



Fiscal Year 2000

Management Discussion and Analysis

Overview

At the beginning of the 20th century, five national parks and one national monument, all located in the American West, represented the infancy of the national park idea. When the National Park Service (NPS) was established in 1916, it comprised 32 parks. Today the NPS cares for 379 diverse areas covering many millions of acres ranging halfway around the world. As steward to some of the most important natural and cultural treasures in the nation, the NPS leads the way in preserving the heritage of our country. Land and resources that the NPS is pledged to preserve and protect stand as places of unique beauty, as well as in tribute to the many important people and events that have shaped the United States throughout its considerably rich history. The NPS enriches the lives of Americans and citizens of the world by preserving the fabric of our national history and our quality of life—and making them available for public enjoyment.

Discover the Parks

When the National Park Service was established, few could have predicted the diversity of the land and cultural resources that comprise the National Park System. In the year 2000, the national parks that existed in 1900—Yellowstone, Sequoia, Yosemite, Kings Canyon, and Mount Rainier National Parks and Casa Grande Ruins National Monument—share the company of diverse park units. National historic sites and memorials reflect on the lives of our nation's presidents and leaders. National battlefields recall the events and sacrifices of wars fought on American lands in the pursuit of freedom. National recreation areas provide relaxation and reflection in lands and waters of pristine natural beauty.

Other additions to the National Park System include such unique sites as Marsh-Billings-Rockefeller National Historical Park, the only park established to focus on conservation themes. Saint-Gaudens National Historic Site features the life and work of America's foremost sculptor in the late 19th and early 20th centuries. Homestead National Monument of America is a memorial to the pioneers who settled the West. Little Rock High School National Historic Site is a national emblem of the violent struggle over school desegregation. At Carl Sandburg National Historic Site, the rooms of the home are filled with the presence of a spirited man whose writings echoed the voice of the American people. John Day Fossil Beds National Monument, which showcases a fossil record of plants and animals spanning more than 40 million years, is one of several units in the National Park System that features important paleontological areas.

If few could have predicted the diversity of the land and cultural resources that comprise the National Park System today, fewer could have foreseen the breadth of issues the parks now face. Natural resource management responsibilities have grown exponentially in an era of ecological awareness and commitment to preservation. Resources are threatened by a variety of considerations such as pollution, population encroachment on park boundaries, fragmentation, and wildlife issues.

The responsibility of resource management is huge, and the tasks the NPS faces are enormous. Some parks contain outstanding or rare examples of geologic landforms or biotic areas, places of exceptional ecological or geological diversity, sites with concentrated populations of rare plant or animal species, or unusually abundant fossil deposits. Congaree Swamp National Monument, for example, contains the last significant tract of virgin bottomland hardwoods in the Southeast. Timucuan Ecological and Historic Preserve includes a diverse tidelands area. National Park of American Samoa contains tropical rainforests, beaches, and coral reefs.



Formal gardens at Saint-Gaudens National Historic Site feature work by one of America's foremost sculptors, Augustus Saint-Gaudens.

Great Smoky Mountains National Park continues to inventory what scientists estimate will be over 100,000 species of flora and fauna. Big Thicket National Preserve includes dense growths of diverse plant species of great botanical interest at the crossroads of several North American plant and animal habitats. In the late 1970s, the Alaska National Interest Lands Conservation Act (ANILCA) gave the National Park System more than 47 million acres of parks comprised of eight national parks, two national monuments, 10 national preserves, two national historical parks, and a wild river.

The task of preserving cultural resources has taken on the same urgency. Historical parks associated with persons, events, or themes of national importance encompass structures or features of great intrinsic or representational value; or, they contain archeological resources of major scientific consequence. National Park Service cultural resource management programs assure the integrity of the resources so they are not altered, deteriorated, or otherwise impaired to a level that the public cannot readily appreciate their significance. The inventory of classified structures in need of significant repair includes over 12,000 structures. Newer parks, such as the 22-building agricultural complex, Cane River Creole National Historical Park, are just beginning their preservation efforts.

The field of interpretation is evolving as well. Multimedia exhibits provide information in new and innovative ways. Living history programs, ranging from military demonstrations to farming, bring the parks to life. Military parks are expanding interpretation to include societal context in addition to military campaigns fought in the parks. There are concerted efforts to remediate natural and cultural landscapes to reflect the era being represented in the park. For example, many perceived the 307-foot observation tower at Gettysburg battlefield as a symbol of commercial intrusions upon America's sacred places and encouraged its removal.

Environmental interpretation, emphasizing ecological relationships, and special environmental education programs for school classes reflect and promote the nation's growing environmental awareness.

To compound the enormity of the responsibility to preserve resources, nearly all park units contain both historic and cultural resources of (at least) local significance. Big Cypress National Preserve, for example, was established primarily to protect the freshwater supply essential to the Everglades ecosystem. It contains abundant tropical plant and animal life. However, it also continues to serve the Miccosukee and Seminole Indian tribes for subsistence hunting, fishing, and trapping and traditional ceremonies. National seashores, such as Cape Hatteras National Seashore, are home to complex and changing ecosystems as well as vintage and historic structures such as lighthouses.

Now in its eighty-fourth year of existence, the National Park System remains the premier park system in the world. Within the System are a remarkable array of the nation's greatest natural and historic places as well as recreational areas of outstanding attraction. Not every park is a Yellowstone; not every historic site boasts an Independence Hall. However, all preserve resources and all feature values that make them something special. The mission of the National Park Service is to protect and preserve these resources for the enjoyment of future generations. With good reason, the National Park System is among America's proudest and best-loved creations.



An inventory at Great Smoky Mountains National Park revealed the presence of the eastern spadefoot toad, a species not previously recorded in the park.

