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NATIONAL PARKS RESTORATION PLAN **"Vision 2020"**

Senator Craig Thomas

The National Park System and our nation's parks are truly public treasures. The Park Service is the custodian of many of America's most important natural and cultural resources and provides a vital legacy for our children and grandchildren. Today's National Park System is comprised of 374 units which are visited by millions of people every year. These parks, stretching from Acadia in Maine to American Samoa in the Pacific, provide Americans with a unique opportunity to experience the majesty of our nation and to also gain a greater understanding of its history and the people that make America such a great place to live.

Unfortunately, the National Park System is also under great stress. At a time when Americans are showing an unprecedented interest in our nation's parks, their attention has not, as yet, been translated into a serious public policy commitment to care fully for these areas. This, among other factors, has resulted in a large number of critical problems plaguing the system.

Today, we face an overwhelming inventory of unfunded National Park Service programs. Over the years, the Department of Interior, Congress, and even the Park Service itself, have taken actions which pull the agency in a wide variety of conflicting directions. As with any organization that is pushed and pulled without clear leadership, the National Park Service is beginning to reach the breaking point.

The managers and employees at the agency have done a good job of trying to adapt to these changing directions. But with each twist and turn in policy, each new addition to the park system and each reduction in core services, our parks are weakened. Today, some bold, tough decisions for the future of our resources must be made by the agency, Congress and the Department of Interior.

As Chairman of the Senate Energy Committee's Subcommittee on National Parks, Historic Preservation and Recreation, we plan to take a number of actions that will begin to address the problems facing the National Park Service in the 21st Century. A daring, innovative program such as this will be required to protect resources in our parks, increase visitor services, eliminate the funding backlog for Park Service programs and improve management at the agency. Clearly, achieving our goals will not be easy and cannot be done solely through congressional action. I

look forward to working with the National Park Service, the Department of Interior, interested public advocacy groups and other folks who want to make the park system better. Together, we can make important changes, both legislative and administratively, that will help reinvigorate and protect our nation's parks long into the future. Ultimately, we hope to recapture the core mission of the National Park Service and preserve it for generations of visitors to experience and enjoy.

ISSUES TO BE ADDRESSED

FINANCIAL MATTERS – Today, we face an overwhelming inventory of unfunded National Park Service programs. The numbers are truly staggering and a bit overwhelming. For example, currently, the National Park Service faces a \$2.2 billion backlog in road and bridge repair, a \$1.5 billion backlog worth of building and maintenance repair and over \$800 million in natural resource management projects that have gone unfunded. In addition, within the 374 units of the park system, there are approximately \$1.4 billion of private lands within park boundaries that have never been acquired. The list of unfunded projects is staggering, and it is important to note that even if Congress fully funded all of these programs today, it would only address the existing backlog of needs. *No new facilities or programs are included in these figures.*

Although the funding backlog may appear uncontrollable, there are actions we can take to address this troubling situation. The issue of increasing entrance fees at our nation's parks is something that must be considered. Senator Gorton has done outstanding work in establishing the Fee Demonstration Program at many parks and recreation areas across the country. I applaud him for his efforts and believe we must review the results of the program and work to establish a permanent fee system that is equitable and fair for all Americans. Our parks and recreation areas must be affordable for everyone to enjoy. However, the current fee system is inadequate and outdated, and we must look for imaginative ways to find answers to this situation.

Other ideas must also be explored in order to address the funding backlog facing the parks. One of the exciting ideas we are considering is to establish a system by which the National Park Service could issue bonds. Many of our nation's parks are essentially small cities or towns. They face the same difficulties as communities in maintaining roads and utility systems, but they are unable to issue bonds to pay for these activities over time.

In this time of diminishing budgets, we can no longer exclusively rely on the appropriations process to address infrastructure and repair needs in the system. Municipalities throughout the nation normally fund infrastructure projects through bonding initiatives. Although we currently do not have all of the answers regarding the best way to develop a bonding program for the parks, we intend to pursue this matter and develop a reasonable solution that will help increase funds for infrastructure needs.

Within prescribed boundaries, we must also begin to look to the private sector for help. Accurate and legitimate concerns have been raised about involving corporations in providing fiscal resources. Clearly, no one is advocating the idea of allowing corporations to "buy" our national parks. These federal lands must stay in public hands and be available for everyone to enjoy. However, through programs modeled on foundations, it is important for us to explore every option in increasing public and private cooperative involvement so that needed fiscal resources could be acquired through private donations and sponsors. Considering the billions of dollars businesses expend each year in advertising and sponsorships, it seems entirely possible to attract significant money to help worthy park-related programs.

The idea of allowing private interests to be more actively involved in providing support does not simply involve money. As Americans look to the idea of volunteerism as an important part of keeping our communities strong, we should also explore ways to encourage volunteerism at our parks and recreation areas. This is particularly true in many of our nations' city and urban areas such as the Presidio, Independence Hall and the monuments in Washington, D.C. Increasing corporate and private involvement, through funding initiatives, special projects and other activities provides an excellent opportunity for folks to not only visit these special places, but actively sustain these wonderful areas.

We must also look for ways to increase the ability of private foundations to be involved in helping. Today, there are numerous private foundations established to support individual park units across the nation. We need to expand on the good work that is already being done by these organizations and look for additional ways to allow increased private, voluntary groups to participate in the protection of units across the country.

CONCESSIONS REFORM -- Congress and the National Park Service also need to come together and address the issue of concessions reform. For too long, the tough decisions regarding this issue have been delayed and avoided. This has resulted in confusion and consternation among concessions operators across the country and a lack of any effort by the Park Service to establish concession contracts at various units of the system. Meanwhile taxpayers aren't fully protected. Some concessions contracts haven't been renegotiated for five years.

