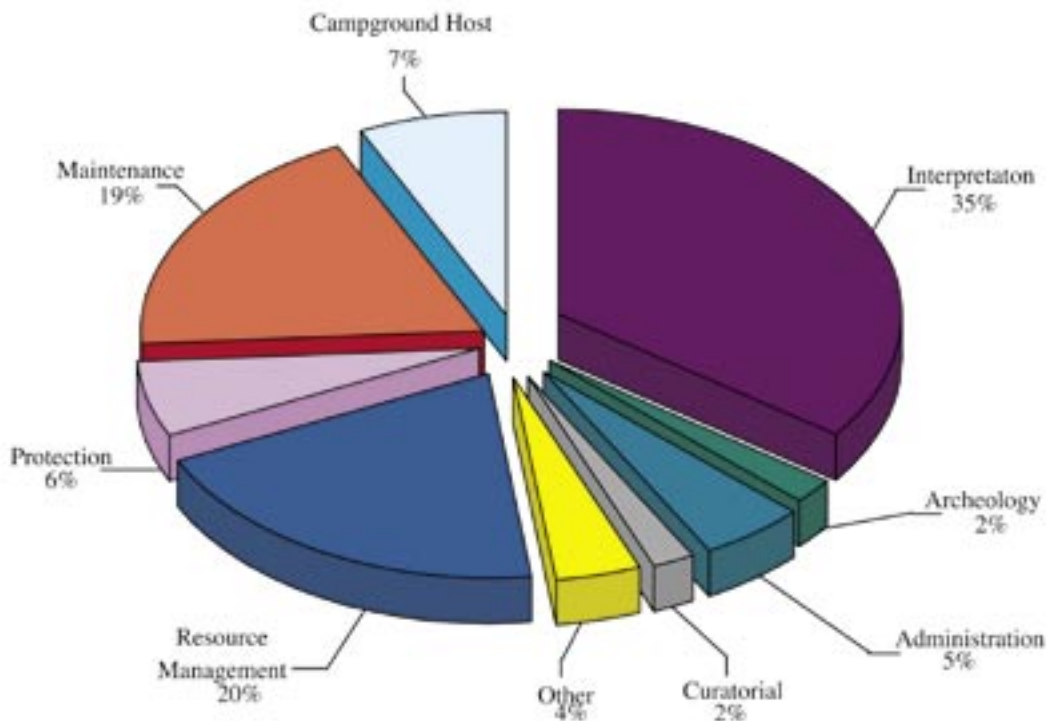


VIP projects support many of President Bush’s National Parks Legacy goals, including addressing the maintenance backlog and implementing the Natural Resource Challenge. At Padre Island National Seashore (TX), 52 volunteers assisted NPS employees with the Kemp’s Ridley sea turtle project, which resulted in a record 29 nests identified with 2,779 eggs incubated and 1,887 hatchlings released. Volunteers also helped identify one loggerhead and two green turtle nests where 250 eggs resulted in 196 hatchlings. In addition to the turtle project, 1,845 volunteers gave 4,195 hours to beach cleaning in the park. Participants included clubs, individuals, scouts, and students earning community service hours. Altogether, Padre Island volunteers removed an estimated 15 to 20 tons of trash.

In Everglades National Park (FL), Starbucks employees from Miami are assisting the Shark Valley District once a month in a variety of maintenance and habitat restoration projects, including park clean-ups, painting the exterior of several buildings, and removing invasive plant species.

A team of eight volunteers worked in Shark Valley throughout the busy winter season assisting the interpretive division by conducting short talks, maintaining park trails, translating site bulletins into German and Spanish, and ensuring visitor safety and resource protection while biking and walking park trails. Research volunteers tallied over 7,000 hours working for the South Florida Natural Resources Center.

FY 2002 VIP Program Hours by Category
Total Hours: 4,500,000





Master Volunteer Ranger Corps

NPS will establish the Master Volunteer Ranger Corps Program to expand and recognize the corps of volunteers committed to contributing at least 500 hours of service each year or offering expertise in special areas such as geology, archeology, and history. Consistent with President Bush's call to serve by volunteering, the Presidential Volunteer Ranger Corps will be established in conjunction with Take Pride in America to recognize any volunteer who contributes 4,000 hours to the National Park Service.



