



Management Discussion and Analysis

Fiscal Year 2000 Accomplishments

Natural Resource Challenge

The best hope to restore and retain the rich heritage found in the National Park System is to be fully informed about park plants, animals, ecosystems, and their interrelationships. Accordingly, in FY 1999, the National Park Service announced the Natural Resource Challenge, a five-year program to strengthen natural resource management. The NPS strategy to meet the challenge identifies these actions to sustain the natural resources in our parks:

- Accelerate natural resource inventories
- Expand monitoring efforts including air and water quality monitoring
- Protect native and endangered species and their habitats
- Aggressively control non-native species
- Improve resource planning
- Assure fully professional staff
- Enhance environmental stewardship
- Increase collaboration with scientists and others
- Enhance use of parks for scientific research
- Use parks for learning

The National Park Service received a \$14.3 million increase for challenge activities in FY 2000 including inventory and monitoring, the Natural Resources Preservation Program (NRPP), native and exotic species management, and geologic expertise for resource protection

The single biggest undertaking of the Natural Resource Challenge is to expand the inventory and monitoring effort. Inventories will provide baseline information about natural resources in the parks. Biologists have identified 12 basic natural resource inventories needed in 265 parks. The inventories will initially focus on mammals, birds, fish, amphibians, reptiles, and vascular plants.

Monitoring is a way to become familiar with the condition of park resources. Scientists and resource managers in each park will identify the basic indicators of health for their ecosystem. They will monitor vital components of the ecosystem such as the presence of pollinators, threatened and endangered species, air and water quality, erosion and slope stability—whatever is necessary to better assess the condition of park resources and reveal important trends.

The introduction or invasion of non-native species is one of the biggest threats to the natural ecosystems in national parks. Alien species can invade native ecosystems, disrupt ecological balance, reduce diversity, and destroy natural succession. Invasive exotic plants have gained a foothold and are now infesting large areas in many parks. Beginning in FY 2000, the National Park Service put new emphasis on exotic plant management. The NPS established four exotic plant management teams that will begin to control or, when possible, eradicate non-native plant species. The first four teams will work in the Hawaiian Islands, Florida, the National Capital Region, and the Chihuahuan Desert/Shortgrass Prairie.

The Natural Resource Challenge has resulted in many natural resource preservation projects and accelerated NPS work with threatened and endangered species. It has expanded National Park Service geologic expertise, including our capability regarding geologic hazards, and coastal and cave restoration.

New and expanded partnerships are also underway. The National Park Service is working with other agencies, including the U.S. Geological Survey. Some regions have already established Cooperative Ecosystem Study Units at colleges and universities to provide technical assistance, research, and education support for parks.



Scientists at North Cascades National Park use DNA analysis to confirm the identification of individual grizzly bears.

New learning centers are envisioned as part of the Natural Resource Challenge. The learning center concept varies from park to park, but the basic idea is to provide laboratory space for visiting scientists and encourage scientists to work in parks and share their scientific knowledge directly with the public. These learning centers will be located either outside parks or developed on parklands through the adaptive reuse of existing facilities. The initial learning centers will be in Rocky Mountain National Park, Great Smoky Mountains National Park, Point Reyes National Seashore, Cape Cod National Seashore, and Seward, Alaska, near Kenai Fjords National Park.

In the long term, park managers anticipate possessing the capability to access critical information, initiate better resource management practices, and restore damaged resources so that the people of today and future generations may enjoy them. For more information about National Park Service natural resource management and the Natural Resource Challenge visit the Nature Net Web site at www.nature.nps.gov.

Natural Resource Challenge FY 2000 Increases	
Increase Area	Amount (\$000)
Inventory and Monitoring	\$ 7,309
Natural Resources Preservation Program (NRPP)	2,875
Native and Exotic Species Management	3,449
Geologic Expertise for Resource Protection	696
TOTAL	\$14,329



Remote, infrared camera systems are used at Tonto National Monument to monitor and document wildlife such as this mountain lion.

Representative Natural Resource Challenge FY 2000 Accomplishments

Inventory and Monitoring

North Cascades NP – Grizzly Bear Surveys - Scientific advances help to confirm the presence of bears. Analysis of DNA in bear scat and from fur collected on “rub trees” provide excellent information including the identification of individual bears. In addition, biologists are placing remote cameras in areas where there have been fairly reliable sightings in recent years.

Mojave NP - Tracking the Desert Tortoise, a Threatened Species - An NPS team is systematically searching for tortoises in extensive areas of the Mojave Desert. In addition to establishing the number, density, and distribution of desert tortoise populations, some tortoises are fitted with transmitters to track their movements.

Native and Exotic Species Management

National Capital Parks - The integrity of Rock Creek Park and other areas where deciduous forests exist is threatened by uncontrolled invasions of non-native plants. Woody vines such as English ivy can kill forest canopy trees. Other vines and shrubs such as honeysuckle and bamboo form dense thickets that many species of wildlife cannot penetrate. An exotic plant management team stationed in Rock Creek Park is executing a successful eradication effort.

Chihuahuan Desert/Southern Shortgrass Prairie - Tamarisk is a deep-rooted plant that dries up springs and reduces water flow. Also known as salt cedar, this invasive plant pulls water and salt out of the soil, concentrates the salt in its leaves, and when the leaves drop, contaminates the soil surface with too much salt for other plants to survive. An exotic plant management team is working to eradicate tamarisk and 15 other invasive non-native plant species in 11 Intermountain Region parks ranging from as far south as Amistad NRA and Big Bend NP to as far north as Bent's Old Fort NHS.

Congaree Swamp NM – Removing Feral Hogs - Funding from the Natural Resource Challenge assists the NPS to monitor and evaluate non-native feral hog impacts and recommend alternatives for control and reduction of hog impacts at several parks throughout the System. At Congaree Swamp, wetland communities, native vegetation, aquatic habitats, and rare and endangered species are subject to severe damage from hog rooting and other behavior.

