



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

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

**Progress Report of the  
National Park Service**

**September 30, 2023**



***On the cover:*** The recently re-opened Arlington Memorial Bridge, Washington, D.C. Originally built in 1932, the bridge underwent a massive \$227 million rehabilitation during 2018-2020 extending its lifespan by 75 years.

Image courtesy of Kelsey M. Graczyk;  
NPS National Capital Region, Office of Communications & Community Engagement

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Russian Bishop's House, Sitka National Historical Park, Sitka, Alaska

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# Introduction

Executive Order 13287, “Preserve America” (EO), signed on March 3, 2003, affirmed that it is federal policy to preserve America’s heritage through protection and continued use of historic properties owned by the federal government, and by partnering with State and local governments, tribes, and the private sector to promote preservation and realize economic benefits consistent with individual agency missions. Specifically, the EO directs all agencies with real property management responsibilities to:

- Seek partnerships to promote local economic development and vitality through use of historic properties and historic preservation (EO Sec. 2).
- Review agency policies, procedures, and capabilities to ensure actions foster public-private partnerships in use and rehabilitation of historic properties (EO Sec. 2).
- Maintain current records of historic properties inventoried; their condition, management needs, and management action plans; and an assessment of their suitability for economic development in consideration of historic preservation interests and agency missions (EO Sec. 3(a)).
- Review and update management regulations, policies and procedures to ensure compliance with sections 110 (54 USC §306101-306107 and 3061008-306114) and 111 (54 USC §306121-306122) of the National Historic Preservation Act (Sec. 3(b)).

Consistent with Section 3(b) of EO 13287, the National Park Service (NPS) established a reporting baseline in 2004. The NPS started reporting on progress in identifying, protecting, and using historic properties consistent with EO Section 3(c) in 2005, and has continued to report achievements every third year thereafter, submitting reports to the Secretary of the Interior and to the Advisory Council on Historic Preservation (ACHP) for inclusion in a consolidated report to the President.

This seventh report on NPS progress in meeting EO requirements provides overview information about NPS resource management, community partnerships, and economic benefits.

# Chapter 1: Historic Property Identification

In the 2020 Section 3 Progress Report, the NPS was responsible for the stewardship of 421 Park units containing 85,099,845 acres within their boundaries. Today, the National Park System includes 425 units containing 85,153,914 acres in all 50 states, the District of Columbia, and surrounding territories. This figure represents an increase of 54,069 acres<sup>1</sup> since the 2020 report.

As stated in the 1916 Organic Act, the mission of the NPS “is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

Successfully managing the many thousands of historic properties that collectively enable NPS to function and meet this mission carries with it significant challenges. The different management designations within the national park system 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 memorials, national lakeshores and seashores, national rivers, preserves, national military parks, 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 structures or entire city blocks.

To carry out its mission, the NPS has a comprehensive Cultural Resource Program for management of five resource types: architectural sites (historic buildings and structures), archeological sites, cultural landscapes, anthropological/ethnographic sites, and museum collections. Many sites are listed on the National Register of Historic Places (NRHP) or are designated National Historic Landmarks. Of these, archeological sites, historic buildings/structures, and cultural landscapes can be “real property” for reporting purposes. These property types are described and enumerated in the following paragraphs. Figures for archeology sites are based on data from the NPS Cultural Resources Inventory System (CRIS), which serves as the agency’s official record for archeological sites, historic buildings and structures, and cultural landscapes. Content includes information about the location and condition of each of the resource types.

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<sup>1</sup> Acreage figures are totals for a given fiscal year. Current fiscal year acreage was last reported in June 2023 and may change during end of fiscal year reporting. See <https://www.nps.gov/subjects/lwcf/acreagereports.htm>

## Archeological Sites



**Archeologists survey sites at Grand Canyon  
National Park, Arizona**

As of 2023, the NPS archeologists care for 85,692 archeological sites that have been identified in national parks. This is an increase of 2,244 sites since the 2020 reporting period (83,448 archeological sites had been documented on NPS lands as of the end of fiscal year 2020). All documented sites meet the definition of “archaeological resources” in the Archaeological Resources Protection Act and may also be “historic properties” under the National Historic Preservation Act. Beyond the parks, the NPS has the lead in issuing regulations and guidance influencing management of archeological sites administered by more than 40 federal agencies and partners responsible for innumerable archeological sites on public lands. Many, but not all, archeological sites are also “real property” for the purposes of this report.

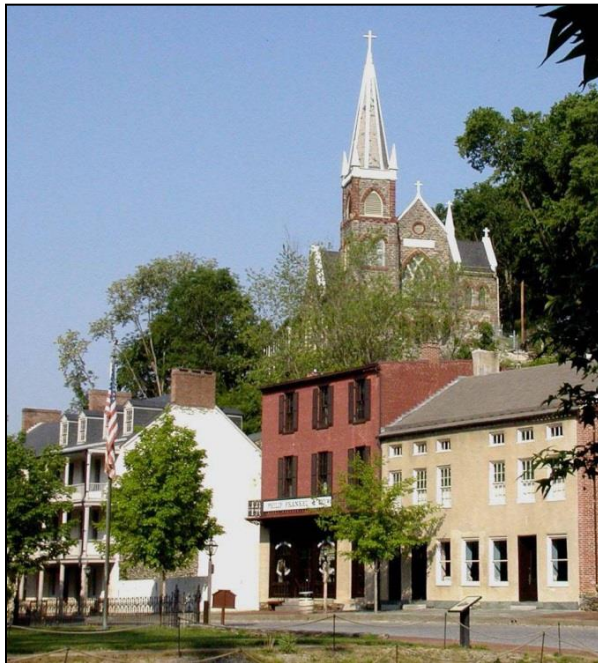
## Historic Buildings and Structures



**Herbert Hoover Birth Cottage, West Branch Iowa**

The NPS inventory of historic buildings and structures is compiled in its Cultural Resources Inventory System (CRIS). In addition to all historic buildings and structures that individually meet the National Register Criteria for Evaluation or are contributing elements of sites or districts that meet the NRHP criteria, the NPS database includes large structural features of cultural landscapes that are managed as structures including walls, fences and roads. At the end of Fiscal Year 2022, 27,233 buildings and structures were included in CRIS.