Volunteers contribute time and effort to remove litter from a beach at Padre Island National Seashore (TX).



Partnerships for Service and Problem-Solving

The National Park Service carries out much of its mission through public and private partnerships and through the contributions of volunteers of all ages and backgrounds. These partnerships enhance diversity, expand park access to technologies, and build community connections.

Exemplifying this commitment to partnerships, the Martin Luther King, Jr. National Historic Site (GA) hosted “Without Sanctuary,” an exhibit on lynching in America between the 1880s and the 1960s through a community partnership. The park’s co-sponsorship, along with Emory University and private owners of the images of the photo exhibition, garnered national publicity. In November 2002, park staff won the nation’s highest award for interpretation and education, the Freeman Tilden Award, for the best interpretive program of the year. More than 150,000 visitors viewed the photos and artifacts during the six-month exhibition.

Partnerships expand NPS educational outreach. They also help leverage park resources. Golden Gate National Recreation Area’s (CA) partnership with the Golden Gate National Parks Conservancy is pivotal to ensuring excellent visitor education and recreation opportunities. Since its inception in 1981, the Conservancy has contributed over \$65 million to support this national park. The Conservancy produces education materials, helps manage park visitor centers and book stores, and co-manages native plant nurseries and resource stewardship programs. Building upon this partnership, the Golden Gate National Recreation Area is an innovative lab for creative fundraising. In FY 2002, the park nearly doubled available funds through partnership and volunteer programs.

The Conservancy successfully completed the final year of a \$34.5 million capital campaign and restoration project at Crissy Field in 2002. The grand opening celebration drew 75,000 people of all ages and backgrounds. Children

and other volunteers helped plant 100,000 native plants at the site. The project has won several awards, including the Partnership Award for Environmental Conservation awarded by the National Park Foundation.

Partnerships also engage America’s youth, helping them learn the value of protecting America’s cultural, historic, and natural resources. Over the



Visitors enjoy a summer float trip on the Niobrara National Scenic River (NE). This 76-mile reach of the Niobrara River preserves a superb example of a Great Plains river and provides numerous recreation opportunities.

past two years, in partnership with the Student Conservation Association (SCA) and the National Association of Service and Conservation Corps, the NPS created a Public Lands Corps Program. More than \$9 million in funds, made available through the Recreation Fee Demonstration Program, supplemented an additional \$6.3 million from partners and other sources to employ more than 7,500 young people, including a number of disabled youth, at 275 national park sites.

The NPS is continuing its national agreement with the SCA. Since signing this agreement, the number of parks using the various SCA youth programs has increased by 48 percent. SCA has brought 550,000 volunteer hours to the NPS.



Since 2000, the NPS Youth Conservation Corps has provided more than 1,320 young people with opportunities to work in national parks. The participants, ages 15 through 18 and representing all social, economic, ethnic, and racial classifications, work in a healthful outdoor atmosphere, completing conservation-based work projects in such areas as wildlife surveys and habitat improvements, visitor services, trail construction and maintenance, range and timber management, and water and soil conservation. In 2002, the National Park

Service employed 757 youth for 8 to 10 weeks of corps activities at 102 locations. The number of parks participating has increased by 48 percent since a budget allocation has been set aside for each region. Individuals, organizations, and community groups contributed \$208,202 to the program in 2002. The appraised value of work projects completed was \$3.7 million for a \$1.43 return on each dollar spent for the program. NPS recruits participants through local high schools and community youth organizations.

Lewis and Clark Bicentennial (2003-2006)

The National Park Service plays a key role in the bicentennial commemoration of the Lewis and Clark Expedition (2003-2006). As administrator of the Lewis and Clark National Historic Trail, NPS coordinates trail route marking, interpretation, partnerships, and interagency actions along the entire trail from Wood River, Illinois, to Seaside, Oregon.

To provide a traveling learning environment the length of the trail, NPS has designed and is outfitting the “Corps of Discovery II,” a mobile set of tents and trucks, providing an ever-changing set of displays and public performances linked, through distance-learning technologies, to schools and websites worldwide. Corps II is traveling for four years and is staffed by an interagency team. Many small communities along the route will make the Corps of Discovery II exhibit the centerpiece of local celebrations, and larger cities will use the exhibit as an anchor for other Lewis and Clark events. Participating communities look forward to the tourism revenue and community development that will result from this significant historic and cultural event.

