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OPEN TO VISITORS? ASSESSING THE FEDERAL EFFORT TO MINIMIZE THE SEQUESTER'S IMPACT ON ACCESS TO OUR NATION'S CAPITAL AND NATIONAL TREASURES

HEARING

BEFORE THE

COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

HOUSE OF REPRESENTATIVES

ONE HUNDRED THIRTEENTH CONGRESS

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OPEN TO VISITORS? ASSESSING THE FEDERAL EFFORT TO MINIMIZE THE SEQUESTER'S IMPACT ON ACCESS TO OUR NATION'S CAPITAL AND NATIONAL TREASURES

Tuesday, April 16, 2013,

HOUSE OF REPRESENTATIVES,
COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM,
Washington, D.C.

The committee met, pursuant to notice, at 9:30 a.m. in room 2154, Rayburn House Office Building, the Hon. Darrell Issa [chairman of the committee], presiding.

Present: Representatives Issa, Mica, Jordan, Chaffetz, Walberg, Lankford, Amash, DesJarlais, Farenthold, Hastings, Woodall, Collins, Meadows, Bentivolio, Cummings, Maloney, Norton, Tierney, Connolly, Speier, Davis and Horsford.

Staff Present: Molly Boyd, Majority Parliamentarian; Lawrence J. Brady, Majority Staff Director; Daniel Bucheli, Majority Assistant Clerk; Caitlin Carroll, Majority Deputy Press Secretary; Steve Castor, Majority General Counsel; Drew Colliatie, Majority Professional Staff Member; John Cuaderes, Majority Deputy Staff Director; Adam P. Fromm, Majority Director of Member Services and Committee Operations; Linda Good, Majority Chief Clerk; Tyler Grimm, Majority Senior Professional Staff Member; Christopher Hixon, Majority Deputy Chief Counsel, Oversight; Michael R. Kiko, Majority Staff Assistant; Mitchell S. Kominsky, Majority Counsel; Mark D. Marin, Majority Director of Oversight; Kristin L. Nelson, Majority Counsel; James Robertson, Majority Senior Professional Staff Member; Laura L. Rush; Majority Deputy Chief Clerk; Scott Schmidt, Majority Deputy Director of Digital Strategy; Matthew Tallmer, Majority Investigator; Peter Warren, Majority Legislative Policy Director; Sang H. Yi, Majority Professional Staff Member; Jaron Bourke, Minority Director of Administration; Krista Boyd, Minority Deputy Director of Legislation/Counsel; Susanne Sachsman Grooms, Minority Chief Counsel; Jennifer Hoffman, Minority Press Secretary; Chris Knauer, Minority Senior Investigator; Adam Koshkin, Minority Research Assistant; Elisa LaNier, Minority Deputy Clerk; Brian Quinn, Minority Counsel; Rory Sheehan, Minority New Media Press Secretary.

Chairman ISSA. Before we begin, I think it fitting that we say a few words and express our condolences and our heartfelt sorrow for the events in Boston yesterday. Regardless of how it came to happen, it was a terrible tragedy, and our prayers go out to the victims

and their families, and our thanks to the brave men and women who were first on the scene.

America watched yet again an act of terror in horror yesterday at one of the icons of the American sports and recreational scene. We will not soon forget it, and I want to thank all of you for this moment of silence.

[Pause.]

Chairman ISSA. The committee will come to order.

The Oversight Committee exists to fundamentally do two things and do them well. First, because Americans have a right to know that the money Washington takes from them is well spent, and second, America deserves an efficient, effective government that works for them.

The oversight side of our committee's responsibility is to protect these rights. Our solemn responsibility is to hold government accountable to taxpayers, because taxpayers have a right to know what they get from their government. Our job is to work tirelessly in partnership with citizen watchdogs to deliver the fact to the American people and bring genuine reform to the Federal bureaucracy.

With oversight comes reform, if it is done right. Today, we are continuing our oversight of, in fact, the first real down payment on reducing the size of government in my 12 plus years on the Hill. Sequestration is by definition the worst possible way to save money. Across the board cuts make no sense.

However, as we now have come to know, within sequestration, within departments, sequestration is not across the board. You do not buy 2.4 percent less toilet paper. You do not turn lights on 2.4 percent less bright. The truth is that agencies have had an obligation to make decisions. The decisions, as we will see today and as we have seen in previous hearings, vary widely.

Our initial discovery is that independent agencies not told by Office of Management and Budget to ignore the impending sequestration cuts for the most part have taken steps. Those steps have consistently meant sequestration was less onerous than it would otherwise be. However, within agencies that were held to make their cuts later rather than sooner, it appears as though there is a wide variety of decision process. It appears to me, at least, that politics of sequestration need to be ended and ended soon.

Americans deserve to know that we in fact can reduce the size of government. We can make decisions that impact Americans less or not at all. As we will hear today, some made decisions that in fact mean a win-win, not the least of which is an example of simply shipping answers or mailing more efficiently. It seems like a small thing. But it is a small thing that came from the necessity to cut a budget.

Having come from the private sector, these kinds of boom and bust occur within the economic cycle regularly. Almost every company has a hot season and an off season, years that are better and years that, in fact, they need to be more efficient, times in which market share is being gained at all cost and times at which, within a given amount of market share, the stockholders would like you to make a little more profit.

This does not occur ordinarily within government. Perhaps for the first time since the end of World War II, our government is facing a clamor from the stockholders, the American people, to make fundamental changes in how much we spend and to do it wisely. That is one of the reasons I think there was such a strong reaction to the White House canceling tours due to sequestration. There are many things that the White House could have canceled. There are many decisions they could have made. This one appears to be symbolic and political.

Now, the fact is, something did have to be cut. Changes had to be made. And we will hear today, among others, from the Park Service, who has a great deal of control over Camp David and the White House, in addition to the monuments throughout Washington, and of course, our beloved parks around the Country, including my personal favorite, Yellowstone.

Director Jarvis has been very public about his perceptions and the effects of sequestration. In public statements, he has fed fears that trash will not be picked up, that bathrooms won't be cleaned and that access roads to national parks won't be plowed. However, there is an inconsistency in what Director Jarvis has said publicly and what the Park Service has told us when they briefed the committee just last week. We hope to reconcile these differences, because in fact, they are profound.

The Budget Office representative from the Park Service told both Democratic and Republican committee staff that 99 percent of visitors will not even notice adjustments. I would notice if there were no toilet paper. I would notice if the road were unplowed. This is a far departure from Director Jarvis' public statements prior to today. I am hoping we can clear up the ambiguity between his previous statements and the briefings we received on a bipartisan basis from his staff.

But it goes far beyond this. The fundamental question is, can we do better with less? In the case of the Park Service, in constant dollars, they still have 5 percent more money today than they had when President Obama took office. Yes, there were plus-ups for the period of time of the stimulus. But the truth is, when looking at their major budget, representing 80 percent of their total expenditures, in other words, the non-capital budget, we find that in constant dollars they have more money today than they had in 2008. And in 2008, quite frankly, Mr. Jarvis, the roads were plowed, the trash was taken out, and most of the time, there was toilet paper.

Early this year, the committee sent letters to the Department of Interior asking just the kinds of questions that Congress needs to know, how can Congress help change the most difficult sequester cuts facing agencies like the Park Service instead of an across the board. To date, including today, we have still not received an answer to that question, meaning the Park Service has not asked us for any authority that would help reduce sequestration. We can only presume that their position is, we need all the money we have had, including the 5 percent increase in our operating budget since 2008, or we will have to make these cuts.

That does not make sense. There has to be a few percent better way to spend money.

We will also hear today from witnesses representing the National Archives and the Smithsonian. I understand they are not planning to furlough employees and have been far less vocal discussing the possibilities of public inconvenience caused by the sequester than the Park Service. At the end of the day, this hearing is about how we can best work together to ensure the American people are not adversely impacted by outcomes that can be avoided by planning, coordination and managing.

With that, I recognize the ranking member for his opening statement.

Mr. CUMMINGS. Thank you very much, Mr. Chairman.

Before I address the topic of today's hearing, I want to take a moment to express our deepest sympathies to the victims of yesterday's bombings at the Boston Marathon. As I did on the Floor yesterday, yesterday was a holiday in Boston, Patriot's Day. What was supposed to be a celebration turned into a horrible tragedy for these victims and for their families. Our thoughts and prayers are with them.

Also I want to commend our first responders. Many of them are Federal Government employees, State employees, local employees, emergency medical teams, health care providers and especially the law enforcement officials at the local, State and Federal levels who no doubt will be working on this case in the days and weeks to come. As we all glued our eyes to the television sets, we heard over and over again of the many instances where so many Americans who were there were told to stay away, but they made decisions to go and help their neighbors.

That is what America is all about. In our toughest times, we have a way of showing the best of ourselves.

So that leads me to today's hearing. To Mr. Ferriero, to Mr. Jarvis and Mr. Clough, I am going to start off with the presumption that I trust you. I trust that you are in jobs that are very difficult, I trust that you did not come to these positions to do harm to the public, but to help the public a life that is well-seasoned, to have experiences that will live with them until they die. You do not walk into these offices that you hold trying to stop the public from having the kind of opportunities that they deserve.

And I refuse to believe that. I just do not. All my dealings with public employees, and I have said it on the Floor of the House and I will say it again, most people who come to government service, that I know of, come because they have a commitment to lifting up the public, whether they be at NIH, whether they be in the Park Service, whether they be on our staffs. People on both sides sometimes are sitting up until 3:00 and 4:00 o'clock in the morning, sending emails, looking over records. Why? Because they want to do something good for the public.

And I believe that that is what you all are about. And I am begging you, I would ask you, but I am begging you, to make that clear today. I do not know, we all make mistakes. We all have to sometimes change our plans. Sequestration I am sure has caused a lot to happen for all your folks. But from what I can see, you all started planning early, trying to make the right decisions. And in many instances, you are faced with situations where you cut, cut, cut.

But again, and I will say this over and over again, cuts have consequences. Duh. They have consequences. I do not care where they are. Unless you just got a pile of money that is just floating down from the sky, there are going to be some consequences. It is either going to hit you today or hit you later. It is going to be seen here or it is going to be seen there. It may not be felt right now, but it will be felt at some point. But they do have consequences.

So there are two things. One, I trust you. I trust that you are trying to make the right decisions. I am not starting with the presumption that you are trying to screw the public. I am not starting with that. Number two, I am assuming that you will show us what you did when you first heard about sequestration, the acts you took and tell us not just about what you are doing right now, but what you see up the road. This is a long road. The cuts are going to continue.

So we want, all of us want our constituents to be served well, as I know that you do. So today the committee is holding a second hearing on how Federal agencies are implementing massive across the board cuts imposed by sequestration. I fully support this hearing, because Congress needs to understand how these indiscriminate cuts are negatively affecting our constituents.

The committee has called three agencies to testify, the National Park Service, Smithsonian Institution and the National Archives and Records Administration. All three agencies have a significant presence here in Washington. And all three are suffering from the negative effects of sequestration.

As I understand it, the National Park Service plans to furlough all 767 Park Police employees. It may continue its hiring freeze, which has left about 900 positions vacant. And it expects about three-fourths of its cuts to be taken from facility maintenance, visitor service, park protection and resource stewardship.

Somebody has to pay. Something has to give. It may delay road openings, deploy fewer park patrols, obviously if you have to furlough people, there are going to be some folks who are not present. And close entire facilities, such as campgrounds and visitor centers.

The Smithsonian may have to take similar measures, including reducing guard forces at its facilities. It may reduce or close certain exhibits, galleries or museum, and it may postpone maintenance and defer capital projects. It also may delay the opening of the new National Museum of African American History and Culture by cutting funds to hire critical staff.

The National Archives also may have to eliminate exhibits and public programs, reduce hours for researchers and cut contracts to preserve paper and electronic records. It also may be forced to reduce public access to records, including records sought by veterans and their families to verify eligibility for Federal benefits to which they are entitled.

At our last hearing, we discussed how Speaker Boehner and the House Republicans insisted on these massive cuts in exchange for averting default on the national debt. They considered this a political victory. Today, although Republican leaders take credit for these cuts, they do not take responsibility for their negative effects.

Some critics argue that the Federal agencies could avoid these negative consequences simply by transferring funds from different

accounts or by selectively cutting only certain programs. They even suggest that agencies might be making cuts unnecessarily to inflate their negative impact for political reasons.

As we learned in our previous hearing, however, Congress did not give agencies wide discretion to implement sequestration. Congress imposed these across the board cuts at every programmatic level and Congress has passed multiple restrictions to prevent agencies from transferring or pre-programming funds.

Critics seem unable and unwilling to acknowledge this one simple fact: these massive cuts do have consequences.

Finally, Mr. Chairman, serious negative and harmful consequences for the American people, anyone who blames the President for closures and cutbacks in Washington, D.C., whether at the White House or at the three agencies here today, is either unfair or misinformed.

I would like to put up some photos, if I may. These are pictures of office buildings right here in the Capitol. Republican leaders drastically cut funds for the Capitol Police this year. So office buildings throughout Congress have been forced to shut their doors. Lines for the general public now spiral into the street. I am sure almost every Congressional staffer in this room has been affected by this as well.

Is this somehow the President's fault? Of course it is not. Cuts have consequences. The sooner we recognize that, the sooner we can begin working with Federal agencies to protect them and the American public from these mindless, across the board cuts.

With that, Mr. Chairman, I yield back.

Chairman ISSA. I thank the gentleman. I would note that that picture could have been taken five years ago. It is not uncommon to have those kinds of lines at that point.

Mr. CUMMINGS. Mr. Chairman, I appreciate what you just said. The picture was taken this morning.

Chairman ISSA. I have little doubt of that.

Members may have seven days to submit opening statements or enter extraneous material into the record. We will now welcome our guests. The Honorable David Ferriero is the Archivist of the National Archives and Records Administration, and a returning guest. The Honorable Jonathan Jarvis is the Director of the Park Service, and again, returning. And Dr. Wayne Clough is the Secretary of the Smithsonian Institution. Thank you all for your service.

Pursuant to the committee rules, all witnesses will rise and be sworn. Please raise your right hands.

Do you solemnly swear or affirm the testimony you will give will be the truth, the whole truth and nothing but the truth?

[Witnesses respond in the affirmative.]

Chairman ISSA. Let the record indicate all witnesses answered in the affirmative.

As is the custom here on the Hill, your entire opening statements will be placed into the record. I would ask that you limit your opening statement, which some of you are bound to read, whether we ask you not to or not, or a summary thereof, but please try to stay as close to the lights in front of you. As now my retired predecessor

used to say, it is easy to remember, it is just like a street light. Yellow means go real fast so yo don't end up on red.

And with that, Mr. Ferriero.

WITNESS STATEMENTS

STATEMENT OF DAVID S. FERRIERO

Mr. FERRIERO. Let me begin by thanking both of your for acknowledging yesterday's events. Having crossed that finish line seven times myself and had friends and relatives at the finish line, this was a very personal attack for me.

Chairman ISSA. I notice you are not giving us your times, though.

Mr. FERRIERO. Good morning, Chairman Issa, Ranking Member Cummings and distinguished members of the committee. Thanks for inviting me to testify this morning on the impact of sequestration on the National Archives and Records Administration. Our mission is to store, preserve and provide public access to the permanently valuable records of the Federal Government. We provide agencies with records management services and temporary records storage.

In total, NARA holds 33 million cubic feet of permanent and temporary records in more than 40 facilities across the United States, including the presidential libraries of 13 former presidents. NARA performs its mission through its workforce of approximately 3,300 employees and an annual appropriated budget of $391 million.

We serve the public by providing access to records that help Americans of all ages to better understand their history and their democracy, document the rights of citizens and allow Americans to hold their government accountable. Last year alone, NARA responded to over 1 million requests from American veterans and their families seeking documentation of military service, which is necessary to qualify for health benefits, military burials and the replacement of medals.

We support government accountability by ensuring public access to records that document and explain government decisions. We publish the daily Federal Register, operate the National Declassification Center, and improve the administration of FOIA through the Office of Government Information Services. And although we care for billions of pages, we are perhaps best known for displaying the Declaration of Independence, the Constitution and the Bill of Rights. Over 3 million people visit NARA exhibits nationwide every year.

Sequestration has reduced NARA's budget to $371 million, or $19.7 million below the amounts provided in fiscal year 2013. All but $1 million of this reduction must come out of NARAs operating expense appropriations. Because sequestration occurred with only seven months remaining in fiscal year 2013, our sequestration amount is equivalent to a 7.7 percent reduction in available funds for the remainder of the fiscal year. Our primary objective for implementing sequestration cuts are to preserve the agency mission and to minimize disruptions in agency services to the public. We identified specific cuts to contracts, grants and other spending consistent with these principles.

Our plan relies in part on budgetary savings from an agency-wide hiring freeze. NARAs workforce has shrunk by 299 employees, or 8.5 percent of the workforce, since the hiring freeze was implemented in November of 2011. Sequestration has required that we reduce public hours at two of our largest facilities, the buildings in Washington, D.C. and College Park, Maryland. Research rooms in both facilities are normally open six days a week, from 9:00 to 5:00, with extended hours to 9:00 p.m. on Wednesdays, Thursdays and Fridays. Due to sequestration, NARA will no longer offer extended hours, but the research rooms will remain open from 9:00 to 5:00, Monday through Saturday, year around.

The museum in Washington, D.C. has been impacted by sequestration. In the past, NARA has extended public hours for the museum until 7:00 p.m. from March 15th through Labor Day. Due to sequestration, NARA will no longer offer these extended hours, but the museum will remain open from 10:00 to 5:30, seven days a week, year around.

We decided to reduce public hours after reviewing attendance data that showed extended hours were under-utilized by the public and that they extended beyond the visitor hours of comparable museums and institutions. NARAs decision to reduce public hours in two facilities is only a small part of a much larger and detrimental impact of sequestration on NARAs mission and operations.

Sequestration will require NARA to defer preservation actions necessary to protect low and moderate risk records from deterioration and will delay efforts to conserve film, audio and other special media. We will also reduce spending on the Electronic Records Archive and will not be able to address concerns raised by ERA users and other Federal agencies and by NARAs Inspector General.

We will reduce spending on maintenance of 17 buildings that NARA owns and will defer all building repairs except where necessary to protect the safety of building occupants, visitors and the records we hold in trust.

NARA has prepared a responsible plan that implements fiscal 2013 sequestration cuts in a way that preserves the agency mission and minimizes the impact on the public to the greatest possible extent. Much as NARAs sequestration cuts have been taken from administrative and support functions, however, sequestration imposes significant budget reductions on NARA that cannot be fully implemented without some noticeable impact on service to the public.

Mr. Chairman, that concludes my formal statement. I look forward to continuing the discussion with you and members of the committee.

[Prepared statement of Mr. Ferriero follows:]

TESTIMONY OF DAVID S. FERRIERO

ARCHIVIST OF THE UNITED STATES

BEFORE THE

HOUSE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM

"OPEN TO VISITORS? ASSESSING THE FEDERAL EFFORT TO MINIMIZE THE SEQUESTER'S IMPACT ON ACCESS TO OUR NATION'S CAPITAL AND NATIONAL TREASURES"

APRIL 16, 2013

Good morning Chairman Issa, Ranking Member Cummings, and Distinguished Members of the Committee; thank you for inviting me to appear before you today to discuss the impact of sequestration on the National Archives and Records Administration (NARA), our mission, and the services we provide to the public.

NARA MISSION

NARA's mission is to store, preserve, and provide public access to the permanently valuable records of the Federal government. NARA works with other agencies to help them manage their records from the time the records are created until they are either disposed of or transferred to NARA's ownership. NARA also provides temporary storage of other agencies' records on a fee-for-service basis. Once permanent records are transferred into NARA's legal custody, NARA stores and preserves the documents so that the public may discover, access, and use our records in perpetuity. NARA provides public access to our records through research rooms located across the country, mail and email correspondence, private sector partners, and on-line, at archives.gov and through various social media outlets.

NARA provides records management services, stores temporary records, and archives permanently valuable records from all three branches of Government. In total, NARA holds 33 million cubic feet of permanent and temporary records in more than 40 facilities across the United States, including the Presidential Libraries of 13 former Presidents. NARA performs its mission through its workforce of approximately 3,300 employees (2,600 of whom are full-time, permanent employees) and an annual appropriated budget of $391 million. In fiscal year (FY) 2012, NARA received over 1.3 million written and in-person requests for records and nearly 51 million visitors accessed NARA websites to view Government records posted on-line and to learn more about the National Archives.

NARA CITIZEN SERVICES

NARA delivers service directly to the public by providing access to historical Government records that document the rights of citizens, allow Americans to hold their

government accountable, and help Americans to better understand their history and their Democracy.

NARA is a vital resource for citizens who need Government records to establish their identities, protect their rights, and access government benefits. In FY 2012, NARA responded to over 1.1 million requests from American veterans and their families, seeking documentation of military service necessary to qualify for health benefits and appropriate burials, and to replace lost medals and awards. NARA also holds vast stores of immigration and naturalization records, which Americans routinely request so that they can prove their citizenship or research their ancestry.

NARA supports Government accountability by preserving and ensuring continued public access to historical records that document and explain Government decisions. NARA supports public involvement in Government decision-making by publishing the daily Federal Register, which informs citizens of proposed regulations, public hearings and meetings, and grant opportunities. NARA expands public access to Government records by providing for the appropriate declassification of classified national security information at the National Declassification Center, and by improving the administration of the Freedom of Information Act through the Office of Government Information Services.

NARA also provides citizens with opportunities to learn more about American history and Government records through its nationwide program of education, outreach, and exhibits. NARA facilities and exhibits serve as platforms for public programs and educational activities that engage the public in learning about Democracy and American government. NARA operates museums and exhibit spaces at each of the 13 Presidential Libraries; at archival facilities in New York, NY, Atlanta, GA, and Kansas City, MO; and the flagship National Archives Experience museum in Washington, DC, which displays the original Declaration of Independence, United States Constitution, and the Bill of Rights. Over three million people visited NARA exhibits nationwide in FY 2012, and an additional 680,000 people attended NARA educational and public programs.

NARA BUDGET

NARA receives Congressional funding in four discretionary appropriations, which totaled $391 million in FY 2013 before sequestration. All four appropriations are subject to sequestration under section 251A of the Balanced Budget and Emergency Deficit Control Act of 1985 (BBEDCA), as amended. Each NARA appropriation is treated as a unique "program, project, or activity" (PPA), the level at which sequestration is applied, with no further subdivision.

NARA receives additional funds directly from the public, through the National Archives Trust Fund and the National Archives Gift Fund, which are exempt from sequestration, with the exception of administrative expenses in the National Archives Trust Fund, which are subject to sequestration. Also, the Records Center Revolving Fund is not subject to sequestration.

Sequestration has reduced NARA's budget by $19.7 million below the amounts provided in the FY 2013 appropriation. Sequestration has reduced NARA's appropriated budget to $371 million, which includes $354 million for the NARA Operating Expenses appropriation, $3.9 million for the independent Office of Inspector General, $8.6 million for Repairs and Restoration of NARA-owned Federal buildings, and $4.7 million for the National Historical Publications and Records Commission (NHPRC) Grants Program appropriation. Sequestration has reduced NARA's Trust Fund budget by an additional $51 thousand. The impact of sequestration on each NARA account is listed in the chart below.

NARA FY 2013 SEQUESTRATION AMOUNTS
In Millions of Dollars

	FY 2013 Full-Year CR (Pre-Sequestration)	Sequester Amount	Resulting Budget Auth.
Operating Expenses	$ 372.553	$ 18.779	$ 353.774
Office of Inspector General	4.092	0.206	3.886
NHPRC Grants Program	4.990	0.252	4.738
Repairs and Restoration	9.082	0.458	8.624
Total, NARA Appropriations	**$390.717**	**$ 19.695**	**$ 371.022**

Sequestration has had a larger impact on NARA's budget than these numbers reveal. By the time sequestration was implemented on March 1, NARA had already obligated $138 million of its appropriations, leaving just $233 million available for the remainder of FY 2013. Because the sequestration occurred with only seven months remaining in FY 2013, NARA's $19.7 million sequestration amount is equivalent to a 7.7 percent reduction in available funds for the remainder of the fiscal year.

NARA SEQUESTRATION PLANNING

NARA's primary objectives for implementing sequestration cuts are to preserve the agency mission and to minimize disruptions in agency services to the public. NARA has identified $19.7 million in specific cuts to contracts, grants, and other spending that are consistent with these principles. Much of NARA's sequestration savings will come from deferring work on longer-term goals in order to focus on more immediate needs, primarily maintaining service to the public. NARA will delay or reduce investments in information technology, defer the preservation of some records, and reduce maintenance of NARA-owned facilities to the minimum necessary to preserve health and safety.

NARA's sequestration plan relies in part on budgetary savings from an agency-wide hiring freeze. The hiring freeze was essential to meeting the spending cuts required by sequestration, since 90 percent of NARA's budget provides for people and the relatively fixed costs of buildings and information technology. NARA has permitted a limited number of new hires, but only for positions that are critical to meet customer requirements. As a result, NARA's

workforce has shrunk by 299 employees (including those paid for from non-appropriated funds), or 8.5 percent of the workforce, since the hiring freeze was implemented in November 2011.

NARA has taken a number of additional steps to reduce spending in areas that do not directly impact mission fulfillment and public services. NARA has carefully reviewed the office space and motor vehicles that it rents from the General Services Administration (GSA) and has cancelled two small leases and returned 10 motor vehicles (14 percent of the NARA fleet) to GSA. NARA has reduced travel budgets to a level that is 41 percent below FY 2010 travel spending, cancelled all non-mission essential conferences, and prohibited future travel except where it is the most cost-effective way to maintain critical operations under sequestration. NARA has also dramatically reduced employee payments for recruitment, retention, and relocation incentives and, as of March 1, NARA will not provide discretionary monetary awards to employees, except where legally required.

Sequestration has also required that NARA reduce public hours in its two largest facilities, the National Archives buildings in Washington, DC, and College Park, MD. NARA public research rooms at both facilities are normally open for the public to research Government records six days a week from 9 AM to 5 PM, with extended hours from 5 PM to 9 PM on Wednesdays, Thursdays, and Fridays. Due to sequestration, NARA will no longer offer extended hours. NARA public research rooms will remain open to the public from 9 AM to 5 PM, Monday through Saturday, year round.

NARA's public exhibit space at the National Archives at Washington, DC, has also been impacted by sequestration. The National Archives Experience (NAE) museum is open to the public from 10 AM to 5:30 PM seven days a week. In the past, NARA has extended public hours until 7 PM from March 15 through Labor Day. Due to sequestration, NARA will no longer offer these extended hours. NARA's museum will remain open to the public from 10 AM to 5:30 PM, seven days a week, year round.

These are not decisions that NARA made lightly. NARA began sequestration planning by conducting a detailed review of all contracts and other spending items to find opportunities to reduce, delay, and cut spending while preserving NARA's mission and services to the public. NARA leadership considered all viable options and only considered reductions in public hours after all alternatives had been exhausted. NARA decided to reduce public hours after reviewing attendance data that showed the extended hours were underutilized by the public and that they extended beyond the visitor hours of comparable museums and institutions.

NARA records of hourly visitors to its Washington, DC, and College Park, MD facilities showed that attendance at NARA research rooms and exhibits declines significantly after 5 PM. Every day, NARA staff walk-through public research rooms every hour, on the half hour, and count the number of researchers present at that time. For all of FY 2012, NARA recorded an average of 92 researchers per hour in its research rooms in Washington, DC, and College Park, MD, facilities between 9 AM and 5 PM, including Saturdays. On the days that NARA is open until 9 PM, NARA averaged only 35 researchers per hour between 5 PM and 9 PM and, by 8:30 PM, NARA averaged just 15 researchers in total at both facilities.

NARA counts public visits to its Washington, DC museum by counting visitors as they enter the building. During the months that the NAE museum offers extended hours (March 15 through Labor Day), NARA receives an average of 427 visitors per hour, from 10 AM to 5 PM. Museum visitorship drops off dramatically after 5 PM, trailing off to an average of only 151 visitors per hour after 6 PM. In FY 2012, over 1 million people visited NARA's NAE museum, and more than 91 percent arrived between 10 AM and 5 PM.

NARA also compared its public hours for the NAE museum to visitor hours at other, comparable museums and institutions. NARA looked at 20 other public and private museums located on and around the National Mall. Only five museums listed daily operating hours that extended beyond 5:30 PM, including extended "Summer hours". Only three of the identified public museums will stay open more hours per week than the 52.5 hours that NARA's museum will be open to the public each week under sequestration.

The reductions in hours at NARA's NAE museum and at public research rooms in Washington, DC, and College Park, MD are difficult but necessary to continue agency operations with the reduced funding levels of sequestration. NARA considered these reductions as part of a comprehensive and deliberate review of all agency spending. NARA's decision to reduce evening hours at these locations was based on data and analysis that indicated that the extended hours were being underutilized by the public and exceeded the visitor hours of comparable institutions. Despite reducing hours, NARA research rooms will remain open from 9 AM to 5 PM six days a week. NARA's NAE museum in Washington, DC, including public exhibition of the Declaration of Independence, the U.S. Constitution, and the Bill of Rights, will remain open to the public from 10 AM to 5:30 PM, seven days a week, even under sequestration.

NARA's decision to reduce public hours at two facilities will have an impact on the public, but it is only a small part of a much larger and more detrimental impact of sequestration on NARA's long-term mission and operations. Sequestration will require NARA to defer preservation actions necessary to protect low- and moderate-risk records from deterioration and will delay efforts to conserve historically significant Government records on film, audio, or other special media. NARA will also reduce spending on the Federal government's primary tool for preserving electronic records, the Electronic Records Archives (ERA) information system, and will not be able to address concerns raised by ERA users in other Federal agencies and by NARA's Inspector General. NARA will reduce spending on maintenance of the 17 buildings that NARA owns and will defer all building repairs except where necessary to protect the safety of building occupants, public visitors, and the records housed in NARA facilities.

CLOSING STATEMENT

NARA has prepared a responsible plan that implements FY 2013 sequestration cuts in a way that preserves the agency mission and minimizes the impact on the public to the greatest possible extent. Much of NARA's sequestration cuts have been taken from administrative and support functions. However, sequestration imposes significant budget reductions on NARA that cannot be fully implemented without some noticeable impacts on service to the public.

The sequestration impacts presented today are minor compared to the actions NARA will have to take if reductions continue into FY 2014 and future years. NARA planned for sequestration for months prior to its implementation, but found few viable options for reducing spending beyond the $19.7 million in required cuts. Before the American Taxpayer Relief Act (P.L. 112-240) reduced the FY 2013 sequestration amount, NARA was expecting sequestration to reduce the agency budget by more than $30 million. NARA could not withstand a budget cut of this magnitude in FY 2014 without making more dramatic reductions in the services it provides to the public.

Mr. Chairman, this concludes my formal statement. I look forward to continuing this discussion with you and the Members of the Committee.

Chairman ISSA. Thank you, I do too.

Before we begin questions of Director Jarvis, I want to note, this committee sent you on March 27th a request for documents. The committee is used to receiving documents in a timely fashion. Our request for documents from the National Park Service on how you were managing sequestration, the date to respond was April 10th, 2013, and no written official response has been received.

When it became clear the Park Service was not going to meet its deadline, committee staff posed just five simple questions to your legislative affairs representative. We will place them on the board. They really are pretty simple to answer. The questions were completely ignored for two days, until an in-person staff briefing on April 12th. At that briefing, the congressional affairs representative attempted to provide vague answers to the questions, and when pressed by staff, promised email answers to these questions. Four days later, we still have not received answers to these questions.

Director Jarvis, although I will permit you to testify, your lack of transparency and frankly, your obstruction as to the internal activities of the Park Service relative to sequestration, is troubling. We put deadlines that were reasonable and attainable, and for reasons we cannot understand, you have deliberately thwarted our oversight.

Last Congress, getting answers from the DOI after repeatedly requesting them was like pulling teeth. This is an unacceptable pattern of behavior. Director Jarvis, we already have your written statement in the record. As we on the dais have had an opportunity to read it, instead, we ask you to summarize your testimony and to use all or part of your five minutes to answer these five simple questions.

When did the Department and National Park Service begin collecting information responsive to the Chairman's letter? How many staff does the Department of Interior or National Park Service are involved in search for responsive materials? Who are the individuals at the Department and/or the National Park Service conducting the search?

What search items are being used to find responsive materials? How many responsive documents have you identified so far?

I don't believe these are unreasonable questions, considering you have not been able to deliver us any responsive documents. I ask you to at least answer the questions, and you have staff behind you that we know know it, about why you are here at a hearing testifying on clear inconsistencies between your own staff's briefing and your public statements. This is not a surprise to you.

I might note as you begin your testimony that a little over 400 parks received this one-page questionnaire. It simply asked for simple numbers, and then a comment line. It was a pretty good idea, a one-page question to 400 plus of your superintendents to get a basic idea where they thought there were savings and perhaps collate them.

I don't have any question that they are all sitting on one desk in your offices. I also have a whistleblower who tells me that in some of these documents they said, we have no problem, we can do it, we will not have to be absent toilet paper. We had a right

to see these documents before you came. We had a right to know, the American people had a right to know, that over 400 different parks and monuments had differing problems, differing opinions on what they could do to save money. We were denied that, and we know they are sitting on a desk, they are assembled and they simply were not delivered to this committee.

It is your right to collect documents and look at them. It is not your right to provide delay. And when you look at 400 pieces of paper, the time necessary would be less for your staff than it took you to get over here this morning.

With that, you are recognized for your opening statement.

Mr. CUMMINGS. Mr. Chairman, may I be heard, please?

Chairman ISSA. Of course.

Mr. CUMMINGS. Thank you.

Let me say that, Mr. Jarvis, I certainly agree with the Chairman with regard to any kind of effort and failure to provide us with the information that we request. I have said many times that I believe that this committee should be operated almost like a Federal court, with high standards and fairness.

I am concerned, too, that we have not gotten this information. I agree with the chairman that the five questions that were just listed, you need to answer. I would also, I am concerned that requests were made for information which, I don't know what kind of difficulty you all ran into, but it is my understanding from staff that your folks said that they were gathering the information, or had gotten the information together, but that general counsel had to go through it. I think you need to make it clear, we have to move forward, Mr. Jarvis.

I think it is so important that we maintain the trust that I talked about a little bit earlier. Whenever there is a lack of trust, relationships fail. I don't care what kind of a relationship it is. I note from Chairman Issa's letter of March 27th, he noted these other things that he was concerned about, he wanted a list of names and titles of individuals at NPS who submitted, solicited, collected or evaluated proposals related to the NPS's budget modification resulting from sequestration. He wanted all documents that refer to or instruct the National Park Service on the process which proposals for budget modifications are to be handled at NPS due to sequestration. He wanted all copies of each budget modification and how they were solicited and evaluated, and he wanted all documents and communications, including handwritten notes referring to it, relating to the National Park Service plans to budget adjustments under sequestration.

I do not think that those requests are unreasonable. I know the chairman has said that he wants you to limit your response to the five minutes, and Mr. Chairman, I would ask that if it need be, given two extra minutes or three extra minutes to address this. This is very serious, Mr. Jarvis. As I said from the very beginning, I trust you guys. I trust that you are doing the right thing for the public.

But you have to make sure that there is the greatest degree of transparency. If counsel, your lawyers are going through the papers, sometimes lawyers have to work late, they have to bend over backwards to get it done. But we have to move forward.

So Mr. Chairman, again I would ask that if he needs a few minutes to answer your concerns, I would appreciate it. Thank you.

Chairman ISSA. With the indulgence of the other witnesses, and without objection, so ordered. Please continue.

STATEMENT OF JONATHAN A. JARVIS

Mr. JARVIS. Mr. Chairman, thank you for this opportunity to talk about sequestration within the National Park Service.

I will summarize my opening remarks so that we can get to the questions. The sequestration really required the Park Service to reduce its spending by $153 million, of which $113 million was taken directly from the National Park Service operational account. The remaining $40 million kind of came from projects and grants.

I think the key point here is that the National Park Service's budget is park by park, so that the 5 percent sequestration was applied at each individual park and program.

Over the last three years, we have been on a slight decline. So we began our planning exercise for this sequestration actually in the middle of 2012. We instructed every park, every program and every organization to really develop a financial model to handle what we thought would be a very tough coming fiscal year in 2013. We asked them to leave vacant positions unfilled, plan for fewer seasonal hires, and reduce short-term spending. We applied that strategy across the entire organization, preparing for fiscal year 2013.