**Lower Town cultural landscape,  
Harpers Ferry, West Virginia**

### **Cultural Landscapes**

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

The NPS maintains a Cultural Landscapes Inventory (CLI), an evaluated inventory of landscapes having historical significance, which has also been incorporated into CRIS. As of 2023, the CLI contained 963 cultural landscapes that are listed in or are eligible for the NRHP or those that are managed as cultural resources because of legislation or park planning process decisions (an increase of 102 landscapes since September 2020).

### **National Register of Historic Places and National Historic Landmarks**

Among the historic properties the NPS owns or manages 7,561 are listed on the NRHP. Additionally, NPS owns or manages 7,277 properties that have been determined eligible for NRHP listing. Of those NRHP-listed properties, 2,500 are National Historic Landmarks, slightly less than half of all NHLs in Federal ownership. In total, 17,338 locations corresponded to real property assets in NPS Facility Management Software System (FMSS).

Table 1 summarizes real property that was compiled from the NPS Cultural Resources Inventory System (CRIS).<sup>2</sup> Along with Federal Real Property (FRP) data NPS reports to the Federal Real Property Council, the data was segmented by NRHP status<sup>3</sup>. For each historic status, the table lists the count, total current replacement value (CRV), total deferred maintenance and repair (DM&R), and total facility condition index (FCI)<sup>4</sup> of associated structures. 1,142 archeological sites, 12,025 cultural landscapes, and 7,098 historic buildings and structures are included in NPS databases.

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<sup>2</sup> CRIS data as of FY 2022.

<sup>3</sup> NRHP status source: FRP Related Data Information Report (FMSS) from FY 2022.

<sup>4</sup> FCI is a numeric representation of the condition of a real property asset. Mathematically,  $FCI = DM / CRV$ . An FCI of 0.000 denotes an asset that is in perfect condition, and an FCI that is greater than or equal to 1.000 denotes an asset for which the cost of maintenance has equaled or exceeded its value.

**Table 1: NPS Historic Real Property Category**

Real Property Category	Count of Records	Replacement Value (in millions)	Deferred Maintenance & Repair	Facility Condition Index
National Historic Landmark (NHL) locations	2,500	\$18.597 b	\$4.575 b	0.25
National Register Listed (NRL) locations	7,561	\$39.950 b	\$4.851 b	0.20
National Register Eligible (NRE) locations	7,277	\$23.781 b	\$3.981 b	0.17
Total	17,338	\$82.329 b	\$16.499 b	0.20

Table 2 categorizes historic real property asset by asset management category. This table lists the count, total replacement value, total DM&R cost, and total FCI of associated listed classified structures that have been categorized as archeological sites, cultural landscapes, and historic buildings and structures.

**Table 2: NPS Historic Asset Category**

FMSS Asset Category	Count of Records	Replacement Value (in billions)	Deferred Maintenance & Repair	Facility Condition Index
Archeological Sites	1,142	\$2.081 b	\$648.650 b	0.31
Cultural Landscapes	7,090	\$36.823 b	\$7.539 b	0.20
Historic Buildings & Structures	12,025	\$60.225 b	\$12.966 b	0.22
Total	20,257	\$99.129 b	\$669.155 b	0.24

### **NPS Research and Historic Property Identification**

NPS conducts a broad program of cultural resource stewardship through basic and applied research, in accordance with current scholarly standards, to support planning, management, and interpretation of park cultural resources. As part of this program the agency relies on data (housed in databases noted above) to make decisions about resources and their preservation and protection needs.

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 Buildings and 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 link 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.
- Through its National Park System Advisory Board, its National Historic Landmarks Committee, and its American Latino Scholars Expert Panel, NPS funded *American Latinos and the Making of the United States: A Theme Study*. Prepared under the panel's guidance, the theme study contains sixteen essays by nationally recognized scholars addressing the contributions and experiences of American Latinos. The theme study also provides a framework for supporting NPS partners and communities throughout the U.S. in identifying buildings, sites, landscapes, and objects associated with the Latino experience for designation and preservation.

## **NPS Identification of Historic Properties and its Nationwide Programmatic Agreement**

On November 14, 2008, NPS executed a Nationwide Programmatic Agreement with the ACHP and the National Conference of State Historic Preservation Officers (NCSHPO) to address NPS compliance with Section 106 of the National Historic Preservation Act of 1966 (NHPA) for its operation, management, and administration of the National Park System. The Nationwide Programmatic Agreement (PA) is a major tool for NPS to carry out its stewardship of cultural resources as well as a vehicle for how it interacts with SHPOs and Indian tribes.

The 2008 NPS Nationwide PA addresses NPS compliance with Section 106 of the NHPA including its consultation with State Historic Preservation Officers, federally recognized Indian tribes, Native Hawaiian organizations, and the ACHP.

Pursuant to 36 CFR 800.2(a), each Park Superintendent serves as the responsible agency official for the purposes of Section 106 compliance in his or her Park, and the Superintendent works with a Park Section 106 Coordinator and a Cultural Resource Management Team to fulfill the PA's requirements. Key provisions of the PA include the following:

- The PA requires each Park Superintendent to designate a Section 106 Coordinator and a Cultural Resources Management (CRM) Team, who meet appropriate professional qualifications, and ensure that the coordinator and team receive periodic training in Section 106 compliance;
- The PA provides Parks with a method for streamlining the Section 106 process for 16 activities when certain criteria are met including previous historic property identification and evaluation of properties PRIOR to the undertaking. If this identification and evaluation work has not been completed, the park must follow the standard Section 106 review process described in 36 CFR Part 800;
- The PA requires Parks, Regional Offices, and NPS Centers to share with SHPOs, THPOs, federally recognized Indian Tribes, and NHOs historic property data generated through NPS compliance with Section 110 of NHPA;
- The PA establishes a process for consultation with SHPOs; federally recognized Indian Tribes and THPOs for projects both on and off tribal lands; Native Hawaiian Organizations (NHOs); local governments; applicants for federal assistance; and the public; and
- The PA encourages Parks to develop consultation protocols and agreements with governments and organizations.

The PA also requires Superintendents to report annually to SHPOs and THPOs on undertakings reviewed using the streamlined review process, and to report to SHPOs, THPOs, Indian tribes, and their Regional Directors biennially on park implementation of the PA. Moreover, Regional Directors also must report to the NPS Director on the implementation of the PA in his or her region. Lastly, the PA requires periodic training for those involved in the Section 106 process including Superintendents, Section 106 Coordinators, and professionals on the Cultural Resource Management Team.