Maintenance Backlog Project Improving Visitor Access



Point Reyes National Seashore (CA) is replacing old concrete steps and handrails to ensure safe visitor access to the historic Point Reyes Lighthouse Complex. The badly deteriorated 304-step stairway runs adjacent to the steep cliffs and is the only access to the main lighthouse.



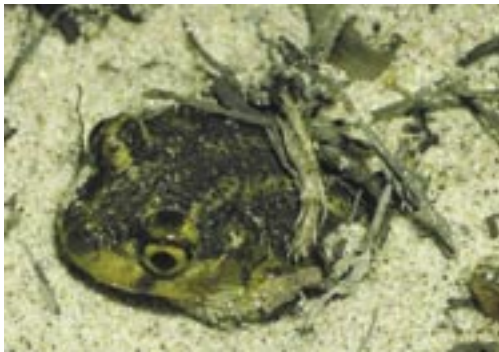
III. ENHANCING RESOURCE PROTECTION: SCIENCE AND COOPERATION

Just as efficient and timely upkeep of National Park Service facilities and roads is instrumental to ensuring quality experiences for park visitors, the protection and sound management of natural resources are also critical to leaving a legacy of landscape treasures for future generations. Key to this legacy is good information about the condition of the park system's natural resources combined with scientific understanding of how best to manage these resources. Also key to this legacy is cooperation to amplify resource protection by working with states, local governments, tribes, other organizations, and individuals.

Natural Resource Challenge

Scientific information underpins protection of natural resources. The Natural Resource Challenge provides information, expertise, and tools to help protect our natural resource heritage.

Initiated in FY 2000, Natural Resource Challenge funding was significantly boosted by President Bush. The FY 2002 and FY 2003 Challenge increases of \$20 million and \$18 million respectively were nearly 30 percent higher than those in FY 2000 and FY 2001. The FY 2004 budget request includes a total of \$76 million for the Natural Resource Challenge, including \$9 million in increased funding. Over just three years, President Bush's commitment to the Natural Resource Challenge has brought the program over \$104 million in additional funds. These dollars are making a difference.



The eastern spadefoot toad spends most of its life buried in the sands, emerging on warm nights with torrential rainfall.

The Challenge is helping threatened and endangered species.

- Satellite data and geologic mapping are helping protect habitat for the threatened California bearpaw poppy in Lake Mead National Recreation Area (AZ, NV)
- Channel Islands National Park (CA) is restoring the island fox population through a captive breeding program
- Zion National Park (UT) is working to protect the willow flycatcher

The Challenge is helping all creatures great and small.

- Dall sheep surveys at Noatak National Preserve (AK) are providing the basis for a sheep management plan
- Coronado National Monument (AZ) is using inventory data and new funding to protect sensitive barking frogs
- Monitoring of eastern spadefoot toads in Cape Cod National Seashore (MA) is helping managers develop measures to prevent road kills that claim large numbers of these toads



Exotic Plant Management Teams

Exotic Plant Management Teams (EPMTs) are a hallmark of the Natural Resource Challenge. These mobile strike forces, which serve multiple parks, identify and control exotic plants. Nine EPMTs with the capability to assist 95 parks are currently operational. The NPS will establish six new teams with new funding provided in FY 2003.

Today, exotic plants infest some 2.6 million acres in the National Park System. Exotic plants reproduce rapidly, replacing the natural vegetation and driving out native wildlife. Combating the spread of exotic plants is critical to protecting the health and natural heritage of our parks, and the EPMTs are making progress. For example:

- In FY 2002, the teams treated over 68,000 acres and inventoried over 29,000 acres to determine the types of species present
- As a result of team efforts, Loggerhead Key in Dry Tortugas National Park (FL) is now free of exotic species
- The EPMTs received \$1.86 million, more than half of their budget, through partnership contributions in FY 2002



Chinese wisteria creates a tangle, overwhelming native vegetation at George Washington Memorial Parkway (VA). In 2001, an EPMT attacked the problematic plant species.