When it appeared that sequestration was going to occur, I implemented a hiring freeze on all permanent positions that resulted in 1,300 positions that remain vacant. We are holding 900 of those to remain vacant through the rest of the fiscal year. That resulted in about $43 million in savings in 2013.

I instructed them next to eliminate spending on travel, overtime, supplies and materials and contracts. We have had strict travel controls in place since 2003. That resulted in an additional savings. I can give you those numbers.

Those that were unable to meet their sequestration targets after that were then asked to reduce the numbers of seasonals, to extend furloughs, to subject to furloughs. And lastly, that if they can't meet their sequestration targets by then, they needed to look at furloughing permanent employees, all of them for the same amount of time.

As a result of all of these I think very conservative efforts, the only part of our organization that is going to result in actual furloughs of permanent employees is the U.S. Park Police, because they are predominantly a salary, non-grant, non-construction side of our house.

These reductions definitely are having impact. Reduced hours of operations, later and delayed road openings, fewer programs and fewer services, every park and activity will have some kind of impact. We think those impacts will accumulate over time.

So actually, I think we have approached this very conservatively. We do not want to impact the public, so our focus has been principally on the shoulder seasons of our national parks. Keep in mind the sequestration came mid-year and we are going into our peak season. So what we had to do is to reduce the hours and operations

around the edges of the prime season, so that the principal visitors would not be impacted during our prime summer season as well.

We gave each individual park the opportunity to make choices about how they could implement it, and then we reviewed all of those products that you saw, Mr. Chairman, back at the Washington level to ensure there was consistency in how it was applied across the system and to make sure that the numbers that they were providing actually made sense for the Service.

Let me just say one thing, in light of the very, very tragic attack in Boston yesterday. As you well know, the National Park Service through its Park Police and our other law enforcement organizations participate in the Joint Terrorism Task Force. I can assure you that these sequestration impacts are not compromising our responsibilities for icon security here in Washington or in our other sites around the Country, the Statue of Liberty or the Golden Gate Bridge or other sites, as well.

So getting to your questions. The first one, when did the Department and the NPS begin collecting information. On April 8th, the National Park Service was forwarded your letter and we began immediately to collect that information in response to your request.

In terms of how many staff in the Department of Interior and the National Park Service, we have five employees in the Washington office that are working directly on the responsiveness. We tasked at our regional level, we have seven regions and there are staff at each of those seven regions collecting specifically the information. I am aware there are nine individuals working at the Department of the Interior in responding to your request.

Essentially within my staff, which I can speak to specifically, is my chief of staff, who has the responsibility of responding to all these types of Congressional requests to collect this information, and have it reviewed.

In terms of search terms, we draw directly from your request. We use, I can't tell you off the top of my head what those terms are, but specifically we want to be comprehensive. So using just sequestration isn't really going to get it. We really look at all of the planning and documents. That results, frankly, in thousands of pages.

I want to be clear that the general counsel and solicitors do not work for the National Park Service. They work for the Department of the Interior. They require their review of these document before they are sent. I have no control over that whatsoever. And that is the standard that the Department of Interior is applying, that those have to be reviewed by them before they are submitted.

[Prepared statement of Mr. Jarvis follows:]

STATEMENT OF JONATHAN B. JARVIS, DIRECTOR, NATIONAL PARK SERVICE, DEPARTMENT OF THE INTERIOR, BEFORE THE HOUSE COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM CONCERNING FEDERAL AGENCY SEQUESTRATION PLANNING AND IMPLEMENTATION.

April 16, 2013

Mr. Chairman and members of the committee, I appreciate the invitation to appear before you today to discuss the planning process and implementation of automatic across-the-board budget cuts, known as sequestration, within the National Park Service (NPS).

On March 1, 2013, the sequestration order required by law, set into motion $85 billion in across-the-board cuts. Under this order, the NPS was required to reduce five percent of discretionary and 5.1 percent of mandatory budgetary resources, or approximately $153.4 million. The law requires that sequestration cuts be taken proportionately from each account, so $113 million of the $153 million cut was taken from the NPS operational account (ONPS). For NPS, this involves cuts for each park and organization as presented in our annual budget justification.

To give you a deeper understanding of how these cuts are being implemented, I would like to first explain our approach to internal budget planning over the past few years, and then describe how we furthered our cost savings as sequestration appeared more likely. Finally, I will explain how we calculated the impacts that will result from sequestration, and how we accrued the necessary savings while making our best effort to uphold our mission and to protect park visitors and resources.

Over the past three fiscal years, park base budgets (i.e. the portion of park operations funding allocated directly to parks managers) have been in a slight but steady state of decline. The data indicate roughly a four percent reduction from FY 2010 to FY 2012 in appropriated park base budgets. This reduction, coupled with rising inflation, increasing fixed costs, and the constant uncertainty of the budget cycle over the past few years, has forced park managers to make reactive financial decisions that are unsustainable in the long term. In an effort to help parks anticipate and plan for a continued decline in their base budgets, I issued a budget planning memo in June 2012, before sequestration appeared to be inevitable. This memo instructed NPS leadership to work with every park, program, and organization to develop a financial model that would prepare their operations to succeed within a reduced budget scenario over the following three years, through FY 2015.

This exercise, which all parks began in the summer of 2012, was critical for positioning the NPS to deal with sequestration as it came to pass one month ago. Finding long-term efficiencies within park base budgets is challenging, because parks have very little spending flexibility given the long-term investments in infrastructure and staffing to maintain and operate park units. Approximately 85 percent of park base budgets are spent on costs that involve long-term commitments and in some cases are externally driven, such as the salaries of permanent employees, rent, utilities, and communications. That leaves on average only 15 percent of their base budgets with some flexibility to cover seasonal employees, travel, equipment, and short-term contracts.

During this exercise, we asked parks and programs to identify priorities and appropriate levels of services under the forecasted and constrained planning targets, and to think about how they could restructure their workforces to most efficiently meet identified needs. As a result, parks and programs have approached spending over the past nine months in a very conservative manner – leaving vacant positions unfilled, planning for fewer seasonal hires, and reducing short-term spending.

Before we were able to conclude this planning effort, it became more evident that sequestration might come to pass, and in January 2013, our Department began to accelerate our planning efforts and determine how we would reduce spending by five percent over the remainder of FY 2013. The NPS was able to use the planning effort we began in the summer of 2012 as a starting point for implementing these more sudden and significant cuts to our operation.

While we developed our service-wide strategy for implementing sequestration cuts with the intent that above all, the NPS mission, particularly ensuring that visitors, employees, and resources would be protected, the five percent cut had to be absorbed at each individual park and program. The NPS laid out a series of carefully structured steps for parks to follow, and we asked parks to prioritize cuts that would affect the fewest numbers of visitors during our upcoming period of peak summer visitation.

First, I implemented a hiring freeze on all permanent positions. Leaving funded positions unfilled provides a cost savings which requires no further action. As a part of our budget planning effort last summer, we asked parks to be extremely cautious in deciding to commit to permanent salaries. Park and program managers acted prudently and as a result we accrued approximately 1,300 funded vacancies by the time the freeze took effect. To help meet the five percent sequestration cut, parks and programs plan to leave approximately 900 of these positions unfilled. The vacancies that are filled will be approved at the highest level of our organization, and managers will have to explain how they have, where appropriate, consolidated functions to ensure the most efficient organization possible. The continued salary lapse will save the NPS $43.5 million overall through the end of the fiscal year.

Next, parks and programs were asked to eliminate spending on travel, overtime, supplies and equipment, and contracted services that could be deferred with minimal short-term repercussions and without irreversibly compromising the long-term mission of the parks and programs. Though we have been scaling back spending in many of these areas in the recent past, or closely controlled our activities, this was the next logical cost driver to examine. Strict travel controls have been in place across NPS since 2003 and spending on travel has remained consistent with 2003 spending levels when adjusted for inflation. Under sequestration, travel will be controlled even more tightly and NPS participation in many conferences has been cancelled. Employees will travel only when it is deemed mission critical and when the meeting or training cannot be conducted through alternative methods such as video or teleconference. We estimate that we will reduce travel by $5.1 million for the remainder of FY13. Although not a sustainable source of long-term savings, purchasing supplies and equipment will be deferred to future years, saving $7.9 million in FY 2013.

In cases where parks were still unable to meet their reduction amount after taking these first two actions, they were instructed to eliminate temporary seasonal positions and extend furloughs of subject-to-furlough employees, who are permanent employees whose regular work schedule includes a period of furlough for at least two pay periods per year, to the maximum length allowed in accordance with the individual's specific employment agreement. We excluded positions that are required to ensure the health and safety of visitors and employees or protect resources and assets. In keeping with our intention to minimize impacts to visitors, we asked managers to prioritize seasonal hiring in the most frequently visited seasonal areas within their parks, in some cases shifting the duties of permanent and seasonal employees to maintain coverage at some of our most popular park facilities. We estimate we will derive approximately $11.6 million of savings from hiring 1,000 fewer seasonal employees, and $1.3 million from increasing furlough time for subject-to-furlough employees.

Lastly, if the total savings could not be met by all previous actions, parks were instructed to furlough all permanent employees for the length of time needed to achieve their five percent savings, ensuring that all employees were furloughed for an equal number of days. Due to the many cost saving measures parks have taken over the past few years, and the careful planning we began last summer, the only NPS furloughs required will be for the U.S. Park Police. The U.S. Park Police budget is mostly salary and other nondiscretionary costs, so after taking the steps identified above, furloughing employees was the only viable method to accrue the required savings. As noted above; ensuring that visitors, employees, and resources would be protected will be the Service's highest priority.

Each park and program submitted a sequestration plan outlining how they intended to cut five percent from their base budgets and a list of impacts that would result from the cuts. The NPS Budget Office reviewed each submission, ensuring that each plan was consistent and reasonable, and that, to the best of a park's ability, the plans prioritized spending to protect activities to support visitors, resources, and mission. Care was taken to avoid potential negative effects of sequestration on visitors. However, a reduction of this magnitude, implemented in a compressed timeframe of seven months, is challenging, and impacts are not avoidable in all cases. The impacts are the result of having fewer seasonal employees and keeping permanent positions vacant. The effects include delayed road openings, reduced hours of operation for programs and services and fewer programs and patrols. Impacts reflect the simple reality that the NPS will not have the resources to fill positions or the flexibility to absorb the cuts in other areas. Every park activity will be affected and impacts will continue to accumulate over time. In addition, there will be negative impacts to park entrance fee revenue, concession revenue, and economic effects in gateway communities as parks adjust operating seasons and facility staffing schedules.

The impacts of not filling permanent positions will be felt throughout every area of park operations. In their reports of expected impacts, parks reported vacant natural and cultural resource management positions. Unfilled natural resource management positions will reduce park capacity to collect water quality data, monitor the condition of federally listed threatened and endangered species, perform compliance consultations, manage mineral extraction and monitor mine drainage, and combat invasive plants and animals. Similarly, lapsing cultural resource positions that preserve and maintain fragile museum objects and exhibits, cultural and tribal sites, and historic objects and buildings will impact museum collections, delay National

Historic Preservation Act consultations, delay National Environmental Policy Act and historic preservation clearances, reduce outreach to tribal communities and schools, decrease protection of ethnographic resources and historic properties listed on the National Register of Historic Places.

Parks reported that they will also leave vacant critical positions in interpretation and education, outreach, and volunteer coordination. These vacancies will limit visitor opportunities for face-to-face contact with a professional park ranger, reduce distribution of orientation information, and require parks to curtail guided programs. Parks will experience significant reductions in school programs, community outreach, visitor center hours, and volunteer programs. Under sequestration, parks will be unable to fill vacant commissioned and noncommissioned ranger positions, as well as support positions such as dispatchers. Holding these positions open will impact backcountry patrols, front country law enforcement activities, dispatch operations, and resource protection capabilities.

In the information parks provided to NPS, they reported expected decreases in daily janitorial activities, such as cleaning comfort stations and other facilities. The loss of specialized positions that are required to operate unique systems like water treatment plants and electrical systems will impact visitor amenities. In addition, many parks reported that they would be reducing maintenance and repairs, resulting in increases in the inventory of deferred maintenance. Service-wide, the estimate of deferred maintenance needs is $11.5 billion. Sequestration will accelerate the growth of these costs because of reductions to park operations and reductions to facility project accounts.

In addition to lapsing permanent positions, the reduction of approximately 1,000 seasonal positions Service-wide will have major impacts on visitor services, resource management, maintenance, and other areas of park operations. Since FY 2010, spending on seasonal and short-term employees has decreased by eight percent Service-wide. Seasonal employees are critical to every aspect of NPS operations, from visitor services to fire fighting. Funding for seasonal employees is often the only substantial area of flexibility that parks have available. When faced with declining budgets, many parks have no other option but to reduce their seasonal employees.

As a result of scaling back seasonal employment, parks reported reductions in visitor access, including closures of entire areas or facilities, such as campgrounds and visitor centers. Other impacts include delayed openings of visitor service areas and recreational facilities such as campgrounds, visitor centers, comfort stations, and trail access points, and delayed road openings. Snow plowing and other cleanup efforts will be delayed by staffing shortages. The capacity of parks to provide visitor information, including safety information, historical and interpretive content, directional information, and other communication useful to visitors will be reduced. All interpretive programs, including youth and education, will be negatively impacted. Reduced seasonal employees will impact the Volunteers-in-Parks program and diminish volunteer support, which is heavily relied upon by many national parks.

National parks are valuable economic drivers for nearby communities and have a 10 to 1 return on investment for the nation as a whole. In 2011, in addition to the employment and economic

benefits of the $3 billion annual budget, 279 million national park visitors spent $13 billion in communities within 60 miles of a national park. That spending supported 252,000 jobs – more than 170,000 of those jobs exist in park gateway communities. The net benefit to our nation's economy was $30 billion. With fewer employees on staff to keep parks open and operational, local businesses may feel the impacts of sequestration.

Through careful planning and conservative spending over the past few years, and in particular the last twelve months, the NPS has positioned itself to implement these budget reductions while preserving our mission to the maximum extent possible. Because each park has a slightly different budget and staffing structure, we have given parks the ability to make the choices best suited to their individual circumstances. All park and program sequestration plans have been vetted through the regional and headquarters offices. We are maintaining high levels of communication throughout NPS, with local communities and with our constituents. Most of these reductions are not sustainable in the long-term, and even now, the NPS leadership is working to create a financial model that will allow us to fulfill our mission should we be faced with continued budgetary constraints in the long-term. This is not a satisfactory way to operate the government and we remain hopeful that Congress will take action to address the sequester and its damaging impacts.

Mr. Chairman, this concludes my statement. I would be pleased to respond to any questions you or the other members of the committee may have.

Chairman ISSA. Thank you.
Dr. Clough?

STATEMENT OF G. WAYNE CLOUGH

Mr. CLOUGH. Thank you, Mr. Chairman and committee, for this opportunity to testify. The Smithsonian appreciates the support of the Administration, Congress and the American people.

Spring brings the cherry blossoms, tourists and school children to our Nation's capital. I love to see the buses pull up in front of our museums and galleries and watch all those visitors pull out with smiles on their faces, knowing they are going in for a great learning experience at the Smithsonian.

Our mission is to make the resources of the Smithsonian available to all Americans and help our Country address critical challenges through programs in education, the humanities and sciences. With the help of our 17-member board of regents, which includes six members of Congress, we have embraced a culture of change, to create a more responsive and relevant Smithsonian.

Last year, our 19 museums and galleries and the National Zoo opened nearly 100 new exhibitions and hosted more than 30 million visitors, the highest number in the last decade and up 5 million from 2007. We are open 364 days a year and admission is free.

We are expanding our reach through digital access. With more than 100 million unique visitors to our websites, with more than 2,000 online lesson plans and courses that meet State standards, we are now delivering Smithsonian content to schools in all 50 States. About 60 percent of our art collections are now available online.

The foundation for all of our work is based on impeccable research, scholarship and art, science, history, culture and education. Every day, more than 500 Smithsonian scientists are working on some of the most perplexing problems we face: protecting our imperiled natural resources, keeping our ports and waterways safe from invasive species, halting the spread of pandemic diseases, saving endangered species, keeping commercial and military aircraft safe from bird strikes, and helping guide Curiosity, the Mars Rover.

We are stewards of America's collection, some of which date back even before the founding of the Smithsonian. They include 137 million objects and treasures, from a tiny fossil, a giant squid, the Star Spangled Banner, the desk upon which Jefferson wrote the Declaration of Independence, Harriett Tubman's shawl, the Wright Flyer and the Space Shuttle Discovery.

I am honored to lead a dedicated staff of 6,400 employees plus 6,200 volunteers who are all passionate about their work. That is why for the third year in a row, the Smithsonian was named as one of the top four best places to work in the Federal Government. Guided by our 2010 strategic plan, we measure everything we do to ensure we are continuously improving. There are great opportunities ahead, but there is no question sequestration will have an impact on our ability to serve the American people. We did our best to anticipate sequestration, and so as the fiscal year began, the Smithsonian acted, recognizing that the reduction of our Federal budget of 5 percent would amount to nearly $42 million.

Over time, we restricted staff travel, cut funds for collections, care and research equipment, and our Latino pool and our collections information system and facilities maintenance were reduced investments for research, education and outreach and imposed a hiring freeze, and did not backfill critical curatorial and staff positions. We did this to ensure we had funding to allow us to bridge the early impact of sequestration.

Although holding these funds back has affected our basic operations, it allowed us to continue to serve the American people in the short term, keeping our museums open and continuing to deliver all the educational materials we had promised. However, we now see the full impact of sequestration, and we will face hard decisions for 2014. We have little budget flexibility remaining.

Sequestration will affect almost everything we do. We expect to have to close some of the galleries in our museums through the end of this fiscal year. We will reduce the ability to offer new exhibitions and programs for next year. It certainly will impact our research capacity. It will slow the process of digitization, which we are very excited about for the future of the Smithsonian. It will defer needed maintenance and hamper educational outreach.

Previous actions that we undertook this year will become permanent with a prolonged sequester and will translate into permanent staff reduction. Sequestration will also affect our budget in areas that we believe are already underfunded, such as facilities maintenance and collections care. Sequestration also could affect the National Museum of African American History and Culture. Interrupting its funding for construction could increase its cost in later phases and might delay acquiring the right numbers of personnel to open the museum.

For 167 years, the Smithsonian has served our Nation as a source of inspiration and discovery. Our goal is to create a Smithsonian for the 21st century that gives all Americans a chance to benefit from this remarkable institution. I grew up in a rural town of 5,000 people in South Georgia, Douglas, Georgia. I paid my way through college working as a surveyor for the Louisville National Railroad Company. I did not discover the Smithsonian until I was an adult.

When I came here nearly five years ago, I challenged our people to reach out to the underserved people of America, and we have been doing just that. The sequester is going to limit our progress and make it more difficult to achieve that particular goal.

Again, I thank you for your support. I will be happy to answer any questions.

[Prepared statement of Mr. Clough follows:]

STATEMENT OF WAYNE CLOUGH
SECRETARY OF THE SMITHSONIAN INSTITUTION
ON SEQUESTRARTION PLANNING AND IMPLEMENTATION
COMMITTEE ON OVERSIGHT AND GOVERNMENT REFORM
U.S. HOUSE OF REPRESENTATIVES
APRIL 16, 2013

Thank you for the opportunity to testify before the Committee on Oversight and Government Reform today on the Smithsonian Institution's sequestration planning and implementation. The Smithsonian greatly appreciates the continued support of the Administration, Congress, and especially of the American people.

Each year millions of our fellow citizens come to Washington to visit—for free—our great museums and galleries and the National Zoo, all of which are open every day of the year but one. Our visitors come with high aspirations to learn and be inspired by our exhibitions and programs. We recognize that fulfilling the expectations of our visitors is one of the key elements of our mission. As I will describe subsequently, in the long run there is no doubt that sequestration will affect our ability to do this important work. In the short run, recognizing that many of our visitors made plans for their trips well in advance, we are going to do our best to limit the effect on them for the remainder of this fiscal year.

In addition to its 19 museums and galleries and the National Zoo, the Smithsonian encompasses 20 libraries, nine research centers, and 178 affiliate museums in 41 states, Puerto Rico, and Panama. The work of the Smithsonian spans art, history, culture and science and all of our efforts are based on the highest quality research and scholarship. We have facilities in eight states and the District of Columbia and research and educational activities in nearly 100 countries.

Our collections, some of which date back before the founding of the Institution in 1846, include 137 million objects and treasures, of which 127 million are scientific specimens; more than 340,000 works of art; two million library volumes; 137,000 cubic feet of archival material — and more than 2,000 live animals at the National Zoo and its Smithsonian Conservation Biology Institute. The art, history and cultural collections represent a window on who we are as a nation and how we are connected to the world, while the scientific collections are fundamental to understanding our natural world and serve as a baseline for future discovery.

Since I arrived at the Smithsonian in 2008, I learned from Congress and the Administration that we have a shared goal—that we need to prepare this remarkable and venerable Institution for a vibrant role in the 21st century. To this end, with the support and help of our Board of Regents, we have taken steps over the last few years to make the Smithsonian more entrepreneurial, self-reliant, responsive and relevant.

STRATEGIC PLAN PROGRESS OVER THE PAST FOUR YEARS

In 2010, the Smithsonian began implementing a new strategic plan, the first of its kind in its history. It called for us to develop a new cross-disciplinary approach to the way we do our work and to focus our efforts on four grand challenges: Unlocking the Mysteries of the Universe; Understanding and Sustaining a Biodiverse Planet; Valuing World Cultures; and Understanding the American Experience. The plan called for a greater use of technology to increase efficiency, allow us deliver educational materials across the nation, and provide greater public access to collections, scientists and scholars. Collaborations and partnerships were to be emphasized to take advantage of knowledge and talent that we did not have and could not afford to add. Private funds were to be raised so we could support talented young people on internships, fellowships and post-doctorate positions. Finally, we would do all we could to emphasize excellence at all levels of our mission-enabling units. Very quickly, inside and outside the Smithsonian, the plan took hold and took off.

Today, we see results. Visitation to our museums and galleries is up by five million, exceeding 30 million for the first time in a decade. This is not an accident, but the result of hard work by dedicated professionals to mount nearly 100 new educational exhibitions a year. If you can't come to the nation's capital, we're coming to you through our loans of iconic national treasures to our network of affiliate museums, as well as our Smithsonian Institution Traveling Exhibition Service, which reaches nearly 5 million Americans every year in communities around the nation.

Digital technology has allowed the Smithsonian to reach new, diverse audiences and more people than ever before. We have more than 270 Smithsonian websites that last year attracted more than 100 million unique visitors; we have more than two-and–a-half million social media followers; and 36 mobile apps that allow us to engage the public as never before. We are committed to open access to our collections. Today more than eight million records and one million images are available to the public through our main website's Collections Search. Well over half of the collections of our art museums are on-line.

We now deliver educational materials to students and teachers in all 50 states. More than 2,000 learning resources, all tied to state standards, are available online for free. Additionally, we provide core science curriculum used in all 50 states. The Smithsonian is a leader in STEM education. With the award of an "Investing in Innovation" (i3) grant in 2010 from the Department of Education, the Smithsonian Science Education Center continues to expand education programs for 75,000 new students focusing on underserved communities in North Carolina, Texas, and New Mexico. Our partnership with the ePals global community enables us to offer our lesson plans and resources to more than one million schools. The Smithsonian Learning Center within ePals has had more than 2.7 million visitors and 4.5 million page views, including 235,000 downloads of classroom work based on Smithsonian content.

Partnerships have been developed with many federal entities, including the National Aeronautics and Space Administration, the National Oceanic and Atmospheric Administration, the National Institutes of Health, the U.S. Patent and Trademark Office, the Department of Education, the Department of Defense, the Department of Education, the Department of Interior, the Department of Agriculture, the State Department, the National Park Service, the National Archives, the Library of Congress, and the Office of Science and Technology Policy.

We have built collaborations with dozens of universities across the country, and recently with George Mason University we created the Smithsonian-Mason School of Conservation at the National Zoo's Smithsonian Conservation Biology Institute's facility in Front Royal, Virginia.

We have almost doubled the level of annual private funds raised by the Smithsonian, supporting key initiatives outlined in our strategic plan. The private funds are carefully targeted so that they complement and extend the impact of our federal funding.

Nowhere is the importance of the public private partnership more evident than in the on-going work to build the National Museum of African American History and Culture (NMAAHC). When Congress and the Administration asked the Smithsonian to take on the responsibility for this $500 million construction project, it was stipulated that the federal government would provide half of the cost while the Smithsonian would raise the other $250 million. This effort is ongoing and while significant progress has been made, more work needs to be done to complete the task.

While work moves ahead on new construction for the NMAAHC, there is a continued requirement to address the needs of our older and most visited museums - the National Museum of Natural History, the National Museum of American History and the National Air and Space Museum – as well as the National Zoo. Our long-range plan is based on a public-private partnership approach, which has been successful to date, but this concept faces increased challenges as federal budgets decline.

Three years into our new strategic plan, we are reassured by the progress that has been made, confirming that our course is sound. As Secretary of the Smithsonian, I am proud of what our team of staff, volunteers, visiting faculty, and interns has accomplished, particularly in view of the budgetary challenges we have faced. I am especially proud that for three years running we have been named one of the top five best places to work in the federal government. We are now serving the American public in ways never before imagined, and addressing critical national and global issues. Yet, we now face circumstances that threaten the progress we have made.

In both the short- and long-term, sequestration will affect our ability to accomplish our mission and serve the public. The significant across-the-board funding cuts from sequestration will affect essentially everything we do. The sequestration cuts will reduce our ability to offer exhibitions and programs, shrink our research capacity, slow the process of the digitization of our collections, defer needed maintenance, and create uncertainty among our private donors. This we understand, but there is more. We also anticipate a ripple effect of secondary consequences from sequestration as our federal agency partners are forced to reduce their support for external programs that we have developed with them.

EFFECTS OF SEQUESTRATION

Early in fiscal year 2013, with the prospects for sequestration growing more real, the Smithsonian took steps to address the potential reduction of nearly $41 million in fiscal year 2013, by limiting hiring, restricting staff travel and training, and cutting centrally-managed pool funds for collections care, research equipment, Latino Initiatives, Collections Information System, and desktop replacement. We did this in order to be able to access funds that would help us bridge the early impact of sequestration if it came. We have conservatively funded our basic

operations, which has allowed us to continue to serve the American people in the short term by keeping our museums open and to continue to deliver educational materials to our partner schools and the public. However, now that the full impacts of sequestration are becoming clearer, we have no choice but to make hard decisions in the remainder of fiscal year 2013 to achieve the required reductions. We have little budgetary flexibility remaining and these required reductions will be felt by our visitors and those who are increasingly expecting services online.

Actions we have taken or plan to take centrally include imposing a hiring freeze and not back-filling critical curatorial and staff positions; reducing Institution-wide programmatic investments for research, education, and outreach; and reducing travel and staff training. These will become permanent with prolonged budgetary reductions and will translate into permanent staff reductions in fiscal year 2014 and beyond. The sequester will also hit areas in our budget that are high priorities for us, such as facilities maintenance and collections care, and over time lead to increased risk in these areas.

IMPACT ON SERVICE TO THE PUBLIC

Closing of galleries

Our museums and galleries are open to the public today as scheduled, but after May 1st we will have to reduce the security contract which supplements our guards with gallery attendants in our art museums for the remainder of fiscal year 2013. We cannot keep every gallery or exhibition in every museum open daily without sufficient security. Therefore, when visitors come to an art museum, they may find a sign saying that the 3rd floor galleries are closed to the public that day, for example.

Fewer exhibitions

With fewer curators, researchers, and support available for our exhibitions and programs, we will be unable to sustain our recent level of exhibitions and visitor programs. We anticipate being forced to postpone or cancel exhibitions for 2014 and 2015. For example, an initiative exploring the origins of democracy at the National Museum of American History is one that may be postponed because we expect a shortfall of funds.

One of the ripple effects we will feel is the impact of sequester cuts on other federal agencies who today sponsor exhibitions, programs, and research with us. There are already indications that they will curtail activities in outreach to preserve their core mission activities.

Reduced educational delivery

Our collections, research, and exhibitions are used to enhance and expand the education of America's students. However, with a five percent reduction in fiscal year 2013, education programs at Smithsonian museums would have to be reduced, resulting in fewer programs for the thousands of students from all across America who visit the Institution's facilities in Washington, D.C. and New York City, and even fewer resources for the millions more who visit us online. Specifically, sequestration will halt the production of *Smithsonian in Your Classroom*, an outreach publication for teachers, and relevant interactive digital lesson plans, for elementary and middle-

school classrooms — currently reaching 80,000 schools. Nationwide, this will affect tens of thousands of teachers and students who will lose these valuable and popular educational resources.

IMPACT ON FACILITIES AND EQUIPMENT

The Smithsonian is responsible for the maintenance, revitalization and construction of all of our facilities. Under sequestration, we will defer critical facilities projects at the National Zoological Park and the National Museum of Natural History, as well as repairs to damage resulting from the August 2011 earthquake at the National Air and Space Museum and the Museum Support Center, our main collections storage facility. The sequestration would result in a reduction in projects that are part of the Institution's multi-year effort to improve the overall facility conditions of its numerous, aged buildings. Moreover, any delays in revitalization or construction projects will certainly result in higher future operating and repair costs.

We will have to reduce planned maintenance projects significantly. This includes projects at the National Air and Space Museum, which welcomes well more than 6 million visitors every year, and the National Zoo. Maintenance funding reductions increase the risk of diminished building systems performance, and increased need over time for replacement of what would otherwise be reliable equipment.

RISK TO COLLECTIONS

The sequestration reductions will inevitably reduce the funding we can commit to collections care and stewardship responsibilities. Over the past five years, we have worked hard to build our capacity in this important mission area and it will be highly problematic if the progress we have made is eroded. We have been the keeper of America's treasures for more than a century and a half, entrusted by Congress to ensure they are available for future generations of Americans. We are the guardians of Morse's telegraph; Edison's light bulb; the Salk vaccine; the 1865 telescope designed by Maria Mitchell, America's first woman astronomer who discovered a comet; the Wright Flyer; Amelia Earhart's plane; Louis Armstrong's trumpet; the jacket of labor leader Cesar Chavez; the Lansdowne portrait of George Washington; the Congressional Gold Medal awarded to Japanese American World War II veterans; the *Spirit of Tuskegee* airplane, used to train Tuskegee Airmen during World War II; the Hopi ceramic pot carried into space by Chickasaw astronaut John Herrington, the first Native American to orbit the Earth; the camera John Glenn purchased at a drug store and used on his historic voyage into space; Asian, African and American art; the Apollo 11 Command Module, *Columbia*; and the space shuttle *Discovery*. All of these icons require strict environmental controls that have to be maintained 24/7 and that are supported by top professionals.

LOSS OF RESEARCH CAPACITY

In both the short- and long-term, sequestration will reduce funding for the research that underlies our work. Some 500 Smithsonian scientists serve the interests of our nation by helping us understand the natural world, and our place in the universe, and by providing insights critical to problems such as the spread of infectious diseases and the movement of invasive species into our ports and waterways. Data preservation and continuity of collection efforts is of paramount

importance. Scholarly research by our art historians and cultural experts inform our exhibitions and allows us to gain value from the Smithsonian collections. Sequester cuts will slow needed equipment replacement cycles, erode base support and increase the risk of losing top personnel to more competitive programs in universities and the private sector.

NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE

The sequestration level affects one of the Institution's most important new projects — the construction of the new National Museum of African American History and Culture that was mandated by Congress. Interrupting the award of funding to this ongoing construction project could increase costs in later phases. Sequestration also affects the museum's ability to hire critical staff to acquire and prepare collections and exhibitions for the opening, as well as the congressionally mandated fundraising necessary to complete the project and open on schedule in November 2015.

OUR MISSION

Day-to-day operations at the Smithsonian have not changed dramatically yet. And it is my hope that our spring visitors will not notice the impact of the sequestration. But when we implement rolling museum gallery closures, the visiting public will be increasingly affected over time. The reductions we have made are short-term measures that will produce savings this fiscal year, some of which will have long term impact such as reductions in facilities maintenance and repair. Continuation of the reductions into future years will require more significant—and potentially damaging—reductions and the long-term impact on the public will be broad-based given the nature of the cuts.

For 167 years, the Smithsonian has served our nation and the world as a source of inspiration, discovery, and learning. Our goal is to create a Smithsonian for the 21st century. Today, with its free museums, distinguished research and scholars, iconic American treasures, generous donors, and the remarkable scope of information accessible from its websites, the Smithsonian Institution is a remarkable, unique resource for the American people.

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Chairman ISSA. Thank you. I will now recognize myself for first round.

First of all, Mr. Ferriero, Dr. Clough, I appreciate the fact that you were able to reach sequestration and I appreciate the detail you have given us in writing and now some orally on the cuts.

I would like to share with you something, just so you know that we do feel your pain on this side of the dais. In 2011, Congress, the House specifically, cut our budgets in real dollars, this is not Compton dollars, we cut 5 percent over the previous year. In 2012, the Speaker reiterated and we cut 6.4 percent. This year, the budget decreased on my staff, on the ranking member's staff, 10 percent.

We are 21.4 percent less than we were in 2010, and those are written dollars. Obviously due to inflation, it is a greater amount than that. And the ranking member is right: we have had to make some decisions, and I don't make light of it. We have also, I hope, begun the process of asking, can we be smarter. Here in the House, for 11 years I asked, why is it we are using a phone system that isn't voice over IP? Why do we in fact buy countless lines that normally go down when somebody decides to attack our phones by endlessly calling because they don't like some piece of legislation?

And the answer was, well, we will get to it. Well, now that they figured it could pay for itself in less than three years, we are getting to it quicker. So necessity is the mother of invention.

Doctor, in your case, I believe, if I understood your statement, many of the ways that you achieved this year's sequestration was in fact unsustainable going forward, that without material changes in revenue, perhaps philanthropic revenue, without potentially taking a 100 percent free museum and charging an entrance, or without cutting services, currently you forecast that you will have to make actual cuts in service. Is that a summation?

Mr. CLOUGH. Our goal, obviously, is to try to keep our museums open. Because the American people come here, some plan for a lifetime to make their visits here. We recognize the importance of our services there.

We are going through a process now that will allow us to understand and appreciate exactly how we can accommodate these cuts in the long run.

Chairman ISSA. And I would reiterate our offer, that if we receive an adjustment request from any fund from any part of government, I have agreed to author it and send it up for consideration to the House immediately. That would include in order to maintain the schedule on the African American portion, your new portion that is under construction. You figure out how we should reallocate funds and I personally will author it. I am sure the ranking member will be my co-sponsor, so at least you get immediate consideration.

Mr. Ferriero, I think yours is a great example where there are services that are being prioritized lower. But in fact, you began this process quite a bit earlier. Was that really what gave you the advantage, perhaps, over the Park Service, is when you began making, for example, hiring freezes?

Mr. FERRIERO. I am sure that that put us in a good position. It forced the agency to analyze every opening and make a decision,

is there a smarter way to do the work, is the work a core mission. And it created a kind of urgency within the agency around reduced funds.

Chairman ISSA. Mr. Jarvis, you said earlier that you began process of polling, figuring out where money could be saved. But that was actually not for sequestration, that was just for the 2013 budget. Isn't it true that it wasn't until January 25th, many, many days after sequestration was clearly a law of the land, that you then sent out the request for information from your 400? This is actually, again, I know it is not you, it says the United States Department of Interior, but it does say National Park Service underneath. And it was sent with your signature, and that is the 25th of January, to regional directors, associate and assistant directors of the Park Service.

I understand that is the one that generated this one-page request. Isn't that true? Isn't that when you polled people to say, to 400 plus locations, how can we save money?

Mr. JARVIS. Mr. Chairman, our first memo to the field regarding anticipation of a very, very conservative fiscal year actually went out in June of 2012.

Chairman ISSA. No, I understand. But sequestration appears to have, and I am going to quote from your own letter, "This memorandum and the attached materials outline the actions you are directed to take to develop a sequestration plan in response to the Administration and Congress." Now, I don't know any other way to say it, but you haven't given us any evidence that you did something before that. And my time is very limited, I don't want to run any further over. And there will be a second round of questioning.