A copy of the executed NPS Nationwide PA may be found online at:

<https://www.nps.gov/orgs/1966/upload/2008-NATIONWIDE-PA-SIGNED.pdf>

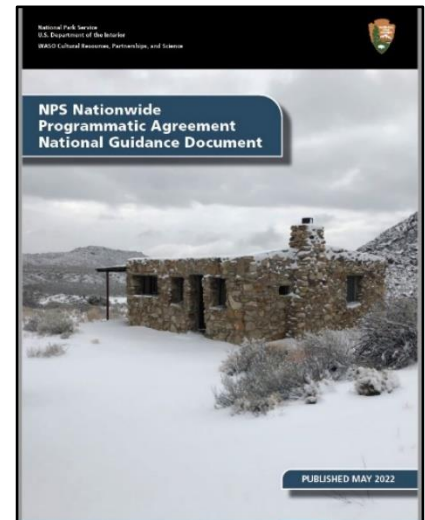
## **NPS Nationwide Programmatic Agreement Guidance Document**

In 2009, NPS developed a guidance document fulfilling the requirement of Stipulation I.A.2. Known as the “NPS Nationwide Programmatic Agreement Toolkit,” the document resided on the NPS website so that it was accessible to the public as well as to NPS staff. A companion to the guidance document, the PA Toolkit exam, was also developed based upon the guidance for certifying that park and regional staff had taken training on how to use the 2008 Nationwide PA. Until 2018, the PA Toolkit exam was offered through the “DOI Learn” website.

In 2020, CRPS in collaboration with the Park Planning, Facilities, and Lands (PPFL) directorate, committed to updating the 2009 guidance to ensure that the PA is being consistently interpreted and applied. NPS issued the updated guidance in May 2022. The new document builds upon and improves the earlier guidance, and can be used by superintendents, facility management and cultural resource staff, and all others who are involved in Section 106 compliance. Along with the Nationwide PA, the 2022 PA Guidance assists park managers and cultural resources staff meet the various mandates of NHPA.

A copy of the PA Guidance is available for download at:

[https://www.nps.gov/orgs/1966/upload/2022-06-06-PA\\_Guidance\\_508\\_2022-0606-3.pdf](https://www.nps.gov/orgs/1966/upload/2022-06-06-PA_Guidance_508_2022-0606-3.pdf)



Additional guidance materials are also currently in development to assist NPS staff navigate the Section 106 review process.

## **NPS Section 106 Website**

In 2023, NPS added to its cultural resource management web content a Section 106 program website. The new site describes how National Park units comply with Section 106 but also how NPS financial assistance programs handle their compliance. The website is primarily intended for the public but is also a good reference for NPS staff as it includes links to the ACHP website and other NPS cultural resource program sites related to Section 106. The new NPS Section 106 website may be accessed at:

<https://www.nps.gov/orgs/1966/index.htm>



## 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 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.

CCAs have been completed on all asset types. During the first round of assessments, the NPS completed comprehensive inspections on nearly 30 million square feet (buildings and housing) and 1,900 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 500 maintained landscape and trail assets, as well as 73 assets at job corps centers, 58 partner buildings, and 21 training center 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 (ADA) guidelines and The Architectural Barriers Act Accessibility Standards (ABAAS) (effective May 8, 2006), into the CCA process for non-standard assets.

Table 3 lists the count of associated Cultural Resource Asset Types that have been categorized as archeological sites, cultural landscapes, and historic buildings and structures and that are also considered to be in good condition.<sup>5</sup> Additionally, Table 3 lists the percentage of each asset type that are considered to be in good condition.

**Table 3: Archeological Sites, Cultural Landscapes, & Historic Buildings/Structures in Good Condition**

FMSS Asset Type	Count of Records	% of Total Assets
Archeological Sites	58,321	50%
Cultural Landscapes	462	48%
Historic Buildings & Structures	16,490	61%
Total	75,273	53%

<sup>5</sup> An asset is considered to be in good condition if the deferred maintenance of the asset is less than 10% of its replacement value; in other words, if the FCI of the asset is less than 0.100.

## Chapter 3: Historic Property Stewardship

### Funding for Historic Properties

#### *Cultural Resources Fund Source*

The Cultural Resources Fund Source enables the agency to execute a program of park cultural resource management through research, documentation, stabilization and conservation of NPS cultural resources, and by supporting the goals of resource stewardship, relevance, and education. These funds support park planning needs relating to proposed development and allow parks to inventory and evaluate cultural resources per the requirements of Section 110 of the National Historic Preservation Act (NHPA). They also provide for baseline research and treatment guidance that is critical to support compliance with Section 106 of the NHPA for deferred maintenance and infrastructure projects.



**Maintenance of 14th New Jersey Monument, Monocacy  
National Battlefield, Maryland**

#### *Cyclic Maintenance*

The Cyclic Maintenance for Historic Properties program (also referred to as Cultural Cyclic) involves the preservation and stabilization of 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.

Cyclic maintenance 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 life expectancy. 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 buildings and structures, pruning historic plant material, stabilizing eroding archeological sites, and preventive conservation of museum objects.

### *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.

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. 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.

### *NPS Investment Strategy*

In 2011, with the maintenance backlog standing at approximately \$11 billion and current funding levels unable to keep up with deterioration, the NPS Park Facility Management Division's Asset Management Advisory Committee sought to develop a comprehensive maintenance strategy to support the management of the NPS's vast portfolio of real property assets that drew upon the data, tools and practices already in use by parks, including performance measures such as the FCI and Asset Priority Index (API), creation of Park Asset Management Plans (PAMPs) and determination of entire life-cycle

operations and maintenance (O&M) requirements, such as those for Total Cost of Facilities Ownership (TCFO).

The Capital Investment Strategy (CIS) was thus developed and implemented to tie together all of these principles, leveraging the full power of the FMSS and other related systems, by linking project funding eligibility with the commitment to life-cycle asset management in order to address facility improvement through a more financially sustainable approach to allocating scarce capital funding. In essence, the CIS was a funding prioritization process that enables the NPS to shape its own investment strategy while adhering to the legislative requirements surrounding the management of federal real property and demonstrating to Congress, the OMB, the DOI and other stakeholders that taxpayer dollars are being optimized to preserve mission-critical assets.

