

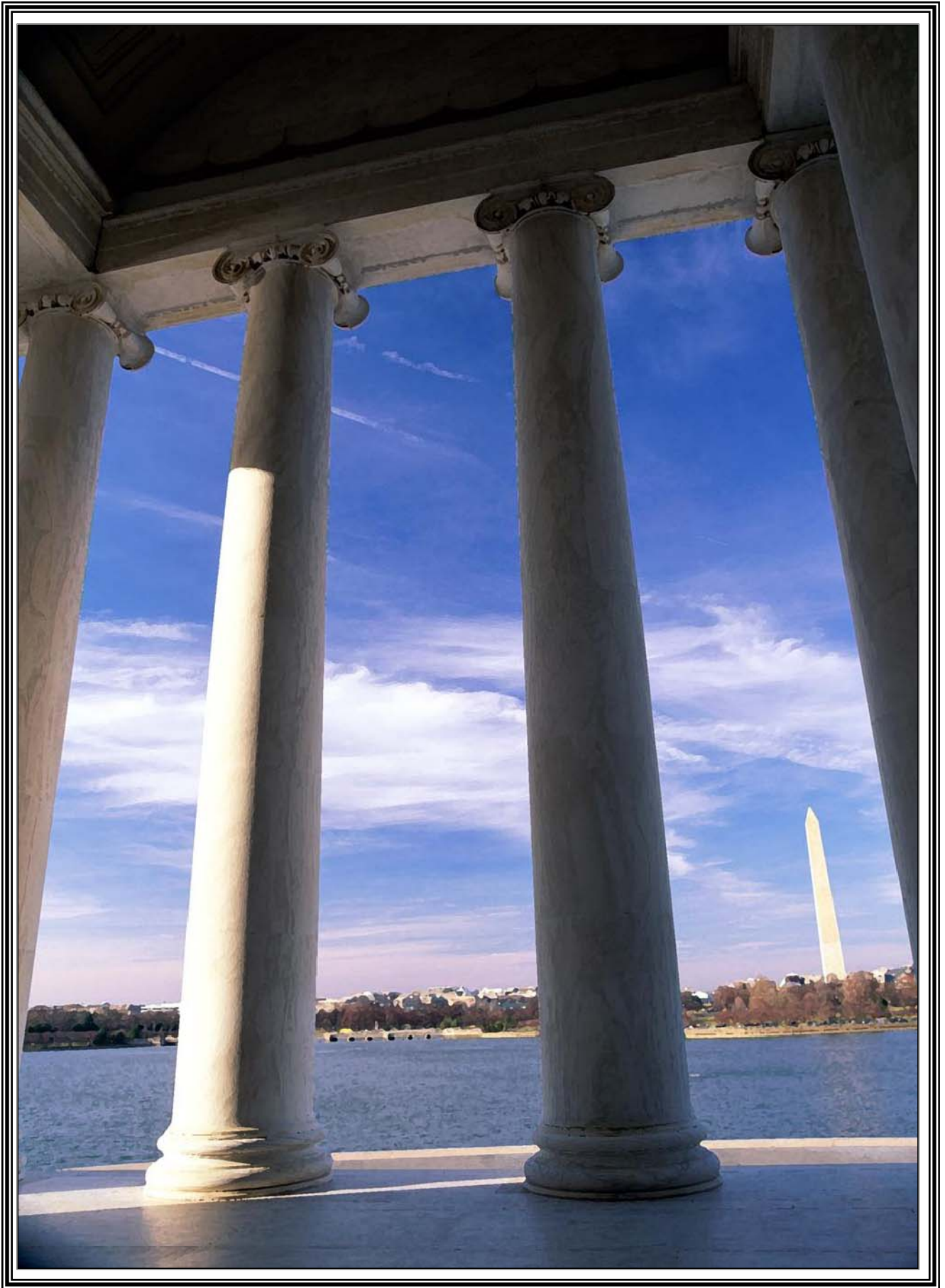
**Executive Order 13287,
“Preserve America”**

**Section 3: Improving Federal
Agency Planning and
Accountability**



**Progress Report of the
National Park Service**

September 30, 2008



Introduction

Section 3(c) of Executive Order 13287: Preserve America required the Advisory Council on Historic Preservation (ACHP) to prepare a report to the President by February 2006, and every third year thereafter, on the state of the Federal Government's historic properties and their contribution to local economic development. The primary basis for this report is provided by agencies with real property management responsibilities in accordance with the provisions of Sections 3(a)-(c) of the Executive Order. Agencies prepared and, not later than September 30, 2004, submitted to the Chairman of the ACHP and the Secretary of the Interior an assessment of:

- the current status of their inventory of historic properties as required by Section 110(a)(2) of the National Historic Preservation Act (NHPA);
- the general conditions and management needs of such properties;
- the steps underway or planned to meet the management needs of such properties; and,
- an evaluation of the suitability of the agencies' types of historic properties to contribute to community economic development initiatives, including heritage tourism.

In addition, the Executive Order instructs agencies to review their regulations, management policies, and operating procedures for compliance with Sections 110 and 111 of the NHPA, and provide the results of that review to the ACHP and the Secretary of the Interior no later than September 30, 2004. To fulfill that obligation for reporting under the Executive Order a report was produced in 2004 that provided an overview of the National Park Service (NPS) stewardship responsibilities and procedures at national park units.

The Executive Order further requires agencies to prepare a report by September 30, 2005 and every third year thereafter "on its progress in identifying, protecting and using historic properties in its ownership and make the report available to the Council and the Secretary." This report responds to that requirement.

Chapter 1:

Historic Property Identification

In the 2005“Preserve America” progress report prepared by the NPS, it was reported that the NPS is responsible for the stewardship of 387 units containing a total of 84,426,745 acres within their boundaries. Today, the national park system includes 391 units covering more than 84 million acres in 49 states, the District of Columbia, and surrounding territories. The mission of the NPS is to:

“ ... preserve unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.”

Successfully managing the many thousands of historic properties that collectively enable the NPS to function and meet this mission carries with it significant management challenges. The different unit designations within the national park system also serve to highlight the diversity of the assets associated with those units. This system includes national parks, historic sites, historical parks, national battlefields, national recreation areas, national lakeshores and seashores, national rivers, preserves, and national monuments. These units serve to protect a wide array of resources and provide vastly different experiences for visitors. They range from expansive areas of wilderness to highly visited scenic wonders, small and large historic monuments, and historic buildings that make up single, isolated buildings or entire city blocks.



At Shiloh National Military Park, 500,000 items were unearthed during a 3-year excavation at one of the few intact Native American temple mounds in the Southeast (dating from A.D. 900 to A.D. 1400).

Archeological Sites

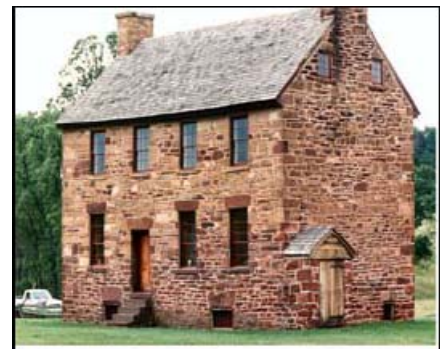
There are more than 200 National Park Service archeologists who care for the nearly 70,000 archeological sites that have been identified in national parks. Beyond the parks, the National Park Service has the lead in setting policies that govern the activities of more than 40 federal agencies and partners responsible for more than 6 million archeological sites on public lands.

