

To: Boone, Whitney[whitney_boone@nps.gov]
Cc: Alexa Molnar[alexa_molnar@nps.gov]; Tim Hudson[tim_hudson@nps.gov]
From: White, Eileen
Sent: 2017-05-16T09:43:39-04:00
Importance: Normal
Subject: Re: Secretary requesting general briefing materials on KAWW
Received: 2017-05-16T09:45:24-04:00
[KAWW Newly Established Units Funding Request \(Final\).docx](#)
[Revised KAWW Five Year Cost of Operations v7 \(R4\).xlsx](#)

Whitney,
As we discussed, here is our budget justification for **Katahdin Woods and Waters National Monument**. Please advise if you have any questions.

Regards,
Eileen

Eileen White
Deputy Chief Financial Officer
Northeast Region
National Park Service
200 Chestnut Street
Philadelphia, PA 19106
(215) 597- 0102

www.nps.gov/centennial

On Tue, May 16, 2017 at 8:15 AM, Boone, Whitney <whitney_boone@nps.gov> wrote:

Hi Eileen,
Looks like Alexa is out of the office today. Are you able to send me a copy of the Katahdin Woods and Waters budget justification for the FY18 Greenbook?

Thanks,

----- Forwarded message -----

From: Boone, Whitney <whitney_boone@nps.gov>
Date: Mon, May 15, 2017 at 6:15 PM
Subject: Fwd: Secretary requesting general briefing materials on KAWW
To: Alexa Molnar <alexa_molnar@nps.gov>
Cc: Tim Hudson <Tim_Hudson@nps.gov>

Hi Alexa,
I'm compiling information about Katahdin Woods and Waters in response to a request from the Department. Since KAWW is a very recent addition to the system, we're looking to the FY18 Greenbook for information on the park budget. Tim mentioned that you would be the best

point of contact for information about the KAWW FY18 budget justification. Are you able to send me a copy of the KAWW submission?

Thanks in advance!

Whitney

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From: **Frost, Herbert** <bert_frost@nps.gov>

Date: Mon, May 15, 2017 at 4:48 PM

Subject: Fwd: Secretary requesting general briefing materials on KAWW

To: Tim Hudson <Tim_Hudson@nps.gov>

Cc: Joshua Laird <joshua_laird@nps.gov>, Whitney Boone <whitney_boone@nps.gov>

Tim

Can you work with Whitney Boone to get some info to her per the Dept request. She and I are on point for the monument review process for the NPS.

Thanks,

Bert

Herbert C. Frost, Ph.D.

Acting Deputy Director, Operations

National Park Service

202-208-3818 - Office

----- Forwarded message -----

From: **Boone, Whitney** <whitney_boone@nps.gov>

Date: Mon, May 15, 2017 at 4:27 PM

Subject: Secretary requesting general briefing materials on KAWW

To: Herbert Frost <bert_frost@nps.gov>

Hi Bert,

The Secretary's office has asked Randy Bowman to provide them with general briefing materials on Katahdin Woods and Waters by COB this Wednesday. Randy just came by my office and requested help gathering information; he emphasized that this is a general information request and we do not need to provide all of the information listed in the data call. The Secretary's office is looking for existing information about the monument area, resources, current and planned budget and staffing levels, management planning process, and events leading to designation.

My assumption is that Tim Hudson will be the best POC for efficiently pulling this information together- are you able to give him a heads up and put me in touch with him?

Sorry for the fire drill while you're out of town!

Whitney

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Whitney Boone
Park Planning and Special Studies
National Park Service
202 354 6970

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Whitney Boone
Park Planning and Special Studies
National Park Service
202 354 6970

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Whitney Boone
Park Planning and Special Studies
National Park Service
202 354 6970

FOR PARKS

Operational Budget Request Template for Newly Established Units of the National Park System

Proposed Park: Katahdin Woods and Waters National Monument

Elliotsville Plantation Inc. (EPI), founded by Roxanne Quimby, has been engaged in acquiring parcels in Maine's North Woods immediately to the west of Baxter State Park and encompassing the east branch of the Penobscot River to establish this park unit. In 2011, Roxanne Quimby wrote the Secretary of Interior expressing interest in gifting land in Maine's North Woods for a new national park. EPI has been actively campaigning for the creation of a 87,500 acre national park, preserve or monument. The proposed donation (above) involves two geographic areas separated by the East Branch of the Penobscot River. The area west of the river is a proposed as a natural area (approximately 57,500 acres), where hunting, snowmobiling, and other common local uses would be prohibited. The area east of the river (approximately 30,000 acres) is proposed where such common local uses would be allowed. Some investment in visitor amenities has been made by EPI including a 17-mile vehicular loop road in the southern portion of the proposed national park as well as a network of hiking/ cross country skiing trails.