It is time to take a new look at this entire matter and turn away from the failed practices of trying to repair the existing law. We must begin to tap into the expertise of the private sector in managing operations of concessions facilities. In addition, we should look to the private sector to negotiate, implement and enforce the terms and conditions of concessions contracts. This concept will allow higher fees to be paid, and increase competition for concessions contracts. This proposal will also allow employees to focus on the needs of the parks and natural and cultural resource management issues rather than the technical world of negotiating contracts and inspecting food service facilities.

IMPROVED MANAGEMENT -- In addition to addressing the pressing financial needs facing our parks, it is also important for the Service to improve its system of management and accountability. As recent studies by the General Accounting Office (GAO) and others have shown, the Park Service suffers from a diffuse management style that lacks any accountability for decisions made by park managers and regional personnel. This overall lack of a coordinated strategy creates a system that is not results-oriented at the national level. Although decisions are made and positive actions are taken by individual park managers, it is extremely difficult to develop any coordinated strategy regarding what should be happening on a system wide basis.

As we move forward in our efforts to improve the system, it is vital for the National Park Service to develop a strategic plan that establishes measurable policy goals and management guidelines to improve accountability throughout the agency. Without quantifiable management goals and a general plan to hold the Service accountable for its performance, the organization will continue to be plagued by ineffective management decisions. We look forward to working with the agency to explore options that will provide long-term solutions to these management questions.

Another issue that is important for the long-term stability and improvement of the system is the need for park managers to adhere to individual general management plans. Unfortunately, the Park Service spends countless hours and large amounts of money to develop long-term plans at individual units. However, in many parks around the nation, these plans are not followed or are ignored completely. In other cases, the plans are unrealistic since funding was not taken into consideration when the plan was developed.

It is also important for the Park Service to take a fresh look at how individual park plans are developed and implemented. The National Park System is a diffuse collection of individual units ranging from urban parks and historical sites to outstanding wilderness areas. Without detailed, realistic, long-term plans for specific areas, the Park Service will continue to experience problems with its management coordination and developing a system that provides accountability and quantifiable results.

The use of private contractors to provide services ranging from laundry to road repair should also be explored by the Park Service. The private sector can provide many services that are needed at our national parks more efficiently and cheaply. It is vital for the agency to make every effort to increase the use of private contractors to reduce costs and improve efficiency.

Finally, it is also important for the Park Service to incorporate financial experts into the organization. In addition to being the caretaker of our nation's cultural, historical and natural treasures, today's Park Service is also a major financial organization. With an annual budget of well over \$1 billion, the diverse collection of park system units also stimulates roughly \$10 billion annually in revenue to local economies. Managers in individual park units are not only required to be experts in wildlife, historic and land management issues, but they should also be adept at long term fiscal planning and programming.

It is time for the Park Service and Congress to realize that we are stretching our park managers too thin. We cannot expect these individuals to be experts in every field. Given the demands placed on today's park managers, I believe we must begin to look for ways to bring financial managers into the agency who are equipped to address the difficult financial questions facing the agency. The Service and park managers must begin to confront the hard financial realities facing the agency and look for ways to increase the level of financial expertise in the organization.

CRITERIA FOR NEW PARKS -- For too long Congress has taken the easy way out regarding the tough issues facing the Service. Instead of addressing the difficult questions, we have chosen instead to tackle the relatively easy task of adding new units to the system. Although I would not argue about the need to establish new parks around the country, many of the units currently designated as "national" parks could easily and more appropriately have been managed by state or local authorities and do not meet a strict "national" criteria.

Adding new units to the park system stretches an already overburdened organization even further. The time has come for Congress and the Department of Interior to work together to establish reasonable, but definitive criteria for evaluating new units that could be included into the system. It is important to note, this proposal would be prospective and would not consider closing any areas that are already authorized. However, unless we work together and develop criteria for new additions to the system, the quality of existing parks will continue to decline.

I look forward to working with the Service and the Department of Interior to address this important matter. Establishing sound, workable criteria for proposed new park additions will strengthen the entire system and allow us to keep our existing parks strong and financially stable.

PARK SERVICE EMPLOYEES -- The National Park Service has some of the best and most dedicated employees in the federal government. It is vital that we continue to foster a professional attitude throughout the agency and work to continue to advance training in the organization. As the federal budget continues to decrease and the number of federal employees declines, we must look to increase training and cooperation in the organization by looking outside of the federal government.

Many folks have referred to America's park system as one of the greatest universities in the world. The Park Service should work with universities and other organizations to tap into the resources that can be offered through the private sector. Using the power of modern technology, the Park Service can work to increase training and productivity throughout the agency. Universities and other private groups could be utilized to address issues involving resource management, financial matters and wildlife protection. Clearly, there are limits to this approach, but it is important for the Park Service to move forward with efforts to create partnerships that will benefit our parks throughout the country.

We must also expand our efforts to provide adequate housing for Park Service employees. Today, many personnel are forced to live in deplorable conditions. These dedicated employees deserve better, and we plan to work with the Park Service to ensure that proper attention is given to this important matter.

CONCLUSION – We are committed to helping preserve and improve our national parks. Wyoming is home to a number of outstanding parks including, Yellowstone, Grand Teton and Devils Tower. Like most Americans, I take great pride in our parks and consider their health and protection a priority.

Beginning with Yellowstone, America's National Park System set the standard for parks around the world. We are challenged as we enter the 21st Century to maintain that leadership by investing in our parks, nurturing the appreciation for our natural and historic heritage and encouraging the vibrant economies they support.