Mission Statement

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



National Park Service Mission Guiding Principles

Excellent Service	Providing the best possible service to park visitors and partners.
Productive Partnerships	Collaborating with federal, state, tribal, and local governments, private organizations, and businesses to work toward common goals.
Citizen Involvement	Providing opportunities for citizens to participate in the decisions and actions of the National Park Service.
Heritage Education	Educating park visitors and the general public about their history and common heritage.
Outstanding Employees	Empowering a diverse work force committed to excellence, integrity, and quality work.
Employee Development	Providing developmental opportunities and training so employees have the “tools to do the job” safely and efficiently.
Wise Decisions	Integrating social, economic, environmental, and ethical considerations into the decision making process.
Effective Management	Instilling a performance management philosophy that fosters creativity, focuses on results, and requires accountability at all levels.
Research and Technology	Incorporating research findings and new technologies to improve work practices, products, and services.
Shared Capabilities	Sharing technical information and expertise with public and private land managers.

We are not makers of history. We are made by history.

Martin Luther King, Jr.

Strategic Goals and Results

The Government Performance and Results Act (GPRA)¹ requires the National Park Service to have a strategic plan that includes a comprehensive statement of mission as well as outcome related goals and objectives to fulfill that mission. In FY 2000, the NPS updated its Strategic Plan to cover the years 2001-2005. National Park Service annual goals are published in the Annual Performance Plan. Agency accomplishments are published in the Annual Performance Report.

As articulated in the Strategic Plan, the mission goals of the NPS fall into three mission-related categories: 1) preserve park resources; 2) provide for the public enjoyment and visitor experience of parks; and 3) strengthen and preserve natural and cultural resources, and enhance recreational opportunities managed by partners. Within the three mission-related categories, four annual performance goals were selected to highlight the NPS accomplishments for FY 2000.

I. Preserve Park Resources

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

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

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

Disturbed Lands/Exotic Species

Long-term goal: By September 30, 2002, 21 percent of targeted disturbed parklands, as of 1997, are restored; and 12.5 percent of priority targeted disturbances are contained.

This goal addresses resource conditions in parks. Activities to meet this goal include restoration of lands impacted by former uses and containment of invasive plant species. Disturbed lands are those parklands where the natural processes were impacted by development, such as roads and mines, and by invasion of alien plant species. Performance targets for this goal were adjusted up from the original plan due to accomplishments reported in FY 1999.

FY 2000 Annual Goal: By September 30, 2000, 1) 16.8 percent of targeted disturbed parklands, as of 1997, are restored; and 2) 10 percent of priority targeted disturbances are contained.

The NPS projected that it would restore 16.8 percent of the 241,000 acres of lands disturbed from earlier development, or nearly 40,500 acres. Actual accomplishment is 38,300 acres of disturbed lands restored, or 94.6 percent of the projection. The NPS also projected that it would restore 10 percent of nearly 1,890,200 acres of lands impacted by exotic species. Actual accomplishment is 196,119 acres of exotic species impacted acres restored, or 104 percent of the projection.

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

Historic Structures

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

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

FY 2000 Annual Goal: By September 30, 2000, 10,900 of the 23,167 LCS structures are in good condition (47 percent).

In 2000, the NPS improved the condition of 465 structures, bringing the number of structures on the LCS in good condition to 11,124 or 48 percent of all structures of the LCS (102 percent of projection.).

II. Provide for the Public Enjoyment and Visitor Experience of Parks

The objectives in this goal category are inclusive of the mandate in the NPS Organic Act (1916) “ . . . to provide for the enjoyment of the (resources) in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.” The goal category includes all NPS goals for visitor satisfaction, enjoyment, safety, appreciation, and understanding. These goals relate to the Department of the Interior’s Goal 2: *Provide Recreation for America*.

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

Visitors’ park experiences grow from enjoying the park and its resources to understanding why the park exists and the

significance of those resources. Satisfactory visitor experiences build public support for preserving this country’s heritage and help develop a better understanding of the diversity of experiences and peoples that built a nation.

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

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

Visitor Satisfaction

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

This goal addresses visitor satisfaction. While many factors affect visitor use and enjoyment, this goal focuses on providing the facilities, services, and recreational opportunities for visitor use, comfort, and enjoyment. Servicewide baseline and performance information is derived from the Visitor Services Project annual surveys. Facilities, services, and recreational opportunities identified by visitors as “good” and “very good” define “satisfied.”

FY 2000 Annual Goal: By September 30, 2000, maintain 95 percent of park visitors satisfied with appropriate park facilities, services, and recreational opportunities.

The NPS met its projected results for annual surveys of visitor satisfaction for a 95 percent satisfaction rate Servicewide.



Hikers enjoy a wilderness experience on the Greenstone Ridge Trail in Isle Royale National Park.

III. Strengthen and Preserve Natural and Cultural Resources, and Enhance Recreational Opportunities Managed by Partners

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

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

Some goals relate only to recreational opportunities external to the National Park System through the provision of conservation assistance for adding miles of trails and rivers, and acres of parks and open space, to meet America's outdoor recreation needs, and through improving community satisfaction with NPS partnership assistance. In addition to assisting others develop recreational resources, the NPS also ensures that transferred federal lands or land purchased by federal dollars for recreational purposes continue to serve their role for improving the recreational opportunities available. One performance goal was selected to represent the accomplishments in this goal category.

Conservation Assistance

Long-term goal: By September 30, 2002, 3,600 additional miles of trails, 3,600 additional miles of protected river corridors, and 125,000 additional acres of parks and open space, from 1997 totals, are conserved with NPS partnership assistance.

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

FY 2000 Annual Goal: By September 30, 2000, an additional 2,600 miles of trails, an additional 2,100 miles of protected river corridor, and an additional 61,300 acres of park and open space, over the 1998 totals, are conserved with NPS partnership assistance.

Based on information provided by state and local partners, nearly 6,270 acres of trails were added (134 percent of projection), 2,540 linear miles of river corridor were added (121 percent of projection), and 655,500 acres of park and open space were added (1,069 percent of projection). The significant increase in park and open space acreage was due to significant increases reported by Alaska and National Heritage lands.



Fort Union Trading Post National Historic Site graces the north bank of the Upper Missouri River.