Natural Resources Preservation Program (NRPP)

Buffalo NR – Restoring the Riverbanks - In the Boxley Valley, the river meanders through alluvial bottoms that have been farmed to the river's edge. The riverbanks are unstable, and bank erosion increases silt in the river and alters the stream channel. To restore the riverbanks to a more natural condition, the NPS surveyed the channel and anchored revetments of cut cedar trees to halt erosion and restore banks. Native hardwoods will be planted along five miles of the river to help bind the soil and restore natural stability to the riparian area.

Cape Cod NS – Restoring a Wetland - In 1930, Hatches Harbor, a 200-acre salt marsh was diked, blocking tidal flow and causing the natural salt marsh to freshen. Freshwater common reeds replaced the salt marsh *Spartina* grass, reducing the value of habitat for young fish and shellfish. The NPS installed four seven-foot wide culverts along the dike to restore native grasses and a natural tidal flow. Adjustable gates are now opened gradually to slowly restore salt water flow. With the gates open, regular tidal flushing will occur and predatory fish may enter the marsh. One of the benefits will be a reduction of mosquito breeding to more natural levels.

Great Smoky Mountains NP – Brook Trout Restoration - Nearly 80 percent of the native brook trout natural range has been lost to encroachment by exotic fish at low elevations and to other problems. To replenish native brook trout in the middle stretches of Sam's Creek, non-native, competing rainbow trout are being moved. A waterfall barrier will prevent future rainbow trout access.

Everglades Restoration and Research

In 1996, Congress passed the Water Resources Development Act (WRDA) to guide the restoration of the Everglades and South Florida ecosystem. The law focuses on resolving water quality, water quantity, wetlands, and issues in the South Florida ecosystem. Because of the Act, the South Florida Ecosystem Restoration Task Force was established. The task force is an interagency and intergovernmental entity that coordinates the input and expertise of 14 federal agencies, seven state agencies, 16 counties, two sovereign tribes, and more than 150 municipalities. This unprecedented partnership of the Federal Government, state of Florida, and tribal, regional, and local governments is responsible for the largest restoration effort ever undertaken. The Department of the Interior, including the National Park Service, in particular, is a major party to the restoration effort.

Operations

Four National Park System sites are located in South Florida. Operations of these units are critical to continuing preservation and protection of South Florida natural and cultural resources. The largest park unit is Everglades National Park, which contains the largest remaining subtropical wilderness in the contiguous United States. It contains extensive freshwater and saltwater areas including Florida Bay, open sawgrass prairies, mangrove forests, and abundant wildlife, including rare birds. Big Cypress National Preserve, next in size and to the north of Everglades National Park, protects the watershed for the threatened ecosystem of South Florida. Big Cypress contains subtropical plant and animal life, and it is home to endangered species such as the Florida panther and the red-cockaded woodpecker. The preserve is also the ancestral home of the Seminole and Miccosukee Indians. Biscayne National Park is located South of Miami. It includes a chain of subtropical islands with Biscayne Bay on the west and the Atlantic Ocean on the east. The park protects interrelated marine systems including mangrove shoreline, bay community, subtropical

keys, and the northernmost coral reef in the United States. Dry Tortugas National Park is located at the extreme western edge of the Florida Keys. The park contains Fort Jefferson, the largest all-mason fortification of the Western world, as well as a bird refuge, and marine life including coral reefs.

Land

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

In FY 2000, the National Park Service purchased 19,430 acres at Everglades National Park and 2,211 acres at Big Cypress National Preserve. Money was also appropriated in FY 2000, as it was in FY 1998 and FY 1999, to provide substantial grants to the state of Florida for land acquisition outside of park boundaries. Lands purchased in Everglades National Park in FY 1999 are used to implement the Modified Water Deliveries Project, a construction effort currently underway, which will restore natural hydrologic conditions in the park’s critical Shark River Slough drainage.

Everglades Research

The Task Force’s *Central and Southern Florida Comprehensive Plan*, known as the Restudy, is a blueprint for the restoration of the entire 18,000-square-mile ecosystem. The plan provides the opportunity to capture, clean, and distribute water in the right amounts—and at the right time—to the Everglades. The plan proposes to remove over 240 miles of internal levees and canals. When combined with other current water quality commitments, the efforts proposed by the plan will lead to improved quality and delivery of water entering the natural



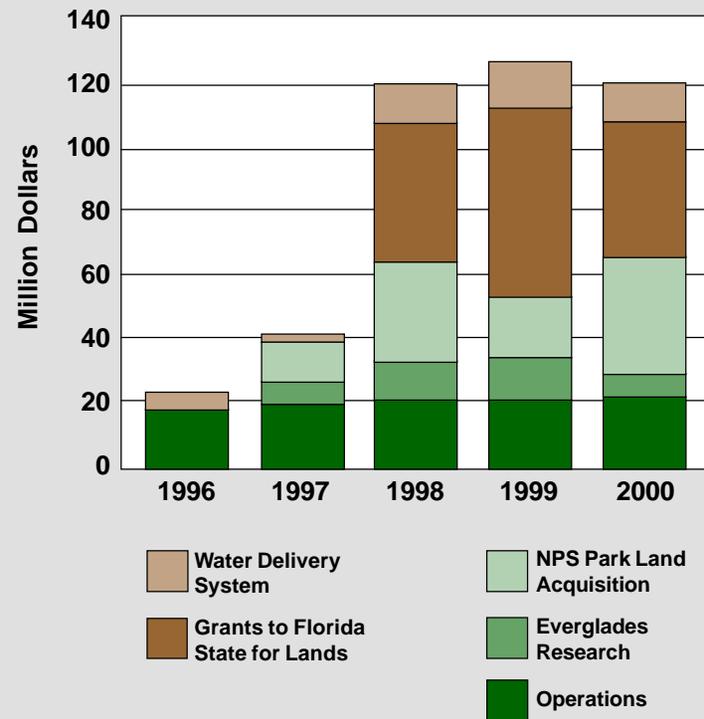
The Everglades/South Florida Ecosystem Restoration Project is a long-term program that is essential to restore the Everglades.

system and to Florida and Biscayne Bays. The plan allows for the capture and use of over one million additional acre-feet of water, which will result in a significant improvement to the environment and in the return of the abundant fish and wildlife that once thrived in the area. The plan accomplishes these goals while increasing the amount of water available to urban and agricultural users—and without reducing flood protection.