As we begin our work to help our nation's park system, we are open to any ideas that will help these magnificent areas. I encourage and invite my colleagues to join in this endeavor and welcome any positive and constructive concepts anyone may want to share. An undertaking to improve our parks is a winner for everyone. All Americans have a stake in its successful outcome.

Together we can work together to make constructive changes to the agency. We have a great opportunity to bring the National Park Service into the 21st Century, alive vibrant, effective and efficient. Most importantly, we have the ability to make our parks the envy of the world and available for folks to enjoy long into the future.

**NATIONAL PARK SERVICE
BRIEFING STATEMENT**

DATE: August 14, 1997

SUBJECT: Progress on the President's "Park's For Tomorrow" Initiative

AIRCRAFT OVERFLIGHTS -- *final rules issued for Rocky Mountain and Grand Canyon National Parks; national rule expected shortly*

The final rule has been issued for a prohibition of air tour overflights over Rocky Mountain National Park, but the air tour industry has challenged its legal basis. A final airspace structure rule has been issued for the Grand Canyon together with a Notice of Proposed Rule-Making (NPRM) proposing phase-out of noisier aircraft. The legal basis of the rule has been challenged by the air tour industry; the environmental community has legally challenged its adequacy. Development of an air tour overflights NPRM for the entire National Park System is underway.

The FAA and the NPS have cooperatively formed a joint advisory group, the National Parks Overflights Working Group, which has 100 days to develop recommendations on the shape and substance of a rule to regulate commercial sightseeing overflights over units of the National Park System. The group, which has environmental and industry members, has made significant progress. It expects to submit a report to the Aviation Rules Advisory Committee and the National Parks Advisory Board by September 30.

HISTORIC PRESERVATION -- *in progress*

The report requested by the President on options outside of the traditional appropriations process for preserving historic park structures was prepared by the National Park Service and is under review at OMB. Upon OMB approval, it will be transmitted to the President.

ROAD AND TRANSPORTATION SYSTEMS -- *in progress*

The Administration completed work on its legislative initiative for reauthorization of ISTEA in the 105th Congress. The Administration's bill, "NEXTEA", has been introduced in both the House and Senate. Several provisions within the bill address NPS concerns. Annual appropriations for Park Roads and Parkways would be \$161,000,000 for each of fiscal years 1998 through 2003. Authority to use any appropriated funds or Federal Lands Highway funds as the non-Federal share of highway projects is provided. This authority will make it easier for NPS to work more closely with state and local governments on road and transportation projects which benefit the parks. In addition, alternative transportation projects funded out of FY '97 appropriations for Zion, Grand Canyon and Yosemite National Parks are underway. Yosemite received additional funds through the emergency supplemental appropriation due to winter flooding. These additional funds will be used to implement the park's visitor transportation system. The proposed FY '98 Interior Appropriation has additional money earmarked for Grand Canyon and Zion to continue to implement their alternative transportation programs.

NATIONAL PARK FOUNDATION -- *legislation failed in 104th Congress; no action in 105th Congress.*

Legislation to authorize the "corporate sponsorship" program in the National Park Foundation failed in the closing days of the 104th Congress. Opposition based on a misperception regarding the potential for commercial abuses in the parks led to concerns about over-commercialization and tasteless advertising in the parks. A last minute rewrite of the bill, led by Senator Bumpers, while substantively an effective response to the concerns, did not come in time to alleviate the opposition. Discussions have been ongoing with Hill staff in the 105th Congress, but at this time, no new legislation has been introduced.

COOPERATIVE AGREEMENT AUTHORITY -- *legislation passed in 104th Congress.*

Temporary authority to enter into cooperative agreements was included in the FY '96 Omnibus Appropriations Act; on September 30, 1996 the President signed the Omnibus FY '97 Appropriations Act which included a provision to make the cooperative agreement authority permanent. In addition, Section 818 of the Omnibus Parks and Public Lands Management Act of 1996, P.L. 104-333, includes authority for NPS to enter into cooperative agreements with educational institutions, states, and their political subdivisions for scientific research on natural resources in the parks.

WILDERNESS IN THE PARKS -- *no action in the 104th; Administration initiative forthcoming*

The National Park Service had prepared a transmittal letter to the Congress retransmitting each of the 17 national park wilderness recommendations sent from the Nixon, Ford, and Carter Administrations. No action was taken on any national park wilderness proposals in the 104th Congress. The National Park Service is now preparing a draft Omnibus National Park Wilderness bill based on the original 17 recommendations and a formal retransmittal which is anticipated to be sent to Congress as an Administration initiative sometime before the 2nd session. An individual wilderness bill, H.R. 302 has been proposed in the 105th for Rocky Mountain National Park by Representative Skaggs.

POINT REYES NATIONAL SEASHORE EXPANSION -- *partial funding provided in the 104th Congress. Funding decisions in 105th Congress still pending; legislation authorizing the expansion has been introduced.*

As the President directed, \$1 million of FY '96 appropriations from the Land and Water Conservation Fund was allocated for the initial down payment to begin acquisition of lands to be added to Point Reyes National Seashore. Unfortunately, FY '97 funds for additional land acquisition were deleted from the President's request and from the Senate-passed bill in conference with the House. In the 105th Congress, the House has provided \$1,550,000 and the Senate, \$3,000,000 of funding for acquisition of the Giacomini Ranch in the adjoining Golden Gate National Recreation Area. Rep. Woolsey and Sen. Boxer have been working hard for this money as acquisition of the ranch will send an important signal of the Administration's commitment to providing acquisition funding for the immediately adjacent Point Reyes boundary expansion area. Also, after working with the National Park Service, Rep. Woolsey has introduced a bill, H.R. 1995, to authorize the boundary expansion at Point Reyes NS. No hearings have yet been scheduled. Sen. Boxer plans to introduce a companion bill soon.