**National Park Service Government Performance and Results Act
Accomplishments, 2000 - Selected Performance Measures**

Department of the Interior Goal	NPS GPRA Goal Category	NPS Performance Measure	NPS 2000 Performance Goal	NPS 2000 Achievement	Percent of Goal
Protect the Environment and Preserve our Nation's Natural and Cultural Resources	Preserve Park Resources	la1. Disturbed Lands Restoration/ Containment	1) By September 30, 2000, 16.8% of targeted disturbed parklands, as of 1997, are restored.	15.9% of identified disturbed lands restored	94.6%
			2) By September 30, 2000, 10.0% of priority targeted disturbances are contained.	10.4% of exotic species impacted acres restored	104%
		la5. Historic Structures	By September 30, 2000, 47% of the historic structures on the 1998 List of Classified Structures are in good condition.	48% of structures listed on the LCS are in good condition	102%
Provide Recreation for America	Provide for Public Enjoyment and Visitor Experience of Parks	Ila1. Visitor Satisfaction	By September 30, 2000, 95% of park visitors are satisfied with appropriate park facilities, services, and recreational opportunities.	95% of visitors satisfied	100%
	Benefit from Partnerships	IIlb1. Conservation Assistance	By September 30, 2000 an additional 2,600 miles of trails, 2,100 additional miles of protected river corridor, and an additional 61,300 acres of park and open space, over the 1998 totals, are conserved with NPS partnership assistance.	Conserved an additional 6,270 acres of trails, 2,540 linear miles of protected river corridor, and 655,500 acres of park and open space	134%, 121% and 1,069%, respectively

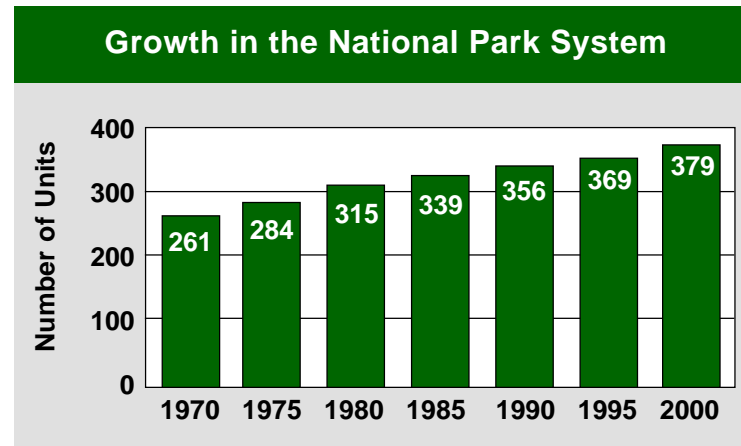
Size and Composition

The National Park System now consists of 379 units encompassing more than 83 million acres of land in every state except Delaware, as well as in the District of Columbia, Puerto Rico, the Virgin Islands, American Samoa, Guam, and the Northern Mariana Islands. The national significance of these areas justifies their special recognition and protection in accordance with various acts of Congress.

National Park System units now bear some 20 designations. *National park* commonly identifies the largest, most spectacular natural areas. *National seashore*, *national lakeshore*, *national river*, and *national scenic trail* are self-explanatory designations. In contrast, the *national monument* title—applied to large natural areas such as Dinosaur and small cultural sites such as the Statue of Liberty—is less descriptive. Some historic forts are *national monuments* while others are national historic sites. Similarly, historic battlefields are variously identified as *national military parks*, *national battlefields*, and *national battlefield parks*, among other titles.

These designations are rooted in the National Park System's legislative and administrative history. Some designations provide greater protection for the resource by limiting use or access. Where distinctions in title denote no real differences in character or management policy, the designations usually reflect changes in fashion over time. Historical areas that once would have been named national monuments, for example, more recently have been titled national historic sites if small, or national historical parks if large.

Additions to the National Park System are generally made through acts of Congress. National parks can be created only through such acts. However, the President has authority, under the Antiquities Act of 1906, to proclaim national monuments on lands already under federal jurisdiction. The Secretary of the Interior is usually asked by Congress for recommendations



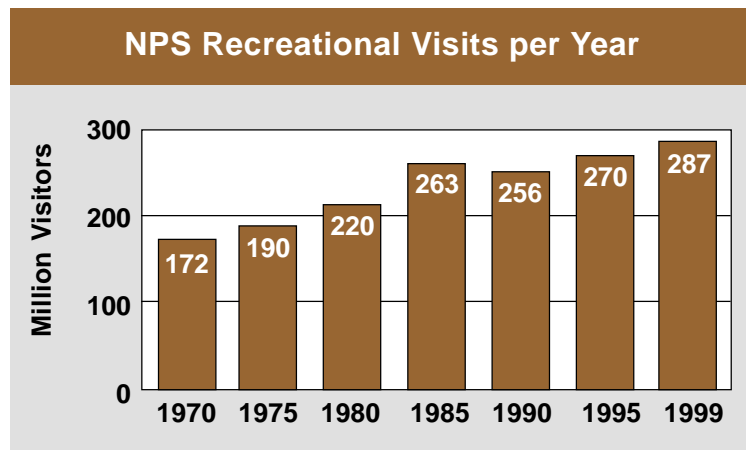
on proposed additions to the System. The Secretary is counseled by the National Park System Advisory Board, composed of private citizens, which advises on possible additions to the System and policies for its management.

On November 29, 1999, Congress established the Minuteman Missile National Historic Site in South Dakota as the 379th unit of the National Park System. The NPS will preserve, protect, and interpret the Minuteman II launch facility to tell the story of how the Minuteman Missile played a strategic role in our national defense during the Cold War. The Minuteman II intercontinental ballistic missile launch control facility and launch facility known as Delta 1 and Delta 9, respectively, have national significance as the best preserved examples of the operational character of American Cold War history.

By Act of Congress, October 21, 1999, Black Canyon of the Gunnison National Monument was abolished as such and the lands and interests therein were incorporated within and made a part of the new Black Canyon of the Gunnison National Park. The newest national park includes lands adjacent to the former national monument once under the jurisdiction of the Bureau of Land Management. The NPS will also administer the Black Canyon of the Gunnison Wilderness as a part of the park.