The Archeological Sites Management Information System (ASMIS) is the NPS database for the basic registration, assessment, and

management of park prehistoric and historical archeological resources. All sites considered as archeological resources under the Archeological Resources Protection Act and all archeological sites considered historic properties under the National Historic Preservation Act (NHPA) should be included in ASMIS. At the end of FY 2007, 68,237 archeological sites were located within national parks. Inventory and evaluation of sites is ongoing, with 900 more sites slated for evaluation in both 2008 and 2009.

Historic and Prehistoric Structures

The NPS inventory of historic structures and buildings is known as the List of Classified Structures (LCS). In addition to all historic and prehistoric buildings and structures that individually meet the National Register criteria or are contributing elements of sites or districts that meet the National Register criteria, the LCS includes large structural features of cultural landscapes that are managed as structures including walls, fences and roads. At the end of FY 2007, 25,687 structures were listed in the LCS.



Stone House,
Manassas National Battlefield Park

Cultural Landscapes



Burnside Bridge and Witness Tree,
Antietam National Battlefield

The NPS recognizes four categories of cultural landscapes: historic designed landscapes, historic vernacular landscapes, historic sites, and ethnographic landscapes. These landscapes individually meet the criteria of the National Register of Historic Places, are contributing elements of sites or districts that meet National Register criteria, or have value to associated communities.

The NPS maintains a Cultural Landscapes Inventory (CLI), an evaluated inventory of landscapes having historical significance, in which the NPS has, or plans to acquire, any legal interest. At the end of FY 2007, the CLI contained 401 cultural landscapes that are listed on or are eligible for the National Register of Historic Places or those that are managed as cultural resources because of legislation or park planning process decisions (an increase of 221 landscapes since September 2005).

Museum Collections

Museum collections from units of the National Park System are maintained in parks, at NPS cultural resource centers, and at non-Federal repositories. These museum collections are important not only in their own right, but also because of their direct association with the nationally significant sites in the National Park System.

The Automated National Cataloging System is a database used for cataloging and tracking historical, archeological, ethnographic, geological, paleontological, biological, and archival objects accessioned into NPS museum collections. The NPS museum collections total more than 124 million items, 41 million objects and specimens and 83 million archival documents. In FY 2007, parks responded to more than 315,000 public research requests (an increase of 145,000 requests from FY 2006) and park visitors viewed more than 340,000 objects on exhibit.

In addition to collections stored at park units, five NPS cultural resource centers manage NPS museum collections. Additionally, one percent of the collections are on loan to 674 non-NPS institutions for management.

As of FY 2007, 68 percent of the objects and specimens and 48 percent of the archives are cataloged. At current cataloging rates and funding levels, the collection will be fully cataloged in 2029.



New museum storage,
Grant-Kohrs Ranch National Historic Site

National Register of Historic Places and National Historic Landmarks

Among the historic properties the NPS manages are 1,526 historic properties that are listed on the National Register of Historic Places (an increase of 161 properties since 2005). These listings include 28,868 contributing resources. Of those properties listed on the National Register, 175 are National Historic Landmarks, 46% of all NHLs in Federal ownership.

National Heritage Areas

Through the National Heritage Areas program, the NPS assists citizens who take the initiative to protect their nationally important resources. Fostering local stewardship of distinct and largely intact historic and cultural landscapes allows the NPS to work more directly with the public in the direct preservation and protection of important landscapes

which have helped define a distinctly American identity. To date, Congress has designated 40 of these areas in 28 states.

Historic Property Research

NPS conducts a program of basic and applied research, in accordance with current scholarly standards, to support planning, management, and interpretation of park cultural resources. Detailed, systematic data about resources and their preservation and protection needs are critical to effective management of the resources.

Cultural resource inventory systems manage and maintain data obtained through research and are the only source for complete information on these resources. These unique systems provide the basic information necessary for park planning and development proposals, including data necessary to comply with archeological, environmental, and historic preservation mandates. The inventory systems also provide information essential to selecting appropriate and cost-effective strategies for managing, preserving, maintaining, interpreting, consulting about and providing public access to cultural resources. A number of the applied research activities are related to building and improving inventory systems and ensuring that the systems acquire and maintain data effectively and efficiently.

Cultural resources research responsibilities and performance strategies include:

Archeological Resources:

- Basic archeological resource identification, evaluation, documentation, investigation, and periodic updating of site records in all parks.
- Periodic condition assessments of sites to guide park management in treatment and use decisions.
- National Register of Historic Places and National Historic Landmark documentation, as appropriate.
- Interpretation of archeological sites for the public.
- Performance and accountability targets established that links to budget allocations.

Cultural Landscapes:

- Cultural landscape reports to guide park management in treatment and use decisions.
- Documentation of cultural landscapes.
- Periodic condition assessments of sites to guide park management in treatment and use decisions.
- National Register of Historic Places and National Historic Landmark documentation, as appropriate.
- Peer review of inventory content and cost.

- Performance and accountability targets established that links to budget allocations.

Historic and Prehistoric Structures:

- Historic structure reports to guide park management in treatment and use decisions.
- Documentation of historic structures.
- Periodic condition assessments of sites to guide park management in treatment and use decisions.
- National Register of Historic Places and National Historic Landmark documentation, as appropriate.
- Peer review of inventory content and cost.
- Performance and accountability targets established that links to budget allocations.

Museum Collections:

- Museum collection management plans, collection storage plans, collection condition surveys, and historic furnishings reports.
- Documentation (cataloging) for all museum objects.
- Introduction of budgetary incentives and promotion of procedural improvements intended to lower per-unit cataloging costs and accelerate the elimination of cataloging backlogs.
- Performance and accountability targets established that links to budget allocations.

Ethnographic Resources:

- Basic ethnographic surveys, field studies, and consultations in parks.
- Ethnographic overviews and assessments to identify relationships with Native Americans and other ethnic and occupational groups associated traditionally with park resources.
- Improved effectiveness of the ethnography program by adding value to NPS resource management and decision-making.
- Performance and accountability targets established that links to budget allocations.

Historical Research:

- Historic resource studies.
- Park administrative histories and other historical studies.
- National Register of Historic Places and National Historic Landmark documentation, as appropriate.

CASE STUDY: “THE PRESIDENT’S HOUSE”, INDEPENDENCE NATIONAL HISTORICAL PARK



In a city that is one of the richest troves of American history, archeologists made a stunning discovery in March 2007. Beneath Philadelphia—one block north of Independence Hall—are the remains of a house occupied by Presidents George Washington and John Adams before the White House was built. Independence National Historical Park began a five-month archeological dig that

exposed not only the foundations of what was known as “the President’s House” but the lives of nine enslaved Africans kept by Washington. Finds included the basement below the kitchen where Hercules—an enslaved African who later escaped to freedom—worked as George Washington’s chef. There was also the foundation from a bow window believed to be the inspiration for a similar window in the Oval Office and an underground passage from the kitchen to the main house.

The site has the potential to become a Philadelphia icon. The national news media and more than 300,000 visitors showed up to watch the archeologists at work. Then-mayor John Street described the project as “a rare opportunity for our community and our students to discover history first-hand.” Philadelphia’s new mayor, Michael Nutter, has continued the city’s support and active partnership in this project.

The sensational find, just a short distance from the Liberty Bell, turned into an unprecedented opportunity for dialogue and a deeper understanding of the past. The juxtaposition of the symbols of freedom with slavery touched off intense public debate, confronting complicated aspects of American history whose repercussions are still felt today. In 2010, a permanent outdoor commemoration will open that will incorporate a presentation on this uneasy yet compelling tale of individual lives and nationhood.