REAUTHORIZATION OF HISTORIC PRESERVATION -- *legislation introduced*
Authorization for the Historic Preservation Fund is scheduled to expire on September 30, 1997. Legislation to reauthorize the fund and make changes to the National Historic Preservation Act has been introduced in the House of Representatives by Rep. Hefley as H.R. 1522. The National Park Service has a number of concerns about this bill and has developed a legislative proposal that simply extends the authorization of the Historic Preservation Fund. That proposal is currently under review and will be transmitted to Congress when the review is complete.

NATIONAL PARK SERVICE 1997 AND 1998 BUDGETS -- *increased budget approved in 104th Congress for FY 1997; FY 1998 budget still pending in 105th Congress.*

The FY '97 Omnibus Appropriations Act signed by the President on September 30, 1996 includes a total increase for the NPS over FY '96 of \$98 million. While considerably less than the \$181 million increase requested in the President's FY '97 budget, it represents the most significant increase for the NPS in years. For FY '98, the House-passed appropriations bill includes \$1.564 billion, a \$147.5 million increase over last fiscal year but \$34.9 million under the President's request. The Senate version, which has yet to go to the Senate floor, is at \$1.598 billion, which is less than \$1 million under the President's request. Final Senate action as well as conference action is expected in September.

FEE REFORM -- *legislative authority approved, implementation in progress*

The Omnibus FY '97 Appropriations Act authorized a 3-year "recreation fee demonstration program" for NPS and other agencies. The program authorized no more than 100 projects for the NPS to test new fees, increase fees, or experiment with innovative techniques for fee collection. To date, NPS has selected 97 projects at units throughout the system. Projects include increased entrance fees at a number of units, new entrance fees at several units, new user fees, implementation of automated collection, and the increase in the Golden Eagle Passport from \$25/year to \$50/year. Data is being collected for a final report on the effectiveness and success of the program. Park units are finalizing proposals for park improvements and repairs which will be paid for from increased fee revenues.

CONCESSION REFORM -- *in progress*

Although legislation was introduced in both the House and Senate in the 104th Congress to reform the Concessions Policy Act of 1965, none was passed. In the 105th Congress Senator Bumpers has introduced concessions reform, S. 624. Senator Thomas has held an oversight hearing on concessions and concession reform. There is active interest and work continues in the Congress on this important issue. Within the scope of the existing law NPS continues to implement reforms through administrative processes.

NATIONAL HERITAGE AREAS SYSTEM AND RELATED LANDS - *legislation passed, implementation in progress*

Although the 104th Congress did not enact a generic National Heritage Areas System bill as requested in the Parks For Tomorrow initiative, several individual heritage areas were authorized in the Omnibus Parks and Public Land Management Act, P.L. 104-333. These heritage areas are: Ohio and Erie Canal, Augusta Canal, National Coal, Tennessee Civil War, Shenandoah Valley Battlefields, Steel Industry, Essex, South Carolina, America's Agricultural, and Hudson River

Valley. NPS has been providing assistance and direction to the new areas. In addition NPS is developing overall program guidelines and policies for assisting all heritage areas so as to ensure overall program consistency and to provide the highest quality assistance and training to areas to ensure the protection of heritage area resources.

PRESIDIO -- *legislation passed in 104th Congress; Presidio Trust sworn in on July 9, 1997.*

Legislation authorizing the creation of the Presidio Trust was enacted on the last day of the 104th Congress and was signed into law by the President on November 12, 1996 as P.L. 104-333, the Omnibus Parks and Public Lands Management Act of 1996. The Presidio Trust authorization was Title I of this new law, which included 116 separate provisions. The President announced his appointment of the Trust board members on April 18, 1997 and the Trust was officially sworn in on July 9, 1997, which also was the date of its first official meeting. The Park Service continues to work with the Trust on implementation of the authorities provided in P.L. 104-333.

STERLING FOREST -- *legislation passed, implementation in progress*

Authorization for federal participation with the States of New York and New Jersey in the acquisition and protection of Sterling Forest was provided in the 104th Congress. The Omnibus Parks and Public Lands Management Act authorized \$17.5 million for the federal share of the purchase of Sterling Forest. In the FY '97 appropriations \$9 million was allocated for purchase of Sterling Forest. The proposed FY '98 Interior appropriations bill allocates an additional \$8.5 million in federal land acquisition funds for Sterling Forest.

OLD FAITHFUL PROTECTION ACT -- *no action in the 104th; no legislation introduced in the 105th*

Neither the House nor Senate Committee held hearings on the Old Faithful Protection Act in the 104th Congress. No new legislation has been introduced or proposed in the 105th Congress.

MINOR BOUNDARY ADJUSTMENTS -- *legislation passed*

Legislation providing blanket authority for the NPS to make minor boundary adjustments in parks was enacted by Congress in Section 814(b) of the Omnibus Parks and Public Land Management Act, P.L. 104-333, which was signed on November 12, 1996. The National Park Service is implementing this new law.

MANAGEMENT OF MUSEUM PROPERTIES -- *legislation passed, implementation in progress*

Desired authority for NPS to manage museum properties in the same professional manner museums do was granted the NPS as part of P.L. 104-333, the Omnibus Parks and Public Lands Management Act. Since passage of the law the NPS has been developing internal program guidelines and regulations for implementing the new authorities.

HOUSING AND LEASING: -- *legislation passed*

Legislation authorizing improvement to the housing program of the NPS for its field employees is contained in Section 814(a) of the Omnibus Parks and Public Land Management Act, P.L. 104-333, which was signed on November 12, 1996. The National Park Service is implementing this new law.