Visitation

Visitation continues to reach historic highs. Visitation in 1999, the latest year for which data is available, reached over 287 million, a slight increase over 1998 visitation. Both annual figures approach the 1987 record high. The National Park System has witnessed a significant growth in visitation over the course of its history, most recently during the 1980s, when visitation first climbed to over 250 million visitors per year. Although annual fluctuations in visitation still occur, a trend toward increased visitation has continued in the year 2000.



Parks with the highest individual visitation totals are parkways and recreational areas near major urban areas, but other types of parks are also popular destinations. The top 25 visited units account for 50 percent of visitation. Among the top 25 visited units are national recreation areas, “natural resource” parks, “cultural resource” parks, sites on the National Mall in Washington, D.C., scenic parkways, national seashores, and the Statue of Liberty complex.

Top 25 Visited Units in the National Park System			
Type of Park Unit	Park	Location	Visitation
National Recreation Areas	Golden Gate NRA	CA	14,048,085
	Lake Mead NRA	AZ/NV	9,023,943
	Gateway NRA	NY/NJ	6,813,606
	Delaware Gap NRA	NJ/PA	4,953,427
	Cuyahoga Valley NRA	OH	3,324,284
Natural Resource Parks	Great Smoky Mountains NP	NC/TN	10,283,598
	Grand Canyon NP	AZ	4,575,124
	Yosemite NP	CA	3,493,607
	Olympic NP	WA	3,364,266
	Rocky Mountain NP	CO	3,186,323
	Yellowstone NP	MT/WY	3,131,381
Cultural Resource Parks	San Francisco Maritime NHP	CA	3,535,315
	Jefferson National Expansion Memorial	MO	3,481,042
	Colonial NHP	VA	3,136,262
Memorials on the National Mall	Viet Nam Memorial	DC	4,442,238
	Lincoln Memorial	DC	4,099,480
	Franklin Delano Roosevelt Memorial	DC	3,453,171
	Korean War Veterans Memorial	DC	3,249,688
Parkways	Blue Ridge Parkway	NC/VA	19,836,842
	George Washington Memorial Parkway	VA	6,946,945
	Natchez Trace Parkway	AL/MS/TN	6,392,961
National Seashores	Cape Cod NS	MA	4,915,414
	Gulf Islands NS	FL/MS	4,597,270
Statue of Liberty Complex	Statue of Liberty NM and Ellis Island	NJ/NY	5,370,015
	Castle Clinton NM	NY	4,467,492

Park visitation varies enormously from park to park. For example, Blue Ridge Parkway welcomes almost 20 million visitors per year while Frederick Law Olmstead National Historic Site receives just over 8,200 visitors. The size, nature, location, and age of each park accounts for the variation in park visitation. These factors also dictate budget levels, management policy, and visitor services. For more information about park visitation view the NPS Public Use Statistics Web site at www2.nature.nps.gov/stats.

Visitor Services

Visitors are an integral part of the National Park System. National parks are established to encourage and service visitation and, conversely, visitation drives many of the services that are made available in the different parks. The increasing visitation to the National Park System is making it more difficult for the NPS to fulfill its dual mission to provide for the enjoyment of national parks while conserving resources for future generations. Concern over rising visitation in parks and accompanying impacts on resources has led the NPS to focus on the concept of carrying capacity and its implication for visitor use management. The concept of carrying capacity is intended to safeguard the quality of both the park resources and the visitor experience.

In meeting the growing demands of visitation, the NPS has increased efforts to educate visitors while continuing to maintain the parks. A primary goal is to help visitors realize their individual connections to park resources. The National Park Service has also redoubled its efforts to educate young people and other individuals not traditionally active in national parks. Through a variety of outreach, research, and education programs, the National Park Service will strengthen the connection between all visitors and the parks.



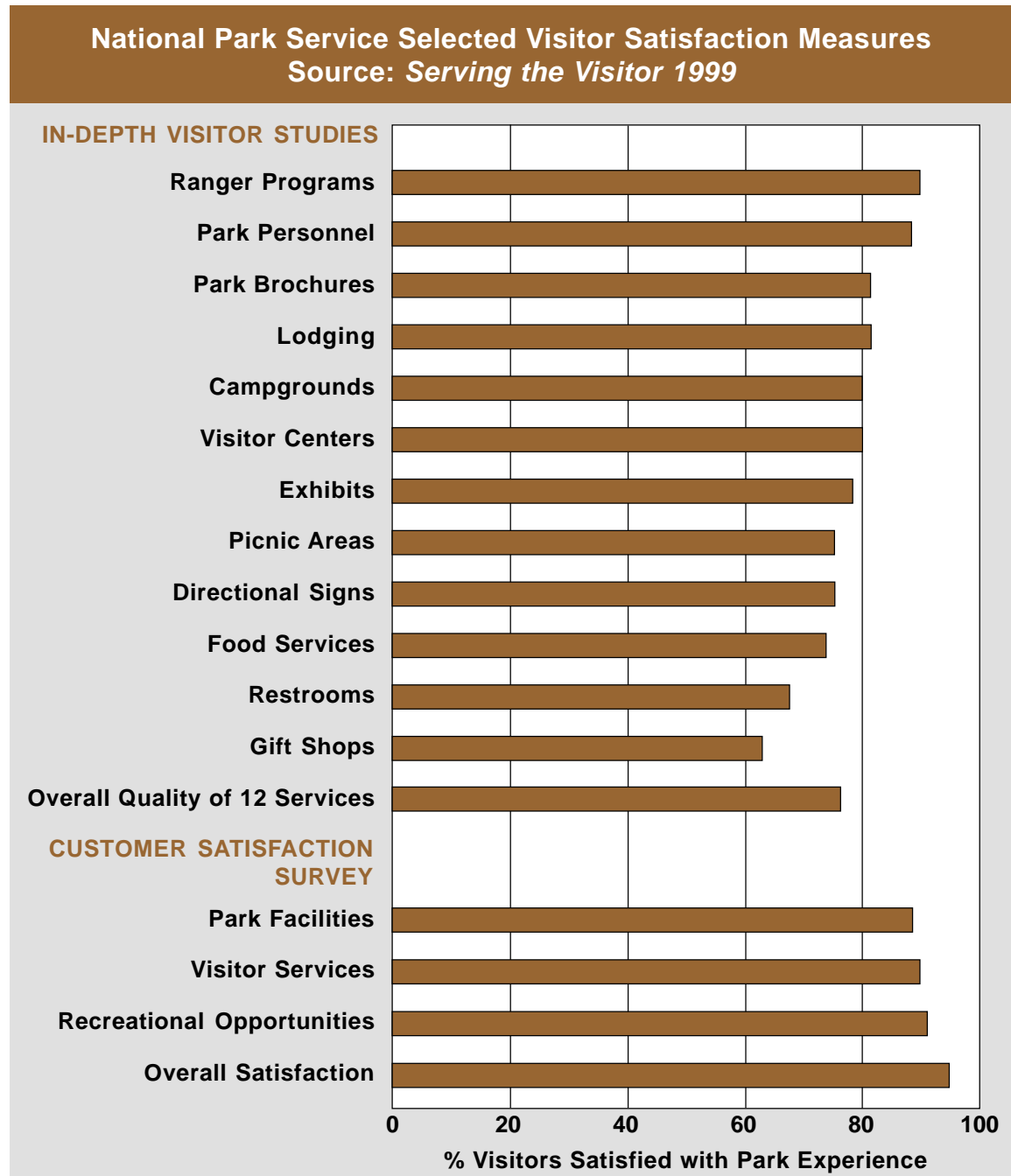
Park interpreters are educators with a primary goal of helping visitors realize their individual connections to park resources.