But my only question to you at this moment is, why is it, when on January 25th you sent it out, in March we request these documents specifically, that 400 or so of these documents, one page long, shouldn't be given to us as turned in? In other words, make a xerox copy for yourself. But since we have a right to see it as it was turned in, what lawyer has any right not to turn those 400 plus documents over to us? And I want that answered, because we are used to getting what we call rolling discovery on this committee. We get the easy stuff first, we get the slightly harder to collate second and we get the stuff the lawyers have to go over endlessly, usually we call that the embarrassing stuff, last.

In this case, if these are embarrassing, they certainly are not hard to gather, you have them all in a single stack on somebody's desk. And they are pretty straightforward, they are a one-pager directly from people you trust.

And in your opening statement, you said you wanted to essentially make sure they were all the same. These documents, from what we can tell, are the best source of finding out where one out of 400 people had a great idea, and you should send out to the other 399 or 400 and some, hey, what about so and so that this park service came up with in their memo answer. We can't know what that says until you deliver those documents. Quite frankly, if you made a look over your shoulder to one of your assistants, we could have it before the end of this hearing.

With that, I yield to the ranking member.

Mr. MICA. Mr. Chairman, parliamentary inquiry.

Chairman ISSA. The gentleman will state his parliamentary inquiry.

Mr. MICA. At what point in the proceedings would it be appropriate, if I was to offer a motion to subpoena those 400 documents for the committee?

Chairman ISSA. It is now being heard, but I would consider at this hearing that that motion would probably not come to be in order, or if so, it would be suspended until the end.

Mr. MICA. I would be prepared when it is appropriate and at what hearing to offer that motion. I yield back

Chairman ISSA. I thank the gentleman. We now recognize the ranking member.

Mr. CUMMINGS. Not a part of my time, just a further parliamentary inquiry.

Chairman ISSA. Of course.

Mr. CUMMINGS. Mr. Chairman, as you well know, we do everything in our power to try to avoid subpoenas.

Chairman ISSA. Including here.

Mr. CUMMINGS. Yes. One of my questions was going to be, and I heard Mr. Jarvis saying that counsel for the Interior controls things. I am trying to figure out how we can expedite that and get the records. I know you don't have control. And maybe that is a discussion that would come up with regard to the motion. But it just seems like there is something, there is somebody we should be looking at in the counsel to get things done. As I understand it, the records are ready to roll, right?

Chairman ISSA. And I agree with the gentleman that we are shooting the messenger some. But I recognize that within the hierarchy of the Administration, it is not exclusively within your jurisdiction. So I think the gentleman is right.

Mr. HASTINGS. Would the gentleman yield on this? Would the gentleman yield for one moment?

Mr. CUMMINGS. I didn't know I had time.

Chairman ISSA. He has all the time in the world.

Mr. HASTINGS. I thought that you had recognized the ranking member.

Chairman ISSA. The gentleman is recognized for one minute.

Mr. HASTINGS. I just wanted to say that I came in a little bit late, when you were going over this data, or lack of getting this data. I just want to say, as the chairman of the Natural Resources Committee, this is a pattern that I see very, very prevalent in Department of Interior, just asking for documents. It is very frustrating to me, and for the ranking member, how you get this is, it should be information that should be shared with us. I have a deep sense of frustration when I talk to my oversight people, and I see that shared with you. Hopefully we can shake that loose here.

Mr. CUMMINGS. It is my hope, and I said this earlier, that we will shake that loose. I said to Mr. Jarvis that I agree with the Chairman, there are documents that we must have. And that they must take reasonable actions to make sure we get those documents. Because you are usually not around to hear this statement that I make, we have a limited amount of time here. We have to be effective and efficient. If they are blocking us from being effec-

tive and efficient, then we have to do what we have to do to make sure we can be that.

Mr. HASTINGS. And I noted Mr. Jarvis' response, he had the information but apparently there was somebody higher, I understand there has to be some review, don't misunderstand. But boy, that seems to be very prevalent with the Department of Interior from my point of view.

I thank the gentleman for the recognition.

Chairman ISSA. The gentleman is recognized for his round of questions.

Mr. CUMMINGS. Thank you very much. To all of you all, I want to thank you for your testimony. To Mr. Clough, you provided me with a moment of, an emotional moment, actually, because you were talking about trying to make sure, you realize that people came to Washington and maybe they had planned the trip for so long.

Sometimes, Mr. Clough, I sit out in front of the Smithsonian, or in front of a park in this area, and I watch the families. The reason why I say it is emotional for me, is although I lived in Baltimore, the first time I went to a Smithsonian Institution, I was 21 years old. So I know what you are talking about when you say people plan these trips, and the mothers and fathers are excited, they have talked about it, they have read books about it, the kids are pumped up.

And that leads me to my question, and what I started with earlier. I assume that you all really want the public to enjoy those experiences. I tell people, people in my district, although they live 40 miles away, they are in the same position I am. Some of them are 18, 19, 20 years old, and have never even been to D.C. Never been to the District, and they are 40 miles away. They don't even know about some of the parks and the things you offer. They don't even know about them.

But when they come with their families and their eyes are opened to what this Nation is all about, it gives them a vision of what they can be. So I am assuming that you all feel the same way I feel, that you want these families, just like you would want for your own family, to have the maximum exposure to whatever you are offering, Park Service, Smithsonian, that they can have this. Is that a fair question? Is that true?

Briefly, Mr. Clough.

Mr. CLOUGH. Absolutely. And the American people in essence have already paid for the Smithsonian. They have paid for the buildings in large part, and they paid for the collections. So we are thrilled when they make that all-important visit to come to our museums. And we want to maximize it.

One way we are trying to connect with people is digitally. We can reach everybody digitally. And a lot of young people who may not think initially about museums use these digital devices. So we are developing a lot of mobile apps to get people encouraged to think about the Smithsonian. We encourage them to communicate with us. In the past, they couldn't do that. But with these mobile devices, they can communicate with us. And when they come, they can tell us whether they liked or didn't like the visit or we need to work on it.

So we are really working hard to try to communicate and after people leave to provide them with supplemental materials about what they saw. And to particularly provide it to teachers, so teachers can wrap that into the bigger experience.

But clearly, every person who visits the Smithsonian walks way with this one thing in mind, I have seen something very special that I may only see once in my lifetime, and that is maybe the most important thing we have done.

Mr. CUMMINGS. And I assume you two gentlemen feel the same way? Is that accurate? Be brief, because I have another question. Mr. Jarvis?

Mr. JARVIS. Certainly that is our mission, to provide these extraordinary locations, over 400 of them, to not only the American public, but to the entire world. That is what we do and we do it well.

Mr. FERRIERO. And we collect and protect the records of the Country, so that the American public can hold their government accountable for their actions. And we also believe in civic literacy. Civics is not being taught in schools any more. We have a huge responsibility to educate that K–12 community about how their government works.

Mr. CUMMINGS. To me, the question I am about to ask you is the question of the day. So listen carefully. I believe you, I believe that your mission is to bring light to life for the American people. I believe that you think about it 24–7, you are trying to figure it out. So when sequestration came about, first of all, did you get some commands from up high saying, close this, don't close that, don't close this? And how were these decisions made?

This is the question. How were the decisions made in relationship to what the appropriators told you to do under sequestration? What limitations did you have? That is what we need to know. Because I am sitting up here and I am thinking, maybe we ought to be apologizing to you all. We are the ones who are responsible for sequestration, we are, because of what we didn't do.

So would you answer my question, one by one?

Mr. CLOUGH. I think that particular challenge with sequestration was, even though we had a understanding this would happen, was the short period of time in which we have to implement it. So there is this immediate response that we have tried to develop that will allow us to minimize the impact on the public. As we are moving on our next stage, we are looking at how we deal with this in the long term and taking again the guiding principle, let's try to protect the public's interest.

Mr. CUMMINGS. And is that guided by our legislative, what we have done up here in Washington, in Congress, sequestration, that is?

Mr. CLOUGH. Unfortunately, sequestration is an across the board cut.

Mr. CUMMINGS. Mr. Jarvis, I only have a few minutes.

Mr. JARVIS. First of all, we received no commands from on high about how to implement this. We did this from the bottom up, from the park level. The decisions were made at the park level, we did review them for consistency.

To your question about, yes, the way that the sequestration law was written required us to take it at the park-program level. We were not given reprogramming authority, we were not given transfer authority. So we were not allowed to move money around to balance this out. It was a very, very difficult law to implement halfway through the year, as well, an across the board, line by line budget reduction.

Mr. FERRIERO. Four appropriation categories, 5 percent for each. And OMB directives gave guidance around other things to be looking at, like travel, conferences, and those kinds of activities. We were very lucky, early in my administration, to have hired a new chief financial officer. So from the very beginning of my assuming my job, we have been giving new fiscal attention to the National Archives budget. So I am very thankful for this new chief financial officer's advice.

Mr. CUMMINGS. Thank you very much, Mr. Chairman.

Mr. MICA. [Presiding] Thank you, and I will recognize myself for a round of questions.

This may not be the highlight of the hearings held on Capitol Hill today. Nonetheless, it is very important. The three individuals before us have some of the most important responsibilities, I believe, in our government. You are the stewards of our national treasures, whether it is Mr. Jarvis with our parks and the things that he oversees that we are stewards for of the public, the Smithsonian director, some of our treasures, and our records and documents in the Archives. You have several different examples of how we have had to address responsible financial commitments. The Congress has to deal with issues, huge issues of incredible public indebtedness. Everyone knew some of this was coming.

You have two excellent examples as to how this was handled fairly appropriately. I think the Archives did an excellent job in the review of the documents, preparing the new. The Smithsonian likewise limited the impact but planned in advance. I am disturbed to read that the National Park Services, and specifically the acting Parks director, gave specific instructions and got some of the language to continue, spending sort of unabated, not planning for the future. You are aware of that directive, Mr. Jarvis?

Mr. JARVIS. I am not sure what you are referring to, sir.

Mr. MICA. It is an OMB directive and it was, well, also we have in January of, January 25th of 2013, the Park Director, that is you, said you expect it will result in a reduction to visitors service hours, of operation shortening, of reasons and possible closing of areas. That was your statement back then. Then we have a directive from OMB, July 31st, 2012, and the acting director, Jeffrey Zentz, instructed agencies to continue normal spending and operations, since more than five months remained for Congress to act.

So you have the Administration directing you, and again, your lack of taking any anticipatory action and your statement in January. You have two agencies that did act in a proper manner and now we are faced with, and I thought I heard you say, too, you are going to cut Park Service police. Did you have numbers there?

Mr. JARVIS. Yes, sir. We anticipate, since we had to absorb the $5.1 million cut in the U.S. Park Police operating budget, we are

anticipating furloughing each of the 767 employees of the U.S. Park Police for up to 14 days.

Mr. MICA. Given the events of the last 24 hours, do you think you will also continue with that directive?

Mr. JARVIS. We are going to ensure that our responsibilities, particularly for icon security, are maintained at current levels. That will require reductions in some our outlying responsibilities.

Mr. MICA. How many people work at the National Park Service in Washington, D.C.? I am talking about the office, administrative personnel.

Mr. JARVIS. I am not sure of that.

Mr. MICA. Anyone have an idea? Five hundred, a thousand?

Mr. JARVIS. Can I ask for clarification on the question? You said how many administrative?

Mr. MICA. Again, not National Park Service officers, but how many administrative people, how many in your headquarters? Nobody has a clue?

Mr. JARVIS. About 900 here in Washington.

Mr. MICA. And it would appear to me, if you had the authority, that some of these people could be moved around and we could address some of the services that we provide to the public including important security service. Would that be possible if you had that authority?

Mr. JARVIS. What we would need, and we have talked about this before, is we need transfer authority. The sequestration law did not allow us to move expenses between accounts. And so it came down, as we have said, line by line, existing budget. The only way we could do that, where if you affected one program and used it in another, was if we had transfer authority.

Mr. MICA. The other thing too is that when you face a situation like this, you have to put in, implementing measures. I have visited many of the parks across the Nation. I have one of the little passes and all of that. But I have always been impressed with the volunteer programs and there are hundreds of thousands of volunteers that would step up if asked. Has there been a specific plan to implement the use of volunteers, given the budget challenges that you face?

Mr. JARVIS. Absolutely. We have an incredible group of volunteers out there, about 180,000 volunteers.

Mr. MICA. Have you had a new plan since you have heard about these budget cuts, and could you provide the committee with a copy?

Mr. JARVIS. We have not implemented any new plan at the park level. At each individual park level, they are working to find new sources of funding. Friends groups are stepping up, philanthropy. Even in some cases communities are providing support and funding. In some cases States are stepping up to provide assistance in getting roads open.

Mr. MICA. And finally, there may be some suggestions from some of those parks in those 400 documents that you sent out. When do you think we will be able to get those? Any idea?

Mr. JARVIS. As soon as they are reviewed at the Department. I have no problem with sending them to you. They are perfectly legitimate details.

Mr. MICA. I have additional questions I will submit for the record.

I recognize Ms. Norton.

Ms. NORTON. It would be Mr. Davis' time. If he would yield to me?

Mr. MICA. Okay, Mr. Davis, your time?

Mr. DAVIS. I will yield.

Ms. NORTON. I appreciate that very much. It is Emancipation Day in the District, and they are about to embark on a parade, the least emancipated city in the United States is about to march in an Emancipation Day parade. Take that and see what you can do with it.

Let me just quickly go through a few questions. Dr. Clough, you indicate, of course, and some of the questions you've heard from my colleagues apparently don't always digest the process or notion that these are across the board cuts. You indicated that there might be some slowdown in the African American museum. I want to know, what was the President's budget for the African American museum, how much was it cut, if it was.

Mr. CLOUGH. There was a cut of about $5 million, the percentage was taken, because it was an across the board cut, directly out of the construction budget. Fortunately, the budget was funded at $75 million this year. So we can keep the budget going. But as we have to absorb additional cuts, that could present a problem for us.

Ms. NORTON. What about sequester? Has that affected the African American museum?

Mr. CLOUGH. That was the sequester cut that affected the construction cost.

Ms. NORTON. I see.

Mr. CLOUGH. It also affects the staffing funding that we need, because staffing has to grow now to get ready for the opening.

Ms. NORTON. I recognize that as we ask all of you questions, I am interested in all three of your agencies. Because this is, of course, a tourist destination. And we are in the middle of, the season is beginning full-fledged now. I also recognize that each of these agencies is, like most of the Federal Government, labor-intensive.

Mr. Jarvis, I know a lot about the underfunding of the Capitol Police and of the Park Service because you own most of the parks in the District of Columbia and because of my work on the mall. I was amazed to find, though, is this figure correct, that the National Park Service budget is only one-fourteenth of the Federal budget?

Mr. JARVIS. I don't know what percentage we are. I know it is very small.

Ms. NORTON. I wish you would confirm or not that. Because my office says that is what it is. That will be, of course, quite amazing, considering that it is a nationwide service.

Do the parks produce economic return? As one-fourteenth of the budget, what kind of economic return do you produce for the Country?

Mr. JARVIS. It is a ten to one return. For every dollar invested in the National Park Service, there is $10 returned to the American economy.

Ms. NORTON. I understand, I am already receiving calls, for example, because there was a story run about closing some of the late-night hours at the mall. I said, well, what is late-night hour, and apparently because of the beauty of the Lincoln Memorial and the lights, we have had that memorial open with some staff there, including restrooms, until 11:30. And then we are told, well, it might be 10:00 o'clock. I must say, if you are sitting where I am sitting and seeing the cuts you are making, that might not seem so bad. Because at least it could go until night, and people could see the Lincoln Memorial and the mall in all of its night-time glory.

Are you considering reducing the hours of the restrooms and of the late-night, the night-time visitation to the mall? And is it true that this is not related to sequestration?

Mr. JARVIS. Let me assure you that the monuments and memorials are open 24 hours a day. The question is, whether or not they are staffed for rangers to do interpretive programs. As with any organization, we are constantly looking for efficiencies. At the lowest period, we realized that after 10:00 p.m. the station drops, not to zero, but it drops significantly. And so as a part of our cost savings, we are looking at reducing the ranger presence, not security, not closing the facilities, but after 10:00 p.m.

Ms. NORTON. How about the National Mall? This is the time of year when we have major events on the National Mall. I know what has just happened in Boston. Nevertheless, you must be preparing for events like July 4th. We ourselves have National Dance Day on the Mall. There are many activities on the Mall, precisely because of the season.

What are you doing to, especially in light of what happened yesterday, to enhance the security of the mall, in light of sequestration and cuts that you say will also come to the Capitol Police?

Mr. JARVIS. We host a number of events on this Mall. Obviously the 4th of July, Rolling Thunder, certainly this year we have the March on Washington And these are very, very important events for the American public, as certainly for the District. We intend to hold them all. Obviously our responsibilities for the public safety and security and good experience for everyone is at the top of our responsibilities.

That does mean, though, for instance, the 4th of July costs the National Park Service over $1 million for that one day, operating budget, for overtime, for security, screening, for traffic control, all of those things. That means we still have to absorb that cut somewhere else, and that is basically what we are looking at in terms of reducing overall overtime for our U.S. Park Police, looking at how we can reduce in some of the outlying areas, so that we can cover these major events.

Ms. NORTON. Mr. Chairman, I certainly hope some members will join me in asking that the Congress look again, in light of the Boston tragedy, at the cuts that are occurring to public safety as a result of this sequestration. Because these events must go on. And I am not convinced that, with these services and these police agencies not able to move around money, that we will have in place the same kind of security that we have enjoyed in the past.

Mr. MICA. I thank the gentlelady. I recognize the gentleman from Michigan, Mr. Walberg.

Mr. WALBERG. Thank you, Mr. Chairman, and thanks to the panel for taking our questions and responding today.

In light of what has been talked about this morning, and some comments made, I think we need to go back in history a little bit and remember that when the President offered the sequester, as an alternative to dealing with the budget deficit and debt we all should have known was there, he undoubtedly thought that the House Majority wasn't serious about the deficit or debt.

When he signed it, he probably thought it would never go into effect, the thought of across the board. We cut good programs along with unnecessary programs without any real discretion. However, I think the three of you and others at the front line of leading very important functions that our citizens expect to see and that their tax dollars pay for, I being one, Mr. Jarvis, who started out my university career majoring in forestry and land management, love the out of doors. My favorite place on earth is Glacier National Park. I will be in the Great Smoky Mountain National Park here in just a few short weeks. So I understand the taxpayer loves these places and should be afforded their opportunity.

But you must have been worried, as you looked at it and said, well, they can be political and they can do their fighting in Washington, but ultimately it comes down to what we have to do for the projects that we have the Departments, the functions we have and the citizens we serve. Did any of you make contact with the Administration through whatever sources you have available to you and what chain of command you have, did any of you make contact with the Administration to call for caution and reality in dealing with other ways of approaching our budget concerns and still keeping the functions in place that you see as priority? Any of you can go first.

Mr. FERRIERO. I did not.

Mr. WALBERG. Mr. Jarvis?

Mr. JARVIS. Our contacts were principally with the Office of Management and Budget, as we were implementing the sequester order or planning for it. We had been planning for this well in advance and we were making them as aware as possible that they were going to have direct impacts on the ground in every one of the national parks.

Mr. WALBERG. Mr. Clough?

Mr. CLOUGH. We had no direct contact other than the normal OMB processes.

Mr. WALBERG. Let me follow this up, then. Mr. Jarvis, you indicated you made contact, and the others, through OMB to some degree. But it doesn't sound like a great amount of intensity was put toward this issue. Mr. Jarvis, you have referred to the sequester cuts as sudden and significant in your full testimony. Can you explain to me how something that has been on the horizon since August of 2011 qualifies as sudden?

Mr. JARVIS. What I mean by sudden is that we anticipated the sequester in January. The later in the fiscal year that we get the sequester, the more difficult it is for an operational agency like the National Park Service. So we, in spite of what is being stated here, we anticipated this and planned well in advance. Otherwise, we wouldn't have 1,300 permanent vacancies and saved ourselves $43

million. That is actually what is saving the public appreciation and use of the parks, is that we are able to hire seasonals and backfill that this coming summer for its prime operation.

So we had anticipated it. We just didn't know when it was going to come. And coming this late in the year makes it much more difficult to absorb in the last remaining months.

Mr. WALBERG. We had an idea of when it was going to come by the date that it was set initially for certain. And then pushed off.

Also, the issue of significant. When the American taxpayers had to tighten their budgets significantly over the past number of years, including our House budgets, committee and individual staff offices, a 5 percent cut. No matter how mindless that is, when it is across the board, compared to 7.4 percent higher level of funding for your department, since 2008. I say there has to be better ways of dealing with the increased dollars, preparing for the sequester. But also as I stated earlier, if there was great concern about this, it boggles my mind that there wasn't intense pressure put on the Administration to say, you know something, Congress just might let sequestration happen. This is the impact it will have. We can't suffer it.

The question that I would ask, and I see my time has expired, Mr. Chairman, but I will submit it for the record, of asking direct questions on how Congress can help each of you in your responsibilities to achieve further efficiencies and save more of the American taxpayers' money. Maybe in the second round of questions I can add to that. Thank you.

Mr. MICA. They can answer. We have been giving everybody a few minutes. If you want to quickly respond.

Mr. WALBERG. I appreciate that. Let me ask the question again. What can Congress do to help you achieve further efficiencies and save more of the American taxpayers' money?

Mr. JARVIS. For the National Park Service, because of the way our budget is crafted, which is park by park, we would need what is known as transfer authority.

Mr. WALBERG. I have that written down. What else?

Mr. JARVIS. One thing I want to mention is that the National Park Service will be celebrating its 100th anniversary in 2016. We do have a legislative package that we are submitting through our authorizing committees that would grant additional authorities for philanthropy, for cooperative agreements to work with our private sector partners in a much more entrepreneurial and innovative way to bring that side to the operation and financial health of the organization. We would be glad to work with you on that.

Mr. MICA. Do the other two witnesses want to quickly respond?

Mr. CLOUGH. I would just say that it would help us, I have been in the non-profit sector as an executive for a long time, president of a university. We need stability. It would be helpful for us to have more stability and a long range view of the budget so we can plan. It is difficult to plan now because things are not stable.

Mr. WALBERG. Well, I would suggest you talk with the Senate about that. I agree with you, stability is important. Mr. Ferriero?

Mr. FERRIERO. This committee has done some great work in marking up PRA, Presidential Records Act, Federal Records Act,

legislation. I would encourage pushing that forward. That would be a great help to us.

Mr. MICA. Thank you. We will turn now to the gentleman from Massachusetts, Mr. Tierney.

Mr. TIERNEY. Thank you very much.

So just to put this in a little context, it seems to me what we are dealing with here is a massive act of legislative malpractice, and then an attempt to blame it on the people that have to deal with the consequences on that. That happens when you go around ideologically trying to convince the American people that every dime spent of your tax money is wasted in fraud or abuse, and then go around exclaiming that you want to make cuts but don't have the political courage to actually determine where the cuts are going to be.

And certainly nobody here should be under the illusion that Congress abdicated its authority and gave the President discretion of where to cut. Because if they had a full appreciation of the sequestration law and its reference back to early iterations, they would know that as you have already discussed, every program, project and activity has to suffer the cuts.

So this is a consequence of that malpractice that people should have known, I suspect many of them didn't know what they were doing in that regard. And so we all should be concerned that that is what is going on. We should not be looking to all of you to lay blame as to what you implemented. Your hands were tied, just as those people that were interested in pushing on the sequestration tied their own hands behind their back, laid down on the rails and screamed when the train came, on that basis.

So looking forward, I have some real concerns. If this stays in, and it sounds like my colleagues are all excited about having sequestration stay, in fact, its mindless arbitrary cuts will continue on that basis, what is it going to do for the National Parks' impact on local communities' economic well-being? Mr. Jarvis, in my community alone, we have a number of groups that work regularly with the Park Service. It really enhances the economy of that district, all the way up and down the coast, all the way from the Atlantic Ocean to the Merrimac River. It is very important for them.

So what do you envision for the future, if these cuts stay in effect? What is the Park Service going to have to do as it goes forward? I suspect that you can't have the seasonal hirings backfilling for the others as a future plan of how you are going to react, right?

Mr. JARVIS. No, sir. These cuts, if they remain, really creates a significant problem for the National Park Service. The impacts will accumulate, particularly to the gateway communities. Many of our gateway communities, as you well know, their economies are based on the tourism that comes to our national parks. They basically succeed based on their shoulder seasons. Many of these operations can't survive on a three-month, they need a five-month season. As a consequence, we are having to reduce, in those shoulder seasons.

In talking to our hospitality association, they are concerned that people are not booking. They are already seeing a reduction in bookings as a result of the American public feeling that the parks are not going to be available to them or services will be reduced.

So I think this is a significant problem over the long term for us, if the sequester reductions do apply.

I just want to make one very strong point that the National Park Service is, as with my colleagues here, these are investments that need to be made that have reaped great benefit to the American public. We draw international visitors from around the world. We provide extraordinary experiences for the American public. And we return ten to one to the economy.

Mr. TIERNEY. I couldn't agree with you more. I am as frustrated as you and others that this mindless sort of approach to things would be taken on that basis. Congress could have given the President the authority to do this in a way that was flexible, which he then could have passed on to all you folks. But of course, they chose not to give up their authority in that regard. But they also chose not to take their responsibility in identifying where they thought all of this waste, fraud and abuse was, identify it and then give you a plan going forward.

So Mr. Clough, let me ask you, the Smithsonian, I understand, by now plans to defer preventive maintenance, facility inspections, technology upgrades, is that correct?

Mr. CLOUGH. That is correct.

Mr. TIERNEY. How long can you continue to defer those costs under this plan without some really significant damage to what it is you see as your mission?

Mr. CLOUGH. It is a cumulative toll. In time, it gets worse and worse. We normally by industry standards should get about $100 million a year, given our facilities base. But a lot of it is historic, and we are open every day of the year but one, so it is heavily used. And we have to keep our energy supplies going almost continuously, because we have collections, valuable collections in the museum.

And we should nominally have about $100 million a year. We have been running about $75 million, and sequester is going to cut that down now by probably another $5 million. And that obviously cumulativly will take its toll.

Now, what we try to do is to examine each and every case. We have a priority list, and we try to attack that priority list each and every year that we can when we are doing our work.

Mr. TIERNEY. Now, do you term all that waste, fraud and abuse? Is that the way you think spending that money is?

Mr. CLOUGH. We don't obviously see that as waste, fraud and abuse. I would say we are working hard to use technology to increase our productivity. I talk a lot about digitization at the Smithsonian as creating access, which it does. But it also, as we digitize our collections, it is less wear and tear on the collections. For example, we have lots of re-enactors who love to come see our Civil War uniforms. If we can show them a great digital image and they don't need to actually hold in their hands the real thing, it cuts down on wear and tear in the collection.

So we are trying to invest in new technologies to help us address some of these problems.

Mr. TIERNEY. Hasn't the Inspector General given you some pretty good recommendations on how to improve your maintenance and preservation of all your collections?

Mr. CLOUGH. Yes. We have a very good Inspector General, and we pay very close attention to the recommendations from the Inspector General. In some cases they recommend things that they believe will reduce costs, but in some cases their recommendations actually increase costs. They go to a collection center and find that we don't have up to date cabinets, for example, it costs us money to put those cabinets in. So from time to time, the Inspector General's recommendations will actually increase our costs.

But we pay very close attention to their recommendations.

Mr. TIERNEY. What is going to be the practical implication to the Smithsonian if you are not able to implement their recommendations?

Mr. CLOUGH. Well, we hope we will continue to do our very best to meet those recommendations. And we have a board of regents and we discuss these issues with our board of regents very carefully, six members of Congress are on our board. And we take these recommendations very seriously.

Mr. TIERNEY. Thank you, Mr. Chairman.

Mr. MICA. I thank the gentleman, and recognize now the gentleman from Michigan, Mr. Bentivolio.

Mr. BENTIVOLIO. Thank you, Mr. Chairman.

Gentlemen, is there ever a case where a program has more than enough funding?

[No audible response.]

Mr. BENTIVOLIO. That is what I thought. How about, I understand that the National Park Service, Mr. Jarvis, spent $7 million in bonuses to employees in 2011. Did the National Park Service issue bonuses in 2012?

Mr. JARVIS. Not yet. We have reconsidered all bonuses and have put them through a second review, looking at only those that are required by law.

Mr. BENTIVOLIO. Is there criteria for giving bonuses? Is that readily available for me to review or for the committee to look at?

Mr. JARVIS. Yes, absolutely.

Mr. BENTIVOLIO. Okay. Could you provide the committee with information on where I can find that? Thank you very much. Mr. Chairman, I yield back my time.

Mr. MICA. No further questions. Then let's see, Ms. Speier.

Ms. SPEIER. Thank you, Mr. Chairman. And thank you to our representatives from Archives and National Park Service and Smithsonian.

I am kind of perplexed by this conversation today. Because if the American people don't want to increase their taxes, that is their choice. And then there is a shrinking in the services that we provide. Now, to Dr. Clough, in terms of the Smithsonian, it is an extraordinary gift to the American people. And in many respects, I think postponing deferred maintenance is a problem and it should be something that you think long and hard before you forego that.

But have we come to a point in time where offering the Smithsonian free to everyone is something we can afford? The Newseum charges $25 a person. Have you explored whether or not charging $5 a person, children free, would be something that would augment your budget significantly?

Mr. CLOUGH. We have talked a lot about that. I think my general philosophy, I will tell you that first, and then I want to indicate that my board of regents are very much in support of keeping the admission free to the Smithsonian, is that the American people paid for the buildings, they paid for the collections. I don't think they should have to pay a third time to get into the museum.

If you look at the demographics of the people coming to the Smithsonian, many of them do not have a lot of money. I walk the mall, I stand in front of the museums, and I watch the folks go in. Many of them don't even buy food in our museums. They go back outside and they eat their lunches outside. And there is a great joy in their ability to go into one museum and then go into the next museum without having to worry about the admissions cost.

Admissions, if you want to apply them, cost to collect. There would be an initial big bump in cost, actually, to put in the equipment, to put in the people, to put in the time, to put in the accounting and the oversight all associated with admission.

Ms. SPEIER. All right, if that is where you are, and I respect that, then if the American people are saying no to more taxes, shrink government, then we have to comply with that. You need to decide where you are going to shrink in terms of the Smithsonian.

Mr. Ferriero, I have had the opportunity to visit the National Archives on a number of occasions. It is an extraordinary experience, there is no question about it. Again, we have to live within our means. It is something that we are just going to have to do.

In terms of providing crucial services to our veterans, documentation so they can get their medals replaced or apply for disability services, whatever it may be, that is critical as a function that I think you absolutely have to perform.

Now, have you costed out what, first of all, do you charge for that, and if you don't charge for it, what does it cost per request?

Mr. FERRIERO. We have transactional data on what it costs per request. I don't have that at my fingertips. Maybe someone in back of me does, $30 per request.

Ms. SPEIER. And do you presently charge for that?

Mr. FERRIERO. We do charge for that.

Ms. SPEIER. Enough to cover the cost?

Mr. FERRIERO. It covers the cost, that is correct.

Ms. SPEIER. Okay, that is good to know.

Mr. FERRIERO. And it is our number one service. The veterans' service is the number one service that the National Archives provides.

Ms. SPEIER. Mr. Jarvis, in terms of the National Park Service, I agree that it is an extraordinary treasure that we have. What do you charge now?

Mr. JARVIS. We charge a variety of different rates, depending on the park size. They range from $5 to $20. We collect about $160 million a year in fees.

Ms. SPEIER. Is it true that if you are a senior citizen you can buy a pass for your lifetime for a certain amount of money?

Mr. JARVIS. That is correct.

Ms. SPEIER. And how much is that?

Mr. JARVIS. Ten dollars.

Ms. SPEIER. All right, I think we need to look at that. Ten dollars for your lifetime, at the age of 65? A lot of people at 65 that can pay a little more than $10 for the rest of their life. I yield back.

Mr. MICA. The gentleman from Tennessee, Mr. DesJarlais.

Mr. DESJARLAIS. Thank you, Mr. Chairman, and thank you all for being here today. You all have important positions, and I guess part of the reason we are here today is to understand sequester and the effects it is having on you.

I think it is important to look and acknowledge that we as a Country have a major debt problem and we have a major spending problem. Can you all agree with that? If this was the situation you were in in your own home you would probably think you needed to make cuts somewhere, would that be correct? Everyone agrees.

Okay. So sequester was not the perfect outcome, we all know that. But I think everyone agrees that we have to do something to get our debt and deficit spending under control. And because of the failure of the Super Committee, here we are, we have these cuts called sequester.

It is the responsible thing to do to reduce your debt and deficit, would you all agree with that? Okay.

So Mr. Jarvis, do you think that, even though it is the responsible thing to do, do you feel, let me just ask you outright, do you feel that maybe you over-exaggerated the effects or the consequences of sequester?

Mr. JARVIS. No, sir.

Mr. DESJARLAIS. You think that everything you said was right in line as it should have been in terms of you doing your fair share to help get rid of some of this debt and deficit? You feel like your actions were appropriate?

Mr. JARVIS. Yes, sir.

Mr. DESJARLAIS. Okay. In January a memo you wrote that the sequester will result in reductions to visitor services, hours of operation, shortening of park seasons and possibly closing park areas. Yet in March, you told the Hill there will be no park closures, that you are not closing down. So which is it?

Mr. JARVIS. Two different things. I said, and I stand by it, that we are not closing any national park units. There are no national parks that are closing. What we are doing is reducing the operating hours, reducing services at some of them and reducing the ranger-led programs as well as maintenance. So you really have two options. You can close parks, and to take a $113 million cut, we could close maybe 70 to 100 smaller parks, or we could close all parks in the system for up to a month, or you spread the impact across all units. You really have only those options. So we chose to spread the impact across all units, reducing services but not actually closing any individual park.

Mr. DESJARLAIS. Okay. In your testimony today you stated NPS excluded from furloughs positions that are required to ensure the health and safety of visitors. Yet you also said that due to sequestration, if there is an emergency, it might be slower to get our folks out of there. So why are you saying emergency response times might be slower, while you are also saying you are not furloughing health and safety personnel?

Mr. JARVIS. We are not furloughing health and safety employees, but we did not hire 900 permanent positions, which includes some our law enforcement and EMS and firefighting employees, as well as we are not hiring 1,000 seasonals. Our seasonal operation is the lifeblood of the field rangers that are out there responding in the summer. If I don't have as many employees on the ground, that is going to have a direct result in response time.

Mr. DESJARLAIS. So do you worry about the safety of visitors then, because of sequestration?

Mr. JARVIS. I always worry about the safety of our visitors.

Mr. DESJARLAIS. I am assuming then you have asked Congress for the ability to reprogram search and rescue funds?

Mr. JARVIS. We have requested through OMB that we have some reprogramming and transfer authority. But we have not received it.

Mr. DESJARLAIS. I thought the question about bonuses was very interesting as well. It is something that the private sector doesn't fully understand, how the law requires the Federal Government to pay more. I will be interested to see what exactly that is.

You said in your testimony that finding long-term efficiencies within park-based budgets is challenging and that NPS strives to eliminate contracted services that could be deferred within minimal short-term repercussions. But since August 2011, when the President signed legislation that mandated sequestration, NPS entered into 45 advertising contract totaling more than $5 million. Are you aware that the President signed legislation August of 2011 mandating sequestration, correct?

Mr. JARVIS. Yes. Though the sequester wasn't implemented until March of this year.

Mr. DESJARLAIS. Okay, but you knew it was signed, you were just hoping for the best, that it wouldn't happen?

Mr. JARVIS. I really don't know what you are talking about.

Mr. DESJARLAIS. Why did you enter into more than $5 million in advertising contracts, including a $58,000 contract for a solar-powered message board, knowing that this might be coming?

Mr. JARVIS. I am unaware of those contracts. I don't know what you would be referring to in terms of advertising contracts. We don't purchase advertising.

Mr. DESJARLAIS. Okay. You said that sequester would result in such things like trash not getting collected, restrooms not being cleaned, toilet paper being out, road not being plowed, less interpreters on the ground, is that correct?

Mr. JARVIS. Yes, that is correct.

Mr. DESJARLAIS. And those are things that people would notice, wouldn't they?

Mr. JARVIS. There probably would be some notice of that, yes.

Mr. DESJARLAIS. Well, you are aware that your budget staff told committee staff that they were not sure 99 percent of visitors would even notice the cuts?

Mr. JARVIS. I think what they are referring to is that in the peak season, which is really the middle of the summer, that most visitors would not notice, because that is what we have done. It is the shoulder seasons, when the visitation is significantly lower, that there would be notice of those impacts.