We can begin by making per-

manent and extend to all sites the National Park System Fee Demonstration Program which allows parks to retain more of the collected revenues raised at their location. Bonding, such as done by municipalities, is another way to address the long-term problem of projects associated with roads, housing and utility systems. Also improved foundation and private financial support should be further developed.

A number of our witnesses spoke to establishing strict criteria prospectively for the establishment of new additions to the National Park System. This is not to suggest that we should delete units from the System, but we should take a very hard look at how we judge the significance of new parks in the future.

My plan will include concession reform that turns away from the failed practice of simply trying to repair and refurbish the existing and inadequate law. Other ideas include more resources dedicated to the training of park employees and insist on more cost-effective and goals-oriented management. We need greater expertise in budget management and professional financial planners. The operation of the National Park Service Systems, is, after all, the equivalent of a major financial undertaking.

What about issuing savings bonds in the name of our National Parks? Many supporters and

visitors to our parks would be proud to buy and save if they knew the result would be a stronger Park System.

It's an ambitious agenda, and I've asked the Clinton administration to join me in this plan for renewal. A good place to start is to move quickly on filling the now vacant position of National Park Service Director and begin substantive discussions on a steady course for the future.

Together we can make something happen and satisfy the public's demand for a healthy park system of which everyone can be proud. We have a great opportunity, the time is right and the time is now. I am willing, and the Congress is willing to work any time, with anyone to bring the National Park Service into the 21st Century - alive, vibrant, effective and efficient. And more importantly, an agency that will provide excellent service to the visitor and an agency that will protect and enhance the resources for which the parks were established.

A BLUEPRINT FOR RENEWING OUR NATIONAL PARKS

Our National Parks have reached a crossroads. The exploding popularity in use of the outdoors and our National Parks in particular has led to heavy visitation and less than ideal services at some parks, while pressing funding needs present monumental challenges for the next century.

These special places - Yosemite, Glacier, and Grand Canyon - can't be ignored and left to struggle simply to survive. As a native of Wyoming who grew up in the beautiful country neighboring our first national park, Yellowstone, I am equally committed as both a legislator and a private citizen to the successful revival of our park system. Because of the current situation, the direction we take to meet the expectations of the public is crucial and the only path out I see is different from the one the Park Service and Congress have taken in the past. We need a national strategy for the renew-

al of the National Park System to guarantee success.

Last month, as chairman of the Senate Subcommittee on National Parks, I held a series of hearings on the health of the National Park System that focused on developing a strategy to ensure that we are conserving and protecting the resource, protecting the natural and historic sites and the wildlife, while at the same time ensuring the parks are enjoyed by the widest audience now and into the future. The result will hopefully be a clear blueprint for action.

Right now the National Park System is comprised of 375 units which are visited each year by many millions of people. The parks continue to be immensely popular destinations, intended to protect and commemorate this country's most significant natural, historical

In addition, this diverse collection of parks stimulates over \$10.1 billion annual in revenue to local economies and supports 230,000 tourism-related jobs. They contribute significantly to the \$63.9 billion dollars in federal, state and local tax revenues paid each year by the travel and tourism industry.

This relatively small agency, managing a large land-base, enjoying unparalleled popularity and generating significant eco-

conomic activity, faces a pressing dilemma. In a time when American taxpayers are serious about smaller government and lower taxes, Americans are also demonstrating an equally serious interest in their parks. Unfortunately, their interest has not, as yet, been translated into serious plans nor commitment to care for the parks. The result is a legacy of critical problems plaguing the National Park System.

Today we face an overwhelming inventory of unfunded National Park Service programs. Over the years, the National Park Service has been pulled in a wide variety of different directions. Each change in new direction, or new responsibility has caused an adverse effect somewhere in the System.

The challenges? Approximately \$1.4 billion backlog of authorized but unfunded land acquisition. These are private lands within authorized park boundaries, but lands that have never been acquired. More than \$823 million of natural resource management projects have gone unfunded and \$1.5 billion worth of building related projects for which there is no budget provision exist. It is estimated \$2.2 billion is required for road and bridge repair, and transportation systems.

In my own State of Wyoming, the cost of road repair for Yellow-

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by Sen. Craig Thomas
(R-WY)

stone National Park alone exceeds \$300 million. This cost will automatically increase if road repair is ignored and further deterioration of the road beds occurs.

The total unfunded backlog in maintenance, land acquisition, resource stabilization, infrastructure repair and employee housing is reported to be a staggering \$8.7 billion. This price tag doesn't even include concession facilities or the money it will take just to keep pace with the escalating cost of doing day to day business.

And not all the challenges we face are a result of a lack of money. The parks have languished without a clear plan for the next century and a vision of what they can be. We need to take some positive steps to correct this problem. Forward-thinking, new, innovative approaches will be required to overcome and correct this state of affairs. It's a problem that cannot be resolved in the short term, it will require a long-term solution.

Within the next few weeks I plan to put forth a strategic plan to chart a course to deal with these challenges. It will be a plan to serve as the foundation for a program to reinvigorate and recreate a viable National Park System by the year 2010. The concept will contain some proposals for legislative initiatives as well as some ideas that can be implemented

BACKLOGS IN LAND ACQUISITION, MAINTENANCE & INFRASTRUCTURE REPAIR

Challenge: According to Republican Sen. Craig Thomas (R-WY), environmental leaders and the NPS, the National Park System faces large unfunded backlogs in land acquisition, maintenance and infrastructure repair. The needs include only repair of existing deteriorating facilities, not new construction. For instance, many park utility systems are in advanced stages of disrepair, numerous buildings and roads are crumbling, and employee housing is substandard. The land acquisition backlog consists of lands within authorized park boundaries that have never been acquired. The cost of acquiring many of these lands (including some environmentally sensitive areas, like mining claims) will only increase with time.