The goal of the CIS was to invest wisely in order to lower deferred maintenance on the most important assets over time and prevent additional deterioration. Thus, the deferred maintenance backlog would in essence decrease over time; however, it would not be eliminated due to ongoing maintenance requirements and a constrained budget. The commitment to this approach is in accordance with the NPS' mission 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 generation."

The NPS Facility Investment Strategy (FIS) currently serves as the servicewide facility investment guideline, and is intended for park managers, superintendents, program managers, and regional and servicewide leadership to use in their maintenance and capital improvement investment decision-making. The FIS will build upon and strengthen the CIS.

### **Sustainability Goals at NPS**

NPS is implementing the directives of Executive Order 13514 ("Federal Leadership in Environmental, Energy, and Economic Performance"), and to carry out this directive, the agency created the Sustainable Operations and Climate Change (SOCC) Branch. Part of the Park Facility Management Division, SOCC develops comprehensive and high-quality programs to assist parks in implementing sustainable best practices in the following four areas: Climate Change Mitigation and Facilities Adaptation, Energy conservation, Sustainable Building Design and Operation, and Pollution Prevention. As steward of the nation's most treasured landscapes, the NPS associates a strong environmental ethic with ensuring that those landscapes be protected for our posterity.

In addition to Executive Order 13514, Interior Secretary Orders require Department agencies to increase sustainable practices and reduce their environmental footprints. The NPS SOCC already has programs in place to tackle these issues and is expanding them to meet the growing demand within the bureau. The NPS is one of the largest land managers and operators of facilities in the federal government. Through sustainable practices in its facilities, the NPS can reduce its environmental footprint and educate visitors about how they can reduce their environmental impact.

Within this context, the SOCC is growing a number of its programs to provide more support to parks as they implement sustainability projects and programs, in addition to developing a Servicewide Green

Parks Plan. NPS is also actively examining sustainability as part of its current and future management of historic properties.

The NPS National Center for Preservation Technology and Training (NCPTT) was an early pioneer linking sustainability and historic preservation and continues to promote preservation as an important component of sustainable development.<sup>6</sup> NCPTT remains committed to supporting sustainability research through the Preservation Technology and Training (PTT) Grants program and its own program of research and training.

Recent highlights of the NCPTT's sustainability initiative include:

- In 2023 NCPTT partnered with the Federal Emergency Management Agency (FEMA) and the DOI Environmental Response and Recovery Program, the Puerto Rico SHPO, Tulane University, and the Polytechnic University of Puerto Rico to teach a Heritage Risk & Resiliency Documentation course in Puerto Rico. This 3-week program taught cultural heritage professionals digital documentation methods and documented a portion of the historic city of Cataño to identify properties at-risk of flooding due to Climate Change. It also created digital tools for the Puerto Rico SHPO and municipality to use for land use planning.
- NCPTT is working with Utah Valley State University to create a “digital twin” of the Castillo de San Marcos in St. Augustine, Florida, inside a game engine environment. The digital twin will allow the Castillo to be viewed virtually and could be used by site stewards as a scenario planning tool.
- NCPTT funded Preservation Maryland's Open-Source Preservation Trades Training Videos through a 2022 NCPTT grant. The training videos will educate craftspeople in best practices for preserving built heritage. This project will engage the public and encourage more people to reuse buildings and keep building materials out of landfills.
- NCPTT partnered with the University of Florida Preservation Program to digitally scan St. Augustine's historic district and update the NHL nomination. This helped heritage professionals better understand the impacts of sea level rise on the city and on individual properties. This project culminated in a preservation database of each property which can now be used for planning by the city.
- In 2022 NCPTT partnered with the NPS Climate Change Response Program to develop a workshop on climate adaption strategies for cultural resources. Held in Puerto Rico, the event fostered discussion among local participants on how to plan for a changing climate with a focus on Cataño's historic city center. The workshop was held in partnership with FEMA, DOI, the Puerto Rico State Historic Preservation Office, and the Instituto de Cultura Puertorriqueña.
- Through a partnership with FAIC, NCPTT recently released five hands-on videos (Wet Salvage - YouTube) on wet recovery of personal collections. These videos, taught by conservators, are designed to empower non-professionals to care for their collections after a storm. Topics

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<sup>6</sup> See the 2008 Pocantico Proclamation, which is available at:

<https://preservationshortcourse.files.wordpress.com/2010/05/pocantico-proclamation.pdf>



include salvage and wet recovery of taxidermy, framed photographs, quilts, and clothing, as well as health and safety considerations during wet recovery.

Recent PTT Grants with significant sustainability components included:

- A 2023 grant to Cornell University for Preservation within a Full Spectrum of Reuse: Scenario Planning using Agent-based Modeling and 3D Visualization to Explore Options to Conserve Embodied Carbon and Preserve History. This grant aims to develop a digital model that would allow for a visual comparison of the embodied carbon of a building being preserved to a building being demolished and replaced with a new one.
- Another 2023 grant to RePurpose Savannah for Historic Materials Management Preservation Resources. This project will lead to practical guidance on best practices for the storage and preservation of building materials that have been removed during the deconstruction process. Deconstruction is more sustainable than demolition, and this guidance will help to ensure building materials can be reused instead of ending up in a landfill.
- Another 2023 NCPTT grant funded Oklahoma State University to investigate how to incorporate green infrastructure into historical landscapes to minimize the impacts of flood and erosion on historic sites. The project partners aim to find a historically appropriate and responsible solution to improve sustainability and resiliency in response to the changing climate.
- A 2020 grant to Cornerstone Community Partnership for its “Mud Talks: Preserving Earthen Architecture” podcasts on various earthen building materials. Topics include modernizing the materials and flood resilient-earthen construction.
- Another 2020 grant to the Clemson University graduate programs in Historic Preservation and Resilient Urban Design supported the “Keeping History Above Water Conference in Charleston, South Carolina.”