1999 NPS Visitation Statistics	
Annual Visitation	Number of Parks
1 Million or More	74
Between 100,000 and 1 Million	148
Between 10,000 and 100,000	99
Less than 10,000	20
Do Not Report Visitation	38

Customer Satisfaction

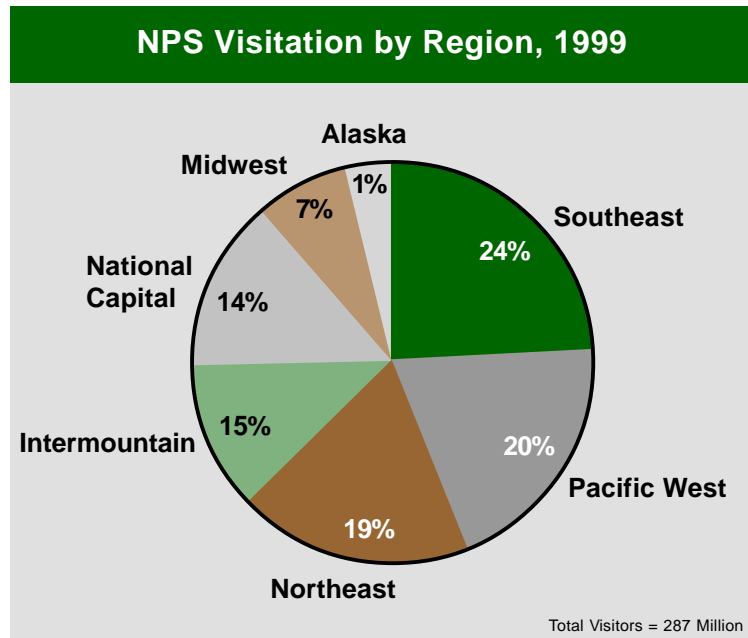
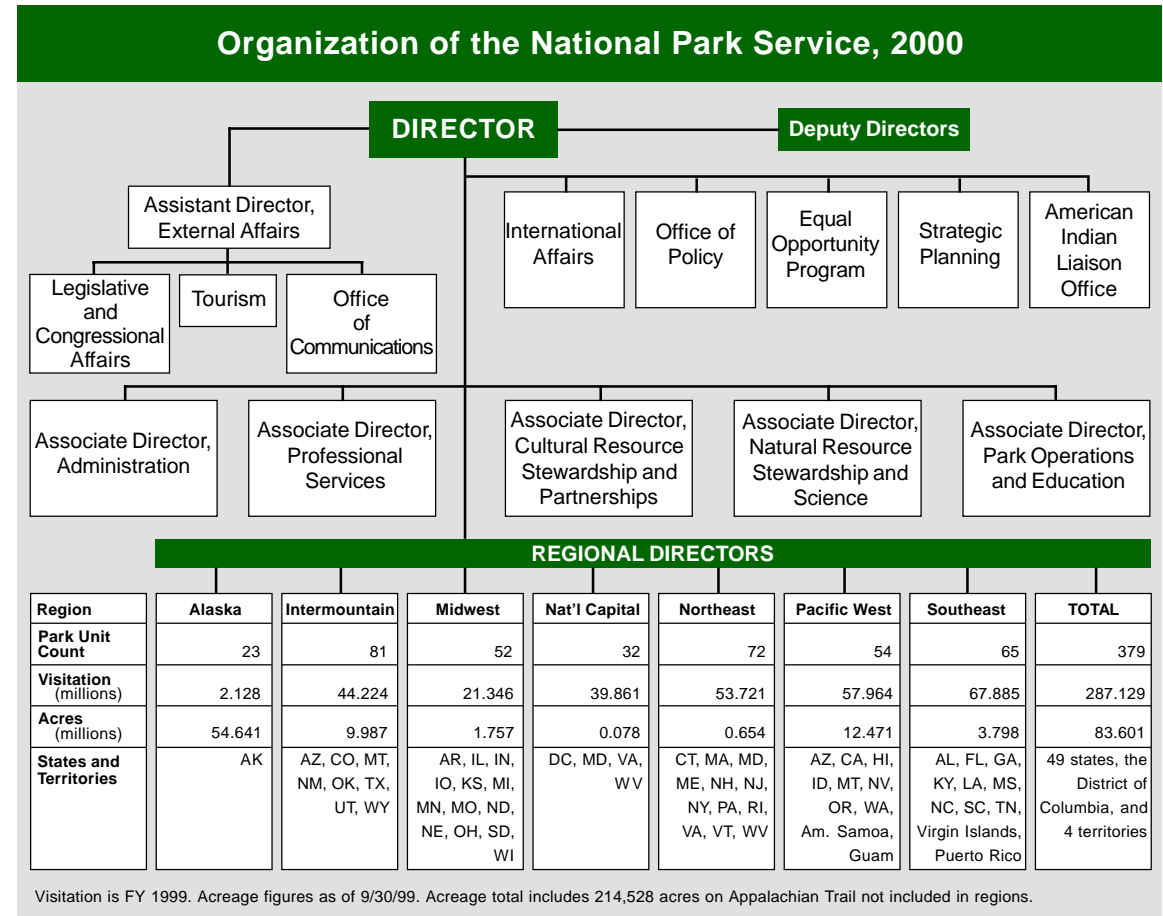
In-house studies show that visitors continue to be satisfied with the quality of services in the National Park System. In-depth visitor studies at a sample of park units indicate that visitors experience the highest satisfaction ratings (a measure of *good* or *very good*) with ranger programs and contacts with park personnel (90 percent and 88 percent respectively). Satisfaction ratings were progressively lower for brochures, lodging, campgrounds, visitor centers, exhibits, picnic areas, directional signs, food services, restrooms, and gift shops (the lowest satisfaction ranking leveling off at 63 percent). The combined overall rating for the quality of the 12 services is 77 percent (1 percent lower than the previous year).