Mr. DESJARLAIS. Okay. I just think it is important we do something responsible as a Country, even if sequestration is not the perfect way to do it. Using messaging to basically scare people into thinking that doing something responsible has to be painful is really unnecessary. I know that you don't think you did that, but some of this evidence would point otherwise.

I yield back.

Mr. MICA. Thank you. I recognize Mr. Davis.

Mr. DAVIS. Thank you very much, Mr. Chairman. I thank you, gentlemen, for coming and sharing with us this morning.

The Executive Order for implementing the sequester was issued in late March. Federal agencies are now beginning to implement across the board cuts required by statutory language and determine how precisely the cuts will impact their mission and the public. It appears to me that many agencies, including those before us today, planned for the possibility of cuts since last year. I would like to better understand what went into those planning efforts and how they are assisting the agencies to accommodate the cuts required by sequestration.

Mr. Jarvis, for example, I understand that prior to sequestration and in anticipation of tightening budgets, the Park Service began a process of trimming expenditures at parks and other units last year. For example, your agency implemented a hiring freeze on permanent positions, which left vacant a number of staff positions going forward, allowing you to accrue about 1,300 funded vacancies. It is my understanding that you plan to leave about 900 of those positions unfilled, which will save your agency about $43.5 million through the end of the fiscal year.

Is that correct?

Mr. JARVIS. Yes, sir, those figures are correct.

Mr. DAVIS. I also understand that in anticipation of forced cuts, you also eliminated some lower priority support costs, such as travel, overtime pay, merit awards, supplies and contracted services, to save money. Is that correct?

Mr. JARVIS. Yes, sir, that is correct.

Mr. DAVIS. Were there any other planning actions that you implemented or plan to implement as we go through the sequestration?

Mr. JARVIS. We are deferring anything to the next fiscal year that we can as well. We are looking at, in terms of our deployment of employees, to make sure that they are deployed to the highest visitor use areas. We are building our philanthropic side of our organization, the National Park Foundation, the legislatively-created foundation here to raise funds, to provide assistance. And we are looking to partner with our other sister agencies, the other Federal and State agencies, to ensure that facilities can be open. For instance, at Badlands National Park we are working with the State there to ensure that a highway road stop that also serves as a small visitor center for the park would remain open.

So across the system, we are looking for volunteers, local assistance, shared use agreements and all of those to ensure that we provide quality service to the public.

Mr. DAVIS. Thank you.

Mr. Ferriero, I understand that your agency also began planning for the possibility of cuts early last year. For example, I understand that you imposed a hiring freeze beginning in November of 2012, which reduced your workforce by 300 employees. How much did you save by that action?

Mr. FERRIERO. That 300 employees translated into about $9 million.

Mr. DAVIS. I also understand that your agency cancelled certain non-mission essential conferences, reduced travel budgets and attempted to pre-identify approximately $20 million in cuts to contracts, grants and other non-labor expenditures that could be implemented if the sequestration came about. Is that correct?

Mr. FERRIERO. That is correct.

Mr. DAVIS. Quickly, Secretary Clough, similar to the other two agencies, I understand that your agency also implemented a hiring freeze and began other efforts to defer some maintenance activities.

Mr. CLOUGH. That is correct. I should point out that when I came to the Smithsonian and looked at the statistics for the last 10 years, it became obvious to me that over time the Smithsonian lost about 600 Federal positions against the cost of inflation. So we began thinking about how to do business more efficiently.

In addition, because there were concerns about possible budget cuts in the last few years, we developed a menu of opportunities, or places, I should say, where we would adapt to these kinds of cuts. So we have been thinking about this for a long time. So we are implementing something that we have been thinking about, some of these measures are temporary and we will have to readjust our strategy as we move forward to a permanent cut.

Mr. DAVIS. Thank you very much, and thank you, Mr. Chairman. I yield back the balance of my time.

Mr. MICA. Thank you. We'll recognize Mr. Jordan.

Mr. JORDAN. I thank the chairman.

Mr. Jarvis, you issued a memo on January 25th of this year, "The lateness of the implementation will intensify the effects of the sequester." I want to go back to where Dr. DesJarlais was, what was the date again when sequester was passed into law? August 2nd, 2011?

Mr. JARVIS. August 2nd, 2011.

Mr. JORDAN. Almost 20 months ago, or actually I think probably a full 20 months ago. Why did you have to wait until January? Mr. Ferriero at the Archives implemented a hiring freeze in 2011. Did you guys implement a hiring freeze in 2011?

Mr. JARVIS. We issued a memo in June of 2012.

Mr. JORDAN. No, it is yes or no. Did you have a hiring freeze in 2011?

Mr. JARVIS. We did not have a hiring freeze at the time.

Mr. JORDAN. So you hired more people in 2011 after the sequester was enacted into law?

Mr. JARVIS. That is correct.

Mr. JORDAN. You did. Okay. Did you enact a hiring freeze in 2012?

Mr. JARVIS. We put a hiring control.

Mr. JORDAN. What does that mean? Did you hire more? Are there more people working now than there were before, in 2012?

Mr. JARVIS. There are less.

Mr. JORDAN. No, no, in 2012. Did you have more people working later in 2012 than you had at the start of 2012?

Mr. JARVIS. I don't know the answer to that.

Mr. JORDAN. So we don't know if you had a hiring freeze or not?

Mr. JARVIS. We know we had a hiring control.

Mr. JORDAN. Okay, but I didn't ask that. I asked did you have a hiring freeze?

Mr. JARVIS. We did not put a hiring freeze until January 2013.

Mr. JORDAN. So in 2011, you didn't do a hiring freeze, 2012 you didn't do a hiring freeze. The Archives decided to do one, because they knew the law was the law in August 2nd, 2011. You didn't do that. Did you have bonuses in 2011?

Mr. JARVIS. Yes.

Mr. JORDAN. Did you have bonuses in 2012?

Mr. JARVIS. No. Not yet.

Mr. JORDAN. Not yet? You mean you are going to have some bonuses?

Mr. JARVIS. There are some required by law.

Mr. JORDAN. Okay. What about did you have travel and conferences that you attended in 2011?

Mr. JARVIS. Very few.

Mr. JORDAN. But you did?

Mr. JARVIS. There were some, yes.

Mr. JORDAN. Okay, what about 2012?

Mr. JARVIS. Very few.

Mr. JORDAN. So you continued it in 2012?

Mr. JARVIS. Sir, the National Park Service is a large geographic area.

[Simultaneous conversations.]

Mr. JORDAN. The point is, I ask the questions and you answer. Here is the point. The law was enacted August 2nd, 2011, 20 months ago. You issue a memo this January 2013, saying, oh, the lateness of sequester is going to cause terrible things to happen. And yet you gave bonuses in 2011, potential bonuses in 2012, you hired more people in 2011, you can't tell me if you hired more people in 2012, you took additional, you took conferences in 2011 and travel in 2011 and conferences and travel in 2012. And yet we have a gentleman right beside you who implemented a hiring freeze clear back in 2011 because he can plainly understand what might happen.

All true.

Mr. JARVIS. The National Park Service is a very different organization than Archives.

Mr. JORDAN. Let me do something different here in my remaining two minutes. The White House, I want to know if this plan not to take action was driven by you or by the White House. So on the White House website, February of this year, it states relative to the national parks, "Many of the 398 national parks across the Country would be partially or fully closed, with shortened operating hours, closed facilities, reduced maintenance and cuts to visitor services."

Did the White House put that up? Did they consult with you before they put that up? Did you give them that information? Did you

talk to someone at the White House? Tell me how that was put on the White House website.

Mr. JARVIS. I have no idea how that got on the White House website. We did provide information about the impacts of sequestration through OMB.

Mr. JORDAN. So did you talk to anyone specifically at the White House about what may happen to the national parks?

Mr. JARVIS. No, sir, I did not.

Mr. JORDAN. You did not. But this sounds vaguely familiar to your statement on January 25th, I assume maybe the same memo, where you said, we expect the sequester "will result in reductions to visitor services, hours of operation and shortening of season and possibly the closing of areas during periods where there is insufficient staff to secure protection of visitors, employees and resources." It sounds pretty similar. But there was no coordination between you and the White House?

Mr. JARVIS. Not between me and the White House.

Mr. JORDAN. You didn't talk to anyone at the White House?

Mr. JARVIS. No, sir, I did not.

Mr. JORDAN. Okay. Did anyone on your staff communicate with White House officials about details and impacts of the potential sequester?

Mr. JARVIS. No one on my staff.

Mr. JORDAN. Let me ask you this, then. Because I don't know where the blame has to go for lack of preparing. Let's look at, what about this memo from Acting OMB Director Jeffrey Zentz, who said, "Continued normal spending and operations," this was July 31st of last summer, of 2012, "Continued normal spending and operations since more than five months remain for Congress to act." Do you remember receiving that memo? Did that have an impact your decisions not to reduce hiring, not to reduce travel and conference attendance, and not to forego bonuses?

Mr. JARVIS. We did reduce travel. We did reduce conferences. And we put hiring controls on. So actually, we did get that memo and we implemented a restriction across the board in the National Park Service planning for this. We did not put a hiring freeze on until January.

Mr. JORDAN. But that is not, but this is communication from the White House that says, continue normal things. Is it normal for, so what I am trying to figure out is, when do you pay attention to the White House, when you don't, when do you plan ahead, when you don't. Because this memo says, keep doing the normal things, and based on what you did in 2011, it is normal to give bonuses, it is normal to have travel and conferences, and it is normal not to having a hiring freeze, is that right? And then here you have the OMB director saying, continue normal spending and operations, since more than five months remain for Congress to act.

So you just told me you contradicted what the OMB director said. My first question you said no, I can't tell you whether we have a hiring control, not a hiring freeze, so you couldn't give me an answer. But now you are saying no, we contradicted what the OMB director said. So I am just trying to figure out, what did you guys do, who did you listen to, how did you make your decisions.

Mr. JARVIS. What we decided to do is be as conservative in our application of our budget and travel, supplies, materials, beginning in the middle of 2012 in anticipation of the sequestration. Our paper will prove that to you. We took a conservative approach to this from the very beginning in spite of what OMB said. We knew that our responsibilities, that is an OMB memo that covers the entire government.

Mr. JORDAN. Respectfully, I think the American people might disagree. Because as I said earlier, you have another director of an agency right beside you who decided to implement a hiring freeze in 2011. You had the opportunity to do the same, you chose not to. And now we have this contradiction based on what the White House OMB director had sent to you.

With that, Mr. Chairman, I would yield back. I appreciate the extra time.

Mr. MICA. I thank the gentleman.

I recognize Mr. Horsford.

Mr. HORSFORD. Thank you, Mr. Chairman.

The benefit of being a new member is I get to actually listen to all of my colleagues and their concerns and also the witnesses. It has been more than 100 days now since I have been here. I for the life of me don't understand why we keep having these hearings that, to take my colleague's quote that he just said, I don't know where to place the blame or where the blame has to go.

Why do we have to be in the blame game at all? Why can't we focus on what needs to be done to get our economy moving so that these cuts don't happen to begin with? My constituents sent me here, I believe the majority of the American people want us to work together to solve problems and to avoid the harm that the sequester has caused.

Now, I think it is critical that the public understand that this reprogramming authority is not some kind of unrestricted power that the agencies have to pick and choose which funding priorities they want to make. It is a highly limited authority. Claims that agency officials are not being straightforward with the public about their implementation of sequestration is simply not true. And I think that it is rhetoric and gamesmanship and brinkmanship of turning these hearings into something that they are not.

I would rather work with the agencies to figure out what we need to do to benefit the public. So with the time I have remaining, I would like to raise some concerns of constituents from my district as they relate to the National Park Service.

A part of Lake Meade's 1.5 million acres lies in Nevada's Fourth Congressional District, which is the fifth most visited national park unit last year, with over 6.3 million visitors. Mr. Jarvis, you said that there is a ten to one return on investment based on the work of our National Park Service. It is my understanding that the visitor center at Lake Meade National Recreation Area will be closed two days a week now, and that the national park unit has braced for cuts in park security, operations, and efforts to curtail an invasive species, the quagga mussel, which is affecting the oxygen levels in the water, disrupting food chains and causing damage to facilities.

Mr. Jarvis, what efforts is the National Park Service undertaking to address issues like this that I imagine aren't just happening at Lake Meade but potentially at other national parks?

Mr. JARVIS. As I indicated earlier, each of the individual National Park units had to take the 5 percent cut at the park level. For Lake Meade National Recreation Area, that is an $889,000 cut to their operation, halfway through the fiscal year. And there is no way you can take that kind of cut at a highly operational park like Lake Meade without having direct impacts on the operations.

One of the key components here is that most of our parks operate at about 85 to 90 percent fixed cost. That mean permanent salaries, utilities, fleet, just basic operations. When you take a 5 percent cut, that hits the discretionary part of the budget, which is basically supplies, materials and seasonal operations. So they are directly having impacts. We tasked the park to make decisions on what they can do.

In terms of some of the key drivers in that area, such as quagga mussels, we are looking to use the fee accounts and we have a request in the fiscal year 2014 budget specifically to improve overall our control on that invasive species.

Mr. HORSFORD. Thank you. I know my time is expiring, but I think in part if we could get some more information of what the additional cost could be, based on the implementation of the sequestration. Again, this is an example of now, if we cut back it is actually going to cost us more in the long run. That is a fool's choice, in my opinion, and on behalf of my constituents.

Again, Mr. Chairman, I would hope that we can refocus our committee's efforts around solutions that will get our economy moving and less on the blame game between our Federal agencies. Thank you.

Mr. MICA. I thank the gentleman.

The gentleman from North Carolina, Mr. Meadows, you are recognized.

Mr. MEADOWS. Thank you, Mr. Chairman.

Thank you all for coming to testify today. As we look at that, as my esteemed colleague opposite has just mentioned, it is not about gamesmanship. One of the problems that I get concerned about is that we have essentially made this into a game of rhetoric, placing false blame and false consequences at times. That is what we are trying to get to.

Mr. Ferriero, with regard to the National Archives, you and I both know that I have been there to see your operation. I want to compliment you on a job well done. With that, and you didn't know that this was going on, but at that particular time, I asked you about sequestration and the effects of it on your agency. You gave me a non-political response, which I appreciated. You said, we are managing through it. Obviously any cuts are painful, but we are managing through it as a good manager would. I want to thank you and go on record as thanking you for that type of response. We need to see more of that in Washington, D.C.

With that being said, I would ask that you highlight perhaps two areas that you are most concerned about with regard to sequestration that we should address from a Congressional standpoint.

Mr. FERRIERO. Two that I would highlight, preservation. We are sitting on 12 billion pieces of our records in parchment paper, and deteriorating. And audio visual materials that are deteriorating. So our ability to keep up with ensuring that they are going to be available for future generations is something that worries me.

The other thing is the investment needed in the Electronic Records Archive. We have moved from development into operations and maintenance. We have the agencies on board in terms of delivering their records to us electronically. But there are some enhancements that have to be made to make it much more functional. This is input from the agencies who are using it.

Mr. MEADOWS. I thank you for that. I can tell you as one, I am more inclined, when someone manages through these situations, to look at the requests that they make in a more germane way. It is something that adds additional credence and credibility in terms of responses from that.

Let me go on to Mr. Jarvis. With regard to the National Park Service, there is a thing here in Washington, D.C. that many times they call the Washington Monument syndrome. Are you aware of that? I think some of the heated rhetoric that you are hearing today is because we are concerned that some of that Washington Monument syndrome has crept into this sequestration.

Even your staff, I believe, has told people that they are not sure that 99 percent of the visitors will even notice that there was a sequestration cut. Yet you have talked about trash collection, toilet paper, things like that. Would you say that those are things that people would notice?

Mr. JARVIS. I think they would notice. I notice it. Having worked almost 40 years for the National Park Service, I walked around the Tidal Basin during the middle of the Cherry Blossom Festival, and I noticed trash cans a little over-full, and I noticed fewer rangers than would be normal for that kind of operation. So we don't want the public to notice it, because we take a great deal of pride in providing these places. We don't want to impact the public. That is why we have concentrated the reductions on the shoulder seasons, rather than in the center of their prime operation.

Mr. MEADOWS. I am glad that you said that. Because in my district, there are signs that have gone up that say, we are closing operations. Printed due to sequestration, on permanent signs that have been placed in my district. Why would you say that that would have happened if indeed we were not trying to make a political statement?

Mr. JARVIS. I am unaware of any signs.

Mr. MEADOWS. I have pictures. I will be glad to share them with you.

Mr. JARVIS. I would like to see them. And I would instruct the parks to take those down.

Mr. MEADOWS. I want to know how much we have spent on permanent signs that talk about sequestration. So I would ask that you respond to that.

Mr. JARVIS. That is inappropriate.

Mr. MEADOWS. Are you aware personally of any conversations that have happened within the National Park Service or DOI that have talked about making sequestration as painful as possible?

Mr. JARVIS. No, sir. We did not want to make this painful.

Mr. MEADOWS. I know you didn't want to. Are you aware of any conversations that have taken place where making cuts painful has been discussed? Let me tell you the reason why I ask. I have talked to some Park Service employees who have indicated that they were told that the cuts coming down would be painful, and that came from management. I was saying, well, I understand that they won't be painful, that we are going to manage our way through this. But yet somehow they got the impression from people within your organization that they would be painful. So you are not aware of any conversations or any memos or anything discussing that?

Mr. JARVIS. I am not. But I want to make a distinction here. There is a difference between intentionally making them painful or the fact that they will be painful. The Park Service is an operational organization. We are not a grant-making organization. We run parks. And so a cut of this level is painful by definition. We have worked to try to minimize that pain. But I will tell you that we have not instructed anyone to intentionally make this painful to the public.

Mr. MEADOWS. I can see my time is out. I yield back and thank you, Mr. Chairman.

Chairman ISSA. [Presiding] Thank you.

We now recognize the gentleman from Virginia for his questions.

Mr. CONNOLLY. Thank you, Mr. Chairman.

Could my time start at five, please?

Chairman ISSA. I thought we were going to give you as much time as you needed.

Mr. CONNOLLY. Oh, great. Okay.

First of all, let me thank all three of you for managing through a very difficult and mindless budgeting exercise, but real, nonetheless. All three of you represent revered institutions, respected and very much beloved by the public. In listening to this hearing as I have, you would all be forgiven for feeling you find yourself in the midst of a Kafka-esque scenario. I myself can't quite follow the logic of some of my colleagues.

Sequester should be blamed on President Obama, it was his idea. Really. Because I seem to recall the President wanting a clean debt ceiling vote in August of 2011, and for the first time in history, he was denied it. And for the first time in history our credit rating went down. It was not the President's idea.

We created a Super Committee doomed to failure because half the members of that committee would not even entertain a discussion of revenue. You should have known about sequestration, should have been planning for it all along, you should have known we meant it. How are you supposed to know that? Like this Congress or the previous Congress have been consistent in their economic message? Really, about the fiscal cliff, about the Bush taxes, about sequestration, about the debt ceiling? About nothing. And oh by the way, had you anticipated that we were serious all along, what were you to do with the fact that the Majority, which says that it addressed sequestration not once but twice, their answer was to eliminate all the cuts on the defense and national security side and double down on the domestic discretionary side. So in

other words, the sequestration you are now wrestling with would have been double.

Somehow you should have fathomed that. You should have divined what we actually would do and how irresponsible and reckless we would become.

I don't share that view. I think you are being asked to deal with something unprecedented and not responsible. And by the way, Mr. Jarvis, don't give away those signs too fast. I think you should put up those signs, and I will help you put them up in every national park in this Country. I will even help paint them. The public should know what is happening. The public should not be shielded from the fact that there are consequences, consequences from sequestration that are real.

And that is the other thing that is so puzzling. Last summer, maybe it is because it was before an election, the message from my friends on the other side, oh, I was with them on platforms, was the earth is going to open and swallow us all if sequestration is allowed to happen. Now apparently the message is, well, we ought to soft-pedal it, don't be scaring people, the consequences are all absorbable, they are not real, they won't have real consequences in real people's lives.

And from everything I can see and everything I hear, I think the three of you are attempting to manage and minimize the damage. Isn't that what you are asked to do as a manager?

Mr. Jarvis, in the national parks, we charge entrance fees and other fees. If because of furloughs or letting positions stay vacant, as you are managing to, might it require some parks, I am thinking of one in my district, the Prince William County Forest Park, they are looking at perhaps having to close for one day a week or maybe even a little bit more. But when they do, they also lose revenue, is that not correct?

Mr. JARVIS. That is correct.

Mr. CONNOLLY. Have you estimated the potential loss of revenue in the National Park Service sort of writ large?

Mr. JARVIS. We have not estimated that, but we do anticipate some loss of revenue.

Mr. CONNOLLY. Because you talked about bringing in roughly $160 million a year in revenue. Some percentage of that is going to be lost.

Mr. JARVIS. Yes, sir.

Mr. CONNOLLY. And that is over and above the cuts from sequestration, is that correct?

Mr. JARVIS. Yes, sir.

Mr. CONNOLLY. Mr. Ferriero, my colleague from Ohio, Mr. Jordan, was citing you as a paragon of virtue in anticipating sequestration and how poor Mr. Jarvis should have followed your model. Would you agree with Mr. Jarvis that the missions of the two organizations are quite different and therefore, the challenges sequestration poses are also quite different?

Mr. FERRIERO. I agree that they are different organizations. But let me put it in perspective. I came to Washington from the New York Public Library. I was responsible for 91 facilities reporting to the mayor and the city council. So I have five years of experience in trimming budgets and making do with few resources.

Mr. CONNOLLY. Mr. Chairman, can I just ask one more question?

Chairman ISSA. I wasn't going to stop you. You are on a roll.

Mr. CONNOLLY. Thank you, Mr. Chairman.

Chairman ISSA. Although I am informed, and I believe it is true, that the revenues go to the general fund. They do not?

Mr. CONNOLLY. No.

Chairman ISSA. Okay, thank you very much.

Mr. CONNOLLY. Thank you, Mr. Chairman.

One final question, because it is sort of hanging out there and I am going to ask each of you to answer it. Did you receive any instructions from the Administration, OMB, the White House, to either soft-pedal the impacts of sequestration or to in fact magnify them for some political purpose as you were trying to wade through the consequences and how you would manage those consequences? Mr. Ferriero?

Mr. FERRIERO. No.

Mr. CONNOLLY. You are under oath.

Mr. FERRIERO. I am under oath.

Mr. CONNOLLY. Mr. Jarvis?

Mr. JARVIS. No, sir.

Mr. CONNOLLY. You are under oath.

Mr. JARVIS. No, sir.

Mr. CONNOLLY. Dr. Clough?

Mr. CLOUGH. No.

Mr. CONNOLLY. You are under oath. I thank you very much, thanks you, Mr. Chairman.

Chairman ISSA. Thank you. Just for the record, would that be true of anybody from any source within government equally?

Mr. FERRIERO. Yes, as far as I know.

Chairman ISSA. Nobody in government, nobody in Department of Interior, no deputy assistant secretary of hoopla, nobody?

Mr. FERRIERO. No, sir.

Mr. CLOUGH. That is correct.

Mr. CONNOLLY. Mr. Chairman, could I just clarify one thing? Ms. Norton at one point in her questioning I think suggested that the National Park Service was one-fourteenth of the Federal Government's budget. I think the actual statistic is one-fourteenth of 1 percent of the Federal Government. Thank you, Mr. Chairman.

Chairman ISSA. So noted for the record.

The gentleman from Oklahoma, Mr. Lankford.

Mr. LANKFORD. Thank you, Mr. Chairman, and thank you for being here, and for all of your service and for what you do for our Country. I can tell you it wasn't that long ago that I was walking through the National Archives and standing there with my daughters, who just kept repeating, over and over again, it is right there. It is right there. The children of today need to be able to see and experience what is happening at the Smithsonian, at the National Archives and in our national parks. It is a significant part of what we do as Americans as we pass our heritage on. So this is important for all of us.

I congratulate all of you for what you are doing on a day to day basis, for the children and for our families. I encourage you to continue going. I am extremely aware, as everyone else is, with our staff and with every staff across Federal Government, that this is

difficult budget times. We get that. But I thank you for what you are doing for the Nation and for the future.

Mr. Ferriero, when did you start planning for sequestration and start thinking about its effects and what could occur?

Mr. FERRIERO. We actually started in September of 2011, by reducing employee recruitment, retention and relocation incentives. Then in November of that year, we instituted the hiring freeze. In February 2012, we returned under-utilized leases to GSA. In May of 2012, we returned under-utilized motor vehicles to GSA.

In August of 2012 and again in March of 2013, we reduced travel budgets by 41 percent below fiscal year 2010 levels. In September 2012, we focused available resources on one-time investments that would permanently reduce operating costs, like building energy efficiency. And in March, 2013, we reduced NARA-sponsored conferences and instituted procedures to apply increased scrutiny to all conferences.

Mr. LANKFORD. That means that you walked in and you have been in leadership there how long?

Mr. FERRIERO. Just over three years.

Mr. LANKFORD. So you walked in your first year, got the lay of the land and could see some areas and then began to implement some areas to be more efficient in the process?

Mr. FERRIERO. With the guidance of our new chief financial officer, that is right.

Mr. LANKFORD. That is a lot of work, to take that on. To take on that kind of change, it is a lot of pushback that occurs from that. But you planned ahead and because of that, we are able to more efficient and continue operations on it.

Mr. Jarvis, when did you start planning for the effects of sequestration?

Mr. JARVIS. Officially with the memo on June 13th, 2012.

Mr. LANKFORD. And then started implementing ideas of what to be able to do to actually save money starting when?

Mr. JARVIS. We instructed in 2012, in June, in that memo that every park and program would implement what we call our budget cost projection model, in anticipation of a 5 percent reduction. And looking at every aspect of their operation, travel, fleet, awards, all of those components, and really restricting them from doing any type of movement between accounts, reduction in the number of seasonals.

One of the things about park operations s that there is a flow into the fall after the end of the fiscal year. Some parks actually carry those seasonal operations into the fall. We asked them to significantly restrict that, so that they could have some discretionary funds going into fiscal year 2013.

Mr. LANKFORD. You also mentioned before that each one of your parks, you gave them some sort of responsibility to start looking for savings, is that correct?

Mr. JARVIS. That is right.

Mr. LANKFORD. When did that occur?

Mr. JARVIS. We began, as I indicated, in the June 13th, 2012, and then specifically in January of 2013, we asked each park to produce an actual plan for how they would implement the sequestration.

Mr. LANKFORD. So the parks' first notification of this, back to the actual park level, wasn't until sequestration was actually imminent, was on top of us. So some of the advance planning was in leadership in June and then the parks actually got it. What instructions did they get? They were told to start thinking about where they could pare back. Was there some guidance that was given to them?

Mr. JARVIS. Yes. Again, actually in the June memo of 2012, we asked specifically, each park had to follow their budget cost projection models that looked at all of these reductions. We didn't come down with a hard enforcement on those restrictions until January of 2013.

Mr. LANKFORD. So they were given instructions, then, in June, to start thinking about it. There was some sort of guidance document that was sent down on that.

Dr. Clough, what about you? When did you start preparing for the effects of sequestration?

Mr. CLOUGH. We started planning for the possibility of budget cuts several years ago. We started the program called Smithsonian Redesign to become as efficient as we could with the present resources that we had. We are still implementing that.

We used the services of McKenzie and Associates to get us started. We have now implemented that internally. We have tried to implement best practices as quickly as we can through a process that we have now for sharing information from our units. Anybody can have a best practice. We have employees who work in Panama, so we looked across the institution for best ideas and for best practice sharing.

I mentioned the process of digitization. For us that is a big money saver, it is an inventory control device, in addition to creating access for people. But it is a tremendous tool for us to save wear and tear on collections and cut down on the number of people that you need to maintain your collections. So we have been working on it generally speaking. We have a menu of options that we already had in place before sequestration ever got on the horizon as to how we would accept different types of budget cuts and different options for us.

Mr. LANKFORD. So you already had a contingency plan in place.

Mr. CLOUGH. We had those already in place. Then when sequester became clear, then we implemented a series of those actions that we thought would take care of this year's budget. We do have a unique two-year budget process, and it allows us to do a little carrying over. So we put in some restrictions back in 2012 that would help us in 2013, if sequester appeared.

Mr. LANKFORD. Thank you for that. By the way, that is also statement, I am a proponent of it, to your budgeting cycle for all the agencies, to provide more flexibility on that. That is a different topic for a different day. I appreciate that very much.

With that, I yield back.

Chairman ISSA. I thank the gentleman.

We now recognize the gentleman from Utah, Mr. Chaffetz.

Mr. CHAFFETZ. Thank you, Chairman.

As you know, Chairman, we have some of the most beautiful national parks in my congressional district in the State of Utah, obviously.

Chairman ISSA. Would the gentleman care to name a few of them?

Mr. CHAFFETZ. Yes, as a matter of fact, Chairman, I am prepared to name of course the Arches and Canyon Lands, among two of the five that we so readily tout out west in Utah.

Mr. Jarvis, we thank you for your service. You have been engaged in the Park Service for decades, and we do appreciate your service.

I do want to ask about a couple of the expense items that you have to deal with. You have 84 million acres, which is an awful lot of land to cover. Can you talk to me a little bit about the number of vehicles that you have, maybe the miles that you have to travel? Do you have a sense of that right off the top of your head? I know it has been a long morning.

Mr. JARVIS. I think that often people don't understand about the National Park Service. With my colleagues here, Archives has the Declaration of Independence, but I have Independence Hall. The Smithsonian has Old Glory, but I have Fort McHenry. And the responsibilities for their maintenance and care is different.

The National Park Service has an inventory of facilities second only to the Department of Defense. And most of those are historic. We have thousands of miles of road and thousands of facilities and 279 million visitors a year. So the challenges that we have in terms of keeping those things operational are difficult.

We are also geographically in every State in the Union, from the Virgin Islands to the far Pacific. The requirements, our vehicles, aircraft, firefighting vehicles, and I don't know how many vehicles we have but I can get you those numbers.

Mr. CHAFFETZ. Mr. Chairman, I guess the point I am trying to make here is that when the price of fuel over the last four years has doubled, doubled, there is a dramatic impact, not only to the United States Postal Service, which I believe the estimate is that for every penny increase in the cost of fuel, it costs $9 million more.

My guess is that there are similar types of effects and consequences, when this Nation doesn't have an energy plan and that we have such rapidly rising costs of fuel. It literally has doubled.

I am also concerned, Chairman, that last time I looked, and maybe for the Department of Interior, not just the Park Service, Chairman, that we had close to a billion dollars in backlog of ongoing maintenance and other types of programs that are out there. Do you have a specific number, that if you could, if you would, implement, how much is that? How many different systems are there in place or that you are trying to have implemented to do this maintenance?

Mr. JARVIS. The maintenance backlog is $11 billion. And in order to maintain those facilities at a base level, I would need at least $700 million a year. I get about $300 million.

Mr. CHAFFETZ. So my point, Chairman, is this Congress has historically allocated money for acquisition of additional lands. In fact, if you go back and look from the 1970s, not just within the Park

Service, but the Federal Government has acquired private property and made it public property greater than the size of Arizona.

We can't maintain what we currently have. In fact, it is not even close to what we are trying to maintain. I guess there are those of us that believe that, let's take care of the treasures and the jewels that we have, rather than be on this kick to continue to add private property and make it public property.

I would also believe, Chairman, that there is public property out there, particularly at the BLM, not so much the Park Service, but at the BLM, that serves no public purpose. It is not there for mineral rights. In fact, in 1997, the Clinton Administration did a study, and I introduced a bill that said, this 1 percent of public property that serves no public purpose, let's sell it back, let's make it private property. We can't even maintain what we have now.

The Park Service is telling us they have $11 billion that they recommend we do in maintenance to make sure that we protect these treasures. Next time somebody steps forward and says, you know what, we need to acquire more, we need to implement the Antiquities Act, we need to do another, we can't afford to do what we are doing now. That is one of my concerns, that we continue to do this.

Lastly, Mr. Jarvis, again, my understanding is from fiscal year 2003 to fiscal year 2011, the Operational National Park System, the ONPS budget, the operation of the National Park Service budget, which is roughly, according to my notes, 86.7 percent of your account, that has increased 11.8 percent from 2003 to 2012, 7.4 percent faster than inflation. And yet, over the last four years, our visitors are still down from the peak that happened in 2009 of 285 million visitors.

So we are asking for a modest 5 percent cut and we bring that down, and the number of visitors is down from four years ago. I don't think that is an unreasonable place to be. Do you care to comment on that, Mr. Jarvis?

Mr. JARVIS. Visitation depends on a lot of factors, gas prices, price of flights to Europe, marketing, a lot of factors. Two hundred and seventy-nine million versus 285 million, it goes up and down. The visitors centers and facilities are open for the American public. It changes a couple of percentage points.

We do believe, though, there is an investment we need to make in the national parks for the next century, for the next communities of the next crop of Americans. We think it is a good investment.

Mr. CHAFFETZ. Thank you. Again, thank you for your service, and again, Chairman, I will be one to advocate that we invest in the jewels that we have already set aside. Let's take care of those, let's do the maintenance on those rather than whetting our appetites to acquire more, more, more. Let's take care of what we have here.

I appreciate your time and service and thank you for participating in the hearing. I yield back.

Chairman ISSA. I thank the gentleman.

Mr. Jarvis, the gentleman from Utah made a pretty important point. How much of your acquisition fund would you choose to

transfer if you had the authority to transfer it to operation? Obviously new construction and land acquisition.

Mr. JARVIS. Well, we basically have a moratorium on new construction. Our construction budget is really only going to deferred maintenance at this point.

Chairman ISSA. Let me ask a question. If in constant dollars your operational account is greater by about 5 percent after sequestration than it was in 2008, what happened that your costs went up faster than inflation for operation?

Mr. JARVIS. Well, I would disagree that our budget is up 5 percent.

Chairman ISSA. It is up 13 percent before sequestration, in constant dollars, according to the figures which I have in front of me, which you have in front of you.

Mr. JARVIS. Well, according to my figures, we are down about 4 percent since 2010.

Chairman ISSA. You are speaking total budget and I am concentrating on operation. Because they are bifurcated in sequestration, let's start with operation. Operation is where toilet paper comes out of. It is also where grooming the roads, the trails, it is also where those personnel that lead the trips and so on, all that comes out of it.

That is up 13 percent in constant dollars adjusted for inflation from 2003 through 2008 through today. The base on that was 2003. You gave us the figures, we read the figures. We would like to know the answer of why, with more money in constant dollars for operation than you had on the day President George W. Bush left office, you cannot operate with less visitors as well as the American people who, for the most part are old enough to remember way back in 2008, what it was like to go through the parks.

Mr. JARVIS. The increases that we have received, as I remember since that period, have come in specific categories, one of which is fire. The National Park Service, along with our fellow land management agencies, have responsibility for wildland fire. We are receiving a great deal of growth in our fire responsibilities across the Country. And those are not dollars that can translate into cutting grass or keeping the restrooms open.

Our fixed costs have gone up. In 2009—

Chairman ISSA. Well, let's talk about fixed costs.

Mr. JARVIS. Yes, sir.

Chairman ISSA. Inflation indexes are designed to pick up most fixed costs. What are your fixed costs that went up more than my constituents who were watching this on C–SPAN, what is it that went up more than inflation for the rest of America, in your costs? Was it your labor rate? Did it go up faster than inflation?

Mr. JARVIS. In some places, labor rates go up.

Chairman ISSA. No, no, no. Mr. Jarvis, one of the things about this committee is we like the answers to the questions we ask. Overall, did your employees earn more than the rate of inflation such that in constant dollars they are making more today than they made in 2003 or 2008 or previous years? Did their real pay go up faster than inflation?

Mr. JARVIS. I don't know the answer to that question.

Chairman ISSA. Okay. I would appreciate if you would answer that one for the record.

One of the challenges we have on this committee is we are well aware that all three of you are dealing with discretionary funds. As a result, you are dealing with the tip of the iceberg, not the base that is underwater that is going to sink the ship of state, to use plenty of metaphors here for a moment. One of the challenges I have is, I am talking to you about that which we can control, what sequestration affected. I am very aware that until this year, when the President proposed re-indexing or changing the index rate on Social Security, we didn't have a partner even beginning to touch entitlement. We now have that. So I am limited here.

Let me ask some questions from a standpoint of the National Archives. You take both paper and electronic data to this day from agencies around government, right?

Mr. FERRIERO. That is right.