Historical background: In 1916, the NPS was formed with the dual goals of (1) preservation of natural resources, so they can be enjoyed for generations to come, and (2) use by visitors. Since then, the park system has grown to 375 units, ranging from the FDR Memorial to the Grand Canyon.

During the 1930s, the Park Service administered more than 400 Civilian Conservation Corps camps. The CCC program enabled the Service to catch up on badly needed construction and rehabilitation work: campgrounds, trails and bridges were built; utility systems installed; roads repaired; historic buildings and sites restored; and visitor facilities constructed. By the time World War II ended the CCC program, the Park Service had supervised the work of more than 3 million young men.

All except essential park operations were discontinued during World War II and the agency lost two-thirds of its employees. After the war, tourism boomed. By 1954, the parks were receiving 54 million visitors a year, using the same run-down facilities that had served only 15 million visitors before the war. President Eisenhower introduced the "Mission 66" project -- a ten-year program to restore the parks' infrastructure and strengthen park interpretation.

Mission 66 was the last pervasive effort to improve resource protection, park infrastructures or visitor services. Since 1980, Congress has added 58 units to the park system, yet the NPS's flat real-dollar budgets have not reflected its new responsibilities. The National Parks received 270 million visitors last year -- over 70 million more than in 1980.

Status: In March, then-NPS Director Roger Kennedy suggested "the need for a special capital budget -- such as a Restore the Parks Fund -- to address some of the problems associated with a decaying infrastructure."

According to Sen. Thomas, the chairman of the Senate Subcommittee on National Parks, "the total unfunded backlog in maintenance, resource stabilization, infrastructure repair and employee housing is \$8.7 billion." He says that within a few weeks he will circulate "a plan to serve as the foundation for a program to reinvigorate and recreate a viable National Park System by the year 2010. The 'Thomas' plan will contain some proposals for legislative initiatives as well as some concepts that the Administration can implement."

Sen. Craig Thomas (R-WY) on the National Park Service: "This relatively small agency, managing a large land-base, enjoying unparalleled popularity and generating significant economic activity, faces a pressing dilemma. In a time when American taxpayers are serious about smaller government and lower taxes, Americans are also demonstrating an equally serious interest in their parks. Unfortunately, their interest has not, as yet, been translated into serious plans nor commitment to care for the parks... The Park Service has proven beyond a reasonable doubt that you can do more with less. But, in adding new areas and new responsibilities, the agency is forced into a scenario of doing less with less in terms of service and protection. As a result of decisions made by the Congress and the administration, we face an unbelievable backlog of unfunded Park Service programs." [Sen. Craig Thomas, (R-WY), 4/16/97]

NEW ISSUES WEEK FOUR

I. A Livability Agenda

Leave the environment better than we found it.

1. Friendly neighbors. Announce federal government will no longer ignore local zoning regulations by states and officials but will only do so in extreme circumstances as certified by the Secretary of the Agency. See e.g., HR 1231 Post Office Community Partnership Act.
2. Flooding and Disaster Relief. Appoint panel to examine recent FEMA emergencies and study, with the Corps of Engineers, means of avoiding repetition.
3. Encourage urban growth boundaries. Some western cities are growing unchecked, highlight success of Portland in use of urban growth boundaries.
4. Encourage light rail. Current federal law offers federal 80% matching funds if local communities provide 20% of the resources for a highway but significantly less if the money is invested in light rail. Make the subsidy equal.
5. Curb auto incentives. Federal employees often receive free parking which serves to encourage automobile use. Offer subsidies to alternative means of transport (public, bicycle, etc) at levels equal to that currently in place for auto parking. (Already in existence for Senate employees).
6. Announce time table for fixing of park in front of White House into pedestrian-oriented zone. The PPI is recommending a national campaign to reclaim public spaces aimed at guaranteeing safe access and use by law-abiding citizens to parks, downtown commercial and retail areas, public transportation systems, and entertainment facilities.

(7) Cops in Public Housing. Designate 20 worst public housing projects and then pick up the tab for federal law enforcement officers who are willing to live in them. This is modeled off the Milwaukee program in which cops pay \$1 a month to live in public housing. The program attracted a lot of interest from police (50 applications for 20 spots). It was scaled back recently against community protests and they've added a community service requirement.

(8) Public Ownership of Sports Teams. Communities are currently prohibited from owning their local football team, except for the Green Bay Packers who have been grandfathered in. Wealthy owners in football, and other sports, need to be able to move teams so they can play towns off against each other in order to get publicly financed stadiums. This is a legislative move to deny leagues their antitrust exemption if they don't let towns bid to buy their teams when they are for sale.

(9) Free TV Announcement-- Four months ago Gore announced the formation, via Executive Order, of an Advisory Committee on Digital TV. It was hoped that this might be a vehicle for getting free tv time for candidates. The Commerce Department is taking control and opposes (an ex-staffer for Markey is working on it). Paul Taylor has met with Rahm and Waldman on this. Our candidates should include Paul Taylor, Norm Ornstein, Cass Sunstein, and Barry Diller. This would be a good public event of the President urging them to find a way to get free tv time.

(10) Second Chance Homes: Bill to create a network of second-chance homes for teen mothers to help them raise their children while building independent lives.