Vital Signs Monitoring

Through President Bush's commitment to the Natural Resource Challenge, the National Park Service plans to complete the national system of park indicators by including new networks for 169 parks. The Vital Signs Monitoring project organizes 270 park units into 32 monitoring networks to conduct long-term monitoring for key indicators of change, or "vital signs." These indicators allow parks to understand, track, and better protect the health of their resources and provide a complete picture of the condition of the national parks. Long-term monitoring provides an early warning and detection of conditions in time to develop effective mitigation measures. Park Vital Signs Monitoring will serve as the cornerstone of resource management by providing scientific information to park managers.



A park employee gathers data from a weather station, part of the environmental monitoring program at Olympic National Park (WA).



Natural Resource Challenge Results

At Great Basin National Park (NV), Natural Resource Challenge activities have been instrumental in implementing the Conservation Plan for the Bonneville cutthroat trout and avoiding the necessity of listing this species as threatened or endangered.

The Natural Resource Challenge also made possible intertidal fish inventory surveys at Olympic National Park (WA), during which the park documented 54 of a possible 84 intertidal fish species.

Maintenance Backlog Project *Preserving Historic Treasures*



At Chesapeake & Ohio Canal National Historical Park (MD/DC/WV), NPS is working to stabilize and strengthen the Monocacy Aqueduct to protect it from floods on the Potomac and Monocacy Rivers. The Monocacy Aqueduct is the largest and most impressive of the eleven aqueducts erected along the canal and is often described by many historians as one of the finest canal features in the United States.

Cooperating to Build Knowledge

The National Park Service is playing a leadership role in establishing 12 Cooperative Ecosystem Studies Units. These multiagency partnerships, established competitively with host and partner universities interested in land management science, leverage resources, share information, and use technology to benefit the resources managed. Thirteen Federal agencies have developed a “cooperative culture” with 113 state and private universities and organizations to provide research, technical assistance, and education at a regional scale, taking advantage of economies of scale and knowledge.

At Rocky Mountain National Park (CO), Congaree Swamp National Monument (SC), and other locations, the National Park Service in

2001 and 2002 established 13 Learning Centers as places of integration and partnership where research and science education merge. Learning Centers connect the public, scientists, and park resources to showcase resource stewardship and foster excitement in scientific discovery. These research support facilities make adaptive reuse of existing facilities and infrastructure to serve as unique settings for hands-on, multi-disciplinary research, where scientists and educators, biologists and historians, artists and students can gather to conduct research. Researchers receive support, parks benefit from new information—often at no cost to the National Park Service—and the public gets a chance to interact with the world of science.



Purchase Knob Learning Center at Great Smoky Mountains

Donated to Great Smoky Mountains National Park (NC,TN), the Purchase Knob property, 530 acres with modest residential facilities, recently became a Learning Center for high-elevation ecosystems. Air and water quality and forest research permits in the park have increased 16 percent since 2001, with a 62 percent increase in the number of researchers housed within the park’s border. Participation in Learning Center programs has doubled from 1,700 to over 3,800 in one year, and researchers housed at the facility have provided in-kind educational and research time to the park valued at an estimated \$239,000.



Education Coordinator Susan Sachs addresses a class of 6th grade students at the Appalachian Highlands Science Learning Center at Purchase Knob.