Questions:

1. Identify any services that will be provided, or shared, by other parks or the regional/ WASO office, or external partners. Identify any pro-rata costs for these services.

Determining workload for a new park such as this requires identifying key drivers. Key workload drivers in this context include the scale of the proposed park, the many miles of access and logging roads, the immense local and national public scrutiny of the park, and the high seasonality and weather of Maine. The donor, EPI, is willing to establish an endowment of \$20 million for tackling multiple aspects of park management. In particular, it may be helpful to leverage those funds to create an operating foundation to deliver programs, provide some oversight of partners, and to make grants to and or employ other partners in the community. The establishment of this endowment will occur over a seven year time period from the year of establishment and will have very little endowed earned interest available to support the parks operating requirements during it's early years.

There will be a continuing need for input from the NPS lands office, planning/communication, and GIS support, as well as business services support from both the regional and national offices in the early years of the parks existence.

The initial administrative and programmatic start up support in 2016 is expected to come from the regional office, Marsh Billings Rockefeller NHS and Acadia National Park.

There are some straightforward choices about the best ways to stand up the park utilizing both ONPS and endowment funding for recurring and one-time costs. The endowment is restrictions on it's use including: drawdown of initial endowed sums without approvals, paying for staffing and functions considered normal park operations.

- Initial recurring salary costs are estimated at ONPS-\$551,470; endowment-\$ 80,063
- Initial recurring non-salary costs are estimated at NPS-\$59,2250; endowment-\$189,000
- One-time costs are estimated at ONPS-\$74,000; endowment-\$572,000,000* (*This includes \$300,000 for Master planning support, which is actually \$100,000 per year for three years)

2. Describe the cultural and natural resources the site was created to preserve. Describe options for NPS operational stewardship of these resources.

From a resource perspective, Katahdin Woods and Waters National Monument, twice the acreage of Acadia NP may be most similar to parks like Shenandoah, Yellowstone, Yosemite or other large, contiguous natural resource based units, established for protection, and built on a combination of front and backcountry visitation. Yet, Katahdin Woods and Waters NM was started with very limited front country facilities, and perhaps no expectation of those facilities being built in the near future. The major front country visitor facilities come from the neighboring gateway communities rather than within the Monument. This working landscape supports a number of historic and contemporary uses including timbering recreation, hunting, fishing, and other uses. As currently proposed, in some areas, Katahdin Woods and Waters NM would need to operate more like a national preserve, allowing some of the historic and contemporary uses like hunting, fishing, snowmobiling, and even logging, to continue.

This new unit will be founded on partnerships and was be established with a fundamental operational partnership model. A cadre of local and regional partners will be needed from the outset, not just to engender public support, but to execute operational responsibilities and preserve natural resources. This partnership network would include a diverse range of participants including but not limited to university, nonprofit conservation groups, and traditional use advocates. The park will leverage the proposed endowment as it matures to establish an umbrella nonprofit, that could take the form of an “operating foundation” similar to the Gettysburg Foundation, Doris Duke Foundation, or other heavily endowed groups that both maintain staff and manage programs, as well as disseminate grants. Similarly, the NPS in its primary role will seek to establish multiple agreements to guide its partners’ works in support of the park mission.

Identify major project funding needed, including scope and timeline (and PMIS numbers if available).