In December 2007, a plan was announced to incorporate the archeological findings into the President’s House commemorative project, the result of a national competition to design the President’s House commemoration. The enhanced design features a multi-sided clear glass enclosure at ground level, through which visitors will be able to look down and see the portion of the original dig site showing the most

significant archeological finds. The archeological discoveries will become a key and integrated part of the overall design.



Proposed Design for Commemoration of
President's House Site at Independence National Historical Park

In addition, this project earned Independence National Historical Park the Honor Award for Studies, Research and Consulting Services from the American Council of Engineering Companies of Pennsylvania (ACEC/PA) in 2008. The Honor Award for the Presidents' House Site was awarded jointly to Jed Levin, an archeologist in the NPS Northeast Region and Research Director for the Independence Living History Center Archeology Laboratory, the URS Corporation with sub-consultant Erdman Anthony, and the City of Philadelphia. In addition, the Preservation Alliance for Greater Philadelphia awarded the citizens' group Avenging the Ancestors Coalition (ATAC) a 2008 Community Action Award for their activism related to this project.

Chapter 2:

Condition of Historic Properties

The NPS uses annual and comprehensive condition assessments to gather condition and life cycle data about its portfolio of assets. Annual condition assessments are completed annually on all industry-standard assets (and select non-industry-standard assets) and are typically conducted by park staff. These high-level inspections identify obvious and apparent deficiencies.

Comprehensive condition assessments (CCAs) are conducted by contractors and NPS park staff on a revolving, five-year cycle. These more detailed comprehensive condition assessments capture deferred maintenance, as well as life cycle information, on the asset's systems (for example roofing, heating systems, HVAC, electrical systems, windows, flooring, etc.). Life cycle data captured for each major system include year of last replacement, replacement costs, estimated design life, and projected year for the system's replacement. NPS park staff complete comprehensive condition assessments on any assets not covered by the contractor assessment program that tend to focus on more complex assets.

The first five-year cycle of CCAs has been completed on all industry-standard assets types. To date, the NPS has completed comprehensive inspections on more than 28 million square feet (buildings and housing) and 1,702 utility systems, at 363 park units. (Condition assessments are being completed at all parks; however, for contracting purposes, multiple parks may be combined into a single unit). In 2007, the NPS began assessing some nonstandard and partner assets, completing assessments on 370 maintained landscape and trail assets, as well as 73 assets at job corps centers and 58 partner buildings. As part of this effort, the NPS worked on incorporating current official accessibility standards, defined by the Uniform Federal Accessibility Standards—Americans with Disabilities Act guidelines and The Architectural Barriers Act Accessibility Standards (effective May 8, 2006), into the CCA process for non-standard assets.

The number and percentage of historic properties in good condition by property type are as follows:

Property Type	Number of Properties in Good Condition	Percentage of Properties in Good Condition
Archeological Sites	27,431	40.2%
Cultural Landscapes	191	47.6%
Historic and Prehistoric Structures	14,362	53.4%
Museum Collections	70,308,000	56.7%

In order to further the ongoing effort to determine and improve historic property condition, the following are examples of other program accomplishments:

- Issued guidance entitled “Guidance for Determining Archeological Site Condition and Recording it in ASMIS” in 2006, which applies to all archeological sites in the NPS inventory.
- Finalized business practices on identifying Maintained Archeological Sites, site condition inspection, specification templates, etc. for data input into the Facility Management Software System.
- Prepared a Corrective Action Plan (CAP) for noncompliance issues identified in the FY 2004 Audited Financial Statement, including completing condition assessments for all known and documented archeological sites as heritage assets. In response to the CAP, each region prepared a Condition Assessment Plan to accomplish baseline condition assessments for all sites.
- Stabilized park structures, including six Sandy Hook Nike Missile Barracks Buildings at Gateway National Recreation Area, five James Cant Ranch structures at John Day Fossil Beds National Monument, and the Guthrie-Ogilvie House at Cape Lookout National Seashore.
- Corrected 1,146 planning, environmental, storage, security, and fire protection deficiencies in park museum collections. For example, Friendship Hill National Historic Site installed firewalls and fire secure doors in a 300+ square foot curatorial storage area; Adams National Historical Park installed vapor barriers over dirt floors at John Adams and John Quincy Adams Birthplaces to ensure efficiency of dehumidifiers in regulating the environment; and Grant-Kohrs Ranch National Historic Site, through an agreement with Rocky Mountain Cooperative Ecosystem Studies Unit and Montana State University, produced a training video on Museum Integrated Pest Management and received scientific input on its own pest management plan.
- Improved the item-level condition of collections through treatment. For example, Colonial National Historical Park treated a rare restored ceramic oven, using fragments from the colonial settlement at Jamestown, to improve public interpretation; Gettysburg National Military Park treated a flag captured during Pickett’s Charge; and Natchez National Historical Park treated and prepared for exhibit eight court documents associated with William Johnston.
- In the 2006 Vanishing Treasures program, 13 preservation projects resulted in improved conditions for 15 prehistoric and historic structures.

Chapter 3: Historic Property

Stewardship

Centennial Initiative

The National Park Centennial Initiative, launched in August 2006, is a bold presidential call to prepare national parks for another century of conservation, preservation, and enjoyment. President Bush aims to infuse the National Park System with \$3 billion of public and private funding over the next 10 years. To get started, the President proposed the largest operating budget in National Park Service history and committed to an additional \$100 million in operating funds for the next 10 years. He also challenged NPS partners—led by the National Park Foundation—to raise \$100 million per year for centennial projects and called for the government to match partner funds “dollar for dollar.” He also asked Americans to share their ideas for the future of the national parks and the National Park Service mission. Thousands responded, taking part in 40 “listening sessions” across the nation. Their passion inspired *The Future of America’s National Parks*, a vision for children and grandchildren’s national park experience, and a strategy for getting there developed by Interior Secretary Dirk Kempthorne and National Park Service Director Mary Bomar.



Presented to President Bush and the American people in May, the document embraces five goals:

1. Lead America and the world in stewardship, preserving and restoring treasured resources.
2. Demonstrate environmental leadership to the nation.
3. Offer a superior recreational experience where visitors have fun, explore nature and history, find inspiration, and improve health and wellness.
4. Foster education through exceptional learning opportunities that connect people to parks.
5. Exemplify professional excellence worthy of the treasures entrusted to our care.

“This is not only a report to the president,” said Director Bomar, “but a pledge to the American people, who are the shareholders in the greatest system of parks and special places in the world . . . a pledge that the men and women of the National Park Service will continue to preserve these wonderful places for the generations yet to come.”

Within three months, more than 200 proposals for centennial projects and programs were submitted, each one backed by fundraising partners and teed up to help meet these goals and fulfill the NPS sacred trust to these places that are America's essence and identity.

For fiscal year 2008, Congress appropriated \$24.6 million as the first installment in the Centennial Challenge. Legislation is required to create an annual, mandatory \$100 million matching fund to leverage private donations to continue these efforts to improve parks and serve all Americans, especially our nation's youth. The NPS is hopeful that this legislation will pass for FY2009 and beyond.