In FY 2000, the National Park Service participated in partnerships with multiple representatives of the South Florida Ecosystem Restoration Task Force to develop the knowledge base required for restoration of the South Florida ecosystem. Research included the development of improved integration of scientific databases and geo-spatial analysis. Studies also included assessments of the influence of contaminants, biogeochemical processes, and landscape scale projects to examine patterns, processes, and regional scale modeling. This research continues along with ongoing efforts to plan and implement water quality improvement technologies, and to develop control strategies for exotic species.

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

Everglades/South Florida Ecosystem Restoration Funding History



The miracle of the light pours over the green and brown expanse of sawgrass and of water, shining and slow-moving below, the grass and water that is the meandering and the central fact of the Everglades of Florida. It is a river of grass.

Marjory Stoneman Douglas

Five-Year Maintenance and Capital Improvement Plan

The National Park Service manages more land, buildings, roads, and water systems than many state governments. In 1999, responding to concerns about a deteriorating infrastructure, the National Park Service, in concert with the Department of the Interior, committed to the development of a Five-Year Maintenance and Capital Improvement Plan.

This plan covers the National Park System repair and rehabilitation and line-item construction programs. It is designed to improve management and accountability for NPS infrastructure requirements and to focus maintenance and construction project funding on the highest priority health and safety and resource protection needs. Besides providing a framework for planning and management of these programs, the plan allows better definition and identification of accumulated, deferred maintenance funding requirements. Lists of proposed projects, beginning with the budget year and continuing for four additional years, are submitted to Congress with the annual budget request. The plan will be updated annually to reflect changes in priority or the identification of new needs.

National Park Service endorsement of this approach resulted in increases in funding for the Repair and Rehabilitation Program and construction programs in FY 1999. The first official submission of the Five-Year Plan, covering the period FY 2000-FY 2004, occurred in FY 2000.

Recreation Fee Demonstration Program

Beginning in FY 1997, the National Park Service expanded fee collection under the authority of the Recreational Fee Demonstration Program. The Fee Demo Program is now authorized through FY 2001. The law allows federal land management agencies to test new fees across the geographic and program spectrum of sites managed by the respective agencies. More significantly, the new law allows the NPS to retain 100 percent of the revenue collected for park use without the revenue being subject to appropriation.

Presently, more than half (204) of the 379 park units collect entrance fees and/or use fees. There are 100 participating fee demonstration “pilot parks.” Fee Demo pilot parks are allowed to retain 80 percent of all fee revenue collected at the park for immediate use. The remaining 20 percent contributes directly to a central fund which is immediately available to the Director of the National Park Service for discretionary distribution to parks across the National Park System. Funds collected during the five-year test program are available for expenditure through September 30, 2004. The availability of additional monies to the NPS over the five-year period is estimated at approximately \$600 million.

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

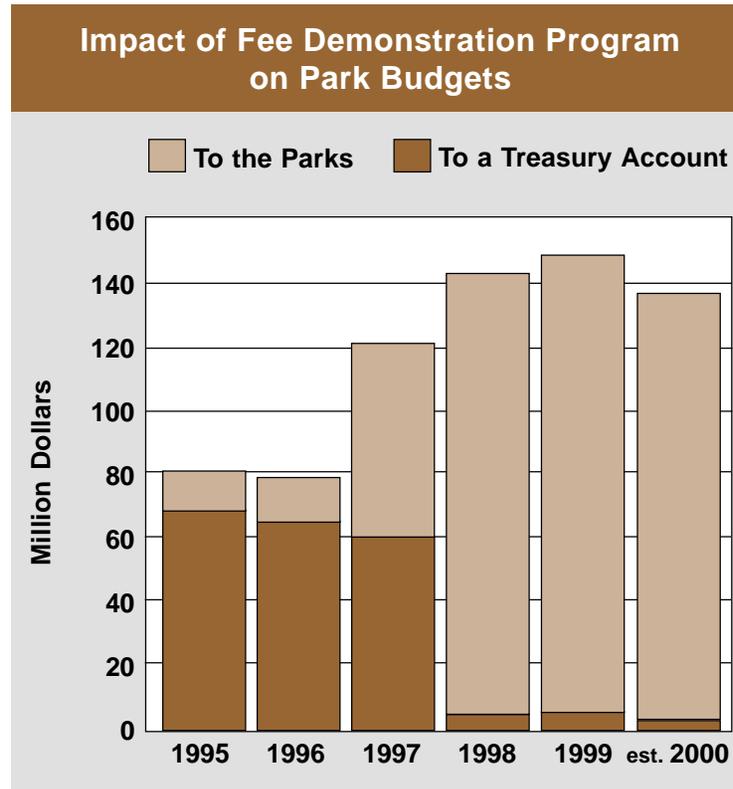


The User Fee logo appears in National Park System areas to increase public awareness about current projects that have been funded through the Recreational Fee Demonstration Program.

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

Since its beginning in FY 1997, the program has been responsible for nearly \$468 million in additional funding becoming directly available to the parks—\$137.7 million in FY 2000. One of the more ambitious projects using fee revenue is the innovative Canyon View Information Plaza Visitor Center which opened in October 2000 at Grand Canyon National Park.

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



Grand Canyon National Park's Canyon View Information Plaza was developed using fee revenue.