- Unit Foundation Document 2017 (NPS Planning)
- Park Master Planning -- 1-3 years -- \$300,000 (Endowment)
- Facility Infrastructure Inventory and Condition Assessments—year 2—\$200,000 (shared costs)
- Comprehensive Resources and Timber Management Plan —year 2-3—cost not estimated (shared costs)
- Cyclic Maintenance / Resource Protection Carriage Roads, Trails & Vegetation Management—year 2 and annual there after -\$250,000 (shared costs)

3. Describe the unit’s real property, and the NPS’ responsibility for maintaining, operating, or securing it. Describe options for provision of these services across seasons (for example, contracting out janitorial services or using a security system vs hiring a federal employee). Identify costs for the various options.

The park currently has approximately 350 miles of unpaved roads, and 24 bridges. There are numerous miles of somewhat improved hiking trails (aka Carriage Roads). Approximately 17 miles of designated snowmobile trails traverse the Monument There is one camp complex of approximately 6 buildings constructed for summer use only within the proposed property donation. This Monument is expected to be a year-round operational program park with spring and fall shutdowns between the summer and winter seasons Short term (1-5 years) an office support space would be leased in one or more of the gateway communities until long term facility requirements are better understood.

4. Identify any major repair/rehab or construction projects that must be completed before employees or visitors can safely access the site. Describe the scope and timeline for these projects (include PMIS numbers if available), including condition assessments.
 - Because a comprehensive inventory and assessment of developed infrastructure is incomplete, insufficient information is available to predict major capital costs at this time.
 - Many areas of the park are considered as accessible and usable for a backcountry type of operation at the time of park start up.

- In the future more comprehensive facility infrastructure improvements and utility infrastructure for things such as developed campgrounds could occur as park operations develop supported by the endowment and potential revenue sources outside the NPS.

5. Describe both ‘basic’ and ‘full’ levels of visitor services across seasons, and the staffing levels needed to achieve both ‘basic’ and ‘full’ service levels.

The basic start up complement of staffing requirements for this complex proposed new unit include funding components from both ONPS and the endowment to fully support the initial years as follows:

NPS Initial Unit Staffing

- Senior Program Manager, GS-15
- Senior Forester, Resource Manager/Operations Manager, GS-13
- Community Planner Outreach Coordinator, GS-12 (50/50 share for 3 years)
- Administrative Support/Budget/Endowment Mgr GS-09 – Part Time shared w Acadia NP
- Interpretation Education Lead GS-09
- Interpretation Visitor Use Assistant (3-ea) GS-07

Endowment

- Forestry Technicians (2 ea) GS-07/09
- Community Planner, Outreach Coordinator Chief I&E GS-12 (50/50 share for 3 years)
- Mapping and GIS Program Support Services

Enforcement Component, Mutual Aid / Emergency Support Services, Facility Support Services are shown at minimum levels.

As the proposed park continues to develop the “full” level of services would include a more robust suite of visitor & recreational services, formalized camping and potential for commercial forestry management programs. Managing this growth, it is conceivable that there would be growing needs in the areas of enforcement, business services support and resource management program areas.

6. Describe the administrative and business service needs and/ or opportunities of the unit, including commercial services and recreation fees. Identify office space requirements and opportunities, as well as any one-time startup costs.

Creating partnership programs to oversee new and or continued forestry management could also allow revenues from any timber or fiber harvesting to return to the endowment in support of the park’s operation. Forest management, as a program, will focus on ecological and forestry research rather than timber harvesting.

Formalized camping and a reservations system could also generate a sustained revenue stream in support of park services for public recreation opportunities. Concession and leasing opportunities exist for recreational activities such as hiking, skiing, and river rafting trips.

Short term (1-5 years) an office support space would be leased in one or more of the gateway communities. Initial public services will be provided by the NPS from leased spaces in Millinocket and Patten Maine.

Instructions
General Parameters

This workbook is provided to assist new parks with the development of a staffing and financial plan that reflects the parks' targeted level of operational capacity. It provides a framework for incrementally establishing a sustainable workforce, and helps account for the current and out-year personnel costs associated with the staffing level desired. It also captures other non-personnel expenses and distinguishes fixed costs from non-recurring costs to provide an overall financial summary for the park. While this workbook attempts to assist parks by automating calculations and forecasting costs, all formulas and assumptions can be revised or deleted to reflect the most accurate information available.