## Chapter 4: Leasing of Historic Properties

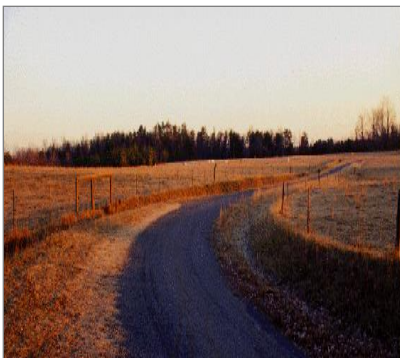
In November 1982, NPS implemented the leasing of historic property authorized by Section 111 of NHPA by publication of regulations (36 CFR 18). In January 2002, the NPS revised these regulations to implement not only the NHPA authority, but also a new leasing authority, Section 802 of the National Parks Omnibus Management Act of 1998, which authorizes NPS to lease not only historic property, but any real property and to retain the income. These authorities are two of five general authorities and many park-specific authorities available to NPS to manage real property in the National Park System.

### **36 CFR 18: Leasing of Properties in Park Areas**

36 CFR 18 allows the NPS Director (or delegated officials) to lease certain federally owned or administered property located within the boundaries of park areas. Before leasing property in a park area under this part, the Director must determine that:

- The lease will not result in degradation of the purposes and values of the park area;
- The lease will not deprive the park area of property necessary for appropriate park protection, interpretation, visitor enjoyment, or administration of the park area;
- The lease contains such terms and conditions as will assure the leased property will be used for activity and in a manner that are consistent with the purposes established by law for the park area in which the property is located;
- The lease is compatible with the programs of NPS;
- The lease is for rent at least equal to the fair market value rent of the leased property;
- The proposed activities under the lease are not subject to authorization through a concession contract, commercial use authorization or similar instrument; and
- If the lease is to include historic property, the lease will adequately insure the preservation of the historic property.

All leases entered into under this part must contain terms and conditions that are determined necessary



Leased farmland at Appomattox Court  
House National Historical Park,  
Appomattox, Virginia

by the Director to assure use of the leased property in a manner consistent with the purposes of the applicable park area, including provisions to assure the preservation of historic property. In addition, a lease must contain appropriate provisions requiring that any improvements to or demolition of leased property to be made by the lessee may be undertaken only with written approval from the NPS Director and that any improvements to or demolition of historic property may only be approved if the Director determines that the improvements or demolition complies with the Secretary of the Interior's *Standards for the Treatment of Historic Properties* (36 CFR Part 68).

### **Historic Property Leases and Cooperative Agreements (Section 5.3.3), Management Policies, 2006**

Further information on leasing historic properties is provided in the *NPS Management Policies* (2006). This document provides that:

NPS may permit the use of a historic property through a lease or cooperative agreement, if such lease or cooperative agreement will ensure the property's preservation. Proposed uses must not unduly limit public appreciation of the property; interfere with visitor use and enjoyment of the park; or preclude use of the property for park administration, employee residences, or other management purposes judged more appropriate or cost effective.

If a lease or cooperative agreement requires or allows the lessee or cooperator to maintain, repair, rehabilitate, restore, or build upon the property, it will require the work be done in accordance with applicable Secretary of the Interior's standards and guidelines and other NPS policies, guidelines, and standards.

### **Director's Order 38: Real Property Leasing**

Director's Order (DO) 38 provides summary and supplemental guidance to assist NPS managers in the implementation of the authority contained in 36 CFR 18. DO 38 is referred to in the provisions of the 2008 Nationwide Programmatic Agreement (PA) between NPS, the ACHP, and the National Conference of State Historic Preservation Officers (Stipulation III.C.16). This section of the Nationwide PA provides that the streamlined review process "may be used provided all treatment of historic properties proposed in relation to the leasing action is consistent with undertakings eligible for Streamlined Review. . . . The Streamlined Review Process may not be used where there is a change of use or where a series of individual projects cumulatively results in the complete rehabilitation or restoration of a historic property."

In parks continue lease historic properties using the authority in Section 111 of the NHPA and 36 CFR Part 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 generate revenue, which was used to preserve these historic properties as well other park historic properties.

NPS continues to lease historic properties using the authority in Section 111 of NHPA, 36 CFR 18, and DO 38. These leases include historic buildings and agricultural land. Because most of the historic properties that NPS has available for lease are not in pristine condition, many of the leases provide for lessee-performed rehabilitation work in lieu of rent. In turn, this revenue is used to preserve other park historic properties.

Examples of NPS leases include the following:

- During fall 2022, Gateway National Recreation Area executed a long-term lease for the Jacob Riis Bathhouse and related buildings, located on the Rockaway Peninsula within the park's Jamaica Bay Unit. The lessee has commenced work for a \$50 million rehabilitation that includes a boutique hotel with a bar, event spaces, and a pool. Constructed in 1932, the Bathhouse was

severely damaged during Hurricane Sandy a decade ago, and has since suffered from erosion, so plans also include flood protection and sand replenishment. The Bathhouse is just one of the diverse historic resources that make up the 27,000-acre urban park spanning New York Harbor, where other leasing efforts are ongoing. At Floyd Bennett Field, the Williams Companies, a natural gas processing company, installed a natural gas meter and regulating station in two historic air hangars as part of a larger pipeline project. Williams rehabilitated the hangars, which were in serious disrepair and in danger of collapse, operates the station, and is leasing and maintaining the hangars. The park has leased a historic riding stable and grounds to the Jamaica Bay Riding Academy along the northern shoreline of Jamaica Bay. The park also continues leasing efforts at Sandy Hook's Fort Hancock National Historic Landmark, which fronts the Atlantic Ocean and sustained extensive damage from Hurricane Sandy. The park's Fort Hancock 21st Century Advisory Committee has enabled Gateway National Recreation Area staff prepare a request for proposals for residential, lodging, or related business uses there, which has yielded six long-term leases with rehabilitation projects already underway.