Save America's Treasures

In FY 2000, Congress appropriated \$30 million for the Save America's Treasures grant program, a public-private partnership initiated between the White House Millennium Council and the National Trust for Historic Preservation administered by the National Park Service. This partnership is dedicated to identifying and rescuing enduring symbols of American tradition that define us as a nation. By law, each award requires a dollar-for-dollar non-federal match. States, localities, corporations, foundations, and individuals who value the American heritage have pledged support through financial contributions, donations, and in-kind services. All projects require approval by the House and Senate Appropriations Committees.

The array of grants awarded in FY 2000 indicate the extent and diversity of America's historical and cultural heritage. In FY 2000, grants were made to 71 projects in 40 states, the District of Columbia, and Puerto Rico. Projects include preservation and protection of buildings or groups of structures including historically or architecturally significant homes, schools, churches, industrial sites, military encampments, courthouses, immigration sites, a penitentiary, and a lighthouse. Literary and artistic projects include theatres, art collections, sound recordings, and dance. Among a host of notable sites in remembrance of important Americans are Benjamin Franklin National Memorial and Harriet Tubman National Historic Site. Archeological projects protect ancient mounds and cave collections.

The value of the FY 2000 Save America's Treasures grants range from as high as \$2,500,000 to as low as \$50,000. The majority of grants range between \$250,000 and \$500,000. In dollars, the largest restoration and preservation projects include the National First Ladies Library in Ohio, the Intrepid Sea Air Space Museum in New York, and the Mark Twain House in Connecticut. Smaller projects include preserving the Babe Ruth scrapbooks at the National Baseball Hall of Fame and three collections of American Dance featuring African American, Korean American, and Native American traditions.

Four National Park System units benefited from the grant program. Central High National Historic Site will be able to make structural repairs to the school building. The Laundry and Hospital Outbuilding at Ellis Island, at Statue of Liberty National Monument, will undergo restoration as will Fort San Felipe del Morro at San Juan National Historic Site. At Valley Forge National Historical Park, buildings that served as quarters for George Washington's officers will be repaired. Sites affiliated with the NPS, including Anderson Cottage and the Lower East Side Tenement Museum, also received grants.



The White House included the Save America's Treasures Millennium Project as part of its holiday decorations. Models of different buildings and artifacts that will be preserved with Millennium Project grant money adorn the tree.

Wildland Fire

The year 2000 fire season was one of the most destructive in recent history. Over six million acres were burned—primarily forest in the 11 western states running from New Mexico to Washington. Particularly hard-hit were Montana, Idaho, and New Mexico. The flames knew no boundaries; national parks such as Mesa Verde, Glacier, Grand Canyon, Great Basin, Theodore Roosevelt, Yellowstone, and Grand Teton were threatened and, on occasion, closed to the public for short periods. Park visitation and local economies were negatively affected.

The U.S. Forest Service has the main wildfire fighting responsibility in the Federal Government. Within the Interior Department, financial resources are centralized in the Bureau of Land Management from which the National Park Service is allocated funding for suppression and pre-suppression activities. As with all other land management agencies, the National Park Service contributes staff towards combating national wildfire emergencies.

Despite its destructive power, fires create a mosaic of biodiversity that is nearly impossible to produce by any other means. Accordingly, federal land agencies, including the National Park Service, conduct a program of controlled, or prescribed, burning to further this birth of biodiversity and to minimize the danger of more serious wildland fire in and around national parklands. In accordance with federal wildland fire policy for fire-dependent ecosystems, prescribed burns can be used to reduce dangerously high fuel accumulations that arise from a lack of fire. This vital tool is designed to prevent larger conflagrations.

On May 4, 2000, during such a prescribed burn, fire personnel at Bandelier National Monument in New Mexico ignited a prescribed fire under an approved plan. A significant increase in wind conditions caused the fire to move out of control, resulting in forced evacuations of neighboring towns, destruction of 235 homes, and danger to Los Alamos National Laboratory. The National Park Service has acknowledged responsibility for the Cerro Grande Fire, citing poor judgment and the faulty execution of standard procedures. An immediate and thorough interagency review was undertaken and resulted in several recommendations including implementation actions designed to ensure strict adherence to Federal Wildland Fire Policy and revisions to the policy where necessary.

In July of 2000, Congress approved emergency appropriations totaling \$661 million. Of this total, \$500 million was administered by the Federal Emergency Management Agency (FEMA) as compensation for residents, with the remaining amount distributed to other government agencies that suffered losses from the fire. The National Park Service has pledged a renewed commitment to prevent any possibility of a recurrence of this type of disaster.



Fires occurred at numerous national parks in 2000 during one of the most destructive fire seasons in recent history.

Diversity Action Plan

The National Park Service has developed a Diversity Action Plan with the objective to remain a viable organization for preserving and maintaining the national treasures of all Americans. In its second year of implementation, the Diversity Action Plan has touched every aspect of the National Park System. The plan affects the nature and interpretation of parks. It is reflected in the face of the work force. It also accommodates the scope of visitors that enjoy the parks. For more information about the National Park Service Diversity Action Plan go to <http://www.cr.nps.gov/history/diversity> on the Web.

Parks

A primary role of the National Park System is to preserve and communicate the legacy of individuals and historical, natural, and cultural places or events that are worthy of the concern and attention of our generation and future generations. Each of the 379 units of the National Park System are recognized as areas of national significance. The parks reflect the nation's cultural diversity by commemorating the many ethnic heritages, professions, and events integral to the development of our country. The parks also reflect the nation's natural diversity by preserving unique ecosystems and geologic formations, wilderness, rivers, and trails—all places of spectacular beauty.

The National Park Service has developed Internet sites that examine many of the thematic frameworks of the parks. Under a Web site called *Categories of National Significance*, Web browsers can view a wide range of topics. Sites can be found at <http://www.cr.nps.gov/history/catsig/catsig.htm>.