Chairman ISSA. Isn't it true that if those who are delivering you material did a better job of preparing it in the least expensive format, both to receive and archive, you would be able to have great cost savings and the public would have better digital searching capability?

Mr. FERRIERO. And that is the thrust of the Government Records Directive, yes, that is true.

Chairman ISSA. So touting a piece of legislation that I believe in that did not pass out of the Senate, which is not an uncommon thing for all those of us in the House to do, the Data Act, which could also be called the Structured Data Act, that would create structured data so that all reports, all data coming in from the government would ultimately be interoperable and searchable, how would that affect your ability to both maintain Archives and provide meaningful information, both on the Presidential Records Act side and obviously for all government information, including from those of us in Congress?

Mr. FERRIERO. In theory, it sounds terrific. It is the details, how it would actually be implemented.

Chairman ISSA. Let's go through that for a moment. Because no one else is seeking time right now. The gentleman will get his time to talk more about those five parks in just a moment.

If we implemented the way you would like it implemented, what does it do both for cost and availability to the public of the kinds of information they believe or that potentially, rightfully or wrongfully, they want?

Mr. FERRIERO. I think any time in an IT environment where you establish standards across the government, it is much more efficient and effective. And it improves potential access at the other end.

Chairman ISSA. Thank you.

Dr. Clough, in your case, except for not charging for admission when other museums around the Country do, except for not charging for the Washington Zoo while the San Diego Zoo has to, except for having a hard time asking people to give you money because they assume we will give you the money you need, is there anything we can do to help you?

[Laughter.]

Mr. CLOUGH. I think the comment that was made by David applies to us as well. Collections care is a critical item for us. I can get donors to support new construction in many cases. I can get donors to support new and exciting initiatives. But it is much tougher to get the basics. And collections care is an essential one for us.

Sort of in a similar category is maintenance. I am a civil engineer by training. You don't want to build up a deferred maintenance backlog, if you can avoid it. And the longer it goes on the worse it gets. So I think those are sort of the basic things that government can help us do that we really can't do ourselves.

Chairman ISSA. Let me ask you a tough question. Roughly 97, 98 percent of the things you have are not on display at any given time, isn't that true?

Mr. CLOUGH. Yes, that is correct, in the museums. Now, we do have a major loan program. About a million of our objects are shared with our affiliate museums and others around the Country and digitally. Now we have about a million of our objects up with images and about 8 million with records. So we are sharing more and more of them digitally.

Chairman ISSA. I want to talk about sharing. Because as a former businessman, I know that when you share, you don't bear the cost of transporting the item back and forth. But what do you see as the potential revenue of some of that 97 percent that is sitting in storage that we are paying to store being made available through other museums, but also the potential for it to equal or exceed its total cost of preserving?

Mr. CLOUGH. Well, that is a little bit of a tough thing. A lot of our collections are scientific collections, 127 million of our 137 are what we would call scientific.

Chairman ISSA. And I do not have the time to look at every insect that you have preserved, but I understand it is unmatchable anywhere in the world.

Mr. CLOUGH. It is. And I haven't counted them all myself. But I would say it is important to realize that the collections are used for research by a number of government agencies. And to the Park Service's credit, we signed an agreement recently to share collections expertise and to do everything we can to prevent overlap and work together on that. We will do more of that in the future.

But the Department of Defense, the Department of Agriculture, actively uses our collections for entomological reasons, NIH uses them for spread of disease from animals and insects and so forth.

Chairman ISSA. Do they come to you because you are free, rather than somebody else who might charge them big bucks, because they are the government?

Mr. CLOUGH. Well, that is because they are a Federal agency and we collaborate with our fellow agencies. Now, anyone who wants to use the collection for research, if it is a legitimate reason, they have access to the collections.

Chairman ISSA. Do you see the potential for some revenue from the treasure trove you have? Obviously the inter-government one, we could have a separate discussion, but non-inter-government.

Mr. CLOUGH. I think if there is a potential, it is in the digital realm. We put value added against the collections as opposed to just making them available in sort of a generic sense. But if we

package them in certain ways, those things are marketable. And we are looking at those options where we could actually market packages that would make sense in the normal run of business to do that.

Chairman ISSA. Last question. Mr. Jarvis, do you need any authority to raise more revenue that you get to keep under the 1997, or was it 1994, Act? The 1997 Act.

Mr. JARVIS. Well, the fee authorization legislation is up for reauthorization in 2014. We do think that there are some appropriate changes to that that would give us more authority, change to some of the structures and let's say liberalize how the fees could be used. We were not able to use the funding to cover these costs, because we did not have transfer authority.

So there are some fixes. I think if the sequestration continues, we are going to need VSIF and VERA authority, early buyout and early out authorities to deal with it in the next fiscal year.

Chairman ISSA. Great. I am going to recognize the gentleman from Utah. He is going to come up and sit here. Mr. Jarvis, I was tough on you on the way in. Clearly, the ranking member was also tough. Hopefully, the people at Interior recognize that you were just the messenger and they will deliver the documents we both asked for.

I now recognize the gentleman from Utah.

Mr. CHAFFETZ. [Presiding] Thank you.

Just in conclusion, Mr. Jarvis, I think you were going to talk about acquisitions and the Chairman got going in a different direction. Can we talk about acquisitions?

Then the second part of my question is, how much money did you get when the stimulus, in general, what did you use it for?

Mr. JARVIS. In the Recovery Act?

Mr. CHAFFETZ. Yes.

Mr. JARVIS. We received about $900 million in the Recovery Act. We used it specifically for our maintenance backlog projects. Everything from wastewater treatment plants, to water treatment, to roads, to work on historic buildings. And we can provide you a complete list.

Mr. CHAFFETZ. As a follow-up, so we can conclude this. As a follow-up, if somebody could provide me and this committee a list of what you did do with the stimulus money, that would be appreciated.

In terms of acquisitions, what have you done over the last several years, where are you going? What does that look right now?

Mr. JARVIS. Our land acquisition program, which is derived from the Land Water Conservation Fund, outer continental shelf oil leasing, has been sort of steady at about $53 million. We have a Federal side and a State side of the Land Water Conservation, we grant to all of the States to basically purchase lands for State parks, for urban parks, for access to rivers and recreational sites.

The Federal side, we are restricted to buying only willing seller in-holdings within national parks, within the boundaries of existing national parks. That is what that funding goes to.

Mr. CHAFFETZ. As we conclude here, again my concern is that we continue to add to the amount of lands that we continue to hold as opposed to, and my criticism is broader than the Park Service.

I think it is much more directed at BLM and others within the Department of Interior. We seem to have this insatiable appetite to consume and want more instead of recognizing that private ownership in many instances is the preferable way to do it.

We thank you all for your service, your participation here. I know it is not always the best day to come and have to testify before Congress. But we do appreciate it and thank you for your service. This committee stands adjourned.

[Whereupon, at 12:18 p.m., the committee was adjourned.]

MAY 0 3 2013

United States Department of the Interior

OFFICE OF THE SECRETARY
Washington, DC 20240

MAY 3 2013

The Honorable Darrell Issa
Chairman
Committee on Oversight and Government Reform
2157 Rayburn House Office Building
Washington, DC 20515

Dear Mr. Chairman:

Enclosed are responses to follow-up questions from the oversight hearing entitled "Open to Visitors? Assessing the Federal Effort to Minimize the Sequester's Impact on Access to Our Nation's Capital and National Treasures," held on April 16, 2013. These responses were prepared by the National Park Service.

Thank you for giving us the opportunity to respond to you on these matters.

Sincerely,

Christopher P. Salotti
Legislative Counsel
Office of Congressional and
Legislative Affairs

cc: The Honorable Elijah Cummings, Ranking Minority Member
Committee on Oversight and Government Reform

Enclosures

Questions for Mr. Jarvis
Director
U.S. National Park Service

Chairman Darrell Issa
Committee on Oversight and Government Reform

Hearing on "Open to Visitors? Assessing the Federal Effort to Minimize the Sequester's Impact on Access to our Nation's Capital and National Treasures"

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1. Please provide the Committee with the criteria used to award bonuses to U.S. National Park Service (NPS) employees.

Response: The National Park Service provides employees, other than those in the Senior Executive Service (SES), with the opportunity to receive performance-based cash awards based on an employee's rating of record, as described under the Department of the Interior Performance Management System and all applicable laws and regulations (see Department of the Interior Departmental Manual, part 370: Departmental Personnel Manual, chapter 430: Performance Management System). Under this system, the performance rating issued to each employee at the end of the 12 month appraisal period is used as the basis for appropriate personnel actions that are intended to improve, modify or recognize performance. This system requires supervisors to establish individual critical elements and performance standards (or criteria) for each employee. These standards are used to set expectations and measureable goals for employees and are linked to agency goals. Performance plans enable employees to identify how their job and job performance relate to the mission and goals of the National Park Service and the Department of the Interior.

The performance system has five levels: exceptional, superior, fully successful, minimally successful, and unsatisfactory. An employee must be rated at the exceptional or superior level to be eligible for a performance-based cash award. Award amounts may be up to 5% of annual salary for employees rated exceptional and up to 3% of annual salary for employees rated superior. The performance system requires that performance-based cash awards must make a meaningful distinction based on levels of performance; therefore, within a work group or section, an employee who receives an award based on a performance rating of exceptional must receive a larger cash award, in terms of percentage of base pay, than an employee at the same grade/pay level who received a rating of superior.

On June 10, 2011, the Office of Personnel Management and Office of Management and Budget directed all Executive departments and agencies to limit award spending for non-SES performance awards and individual contribution awards to no more than one percent of the aggregate salaries of all of the agencies' employees. These award spending targets applied for awards with effective dates during fiscal years 2011 and 2012 and the Department has determined that they apply for fiscal year 2013.

Criteria regarding awards for all Federal SES positions are explained in an attached document (Attachment 1).

2. How much money has the NPS spent on signs that refer to sequestration as a reason for park closures/delayed openings?

Response: The parks were queried on the total expenses, in materials and labor, they incurred for signs that refer to delayed openings or closures due to sequestration. From the responses we received, we learned of a total of $433.07 that has been expended by NPS in the creation and installation of this signage. $313.07 was expended on signage consisting of laminated paper. $120.00 was expended on two metal signs at the Blue Ridge Parkway. All NPS signage that referred to sequestration, including the metal signage, has since been removed or modified to delete the reference to sequestration.

3. Has the pay of NPS employees risen faster than the rate of inflation in the years 2003 through the present? Please provide information for each year.

Response: Pay rates for federal government employees are based on a general schedule base and locality rate adjustments enacted by Congress or, in the absence of Congressional action, administratively implemented by the President and administered by the Office of Personnel Management. The table provided below compares the prescribed percent change in pay rates for National Park Service employees on the general schedule rate system with inflation as represented by the GDP Chained Price Index from FY 2002 through FY 2012 (see following page).

Percent Change in General Schedule Pay Base

	FY03	FY04	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Inflation[1]	2.0%	2.5%	3.3%	3.4%	3.0%	2.3%	1.3%	1.0%	2.1%	1.8%
Prescribed Pay Increases[2]	4.2%	4.1%	3.7%	3.2%	2.4%	3.2%	3.8%	2.5%	0.5%	0.0%

[1]These inflation percentages were derived from the "GDP (Chained) Price Index" column in Table 10.1—GROSS DOMESTIC PRODUCT AND DEFLATORS USED IN THE HISTORICAL TABLES: 1940–2015 in the FY14 President's Budget Appendix.

[2]Enacted pay increases are based on calendar year rather than fiscal year. The above percentages are adjusted to reflect enacted pay increase impact on FY basis.

4. Please provide the Committee with a list of how NPS spent the money it received from the American Recovery and Reinvestment Act of 2009.

Response: The National Park Service was appropriated $750 million through the American Recovery and Reinvestment Act (ARRA) of 2009. Additionally, the Federal Highways Administration used ARRA funding to complete projects totaling $170 million which contributed to the improvement and rehabilitation of national park roads.

The $750 million was provided within three separate accounts:

- Operation of the National Park System: $146 million to address park deferred or cyclic maintenance needs, including repair and rehabilitation of trails.
- Construction: $589 million to address major construction and equipment needs, including facility construction, roads construction, abandoned mine lands restoration, and equipment replacement.
- Historic Preservation Fund: $15 million for grants to Historically Black Colleges and Universities for repairs to facilities.

As of September 30, 2012, the National Park Service had obligated 99.9% and expended 98.4% of ARRA funds. A list of all NPS ARRA Projects is attached (Attachment 2).

Attachment 1: SENIOR EXECUTIVE SERVICE (SES) AWARD INFORMATION

GENERAL INFORMATION AND COMPARISON OF SES AWARD PROGRAMS

- The Award Programs
- Guidance on Awards for Fiscal Years 2011 and 2012 Memorandum
- Relationship among Award Programs
- Appropriate Use of Other Awards
- Paying for Awards
- Presenting Awards
- Documentation

PERFORMANCE AWARDS

- Eligibility
- Restrictions
- Award Pool
- Number and Amount of Individual Awards
- Award Determinations
- Payment Procedures
- Reporting Requirements

PRESIDENTIAL RANK AWARDS

- Rank Award Descriptions
- Eligibility
- Restrictions
- Nomination Criteria
- Nomination and Selection Procedures
- Award Payment Procedures

OTHER FORMS OF RECOGNITION

- Eligibility
- Restrictions

GENERAL INFORMATION AND COMPARISON OF SES AWARD PROGRAMS

STATUTE: 5 U.S.C. 4501- 4509 and 5384
REGULATIONS: 5 CFR Parts 451 and 534, Subpart D
The law authorizes the granting of special recognition, awards, and incentive payments to members of the SES to help attract, retain, recognize, reward, and motivate highly competent executives. These payments and forms of recognition include: agency performance awards; Presidential Distinguished and Meritorious Rank Awards; and other forms of recognition. Only career appointees are eligible for rank and performance awards.

THE AWARD PROGRAMS
The three SES award programs are--

- Performance Awards;
- Presidential Rank A wards; and
- Other A wards

Agencies should develop written pay and awards policies that incorporate policies for all three SES award programs.

Attachment 1: SES AWARD INFORMATION

GUIDANCE ON AWARDS FOR FISCAL YEARS 2011 AND 2012 MEMORANDUM
On June 10, 2011, the Guidance on Awards for Fiscal Years 2011 and 2012 Memorandum was released by the Office of Personnel Management (OPM) and the Office of Management and Budget (OMB). This Memorandum set limits on individual performance awards for SES and SL/ST to no more than five percent of aggregate salaries. Other awards are subject, and contribute, to the limitations on awards for non-SES employees. For more information, see the memo at http://www.choco.gov/transmittals/Transmittal Details.aspx?TransmittalID=3997.

RELATIONSHIP AMONG AWARD PROGRAMS
Performance awards and Presidential Rank Awards both recognize overall high-level performance by SES career appointees.
SES Performance Awards reflect performance over a single appraisal period while rank awards are based upon service over an extended period of time. A single outstanding performance rating does not justify a rank nomination, but it may justify a performance award. Conversely, an unbroken record of outstanding ratings over a period of years suggests that an individual may be a candidate for a rank award whether or not the individual has received a performance award each year.

Performance Awards. Recognizes high quality performance during a 1-year appraisal period. Career SES members are eligible with Fully Successful performance ratings or higher. There is no specific numerical limitation in law on the number of awards that may be given by an agency. The supervisor nominates, the agency PRB recommends, and the agency head or designee decides. SES performance awards are 5 to 20 percent of the SES' base salary; payment is a lump sum. If the amount brings total compensation for the calendar year (CY) over the Vice President's pay for executives covered by a certified appraisal system or over the rate of pay for Executive Schedule Level I for executives not covered by a certified appraisal system, the excess is rolled over to the next CY.

Presidential Rank Awards. Recognizes sustained extraordinary accomplishment (Distinguished) or sustained accomplishment (Meritorious) over at least 3 years as SES or equivalent (Service does not have to be all in same agency.) To be eligible, an executive must have at least 3 years as a career SES, currently be in a career SES position, and be an employee of the nominating agency on or before OPM's nomination date. An executive cannot receive the same rank award within 4 fiscal years following receipt of that award. The agency head nominates, the OPM Director recommends (assisted by outside panels), and the President selects. For a Distinguished Rank Award, the SES member receives 35 percent of his/her annual basic pay, a gold lapel pin, and a Presidential certificate. For a Meritorious Rank Award, the SES member receives 20 percent of his/her annual basic pay, a silver lapel pin, and a Presidential certificate. Payment is made in a lump sum and is subject to the applicable aggregate pay limitation (same as the performance awards). There are Government-wide limitations on the number of SES members who can receive Presidential Rank Awards each year. Only 1 percent of the career SES and 1 percent of the senior career employees (SL/ST) can receive the Distinguished Rank Five percent of the career SES and 5 percent of the senior career employees (SL/ST) can receive the Meritorious Rank

Other Awards. Other forms of recognition are available to recognize a single, significant act or contribution that is not tied to overall performance. Examples include suggestion, invention, superior accomplishment, productivity gain, or other personal effort that contributes to the efficiency, economy, or other improvement of Government operations or achieves a significant reduction in paperwork or a special act or service in the public interest in connection with/related to official employment unless otherwise restricted by a Presidential Administration, all SES members are eligible. For information on the freeze on discretionary awards for politically appointed Federal employees, see:

Attachment 1: SES AWARD INFORMATION

http://www.chcoc.gov/transmittals/TransmittalDetails.aspx?TransmittalID=3060

There are no numerical limitations in law. The process for these awards is determined by the agency in accordance with OPM regulations. Awards can be monetary, honorary, or informal recognition. The agency approves up to $10,000; OPM approves up to $25,000; and the President approves any higher amount Payment in a lump sum and is subject to the applicable aggregate pay limitation (the same as for the performance and rank awards).

APPROPRIATE USE OF OTHER AWARDS
An award may be used to recognize a contribution (e.g., service on a task force, a detail to other duties, or an extraordinary effort on a project not anticipated in the employee's annual performance plan) or a scientific achievement that may have culminated after a significant period of time. These other forms of recognition should be considered for SES members only in those limited circumstances where a performance award would not be appropriate.

Receiving one of these forms of recognition does not bar an executive from receiving a performance award, or vice versa. Each award must be judged on its own merits and commensurate with the contribution it is recognizing. However, agencies should give careful consideration before granting both a performance award and another award to an SES member during the same year.

Given the sensitivity associated with executive awards, agencies should carefully document the reasons for any award to make clear that it is not being given in lieu of a performance award or in addition to an award that already recognized the same accomplishment.

PAYING FOR AWARDS
Except as otherwise authorized by law, the cost of awards to SES members must be borne by the agencies in which they are employed. Because Presidential Rank Awards and performance awards occur on an annual basis and are a significant part of executive compensation, it is important that each agency budget for the resources necessary for their payment.

If a career SES appointee transfers to a new agency after receiving an annual summary rating but before his/her performance award is paid out, the losing agency may still pay the award to the executive. Payment procedures should be coordinated between the losing and gaining agencies.

PRESENTING AWARDS
Agencies are encouraged to have the agency head or other high ranking official present awards at an appropriate ceremony recognizing the contributions recipients made to the agency and to publicize the awards to the workforce as well as outside the agency. Agencies may fund travel for an employee and a guest to receive an award at a major award ceremony (e.g., Presidential Rank Awards) under the conditions in Comptroller General decision B-233607 (October 26, 1989).

DOCUMENTATION
Agencies should document Presidential Rank Awards on an SF 50 and file it on the right side of the Official Personnel Folder (OPF). Agencies must document SES performance awards and other awards but OPM does not require an SF 50, and agencies may not file these awards on the right side of the OPF.

PERFORMANCE AWARDS

STATUTE: 5 U.S.C. 5384
REGULATIONS: 5 CFR 534.405

Attachment 1: SES AWARD INFORMATION

Performance awards recognize and reward excellence of career appointees over a one-year performance appraisal period.

ELIGIBILITY
To be eligible for an SES performance award, the individual must be-

- an SES career appointee as of the end of the performance appraisal period and have at least a "Fully Successful" rating as the most recent annual summary rating;
- a former SES career appointee who elected to retain award eligibility under 5 CFR part 317, subpart H (If the level of basic pay of the individual is higher than the maximum rate of basic pay for the applicable Executive Schedule Level of pay, the maximum rate of that SES rate range is used for crediting the agency award pool and the amount the individual may receive.);
- a reemployed annuitant with an SES career appointment; or an individual who is no longer in the SES at the time the performance award decision is made, but who was an SES career appointee at the end of the appraisal period.

A career SES appointee on detail to another agency is eligible in his/her official employing agency (i.e., the agency from which detailed).

Section 5 of the Inspector General Reform Act of 2008 (P. L. 110-409) provides that an Inspector General of an establishment or a designated Federal entity may not receive any cash award.

RESTRICTIONS
To be recognized with an SES performance award, service must have been performed under an SES career appointment and must have been for no less than the agency's minimum appraisal period. If an individual has served less than a full year as an SES career appointee, the agency may consider prorating the amount of the performance award. However, the amount of the prorated award may not be less than 5 percent of the individual's rate of basic pay as of the end of the performance appraisal period.

AWARD POOL
The total amount of SES performance awards an agency pays during a fiscal year may not exceed the greater of-

- 10 percent of the aggregate amount of basic pay for SES career appointees in the agency as of the end of the fiscal year before the fiscal year in which the award payments are made. (For example, if the payments are made in September 2012 (FY 2012), the pool is calculated as of September 30, 2011 (end of FY 2011). However, if the payments are made in November 2012 (FY 2013), the pool is calculated as of September 30,2012 (end of FY 2012); or
- 20 percent of the average annual rates of basic pay to career SES appointees as of the end of the fiscal year before the fiscal year in which the performance award payments are made.

The salary of a Presidential appointee who elected to continue performance award eligibility is included in calculating the pool.

The salary of a career appointee who is on detail to another agency is included in calculating the pool. If the appointee is on a reimbursable detail, the agency to which the appointee is detailed may reimburse the employing agency for some or all of any award, as agreed upon by the two agencies; but the reimbursement does not affect the pool of either agency.

Attachment 1: SES AWARD INFORMATION

NUMBER AND AMOUNT OF INDIVIDUAL AWARDS
An agency may determine the number of executives who receive performance awards and the amount of each award, based on the dollars available in the pool and the guidelines below.

Number of Awards. The law does not intend that the maximum number of eligible executives necessarily receive awards. Performance awards are intended to be given only when there is a clear demonstration they are merited by performance. Awards are not to be used merely as supplements to basic pay and agencies should avoid giving awards on a rotational basis (e.g., giving half of their SES members a performance award one year and the other half a performance award the next year). Agencies rating executives above Fully Successful would be expected to pay performance awards to at least some of those executives, based on the criteria established in their agency pay plans.

Amount of Awards. A performance award may not be less than five percent or more than 20 percent of basic pay as of the end of the appraisal period [5 CFR 534.405(c)]. These percentages may not be rounded (i.e., the award amount may not be less than 5.0 percent or more than 20.0 percent). An individual may not voluntarily agree to accept an SES performance award of less than 5 percent. For performance award purposes, basic pay includes critical position pay [5 CFR 534.402, "Rate of basic pay" definition].

If a former SES career appointee elects to retain award eligibility under 5 CFR part 317, Subpart H, and the individual's basic pay is higher than the maximum rate in the agency's SES pay range, the agency will use its maximum SES pay rate in crediting the agency award pool [5 CFR 534.405(a)(2)].

AWARD DETERMINATIONS
When making recommendations on a performance award, a Performance Review Board (PRB) must be composed of a majority of career SES members, unless OPM has approved a waiver [5 CFR 534.40 S(a){3)). The agency head (or designee) must consider PRB recommendations, but he or she has the final authority as to who receives a performance award and the amount of the award [5 CFR 534.405(a) (4)].

PAYMENT PROCEDURES
Awards are paid in lump sums. Payments are not subject to retirement, health benefits, or life insurance deductions, nor are they included in the "high-three" average pay computation for retirement benefits or in basic pay for thrift savings plan computations. Payments are subject to income tax withholding, and are subject to FICA tax withholding if the individual is in FERS or CSRS Offset.

Awards are subject to the EX-I aggregate pay limitation for a calendar year for executives not covered by a certified appraisal system. For employees covered by a certified appraisal system, awards are subject to an aggregate pay limitation equal to the Vice President's salary. If the full award cannot be paid because of the ceiling, the excess amount is carried over and paid at the beginning of the next calendar year. However, the full award is charged against the agency award pool for the fiscal year in which the initial payment was made. For example, if an executive received a performance award of$15,000 in FY 2011 (e.g., August 2011), but $1,000 could not be paid until the beginning of CY 2012, that $1,000 counts against the executive's applicable CY 2012 aggregate pay limitation; but the full $15,000 is charged against the agency's FY 2011 award pool.

REPORTING REQUIREMENTS
While OPM approval is not required before payment, there is a reporting requirement. Agencies

must submit a report of their final distribution of performance ratings and performance awards to OPM.

Agencies shall include the following general information in their submissions:

- the start and end dates of the appraisal period for the ratings reported;
- the effective date of the performance-based pay adjustments;
- the summary rating pattern (D, F, G, or H);
- the total dollar amount of a performance awards pool and the percentage of aggregate base pay for which the awards were calculated;
- the total number of SES members, including career, noncareer, and limited;
- the total number of SES members eligible to be rated; and
- the total number of SES members who did not receive a rating for the appraisal period (i.e., those who had not been under an appraisal period for the minimum period or whose rating period was extended for some other reason).

Agencies shall include the following specific award information for each SES member in their submissions:

- the last name and first initial or other unique identifier. If an agency uses a unique identifier, the agency must ensure that the same identifier is used for the same employee in subsequent years to allow for longitudinal analysis. When using names, or last names and initials, agencies must ensure the name appears exactly the same from year to year to allow for longitudinal analysis.
- the appointment type and, if applicable, an indicator to identify SES members newly appointed to the agency or component who have not received a performance rating or pay adjustment based on the appraisal period reported;
- the summary rating for the appraisal period reported;
- the total dollar amount for a performance award given based on the rating for the appraisal period reported;
- the percentage of base pay of a performance award given based on the rating for the appraisal period reported;
- the total dollar amount for individual or group cash awards given during the period reported;
- the percent of base pay of individual or group cash awards given during the period reported;
- the total dollar amount of a Presidential Rank award given during the period reported; and
- the total dollar amount of basic pay, relocation, retention, recruitment incentives, cash awards, and lump sum payments in excess of the aggregate limitation on compensation received in any given calendar year.

The above submission requirements are subject to change.

PRESIDENTIAL RANK AWARDS

STATUTE: 5 U.S.C. 4507
REGULATIONS: 5 CFR 451, Subpart C

RANK AWARD DESCRIPTIONS

The Presidential Rank Award (PRA) recognizes and rewards career Senior Executive Service (SES) members and Senior Career Employees (Senior-Level (SL) and Scientific and Professional (ST)) who have demonstrated exceptional performance over an extended period of time. There are four types of rank awards:

Distinguished Executive Rank Award is given for "sustained extraordinary accomplishment"

to no more than one percent of the career SES members Government-wide. The award includes a lump-sum payment of an amount equal to 35 percent of annual basic pay, a distinctive gold lapel pin, and a framed certificate signed by the President.

Meritorious Executive Rank Award is given for "sustained accomplishment" to no more than 5 percent of the career SES members Government-wide. The award includes a lump-sum payment of an amount equal to 20 percent of annual basic pay, a distinctive silver lapel pin, and a framed certificate signed by the President.

Distinguished Senior Professional Rank Award is given for "sustained extraordinary accomplishment" to no more than one percent of the senior career employees Government-wide. The award includes a lump-sum payment of an amount equal to 35 percent of annual basic pay, a distinctive gold lapel pin, and a framed certificate signed by the President.

Meritorious Senior Professional Rank Award is given for "sustained accomplishment" to no more than five percent of the senior career employees Government-wide. The award includes a lump sum payment of an amount equal to 20 percent of annual basic pay, a distinctive silver lapel pin, and a framed certificate signed by the President.

ELIGIBILITY

SES career appointees - Distinguished and Meritorious Awards

Nominees must-

- hold a career appointment in the SES;
- be an employee of the nominating agency; and
- have at least 3 years of career or career-type Federal civilian service at the SES level. (Service does not have to be continuous. Qualifying service includes appointments in the SES, Senior Foreign Service, and the Defense Intelligence Senior Executive Service. Appointments not qualifying include non-career, limited term, and limited emergency.)

A reemployed annuitant who holds a career appointment or an executive with a part-time or intermittent work schedule is eligible as long as the individual meets the other criteria for nomination. However, agencies are advised to carefully consider whether such a nomination would be in the best interests of the agency and the program, in view of the limitation on awards that can be given.

An individual who leaves the SES after being nominated (e.g., retires, resigns, or takes a position outside the SES), but before being approved by the President, remains eligible unless the agency withdraws the nomination. An individual also remains eligible posthumously.

Appointed employees in PAS Executive Schedule positions may **not** receive incentive awards, including Presidential Rank Awards, according to 5 U.S.C. 4509. However, PAS employees who were career Senior Executives and elected to retain their SES eligibility, remain eligible for rank awards [5 U.S.C. 3392]. Please use caution with these nominations, since Congress expressed concern about Executive Schedule awards and President Obama froze discretionary payments for political appointees.

Section 5 of the Inspector General Reform Act of 2008 (P. L. 110-409) provides that an Inspector General of an establishment or a designated Federal entity may not receive any cash award or cash bonus, including a Presidential Rank Award. Other SES members in IG offices are eligible for performance and other awards, including the Presidential Rank Awards. Under P. L. 110-409, SES IG office members other than the IG may be nominated for rank awards by the Council of the Inspectors General on Integrity and Efficiency established under the Act.

Attachment 1: SES AWARD INFORMATION

Senior Career Employee (SL/ST) Distinguished and Meritorious Awards (NPS does not have any SL/ST Senior Career Employees)
Nominees must-

- hold a career appointment in an SL or ST position;
- be an employee of the nominating agency:
  have at least 3 years of career or career-type Federal civilian service above GS-15 or equivalent. (Service does not have to be continuous. Qualifying service does not include appointments that are time limited, or to positions that are excluded from the competitive service because of their confidential or policy-making character.)

RESTRICTIONS
The recipient of either a Distinguished or Meritorious Rank Award may not receive the same award again during the 4 fiscal years following the one for which the award is given. (For example, if an individual received a meritorious award in FY 2008, he or she is not eligible for another meritorious award until FY 2013.) However, there is no restriction on receiving one category of rank award and then another at a closer interval. There is no requirement that an individual receive a meritorious award before receiving a distinguished award. An individual may receive both a rank award and a performance award during the same calendar year.

NOMINATION CRITERIA
SES career appointees are nominated and evaluated on the following criteria:

1. Program Results
2. Executive Leadership

Senior Career Employees (Senior-Level (SL) and Scientific and Professional (ST)) are nominated and evaluated on the following criteria:

1. Program Results
2. Stature in Professional Field

Specific examples are requested for each criterion cited showing how the nominee has demonstrated qualities of strength, leadership, integrity, industry, and personal conduct of a level that has established and maintained a high degree of public confidence and trust. Although nominees will come from professional fields too diverse to permit a common definition of unusual accomplishment, their contributions will clearly have to greatly exceed simply "doing the job well." These awards carry significant prestige - they are not to be proposed simply to recognize long and faithful service.

NOMINATION AND SELECTION PROCEDURES
OPM call. OPM issues an annual call for rank award nominations. The current criteria and deadline for submitting nominations are stated in the call. The call letter also includes nomination forms.

OPM and Board review. Review boards composed of private citizens, (normally from outside the Government), are established to assist the Director in reviewing and ranking nominations from agencies. OPM also conducts a background inquiry and criminal records check to verify the qualifications and suitability of nominees recommended by the boards for distinguished and meritorious rank. After the completion of the review boards, background inquiries, and criminal records check, the Director of OPM recommends candidates to the President for approval. Nominees are considered on the basis of relative merit Government-wide and not on the basis of agency size or number of submissions.

Agency withdrawals. Heads of Agencies may withdraw a nomination at any time during the process, up until the time the President approves the OPM Director's recommendations.

Presidential action. The President makes the final selections from the nominees recommended by the Director of OPM. Agencies must wait for OPM authorization to make external announcements of award recipients and to hold internal recognition ceremonies.

AWARD PAYMENT PROCEDURES
The award is paid by the recipient's agency as a lump-sum payment, in addition to basic salary. It is not subject to retirement, health benefits, or life insurance deductions. It is not included in the "high three" average pay computation for retirement benefits or in basic pay for thrift savings plan computation. The payment is subject to income tax withholding as well as FICA tax withholding if the individual is in FERS or CSRS Offset. Awards are subject to the applicable aggregate limitation on pay for a calendar year. Agency payment of ceremonial expenses in connection with the actual presentation of awards is authorized under 5 U.S.C. 4503.

OTHER FORMS OF RECOGNITION

STATUTE: 5 U.S.C. 4501-4503, 4505, 4508, 4509
REGULATIONS: 5 CFR Part 451, Subpart A
Under chapter 45 of title 5, agencies may grant cash, honorary, or informal recognition awards, or grant time-off without charge to leave or loss of pay to SES members, individually or as a member of a group to recognize the following:

- a suggestion, an invention, superior accomplishment, productivity gain, or other personal effort that contributes to the efficiency, economy, or other improvement of Government operations, or achieves a significant reduction in paperwork; or
- a special act or service in the public interest in connection with or related to official employment.

It is recommended the agency Office of White House Liaison be consulted prior to processing awards for non-career SES members.

Movement to an SES appointment. If permitted by agency policy, SES members can use a time off award received prior to their SES appointment. However, they may not receive compensation in lieu of the time off award.

ELIGIBILITY
All SES members, no matter what their appointment, are eligible for these other awards when circumstances warrant that recognition.

RESTRICTIONS
Agencies **cannot** use these chapter 45 awards **to** circumvent either the statutory or regulatory provisions concerning-

- the limitations on eligibility for performance awards. For example, an agency should not give superior accomplishment awards to non-career appointees in recognition of performance of their regular job duties and responsibilities to make up for their exclusion from performance award eligibility under 5 U.S.C. 5384;
- the limitations on the size of individual performance awards. For example, an agency should not give job-related superior accomplishment awards to career SES employees to supplement performance awards for overall performance or pay less than the minimum performance award required; and
- the limitations on the total amount of funds available to pay performance awards. For example, an agency should not give superior accomplishment awards to career SES employees in order to grant larger or more awards for job performance to executives than the agency's award pool can support.

Attachment 1: SES AWARD INFORMATION

The following statutory restrictions have been placed on awards under chapter 45, subchapter I, for senior political officials.

- agencies may not grant any incentive award to non-career or limited SES appointees, or Schedule C appointees, between June 1 of a Presidential election year and the following January 20 [5 US.C. 4508]; and
- agencies may not grant a cash award to Presidential appointees with Senate confirmation (PAS) in Executive Schedule positions or positions for which pay is set in statute by reference to a section or level of the Executive Schedule [5 US.C. 4509]. However, career SES members who are appointed to PAS positions and elect to continue SES performance award and rank award eligibility under 5 U.S.C.3392(c) may still receive a performance award or rank award.

An August 03, 2010, Presidential Memorandum placed a freeze on discretionary awards for Federal Political Appointees (http://www.whitehouse.gov/the-press-office/presidential-memorandum-freeze-discretionary-awards-bonuses-and-similar-payments-fe).

- Agencies may not authorize or pay single contribution-based special act awards for either individual or group achievements under the authority of 5 U. S. C. 4503 and 5 CFR part 451, subpart A, to political appointees as of August 03, 2010 through the end of fiscal year 2011.
- Time-off awards and nonmonetary awards (e.g., a plaque or certificate) are not subject to the freeze. Agencies may continue to authorize or grant time-off awards and nonmonetary awards to political appointees.