- During spring 2022, NPS executed a long-term lease for the Sleeping Bear Inn, part of the Sleeping Bear Dunes National Lakeshore. Following rehabilitation, which is planned for completion in 2024, the inn will once again welcome travelers as a bed and breakfast with approximately nine guest rooms, a commercial kitchen, and dining areas. Originally built in 1866, the Inn was a frontier hotel for many steamboat travelers and served the local community for over a century, closing in the mid-1970s. The Inn contributes to the Glen Haven Village Historic District, a 19<sup>th</sup>-century frontier cord-wood station and steamboat stop on the Great Lakes. The 13-acre Village is best known for its association with D. H. Day, a farmer, businessman, and conservationist, who owned Glen Haven until his death in 1928, and had lived at the Sleeping Bear Inn.
- Blue Ridge Parkway stretches almost 500 miles along the crest of the Blue Ridge mountains through North Carolina and Virginia. Located approximately midway between Great Smoky Mountains National Park to the south and Shenandoah National Park to the north, is the Bluffs restaurant. When the business opened in 1949, it was the first dining establishment on the 500-mile historic road. It served as a coffee shop for more than six decades but closed in 2010 when a concessionaire ceased operations and vacated the property. In 2016, the Blue Ridge Parkway Foundation commenced a broad fundraising effort that included public and private donors. Following stabilization, remediation, and site work improvements by park staff, rehabilitation of the restaurant building began, including installation of new utilities, kitchen equipment, and upgrades to the customer-serving areas. Located near the Doughton Park Visitor Center, the Bluffs reopened during summer 2020, under a new concessionaire through a lease with the foundation. Serving guests "homestyle favorites" fried chicken and blueberry cobbler, the business also hosts a seasonal concert series featuring local musicians on the front lawn.
- For more than two decades, Cuyahoga Valley National Park and its non-profit partner, Countryside Initiative, have been connecting people, food, land, and history, via agricultural leasing for more than two decades. In 1999, the park began developing a plan to rehabilitate and reuse park farms to preserve the rural landscape. After a handful of pilot farms were

successful in the early 2000's, the Cuyahoga Valley Countrywide Conservancy, which became the Countryside Initiative, executed a cooperative agreement with CUVA to allow for competitively bid long-term leasing to farmers. Today, more than a dozen farms are in operation, using sustainable management practices and interacting with the public, while the initiative facilitates seasonal farmer's markets. The farms bring over 100,000 people into the park each year and have an economic impact of over a million dollars per year.

- Consisting of a collection of former military, private, and public lands across the San Francisco Bay Area, the Golden Gate National Recreation Area spans 34,000 acres and is a hugely popular urban park. Various concessionaires and lessees operate within the park, including the Cavallo Point Lodge, which was built between 1901 and 1915 for the military but is now a luxury hotel with three new restaurants. The lodge redevelopment included the historic rehabilitation of 23 buildings and the construction of 11 small lodging buildings. More than \$100 million was invested in the project. The Lodge opened for business in May 2008 under a 60-year lease. The Fort Mason Center for Arts and Culture, which offers gallery and event space and hosts nearly two dozen non-profit and arts organizations as permanent residents, is also part of the park's leasing program.
- Minute Man National Historical Park in Lexington, Lincoln, and Concord, Massachusetts, preserves and interprets the sites, structures, and landscapes that became the field of battle during the first armed conflict of the American Revolution. Often referred to as the Battles of Lexington and Concord, the fighting took place on April 19, 1775, and raged over 16 miles between Boston and Concord. Many homes dating to the 1700s and 1800s still stand within the park, along the historic but modernized road, but most have not been in residential use for decades. To bring new life into the homes and address park deferred maintenance, some of these buildings have recently been made available for residential use again via leasing. One of the buildings is the Federal-style Gowing-Clark House, which was built near Concord, Massachusetts in 1836. The lease includes the 2,656-square-foot historic house, nearly two acres with mature plantings, and a 19th century stone barn foundation. Under the terms of park leases, tenants must be willing to live in the homes for one to three years paying fair-market rents, utilities, and adequate insurance. Lessees must also be willing to maintain the historic and well-tended appearance of the structure and grounds.



## Chapter 5: NPS Contribution to Local Economic Development

In 2022, 312 million visitors came to the national parks, America's special places cared for by the NPS family of 20,000 employees and 279,000 volunteers. In addition to spending the day exploring history and experiencing nature, national park visitors also spent an estimated \$23.9 billion in nearby gateway regions helping to fuel local economies. These expenditures supported a total of nearly 378,000 jobs, \$17.5 billion in labor income, \$29 billion in value added, and contributed \$50.3 billion to the national economy.

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. NPS replaced its earlier "Money Generation Model" (MGM2) with the new Visitor Spending Effects Model. Similar to the earlier economic model, the Visitor Spending Effects Model estimates the impacts that park visitors have on the local economy in terms of their contribution to sales, income and jobs in the area. This model produces quantifiable measures of park economic benefits that can be used for planning, concessions management, budget justifications, policy analysis and marketing.<sup>7</sup>



Economic impact estimates for individual parks are based on official NPS recreation visit estimates for 2022, estimates of the percentage of visitors that are local, on day trips, or staying overnight in the area in campgrounds or hotels, 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.

An NPS report, *2022 National Park Visitor Spending Effects: Economic Contributions to Local Communities, States, and the Nation*, underscores the fact that national parks play a major role in

<sup>7</sup>See Matthew Flyr and Lynne Koontz, 2023. *2022 National Park Visitor Spending Effects: Economic Contributions to Local Communities, States, and the Nation*.

attracting and sustaining local businesses and communities. According to the report, which was prepared by economists Matthew Flyr and Lynne Koontz of NPS, in 2022 visitors spent over \$23.9 billion in communities near national parks, a sum that translates into 378,400 local jobs. The following is a state-by-state analysis of the economic effects of spending and payroll at national parks:

STATE/TERRITORY	TOTAL VISITOR SPENDING (In \$ millions)	TOTAL JOBS	TOTAL LABOR INCOME (In \$ millions)
ALABAMA	\$88.4	1,340	\$39.0
ALASKA	\$1,160.6	16,418	\$644.8
AMERICAN SAMOA	\$0.1	1	\$0.1
ARIZONA	\$1,151.7	16,074	\$627.6
ARKANSAS	\$278.2	3,895	\$106.9
CALIFORNIA	\$2,747.5	34,935	\$1,750.5
COLORADO	\$803.6	11,312	\$476.5
CONNECTICUT	\$2.5	29	\$1.5
DELAWARE <sup>8</sup>	0	0	0
DIST OF COLUMBIA	\$973	9,140	\$486.6
FLORIDA	\$947.5	13,149	\$489
GEORGIA	\$381.9	5,438	\$191.6
GUAM	\$25.1	258	\$11.7
HAWAII	\$566.1	5,931	\$273.4
IDAHO	\$39.4	558	\$17
ILLINOIS	\$9.9	131	\$6
INDIANA	\$155.1	2,007	\$67.7
IOWA	\$10.9	160	\$4.7
KANSAS	\$5.4	72	\$2.3
KENTUCKY	\$113.8	1,686	\$53.4
LOUISIANA	\$21.3	294	\$9.4
MAINE	\$482.7	6,919	\$256.9
MARYLAND	\$199.3	2,361	\$104.1
MASSACHUSETTS	\$828.3	10,136	\$520.6
MICHIGAN	\$254.8	3,498	\$129.9
MINNESOTA	\$67.8	924	\$34.6
MISSISSIPPI	\$469.8	6,678	\$190
MISSOURI	\$198.7	3,066	\$107.8
MONTANA	\$621.1	9,460	\$313.8
NEBRASKA	\$22.7	334	\$11.3
NEVADA	\$224.1	2,357	\$101.7
NEW HAMPSHIRE	\$1.4	19	\$0.9
NEW JERSEY	\$192.1	2,703	\$119.2
NEW MEXICO	\$139.3	1,836	\$55
NEW YORK	\$704.7	7,241	\$368.5
NORTH CAROLINA	\$2,480	37,485	\$1,469
NORTH DAKOTA	\$49.5	632	\$19.9
OHIO	\$77.7	1,124	\$43.4
OKLAHOMA	\$28.8	280	\$9
OREGON	\$85.5	1,190	\$47.6
PENNSYLVANIA	\$385.2	5,742	\$228.3
PUERTO RICO	\$67.8	697	\$31.5
RHODE ISLAND	\$2.2	29	\$1.1
SOUTH CAROLINA	\$72.7	959	\$31
SOUTH DAKOTA	\$535.5	7,431	\$254.4
TENNESSEE	\$1,368.6	19,652	\$811.9

<sup>8</sup>Delaware has no National Park System units that collect visitor data at this time.

STATE/TERRITORY	TOTAL VISITOR SPENDING (In \$ millions)	TOTAL JOBS	TOTAL LABOR INCOME (In \$ millions)
TEXAS	\$352.2	4,545	\$174.2
UTAH	\$1,656.1	23,312	\$863
VERMONT	\$4.2	54	\$1.9
VIRGINIA	\$1,246.9	23,312	\$863
VIRGIN ISLANDS	\$41.4	452	\$19.8
WASHINGTON	\$524.9	5,693	\$257.9
WEST VIRGINIA	\$110.5	1,473	\$43.8
WISCONSIN	\$65.8	952	\$31.7
WYOMING	\$870	11,538	\$380 <sup>9</sup>

Visitor spending effects data exists also for each of the national parks, which shows the tremendous economic benefit that national park visitation provides to communities in terms of employment and sales. For example, in Calendar Year 2022, Minute Man National Historical Park hosted 960,343 visitors who spent \$64,413,000. 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 at this park generated 796 jobs.<sup>10</sup>

For further information about the NPS Visitor Spending Effects Model and to review annual reports online, go to: <https://www.nps.gov/subjects/socialscience/vse.htm>

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<sup>9</sup>The preparers of the 2022 report used one data model to estimate the values for each state, and a different model for the entire country, which will explain why the above amounts when totaled together are different from the figure reported for the nation.

<sup>10</sup>Flyr and Koontz. 2022 *National Park Visitor Spending Effects*.

## 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.

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. Several of these partnerships help promote the goals of historic preservation and heritage tourism.

### **National Heritage Areas (NHA)**

National Heritage Areas are one of the NPS's most valuable and effective programs for preserving heritage assets in partnership with communities, and have an undeniable economic impact. Through the National Heritage Areas (NHA) 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. NPS established the first NHA, the Illinois & Michigan Canal NHA, in 1984. To date, Congress has designated 62 of these areas in 34 states. A number of these areas include National Park units that work very closely together, such as Fort McHenry National Monument and Historic Shrine and the Baltimore NHA. NHAs also serve as important economic generators. According to a 2012 study that NPS commissioned the consulting firm Tripp Umbach to conduct, the Essex NHA annually contributed \$153.8 million in economic impact, helped support 1,832 jobs, and provided \$14.3 million in tax revenue. Additionally, the same study also found that combined together, the 21 NHAs in the Northeast Region produced an annual economic impact of \$5.4 billion, supported more than 66,880 jobs, and provided \$602.7 million in tax revenue.<sup>11</sup>

### **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. During FY22, approximately 279,000 volunteers donated 6.5 million hours of service to national parks, including over 351,000 hours toward cultural resources management. There are approximately 390 volunteer programs throughout the National Park System, and the numbers of volunteers and hours has grown an average of 5-7 percent annually since 1990. Volunteers of all ages contribute their time and talents to

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<sup>11</sup>Tripp Umbach, 2012. *The Economic Impact of National Heritage Areas: A Case Study Analysis of Six National Heritage Area Sites in the Northeast Region of the United States and Projections on the National Impact of All National Heritage Areas*. [www.nps.gov/history/heritageareas/](http://www.nps.gov/history/heritageareas/).

help preserve and protect America's natural and cultural heritage for the enjoyment of this and future generations.

Those volunteers who complete at least 250 volunteer hours during a single calendar year with a federal agency participating in the Interagency Pass Program (IPP) earn a Volunteer Park Pass allowing them free entrance for one year to over 2,000 federal recreation areas, including every NPS unit.

An example of volunteer work benefiting cultural resources are VIPs participating at the Southeast Archeological Center (SEAC) in Tallahassee, Florida. These VIPs represent many age groups including local college and high school students interested in archeology, who learn excavation techniques in the field and cataloging methods in the lab. Volunteers with information management backgrounds have assisted in managing the SEAC library, while VIPs with photography skills have lent their expertise have helped the center staff photograph artifacts for documentation purposes.

For further information about the VIP program, go to: <https://www.nps.gov/getinvolved/volunteer.htm>



### **NPS Youth Programs**

The NPS Youth Programs Division engages youth between the ages of 5 and 24 in various programs of NPS 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 (SCA). 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.

- The Cultural Resources Diversity Internship Program offers paid internships with NPS units and administrative offices, other federal agencies, state historic preservation offices, local governments, and private organizations. Intern hosts provide work experiences that assist interns with building their resumes in the historic preservation and cultural resources management field.