Categories of National Significance

- Agriculture
- Architecture
- Art
- Commemoration
- Commerce
- Communications
- Community
- Economics
- Education
- Entertainment / Performing Arts
- Environmental Conservation
- Ethnic Heritage
- Exploration
- Government
- Health/Medicine
- Historic Preservation
- Immigration
- Industry
- Intellectual Philosophy
- Labor
- Landscape Architecture
- Literature
- Maritime
- Military
- Recreation
- Religion
- Science
- Settlement/Migration
- Social and Humanitarian Movements
- Technology and Engineering
- Tourism
- Transportation
- Women



Veterans of the World War II African American Tuskegee Airmen gather at a commemorative event at Tuskegee Airmen National Historic Site.

Work Force Diversity

The National Park Service work force should be as diverse as the National Park System it serves and represents. Within the NPS, diversity encompasses more than differences in race, religion, national origin, disabilities, age, gender, or sexual orientation; it includes respecting and appreciating individual differences and ensuring all employees are included as full, contributing, and influential team members. To promote diversity within the work force, the National Park Service takes the following actions:

- Educate managers about diversity issues
- Hold park managers responsible for diversifying seasonal and permanent staff
- Establish full-time recruiters to focus exclusively on recruitment of highly skilled diverse candidates, including those with disabilities
- Establish relationships with minority colleges and universities, including Historically Black Colleges and Universities, Hispanic-serving institutions, and tribal colleges; the National Association for the Advancement of Black Federal Employees; and the Student Conservation Association
- Through outreach programs, encourage minority interest in careers that benefit the NPS, including archeology and historic preservation
- Recruit a diverse pool of applicants for NPS youth programs to increase the percentage of minorities employed in summer seasonal jobs
- Develop the current work force through established programs such as the Intake Trainee Program

Through these activities, the National Park Service has made some progress in improving the diversity of our work force regarding women and minorities. More limited progress has been made in improving the representation of citizens with disabilities.

NPS Diversity Foundation

- Employees:**
- Are treated fairly.
 - Are recognized and rewarded based upon ability and merit for their contributions.
 - Have equal access to opportunity for growth and advancement.
 - Respect each other and are free from harassment, discrimination, and intolerance.
 - Represent the diversity of society at all levels throughout the NPS.
 - Are recognized as crucial to the success of the NPS and are managed and developed accordingly.

Objectives of NPS Work force Diversity Action Plan

- Work Environment**
- Acceptance of diversity
 - Absence of bias
 - Collaboration and teamwork
- Proactive Leadership**
- Articulation of a common vision
 - Clear focus on goals
 - Active participation
 - Achievement of results
- Systems**
- No barriers to work force diversity
 - Effective members of a diverse work force
- Work Force**
- Reflection of the diversity of American society
 - Best talents of all groups



The Border Folk Festival at Chamizal National Memorial offers NPS employees, participants, and visitors an opportunity to celebrate their rich cultural diversity.

Visitors

The National Park Service is determined to make the national parks engaging and meaningful for all Americans. The NPS recognizes that parks were used historically by a relatively narrow segment of the population, and it also notes that many parks have not offered experiences meaningful to visitors from varied ethnic backgrounds. Although each park is meaningful to different people in different ways, the National Park Service wants all Americans to find personal meaning and opportunity in some parks, and in their own way.

Improving the diversity of the National Park Service work force is a major step in increasing the diversity of visitors. A diverse work force increases the comfort level of diverse visitors, encouraging visitation. Diversity can serve to expand outreach programs to more communities, businesses, schools, and social organizations.

Interpretation programs are being expanded to reflect more comprehensively the purpose of the site. In this way, sites encompass a broader interest base. Visitors who come to National Park System sites have multiple, sometimes mutually, exclusive interests. For example, some visitors to Civil War battlefields are drawn by the military history and brinkmanship, but others are interested in the historical and societal context of the battle. The National Park Service believes that all visitors need to be served, and ways to do this are being pursued.

Representative NPS Efforts to Serve a Diverse Public

Workshops	Civil and human rights interpretive planning Forum on interpreting slavery
National Register of Historic Places	Book: <i>San Antonio Missions: Spanish Influence in Texas</i> Lesson Plan: <i>Teaching with Historic Places</i> Web site: <i>We Shall Overcome – Historic Places of the Civil Rights Movement, an Internet Travel Itinerary.</i>
Programs for Underserved Audiences	The Rocky Mountain Corps of Discovery takes Hispanic, American Indian, and African-American children from Denver to Rocky Mountain National Park to learn about the natural world. Badlands National Park interpretation programs use Lakota interpreters to provide multiple perspectives on the history of the area. Hovenweep and Natural Bridges National Monuments have an outdoor education program that brings local Native American schoolchildren to the parks.
Programs in Multiple Languages	Santa Monica Mountains National Recreation Area’s Web site is in Spanish as well as English to help meet the needs of Hispanics using the park. The Rivers, Trails, and Conservation Assistance Office published a Spanish-English bilingual brochure about a neighborhood effort to restore a tidal wetland in National City, California. Golden Gate National Recreation Area offers its teacher’s curriculum in both Chinese and Spanish.
Multimedia and Underground Railroad Initiative	Book: Full color interpretive handbook helps preserve and educate the public about the stories related to Underground Railroad sites. Web site: Online travel itinerary, <i>Aboard the Underground Railroad.</i>
NPS Partnerships	With Southern University, opening an urban recreation research facility that provides research, technical assistance, and training to urban park managers across the nation.