Phase out Sugar Subsidies by 2003

Arthur Schlesinger One Nation Conference

MEMORANDUM

TO: TOM FREEDMAN
FROM: JULIE MIKUTA
RE: UPDATE ON THE "PARKS FOR TOMORROW" INITIATIVE
DATE: JUNE 18, 1997

SUMMARY

Sixteen of the 18 elements in the "Parks for Tomorrow" Initiative were legislative in nature; 10 of these were passed at the end of the 104th Congress, either in the Omnibus FY'97 Appropriations Act or the Omnibus Parks & Public Lands Management Act. The other two elements were administrative in nature; these are on track according to Initiative's guidelines.

STATUS OF SPECIFIC ELEMENTS

Aircraft Overflights

- number of flights over Grand Canyon capped and new tour routes established for 1/98
- ban on commercial flights over Rocky Mountain National Park until rule on national air tours finalized (by 1998)

Historic Preservation

- National Park Service (NPS) completed its report on historic preservation options; awaiting response from OMB and others in the Office of the President

Road and Transportation Systems

- plans made for repair of park roads and expansion to visitor transportation system at Grand Canyon, Zion and Yosemite National Parks
- funding dependent upon reauthorization of the Intermodal Surface Transportation Efficiency Act in 1997

National Park Foundation

- legislation to authorize a "corporate sponsorship" program failed due to fear of over-commercialization (ala "Fierce Creatures") in the parks
- Administration is formulating a modified bill which intends to eliminate these problems

Cooperative Agreement Authority

- cooperative agreement = NPS shares talent, gear, & ideas with local governments and entities
- Omnibus FY'97 Appropriations Act provides for permanent authority to enter into cooperative agreements; Omnibus Parks & Lands Management Act provides authority for NPS to enter into cooperative agreements with education institutions

Wilderness in the Parks

- wilderness designations in 17 national parks have been recommended by Nixon, Ford, Carter and now Clinton administrations without ever being seriously considered
- proposal to be made again to 105th Congress

Point Reyes National Seashore Expansion

- NPS has allocated \$1m from discretionary funds for acquisition of 38,000 acres after these monies were deleted from the FY '97 Bill
- bill introduced in 105th Congress to protect farmland adjacent to seashore

Reauthorization of Historic Preservation Fund

- not reauthorized and will expire on 9/30/97 unless 105th Congress reauthorizes

National Park Service 1997 Budget

- increase of \$181m sought; \$96m approved = most significant increase for NPS in years

Fee Reform

- admission fees and costs of passes restructured

Concessions Reform (Bennett/Bumpers)

- competing bills heard in both the House and Senate, but no compromise reached on how to revise the percent of receipts generated by operators of hotels, restaurants, gift shops, etc. that are given to the NPS to improve the parks; bill to be reintroduced to 105th Congress

National Heritage Areas System and Related Lands

- 104th Congress did not enact a generic National Heritage System bill, but authorized 10 individual Heritage Areas

Presidio

- Trust created to manage this area in San Francisco that is part of the NPS

Sterling Forest

- Federal participation with NY and NJ to purchase & protect this 18,000 natural watershed

Old Faithful Protection Act

- No hearings in 104th Congress, and no bill introduced to 105th Congress to protect Old Faithful's plumbing system that extends beyond Yellowstone from development

Minor Boundary Adjustments

- legislation authorizing blanket authority for NPS to make minor boundary adjustments enacted

Management of Museum Properties

- Congress sent bill to the President to authorize the NPS to manage G Washington's dentures and other properties in same professional manner as museums do

Housing and Leasing

- legislation authorizing the improvement of housing facilities in bill mentioned above

ECOSYSTEM-BASED SCIENCE PARTNERSHIPS

Challenge: The Park Service is charged with protecting some of our greatest natural resources, yet many park managers don't have a scientific inventory of what resources are in their parks or how those resources relate to their ecosystem at large. The development of natural resources inventories and ecosystem-wide monitoring projects will give us an early warning system to gauge the effects of long-term trends -- such as climate change or development patterns -- on our most pristine natural areas, our parks.

Proposal: The Park Service is proposing a network of university-based cooperative research units to provide ecosystem-wide research, technical assistance and education to resource managers and environmental agencies. These *Cooperative Ecosystem Studies Units* (CESUs) will be structured as a working collaboration among federal and university scientists. The development of CESUs will encourage university scientists to focus on research with practical applications for park managers and environmental agencies. CESUs will function as "virtual" organizations, linking several institutions to increase access to expertise and facilities. Key elements of each CESU includes: 1) a host university, 2) partner institutions and agencies, 3) a role and mission statement, 4) a managers committee, and 5) an annual work plan.

Status: The proposed FY 98 National Park Service budget includes \$2.4 million (16 full-time equivalents) to establish Cooperative Ecosystem Studies Units at universities and in association with each park cluster. The units will function as research-, technology transfer-, and technical education-focused partnerships that deal with the ecosystem approach to managing resources and human uses of resources. Each unit will have one NPS position to serve as an intermediary between university scientists and park managers and to work closely with the U.S. Geological Survey and other partners.

WILDERNESS DESIGNATIONS

Challenge: The 1964 Wilderness Act requires that wilderness lands be left in their natural state, unmodified by settlement or mechanization. It also directs the Secretary of the Interior to review roadless areas of 5,000 acres or more in the National Parks (or other federal lands) and report to the President his recommendation as to the suitability of each area as wilderness. Only Congress can act on the President's recommendation for designations of wilderness.

From 1971-1978, the National Park Service identified 5 million acres in 17 parks to be designated as wilderness, based upon a careful review of the roadless areas of the parks. The identified areas are in such well-known places as Yellowstone, Glacier, Grand Teton, Great Smoky Mountains, Zion, Bryce Canyon and Canyonlands National Parks. During the 1970s, Presidents Nixon, Ford and Carter forwarded to Congress their recommendations that wilderness areas be designated in those parks, but Congress never acted on the proposals.