Attachment 2

Appropriation	Region	Unit/Facility	Project Title	Project Cost
Construction	Alaska Region	Denali	Rehabilitate Fuel, Power and Water/Wastewater Utility Systems at C-Camp	$1,419,649
Construction	Alaska Region	Denali	Construct Consolidated Emergency Services and LE Facility and Remove Unneeded Structures	$7,192,789
Construction	Alaska Region	Denali	Replace Front Country Wastewater Treatment Facility and Rehabilitate Collection System	$5,918,344
Construction	Alaska Region	Denali	Close Hazardous Mine to Improve Visitor Safety	$23,938
Construction	Alaska Region	Katmai	Demolish and Replace King Salmon Maintenance Building	$3,024,935
Construction	Alaska Region	Kenai Fjords	Install Gate to Protect Visitors and Preserve Resource Habitat at Remote Locations	$158,013
Construction	Alaska Region	Wrangell-St. Elias	Install Gate to Protect Visitors and Preserve Resource Habitat	$41,811
Construction	Intermountain Region	Big Bend	Perform Preservation Treatment on 123 Miles of Roads Parkwide	$5,326,011
Construction	Intermountain Region	Big Thicket	Remove Two Oil and Gas Wells and Restore Natural Landscape	$78,278
Construction	Intermountain Region	Black Canyon of the Gunnison	Install Gate to Protect Visitors and Preserve Resource Habitat	$10,549
Construction	Intermountain Region	Canyon de Chelly	Perform Preservation Treatment on Roads Parkwide	$1,277,981
Construction	Intermountain Region	Canyon de Chelly	Rehabilitate 14.5 Miles of Route 10 and South Rim Spur Roads	$10,361,308
Construction	Intermountain Region	Carlsbad Caverns	Repair Structural Steel and Lead Paint Abatment on Primary Elevator Shaft	$4,566,026
Construction	Intermountain Region	Chiricahua	Install Gate to Protect Visitors and Preserve Resource Habitat	$25,329
Construction	Intermountain Region	Coronado	Install Gate to Protect Visitors and Preserve Resource Habitat at Remote Locations	$1,880,877
Construction	Intermountain Region	Dinosaur	Demolish and Replace Condemned Portions of Quarry Visitor Center	$8,606,097
Construction	Intermountain Region	Fort Bowie	Install Gate to Protect Visitors and Preserve Resource Habitat	$81,814
Construction	Intermountain Region	Glacier	Replace HVAC System in Main Headquarters Building	$1,047,203
Construction	Intermountain Region	Glacier	Correct Critical Health and Life Safety Hazards at Many Glacier Hotel, North Phase	$6,752,486
Construction	Intermountain Region	Glacier	Install Gate to Protect Visitors and Preserve Resource Habitat at Remote Locations	$148,879
Construction	Intermountain Region	Glen Canyon	Perform Preservation Treatment on 68 Miles of Roads	$4,316,790
Construction	Intermountain Region	Glen Canyon	Install Gate to Protect Visitors and Preserve Resource Habitat	$13,738
Construction	Intermountain Region	Grand Canyon	Perform Preservation Treatment on 130 Miles of Roads, Phase I	$1,637,867
Construction	Intermountain Region	Grand Canyon	Perform Preservation Treatment on 130 Miles of Roads, Phase II	$5,393,567
Construction	Intermountain Region	Grand Canyon	Install Gate to Protect Visitors and Preserve Resource Habitat	$413,880
Construction	Intermountain Region	Grand Canyon	Purchase Five Alternative Fuel Transit Buses	$2,905,807
Construction	Intermountain Region	Grand Teton	Demolish and Replace Unsafe Colter Bay Maintenance Shop Phase II	$2,635,494
Construction	Intermountain Region	Grand Teton	Rehabilitate Moose Maintenance Building, Including Removal of Unneeded Structures, Phases 1 & 2	$15,285,824
Construction	Intermountain Region	Great Sand Dunes	Restore Natural Landscape and Resource Habitat	$648,024
Construction	Intermountain Region	Mesa Verde	Replace Wateline Chapin Mesa to North Park Boundary	$7,494,000
Construction	Intermountain Region	Mesa Verde	Purchase Three Alternative Fuel Transit Buses	$1,527,789
Construction	Intermountain Region	Organ Pipe Cactus	Install Gate to Protect Visitors and Preserve Resource Habitat	$312,393
Construction	Intermountain Region	Saguaro	Repair Fences to Protect Visitors and Preserve Resource Habitat	$314,576
Construction	Intermountain Region	Saguaro	Seal Hazardous Mine to Protect Visitor and Restore Natural Landscape	$47,126
Construction	Intermountain Region	Saguaro	Seal Mine and Remove Hazardous Structures to Improve Visitor Safety	$46,499
Construction	Intermountain Region	Saguaro	Install Steel Cupola to Protect Visitors and Preserve Resource Habitat	$45,521
Construction	Intermountain Region	Saguaro	Remove Contaminated Soil and Restore Natural Landscape	$484,444
Construction	Intermountain Region	Saguaro	Install Gate to Protect Visitors and Preserve Resource Habitat	$269,138
Construction	Intermountain Region	Yellowstone	Demolish Substandard Trailers and Replace With 8-Plex, Mammoth	$1,842,647
Construction	Intermountain Region	Yellowstone	Demolish and Replace Madison Wastewater Facility	$5,334,015
Construction	Intermountain Region	Yellowstone	Construct Micro-Hydro Facility at Mammoth Hot Springs	$1,108,776

Attachment 2

Appropriation	Region	Unit/Facility	Project Title	Project Cost
Construction	Intermountain Region	Bandelier	Repave Deteriorated Roads in Campground and Housing Area	$2,070,527
Construction	Midwest Region	Apostle Islands	Fence and Realign Trail at Basswood/Quarry Bay Mining Trail	$38,388
Construction	Midwest Region	Badlands	Rehabilitate Loop Road	$8,344,252
Construction	Midwest Region	Buffalo National River	Repair Fences to Protect Visitors and Preserve Resource Habitat	$395,617
Construction	Midwest Region	Cuyahoga Valley	Eliminate Failing Septic Systems in the Village of Everett	$1,336,289
Construction	Midwest Region	Cuyahoga Valley	Replace Failing Sanitary Septic Systems in Boston Mills Historic District	$1,648,864
Construction	Midwest Region	Cuyahoga Valley	Repair Historic Tinker's Creek Aqueduct Including Removing Temporary Conveyance System	$2,161,019
Construction	Midwest Region	Cuyahoga Valley	Close Four Hazardous Abandoned Oil and Gas Wells and Restore Natural Landscape	$127,250
Construction	Midwest Region	Hopewell Culture	Construct Museum Collection Facility	$1,949,816
Construction	Midwest Region	Jefferson National Expansion Memorial	Replace and Upgrade PLC for Arch Tram	$947,000
Construction	Midwest Region	Jefferson National Expansion Memorial	Replace Roof of Historic Old Courthouse	$4,300,313
Construction	Midwest Region	Keweenaw	Rehabilitate Union Building Interior	$5,236,521
Construction	Midwest Region	Perry's Victory and International Peace Memor	Preserve Perry's Victory and International Peace Memorial, Phase 1	$4,678,803
Construction	Midwest Region	Sleeping Bear Dunes	Stabilize and Rehabilitate Buildings in Glen Haven Village Historic District	$1,506,159
Construction	National Capital Region	Chesapeake and Ohio Canal	Stabilize Historic Culvert 182	$1,178,334
Construction	National Capital Region	Chesapeake and Ohio Canal	Rehabilitate Historic Catoctin Aqueduct	$3,893,383
Construction	National Capital Region	Chesapeake and Ohio Canal	Reconstruct and Stabilize Big Slackwater Historic Stone Wall and Towpath	$14,664,315
Construction	National Capital Region	George Washington Memorial Parkway	Rehabilitate Arlington House, Outbuildings & Grounds, Phase II - complete Climate Management System	$3,623,806
Construction	National Capital Region	National Capital Parks - East	Resurface 8 5 miles of Historic Suitland Parkway	$5,534,710
Construction	National Capital Region	National Mall & Memorial Parks	Restore the District of Columbia War Memorial	$3,595,629
Construction	National Capital Region	National Mall & Memorial Parks	Restore Jefferson Memorial Plaza and Seawall Phases I & II	$13,694,530
Construction	National Capital Region	National Mall & Memorial Parks	Repair Lincoln Memorial Reflecting Pool Including Providing Visitor Improvements	$36,064,521
Construction	National Capital Region	Rock Creek Park	Stabilize Historic High Wall on 16th Street at Meridian Hill Park	$1,562,570
Construction	National Capital Region	Rock Creek Park	Restore Historic Pierce Mill, Pierce Barn, and Restrooms	$3,260,218
Construction	Northeast Region	Acadia	Perform Preservation Treatment on Roads Parkwide	$2,487,140
Construction	Northeast Region	Acadia	Rehabilitate Roads and Parking Areas at Schoodic Education and Research Center	$5,253,062
Construction	Northeast Region	Acadia	Demolish Excess Facilities and Rehabilitate Former Navy Base Grounds for Schoodic Education and Research Center Campus	$3,520,864
Construction	Northeast Region	Boston African American National Historic Site	Rehabilitate African Meeting House Boston	$4,138,000
Construction	Northeast Region	Cape Cod	Rehabilitate Province Lands Bike Trail - Phase 2	$1,875,458
Construction	Northeast Region	Cape Cod	Purchase Two Alternative Fuel Trams and Trailers	$449,484
Construction	Northeast Region	Colonial	Reconstruct Glasshouse Parking/NOL Area For Safety, ADA And Visitor Satisfaction	$1,217,765
Construction	Northeast Region	Fire Island	Replace Patchogue Bulkheads and Complete Ferry Terminal Building	$3,662,428
Construction	Northeast Region	Gateway National Recreation Area	Replacement of Oil Filled Switchgear and Circuit Breakers	$1,369,734
Construction	Northeast Region	General Grant	Complete Rehabilitation General Grant's Tomb and Overlook	$186,380
Construction	Northeast Region	Governors Island	Hazmat Abatement and Stabilize Castle Williams	$4,289,339
Construction	Northeast Region	Hamilton Grange	Complete Rehabilitation of Hamilton Grange	$3,657,043
Construction	Northeast Region	Home of Franklin D. Roosevelt	Complete the Rehabilitation of the Roosevelt Home, Carriage House and Laundry	$1,295,069
Construction	Northeast Region	Independence	Rehabilitate Independence Tower	$5,357,385
Construction	Northeast Region	New River Gorge	Install Gate to Protect Visitors and Preserve Resource Habitat	$156,754

Attachment 2

Appropriation	Region	Unit/Facility	Project Title	Project Cost
Construction	Northeast Region	New River Gorge National River	Stabilize Historic Nuttall Mine Structures and Provide For Visitor Access and Appreciation	$5,555,146
Construction	Northeast Region	Shenandoah	Rehabilitate Sixteen Historic Overlooks along Skyline Drive	$4,823,877
Construction	Northeast Region	Shenandoah	Rehabilitate 11 1 Miles of Historic Syline Drive	$4,747,591
Construction	Northeast Region	Statue of Liberty National Monument & Ellis Isla	Install Power and Communications Lines for Perimeter Security on Liberty and Ellis Islands	$1,553,831
Construction	Northeast Region	Statue of Liberty National Monument & Ellis Isla	Stabilize Ellis Island Baggage and Dormitory Building	$6,053,784
Construction	Northeast Region	Statue of Liberty National Monument & Ellis Isla	Stabilize Ellis Island Seawall (completion of Phase 1)	$21,124,373
Construction	Northeast Region	Steamtown NHS	Stabalize Railroad Equipment and Remove Asbestos	$2,312,978
Construction	Northeast Region	Valley Forge	Complete the Rehabilitation of the Historic Valley Forge Train Station	$1,786,579
Construction	Pacific West Region	Death Valley	Rehabilitate Ubehebe Crater Road	$2,797,192
Construction	Pacific West Region	Death Valley	Perform Preservation Treatment on Roads Parkwide	$3,487,196
Construction	Pacific West Region	Death Valley	Demolish and Replace 12 Deteriorated Trailers at Grapevine - Phase II	$2,041,077
Construction	Pacific West Region	Death Valley	Install Gate to Protect Visitors and Preserve Resource Habitat at Skidoo Mine	$1,014,484
Construction	Pacific West Region	Death Valley	Install Gate to Protect Visitors and Preserve Resource Habitat at Remote Locations	$1,028,755
Construction	Pacific West Region	Death Valley	Install Gate to Protect Visitors and Preserve Resource Habitat at Greenwater Valley	$601,783
Construction	Pacific West Region	Death Valley	Install Gate to Protect Visitors and Preserve Resource Habitat at Keane Wonder Mine	$761,665
Construction	Pacific West Region	Golden Gate	Seismic Retrofit and Loopback Antenna Tower for Park Emergency Communications	$7,557,977
Construction	Pacific West Region	Golden Gate	Reconnect Island To Mainland Electrical Supply and Install Photovoltaic System to Replace Diesel Generated Power on Alcatraz Island	$9,851,214
Construction	Pacific West Region	Grand Canyon Parashant	Install Gate to Protect Visitors and Preserve Resource Habitat	$233,881
Construction	Pacific West Region	Great Basin	Install Gate to Protect Visitors and Preserve Resource Habitat	$12,296
Construction	Pacific West Region	Hawai'i Volcanoes	Demolish and Replace Existing Dilapidated Visitor Contact Station to Support Visitor Services	$5,061,695
Construction	Pacific West Region	Joshua Tree	Perform Preservation Treatment on Roads Parkwide	$2,315,908
Construction	Pacific West Region	Joshua Tree	Install Gate to Protect Visitors and Preserve Resource Habitat	$774,052
Construction	Pacific West Region	Lake Mead	Rehabilitate 9 Miles of Northshore Road	$8,902,441
Construction	Pacific West Region	Lake Mead	Perform Preservation Treatment on Roads Parkwide	$2,486,287
Construction	Pacific West Region	Lake Mead	Seal Hazardous Mine, Install Gate, and Restore Natural Landscape	$191,639
Construction	Pacific West Region	Lake Mead	Install Gate to Protect Visitors and Preserve Resource Habitat	$110,990
Construction	Pacific West Region	Lake Mead	Seal Hazardous Mine and Restore Natural Landscape	$40,659
Construction	Pacific West Region	Lassen Volcanic	Rehabilitate 10 Miles of Route 10 to Improve Visitor Safety	$7,209,475
Construction	Pacific West Region	Mojave	Restore Natural Landscape and Resource Habitat	$235,232
Construction	Pacific West Region	Mojave	Install Gate to Protect Visitors and Preserve Resource Habitat at Abandoned Paymaster Mine	$119,369
Construction	Pacific West Region	Mojave	Install Gate to Protect Visitors and Preserve Resource Habitat	$3,606,746
Construction	Pacific West Region	Mojave	Perform Initial Temporary Mine Closure	$2,411,688
Construction	Pacific West Region	Mount Rainier	Install Gate to Protect Visitors and Preserve Resource Habitat	$91,845
Construction	Pacific West Region	Olympic	Restore Elwha River Ecosystem and Fisheries Program - Replace Tribal Fish Hatchery	$43,588,233
Construction	Pacific West Region	Olympic	Install Gate to Protect Visitors and Preserve Resource Habitat	$84,327
Construction	Pacific West Region	Pinnacles	Demolish and Replace Two Trailers and Tent Cabin - West Side Distrct, Chaparral	$1,803,181
Construction	Pacific West Region	Pinnacles	Demolish and Relocate Flood-Prone West Side Maintenance & Visitor Facilities	$7,895,080
Construction	Pacific West Region	Point Reyes	Construct Staff and Visitor Lodging Facility for the American Youth Hostel	$951,753

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Construction	Pacific West Region	Point Reyes	Install Gate to Protect Visitors and Preserve Resource Habitat	$14,578
Construction	Pacific West Region	Redwood	Restore Lost Man Creek	$1,837,816
Construction	Pacific West Region	Redwood	Restore Ancient Redwood Forest and Watershed	$1,079,628
Construction	Pacific West Region	Santa Monica Mountains	Remove and Replace Student Intern Housing Center Destroyed by Fire	$2,642,863
Construction	Pacific West Region	Santa Monica Mountains	Establish Gateway Interagency Visitor Center at Historic Gillette Ranch Property	$9,448,436
Construction	Pacific West Region	Sequoia and Kings Canyon	Replace Potable Water Tanks and Provide Fire Suppression at Park Headquarters	$4,523,431
Construction	Pacific West Region	USS Arizona Memorial	Construct Intermodal Transfer Station	$7,571,012
Construction	Pacific West Region	Whiskeytown National Recreation Area	Install Gate to Protect Visitors and Preserve Resource Habitat	$79,731
Construction	Pacific West Region	Whiskeytown National Recreation Area	Seal Hazardous Mine to Protect Visitors	$12,023
Construction	Pacific West Region	Whiskeytown National Recreation Area	Restore Crystal Creek Quarry to Increase Visitor Protection and Restore Natural Landscape	$1,102,886
Construction	Pacific West Region	Yosemite	Install Renewable Energy Solar Equipment at El Portal Complex	$5,925,513
Construction	Pacific West Region	Yosemite	Install Gate to Protect Visitors and Preserve Resource Habitat	$210,271
Construction	Pacific West Region	Yosemite	Purchase Two Hybrid Electric Shuttle Buses	$1,233,880
Construction	Southeast Region	Big South Fork	Install Gate to Protect Visitors and Preserve Resource Habitat	$199,078
Construction	Southeast Region	Big South Fork	Close Eight Hazardous Abandoned Oil and Gas Wells and Restore Natural Landscape	$2,165,512
Construction	Southeast Region	Blue Ridge Parkway	Replace Mt. Pisgah Wastewater Treatment System	$1,085,797
Construction	Southeast Region	Blue Ridge Parkway	Reconstruct Historic Stone Guardwalls	$9,937,259
Construction	Southeast Region	Dry Tortugas	Stabilize Fort Jefferson Phase 2	$7,069,189
Construction	Southeast Region	Everglades	Replace Two Failed Plugs (Dams) To Prevent Salt Water Intrusion Into Cape Sable and Provide Visitor Safety	$7,113,790
Construction	Southeast Region	Great Smoky Mountains	Rehabilitate Roads at Cosby Campground	$2,021,757
Construction	Southeast Region	Great Smoky Mountains	Resurface Historic Roads and Parking Areas in Smokemont Campground Area	$2,842,984
Construction	Southeast Region	Great Smoky Mountains	Repair Parking Area at the Sinks to Protect Resources, Improve Visitor Safety, and Increase Accessability	$1,249,339
Construction	Southeast Region	Great Smoky Mountains	Repair Historic Rock Retaining Walls and Resurface Clingmans Dome Road and Parking Areas	$8,621,829
Construction	Southeast Region	Great Smoky Mountains	Resurface 5.5 Miles of the Eastern Segment of Foothills Parkway and Associated Parking Areas	$4,892,178
Construction	Southeast Region	Great Smoky Mountains	Repave 5.5 Miles of Heintooga Ridge Road	$4,244,276
Construction	Southeast Region	Great Smoky Mountains	Rehabilitate 9 Miles of Historic Roaring Fork Motor Nature Trail and Cherokee Orchard Road	$6,101,178
Construction	Southeast Region	Great Smoky Mountains	Rehabilitate Parking Areas at Little River Trailhead and Jakes Creek Trailhead	$2,267,430
Construction	Southeast Region	Great Smoky Mountains	Provide Accessability To Park Comfort Stations and Picnic Camp Sites	$3,595,831
Construction	Southeast Region	Jean Lafitte NHP and Preserve	Restore 15 Miles of Oil and Gas Canals to Natural Landscape	$981,197
Construction	Southeast Region	Mammoth Cave	Rehabilitate Visitor Center (PH 2 - West Building) and Exhibits	$8,180,772
Construction	Southeast Region	Natchez Trace Parkway	Rehabilitate Historic Meriwether Lewis Site	$3,928,719
Construction	Southeast Region	Tuskegee Airmen	Preserve Moton Airfield Site, Phase 3	$6,205,504
Construction	Southeast Region	Vicksburg	Stabilize Mint Spring Bluff	$1,959,778
Construction	Southeast Region	Vicksburg National Military Park	Rehabilitate Historic Shirley House	$1,059,073
Construction	Washington Support Office	Appalachian National Scenic Trail	Mitigate Rockfall Hazard at Lehigh Gap Palmerton Superfund Site	$4,282,488
Construction	Washington Support Office	Harpers Ferry Center	Renovate Interior of Historic Anthony Library at Historic Storer College	$1,840,836
Construction	Washington Support Office	Multiple Parks	Replace Heating, Cooling, Water and Electrical Equipment with Energy Efficient Units in 80 Park Units Nationwide - Phase II	$1,143,810

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Construction	Washington Support Office	Nationwide - Multiple Parks	Purchase 15 Pieces of Energy Efficient Heavy Equipment in 13 Parks to Replace Aging, Inefficient Units	$1,437,359
Construction	Washington Support Office	Nationwide - Multiple Parks	Replace Heating, Cooling, Water and Electrical Equipment with Energy Efficient Units in 80 Park Units Nationwide - Phase I	$778,149
Construction	Washington Support Office	Nationwide - Multiple Parks	Project Management and oversight, contracting support, and funds monitoring.	$22,093,754
Construction Total				**$588,955,181**
Historic Preservation Fund	Not Applicable	HBCU Grant	Trevor Arnett Hall	$442,950
Historic Preservation Fund	Not Applicable	HBCU Grant	Ethel Black Hall	$430,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Hulda Margaret Lyttle Hall	$1,000,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Foster Hall	$700,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Miner Normal School	$855,000
Historic Preservation Fund	Not Applicable	HBCU Grant	John Wesley Work House	$989,516
Historic Preservation Fund	Not Applicable	HBCU Grant	Fine Arts Building	$267,000
Historic Preservation Fund	Not Applicable	HBCU Grant	African Zion Baptist Church	$123,570
Historic Preservation Fund	Not Applicable	HBCU Grant	Emery Hall	$1,750,000
Historic Preservation Fund	Not Applicable	HBCU Grant	John W. Boddie House	$829,007
Historic Preservation Fund	Not Applicable	HBCU Grant	Old Federal Bldg and Post Office	$1,000,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Melrose Cottage	$300,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Belles Lettres Hall	$400,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Cottage Row Historic District	$500,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Moore Hall	$565,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Administration Building	$463,201
Historic Preservation Fund	Not Applicable	HBCU Grant	Saul Building	$349,706
Historic Preservation Fund	Not Applicable	HBCU Grant	George M. Sampson Hall	$700,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Chappelle Audotorium	$1,040,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Camphor/Hartzell Complex	$800,000
Historic Preservation Fund	Not Applicable	HBCU Grant	Vashon Community Center	$1,000,000
Historic Preservation Fund	Not Applicable	SER Region	Project Management and oversight, contracting support, and funds monitoring	$481,994
HPF Total				**$14,986,944**
Operation of the National Park System	Alaska Region	Alaska Region - Multiple Parks	Perform Invasive Plant Treatment at Nine Parks Using Student Conservation Association Interns	$174,000
Operation of the National Park System	Alaska Region	Alaska Region - Multiple Parks	Perform Invasive Plant Treatment at Nine Parks Using Americorps Volunteers	$160,428
Operation of the National Park System	Alaska Region	Denali	Rehabilitate Comfort Station and Campground	$67,147
Operation of the National Park System	Alaska Region	Denali	Replace Aging Unit Heaters Autoshop to Improve Energy Efficiency	$59,721
Operation of the National Park System	Alaska Region	Denali	Perform Preventative Maintenance on the Wonder Lake Maintenance Shop and Cabins	$39,238
Operation of the National Park System	Alaska Region	Denali	Repair Wonder Lake Ranger Station Sewer Line	$33,428
Operation of the National Park System	Alaska Region	Denali	Repair Surfaces of Trails	$70,286
Operation of the National Park System	Alaska Region	Denali National Park & Preserve	Rehabilitate Savage Alpine Trail	$322,841
Operation of the National Park System	Alaska Region	Gates of the Arctic	Install Wind Turbine and Battery System at Anaktuvuk Pass Ranger Station	$105,055
Operation of the National Park System	Alaska Region	Glacier Bay	Demolish and Replace Deteriorated Storage Building	$543,899
Operation of the National Park System	Alaska Region	Glacier Bay	Prevent Further Corrosion of Submerged Structures at Bartlett Cove Marine Facilities	$434,030
Operation of the National Park System	Alaska Region	Glacier Bay	Inspect, Repaint and Provide Preventative Maintenance for Four Vessels	$150,891
Operation of the National Park System	Alaska Region	Kenai Fjords	Enhance Visitor Facilities at Exit Glacier	$99,914

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Alaska Region	Kenai Fjords	Replace Windows in Park Quarters	$57,672
Operation of the National Park System	Alaska Region	Kenai Fjords	Repaint Facilities at Exit Glacier	$55,000
Operation of the National Park System	Alaska Region	Klondike Gold Rush	Rehabilitate the Kalvick House	$40,499
Operation of the National Park System	Alaska Region	Klondike Gold Rush	Rehabilitate Trails, Campgrounds, and Cultural Sites	$30,331
Operation of the National Park System	Alaska Region	Lake Clark	Insulate Pipe Systems in Quarters to Prevent Damage	$48,040
Operation of the National Park System	Alaska Region	Sitka	Rehabilitate Park Trails with Alaska Native Youth Partnership	$13,864
Operation of the National Park System	Alaska Region	Wrangell-St. Elias	Rehabilitate and Develop Twin Lakes Campground	$256,620
Operation of the National Park System	Alaska Region	Wrangell-St. Elias	Develop Shuttle Stop and Exhibits at the Kennecott Mines National Historic Landmark	$51,041
Operation of the National Park System	Alaska Region	Wrangell-St. Elias	Paint Interior of Copper Center Complex	$17,543
Operation of the National Park System	Alaska Region	Wrangell-St. Elias	Perform Preventative Maintenance on Water Treatment System	$16,835
Operation of the National Park System	Alaska Region	Wrangell-St Elias	Rehabilitate Glennallen Maintenance Facility	$14,589
Operation of the National Park System	Alaska Region	Wrangell-St Elias	Repair Historic Trail	$74,397
Operation of the National Park System	Alaska Region	Yukon-Charley	Replace Obsolete Employee Housing In Eagle, AK	$11,231
Operation of the National Park System	Intermountain Region	Alibates Flint Quarries	Demolish and Replace Comfort Station to Meet ADA Requirements	$64,500
Operation of the National Park System	Intermountain Region	Amistad	Remove Trash and Debris Along the Shoreline	$207,995
Operation of the National Park System	Intermountain Region	Arches	Construct Flood Diversion Wall	$63,748
Operation of the National Park System	Intermountain Region	Aztec Ruins	Rehabilitate Windows and Doors at Historic Visitor Center	$56,475
Operation of the National Park System	Intermountain Region	Aztec Ruins	Repave Interpretive Trail	$54,747
Operation of the National Park System	Intermountain Region	Bandelier	Correct Safety Problems on Backcountry Trail Segments	$59,512
Operation of the National Park System	Intermountain Region	Bent's Old Fort	Upgrade Maintenance Shop Electrical System to Meet Code	$87,687
Operation of the National Park System	Intermountain Region	Big Bend	Repair Park Infrastructure Damaged by Flood	$569,612
Operation of the National Park System	Intermountain Region	Big Bend	Rehabilitate Historic Law Enforcement Quarters	$427,594
Operation of the National Park System	Intermountain Region	Big Bend	Repair Historic Guard and Retaining Walls	$71,389
Operation of the National Park System	Intermountain Region	Big Bend	Improve Visitor Safety by Rehabilitating Trails Parkwide	$181,002
Operation of the National Park System	Intermountain Region	Big Thicket	Restore Facilities Damaged by Hurricane Ike	$76,000
Operation of the National Park System	Intermountain Region	Big Thicket	Repair Hurricane Damage at Kirby Nature Trail Area	$51,000
Operation of the National Park System	Intermountain Region	Bighorn Canyon	Perform Preventative Maintenance on Dumpsters Parkwide to Improve Sanitation	$154,177
Operation of the National Park System	Intermountain Region	Bighorn Canyon	Increase Alternative Energy Capacities at Resource Management Building and Trail Creek Campground	$32,998
Operation of the National Park System	Intermountain Region	Black Canyon of the Gunnison	Repair Perimeter Fencing to Protect Park Resources from Livestock	$37,543
Operation of the National Park System	Intermountain Region	Black Canyon of the Gunnison	Apply Preservative Oil to the Exterior of 10 Historic Log Structures	$18,156
Operation of the National Park System	Intermountain Region	Bryce Canyon	Demolish and Replace Comfort Station to Meet ADA Requirements	$362,000
Operation of the National Park System	Intermountain Region	Bryce Canyon	Repair Historic Bristlecone Trail	$189,039
Operation of the National Park System	Intermountain Region	Canyon de Chelly	Rehabilitate Unsafe and Unsanitary Restroom Facilities	$304,812
Operation of the National Park System	Intermountain Region	Canyon de Chelly	Repair Historic Trails Parkwide	$44,068
Operation of the National Park System	Intermountain Region	Canyonlands	Replace Failing Propane Tanks at Island in the Sky	$107,851
Operation of the National Park System	Intermountain Region	Canyonlands	Rehabilitate Hans Flat Maintenance Building for Energy Efficiency	$24,000
Operation of the National Park System	Intermountain Region	Capitol Reef	Replace Exterior Siding and Windows in Employee Residences	$97,026
Operation of the National Park System	Intermountain Region	Capitol Reef	Repair and Increase Energy Efficiency of Exterior Components at Nature Center, Visitor Shelters, and Storage Facilities	$63,160
Operation of the National Park System	Intermountain Region	Capulin Volcano	Upgrade Restrooms to Meet ADA Requirements at Visitor Center and Picnic Area	$27,686
Operation of the National Park System	Intermountain Region	Carlsbad Caverns	Repaint Exterior of 6 Buildings	$29,088
Operation of the National Park System	Intermountain Region	Casa Grande Ruins	Install Photovoltaic Panels to Reduce Park Energy Costs by 45 percent	$378,141

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Intermountain Region	Casa Grande Ruins	Correct Drainage Deficiencies on Trails to Protect Historic Archeological Sites	$49,990
Operation of the National Park System	Intermountain Region	Cedar Breaks	Perform Preventative Maintenance at North View and Chessman Overlooks	$325,127
Operation of the National Park System	Intermountain Region	Cedar Breaks	Repair Trails and Boundary Fences	$28,750
Operation of the National Park System	Intermountain Region	Chaco Culture	Rehabilitate Maintenance Shop Building and Lumber Storage Facility to Improve Energy Efficiency and Prevent Hanta Virus	$154,128
Operation of the National Park System	Intermountain Region	Chaco Culture	Perform Preventative Maintenance on Historic Sandstone Masonry Retaining Walls	$36,861
Operation of the National Park System	Intermountain Region	Chamizal National Memorial	Demolish and Replace Light Towers	$185,402
Operation of the National Park System	Intermountain Region	Chickasaw	Improve Energy Efficiency By Replacing Windows, Doors, and Roofs on Travatine Nature Center	$713,171
Operation of the National Park System	Intermountain Region	Chickasaw	Rehabilitate Comfort Stations to Improve Health and Safety	$217,975
Operation of the National Park System	Intermountain Region	Chickasaw	Rehabilitate Travertine Nature Center	$301,540
Operation of the National Park System	Intermountain Region	Chickasaw	Repair Trails at Buckhorn Campground to Improve Accessibility	$59,835
Operation of the National Park System	Intermountain Region	Chickasaw	Repair Historic Rock Creek Multi-Use Trail	$15,000
Operation of the National Park System	Intermountain Region	Chiricahua	Perform Preservation Treatment on All Roads Parkwide Including Historic Roads	$837,783
Operation of the National Park System	Intermountain Region	Chiricahua	Replace Fencing at Bonita Creek Campground	$92,582
Operation of the National Park System	Intermountain Region	Chiricahua	Replace Roof and Paint at Historic Faraway Ranch Cowboy House and Stafford Cabin	$27,449
Operation of the National Park System	Intermountain Region	Chiricahua	Perform Preventative Maintenance on Historic Park Trails	$94,998
Operation of the National Park System	Intermountain Region	Colorado National Monument	Rehabilitate Historic Monument Trail	$197,000
Operation of the National Park System	Intermountain Region	Colorado National Monument	Perform Preventative Maintenence on Historic Park Trails	$56,000
Operation of the National Park System	Intermountain Region	Coronado	Rehabilitate Existing Building to Law Enforcement Operations Center	$86,911
Operation of the National Park System	Intermountain Region	Curecanti	Repair Trails and Footbridges Parkwide	$64,616
Operation of the National Park System	Intermountain Region	Devils Tower	Paint Exterior of Historic Buildings	$42,567
Operation of the National Park System	Intermountain Region	Dinosaur	Replace Waterlines to Prevent Emergency Use of Reservoir	$349,834
Operation of the National Park System	Intermountain Region	Dinosaur	Rehabilitate Access Gates of Lodore Boat Ramp	$155,688
Operation of the National Park System	Intermountain Region	Dinosaur	Replace Carpeting and Windows in Headquarters Building	$98,208
Operation of the National Park System	Intermountain Region	Dinosaur	Repair Frontcountry and Backcountry Trails Parkwide	$42,588
Operation of the National Park System	Intermountain Region	El Malpais	Improve Safety and Appearance of Multi Agency Center	$64,387
Operation of the National Park System	Intermountain Region	Florissant Fossil Beds	Rehabilitate Interior and Exterior of Visitor Center to Increase Energy Efficiency and Prevent Hanta Virus	$49,982
Operation of the National Park System	Intermountain Region	Florissant Fossil Beds	Repair Electrical Hazards at Historic Maytag Barn	$2,983
Operation of the National Park System	Intermountain Region	Florissant Fossil Beds	Rehabilitate Shootin' Star Trail	$37,688
Operation of the National Park System	Intermountain Region	Fort Bowie	Replace Roof For Two Employee Quarters	$43,151
Operation of the National Park System	Intermountain Region	Fort Bowie	Repair Trails Parkwide	$39,878
Operation of the National Park System	Intermountain Region	Fort Davis	Stabilize Historic Brick Oven	$46,001
Operation of the National Park System	Intermountain Region	Fort Laramie	Paint, Plaster, and Repair Floor Coverings in Historic Structures and Ruins	$119,783
Operation of the National Park System	Intermountain Region	Fort Union	Rehabilitate Quarters 3A to Meet ADA Requirements	$36,000
Operation of the National Park System	Intermountain Region	Fort Union	Stabilize Historic Flagstone Courtyard	$13,604
Operation of the National Park System	Intermountain Region	Fossil Butte	Repair Walks and Patios at Visitor Center	$53,494
Operation of the National Park System	Intermountain Region	Gila Cliff Dwellings	Update Fluorescent Light Fixtures to Improve Energy Efficiency	$49,007
Operation of the National Park System	Intermountain Region	Gila Cliff Dwellings	Replace Security Fence Around At Gila Center Maintenance Shop	$27,343
Operation of the National Park System	Intermountain Region	Glacier	Rehabilitate Comfort Stations to Meet ADA Requirements	$782,567
Operation of the National Park System	Intermountain Region	Glacier	Rehabilitate Historic West Lakes District Emergency Visitor Services and Public Safety Building	$311,359