Civil War Battlefield and Interpretation

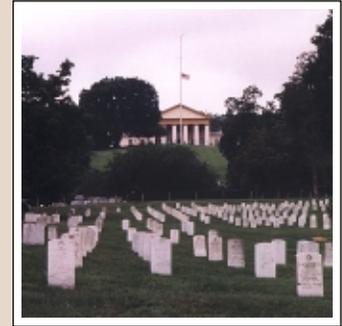
In March 2000, the National Park Service submitted a report to Congress entitled *Interpretation at Civil War Sites*. The report responded to a request that the NPS prepare an assessment of the educational information currently conveyed at Civil War sites related to the causes of the American Civil War, including the role that the institution of slavery played in initiating that conflict.

This direction from Congress came at an auspicious time. The National Park Service has been reviewing its approach to interpreting the Civil War as part of an educational strategy endorsed by the NPS in 1997, which specified that “programs and materials developed by the National Park Service be made more useful by expanding their context and increasing the ways that they are made available to the educational community and the general public.” The interpretation of Civil War sites also has been influenced by recommendations from a general conference of NPS battlefield managers during 1998.

Interpretation at Civil War sites is now guided by the principle that “Battlefield interpretation must establish the site’s particular place in the continuum of war; illuminate the social, economic, and cultural issues that caused or were affected by the war; illustrate the breadth of human experience during the period; and establish the relevance of the war to people today.” Park staff, NPS historians, and the academic community are working together to create interpretive products and programs that will tell the entire Civil War story. Much of this effort will be devoted to providing visitors to Civil War sites with a better understanding of the economic, political, and social context of the period. Ongoing efforts include updated interpretive programs and exhibits, new Civil War Internet sites, and expanded inventories at park bookstores.

The job of interpretation, in all its forms and regardless of the topic, is to help individuals discover their relationship to a park and to help them understand why the park exists. In general, battlefield managers desire to improve all areas of interpretation. This interest is thwarted primarily by limited staff and resources in relationship to the amount of media that needs to be made current, both technically and academically. Some progress in this area has been made at several Civil War sites through the funds obtained from the Fee Demonstration Program. In FY 1998-99, 16 Civil War sites received over \$1.5 million that was directed at media replacement and content enrichment.

Through its education mandate, anchored in the 1935 Historic Sites Act, the National Park Service has an obligation to present to the American public a history that promotes an understanding of the complexity of historical causation, the perils of historical stereotypes, and the relationship between past events and contemporary conditions. By exercising its appropriate role within the historical and educational professions, the NPS promotes a better public understanding of this country’s past.



Arlington House, The Robert E. Lee Memorial, remains situated on a promontory above Arlington National Cemetery and the Potomac River.

Interpretation at Richmond National Battlefield Park Text of Exhibit at New Partnership Visitor Center

First Panel

The Civil War (1861-1865) remains the central event in American history. Richmond [Virginia] was at the heart of the conflict. More than seventy years after the adoption of the Constitution, a nation founded on principles of liberty and equality still allowed human enslavement and quarreled over the balance between state and federal powers. These interrelated issues led to Constitutional crises that were merely patched over, satisfying neither North or South. The growing nation became increasingly divided over the existence and expansion of slavery.

Lincoln's election to the Presidency in 1860 convinced many southern leaders that their slave-based economy and social order would be threatened by federal restrictions. Seven states quickly passed articles of secession and created the Confederate States of America. After the new Confederacy fired on a federal fort in Charleston Harbor and Lincoln called for troops to preserve the Union, Virginia joined the Confederacy and prepared to resist invasion.

Richmond, the Confederate capital and industrial center of the South, was a major objective of Union strategy for four years. As war began, neither side anticipated the brutal clashes, long sieges, and home front destruction that brought death or injury to more than one million Americans, and devastation to a broad landscape, much of it in Virginia.

Last Panel

Beginning as a war to determine the preservation or the division of the United States, the Civil War ended in emancipation for four million Americans as well as preservation of the Union. Three Constitutional amendments—the Thirteenth, the Fourteenth and Fifteenth—promised former slaves freedom and rights as citizens. The war decisively answered the question of whether states might leave the Union, and shifted the balance of political power toward the federal level.

But much remained unresolved in Richmond and the nation. The war did not solve issues of racial prejudice, nor did it establish final meanings for freedom and equality in the United States. These meanings began to evolve in law, practice, and history as soon as the war ended.

After the war, Richmond witnessed both commemorations and celebrations of the Civil War. Many white Richmonders tended graves and erected memorials, while blacks honored emancipation with parades and religious services. How well Richmonders, and the rest of America, could overcome their divisions was a challenge for the future.

Civil War Sites

Andersonville NHS
 Antietam NB
 Appomattox Court House NHP
 Arkansas Post NMem
 Arlington House
 Brices Crossroads NBS
 Chickamauga & Chattanooga NMP
 Cumberland Gap NHP
 Fort Donelson NB
 Fort Pulaski NM
 Fort Scott NHS
 Fort Sumter NM
 Fort Union NM
 Fredericksburg & Spotsylvania NMP
 Gettysburg NMP
 Harpers Ferry NHP
 Kennesaw Mountain NBP
 Manassas NBP
 Monocacy NB
 Natchez Trace Pkwy
 Pea Ridge NMP
 Pecos NHP
 Petersburg NB
 Richmond NBP
 Shiloh NMP
 Stones River NB
 Tupelo NB
 Ulysses S. Grant NHS
 Vicksburg, NMP
 Wilson's Creek NB

NB – National Battlefield
 NBP – National Battlefield Park
 NBS – National Battlefield Site
 NHS – National Historic Site
 NHP – National Historical Park
 NM – National Monument
 NMem – National Memorial
 NMP – National Military Park

Environmental Leadership

To achieve the goal of environmental excellence in all National Park Service programs and activities, the NPS has determined to advance beyond required environmental compliance and aggressively pursue pollution prevention and sustainable practices throughout the organization. The National Park Service provides environmental leadership by working with customers and stakeholders to address mutual environmental concerns. The NPS promotes sustainability opportunities in areas such as energy conservation, water conservation, waste management, and alternative transportation. The agency also educates its staff and the public about sustainability.