National Park Service Learning Centers

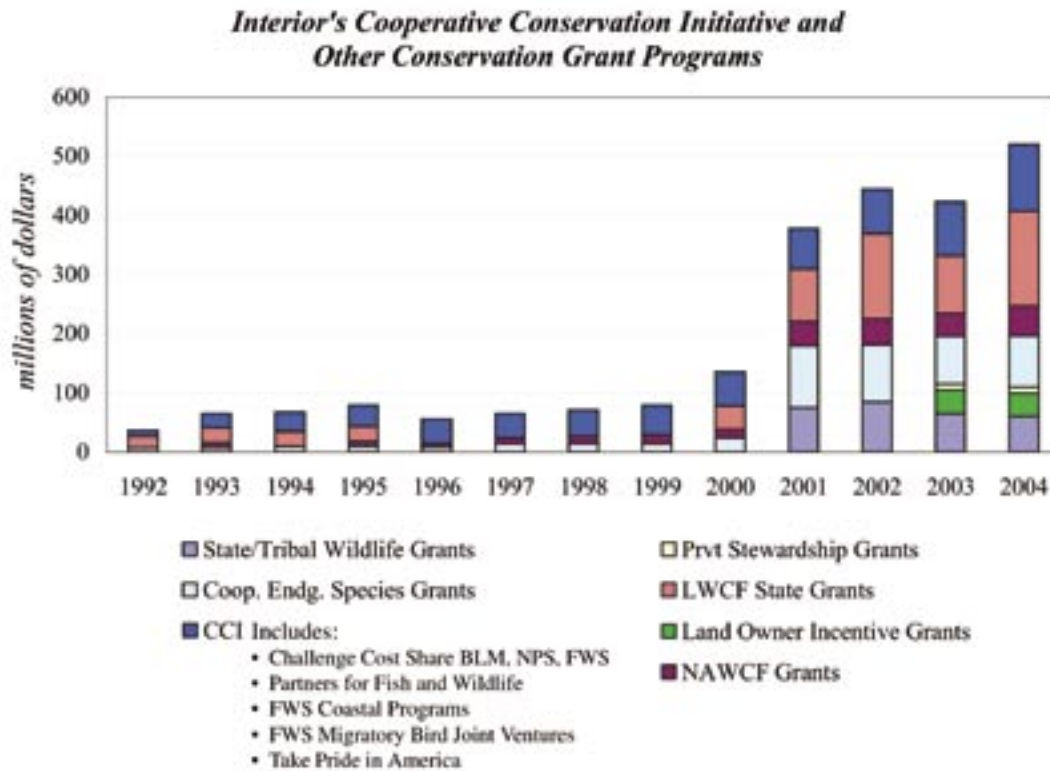
Appalachian Highlands Science Learning Center at Purchase Knob	Great Smoky Mountains NP (NC,TN)	2001
Atlantic Learning Center	Cape Cod National Seashore (MA)	2001
Center for Teaching New America	Santa Monica Mountains NRA (CA)	2002
Continental Divide Research and Learning Center	Rocky Mountain NP (CO)	2001
Crown of the Continent Learning Center	Glacier NP (MT)	2002
Great Lakes Research and Education Center	Indiana Dunes National Lakeshore (IN)	2002
Jamaica Bay Institute	Gateway NRA (NY)	2002
North Coast and Cascades Learning Center	Rainier, Olympic, and Cascades NP (WA)	2002
Ocean Alaska Science and Learning Center	Kenai Fjords NP (AK)	2001
Old-Growth Bottomland Hardwood Forest Research and Learning Center	Congaree Swamp NM (SC)	2002
Pacific Coast Learning Center	Point Reyes National Seashore (CA)	2001
Schoodic Education and Research Center	Acadia NP (ME)	2002
Urban Ecology Learning Alliance	National Capital Parks (DC)	2002



Cooperating for Conservation

The great 20th century conservationist Aldo Leopold envisioned a nation of citizen stewards. In keeping with this vision, Secretary Norton has highlighted cooperative conservation as a key component of her vision for a Federal-private partnership with private land stewards. In FY 2003, an additional \$5 million was appropriated for the challenge cost share program of Secretary Norton's Cooperative Conservation Initiative, a program devoted solely to natural resource restoration projects. President Bush's budget for FY 2004 requests that the challenge cost share program of the Cooperative Conservation Initiative be increased to \$12 million for FY 2004. Overall, funding for cooperative efforts with states, tribes, local governments, private landowners, and others has expanded by nearly 400 percent to \$520 million since 2000.

This new initiative lays the foundation for leaving a legacy of healthy lands, fulfilling President Bush's vision of a new environmentalism of citizen stewards engaged in partnership with the Interior Department. Through this initiative challenge cost share and other existing, successful partnership programs match Federal funds for projects that restore habitats important to wildlife and accomplish other on-the-ground conservation improvements. In 2003, the National Park Service will sponsor 77 projects that will protect and restore habitat for threatened and endangered species, control invasive species, and engage local communities in land stewardship.