Projects approved for FY 08 that will benefit historic properties include:

- An educational program entitled "Showcase Cultural Heritage of the Smokies" at Great Smoky Mountains National Park in partnership with Friends of Great Smoky Mountains National Park
- Creation of a virtual interactive map of Fredericksburg Battlefield at Fredericksburg & Spotsylvania County Battlefields Memorial National Military Park, leveraging with public donations
- Inventory Historic Cultural Resources Parkwide For Visitor Enjoyment at Petrified Forest National Park in partnership with the Petrified Forest Museum Association
- Archeological Demographics Study of the Mesa Verde Village at Mesa Verde National Park in partnership with the Crow Canyon Archaeological Center
- Crisis of Care: Assess, Document, and Preserve Mesa Verde's Cliff Dwellings for Future Generations at Mesa Verde National Park in partnership with the Colorado State Historical Fund and the Student Conservation Association
- Rehabilitate Weir Farm Caretaker's Garage into Artist in Residence Studio at Weir Farm National Historic Site in partnership with the Weir Farm Art Center
- Restore and Rehabilitate Old State House at Boston National Historical Park in partnership with the Bostonian Society
- Restore, Preserve and Interpret the Elkmont Historic District at Great Smoky Mountains National Park in partnership with the Great Smoky Mountains Association
- Restore and Interpret First Floor Interior of Historic Ellwood Manor at Fredericksburg & Spotsylvania County Battlefields Memorial National Military Park in partnership with Friends of Wilderness Battlefield, Inc.

Funding for Historic Properties

Cultural Resources Preservation Program

The Cultural Resources Preservation Program (CRPP) provides funds for security, environmental control, and other concerns for museum collections, and for the urgent stabilization and preservation of archeological and historic sites, structures, cultural landscapes, and museum objects.

In order to be eligible for this funding, all cultural resource projects must support the DOI Strategic Plan and NPS long-term goals, be conducted in units of the national park system, and address at least one of the following:

- Park resources listed in or eligible for listing in the National Register of Historic Places,
- Park archeological resources subject to the Archaeological Resources Protection Act or the Antiquities Act,
- Park ethnographic resources, or
- Park museum collections.

In addition, projects must be for:

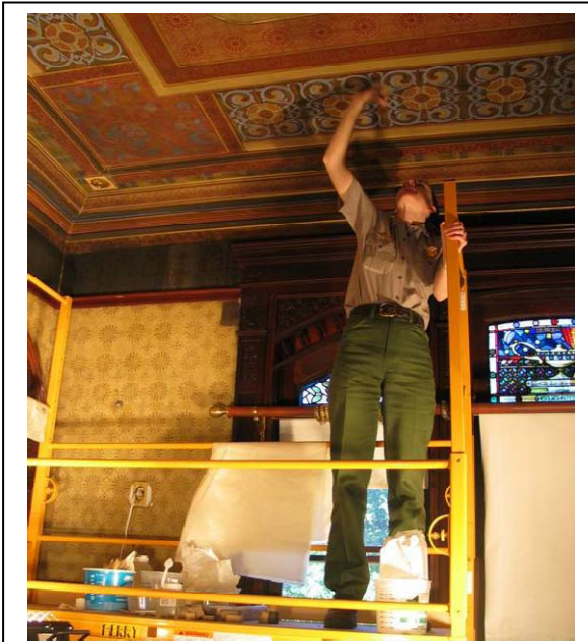
- Conducting inventories and evaluations of park cultural resources,
- Adding to or updating records in systemwide cultural resources databases,
- Cataloging park museum collections,
- Documenting park cultural resources,
- Conducting research related to park cultural resources,
- Preparing and publishing reports on park cultural resources including posting such reports on NPS websites,
- Stabilizing and recovering data from park cultural resources, and
- Developing and improving to systemwide cultural resources databases.

Preferred projects include those that provide basic inventory and evaluation of data, including condition assessments of resources, for adding to or updating records in systemwide cultural resources databases, National Register documentation, and responding to accepted findings of the OMB, GAO, DOI Inspector General or NPS independent auditors' audits.

The CRPP program sets aside approximately \$2.0 million annually to address stabilization needs for 100 of the most important historic and prehistoric structures.

Cyclic Maintenance

The Cyclic Maintenance for Historic Properties program (also referred to as Cultural Cyclic) involves the preservation and stabilization of prehistoric and historic sites, structures, and objects. It provides the means to accomplish park maintenance activities that occur on a fixed, predictable, periodic cycle longer than once in two years, for all tangible cultural resources.



As part of a conservation team, an NPS curator cleans decorated walls and ceilings of the library in Thomas Edison's Home at Edison National Historic Site.

The cyclic program is a key component in meeting the Administration's goal of reducing the deferred maintenance backlog. It is managed at the regional office level. The Cyclic Maintenance program incorporates a number of regularly scheduled preventive maintenance procedures and preservation techniques into a comprehensive program that prolongs the life of a particular utility or facility. The optimal use of cyclic maintenance funding is to work on, or recapitalize, high priority asset systems/components that have been inspected through the condition assessment process and determined to have industry-standard life expectancy. Based on the Asset Management Process, guidance has been developed to assist parks in determining which assets are eligible for cyclic maintenance funding. The Asset Priority Index and

Facility Condition Index are used by parks to determine project eligibility for assets in "good" or "fair" condition. Examples of projects include re-pointing masonry walls of historic and prehistoric structures, pruning historic plant material, stabilizing eroding archeological sites, and preventive conservation of museum objects.

The NPS FY 2009 Cyclic Maintenance request supports the Centennial Initiative objectives to "Improve the condition of park resources and assets" and to "Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America." The NPS has proposed a \$5.0 million increase. The increase would address the maintenance needs of more resources that have been recently brought into good condition through other programs. The increase would be distributed to parks based on the percent of the Servicewide total of nationally significant historic buildings in fair or good condition that exist in the park. Priority would be given to projects concerning the most historically significant buildings that are currently in good or fair condition in order to maintain these resources in good condition. Examples of projects include:

- Painting the standing-seam roof of the Russian Bishop's House at Sitka National Historical Park;
- Treatment of failed adobe walls of Spanish mission structures at Pecos National Historical Park;
- Repairing historic windows of the visitor center and maintenance buildings at Wind Cave National Park;
- Replacing the HVAC in the Arnold Barn, a museum storage facility at Lincoln Home National Historic Site;
- Preserving and protecting historic specimen trees at Acadia National Park, Roger Williams National Monument and Booker T. Washington National Monument;
- Repainting Gobblers Knob Lookout at Mount Rainier National Park;
- Conserving museum collection metal artifacts at Fort Sumter National Monument; and
- Stabilizing 14 archeological sites at Montezuma Castle National Monument.

Repair and Rehabilitation Program

The Repair and Rehabilitation program is also an important part of the Administration's goal to eliminate the deferred maintenance backlog in parks. The program provides funding for projects and supports the asset management program and the Facility Management Software System (FMSS). Repair and Rehabilitation funding is generally applied to facilities in "poor" condition.

Repair and Rehabilitation Projects are large-scale repair needs that occur on an infrequent or non-recurring basis. The projects are designed to restore or extend the life of a facility or a component. Typical projects may include: campground and trail rehabilitation, roadway overlay, roadway reconditioning, bridge repair, wastewater and water line replacement, and the rewiring of buildings. These projects are usually the result of having deferred regularly scheduled maintenance to the point where scheduled maintenance is no longer sufficient to improve the condition of the facility or infrastructure. Deficiencies may or may not have immediate observable physical consequences, but when allowed to accumulate uncorrected, the deficiencies inevitably lead to deterioration of performance, loss of asset value, or both.

The Repair and Rehabilitation Program is coordinated by regional offices, where projects are evaluated and prioritized from project lists which are developed by the individual parks. Projects planned for completion address critical health and safety, resource protection, compliance, deferred maintenance, and minor capital improvement issues.