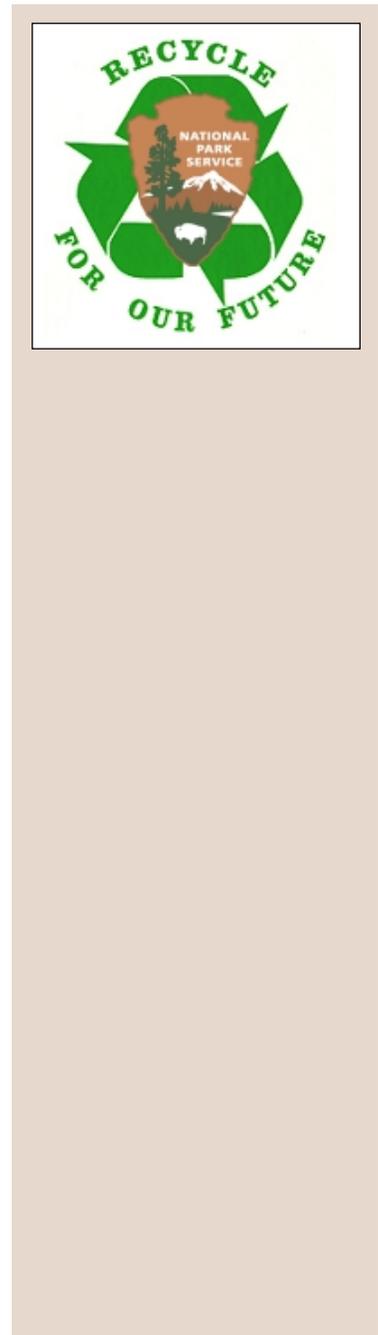
While environmental leadership activities are an extension of the National Park Service stewardship mission, and they reflect the NPS history of resource protection, such practices also incorporate new environmental goals promulgated in five Presidential Executive Orders which require agencies to “green” their operations.

Accomplishments resulting from NPS environmental leadership include:

- Acadia and Zion National Parks inform visitors that when they use the new propane-fueled shuttle buses as alternative transportation systems, they are practicing resource stewardship.
- The Chesapeake and Ohio Canal embarked on a highly successful Trash-Free Park Program which asks visitors to pack-out their garbage, thus protecting the resources (and reducing park operational costs).
- Rocky Mountain National Park became the first park in the country to be a “Clean Cities” park, enabling alternative fueled vehicles to be introduced, not just in the park, but in the surrounding communities as well.
- The NPS completed over 50 environmental audits at park facilities.

- A Concession Environmental Management Program facilitates concessioner compliance with environmental regulatory requirements, promotes environmental awareness and accountability, and encourages the integration of sustainability and pollution prevention strategies in concession operations.

Environmental Leadership Projects and Tools Under Development	
Training	Environmental Leadership pilot training course A complete environmental training curriculum assessment to establish the core competencies required for employees
Visitor Involvement	Demonstrations in green energy technology through a NPS/DOE partnership (Green Energy Parks) Demonstrations at parks on National Clean Boating and National Clean Beaches
Guidance	Update of the landmark NPS publication <i>Guiding Principles of Sustainable Design</i> (1993) (which will include input from world class sustainability experts)
Standards	Sample standard job description and performance criteria for park/support office



Alternative Transportation Systems

The National Park Service Alternative Transportation Program is mandated to design and implement innovative transportation plans and to develop policy, guidance, and coordination procedures for the implementation of safe and efficient transportation systems that are compatible with the protection and preservation of the National Park System's cultural and natural resources.

Many visitors arrive in parks by private automobile. In some cases, this has begun to threaten the resources which the parks were created to protect, and the resources which the public comes to enjoy. Traffic congestion, lack of parking places, and air and noise pollution are problems that frustrate visitors and can damage park resources. Providing alternative transportation systems within the parks is one way to address these issues.

Currently, there are 63 visitor transit systems in 50 parks that vary in size ranging from single vehicle vans to bus fleets. In FY 2000, major advances in alternative transportation systems occurred at several parks including Zion National Park, Acadia National Park, and Grand Canyon National Park.

In FY 2000, the National Park Service completed a guidebook for NPS managers that details transportation planning issues and options. The guidebook features information of such topics as the role and purpose of transportation in National Parks, an explanation of transportation planning and tools, and how to evaluate transportation alternatives and implement solutions.

Representative FY 2000 Developments NPS Alternative Transportation Systems

Acadia National Park

The Island Explorer shuttle bus service provides an alternative to traveling by personal automobile. Use of the shuttle has reduced emissions, eliminating an estimated two tons of nitrous oxide, four tons of hydrocarbons, 32 tons of carbon monoxide, and approximately 522 tons of carbon dioxide from the air. The emissions reductions are equivalent to shutting down a small manufacturing plant for a year. Acadia's shuttle bus service has eliminated 1.3 million vehicle miles driven on park roads, reducing wear and tear, congestion, and sometimes dangerous competition for parking spaces.

Zion National Park

As an increasingly popular destination for visitors who arrive primarily by car, RV, or tour bus, Zion, in particular, suffered from overburdened resources. To reduce traffic, improve the park experience, and protect park resources, a new bus transportation system began operation on May 26, 2000. From March through October, and during other peak visitation times, the bus system is the only method by which to enter the park. The park loop offered by the transit system includes nine stops in Zion Canyon. A second loop serves six stops in the town of Springdale, the gateway community to the park, where visitors leave their vehicles to ride the shuttle to the new Zion Canyon Visitor Center. There, exhibits and audiovisual presentations help visitors plan their visit, and visitors can catch the park loop shuttle.

Grand Canyon National Park

The Canyon View Information Plaza, a new transportation/orientation center at the park, neared completion in FY 2000. The hub, which replaces a much smaller visitor center, is designed to allow for alternative transportation systems which will connect visitors to other points in the park by light rail, alternative fuel buses, a Greenway trail system, and the Rim Trail.