Partnerships also help resolve complex problems and protect resources. Secretary Norton highlights the importance of working together to solve problems through what she calls the 4 C's—conservation through cooperation, communication, and consultation.

Using Secretary Norton's 4 C's vision, Director Mainella used an alternative dispute resolution process at Biscayne National Park (FL) to solve a long-standing issue involving the well-known Stiltsville structures. The Director asked the National Park System Advisory Board to chair a process that included former leaseholders,

environmental groups, and members of the diverse south Florida community. Through honest dialogue and a mutual goal of preserving the structures and the resources of the park, the group reached consensus to form a non-profit trust to manage the seven structures. The longtime occupants as well as community leaders serve as the Board of Directors for the newly formed trust. The trust will open the structures to the community and public to showcase the richness of the marine resources of Biscayne National Park – resources that add so much to the quality of life in the area and attract people from around the world.

Maintenance Backlog Project
Improving Visitor Access



Work is in progress to stabilize the Many Glacier Hotel, a National Historic Landmark, in Glacier National Park (MT).

Canon Scholars Partnership

In November 2002, the Canon National Parks Science Scholars Program for the Americas announced selection of eight Ph.D. students who will receive scholarships of nearly \$80,000 each. The award will allow the students to conduct innovative research on scientific problems critical to national parks. The scholarship program is a collaboration of Canon U.S.A., Inc., the National Park Service, and the American Association for the Advancement of Science.



Firefighters douse fuels on the Long Mesa fire in Mesa Verde National Park (CO) during the summer of 2002. The lightning-caused fire burned 2,600-acres and destroyed three homes and four outbuildings. Containing the fire cost \$1.46 million.

National Fire Plan and the Healthy Forests Initiative

The NPS is an active partner with other agencies in implementing the National Fire Plan and President Bush's Healthy Forests Initiative. Through these efforts, fire management planning will help identify strategic areas for treatment to reduce wildland fire risks to both adjacent properties and developed areas in the parks.

Since 2000, NPS has experienced 2,009 wildland fires, burning 241,493 acres. Due to increased capabilities provided by the National Fire Plan, initial attack success improved from 91.9 percent in 2000, to 94.5 percent in 2001, to 96.7 percent in 2002. Initial attack provides for a rapid assessment of the fire situation and immediate actions to control the fire pending arrival of other resources.

The National Park Service helped develop an interagency fire management plan template in FY 2002 and initiated work on Fire Management Plan revisions to incorporate this new direction. This template will provide consistency in planning throughout all bureaus, thereby increasing efficiency of fire suppression, fuels treatment, and reporting activities. In 2002 with NPS completion of 89 Fire Management Plans, 89 percent of

all NPS lands now have policy-compliant fire management plans.

In June 2003, several national park units began participating in the first-ever interagency, landscape-scale prototype test of a more cost-effective fire program analysis.

Hazardous Fuels Reduction

The NPS Wildland Fire Management Program is implementing the National Fire Plan and President Bush's Healthy Forests Initiative. In 2001 and 2002, the NPS treated 261,202 acres for hazardous fuel reduction. Total accomplishments included 17,873 acres in the wildland-urban interface to protect communities, while 243,329 acres were associated with ecosystem maintenance and restoration.

In 2003, the NPS is implementing one of 10 pilot projects to expedite the environmental regulatory processes to allow critical fuels treatment projects to be implemented in a more timely manner. The NPS project, in Grand Teton National Park (WY), covers 89 acres in seven areas, with a focus on fuels reduction and the removal of dead



and downed fuels. Each project treats fuels around individual structures and in developed areas in and adjacent to the park.

The NPS will continue to expand the wildland-urban interface treatments through collaboration with local governments as directed in President Bush's Healthy Forests Initiative. Parks have planned for 24,000 acres of wildland-urban interface treatments for 2003, an increase of 60 percent over 2002 accomplishments.

Stabilization and Rehabilitation

In 2002, the NPS spent \$2.5 million for post-wildland fire emergency stabilization and rehabilitation on 45,000 acres at 16 parks. These projects involved a variety of treatments to prevent further degradation of natural and cultural resources and to protect public safety following fires. Particularly noteworthy were efforts to preserve cliff dwellings and other archeological resources at Mesa Verde National Park (CO), and to plant native species to stabilize ecosystems following the Broomsedge and Kupukupu fires at Hawaii Volcanoes National Park (HI).