A customer satisfaction survey at all National Park System units rates visitor satisfaction in three general categories: park facilities, visitor services, and recreational opportunities. Although based primarily on ratings of the same services analyzed in the in-depth studies, visitor satisfaction ratings from the comprehensive survey are generally higher than the in-depth studies. Satisfaction ratings from the survey range from 88 percent to 92 percent. The overall satisfaction rating is a separate factor rather than a combination of all the other ratings. In the survey, overall visitor satisfaction reached 95 percent, meeting the goal established by the NPS to achieve 95 percent customer satisfaction. This measure is used as the primary measure of visitor satisfaction for GPRA purposes.



Organization and Leadership

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



The National Park System is organized into seven regions: Alaska, Intermountain, Midwest, National Capital, Northeast, Pacific West, and Southeast. Each is headed by a Regional Director who provides line supervision for all park superintendents within the region. There are also 10 support offices distributed among the regions. The National Leadership Council (NLC), composed of the Director, two Deputy Directors, five Associate Directors, and the seven Regional Directors, sets policy and the overall direction for the National Park Service. The NLC forms the executive decision-making group involving the NPS as a whole.

Staffing

In FY 2000, the National Park Service used 19,808 full-time equivalents (FTE)¹, a one-half percent decline from the previous fiscal year. The FTE count equates to an on-board strength of about 25,000 employees during the summer months when visitation is at its peak.

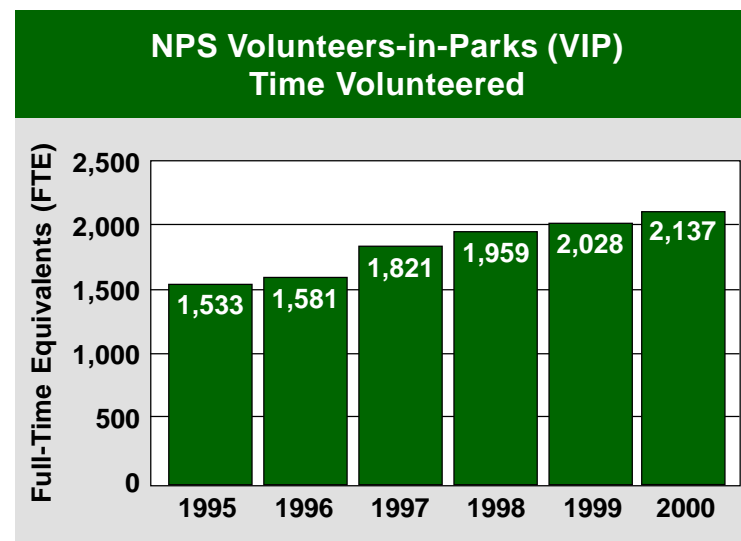
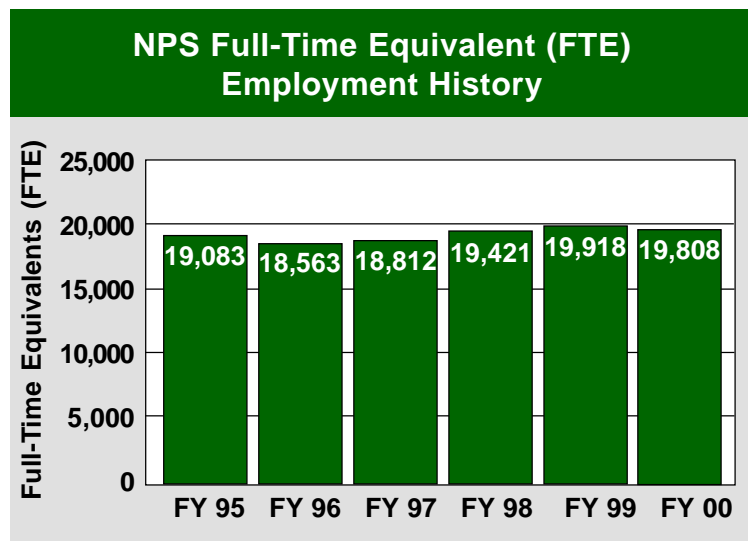
Diverse professionals are required to operate the National Park System. The visiting public observes NPS employees giving interpretive talks, directing traffic, or collecting entrance fees. Behind the scenes, historians, botanists, museum curators, sewage plant workers, trail maintenance crews, information technology specialists, office clerks, and administrators are just

a few of the professionals that enable the National Park Service to fulfill its mission to conserve our national treasures and serve park visitors.