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Intermountain Region	Glacier	Rehabilitate Multiple Historic Quarters	$224,500
Operation of the National Park System	Intermountain Region	Glacier	Repair Backcountry Trails and Backcountry Campgrounds	$356,660
Operation of the National Park System	Intermountain Region	Glacier	Repair Disintegrating and Hazardous Segments on Trails with High Visitor Use	$330,914
Operation of the National Park System	Intermountain Region	Glen Canyon	Increase Efficiency and Accuracy of Water Meters by Replacing Meters and Automating Systems	$460,586
Operation of the National Park System	Intermountain Region	Grand Canyon	Repair and Rehabilitate Substantial Housing at Supai Camp	$1,106,021
Operation of the National Park System	Intermountain Region	Grand Canyon	Rehabilitate Four Historic and Two Non-Historic Structures at Supai Camp	$479,861
Operation of the National Park System	Intermountain Region	Grand Canyon	Expand RV Sites to Reduce Overcrowding in Seasonal Employee Quarters	$401,760
Operation of the National Park System	Intermountain Region	Grand Canyon	Rehabilitate Historic South Rim Housing Units	$297,182
Operation of the National Park System	Intermountain Region	Grand Canyon	Rehabilitate HVAC Systems in Fee Management Office and Visitor Interpretation Center	$225,750
Operation of the National Park System	Intermountain Region	Grand Canyon	Replace Shingles on South Rim Quarters	$209,621
Operation of the National Park System	Intermountain Region	Grand Canyon	Replace Doors and Paint Exteriors of Historic South Rim Facilities to Improve Energy Efficiency and Appearance	$182,748
Operation of the National Park System	Intermountain Region	Grand Canyon	Install Wastewater Flow Meters To Increase Visitor Health And Safety	$70,307
Operation of the National Park System	Intermountain Region	Grand Canyon	Repair Historic North Rim Forest Trails and Trail Structures Damaged by Wildfire	$539,814
Operation of the National Park System	Intermountain Region	Grand Canyon	Rehabilitate the Historic Trans-Canyon Trail	$527,353
Operation of the National Park System	Intermountain Region	Grand Teton	Rehabilitate Historic Lower Granite Canyon Trail	$437,072
Operation of the National Park System	Intermountain Region	Grant-Kohrs Ranch	Repair Beams of Historic Red Barn	$34,189
Operation of the National Park System	Intermountain Region	Grant-Kohrs Ranch	Preserve Historic Windows and Doors of Ranch House	$16,388
Operation of the National Park System	Intermountain Region	Grant-Kohrs Ranch	Repair Frames of Seven Historic Structures	$11,451
Operation of the National Park System	Intermountain Region	Great Sand Dunes	Replace and Relocate Aging and Unsafe Gas Storage System	$143,125
Operation of the National Park System	Intermountain Region	Great Sand Dunes	Improve Energy Efficiency of Maintenance Shop	$123,600
Operation of the National Park System	Intermountain Region	Great Sand Dunes	Rehabilitate Wood Elements at Visitor Center, Picnic Area and Campground	$11,994
Operation of the National Park System	Intermountain Region	Guadalupe Mountains	Rehabilitate Pine Springs Quarters	$227,206
Operation of the National Park System	Intermountain Region	Guadalupe Mountains	Replace Heating System Boiler at Park Headquarters/Visitor Center	$29,512
Operation of the National Park System	Intermountain Region	Guadalupe Mountains	Repair Trails Parkwide	$63,589
Operation of the National Park System	Intermountain Region	Hovenweep	Perform Preventative Maintenance on Historic Structures	$50,000
Operation of the National Park System	Intermountain Region	Hovenweep	Conduct Stabilization Maintenance on Historic Cajon Pueblo	$49,988
Operation of the National Park System	Intermountain Region	Hubbell Trading Post	Perform Farmland Preservation with Navajo Youth Corps	$102,000
Operation of the National Park System	Intermountain Region	Hubbell Trading Post	Rehabilitate the Historic Hubbell Family Picnic Area	$34,801
Operation of the National Park System	Intermountain Region	Intermountain Region -Multiple Parks	Create and Implement Green Energy Program to Help Parks Attain Energy Goals	$1,056,756
Operation of the National Park System	Intermountain Region	John D. Rockefeller, Jr. Memorial Parkway	Demolish Structure and Stabilize Eroding Slope at Flagg Ranch	$65,653
Operation of the National Park System	Intermountain Region	Lake Meredith	Replace Fixtures at Three Comfort Stations With Water-Saving Models	$66,268
Operation of the National Park System	Intermountain Region	Lake Meredith	Replace HVAC System in Ranger Station	$10,716
Operation of the National Park System	Intermountain Region	Long Distance Trails	Repair Interior Courtyard Columns and Drainage System of Historic Structures	$41,637
Operation of the National Park System	Intermountain Region	Lyndon B. Johnson	Rebuild 6.1 Miles of Ranch Fencing Along Tour Route to Maintain Historic Appearance	$77,001
Operation of the National Park System	Intermountain Region	Lyndon B. Johnson	Replace HVAC System at Historic Texas Whitehouse	$72,003
Operation of the National Park System	Intermountain Region	Mesa Verde	Install Eight Photovoltaic Systems on Historic Headquarters Buildings	$498,422
Operation of the National Park System	Intermountain Region	Mesa Verde	Replace Failing Waterline at Morefield Village and Campground	$478,138
Operation of the National Park System	Intermountain Region	Mesa Verde	Replace Inadequate Electrical Service in Navajo Loop	$204,170
Operation of the National Park System	Intermountain Region	Mesa Verde	Modify Trail to Spruce Tree Site to Meet ADA Requirements	$281,777

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Intermountain Region	Natural Bridges	Replace Failing Photovoltaic Inverter to Retain Park's 100% Dependence on Solar Power	$272,265
Operation of the National Park System	Intermountain Region	Natural Bridges	Stabilize Eroded Structures at Historic Bare Ladder Ruin	$15,000
Operation of the National Park System	Intermountain Region	Navajo	Rehabilitate Aging Mission 66 Quarters	$115,331
Operation of the National Park System	Intermountain Region	Organ Pipe Cactus	Perform Preservation Treatment on Seven Miles of Road and Parking Areas Parkwide	$790,545
Operation of the National Park System	Intermountain Region	Organ Pipe Cactus	Paint Visitor Center, Campground Comfort Stations, Ranger Station and Maintenance Facilities	$132,911
Operation of the National Park System	Intermountain Region	Padre Island	Remove Hurricane Ike Debris	$129,462
Operation of the National Park System	Intermountain Region	Padre Island	Install Bollards to Prevent Erosion at Bird Island Basin Campground	$13,989
Operation of the National Park System	Intermountain Region	Padre Island	Rehabilitate Volunteer-In Parks Camping Area	$10,971
Operation of the National Park System	Intermountain Region	Palo Alto Battlefield	Remove and Replace Unserviceable Air Handling Units to Improve Energy Efficiency	$96,580
Operation of the National Park System	Intermountain Region	Pecos	Install Reinforced Concrete Footers Under Wooden Columns at Historic Ranch House	$75,807
Operation of the National Park System	Intermountain Region	Pecos	Replace Inadequate HVAC System at Visitor Center	$50,093
Operation of the National Park System	Intermountain Region	Pecos	Rehabilitate Historic Well Covering at Forked Lightning Ranch	$6,993
Operation of the National Park System	Intermountain Region	Petrified Forest	Replace Inadequate HVAC System in the Historic Painted Desert Visitor Center and Administration Building	$360,365
Operation of the National Park System	Intermountain Region	Petrified Forest	Replace Lighting and Improve Energy Efficiency Parkwide	$75,000
Operation of the National Park System	Intermountain Region	Petrified Forest	Repair Blue Mesa Trail	$46,443
Operation of the National Park System	Intermountain Region	Petroglyph	Repair Trails Parkwide	$145,592
Operation of the National Park System	Intermountain Region	Pipe Spring	Replace Visitor Center Walkways and Curbing	$138,850
Operation of the National Park System	Intermountain Region	Pipe Spring	Replace Sidewalks and Walkways	$157,124
Operation of the National Park System	Intermountain Region	Rocky Mountain	Resurface Roads in Glacier Basin Campground and Timber Creek Campground	$674,695
Operation of the National Park System	Intermountain Region	Rocky Mountain	Eliminate Hazardous Trees in High Use Visitor Areas	$489,675
Operation of the National Park System	Intermountain Region	Rocky Mountain	Replace Roof on National Historic Landmark Visitor Center	$372,246
Operation of the National Park System	Intermountain Region	Rocky Mountain	Replace Failing Sewer Lines at Campground and Headquarters	$298,235
Operation of the National Park System	Intermountain Region	Rocky Mountain	Replace Water Storage Tank at Green Mountain	$223,156
Operation of the National Park System	Intermountain Region	Rocky Mountain	Rehabilite Historic Barn, Shed and Stable	$128,592
Operation of the National Park System	Intermountain Region	Rocky Mountain	Replace Heating Systems in Five Employee Residences to Correct Mold Problem	$45,291
Operation of the National Park System	Intermountain Region	Rocky Mountain	Replace Deteriorated Boardwalk at Many Park Curve	$233,212
Operation of the National Park System	Intermountain Region	Rocky Mountain	Rehabilitate Alpine Visitor Center Trail	$216,914
Operation of the National Park System	Intermountain Region	Rocky Mountain	Repair or Replace Footbridges Parkwide	$145,074
Operation of the National Park System	Intermountain Region	Rocky Mountain	Realign Segments of Continental Divide Trail and Construct Footbridge	$64,885
Operation of the National Park System	Intermountain Region	Saguaro	Replace Roof on Equipment Storage Structure	$50,615
Operation of the National Park System	Intermountain Region	Saguaro	Install 100-amp Electric Service to Corral to Improve Energy Efficiency	$46,394
Operation of the National Park System	Intermountain Region	Saguaro	Replace HVAC System in Visitor Center and Headquarters Annex Buildings	$43,225
Operation of the National Park System	Intermountain Region	Saguaro	Repair the Rincon Creek, Rincon Peak, and Heartbreak Ridge Trails	$254,230
Operation of the National Park System	Intermountain Region	San Antonio Missions	Rehabilitate Sewer, Septic and Potable Water System at Historic Mission Espada	$49,998
Operation of the National Park System	Intermountain Region	Sunset Crater Volcano	Replace Unsafe Sidewalks in Visitor Center Area	$64,989
Operation of the National Park System	Intermountain Region	Timpanogos Cave	Construct Roof Extension on Cave Exit Shelter to Protect Visitors from Rockfall	$199,517
Operation of the National Park System	Intermountain Region	Tonto	Rehabilitate Park Administration Building to Meet ADA Requirements	$132,323
Operation of the National Park System	Intermountain Region	Tonto	Rehabilitate and Reconstruct Stone Retaining Walls on Lower Cliff Dwelling Trail	$49,999
Operation of the National Park System	Intermountain Region	Tumacacori	Rehabilitate and Replace Original Unsafe Wiring and Plaster Exterior of Historic 1930's Era Building	$42,561

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Intermountain Region	Walnut Canyon	Repair Drainage Features at Historic Ranger Ledge Site	$46,000
Operation of the National Park System	Intermountain Region	Washita Battlefield	Replace Fence Along Park Boundary	$34,629
Operation of the National Park System	Intermountain Region	White Sands	Rehabilitate Headquarters Building to Protect Structural Integrity and Increase Energy Efficiency	$180,769
Operation of the National Park System	Intermountain Region	White Sands	Replace Six Skylights and Resurface Parapet Walls at Warehouse to Prevent Leaks	$7,000
Operation of the National Park System	Intermountain Region	Wupatki	Repair 1950s Drainage System and Backfill Historic Pueblo to Protect Exposed Features	$122,017
Operation of the National Park System	Intermountain Region	Yellowstone	Resurface South Entrance Roadway	$1,197,955
Operation of the National Park System	Intermountain Region	Yellowstone	Rehabilitate and Repave Historic South Rim Drive	$992,909
Operation of the National Park System	Intermountain Region	Yellowstone	Improve Restroom Facilities to Eliminate Contamination Issues	$278,994
Operation of the National Park System	Intermountain Region	Yellowstone	Replace Pumps, Motors, and Valves in Water and Wastewater Plants Parkwide	$277,894
Operation of the National Park System	Intermountain Region	Yellowstone	Replace Deteriorating Spring and Reservoir to Ensure Clean Drinking Water	$128,126
Operation of the National Park System	Intermountain Region	Yellowstone	Repair Hazardous Propane Service Line at Fort Yellowstone	$55,876
Operation of the National Park System	Intermountain Region	Yellowstone	Replace Failing Steam Heat for Historic Buildings Used By Public	$33,952
Operation of the National Park System	Intermountain Region	Yellowstone	Demolish and Replace Roof of Wastewater Management Lift Station	$2,900
Operation of the National Park System	Intermountain Region	Yellowstone	Repair Boardwalks near Thermal Features	$117,332
Operation of the National Park System	Intermountain Region	Yellowstone	Realign Segments of the Historic Shelf Lake Trail	$91,790
Operation of the National Park System	Intermountain Region	Yellowstone	Rehabilitate the Historic Observation Peak Trail	$17,898
Operation of the National Park System	Intermountain Region	Yellowstone	Repair Deteriorating Trails and Footbridges	$472,441
Operation of the National Park System	Intermountain Region	Zion	Install Additional Photovoltaic Panels at Emergency Operations Center and Administration Building	$514,987
Operation of the National Park System	Intermountain Region	Zion	Install Photovoltaic Panels at Headquarters, Museum Building and Visitor Center	$235,193
Operation of the National Park System	Intermountain Region	Zion	Perform Critical Trail Repairs in Zion Canyon	$119,018
Operation of the National Park System	Midwest Region	Agate Fossil Beds	Replace Roof of Visitor Center	$29,000
Operation of the National Park System	Midwest Region	Apostle Islands	Repair Oak Island Access Trails	$43,991
Operation of the National Park System	Midwest Region	Badlands	Install Alternative Energy Generation Facility for Energy Efficiency and Education	$76,220
Operation of the National Park System	Midwest Region	Badlands	Replace Deteriorated Boardwalk on Cliff Shelf Trail	$211,549
Operation of the National Park System	Midwest Region	Buffalo National River	Repair Flood-Damaged Park Assets	$298,305
Operation of the National Park System	Midwest Region	Buffalo National River	Repair Ice-Damaged Park Assets	$274,584
Operation of the National Park System	Midwest Region	Buffalo National River	Rehabilitate Trails Parkwide	$188,705
Operation of the National Park System	Midwest Region	Cuyahoga Valley	Upgrade Nine Miles of Railroad Line for Sustainability Per 2002 Renewal Plan, Phases I-III	$2,746,860
Operation of the National Park System	Midwest Region	Cuyahoga Valley	Perform Preventative Maintenance to Replace Railroad Ties	$484,562
Operation of the National Park System	Midwest Region	Fort Scott	Replace Outdated Electric Heaters, Furnaces and Heat Pumps	$257,918
Operation of the National Park System	Midwest Region	Fort Smith	Repair Storm-Damaged Historic Assets	$501,068
Operation of the National Park System	Midwest Region	Grand Portage	Replace Trailers for Seasonal Housing to Correct Safety Deficiencies and Improve Energy Efficiency	$1,212,424
Operation of the National Park System	Midwest Region	Grand Portage	Replace Rotting and Hazardous Boardwalk Planks on Grand Portage Trail	$47,600
Operation of the National Park System	Midwest Region	Herbert Hoover	Rehabilitate the Historic Wright House Including Abatement of Lead	$263,967
Operation of the National Park System	Midwest Region	Hot Springs	Replace Roof of Historic Buckstaff Bathhouse	$272,401
Operation of the National Park System	Midwest Region	Hot Springs	Rehabilitate 20 Miles of Trails Parkwide	$131,459
Operation of the National Park System	Midwest Region	Ice Age Trail	Repair Ice Age Trail	$19,734
Operation of the National Park System	Midwest Region	Indiana Dunes	Install Exterior Solar Lighting for Park Facilities	$226,998
Operation of the National Park System	Midwest Region	Indiana Dunes	Replace Roofs on Two Buildings with Sustainable Practices	$160,601

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Midwest Region	Indiana Dunes	Remove Invasive Plants Near Trails and Overlook at Inland Marsh	$21,923
Operation of the National Park System	Midwest Region	Indiana Dunes	Remove Invasive Plants to Preserve Communities around Ly-co-ki-we Trail	$21,826
Operation of the National Park System	Midwest Region	Indiana Dunes	Control Invasive Plants to Protect Natural Resources	$21,808
Operation of the National Park System	Midwest Region	Isle Royale	Repair and Rehabilitate Backcountry Trails	$155,838
Operation of the National Park System	Midwest Region	Knife River Indian Villages	Relocate Sewage Grinder and Lift Station to Exterior of Visitor Center	$88,690
Operation of the National Park System	Midwest Region	Lincoln Home	Replace Wheelchair Lifts	$87,512
Operation of the National Park System	Midwest Region	Ozark National Scenic Riverways	Replace Two Failing Underground Electrical Systems	$1,248,156
Operation of the National Park System	Midwest Region	Ozark National Scenic Riverways	Repair Park Infrastructure and Stabilize Streambanks Damaged by Storms	$470,225
Operation of the National Park System	Midwest Region	Ozark National Scenic Riverways	Repair Chubb Hollow Trail	$217,337
Operation of the National Park System	Midwest Region	Pea Ridge	Repair Storm-Damaged Park Assets	$129,255
Operation of the National Park System	Midwest Region	Perry's Victory and International Peace Memor	Repair 90 Year Old Otis Elevator for Improved Health and Safety	$378,906
Operation of the National Park System	Midwest Region	Saint Croix National Scenic Riverway	Rehabilitate Deteriorated Hiking Trails	$37,921
Operation of the National Park System	Midwest Region	Scotts Bluff	Rehabilitate Boundary Fence and Markings	$131,728
Operation of the National Park System	Midwest Region	Sleeping Bear Dunes	Replace HVAC and Fuel Storage Systems with Photovoltaic Modules for Increased Energy Efficiency and Environmental Protection	$225,631
Operation of the National Park System	Midwest Region	Sleeping Bear Dunes	Eradicate Invasive Plants in Critical Piping Plover Habitat	$99,204
Operation of the National Park System	Midwest Region	Sleeping Bear Dunes	Repair Deteriorating Hiking Trails	$146,900
Operation of the National Park System	Midwest Region	Voyageurs	Upgrade 38 Substandard Campsites for Visitor Safety	$222,470
Operation of the National Park System	National Capital	Antietam	Replace Historic Fencing at Newcomer Farm	$43,853
Operation of the National Park System	National Capital	Antietam	Restore Warm Season Grasses On Otto Farm	$22,280
Operation of the National Park System	National Capital	George Washington Memorial Parkway	Reconstruct Bridge #6 and # 7 on Mount Vernon Trail	$99,680
Operation of the National Park System	National Capital	George Washington Memorial Parkway	Install Solar-Powered Street Lights at Daingerfield Island	$13,495
Operation of the National Park System	National Capital	Monocacy	Landscape New Visitor Center	$21,184
Operation of the National Park System	National Capital	National Capital Parks	Rehabilitate Historic McPherson Park	$430,407
Operation of the National Park System	National Capital	National Capital Parks - East	Repair Iron Fencing In Marion Park	$92,300
Operation of the National Park System	National Capital	Rock Creek Park	Install Solar Lighting In Five Comfort Stations	$9,780
Operation of the National Park System	National Capital	Wolf Trap National Park for the Performing Arts	Replace Deteriorating Roofs and Pavilion Floor	$258,061
Operation of the National Park System	National Capital Region	Antietam	Preserve Historic Headstones	$108,002
Operation of the National Park System	National Capital Region	Antietam	Replace Administrative Building Roof	$15,720
Operation of the National Park System	National Capital Region	Antietam	Pave Parking Areas & Driveways	$291,824
Operation of the National Park System	National Capital Region	Antietam	Rehabilitate Snavely Ford Trail	$89,375
Operation of the National Park System	National Capital Region	Catoctin Mountain Park	Replace Failing Sections of Underground Electrical Distribution System	$898,193
Operation of the National Park System	National Capital Region	Catoctin Mountain Park	Repair and Replace Fire Hydrants	$80,266
Operation of the National Park System	National Capital Region	Chesapeake and Ohio Canal	Repair Historic Lift Lock 22	$563,737
Operation of the National Park System	National Capital Region	Chesapeake and Ohio Canal	Control Exotic Plants to Protect Natural Resources	$183,582
Operation of the National Park System	National Capital Region	Chesapeake and Ohio Canal	Repoint Masonry of Historic Canal Locks in Watered Sections of the Canal	$112,998
Operation of the National Park System	National Capital Region	Chesapeake and Ohio Canal	Expand Existing Boat Ramp and Improve Service Road, Brunswick, MD	$105,009
Operation of the National Park System	National Capital Region	Chesapeake and Ohio Canal	Replace Boat Ramp and Parking Area, Point of Rocks, MD	$566,012
Operation of the National Park System	National Capital Region	Chesapeake and Ohio Canal	Repair Historic Canal Towpath	$835,123
Operation of the National Park System	National Capital Region	George Washington Memorial Parkway	Repair and Replace Six Sewage Lift Stations	$199,705
Operation of the National Park System	National Capital Region	George Washington Memorial Parkway	Restore Road Shoulders	$44,945
Operation of the National Park System	National Capital Region	George Washington Memorial Parkway	Replace Ultraviolet Filters on Windows at Historic Structures	$22,582
Operation of the National Park System	National Capital Region	George Washington Memorial Parkway	Replace Parkway Wayside Exhibits and Bulletin Boards	$1,947

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	National Capital Region	George Washington Memorial Parkway	Rehabilitate Trails and Remove Exotic Plants	$518,367
Operation of the National Park System	National Capital Region	Harpers Ferry NHP	Repair Roofs on Seven Historic Buildings	$447,893
Operation of the National Park System	National Capital Region	Harpers Ferry NHP	Repair Slate Roofs on Four Historic Buildings	$397,309
Operation of the National Park System	National Capital Region	Harpers Ferry NHP	Weatherproof the Exterior of the Historic Lockwood House	$146,419
Operation of the National Park System	National Capital Region	Harpers Ferry NHP	Repair and Upgrade Park Intrusion and Fire Alarm Systems	$80,064
Operation of the National Park System	National Capital Region	Manassas	Remove Damaging Vegetation From Historic Landscape	$156,992
Operation of the National Park System	National Capital Region	Manassas	Reline Chimneys in Historic Park Structures	$32,470
Operation of the National Park System	National Capital Region	Manassas	Paint Exterior of Historic Sutton House	$10,000
Operation of the National Park System	National Capital Region	Manassas	Paint Historic Thornberry House	$8,734
Operation of the National Park System	National Capital Region	Manassas	Repoint Historic Masonry Structures at Hooe Cemetery and Chinn House	$3,999
Operation of the National Park System	National Capital Region	Monocacy	Control Invasive Species to Protect Natural Resources	$121,841
Operation of the National Park System	National Capital Region	Monocacy	Repair Structure of Historic Baker Barn	$75,342
Operation of the National Park System	National Capital Region	Monocacy	Repair and Repoint Foundation at Historic Baker Barn	$26,910
Operation of the National Park System	National Capital Region	Monocacy	Replace Non-compliant Above-Ground Diesel Storage Tank	$13,435
Operation of the National Park System	National Capital Region	National Capital Parks - East	Repair Interior Finishes and Utilities at Historic Enlisted Men's Barracks	$456,128
Operation of the National Park System	National Capital Region	National Capital Parks - East	Repair United States Park Police Substation, Greenbelt	$10,337
Operation of the National Park System	National Capital Region	National Capital Parks - East	Repair and Repaint Shutters on Historic Officer's Quarters	$8,030
Operation of the National Park System	National Capital Region	National Capital Parks - East	Repair and Stabilize Kenilworth Park Trail System	$59,734
Operation of the National Park System	National Capital Region	National Capital Parks - East	Replace Long Azalae Bridge at Greenbelt Park	$51,874
Operation of the National Park System	National Capital Region	National Mall & Memorial Parks	Maintain Landscape Features on the National Mall	$198,317
Operation of the National Park System	National Capital Region	Prince William Forest Park	Rehabilitate 13 Historic Structures In Camp Pleasant	$559,234
Operation of the National Park System	National Capital Region	Prince William Forest Park	Replace Windows and Doors at Cabin Camp to Improve Energy Efficiency	$140,513
Operation of the National Park System	National Capital Region	Rock Creek Park	Rehabilitate Deteriorated Historic Lodge House and Rostrum	$1,143,692
Operation of the National Park System	National Capital Region	Rock Creek Park	Rehabilitate Hazardous Historic Park Bridle Trails	$368,675
Operation of the National Park System	National Capital Region	Rock Creek Park	Repair Washed-out Abutment at Historic Rolling Meadows Trail Bridge	$95,238
Operation of the National Park System	National Capital Region	Wolf Trap	Repair Water Damage at Filene Center	$54,224
Operation of the National Park System	Northeast Region	Acadia	Repair 93 Damaged Culverts and Headwalls On Historic Park Roads	$1,374,906
Operation of the National Park System	Northeast Region	Acadia	Demolish Abandoned Buildings and Roads to Restore Landscapes	$187,370
Operation of the National Park System	Northeast Region	Acadia	Replace Deteriorated Safety and Information Signs	$143,079
Operation of the National Park System	Northeast Region	Adams	Repair Historic Beale House	$217,137
Operation of the National Park System	Northeast Region	Appomattox Court House	Repair External Features of the Historic McLean Complex	$61,566
Operation of the National Park System	Northeast Region	Appomattox Court House	Replace Siding and Insulate Quarters to Improve Energy Efficiency	$56,999
Operation of the National Park System	Northeast Region	Assateague Island	Install Fire Suppression Systems in Three Park Quarters	$177,597
Operation of the National Park System	Northeast Region	Assateague Island	Rehabilitate Sinepuxent District Boardwalks	$428,347
Operation of the National Park System	Northeast Region	Boston National Historic Park	Repair Steps and Complete Repairs/Repointing of the Historic Bunker Hill Monument	$934,263
Operation of the National Park System	Northeast Region	Boston National Historic Park	Repair Historic Brick Walls at Charlestown Navy Yard	$159,878
Operation of the National Park System	Northeast Region	Cape Cod	Expand Existing Storage Facility to Fully House Existing Fire Equipment	$321,915
Operation of the National Park System	Northeast Region	Cape Cod	Complete Installation of HVAC and Wastewater Systems In Salt Pond Visitor Center and Atlantic Research Center	$74,367
Operation of the National Park System	Northeast Region	Cape Cod	Install Backup Generator for the Fire Suppression System at the Historic Race Point Ranger Station	$69,000
Operation of the National Park System	Northeast Region	Cape Cod	Install Fire Suppression Systems in Three Historic Highland Structures	$55,786
Operation of the National Park System	Northeast Region	Delaware Water Gap	Repaint Building and Replace Inefficient Windows	$166,751

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Northeast Region	Delaware Water Gap	Replace Roof and Exterior Siding at Headquarters	$143,941
Operation of the National Park System	Northeast Region	Edison	Paint Exterior and Replace Gutters, Screen and Downspouts on Historic Glenmont Mansion	$208,401
Operation of the National Park System	Northeast Region	Fire Island	Repair 153 Feet of Failed Bulkhead at Sailors Haven Marina	$142,398
Operation of the National Park System	Northeast Region	Fire Island	Stabilize and Repair Historic Fresnel Lens	$369,322
Operation of the National Park System	Northeast Region	Fort McHenry	Install Fire Suppression System at Four Historic Star Fort Buildings	$252,781
Operation of the National Park System	Northeast Region	Fort McHenry	Install Storm Windows and Shutters in Historic Star Fort Buildings	$57,000
Operation of the National Park System	Northeast Region	Fort McHenry	Repair Solar Lights on Entrance Road and In Parking Lot	$13,481
Operation of the National Park System	Northeast Region	Fort Necessity	Replace Maintenance Building Oil Heating System with Geothermal System	$709,905
Operation of the National Park System	Northeast Region	Fort Stanwix National Monument	Upgrade Utility Systems Parkwide	$106,112
Operation of the National Park System	Northeast Region	Frederick Law Olmsted	Complete Retrofit of Historic Barn for Adaptive Reuse	$547,251
Operation of the National Park System	Northeast Region	Frederick Law Olmsted National Historic Site	Install Geothermal-Based HVAC System Components in Olmsted House and Historic Office	$652,751
Operation of the National Park System	Northeast Region	Fredericksburg and Spotsylvania County Battle	Replace and Upgrade HVAC Systems in Multiple Historic Facilities	$644,403
Operation of the National Park System	Northeast Region	Fredericksburg and Spotsylvania County Battle	Replace the HVAC System at Fredericksburg Visitor Center	$338,282
Operation of the National Park System	Northeast Region	Fredericksburg and Spotsylvania County Battle	Paint Interiors and Exteriors of Historic Structures, Office Buildings and Quarters	$259,830
Operation of the National Park System	Northeast Region	Fredericksburg and Spotsylvania County Battle	Install Fire Suppression and Detection System to Protect Museum Collections at Historic Jackson Shrine	$293,291
Operation of the National Park System	Northeast Region	Fredericksburg and Spotsylvania County Battle	Replace HVAC Components In Two Historic Structures	$155,099
Operation of the National Park System	Northeast Region	Gateway	Install Photovoltaic Equipment at Five Sandy Hook Beach Centers	$467,097
Operation of the National Park System	Northeast Region	Gateway	Install Sustainable, ADA Compliant Boardwalks to Replace Deteriorating Structures	$169,323
Operation of the National Park System	Northeast Region	Gateway	Repair Walls, Plazas and Restroom Facilities at Six Sandy Hook Beach Centers	$168,384
Operation of the National Park System	Northeast Region	Gateway National Recreation Area	Replace Heating System to Prevent Damage to Museum Collection and Historic Aircraft Hangar	$434,935
Operation of the National Park System	Northeast Region	Gateway National Recreation Area	Replace 26 HVAC Systems to Improve Energy Efficiency	$152,304
Operation of the National Park System	Northeast Region	Gateway National Recreation Area	Youth Conservation Crew for Gateway NRA, FY12-15	$120,029
Operation of the National Park System	Northeast Region	Gettysburg	Rehabilitate Historic Daniel Klingle House For Use As Employee Quarters	$291,876
Operation of the National Park System	Northeast Region	Gettysburg	Replace 5,000 ft Deteriorated Waterline at McMillan Woods Scout Camp	$281,422
Operation of the National Park System	Northeast Region	Gettysburg National Military Park	Replace 10 Oil-Fired Boilers With Energy Efficient Cast Iron Boilers in Historic Structures	$142,394
Operation of the National Park System	Northeast Region	Home of Franklin D. Roosevelt	Rehabilitate Historic Stone Walls and the Ice Pond Dam	$573,087
Operation of the National Park System	Northeast Region	Home of Franklin D. Roosevelt	Rehabilitate the Greenhouse and Expland Existing Horticulture Recycling	$948,220
Operation of the National Park System	Northeast Region	Hopewell Furnace	Repair, Rehabilitate and Paint Historic Structures	$420,570
Operation of the National Park System	Northeast Region	Hopewell Furnace	Remove and Replace Roof at Historic Charcoal House	$71,323
Operation of the National Park System	Northeast Region	Hopewell Furnace	Prune and Remove Trees at Upper Village	$44,942
Operation of the National Park System	Northeast Region	Hopewell Furnace	Install Interior and Exterior Solar Lighting at Wood Storage Building	$8,875
Operation of the National Park System	Northeast Region	Hopewell Furnace	Repair and Regrade Lenape Trail Surface	$35,644
Operation of the National Park System	Northeast Region	Independence	Install Equipment to Coordinate and Reduce Peak Use Loading at 92 Utility Meters Parkwide	$326,614
Operation of the National Park System	Northeast Region	Independence	Stabilize and Repair Historic Cobblestone At Rose Garden	$101,417
Operation of the National Park System	Northeast Region	Johnstown Flood	Replace HVAC System at Historic Unger House and Visitor Center	$598,363
Operation of the National Park System	Northeast Region	Johnstown Flood	Reconstruct North and South Abutment Observation Platforms	$68,500
Operation of the National Park System	Northeast Region	Longfellow	Repaint the Historic Longfellow House and Carriage House and Rehabilitate the Porches	$469,923
Operation of the National Park System	Northeast Region	Longfellow National Historic Site	Rehabilitate Existing Geothermal System	$1,153,687

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Northeast Region	Lowell	Install Combined Power and Heat Generation System at Historic Boott Mill	$480,096
Operation of the National Park System	Northeast Region	Lowell	Replace Cooling System at Historic Mogan Cultural Center	$115,013
Operation of the National Park System	Northeast Region	Lowell	Repair Historic Gate House	$33,294
Operation of the National Park System	Northeast Region	Lowell	Replace Fire Alarm System at Historic Boott Cotton Mills Museum	$372,267
Operation of the National Park System	Northeast Region	Lowell	Install Photovoltaic Panels and Wind Power Units at Maintenance Shop	$432,703
Operation of the National Park System	Northeast Region	Lowell	Work With Youth Conservation Corps to Repair Trails Along Canals	$120,000
Operation of the National Park System	Northeast Region	Maggie L. Walker	Replace HVAC System Components	$33,855
Operation of the National Park System	Northeast Region	Marsh-Billings-Rockefeller	Upgrade Historic Structures for Energy Efficiency	$81,000
Operation of the National Park System	Northeast Region	Marsh-Billings-Rockefeller	Replace 30Kw Park-Wide Back-Up Generator, Provide Micro-Power to Historic Core and Perform Energy Improvements to Multiple Structures	$319,700
Operation of the National Park System	Northeast Region	Marsh-Billings-Rockefeller	Work with Student Conservation Association to Repair and Rehabilitate Historic Carriage Roads	$129,440
Operation of the National Park System	Northeast Region	Martin Van Buren	Restore Basement Floor of Historic Structure	$38,632
Operation of the National Park System	Northeast Region	Minute Man	Repair and Restore John Nelson House and Barn	$621,973
Operation of the National Park System	Northeast Region	Minute Man	Rehabilitate Garden Features and Historic Fields at Buttrick House	$841,756
Operation of the National Park System	Northeast Region	Morristown	Install New Boiler to Increase Energy Efficiency	$504,337
Operation of the National Park System	Northeast Region	Morristown	Replace Roof and Fire Suppression System at the Historic Ford Mansion	$192,571
Operation of the National Park System	Northeast Region	New River Gorge	Repair Old Railroad Bridges Used as Trails	$97,865
Operation of the National Park System	Northeast Region	Northeast Region - Multiple Parks	Stabilize and Maintain Historic Vegetation Throughout the Northeast Region	$237,566
Operation of the National Park System	Northeast Region	Petersburg	Rehabilitate Historic Pennsylvania Monument	$435,201
Operation of the National Park System	Northeast Region	Petersburg	Rehabilitate Encampment Trail	$139,121
Operation of the National Park System	Northeast Region	Richmond	Eliminate Hazardous Trees for Visitor Protection	$106,746
Operation of the National Park System	Northeast Region	Richmond	Demolish Structures and Remove Debris from Historic Malvern Hill	$99,449
Operation of the National Park System	Northeast Region	Richmond	Replace HVAC Systems and Components	$66,352
Operation of the National Park System	Northeast Region	Richmond	Correct Mechanical Deficiencies	$43,495
Operation of the National Park System	Northeast Region	Richmond	Repair Historic Trails Parkwide	$19,647
Operation of the National Park System	Northeast Region	Sagamore Hill	Repair Unsafe Windmill	$167,660
Operation of the National Park System	Northeast Region	Saint-Gaudens	Rehabilitate Historic Caretaker's Garage	$33,269
Operation of the National Park System	Northeast Region	Saugus Iron Works	Rebuild Stone Retaining Walls to Prevent Damage to Historic Structures	$500,723
Operation of the National Park System	Northeast Region	Saugus Iron Works	Replace Sluiceways at Historic Blast Furnace and Mill	$353,664
Operation of the National Park System	Northeast Region	Shenandoah	Paint Historic Administrative Buildings Parkwide	$322,784
Operation of the National Park System	Northeast Region	Shenandoah	Remove Hazardous Trees and Cut Low Limbs on Historic Skyline Drive	$118,379
Operation of the National Park System	Northeast Region	Shenandoah	Replace Boilers at Big Meadows Wastewater Treatment Plant and Fire Cache	$38,467
Operation of the National Park System	Northeast Region	Steamtown	Repair and Maintain 4 Historic Operational Locomotives and Passenger Cars	$199,989
Operation of the National Park System	Northeast Region	Steamtown	Replace Overhead Cranes Used to Move Railroad Materials	$483,308
Operation of the National Park System	Northeast Region	Thomas Cole	Rehabilitate Historic Thomas Cole House to Preserve Structure and Prevent Injury	$335,939
Operation of the National Park System	Northeast Region	Upper Delaware Scenic and Recreation River	Repair and Weatherize Five Buildings	$118,424
Operation of the National Park System	Northeast Region	Valley Forge	Rehabilitate Exterior at Two Historic Quarters	$968,896
Operation of the National Park System	Northeast Region	Valley Forge	Repair and Replace Damaged Plaster and Stucco Surfaces at Multiple Historic Buildings	$116,585
Operation of the National Park System	Northeast Region	Vanderbilt Mansion	Rehabilitate Historic Upper and Middle Dams	$1,193,767
Operation of the National Park System	Northeast Region	Vanderbilt Mansion	Rehabilitate Historic Vanderbilt Elevator	$311,512
Operation of the National Park System	Northeast Region	Weir Farm	Convert Caretaker's Garage into Artist in Residence Studio	$255,200
Operation of the National Park System	Pacific West Region	American Memorial Park	Install Grid Connected Solar Array at Visitor Center	$830,561