Rural Assistance

With the initiation of the National Fire Plan's Rural Fire Assistance Program, the NPS is working collaboratively with local fire departments to help protect park resources and adjacent communities. The NPS assisted 325 small fire departments in 2001 and 339 in 2002, providing critical fire training, personal protective and other equipment, totaling almost \$3 million in assistance each year.

In support of the National Fire Plan, the National Park Service hired 18 fire education, prevention, and information specialists to facilitate outreach about interagency community assistance programs and wildland fire preparedness, prevention, and fuels programs. The NPS also increased firefighting

capability to support national suppression efforts by expanding the Los Diablos Crew Program.



Park staff using prescribed fire at Devils Tower National Monument (WY) to increase native grasses and restore the natural role of fire in the ecosystem.

Program Safety

In 2002, the NPS joined with the Bureau of Land Management, USDA Forest Service, and the Fish and Wildlife Service to develop the "Interagency Standards for Fire and Fire Aviation Operations 2003." This effort exemplifies the interagency effort to continually improve the safety, effectiveness, and efficiency of interagency fire and fire aviation operations. In 2001, "Six Minutes for Safety," a daily training program for wildland firefighters, was implemented to enhance firefighter safety.

Through its part in the National Fire Plan and the Healthy Forests Initiative, the National Park Service is helping protect communities and reduce the risk of catastrophic wildfire.



IV. SERVING VISITORS AND KEEPING PARKS SAFE

Protecting Our Icons

The September 11, 2001 terrorist attacks on the United States and the resulting world events require increased security for our national parks and monuments throughout the National Park System. Dedicated National Park Service law enforcement professionals protect all 388 units of the National Park System and over 270 million visitors who visit their national parks.

As the principal steward of our nation's icons, the NPS has assigned nearly 200 additional protection rangers to meet increased security needs.

The National Park Service is also helping protect national critical infrastructure, including staffing protection forces at Department of the Interior headquarters in Washington, D.C., and at Bureau of Reclamation facilities. During February 2002, 110 NPS rangers provided support to the 2002 Winter Olympics in Salt Lake City (UT).



National Park Service Rangers patrolling the back country at the 2002 Winter Olympics, Salt Lake City (UT).



Much of the National Park Service's law enforcement effort centers on challenges unrelated to threats of terrorism. In 2002 ranger law enforcement staff responded to more than 3,000 serious incidents such as homicide and robbery and to over 86,000 less serious incidents. They also managed more than 4,000 search and rescue efforts and responded to over 10,000 emergency medical service calls. The ranger is a multi-faceted professional to whom the park visitor often turns for emergency assistance and information.



U.S. Park Police Officer on patrol, Washington, D.C.

Law Enforcement Reforms

In July 2002 Secretary Norton issued directives to improve the management of the law enforcement program within the National Park Service and across the Department of the Interior. These directives will ensure that all law enforcement rangers are supervised by commissioned law enforcement personnel, improve officer safety, strengthen accountability, and provide for enhanced security of our national icons. The Associate Director for Visitor and Resource Protection, a new senior level position in NPS, is implementing strategies for addressing officer safety and law enforcement program reforms in coordination with park, regional, and senior law enforcement and management staff.

Consistent with Secretary Norton's directives, the U.S. Park Police Chief now reports directly to the Director of the National Park Service. As a result of this organizational change, NPS is able to more effectively focus Park Police financial resources on the purchase of critically needed equipment, the recruitment of personnel to fill key vacancies, and the redeployment of personnel in response to increased homeland security activities.



Western Pacific Regional Sourcebook

The National Park Service and the United States Air Force both play important roles in defending, protecting, and preserving the United States. Accomplishing the mission of both agencies in the same space can, however, pose challenges. Military preparedness includes training and testing flights, some of which require use of large areas of airspace over parks where the public may seek solitude. Designed to facilitate

better communication and local interaction between the military and the NPS, the Western Pacific Regional Sourcebook is a tool to avoid conflict. By explaining the two agencies' missions, policies, and organizational differences, the sourcebook helps park and military professionals work together more effectively to enhance experiences for park visitors and conserve resources while facilitating military readiness.