The NPS has developed a Five-Year Deferred Maintenance and Capital Improvement Plan. The plan lists projects of greatest need in priority order, focusing first on critical health and safety and critical resource protection issues. The NPS has undertaken an intense effort in producing the plan. The Five-Year Plan has several important objectives:

- To better understand and help reduce the Department's accumulated deferred maintenance needs.
- To comply with the Federal Accounting Standards Advisory Board (FASAB) Statement of Federal Financial Accounting Standards (SFFAS) Number 6 on deferred maintenance reporting.
- To aid Departmental planning for future capital improvements.

Repair and rehabilitation projects, which comprise a portion of the deferred maintenance backlog, are funded under this budget function. Other deferred maintenance needs are handled through line item construction projects and from fee receipts.

Heritage Assets

Heritage Assets Partnership

The NPS actively participates in the Heritage Assets Partnership (HAP), a standing and chartered committee established by the Department of Interior (DOI) Office of Acquisition and Property Management in 2006 to support responsible stewardship of DOI's heritage assets. The primary goal of the HAP is to direct, evaluate and oversee the DOI-wide efforts to manage and report on heritage assets in accordance with the DOI's asset management objectives for real property assets. The HAP is the partnership through which bureau heritage assets managers develop common strategies and agreements to achieve efficient and cost-effective management of DOI's heritage assets while ensuring compliance with Federal historic preservation and cultural resources laws, regulations, and Executive Orders. Heritage assets include historic structures, historic buildings, archeological sites, and cultural landscapes. Many of these are eligible for or listed on the National Register of Historic Places; some are also National Historic Landmarks.

The HAP advises the DOI leadership, through the Office of Acquisition and Property Management, on heritage assets management policy issues. It provides leadership and guidance on integrating heritage assets in the formulation and implementation of the DOI Asset Management Plan. The HAP ensures that the DOI Asset Management Plan supports and is in compliance with DOI's mission, strategic plans and objectives, as well as with the National Historic Preservation Act, Executive Order 13287, Preserve America, in the context of Executive Order 13327, "Federal Real Property Asset Management," and the Archaeological Resources Protection Act.

The HAP has been particularly successful in improving communication about heritage assets within DOI. Asset management evolved in the federal government with very little input from experts on cultural resources. Therefore, prior to the formation of the HAP, few cultural resources specialists in the NPS or other bureaus were involved in discussions with their respective asset managers. With the establishment of the HAP, cultural resource managers directly interact with the DOI on heritage asset issues. In

turn, the HAP members work more effectively with their bureau asset managers, who were already connected to the DOI level asset management partnerships. This new level of interaction has resulted in active information transfer and, more importantly, in the necessary guidance on heritage asset stewardship responsibilities and the integration of heritage assets into asset management and planning.

Since its establishment, the HAP has provided critical input into the DOI Asset Management Plan and the DOI Policy on Deferred Maintenance, Current Replacement Value and Facility Condition Index in Life-Cycle Cost Management. The HAP is currently working on guidance on compliance with Section 106 of the NHPA for major investments involving construction, rehabilitation, and disposition. The HAP has proven to be a successful forum to ensure the inclusion of heritage assets in DOI's overall asset management program. It will continue to identify gaps in guidance on asset management that should concern heritage assets and will recommend policies to enhance common business practices that have multi-bureau and/or Department-wide application for managing heritage assets.

NPS Asset Management Program

The NPS asset management program incorporates planning and management requirements for historic property pursuant to EO 13287, Preserve America. This program includes historic properties as defined by the National Historic Preservation Act of 1966 that meet the criteria of Federal Real Property as defined in EO 13327. The "planning and management requirements" for historic properties described in EO 13327 include those in NHPA, as amended (16 U.S.C. 470 et.seq.), and other mandates.

In November 2006, the NPS adopted policy on real property asset management in the form of a Director's Order entitled "Real Property Asset Management" (DO 80). This Director's Order sets forth the purpose as follows:

"National Park Service assets exist to serve the resource protection and visitor services elements of the NPS's mission. Maintenance and asset management within the NPS requires an investment in human, natural, and cultural resources in order to provide stewardship for the Nation's most significant places. Maintenance and preservation of real property heritage assets, balanced with new technologies and basic resource needs, are based on the enabling legislation and the general management plan for each park. While this DO places emphasis on the NPS asset management practices, it also recognizes that the NPS has special needs and processes associated with heritage assets or cultural resources, such as historic structures, cultural landscapes, and archeological sites. Further, the NPS asset management business practices discussed in this DO include a shared and deep understanding of the value and role that heritage assets play in fulfilling the NPS mission."

The Director's Order goes on to set forth policy on implementation as follows:

“The NPS—an organization whose assets include many of the Nation's most visible and well-known heritage assets—will develop the internal capabilities to meet the requirements of the laws and policies discussed in Section 3 of this DO. For heritage assets, relevant inventory and condition information shall be drawn from cultural resources inventory systems as described in DO #28, i.e., the List of Classified Structures, the Cultural Landscapes Inventory, the Archeological Sites Management Information System, the automated NPS Checklist for Preservation and Protection of Museum collections (found in the Automated National Catalog System), as well as the NPS's asset management software tool¹. More specifically, the NPS will implement a comprehensive real property asset management program using organizational core capabilities to carry out proper asset management processes. A disciplined strategy and philosophy will be used that ensures efficient and effective management of the NPS assets and that recognizes the total cost associated with ownership and stewardship.”

The NPS asset management program continues to include historic properties in its asset portfolio by developing business practices tailored to meet the unique requirements of heritage assets. Through the Maintained Landscape Working Group, Facility Management Software System business practices, guidance documents, and tools are being developed to assist parks in the collection of inventory and condition information on maintained landscapes, which include cultural landscapes across the Service. These business practices and tools were released to the maintenance and cultural resource communities at parks in FY 2008. The Unique Assets Working Group has begun developing asset specific business practices for Fortifications, Monuments and Memorials, and Marinas. In FY 2007, subject matter experts for both Fortifications and Monuments and Memorials developed recommendations for inspection guidance criteria and asset and equipment specification templates. Similar recommendations, along with piloted condition assessments will be completed by contracted subject matter experts during FY 2008. The NPS subject matter experts are scheduled to finalize the business practices for fortifications and monuments in the first quarter of FY 2009.

Maintained Archeological Sites (MAS) are another asset type being developed for the NPS asset portfolio. The Maintained Archeological Sites Working Group (MASWG) has developed MAS-specific asset management fundamentals such as a specification templates, asset feature and equipment definitions, site value metrics, and work type definitions as they pertain to MAS. The MASWG is currently finalizing MAS-specific business practices and site condition inspection guidance. In FY 2008, the MASWG conducted pilot field tests at several parks to apply the new business practices and to test the MAS asset and equipment specification templates and inspection guidance. Future endeavors include developing an information sharing protocol between the Archeological Site Management Information System and the Facility Management Software System. The MASWG expects to launch its business practices and tools in the Facility Management Software System during FY 2009.

The vision of the asset management community at the NPS is to sustain all high-priority assets within the Servicewide asset portfolio in good condition and to ensure their protection and availability for future generations. To achieve this vision, it is necessary to invest in assets over their entire life cycle so that they remain in an acceptable condition throughout their useful life. These objectives result in performance goals designed to improve the overall condition, utilization, and effectiveness of the NPS asset portfolio over time. As the NPS has gained a broader understanding of the costs and requirements necessary to sustain its asset portfolio, its staff has been developing strategies to manage the portfolio more effectively. The NPS is making investments to support this work and advance the benefits of an integrated Servicewide asset management program.