- In partnership with the Greening Youth Foundation (GYF), NPS manages the Historically Black Colleges & Universities Internship (HBCUI), which was developed to link students attending HBCUs with challenging natural and cultural resource conservation internship opportunities at NPS units and program offices. NPS and GYF launched the program in 2012 with nearly \$140,000 in funds and 11 interns at 4 NPS units. Objectives of the HBCUI program include:
  - An opportunity for students to serve in natural or cultural resources conservation and encourage the interns to consider a career in these fields;
  - Execute mission driven projects at NPS units and program offices utilizing highly skilled and motivated students; and
  - Create a pathway to employment within NPS.
- NPS has partnered with the National Trust for Historic Preservation on its Hands-On Preservation Experience (HOPE) program. Launched in March 2014, the program links preservation projects to youth volunteers interested in learning preservation craft skills while rehabilitating historic sites. HOPE Crews may help bolster local economies and breathe new life into historic places in need of revitalization. The rehabilitation work crews perform at these places ensure that key pieces of America’s past are preserved for the benefit of future generations.
- Along with the Hispanic Access Foundation, NPS manages the Latino Heritage Internship Program (LHIP). Established in 2014, the program is a component of an overarching service-wide strategy to increase Latino employment opportunities at NPS. NPS is committed to engaging the next generation through the strategic use of student internships. Objectives of the LHIP include:
  - Advance NPS employment opportunities with an emphasis on cultural resource stewardship and interpretation issues;
  - Develop mission critical internship projects that will support NPS goals and objectives;
  - Target undergraduate Latinos attending Hispanic Serving Institutions;
  - Create strong and viable mentor and protégé relationships for the participants;
  - Utilize this program through Latino-owned and operated partner organizations to expand NPS outreach into the Latino communities nationally and develop deep and sustainable relationships; and
  - Establish a system for placing talented Latino students into career conditional positions within NPS.

While many LIHP interns serve at NPS units, some of the interns have been assigned to support offices such as the Southeast Archeological Office in Tallahassee, Florida. Other LIHP participants have completed their internships with cultural resource programs based in the NPS Washington Service Office including those for Heritage Documentation, Park History, National Register of Historic Places, and National Historic Landmarks.

### **Youth Heritage Summits**

NPS has also been actively engaging youth through its support of various youth heritage summits. In addition to providing seed money for youth summits at the National Trust for Historic Preservation Conferences, NPS has also provided leadership to the states on holding their own youth summits, and has developed a downloadable manual, “Preparing the Next Generation: Managing and Presenting a Youth Summit.” Since 2015, NPS has joined with State Historic Preservation Offices, historic preservation organizations, and education programs in co-sponsoring Youth Summits in several states across the country.

### **Urban Archeology Corps, NPS WASO Archeology Program**

The Urban Archeology Corps (UAC) is a summer work program for diverse youth, ages 15-34, and is a collaborative effort between the Archeology Program (Washington Service Office), national park units and non-profit youth partners. The UAC draws on archeology as a vehicle for young people to learn about national parks and their surrounding communities, the diverse histories and resources that make these places special, and public service and employment at NPS. In the process, they practice civic engagement principles while earning hours towards noncompetitive hiring under the Public Lands Act authorities.

UAC participants are exposed to a broad range of what archeology and historic preservation “looks like” in the parks. Aims of the UAC include:

- Exploring archeology as a tool of civic engagement for urban youth;
- Supporting relevance, diversity, and inclusion within NPS and America’s next generation of resource professionals;
- Facilitating communication among NPS and communities surrounding urban national parks;
- Providing paths for communities to explore their personal stories in broader historical contexts;
- Supporting multiple perspectives for interpreting the past in parks; and
- Fostering engagement and stewardship towards national parks, their resources, and the communities who care about them.

The UAC work experience introduces participants to every stage of an interdisciplinary archeological project: historical research, oral histories, consultation with cultural resource experts, comparative site visits, condition assessments, and mapping as well as excavation and curation. Participants practice qualities that make good citizens, like thinking critically and creatively, working collaboratively to improve public spaces, thinking about environmental stewardship, and communicating in constructive ways. At the end of the work experience, participants use digital media to document their attitudinal changes and provide feedback to NPS about possible improvements to parks and working with the communities surrounding them.

### **Other Partnering Arrangements**

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

- National Underground Network to Freedom Program: Public Law 105-203, the National Underground Railroad Network to Freedom Act of 1998, directed NPS to establish a program that tells the story of resistance against the institution of slavery in the United States through escape and flight. Through the National Underground Network to Freedom Program, NPS partners with underserved African American communities, to conduct site visits, participate in conferences, organize gatherings, and conduct workshops on documenting Underground Railroad sites for the Network to Freedom. The Program coordinates preservation and education efforts nationwide, and works to integrate local historical sites, museums, and interpretive programs associated with the Underground Railroad into a mosaic of community, regional, and national stories. Each listing in the Network is authorized to display the Network logo, which tells the public and all interested entities that the NPS has evaluated the site, program, or facility and acknowledges its significant contribution to the Underground Railroad story. The National Underground Railroad Network to Freedom Program, partnering with the Harriet Tubman Underground Railroad Conference Committee, held a conference in honor of the grand opening of the Harriet Tubman Underground Railroad Visitor Center in Church Creek, Maryland. The conference, “On the Edge of Freedom: Harriet Tubman and the Underground Railroad in the Borderlands,” was held in Cambridge, Maryland, May 18-21, 2017. The conference explored all aspects of the Underground Railroad in borderlands, and featured Manisha Sinha as the keynote speaker. Dr. Sinha is professor and the Draper Chair in Early American History at the University of Connecticut. Her 2016 book *The Slave’s Cause: A History of Abolition* is a groundbreaking history of abolition that recovers the largely forgotten role of African Americans in the long march toward emancipation. The conference brought together scholars, site stewards, researchers, student artists, and enthusiasts from all over the U.S. for four days of presentations, panel discussions, workshops, an exhibit hall, and tours. For more information about the National Underground Network to Freedom Program, go to: <https://www.nps.gov/subjects/undergroundrailroad/about-the-network-to-freedom.htm#:~:text=The%20National%20Park%20Service%20operates,of%20community%2C%20regional%2C%20and%20national>
- 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. For more information about NPS and the NCTA, go to: <https://ncta-usa.org/national-park-service/>

## Conclusion

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 85,153,914 acres of land and 7,098 buildings and structures 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.

NPS park operations rely heavily upon partnerships in all areas of management and at all levels of the organization to leverage and provide additional resources, to 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.