Public Health

In the wake of the September 11, 2001 terrorist events and the subsequent anthrax attacks, NPS developed a comprehensive Emergency Preparedness and Response plan to protect public health in the unique settings of the national parks.

Assigned to areas impacted early in the West Nile Virus epidemic, NPS Public Health officers developed partnerships with local and state governments that protected public health as well as park resources. The virus has been found in all NPS regions, and the NPS has developed

and delivered information on the disease and personal protection to employees and visitors.

NPS Public Health officers also coordinated the epidemiological investigation of an illness outbreak on the Colorado River in the summer of 2002. NPS led a team of investigators from Federal, state, and local public health agencies and identified the cause of illness as Norwalk virus. Although research continues, the early efforts of the Public Health Program helped prevent further illness and protected public health.



River runners prepare to launch onto the Colorado River at Grand Canyon National Park (AZ).



V. NEXT STEPS

In advancing President Bush's National Parks Legacy Project these past two years, the National Park Service has substantially reduced the \$4.9 billion maintenance backlog, instituted measures to ensure it will never recur, expanded access to recreation, entered into innovative partnerships, invested in resource protection, helped implement the Healthy Forests Initiative, and strengthened the security of our nation's icons.

As we move forward to build upon these accomplishments, we will prudently manage taxpayer dollars and undertake the following actions:

Maintenance Backlog and Facility Management Excellence

- Complete over 800 maintenance backlog projects in 2003-04
- Complete all facility condition assessments, including those in the four largest parks
- Bring over 80 percent of park roads into good or excellent condition

Recreation, Volunteers, and Partnerships

- Work with Congress to reauthorize the Recreation Fee Program legislation through which 100 percent of the fees collected remain within the NPS
- Create a Director's Order on Civic Engagement and Public Participation to engage communities and citizens in decisions and activities within their parks
- Substantially increase the number of volunteers through Take Pride In America
- Help communities nominate over 40 new trails for designation as National Recreation Trails to advance the Healthier U.S. Initiative
- Host a partnership conference in 2003 bringing together for the first time ever the nation's leaders in creating innovative community partnerships
- Work with the Advisory Council on Historic Preservation to award Preserve America Community designations to communities using the most innovative methods to stimulate heritage tourism



A family watches the sunset at Indiana Dunes National Lakeshore (IN). The park, located 50 miles southeast of Chicago, runs for nearly 25 miles along the southern edge of Lake Michigan.

Resource Protection through Science and Cooperation

- Implement a hazardous fuels reduction pilot project in Grand Teton National Park in 2003
- Complete 24,000 acres of wildland-urban interface treatments in 2003 and more than 27,000 acres in 2004
- Launch 77 projects through the Cooperative Conservation Initiative in 2004 to protect and restore habitat, control invasive species, and engage local communities in land stewardship
- Increase funding for the challenge cost share program of the Cooperative Conservation Initiative to \$12 million for FY 2004
- Establish six new Exotic Plant Management Teams in FY 2003 as part of the Natural Resources Challenge

Serving Visitors and Keeping Parks Safe

- Fully implement the law enforcement reform directives issued by Secretary Norton in July 2002
- Ensure that commissioned law enforcement personnel supervise all law enforcement rangers
- Strengthen security at national icons through better training of personnel and improved equipment
- Coordinate all purchases of communications technology with other bureaus and agencies to ensure complete communications integration



VI. LOOKING TO THE FUTURE

In launching his National Parks Legacy Project, President Bush highlighted the importance of taking care of the National Park System. President Bush's budget is providing the resources to achieve this goal.

For generations Americans have turned to their national parks for the recreation and enjoyment that they provide. Under the leadership of Secretary Norton and Director Mainella, the National Park Service is broadening opportunities for that enjoyment. That effort includes enhancing safety and protecting icons. It includes investing in facilities. It includes partnering with volunteers, gateway communities, and citizen stewards. The National Park Service is building upon an inspiring legacy with a strong future.



**U.S. Department of the Interior
National Park Service**



**U.S. Department of the Interior
National Park Service
1849 C Street, NW
Washington DC 20240
www.doi.gov
www.nps.gov**