Personnel Costs

1) Beginning with the worksheet on the **Year 1** tab, enter the title of each planned position for that year under the appropriate personnel category (*Permanent - Full-Time, Permanent - Other than Full-Time, Non-Permanent*). The positions entered for each year should reflect the planned workforce level for that year only. For example, if a park plans to first hire a law enforcement ranger during the third year of operations, the position should be entered for the first time under the **Year 3** tab.

2) For each position, there are two checkboxes available. Select the Recurring checkbox if the position will minimally remain with the organization through the following year. This would include most permanent and term positions and exclude those temporary positions expected to go unfilled in following years. If selected, the position will automatically be carried forward into the following year.

Select the Fixed checkbox if the position requires a financial commitment beyond a single year. This would include most permanent positions and exclude temporary positions where the option exists to forego rehiring in future years.

3) For each new position, enter the Annual Cost - Salary where indicated. A link to the Office of Personnel Management's salary tables is provided under the **Assumptions** tab for reference. The amount entered should reflect the entire annual cost, and should not be adjusted for lapse. If a position is checked as Recurring then the costs will automatically be carried forward into the following year and will be increased by the average annual pay increase amounts listed on the **Assumptions** tab. Parks can adjust the assumption amounts on this tab if they want them to apply to all positions, or they can enter the revised amount for individual positions directly into the appropriate worksheet cell. The Annual Cost - Benefits amount will automatically populate based on the average benefits percentage listed on the "Assumptions" tab. Parks can also adjust the percentage on this tab to apply to all positions, or they can enter the benefits amount for individual positions directly into the appropriate worksheet cell.

4) Enter the planned amounts for Overtime, Awards, and Other Personnel Costs under the designated section. Select the Recurring checkbox for each cost that is likely to be similar in the following year and it will automatically be carried forward. Select the Fixed checkbox for each cost that requires a financial commitment beyond a single year.

Non-Personnel Costs

1) Beginning with the worksheet on the **Year 1** tab, enter the planned non-personnel costs for the year, by the appropriate category listed, under the Annual Cost - Total column. Use the Other Support Costs option to list any anticipated costs that don't fall under the options provided.

2) Select the Recurring checkbox if the type and amount of the cost is expected to be similar in the following year. Select the Fixed checkbox if the cost requires a financial commitment beyond a single year. This would potentially include certain rent and utility bills, and any other financial commitments.

Park Name Year of Operations	Katahdin Woods and Waters National Monument Five Year Summary				
Type of Cost	Year of Operations				
	Year 1	Year 2	Year 3	Year 4	Year 5
Personnel Costs	\$ 551,469	\$ 578,372	\$ 600,354	\$ 558,184	\$ 563,215
Non Personnel Costs	\$ 59,250	\$ 59,250	\$ 59,250	\$ 59,250	\$ 59,250
Total Costs	\$ 610,719	\$ 637,622	\$ 659,604	\$ 617,434	\$ 622,465
% of Total Costs Fixed	49%	48%	48%	53%	53%
% of Total Costs Not Fixed	51%	52%	52%	47%	47%

Annual Employee Pay Increases					
Permanent Full Time	Percent Increase from Previous Year				
	Year 2	Year 3	Year 4	Year 5	
Across the Board Pay Raise	1.0%	1.0%	1.0%	1.0%	1.0%
Within Grade Pay Increase	3.3%	3.2%	3.1%	0.0%	0.0%
Promotion Pay Increase	0.0%	0.0%	0.0%	0.0%	0.0%
Total, Annual Increase in Overall Pay	4.3%	4.2%	4.1%	1.0%	1.0%

Permanent Other than Full Time	Percent Increase from Previous Year			
	Year 2	Year 3	Year 4	Year 5
Across the Board Pay Raise	1.0%	1.0%	1.0%	1.0%
Within Grade Pay Increase	3.3%	3.2%	3.1%	0.0%
Promotion Pay Increase	0.0%	0.0%	0.0%	0.0%
Total, Annual Increase in Overall Pay	4.3%	4.2%	4.1%	1.0%

Non Permanent Term	Percent Increase from Previous Year			
	Year 2	Year 3	Year 4	Year 5
Across the Board Pay Raise	1.0%	1.0%	1.0%	1.0%
Within Grade Pay Increase	3.3%	3.2%	3.1%	0.0%
Promotion Pay Increase	0.0%	0.0%	0.0%	0.0%
Total, Annual Increase in Overall Pay	4.3%	4.2%	4.1%	1.0%