The NPS portfolio-based asset management program directly aligns with EO 13327. In 2005, because of the overall condition of its real property and the fiscal burden of prevailing budget constraints, the NPS made a commitment to change how it managed its asset infrastructure to meet its mission and began implementing an aggressive asset management program. The NPS now has a comprehensive strategy designed to address all of the costs inherent in the life cycle of an asset. The asset management program, which is constantly evolving, focuses on the total cost of asset ownership, including the large deferred maintenance backlog and the sustainment needs of the entire asset portfolio over time.

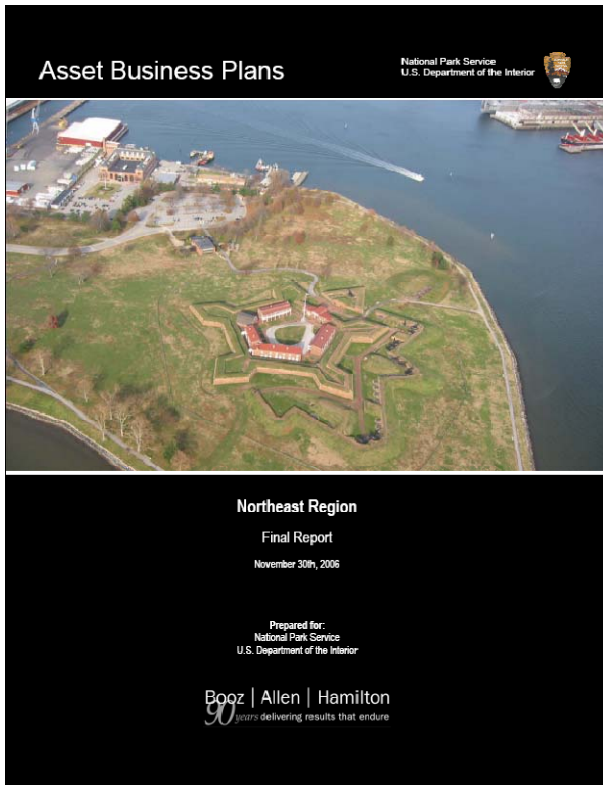
The purpose of the Asset Management Plan is to document the NPS strategy for managing its asset portfolio, so that those assets achieve the missions of the NPS and the DOI and communicate the current goals and initiatives of the asset management program. Since the first issuance of the NPS Asset Management Plan in June 2006, the NPS has continued to enhance its ability to manage its vast asset inventory. Implementation of the Asset Management Plan will strengthen the management of the NPS's inventory of 57,960 NPS-occupied assets. The NPS-occupied asset portfolio consists of 16,401 buildings, 14,760 paved and unpaved roads and parking lots, 5,445 trails, 4,065 housing assets, 1,155 campgrounds, and 3,144 water and wastewater systems. There are 12,990 additional assets, among which are maintained landscapes, maintained archeological sites, bridges, tunnels, marinas, monuments, and fortifications.

Park-Specific Asset Management Planning

In addition to the DOI and NPS servicewide Asset Management activities, Site Specific Asset Management Plans (previously called Asset Business Plans) have been developed for every NPS park based on data that resides in the Facility Management Software System. These plans provide a summary-level overview of the constructed asset portfolio at each park.

The contents include information about who occupies NPS assets, how important each asset is in supporting the park mission, operations and maintenance funding levels, and key data about current replacement values, quantities, asset condition, and the amount of deferred maintenance. The plans also predict future system replacement needs, out-year

project development, and candidates for planned disposition.



Asset Business Plans are intended to help managers at the park, regional and national levels make informed decisions about how to maintain and sustain the large and complex NPS asset portfolio. These plans meet the requirements of Executive Order #13327 on Federal Real Property Asset Management and the Federal Real Property Council's reporting guidelines.

In addition, the park General Management Plan (GMP) is the guiding strategic documentation that outlines the mission, vision, and management prescription for a park. The GMP is created on a rotating 15–20 year cycle and takes account of any prevailing legislation and other historical

documentation. The GMP, which is produced through a collaborative process involving the NPS and the public, provides a framework to help guide a park toward unified, agreed-upon goals. During the GMP process, parks identify and analyze future scenarios that help prioritize future initiatives. The creation of a park GMP is focused on addressing three fundamental questions: 1) why does the park exist, what resources require protection, and should be shared with visitors; 2) what is the collective vision for the management of the park; and 3) what is the strategy for achieving that vision. To execute this strategy, the GMP may address specific boundary, visitor care, resource condition, and facility issues.

Asset considerations are therefore critical elements of the GMP process. The costs (e.g., long-range facility costs) associated with realizing the GMP vision are factored into an analysis of alternatives. Based on the outcome of this analysis, the GMP provides long-term guidance on changes in facility inventory and condition or the need for new construction. Increasingly, park GMPs include a better understanding of the condition of the parks' constructed asset portfolio and the resources needed to care for the portfolio appropriately. This information is used when initiating proposals for significant new asset investments.

CASE STUDY: CENTENNIAL CHALLENGE PROGRAM TO CREATE THE PEOPLING OF AMERICA CENTER

On September 24, 2008, Secretary of the Interior Dirk Kempthorne joined The Statue of Liberty-Ellis Island Foundation, Inc. and the National Park Service in unveiling plans for a significant expansion of the Ellis Island Immigration Museum to be called The Peopling of America Center. Designed by ESI Design, this exciting new Center will enlarge the story currently told of the Ellis Island Era (1892-1954) to include the entire panorama of the American immigration experience, with exhibits dedicated to those who arrived before Ellis as well as those who arrived post-1954, right up to the present. It will illustrate the American immigration story across the generations and the important role immigrants have played in the making of this great nation.

Secretary Kempthorne announced that \$2.3 million have been committed to The Peopling of America Center as part of the National Park Service Centennial Challenge Initiative, and the Bank of America Charitable Foundation is providing \$1.5 million in matching funds, along with a \$1 million match by the Annenberg Foundation.

The Peopling of America Center, a \$20 million undertaking, continues the historic partnership between The Statue of Liberty-Ellis Island Foundation and the National Park Service. It will entail the redesign of one major existing gallery, the restoration of two historically important spaces to accommodate additional Center exhibits, and the rehabilitation and adaptive reuse of the New Immigration Building to house the museum's curatorial center. The Peopling of America Center is expected to be completed in 2011.



Chapter 4:

Leasing of Historic Properties

In November 1982 the National Park Service implemented the leasing of historic property authorized by Section 111 (16 U.S.C. 470h-3) of the National Historic Preservation Act (NHPA) by publication of regulations (36 C.F.R. 18).

In FY 2007, 48 parks leased a total of 147 historic properties using the authority in Section 111 of the NHPA and 36 CFR 18. These leases include historic structures and agricultural land. Because most of the historic properties that the NPS has available for lease are not in pristine condition, many of the leases provide for lessee performed rehabilitation work in lieu of rent. These leases generated \$3.8 million revenue in FY 2007 which was used to preserve historic and other park historic properties.

CASE STUDY: GOLDEN GATE NATIONAL RECREATION AREA
LEASES FORT BAKER FOR A RETREAT AND AND
CONFERENCE CENTER

Fort Baker, the ninth and final "Post-to-Park" conversion in the Golden Gate National Parks, is a 335 acre former 1905 U.S. Army post located immediately north of the Golden Gate Bridge. This hidden gem of a site consists of over 25 historic army buildings clustered around a main parade ground, a sheltered harbor protected by a jetty, a number of historic gun emplacements, and trails and forested areas climbing gently up from San Francisco Bay.