Land Acquisition

Many national parks contain land within their legislatively designated boundaries that is not owned by the Federal Government. All privately held interests are potentially subject to use and development. In some cases, proposed developments of these private interests are compatible with the park's purpose and objectives. However, many adversely affect the preservation of cultural, historic, or natural resources, and conflict with park purposes. Where regulatory authority exists, the National Park Service may control or condition the use of private interests. However, owners of privately held interests hold legally recognized and protected property rights. The NPS cannot deny their use without due process of law and just compensation to the holder of the right.

The National Park Service has developed land protection plans for all units containing private lands to identify the minimum land acquisition necessary to protect park resources and provide for visitor use. Not all privately held lands within the National Park System have been identified for purchase. Of the 83.6 million acres of the National Park System, 4.3 million are privately owned. The NPS has determined that about 1 million acres of land should be acquired, over half of which is in Alaska. Lands proposed for acquisition are estimated to value \$1.3 billion.

During FY 2000, \$111.2 million was obligated for land acquisition. During that time, the National Park Service acquired interest in 3,559 tracts containing 135,922 acres. Of all lands acquired within the National Park System during FY 2000, 100,566 acres were acquired by purchase; 9,110 acres were acquired by taking or condemnation; and 23,802 acres were acquired by donation. The NPS transferred 2,440 acres to other federal and municipal agencies.

Elwha River Ecosystem Restoration

On February 29, 2000, the National Park Service completed an eight-year effort to acquire the Glines Canyon and Elwha River Dams. Public Law 102-495 directed the NPS to acquire approximately 1,200 acres both inside and outside the boundary of Olympic National Park to restore the Elwha River ecosystem and fisheries. The acquisition of these lands, for \$29.5 million, will allow the restoration of the river and the canyon through which it flows.

Civil War Battlefield Protection

During FY 2000, interest was acquired in 33 tracts of land totaling 700 acres at five different battlefield sites. Negotiations with other landowners are ongoing, and additional landowners are being contacted to ascertain their interest in selling property to the NPS. Preliminary work, such as title research, mapping, appraisals, and environmental site assessments continue.

South Florida Ecosystem Restoration

In support of the Department of the Interior's initiative to restore and protect the water flow into the Everglades and Florida Bay ecosystems, the NPS acquired 2,985 tracts containing 19,430 acres at Everglades National Park and 292 tracts containing 2,211 acres at Big Cypress National Preserve.

Mojave National Preserve

On July 27, 2000, the NPS acquired 81,730 acres owned by Catellus Corporation at the Mojave at a cost of \$5 million. The Wildlands Conservancy, one of the largest non-profit land trusts in the West, assisted with matching funds for the acquisition.



In 2000, 81,730 acres of land were added to Mojave National Preserve, further protecting the fragile desert habitat of the desert tortoise.

Concession Management

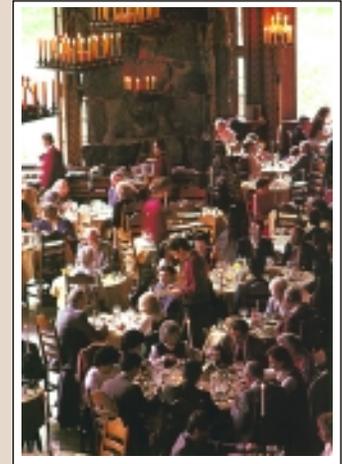
There are currently 628 concessioners operating in approximately 130 parks within the National Park System. Concessioners provide a variety of necessary and appropriate visitor services including accommodations, restaurants and other food services, transportation, and merchandise facilities.

In FY 2000, the National Park Service developed administrative reforms that conform to new legislation passed in the National Parks Omnibus Management Act of 1998 (which updates the Concession Policies Act of 1965). The new legislation substantively changed the manner in which the NPS awards concession contracts, as well as the terms and conditions of those contracts. The National Park Service published revised final concession regulations in the Federal Register on April 17, 2000. Revised final standard concession contract language followed on May 4, 2000.

Attributed partly to a freeze on concession contracting while new concessions policy was being developed, there are presently 286 expired concession authorizations which have been extended through December 31, 2000. The National Park Service developed and is implementing a strategy under which it expects to advertise approximately 112 of the backlog of expired authorizations before December 31, 2000, with the emphasis placed on the larger, higher grossing contracts.

The National Parks Omnibus Management Act of 1998 also provided that all franchise fees paid by concessioners to the United States are deposited into an account established in the U.S. Treasury. Pursuant to law, 80 percent of the franchise fees collected at each park are available, without further appropriation, for use at that park. Funds can be used for visitor services and for funding resource management programs and operations. The remaining 20 percent of these funds are available without further appropriations to support activities throughout the National Park System. In FY 2000, concessioners deposited \$16.4 million into the franchise fee account—80 percent was applied to the park-specific fund and 20 percent to the Servicewide fund. The NPS made almost \$2.4 million of the Servicewide 20-percent fund available for projects such as appraisals of possessory interests, financial analyses, the Concession Management Advisory Board, and selected park-specific needs.

In addition to the FY 2000 franchise fees discussed above, a total of \$32,283,011 was deposited by concessioners into capital or government improvement accounts for concession-related capital improvements. Several existing concession contracts, by their terms, require that concessioners maintain and deposit monies into capital and/or government improvement accounts to fund needed concession-related capital improvements. While no accounts of this type will be authorized under new concession contracts, the requirements of existing contracts will remain in effect until contract expiration or termination. Concessioners are not granted a possessory interest, leasehold surrender interest, or other compensable interest in capital improvements constructed with monies from these accounts.



The dining room at Ahwahnee Hotel in Yosemite National Park offers diners breathtaking views of Yosemite valley.