Employee Benefits		
Employee Type	% of Pay	For Use in Worksheet
Permanent Full Time	35%	35%
Permanent Other than Full Time	35%	35%
Non Permanent	25%	25%

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Color Key

User may update as needed

Do not adjust **Included in worksheet calculations**

Informational User to enter in worksheet as needed

OPM Salary Tables:

<https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/>

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Personnel Costs Salary & Benefits															
	Year 1	Year 1	Year 2	Year 2	Year 3	Year 3	Year 4	Year 4	Year 5	Year 5	Year 1	Year 2	Year 3	Year 4	Year 5
Permanent Personnel Full Time											190012.5	198183	206506.7	214973.5	217123.2
[Enter Position Title]	TRUE	190012.5	198183	206506.7	214973.5	217123.2									
[Enter Position Title]	TRUE														
[Enter Position Title]	TRUE	FALSE	TRUE	FALSE	FALSE	FALSE	TRUE	TRUE	TRUE	TRUE					
[Enter Position Title]	TRUE	TRUE	TRUE	TRUE	TRUE	TRUE	FALSE	FALSE	FALSE	FALSE					
[Enter Position Title]	FALSE														
[Enter Position Title]	FALSE														
[Enter Position Title]		FALSE									0	0	0	0	0
[Enter Position Title]	FALSE	FALSE	FALSE				FALSE	FALSE	FALSE	FALSE	0	0	0	0	0
[Enter Position Title]	FALSE	FALSE									0	0	0	0	0
[Enter Position Title]	FALSE	FALSE									0	0	0	0	0
Permanent Personnel Career Seasonal											37057.5	38650.97	40274.31	41925.56	42344.82
[Enter Position Title]	TRUE	37057.5	38650.97	40274.31	41925.56	42344.82									
[Enter Position Title]															
[Enter Position Title]		FALSE													
[Enter Position Title]	FALSE														
[Enter Position Title]	FALSE		FALSE		FALSE		FALSE								
[Enter Position Title]											0	0	0	0	0
[Enter Position Title]											0	0	0	0	0
[Enter Position Title]	FALSE		FALSE	FALSE		FALSE					0	0	0	0	0
[Enter Position Title]	FALSE		FALSE	FALSE		FALSE					0	0	0	0	0
Non Permanent Personnel											0	0	0	0	0
[Enter Position Title]	TRUE	FALSE	0	0	0	0	0								
[Enter Position Title]	TRUE	FALSE													
[Enter Position Title]															
[Enter Position Title]	FALSE														
[Enter Position Title]	FALSE		FALSE		FALSE		FALSE								
[Enter Position Title]											0	0	0	0	0
[Enter Position Title]											0	0	0	0	0
[Enter Position Title]	FALSE		FALSE		FALSE		FALSE				0	0	0	0	0
[Enter Position Title]	FALSE		FALSE		FALSE		FALSE				0	0	0	0	0
[Enter Position Title]											0	0	0	0	0
[Enter Position Title]	FALSE		FALSE						FALSE		0	0	0	0	0
[Enter Position Title]											0	0	0	0	0
[Enter Position Title]											0	0	0	0	0
Other Personnel Costs											15000	15000	15000	15000	15000
Overtime	TRUE	FALSE	0	0	0	0	0								
Awards		FALSE	0	0	0	0	0								
Other Personnel Costs	TRUE	15000	15000	15000	15000	15000									
Total Personnel Costs											242070	251834	261781	271899.1	274468.1
Non Personnel Costs															
Rent	TRUE	6000	6000	6000	6000	6000									
Communications	TRUE	4000	4000	4000	4000	4000									
Utilities	TRUE	8000	8000	8000	8000	8000									
Supplies & Materials	TRUE	FALSE	0	0	0	0	0								
Contractual Services	TRUE	30000	30000	30000	30000	30000									
Other Support Costs	TRUE	6250	6250	6250	6250	6250									
Total, Non Personnel Costs											54250	54250	54250	54250	54250
Grand Total, Annual Cost of Operations											296320	306084	316031	326149.1	328718.1