In 2007, the NPS signed a 60-year lease with a San Francisco developer to restore Fort Baker and build a retreat and conference center called Cavallo Point – The Lodge at the Golden Gate. Opened for business in July 2008, Cavallo Point serves as the launch home for the Institute at the Golden Gate, an environmental program of the nonprofit Golden Gate National Parks Conservancy in partnership with the National Park Service. The Institute at the Golden Gate will debut in Fall 2008 with the mission of convening dialogue to advance solutions that promote the health, sustainability and protection of our environment.

The Fort Baker Retreat Group pays \$400,000 annually to rent the site. The NPS will earn an increasing share of the net revenue over the life of the lease. In return, the developer spent \$95 million restoring Fort Baker. The NPS paid \$22.9 million for utility and other infrastructure upgrades and habitat improvements for the endangered Mission Blue Butterfly.



Chapter 5:

NPS Contribution to Local Economic Development

275 million visitors came to the national parks in 2007, America's special places cared for by the National Park Service family of 20,000 employees and 150,000 volunteers. After spending the day exploring history and experiencing nature, national park visitors spend money in nearby gateway communities.

Visitor spending and economic impacts for National Park units are tracked by the NPS Social Science Program through an economic model used to estimate economic benefits of parks for local economies. Operated by Michigan State University on behalf of the NPS, this Money Generation Model, or MGM2, estimates the impacts that park visitors have on the local economy in terms of their contribution to sales, income and jobs in the area. MGM2 produces quantifiable measures of park economic benefits that can be used for planning, concessions management, budget justifications, policy analysis and marketing.

Economic impact estimates for individual parks are based on official NPS recreation visit estimates for 2006, estimates of the percentage of visitors that are local, on day trips, or staying overnight in the area in campgrounds or motels, park visitor spending profiles for distinct visitor segments from park visitor surveys at selected parks, and regional economic multipliers based on input-output models for local regions around NPS units.

Impacts only cover the economic effects of visitor spending in the local area around the park. They do not include impacts of the park operations/employees, construction activity, or visitor spending outside the local area.

A National Park Service report, "National Park Visitor Spending and Payroll Impacts, 2006", found that national parks play a major role in attracting and sustaining local businesses and communities. According to the report, prepared by researchers at Michigan State University, in 2006 visitors spent \$11 billion in communities near national parks, a sum that translates into almost 250,000 local jobs.

	DIRECT EFFECTS		
STATE/TERRITORY	SALES	JOBS	INCOME
Alabama	20,116,000	403	7,514,000
Alaska	112,029,000	2,242	42,254,000
Arizona	662,556,000	15,361	260,824,000

	DIRECT EFFECTS		
STATE/TERRITORY	SALES	JOBS	INCOME
Arkansas	122,465,000	2,458	47,429,000
California	924,533,000	17,977	424,168,000
Colorado	306,052,000	6,118	111,027,000
Connecticut	709,000	13	330,000
District of Columbia	815,688,000	15,414	380,508,000
Florida	461,752,000	8,750	207,337,000
Georgia	201,036,000	3,865	88,649,000
Guam	1,295,000	26	450,000
Hawaii	290,886,000	5,784	119,448,000
Idaho	15,196,000	286	5,736,000
Illinois	17,983,000	362	7,182,000
Indiana	47,105,000	941	16,963,000
Iowa	8,116,000	164	3,195,000
Kansas	4,754,000	94	1,765,000
Kentucky	87,211,000	1,746	32,364,000
Louisiana	15,423,000	310	6,076,000
Maine	129,476,000	2,604	51,707,000
Maryland	150,270,000	2,934	64,757,000
Massachusetts	378,751,000	7,249	162,526,000
Michigan	44,764,000	934	15,591,000
Minnesota	27,282,000	544	9,472,000
Mississippi	72,019,000	1,448	28,761,000
Missouri	157,147,000	3,036	68,925,000
Montana	236,754,000	4,759	93,793,000
Nebraska	7,131,000	143	2,586,000
Nevada	174,062,000	3,470	60,432,000
New Hampshire	645,000	14	323,000
New Jersey	106,880,000	2,133	43,480,000
New Mexico	68,429,000	1,366	25,894,000
New York	313,554,000	5,948	142,168,000
North Carolina	644,353,000	12,544	269,953,000
North Dakota	21,765,000	434	7,557,000
Ohio	44,721,000	853	20,277,000
Oklahoma	34,111,000	680	11,843,000
Oregon	44,097,000	905	15,093,000
Pennsylvania	309,313,000	6,739	131,449,000
Puerto Rico	53,992,000	1,086	21,562,000
Rhode Island	3,166,000	59	1,472,000
South Carolina	44,539,000	874	18,869,000
South Dakota	138,712,000	2,814	53,836,000
Tennessee	448,227,000	8,510	202,176,000
Texas	214,250,000	4,225	86,424,000
Utah	409,395,000	8,538	156,698,000

	DIRECT EFFECTS		
STATE/TERRITORY	SALES	JOBS	INCOME
Vermont	1,040,000	21	415,000
Virginia	419,842,000	8,300	173,537,000
Virgin Islands	86,764,000	2,048	41,307,000
Washington	207,729,000	4,288	84,308,000
West Virginia	59,012,000	1,144	23,584,000
Wisconsin	22,575,000	479	9,146,000
Wyoming	385,713,000	6,495	155,189,000
TOTAL	\$9,575,585,000	189,933	\$4,017,401,000

For example, in CY 2006, Acadia National Park hosted 2.08 million visitors who spent more than \$132 million. The direct effects of this spending include sales, income and jobs in businesses selling goods and services directly to park visitors. In addition, visitor spending generated 2,604 jobs.

Chapter 6:

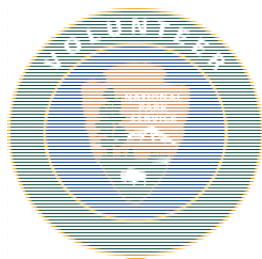
Partnerships and the National

Parks

Heritage tourism attracts visitors to a place or area based on the unique or special aspects of that locale's history, landscapes (including trail systems), and culture. For this reason, many communities look to the NPS to help provide tourism opportunities to sustain their economies and way of life. States, regions, and local communities see national park units, trails, heritage areas, and historic preservation programs as ways to improve quality of life and economic well-being.

The NPS infuses its operations with partnerships in all areas of management and at all levels of the organization to leverage and provide additional resources, encourage diversity of visitors and employees and to link with communities and educational institutions.

Volunteers-in-Parks (VIP) Program



The NPS Volunteers-in-Parks (VIP) program is authorized by the Volunteers-in-Parks Act of 1969. The purpose is to provide a means through which the NPS can accept voluntary help from interested citizens and international visitors in a way that is mutually beneficial to the NPS and to the volunteer. In 2007, 157,000 volunteers donated 5.2 million hours to national parks.

There are 366 separate volunteer programs throughout the National Park Service. Since 1990, the number of volunteers has increased an average of 5% per year. Volunteers come from all over to help preserve and protect America's natural and cultural heritage for the enjoyment of this and future generations.

Following are some examples of volunteer contributions to cultural resource management in the parks:

- Apostle Islands National Seashore - One volunteer working with Cultural Resources reviewed 40 oral history tapes, transferred them to a CD; and then compiled a spreadsheet showing various topics such as fishing, farming, and Native American ways of life. Transferring the interviews to CD and on to MP3 format ensures that the interviews will last. Eventually the interviews will be available on-line.
- Biscayne National Park: The Alternative Spring Breaks (ASB) group which includes 61 VIPs from six universities provided one of the most fruitful

campaigns. One very significant project ASB VIPs were involved with was digging/mapping a site that turned out to be part of a 16th century shipwreck.