The Volunteers-in-Parks (VIP) Program continues to prove a major force in accomplishing the National Park Service mission. Contributions vary with the volunteer whose skills are used. Volunteers, for example, staff information desks, help advise and assist hikers, manage and restore wetlands, and conduct surveys. During FY 2000, 145,319 volunteers contributed an equivalent of 2,137 FTE in service to the NPS, more than 4.4 million hours of service. On average, each volunteer contributes over 30 hours per year towards the NPS mission.



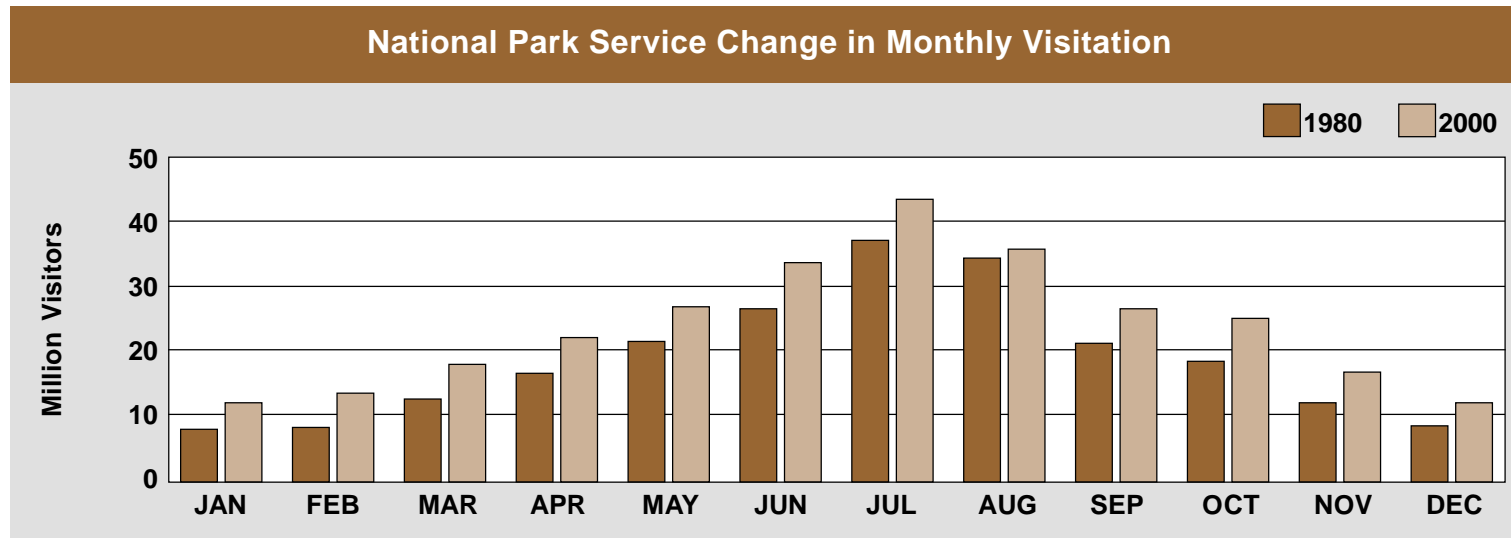
The NPS Volunteers in Parks brochure includes a map of all park units, information on how to become a volunteer, and a volunteer application form.



¹ Full-time equivalent employment is defined as the total number of hours worked divided by the number of compensable hours in a fiscal year (2,087 hours). The Office of Management and Budget (OMB) controls federal employment by establishing ceilings within which government agencies are expected to operate.

Parks generally are perceived as summer destinations, but they are increasingly welcoming visitors throughout the year. The advent of year-round use of the parks has fueled a change in the ratios of permanent to temporary employees. From 1982 to 1998, the number of non-permanent employees declined seven percent (31 percent to 24 percent) as a fraction of total NPS work force. The changes in visitation patterns are evident when

comparing monthly visitation for 1980 and 2000. Data reveal that while every month has shown increased traffic, significant increases are occurring during “off-season” months more than in the summer “peak” months. Increases in visitation are particularly acute in the months of February, March, and April. Data for 2000 are available, but are not final at this time.



NPS Funding

Congress funds the National Park Service through discretionary appropriations. In addition, there are a number of mandatory, indefinite, permanent appropriations, and trust funds which automatically become available to the NPS by authorizing laws.

Discretionary Appropriations

In FY 2000, discretionary appropriations totaled \$1.83 billion, a 2.2 percent increase over FY 1999. The NPS received five distinct appropriations in FY 2000: Operation of the National

Park System (ONPS), Construction, Land Acquisition and State Assistance, National Recreation and Preservation (NR&P), and the Historic Preservation Fund (HPF). Funding increases for ONPS (5.9 percent,) NR&P (15.6 percent), and HPF (3.2 percent) were offset by declines in appropriations for Construction and Land Acquisition. Of the \$76.3 million increase in funding for ONPS, \$29.1 million supported park base operations, \$24.0 million covered uncontrollable cost increases (mostly salaries and benefits), and the remainder expanded Servicewide programs such as natural resource management.

Additional Funding Sources

Several mandatory, indefinite, permanent appropriations, trust funds, and other sources of funding are automatically available to the National Park Service without the need for Congressional appropriations. In FY 2000, revenue from mandatory “Permanents and Trusts” totaled \$230.3 million.

Interagency agreements also provide funds in exchange for specialized services provided by National Park Service staff. In FY 2000, funding sources separate from appropriations and “Permanents and Trusts” totaled \$210.4 million. The decrease from 1999 reflects declines in “reimbursable” funding connected to funding for Year 2000 (Y2K) computer issues and federal land acquisition that had been provided to the Secretary of the Interior through Congressional appropriations.

The full amount available to the National Park Service from all the above sources during FY 2000 was \$2.273 billion. Amounts and descriptions of all funding sources are provided in the table to the right and the Notes on NPS Funding Sources on the following pages.