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Pacific West Region	Big Hole	Replace Roof, Install Fire Suppression, and Build Climate Controlled Entrance in Visitor Center to Improve Energy Efficiency	$688,919
Operation of the National Park System	Pacific West Region	Channel Islands	Replace Failing Visitor Center Windows and Retrofit Park Headquarters Windows for Energy Efficiency	$221,551
Operation of the National Park System	Pacific West Region	Channel Islands	Install 10 kW Grid-Connected Solar Array at Headquarters	$107,504
Operation of the National Park System	Pacific West Region	Crater Lake	Install Central Energy Management Systems to Balance Heating and Reduce Energy Consumption	$249,756
Operation of the National Park System	Pacific West Region	Crater Lake	Install Fire Protection System in Historic Building	$71,144
Operation of the National Park System	Pacific West Region	Craters of the Moon	Install Photovoltaic System at Headquarters	$507,869
Operation of the National Park System	Pacific West Region	Craters of the Moon	Provide Fire Protection System for Historic Park Buildings	$278,524
Operation of the National Park System	Pacific West Region	Craters of the Moon	Replace Path to Campground, Currently on Road Shoulder, with Safe Trail to Meet ADA Requirements	$155,616
Operation of the National Park System	Pacific West Region	Death Valley	Install Photovoltaic Panels on Park Headquarters	$822,093
Operation of the National Park System	Pacific West Region	Death Valley	Sealcoat Parking Areas and Driveways to Prevent Asphalt Deterioration	$442,346
Operation of the National Park System	Pacific West Region	Death Valley	Replace Roofs on Seven Historic Houses	$308,165
Operation of the National Park System	Pacific West Region	Death Valley	Correct Safety Deficiencies in Coyote Loop Housing	$181,024
Operation of the National Park System	Pacific West Region	Death Valley	Convert Water Plant at Stovepipe Wells to Photovoltaic Power	$63,482
Operation of the National Park System	Pacific West Region	Devils Postpile	Replace Unsafe Steps with Graded Trail To Improve Visitor Safety	$31,507
Operation of the National Park System	Pacific West Region	Devils Postpile	Use California Conservation Corps to Improve Visitor Safety at Rainbow Falls Trail and Overlooks	$24,606
Operation of the National Park System	Pacific West Region	Eugene O'Neill	Improve Park Headquarters Administrative Building and Restroom Accessibility	$40,164
Operation of the National Park System	Pacific West Region	Fort Vancouver	Resurface Visitor Use Trails	$228,493
Operation of the National Park System	Pacific West Region	Golden Gate	Rehabilitate Historic Fort Mason Chapel to Meet ADA Requirements	$634,760
Operation of the National Park System	Pacific West Region	Golden Gate	Install Photovoltaic Panels on Headquarters Building	$263,057
Operation of the National Park System	Pacific West Region	Golden Gate	Demolish Two Abandoned Houses in Fort Barry and Revegetate Landscape	$167,887
Operation of the National Park System	Pacific West Region	Golden Gate	Correct Accessibility Deficiencies Parkwide	$159,479
Operation of the National Park System	Pacific West Region	Golden Gate	Correct Fire and Safety Deficiencies in Multiple Park Buildings	$110,241
Operation of the National Park System	Pacific West Region	Golden Gate	Remove Accessibility Barriers at Historic Fort Mason to Meet ADA Requirements	$907,789
Operation of the National Park System	Pacific West Region	Golden Gate	Replace Deteriorated Waterlines at Fort Barry	$672,374
Operation of the National Park System	Pacific West Region	Golden Gate	Replace Water Lines to Increase Fire Protection Capabilities, Marin Headlands	$396,394
Operation of the National Park System	Pacific West Region	Golden Gate	Replace Roofing on Multiple Historic Buildings	$550,850
Operation of the National Park System	Pacific West Region	Golden Gate	Protect Endanged Species by Realigning Trails	$781,330
Operation of the National Park System	Pacific West Region	Golden Gate	Repair Trails and Trail Structures Parkwide	$427,357
Operation of the National Park System	Pacific West Region	Grand Canyon Parashant	Remove Abandoned Grazing Facilities and Rehabilitate Sites	$98,339
Operation of the National Park System	Pacific West Region	Grand Canyon Parashant	Repair Nine Miles of Grazing Management Fencing	$54,370
Operation of the National Park System	Pacific West Region	Great Basin	Repair Damage to Timber Creek Trail	$34,614
Operation of the National Park System	Pacific West Region	Great Basin	Repair Wheeler Peak Trail to Increase Accessibility	$29,178
Operation of the National Park System	Pacific West Region	Great Basin National Park	Improve Baker Creek Road	$54,889
Operation of the National Park System	Pacific West Region	Hagerman Fossil Beds	Repair and Replace 12 Miles of Boundary Fencing	$150,335
Operation of the National Park System	Pacific West Region	Haleakalā	Repair and Replace Fences Parkwide	$1,018,223
Operation of the National Park System	Pacific West Region	Haleakalā	Repair Flashflood Damage to the Pipiwai Trail and Remove Debris	$26,935
Operation of the National Park System	Pacific West Region	Hawai'i Volcanoes	Protect Rare and Endangered Rainforest Species By Replacing Dilapidated Fence and Relocating Destructive Feral Animals	$1,084,104
Operation of the National Park System	Pacific West Region	Hawai'i Volcanoes	Install Photovoltaic System at Visitor Center	$594,129
Operation of the National Park System	Pacific West Region	Hawai'i Volcanoes	Replace Boundary and Pig Fencing	$359,864

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Pacific West Region	Hawai'i Volcanoes	Resurface Rainshed Roads	$308,796
Operation of the National Park System	Pacific West Region	Hawai'i Volcanoes	Rehabilitate Historic Kilauea Iki Trail	$237,297
Operation of the National Park System	Pacific West Region	Hawai'i Volcanoes	Rehabilitate Halemaumau Trail From Iliahi Trail to Crater Rim Trail	$137,797
Operation of the National Park System	Pacific West Region	John Day Fossil Beds	Demolish and Replace Employee Quarters at Painted Hills	$343,747
Operation of the National Park System	Pacific West Region	John Day Fossil Beds	Repair Historic Structures at James Cant Ranch	$11,156
Operation of the National Park System	Pacific West Region	Joshua Tree	Maintain Camp Sites and Picnic Area Sites	$171,384
Operation of the National Park System	Pacific West Region	Joshua Tree	Clean and Paint Water Tank Interiors to Prevent Deterioration	$5,941
Operation of the National Park System	Pacific West Region	Joshua Tree	Decommission Well at Lost Horse Ranger Station	$2,856
Operation of the National Park System	Pacific West Region	Joshua Tree	Repair and Stabilize Trails Parkwide	$112,435
Operation of the National Park System	Pacific West Region	Joshua Tree	Repair Damaged Section of 49 Palms Canyon Trail	$89,117
Operation of the National Park System	Pacific West Region	Kalaupapa	Rehabilitate Historic Paschoal Hall Phase 4	$458,314
Operation of the National Park System	Pacific West Region	Kaloko-Honokohau	Install Connector Sewer Line from Visitor Center to County Sewage System	$232,542
Operation of the National Park System	Pacific West Region	Kaloko-Honokohau	Grade and Re-gravel 2 Miles of Unpaved Roads	$15,748
Operation of the National Park System	Pacific West Region	Lake Mead	Install Photovoltaic System at Warehouse Complex	$402,541
Operation of the National Park System	Pacific West Region	Lake Mead	Repair Flash Flood Warning System	$158,144
Operation of the National Park System	Pacific West Region	Lake Mead	Replace Roofs on Three Quarters Units	$146,089
Operation of the National Park System	Pacific West Region	Lake Mead	Replace HVAC Units Parkwide	$115,786
Operation of the National Park System	Pacific West Region	Lake Mead	Rehabilitate Fish Cleaning Stations at Boat Launch Ramps	$100,451
Operation of the National Park System	Pacific West Region	Lake Roosevelt	Replace Comfort Stations Parkwide to Meet ADA Requirements	$210,968
Operation of the National Park System	Pacific West Region	Lake Roosevelt	Install Photovoltaic System at Fort Spokane Shop and Office Building	$169,842
Operation of the National Park System	Pacific West Region	Lake Roosevelt	Install Photovoltaic System at Headquarters Building	$152,269
Operation of the National Park System	Pacific West Region	Lake Roosevelt	Perform Energy Retrofit of Fort Spokane and Kettle Falls Buildings	$84,460
Operation of the National Park System	Pacific West Region	Lake Roosevelt	Install Micro Hydro System and Grid Tied Power Production at Fort Spokane Water System	$23,176
Operation of the National Park System	Pacific West Region	Lassen Volcanic	Repair Water Plant Access Road	$33,256
Operation of the National Park System	Pacific West Region	Lassen Volcanic	Perform Preventative Inspections and Cleaning of Park Sewage Lines	$19,288
Operation of the National Park System	Pacific West Region	Lassen Volcanic	Rehabilitate Lassen Peak Trail	$395,944
Operation of the National Park System	Pacific West Region	Lassen Volcanic	Improve Visitor Safety with Trail Footbridges at Mill Creek Falls	$122,990
Operation of the National Park System	Pacific West Region	Lava Beds	Apply Aggregate to Frequently Travelled Unpaved Park Roads	$568,196
Operation of the National Park System	Pacific West Region	Lava Beds	Install Fire Suppression Systems in Five Historic Administrative and Operations Buildings	$260,937
Operation of the National Park System	Pacific West Region	Lava Beds	Install Fire Supression System in Historic Employee Housing	$179,668
Operation of the National Park System	Pacific West Region	Lava Beds	Replace Inefficient Lighting Fixtures in Administration Area Buildings	$46,314
Operation of the National Park System	Pacific West Region	Lava Beds	Modify Valve Handles to Correct Confined Space Hazard for Park Employees in Water Valve Vault	$11,739
Operation of the National Park System	Pacific West Region	Lava Beds	Maintain Historic Visitor Use Trails within Four Miles of Caves	$158,080
Operation of the National Park System	Pacific West Region	Lewis & Clark	Rehabilitate South Slough Loop Trail	$118,214
Operation of the National Park System	Pacific West Region	Lewis & Clark	Resurface Trails	$5,000
Operation of the National Park System	Pacific West Region	Manzanar	Install Grid-Tied Photovoltaic System On Visitor Center Auditorium Roof	$222,919
Operation of the National Park System	Pacific West Region	Manzanar	Repair Inadequately Insulated Attic in Historic Manzanar Visitor's Center	$12,689
Operation of the National Park System	Pacific West Region	Minidoka	Remove Safety Hazards from Landscape	$16,152
Operation of the National Park System	Pacific West Region	Mojave	Provide Preventative Maintenance on Park Roads	$287,353
Operation of the National Park System	Pacific West Region	Mojave	Spray Dust Palliative on the Kelso Dunes Road	$113,000
Operation of the National Park System	Pacific West Region	Mojave	Install Grid-Tied Solar Panels on Baker Office Roof	$38,297

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Pacific West Region	Mojave	Replace and Expand Yard Lights With Solar Electric Powered Lights	$24,009
Operation of the National Park System	Pacific West Region	Mount Rainier	Stabilize River Bank and Repair Damaged Pavement on Historic Longmire Back Road	$807,022
Operation of the National Park System	Pacific West Region	Mount Rainier	Replace Exhibits in Historic Sunrise Visitor Center to Improve Accuracy and Meet ADA Requirements	$648,231
Operation of the National Park System	Pacific West Region	Mount Rainier	Replace Electric Lines at Narada Falls Overlook	$252,888
Operation of the National Park System	Pacific West Region	Mount Rainier	Repair Historic Carbon River Area Access Road, Ipsut Campground and Ipsut Ranger Station	$227,346
Operation of the National Park System	Pacific West Region	Mount Rainier	Install Grid-Tied Photovoltaic Systems on Park Buildings	$175,465
Operation of the National Park System	Pacific West Region	Mount Rainier	Correct Structural Deficiencies In Historic Buildings	$76,568
Operation of the National Park System	Pacific West Region	Mount Rainier	Repair Storm-Damaged Trails	$976,504
Operation of the National Park System	Pacific West Region	Mount Rainier	Construct Accesible Trail at New Visitor Center	$96,667
Operation of the National Park System	Pacific West Region	Muir Woods	Demolish Four Abandoned Structures in Camino del Canyon	$427,651
Operation of the National Park System	Pacific West Region	North Cascades	Implement Energy Efficient Improvements to Stehekin Landing Facility	$134,910
Operation of the National Park System	Pacific West Region	North Cascades	Rehabilitate Stehekin Landing Fuel System	$114,312
Operation of the National Park System	Pacific West Region	North Cascades	Paint Interior and Exterior of Historic Buildings in Stehekin and Skagit Districts	$106,403
Operation of the National Park System	Pacific West Region	North Cascades	Repair Storm Damage at Stehekin	$48,136
Operation of the National Park System	Pacific West Region	Olympic	Demolish and Replace Operationally Obsolete Hoh Sewer System	$917,355
Operation of the National Park System	Pacific West Region	Olympic	Replace Electrical Cable Conduit on Hurricane Ridge Road to Preserve Visitor Services	$566,278
Operation of the National Park System	Pacific West Region	Olympic	Rehabilitate Four Park Road Bridges	$384,475
Operation of the National Park System	Pacific West Region	Olympic	Replace Historic Roofing Parkwide	$253,769
Operation of the National Park System	Pacific West Region	Olympic	Convert Two Miles of Abandoned Road to a Trail, Remove Failing Culverts, and Restore Campground	$1,039,849
Operation of the National Park System	Pacific West Region	Oregon Caves	Rehabilitate Compacted Trail and Construct New Viewing Platform	$18,228
Operation of the National Park System	Pacific West Region	Pinnacles	Install Six Miles of Fencing to Protect Sensitive Park Lands from Exotic Pigs	$454,893
Operation of the National Park System	Pacific West Region	Pinnacles	Repair 32 Miles of Fence to Protect Resources	$29,792
Operation of the National Park System	Pacific West Region	Point Reyes	Demolish Six Unsafe Facilities at Sacramento Landing	$300,450
Operation of the National Park System	Pacific West Region	Point Reyes	Demolish Non-essential Structures on the Drakes Bay Fish Dock Pier	$239,492
Operation of the National Park System	Pacific West Region	Point Reyes	Rehabilitate Campground and Replace Restrooms at Tomales Beach	$194,497
Operation of the National Park System	Pacific West Region	Point Reyes	Demolish Hazardous Facilities at Cheda Ranch	$193,836
Operation of the National Park System	Pacific West Region	Point Reyes	Seal Abandoned Wells to Prevent Groundwater Contamination	$157,812
Operation of the National Park System	Pacific West Region	Point Reyes	Install Photovoltaic Systems at Four Park Buildings	$155,427
Operation of the National Park System	Pacific West Region	Point Reyes	Install Photovoltaic Systems at Youth Hostel and Visitor Center	$142,501
Operation of the National Park System	Pacific West Region	Point Reyes	Install Photovoltaic System at Historic RCA-Marconi Site in Bolinas	$116,238
Operation of the National Park System	Pacific West Region	Point Reyes	Develop Perimeter Access Trails, Overlooks and Interpretive Exhibits for the Scenic Giacomini Wetlands	$562,088
Operation of the National Park System	Pacific West Region	Point Reyes	Reroute Muddy Hollow Trail	$393,226
Operation of the National Park System	Pacific West Region	Pu'uhonua o Hōnaunau	Repair Flood Damage to Historic Kalae Archaeological Village, 1871 Trail and Fence Line	$47,307
Operation of the National Park System	Pacific West Region	Redwood	Repair Storm Damage at Mill Creek Area	$499,832
Operation of the National Park System	Pacific West Region	Redwood	Paint Interior Surfaces and Replace Carpeting at Headquarters Building	$109,623
Operation of the National Park System	Pacific West Region	Redwood	Repair Gravel Road and Horse Trail	$94,737
Operation of the National Park System	Pacific West Region	Redwood	Install a Grid-Intertied Photovoltaic System on the Parks Headquarters and Visitor Center Building	$90,876
Operation of the National Park System	Pacific West Region	Redwood	Construct Three Miles of Trail	$223,750

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Pacific West Region	Redwood National Park	Repair Boardwalks at Crescent Beach and Redwood Creek Picnic Area	$40,791
Operation of the National Park System	Pacific West Region	San Francisco Maritime	Stabilize National Historic Landmark Steam Schooner Wapama and Install Additional Shoring and Safety Platform	$262,626
Operation of the National Park System	Pacific West Region	San Francisco Maritime	Replace HVAC System With Energy Efficient Unit at National Historic Landmark in Lower Fort Mason	$201,452
Operation of the National Park System	Pacific West Region	San Francisco Maritime	Paint Overheads and Bulkheads to Eliminate Hazardous Lead-Based Materials at Historic Ferry Eureka	$120,696
Operation of the National Park System	Pacific West Region	San Francisco Maritime	Install Two Vertical Lifts in National Historic Landmark Building for Accessibility & Safety	$62,090
Operation of the National Park System	Pacific West Region	Santa Monica Mountains	Install Two Photovoltaic Systems at Circle X Ranch	$102,086
Operation of the National Park System	Pacific West Region	Santa Monica Mountains	Install Photovoltaic Systems at Historic Diamond X Ranch and Historic Paramount Ranch	$87,604
Operation of the National Park System	Pacific West Region	Santa Monica Mountains	Install Photovoltaic Systems at Three Park Buildings	$69,363
Operation of the National Park System	Pacific West Region	Santa Monica Mountains	Refurbish HVAC System	$46,129
Operation of the National Park System	Pacific West Region	Santa Monica Mountains	Install Rodent Proof Barriers in Multiple Park Buildings	$20,971
Operation of the National Park System	Pacific West Region	Santa Monica Mountains	Rehabilitate The Latigo Canyon Section of The Backbone Trail System	$114,135
Operation of the National Park System	Pacific West Region	Sequoia and Kings Canyon	Rehabilitate Clover Creek Wastewater Treatment Plant Disposal Area	$1,466,685
Operation of the National Park System	Pacific West Region	Sequoia and Kings Canyon	Replace Propane Electrical Generation System with Hybrid Photovoltaic System	$299,719
Operation of the National Park System	Pacific West Region	Sequoia and Kings Canyon	Rehabilitate Trails Parkwide	$239,457
Operation of the National Park System	Pacific West Region	Sequoia and Kings Canyon	Repair Storm Damage to the Kennedy Pass Trail	$83,600
Operation of the National Park System	Pacific West Region	Sequoia and Kings Canyon	Repair Fire Damage to Tehipite Switchbacks	$75,000
Operation of the National Park System	Pacific West Region	Whiskeytown	Replace Deteriorated Carpet at Headquarters	$21,149
Operation of the National Park System	Pacific West Region	Whiskeytown	Repair Trails Parkwide	$147,031
Operation of the National Park System	Pacific West Region	Yosemite	Demolish 14 Dilapidated Wawona District Structures to Restore Natural Landscape	$727,100
Operation of the National Park System	Pacific West Region	Yosemite	Replace Roofs on Multiple Historic Buildings	$230,309
Operation of the National Park System	Pacific West Region	Yosemite	Paint Exterior of Historic Public Use Buildings Park-Wide	$84,585
Operation of the National Park System	Pacific West Region	Yosemite	Paint Exterior of Multiple Historic Quarters	$83,414
Operation of the National Park System	Pacific West Region	Yosemite National Park	Maintain Historic Unpaved Road Surfaces	$23,055
Operation of the National Park System	Southeast Region	Abraham Lincoln Birthplace	Repair Roof Damage from Ice Storm	$64,460
Operation of the National Park System	Southeast Region	Abraham Lincoln Birthplace	Remove Hazardous Trees	$29,000
Operation of the National Park System	Southeast Region	Abraham Lincoln Birthplace	Repair Wall-Mounted Exhibit Case	$14,193
Operation of the National Park System	Southeast Region	Abraham Lincoln Birthplace	Repair Damaged Boardwalk to Increase Safety and Accessibility	$167,061
Operation of the National Park System	Southeast Region	Andersonville	Align Historic Headstones	$105,617
Operation of the National Park System	Southeast Region	Andersonville	Repair the Historic Rostrum Wall and Refurbish Historic Iron Components	$55,142
Operation of the National Park System	Southeast Region	Andersonville	Replace Floor Covering in Three Historic Buildings	$26,474
Operation of the National Park System	Southeast Region	Andrew Johnson	Repair Fire-Damaged Historic Landscape	$34,700
Operation of the National Park System	Southeast Region	Andrew Johnson	Upgrade Water Heaters with Tankless Technology to Improve Energy Efficiency	$21,987
Operation of the National Park System	Southeast Region	Big Cypress	Demolish and Replace Air Strip Perimeter Fence	$181,281
Operation of the National Park System	Southeast Region	Big Cypress	Replace Roofs on 36 Structures	$58,059
Operation of the National Park System	Southeast Region	Big Cypress	Replace Plumbing System Components at Headquarters	$30,999
Operation of the National Park System	Southeast Region	Big Cypress	Repair Termite Damage to the Ochopee Water Treatment Building and Treat the Oasis Wood House	$4,947
Operation of the National Park System	Southeast Region	Big Cypress	Rehabilitate Raccoon Point Trail	$223,000
Operation of the National Park System	Southeast Region	Big Cypress	Rehabilitate Little Deer Trail	$178,521
Operation of the National Park System	Southeast Region	Big Cypress	Rehabilitate Lost Dog Trail and Pace's Dike Trail	$129,894

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Southeast Region	Big South Fork	Replace Inefficient Restroom Facilities	$18,000
Operation of the National Park System	Southeast Region	Big South Fork	Replace Roof of Stearns Ranger Building	$17,050
Operation of the National Park System	Southeast Region	Big South Fork	Repair Drainage Structures on 387 miles of Trails	$68,000
Operation of the National Park System	Southeast Region	Biscayne	Replace Diesel Generators With Solar Power on Remote Adams Key	$411,523
Operation of the National Park System	Southeast Region	Biscayne	Paint Maintenance Building at Convoy Point	$32,825
Operation of the National Park System	Southeast Region	Biscayne	Maintain Navigational Aids	$29,000
Operation of the National Park System	Southeast Region	Biscayne	Paint Marine Fleet	$13,397
Operation of the National Park System	Southeast Region	Biscayne National Park	Paint and Varnish Interior of Convoy Point Visitor Center and Headquarters Building	$77,000
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Remove Hazardous Trees and Encroaching Vegetation Along Parkway Corridor	$834,297
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Repair Historic Buck Spring Tunnel	$506,277
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Control Invasive Plants with Student Conservation Corps Team	$303,580
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Remove Vegetation on Bridges and Bridge Abutments to Increase Driver Safety	$242,003
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Resurface Deteriorated Maintenance Parking Area - Otteen	$143,488
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Repair Historic Stone Walls on Moses Cone Estate	$110,000
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Grade and Resurface Historic Carriage Trails on Moses Cone Estate	$160,000
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Rehabilitate Abbott Lake Trail and Improve Accessibility	$102,803
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Repair Trails Parkwide	$95,317
Operation of the National Park System	Southeast Region	Blue Ridge Parkway	Rehabilitate Trails, Campgrounds, and Historic Structures By YCC Program	$29,833
Operation of the National Park System	Southeast Region	Buck Island Reef	Replace, Recover and Relocate Boundary and Regulatory Buoys	$139,608
Operation of the National Park System	Southeast Region	Canaveral	Replace Apollo Visitor Contact Station	$1,001,839
Operation of the National Park System	Southeast Region	Cane River Creole	Apply Limewash Surface to Interior of Historic Cook's Cabin	$25,032
Operation of the National Park System	Southeast Region	Cane River Creole	Paint Historic Plantation House at Oakland Plantation	$19,000
Operation of the National Park System	Southeast Region	Cape Hatteras	Repair the Historic Hatteras Island Fire Cache Facility	$380,000
Operation of the National Park System	Southeast Region	Cape Hatteras	Replace Deteriorating and Unsafe Campground Picnic Tables and Grills at Four Campgrounds	$304,000
Operation of the National Park System	Southeast Region	Cape Hatteras	Replace Roof at Historic Bodie Island Lighthouse Station	$71,810
Operation of the National Park System	Southeast Region	Cape Hatteras	Paint Historic Civilian Conservation Corps Cabins	$53,724
Operation of the National Park System	Southeast Region	Carl Sandburg Home	Repaint Historic Structures	$46,387
Operation of the National Park System	Southeast Region	Carl Sandburg Home	Maintain and Protect Historic Cultural Landscape	$16,000
Operation of the National Park System	Southeast Region	Carl Sandburg Home	Remove Hazardous Trees and Limbs Throughout Park	$4,000
Operation of the National Park System	Southeast Region	Castillo de San Marcos	Upgrade Water Distribution and Phone Systems at Fort Matanzas	$60,000
Operation of the National Park System	Southeast Region	Chattahoochee River	Improve Access to Hewlett Field to Meet ADA Requirements	$302,462
Operation of the National Park System	Southeast Region	Chattahoochee River	Construct Comfort Station at Cochran Shoals to Meet ADA Requirements and Repair Columns Drive Comfort Station	$248,994
Operation of the National Park System	Southeast Region	Chattahoochee River	Conduct Boundary Retracement	$72,094
Operation of the National Park System	Southeast Region	Chattahoochee River	Upgrade Comfort Stations With Low Flow Technology to Improve Energy Efficiency	$41,949
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Repaint Historic Cast Iron Plaques	$151,920
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Preserve Four Commemorative Monuments on Historic Lookout Mountain Battlefield	$148,778
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Perform Preventative Maintenance for Five Historic Monuments at Orchard Knob	$140,184
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Remove Trees and Install Fence to Maintain Cultural Landscape at Historic Jay's Mill	$99,999
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Maintain Vistas in Historic Cultural Landscape	$89,490
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Conduct Conservation and Maintenance Work With Youth Conservation Corps Participants	$12,280
Operation of the National Park System	Southeast Region	Chickamauga and Chattanooga	Repair Trails and Remove Hazardous Trees	$205,364

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Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Southeast Region	Christiansted	Conduct Conservation and Maintenance Work With Youth Conservation Corps Participants	$31,704
Operation of the National Park System	Southeast Region	Congaree	Maintain Cedar Creek Canoe Trail	$57,976
Operation of the National Park System	Southeast Region	Cowpens	Remove Debris from Landscape to Protect Land and Waterways	$67,971
Operation of the National Park System	Southeast Region	Cowpens	Repair Floor in Administration Building	$16,000
Operation of the National Park System	Southeast Region	Cowpens	Demolish and Replace Nature Trail Bridges	$97,476
Operation of the National Park System	Southeast Region	Cumberland Gap	Install Electrical Service and Repair Comfort Station	$208,000
Operation of the National Park System	Southeast Region	Cumberland Gap	Replace Exterior of Comfort Station and Improve Accessibility Overlook	$61,748
Operation of the National Park System	Southeast Region	Cumberland Gap	Repair Ridge Trail	$75,735
Operation of the National Park System	Southeast Region	Cumberland Gap	Rehabilitate Harlan Road Trail	$22,218
Operation of the National Park System	Southeast Region	Cumberland Island	Replace Failing HVAC System	$43,659
Operation of the National Park System	Southeast Region	Cumberland Island	Rehabilitate Historic Dormitories	$41,761
Operation of the National Park System	Southeast Region	Cumberland Island	Install Six Solar Panels and Lighting Systems on Coastal Docks	$19,553
Operation of the National Park System	Southeast Region	De Soto	Conserve Historic 16th Century Armor	$15,997
Operation of the National Park System	Southeast Region	De Soto	Resurface Trails	$14,000
Operation of the National Park System	Southeast Region	Dry Tortugas	Replace Museum Exhibit Cases	$31,125
Operation of the National Park System	Southeast Region	Everglades	Install Solar Water Heaters in Campgrounds	$206,558
Operation of the National Park System	Southeast Region	Everglades	Repair and Resurface Historic Guy Bradley Trail	$80,047
Operation of the National Park System	Southeast Region	Fort Donelson	Remove Harmful Vegetation and Prevent Erosion Around Historic Earthworks	$67,817
Operation of the National Park System	Southeast Region	Fort Donelson	Remove or Reset Historic Headstones	$49,000
Operation of the National Park System	Southeast Region	Fort Donelson	Maintain Historic Bronze Monument	$14,000
Operation of the National Park System	Southeast Region	Fort Donelson	Conduct Conservation and Maintenance Work With Youth Conservation Corps Participants	$13,000
Operation of the National Park System	Southeast Region	Fort Frederica	Install Protective Floor Within Historic Town Site Ruins	$57,778
Operation of the National Park System	Southeast Region	Fort Pulaski	Replace HVAC System in Historic Cottage With Energy Efficient Water Source Heat Pump	$24,000
Operation of the National Park System	Southeast Region	Fort Pulaski	Remove Shingles, Repair Sheating and Install Standing Seam Roof on Historic Cottage	$8,945
Operation of the National Park System	Southeast Region	Fort Pulaski	Resurface Nature Trail to Meet Safety and ADA Requirements	$33,238
Operation of the National Park System	Southeast Region	Fort Sumter	Replace Scissor Lifts at Fort Sumter and Liberty Square Docks to Meet ADA Requirements	$52,469
Operation of the National Park System	Southeast Region	Great Smoky Mountains	Repair and Rehabilitate Campgrounds and Picnic Areas	$604,000
Operation of the National Park System	Southeast Region	Great Smoky Mountains	Restripe Park Roads	$540,000
Operation of the National Park System	Southeast Region	Great Smoky Mountains	Reroof and Paint Park Buildings	$409,163
Operation of the National Park System	Southeast Region	Great Smoky Mountains	Maintain 61 Historic Cemeteries	$347,550
Operation of the National Park System	Southeast Region	Great Smoky Mountains	Rehabilitate 10 4 Miles of Trails in South District	$519,750
Operation of the National Park System	Southeast Region	Great Smoky Mountains	Repair 22 Miles of Eroded and Hazardous Horse Trails in North District	$427,145
Operation of the National Park System	Southeast Region	Guilford Courthouse	Repair Tour Road Surface	$448,925
Operation of the National Park System	Southeast Region	Gulf Islands	Install Solar-Powered Security Lighting	$82,719
Operation of the National Park System	Southeast Region	Gulf Islands	Remove Debris and Overgrowth From Boundary Fence	$41,239
Operation of the National Park System	Southeast Region	Gulf Islands	Remove Hazardous Trees Caused by Hurricane Gustav	$16,710
Operation of the National Park System	Southeast Region	Gulf Islands	Complete Boardwalk at Naval Live Oaks Visitor Center to Improve Accessibility	$92,875
Operation of the National Park System	Southeast Region	Horseshoe Bend	Replace Roof on Visitor Center and Administration Complex	$95,533
Operation of the National Park System	Southeast Region	Horseshoe Bend	Eradicate Invasive Exotic Plants	$26,957

Attachment 2

Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Southeast Region	Jean Lafitte	Remove Debris From Marine Waterways and Canals	$929,705
Operation of the National Park System	Southeast Region	Jean Lafitte	Repair and Replace Storm-Damaged Park Assets	$79,922
Operation of the National Park System	Southeast Region	Jimmy Carter	Rehabilitate Walking Trail at Boyhood Farm	$97,009
Operation of the National Park System	Southeast Region	Kennesaw Mountain	Install Photovoltaic System on Visitor Center	$849,860
Operation of the National Park System	Southeast Region	Kings Mountain	Replace Garage Bay Doors	$23,300
Operation of the National Park System	Southeast Region	Kings Mountain	Replace Tile Flooring in Historic Park Facility	$4,615
Operation of the National Park System	Southeast Region	Kings Mountain National Military Park	Paint Interior of Visitor Center	$38,246
Operation of the National Park System	Southeast Region	Mammoth Cave	Repair Storm-Damaged Park Assets	$677,327
Operation of the National Park System	Southeast Region	Mammoth Cave	Rehabilitate and Restore Unsafe Section of Cedar Sink Trail	$143,728
Operation of the National Park System	Southeast Region	Martin Luther King, Jr	Stabilize the exterior of Historic 491 Auburn Avenue	$219,049
Operation of the National Park System	Southeast Region	Moores Creek	Paint Exterior and Reroof Park Facilities	$17,655
Operation of the National Park System	Southeast Region	Natchez	Rehabilitate Historic Melrose Chandeliers	$19,450
Operation of the National Park System	Southeast Region	Natchez	Paint the Historic McCallum House	$12,000
Operation of the National Park System	Southeast Region	Natchez Trace Parkway	Restripe 70 Miles of Parkway Centerline and Edgeline	$95,855
Operation of the National Park System	Southeast Region	Natchez Trace Parkway	Repair Facilities Damaged by Storm	$48,869
Operation of the National Park System	Southeast Region	Ninety Six	Remove Invasive Plants to Protect Natural Resources	$10,000
Operation of the National Park System	Southeast Region	Ninety Six	Replace Faulty Wiring in Maintenance Shop	$4,000
Operation of the National Park System	Southeast Region	Ocmulgee	Replace Theatre Doors to Meet ADA Requirements	$20,035
Operation of the National Park System	Southeast Region	Russell Cave	Install Energy Efficient Windows and Doors in Visitor Center	$63,000
Operation of the National Park System	Southeast Region	Salt River Bay	Conduct Conservation and Maintenance Work With Youth Conservation Corps Participants	$32,000
Operation of the National Park System	Southeast Region	San Juan	Build Five Carriages for Historic Iron Cannons	$49,933
Operation of the National Park System	Southeast Region	Shiloh	Replace Display for Historic Cannon Carriages	$136,950
Operation of the National Park System	Southeast Region	Stones River	Raise, Straighten and Align Historic Headstones	$99,278
Operation of the National Park System	Southeast Region	Stones River	Control Invasive Plants to Protect Historic Cultural Resources	$13,000
Operation of the National Park System	Southeast Region	Timucuan Ecological and Historic Preserve	Repair Damage Caused by Hurricane Fay	$79,000
Operation of the National Park System	Southeast Region	Timucuan Ecological and Historic Preserve	Restore Historic Spanish Pond by Removing Vegetation	$25,000
Operation of the National Park System	Southeast Region	Timucuan Ecological and Historic Preserve	Replace Trash Receptacles at Kingsley Plantation and Fort Caroline	$9,450
Operation of the National Park System	Southeast Region	Tuskegee Institute	Rehabilitate Historic Drive at The Oaks	$31,000
Operation of the National Park System	Southeast Region	Tuskegee Institute	Conduct Conservation and Maintenance Work With Youth Conservation Corps Participants	$9,203
Operation of the National Park System	Southeast Region	Vicksburg National Military Park	Rehabilitate South Cemetery Road Route 200	$152,995
Operation of the National Park System	Southeast Region	Virgin Islands National Park	Remove Storm Debris and Repair Storm-Damaged Park Assets	$146,576
Operation of the National Park System	Washington Support Office	Appalachian National Scenic Trail	Rehabilitate Historic Appalachian Trail Little Rock Pond Shelter, VT	$36,327
Operation of the National Park System	Washington Support Office	Appalachian National Scenic Trail	Rehabilitate "The Perch" Shelter, Randolf Mountain Club, NH	$13,472
Operation of the National Park System	Washington Support Office	Appalachian National Scenic Trail	Reconstruct and Install Footbridges and Boardwalks on Appalachian Trail	$303,391
Operation of the National Park System	Washington Support Office	Appalachian National Scenic Trail	Rehabilitate Appalachian Trail	$175,685
Operation of the National Park System	Washington Support Office	Appalachian National Scenic Trail	Rehabilitate Appalachian Trail in Bear Mountain, NY	$68,350
Operation of the National Park System	Washington Support Office	Appalachian National Scenic Trail	Relocate Two Miles of Appalachian Trail, VA	$25,000
Operation of the National Park System	Washington Support Office	Harpers Ferry Center	Restore Exterior of Historic Anthony Library	$309,619
Operation of the National Park System	Washington Support Office	Harpers Ferry Center	Upgrade Fire and Security Alarm Systems of the Harpers Ferry Center	$268,137
Operation of the National Park System	Washington Support Office	Harpers Ferry Center	Rehabilitate Attic of Historic Byrd Brady House	$94,524
Operation of the National Park System	Washington Support Office	Harpers Ferry Center	Repair and Improve Anthony Library Landscape	$1,019,285

Appropriation	Region	Unit/Facility	Project Title	Project Cost
Operation of the National Park System	Washington Support Office	Nationwide - Multiple Parks	Repair and Improve Anthony Library Landscape	$2,715,095
Operation of the National Park System	Washington Support Office	Nationwide	Project Management and oversight, contracting support, and funds monitoring	$5,135,363
ONPS Total				**$145,951,700**
Grand Total				**$749,893,825**