- Manzanar National Historic Site: For two weeks in May 2007, an NPS archeologist led volunteers in uncovering and stabilizing a garden constructed by Japanese Americans from Terminal Island while they were interned at Manzanar. Many local volunteers took the opportunity to learn more about Manzanar and assist in the preservation of the site.



- Salem Maritime National Historic Site: On July 19, 2007, the final rigging was hoisted into place on the tall ship *Friendship of Salem*, a full-sized replica of a 1797 cargo vessel. The vessel at Salem Maritime National Historic Site in Massachusetts sports 17 sails with an area of nearly a quarter acre. More than 50 miles of lines are used to operate the sails. NPS staff, contractors, and hundreds of volunteers worked on the ship for 11 years.

Youth Programs

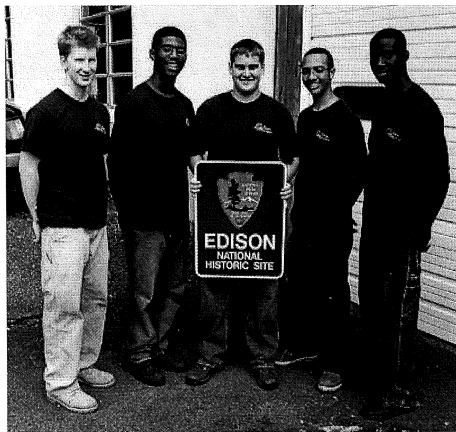
The NPS Youth Programs Division engages youth between the ages of 5 and 24 in various programs of the National Park Service so as to develop a life-long commitment to support our national parks, and protect our natural environment and cultural heritage. At present, there are over 25 youth programs operating throughout the National Park System, including the Youth Conservation Corps and the Student Conservation Association. Youth programs encompass a wide array of missions and responsibilities including the fostering of a strong relationship between youth and the natural and cultural resources managed by the NPS and instilling a work ethic into our nation's youth.

Other Partnering Arrangements

The NPS forged a variety of other partnerships, resulting in the preservation and interpretation of cultural resources. Some of these partnerships include:

- NPS partners with underserved African American communities, conducting more than 82 site visits, participating in approximately 35 conferences, organizing eight gatherings, and conducting two workshops on documenting Underground Railroad sites for the Network to Freedom.

- After nearly five years of negotiations, managers at Biscayne National Park and the Florida Keys National Marine Sanctuary signed a memorandum of agreement (MOA) in November 2006 that facilitates the protection of shipwrecks and other submerged cultural resources. The MOA addresses ways in which the two agencies can partner to enhance social science research, resource protection and public information and education surrounding submerged archaeological sites, objects and associated records.
- Each year since 1995, the Charles Edison Fund sponsors an internship program at Edison National Historic Site for students attending Seton Hall Preparatory School in West Orange, NJ. Five or six young men compete for an opportunity to



work in the park alongside NPS staffers. Originally designed to acquaint the students with the full spectrum of park operations, in the last several years, the groups have concentrated largely on maintenance functions in an effort that assists ongoing construction at the site. In 2006, the interns maintained the historic landscape at Glenmont, the Edison home, performed “historic housekeeping” inside the home, its outbuildings and the laboratory, and made minor repairs to facilities.

- National Council for the Traditional Arts (NCTA): The NCTA program provides advice and technical assistance regarding cultural programming in traditional arts, to various NPS units through a cooperative agreement with the WASO Division of Interpretation and Education. The NCTA works with five to seven parks each year and at the request of the individual parks. It provides the assistance of technicians, musicologists, historians, performers, ethnographers and other individuals with specialized skills and expertise in the area of traditional American arts and cultures.
- In 2006, Cape Hatteras National Seashore partnered with the Graveyard of the Atlantic Museum in conducting an archaeological study of a shipwreck on Hatteras Island known only as the “Ramp 55 Wreck.” Little is known of the ship except that it was a six-mast schooner built out of oak and pine sometime between 1870 and 1900. The shipwreck was carefully unearthed and documented during the Graveyard of the Atlantic Museum’s week long Shipwreck Archaeological Workshop (SAW) in Hatteras, North Carolina, for students from grade eight and above. In its third summer of existence, SAW provided ten



students the opportunity to learn what it is like to study a shipwreck and use skills learned in math, science, history, social science, and writing in a real life, hands-on situation. Staff members from the National Park Service were also at the site to aid in the preservation of the remains. A thirty-foot-long by eighteen-foot-wide section of the hull was exposed. Originally, the NPS planned to move the wreck to the Graveyard of the Atlantic Museum, where it could be displayed for the visiting public. However, attempts to move the heavy wreckage failed. It was decided that, since it could not be moved, the best way to preserve the ship was to rebury it and allow the island to claim it once again.



- Students from Pecos, Jemez Pueblo and Phillips Andover Academy in Andover, Massachusetts, worked together as part of Pecos Pathways - a three-week program that brings students from the three locations together to learn about one another and about the connection between the three locations. The program was started in 1998 as collaboration between the Robert S. Peabody

Museum of Archaeology at Phillips Andover Academy, the Pueblo of Jemez and the Pecos National Historical Park. Every year, students first spend a week at Jemez, then at Pecos and finally at Andover, Massachusetts.

- The National Park Service and the government of Spain signed an historic agreement whereby the artifacts from two ships that sank off the Maryland/ Virginia coast, what is now Assateague Island National Seashore, will be cared for by NPS specialists. La Galga, lost in 1750, and Juno, sunk in 1802, were the focus of a lengthy legal battle and a precedent-setting ruling on maritime salvage and national sovereignty in which the National Park Service played a prominent role.



CASE STUDY: 400TH ANNIVERSARY OF THE FOUNDING OF JAMESTOWN

In 2007, the much-anticipated 400th anniversary of the founding of Jamestown culminated spectacularly with a visit from Queen Elizabeth II. The first permanent English settlement in America was celebrated with speeches—including a keynote from President George Bush—performances, exhibitions, and ceremonies during a weekend that drew some 400,000 visitors and international media coverage. The queen's visit was a reprise of her first trip to the United States in 1957 for the 350th anniversary of the colony.

Activity focused around the wooded peninsula on the James River, where a decades-long partnership between the National Park Service at Jamestown National Historic Site and the Association for the Preservation of Virginia Antiquities (APVA) has preserved what remains of the original settlement.

The anniversary highlighted the ways in which Jamestown established the defining American characteristics of democracy, free enterprise, and a multicultural society. The NPS-APVA partnership has resulted in an exhaustive body of research, major archeological discoveries, state-of-the-art curation, and interpretive exhibits that bring to life this early chapter in the nation's history. The Historic Jamestowne Research Center, an 18,000-square-foot visitor center and curation facility, provides cutting edge conservation and storage for the more than 2 million objects that have been excavated from Jamestown over the years.



Conclusion

The NPS manages the properties in its inventory, with the assistance of a variety of public and private partners, through traditional and creative property management approaches. As a land-managing agency responsible for some 84 million acres of land and more than 1,500 properties listed on the National Register of Historic Places, systems have been developed that assist resource managers in the preservation and management of NPS historic properties. These systems provide a mechanism for accountability in the management of properties, as well as tools for balancing competing priorities and limited financial resources.

The NPS infuses its operations with partnerships in all areas of management and at all levels of the organization to leverage and provide additional resources, encourage diversity of visitors and employees and to link with communities and educational institutions. These partnerships have been developed by the NPS in both its park and national programs and reflect the NPS commitment to stewardship of historic properties and promotion of intergovernmental cooperation and partnership intended to preserve and actively utilize historic properties.