National Park Service FY 2000 Funding, All Sources	
Funding Source	Funding (\$000)
<u>Discretionary Appropriations</u>	
1) Operation of the National Park System	\$ 1,361,979
2) Construction	221,191
3) Land Acquisition and State Assistance	120,700
4) National Recreation and Preservation	53,399
5) Historic Preservation Fund	74,793
SUBTOTAL, Discretionary Appropriations	1,832,062
<u>Permanents and Trusts</u>	
6) Recreation Fee Permanent Appropriations	151,632
7) Concessions Improvement Accounts	28,184
8) Other Permanent Appropriations	32,054
9) Miscellaneous Trust Funds	18,422
SUBTOTAL, Permanents and Trusts	230,292
<u>Permanent Contract Authority for Land Acquisition</u>	
10) Land and Water Conservation Fund	30,000
Rescission	(30,000)
SUBTOTAL, Permanent Contract Authority	0
<u>Other Revenue</u>	
11) Net Transfers from Other Accounts	24,010
12) Temporary Transfers for Fire Management	(72,901)
13) Allocations from Departmental Funds	
Wildland Fire Management	81,390
Central Hazardous Materials Fund	1,217
14) Reimbursables	176,649
SUBTOTAL, Other Revenue	210,365
SUBTOTAL, Funding Other than Discretionary Appropriations	440,657
TOTAL, NPS Funding Sources	\$ 2,272,719
<u>Non-NPS Funds Used for NPS Purposes</u>	
15) Federal Land Highways Program	\$ 53,480

Descriptions and Notes on NPS Funding Sources

1. Operation of the National Park System

This annual (one-year) appropriation funds all operational, maintenance, and administrative costs for parks, field areas, and the Washington D.C. headquarters office.

2. Construction

The Construction appropriation is a “no-year” appropriation with funds available until expended. These funds support line item construction projects, emergency and other unscheduled projects, housing projects, construction planning, equipment replacement, dam safety, general management planning, pre-design and supplementary services, and program management and operations. Planning provides the basic guidance for the management of each unit of the park system including protection, use, and development. Planning also includes evaluation of potential new units to the National Park System. Note: Most of NPS road and bridge rehabilitation is accomplished through funding from the Federal Lands Highways Program (in the Department of Transportation.)

3. Land Acquisition and State Assistance

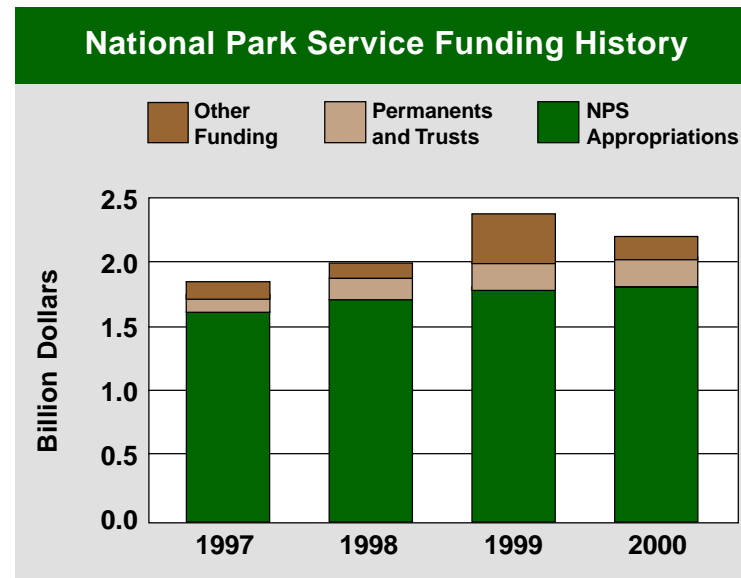
This appropriation funds the federal acquisition of land or interest in land within the National Park System and matching grants to states, territories, and local governments. Administrative expenses for both programs are also provided. All funds provided in this account are available until expended and are derived from the Land and Water Conservation Fund.

4. National Recreation and Preservation

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

5. Historic Preservation Fund

This two-year appropriation provides matching grants to, and in partnership with, state and local governments, Indian tribes, and Historically Black Colleges and Universities to help support the identification, evaluation, registration, and preservation of the nation’s historic, archeological, and cultural heritage. In addition, funds were provided in FY 2000 for priority preservation projects under the Save America’s Treasures Initiative.



6. Recreation Fee Permanent Appropriations

In FY 2000, six mandatory accounts received funding from recreation fees under permanent authorizations: Recreational Fee Demonstration Program, Fee Collection Support, National Park Passport Program, Educational Expenses, Children of Employees Yellowstone National Park, Payment for Tax Losses on Land Acquired for Grand Teton National Park, and Deed-Restricted Parks Fee Program.

7. Concession Improvement Accounts

By agreements with the National Park Service, some concessionaires deposit funds into special accounts held outside the U.S. Treasury to be used for improvements to concession service facilities without accruing possessory interests therefrom.

8. Other Permanent Appropriations

In FY 2000, five mandatory accounts received funding under permanent authorizations: Park Concessions Franchise Fees, Park Buildings Lease and Maintenance Fund, Operation and Maintenance of Quarters, Delaware Water Gap Route 209 Operations, and Glacier Bay National Park Resource Protection.

9. Miscellaneous Trust Funds

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

10. Land and Water Conservation Fund Contract Authority

The LWCF Act authorizes the obligation of up to \$30 million by contract each fiscal year for authorized federal land acquisition in advance of an appropriation to liquidate the contract authority. Recently, this contract authority has been rescinded each fiscal year as part of the appropriations process.

11. Net Transfers from Other Accounts

Funds are shifted between accounts for specific purposes as authorized by law.

12. Temporary Transfers for Fire Management

Funds are shifted under emergency authority to fight forest fires with the expectation that the funds will be returned the next fiscal year.

13. Allocations from Departmental Funds

Funds are originally appropriated to accounts for the entire Department for certain purposes and then are allocated during the fiscal year to the National Park Service and other bureaus based on need.

14. Reimbursables

The National Park Service is reimbursed for work done for other agencies, federal and non-federal. For FY 2000, amounts include priority land acquisition funds from Title VI of FY 2000 appropriations.

15. Federal Lands Highways Program

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



Fire crews cut hand line in steep terrain and heavy fuels on the North Rim at Grand Canyon National Park.