Proposal: A year ago -- as one of many initiatives unveiled on Earth Day 1996 -- President Clinton asked Congress to act on a backlog of National Park System wilderness recommendations that dates back to the Nixon administration. This year, he can renew that request.

Status: Legislation has been drafted and is on hold until after confirmation hearings for NPS Director and Assistant Interior Secretary for Fish, Wildlife and Parks. There are no increased costs associated with this proposal.

THE WHITE HOUSE

WASHINGTON

June 18, 1996

MEMORANDUM FOR BRUCE REED

cc: Elena Kagan, Tom Freedman

FROM: Paul Weinstein
Tony Castaneda

SUBJECT: National Park System Wilderness Preservation Act

BACKGROUND

During the President's Earthday Message last year, he announced several significant environmental initiatives, including the *Parks for Tomorrow* plan. The plan included the revitalization of legislative action to designate 17 national parks across the country as "wilderness", thereby protecting them from further development such as inappropriate road or facility construction. This legislation, The National Park System Wilderness Preservation Act, complies with current National Park Service (NPS) policy that orders areas being considered for designation as wilderness to be treated as such, but the enactment of the legislation would provide legal protection and reinforcement of the NPS's current policy towards these lands. Future administrations or directors of the NPS could easily change the policy, but this act would secure the protection of these parks. Although this legislation has been proposed numerous times by former Presidents and stalled in Congress, it is the NPS's position that the legislation failed not due to the merits of the bill, but because it was never a priority of an administration.

In the *Parks For Tomorrow* plan, the President directed Secretary Babbitt to work with Congress to make changes to the proposals and encouraged Congress to act on the legislation. However, no action was taken on the wilderness proposals during the 104th Congress, and since the announcement of the proposal several bottlenecks have emerged that have slowed the progress of this initiative. The NPS is currently without a director, and the legislation has yet to be finalized or submitted for review to the administration this year. However, the bill will be very similar to previous versions that were submitted in past years (bill summary attached), and last year's version easily received OMB clearance. No internal opposition is likely due to the legislation's directives mirroring the existing use of the land - the parks are presently de facto wilderness areas. It has traditionally been the Department of Interior's responsibility to submit the legislation to the President, but without a NPS director the advancement of the legislation could continue to be suspended.

PROPOSAL

The National Park Service has invited the President to speak at the 125th Anniversary of Yellowstone National Park on August 25, which would provide for an excellent stage to report any progress and push forward the legislation. The NPS suggested Senator Durbin or Representative Hinchey as good members to approach for the introduction of the bill. The NPS is currently waiting for an announcement on whether the President will attend the anniversary celebration, but a problem with the anniversary date of August 25th is that the President is currently scheduled to take vacation during that week.

RECOMMENDATION

We recommend that the President attend Yellowstone's 125th anniversary and announce that he is sending to Congress the National Park System Wilderness Preservation Act.

Section-by-Section Analysis

SECTION 1. Provides that the Act may be cited as the "National Park System Wilderness Preservation Act of 1997".

SECTION 2. Sets forth the findings and purpose of the act.

SECTION 3. Provides for designation of wilderness within the following 17 units of the National Park System:

(1) Creates Arches Wilderness by designating 54,450 acres as wilderness and 9,050 acres as potential wilderness within Arches National Park, Utah. Also provides for the use and maintenance of the underground gas pipeline presently operated by the El Paso Natural Gas Company.

(2) Creates Assateague Island Wilderness by designating 1,740 acres as wilderness and 4,760 acres as potential wilderness within Chincoteague National Wildlife Refuge and the Assateague Island National Seashore, Virginia and Maryland. Also provides that nothing shall be construed to diminish the authority of the Coast Guard, to use the area designated as the Assateague Wilderness for navigational, and maritime safety purposes.

(3) Creates Big Bend Wilderness by designating 533,900 acres as wilderness and 25,700 acres as potential wilderness within Big Bend National Park, Texas. Also provides for the use and maintenance of the Oak Spring underground water line and for a program of prescribed burning.

(4) Creates Bryce Canyon Wilderness by designating 16,313 acres as wilderness within Bryce Canyon National Park, Utah.

(5) Creates Canyonlands Wilderness by designating 287,985 acres as wilderness and 597 acres as potential wilderness within Canyonlands National Park, Utah.

(6) Creates Capitol Reef Wilderness by designating 179,815 acres as wilderness and 4,050 acres as potential wilderness within Capitol Reef National Park, Utah. Also provides for accommodation of proposed utility lines.

(7) Creates Cedar Breaks Wilderness by designating 4,370 acres as wilderness within Cedar Breaks National Monument, Utah.

(8) Creates Colorado Wilderness by designating 7,700 acres as wilderness within Colorado National Monument, Colorado.

(9) Creates Crater Lake Wilderness by designating 122,400 acres as wilderness within Crater Lake National Park, Oregon. Also provides for the establishment, use, and maintenance of hydrologic devices, and for a program of prescribed burning.

(10) Creates Cumberland Gap Wilderness by designating 6,375 acres as wilderness and 3,810 acres as potential wilderness within Cumberland Gap National Historical Park, Tennessee, Kentucky, Virginia.

(11) Creates Dinosaur Wilderness by designating 165,341 acres as wilderness and 10,274 acres as potential wilderness within Dinosaur National Monument, Utah, Colorado.

(12) Creates Glacier Wilderness by designating 927,550 acres as wilderness and 3,360 acres as potential wilderness within Glacier National Park, Montana 3,360. And provides for the following:

(A) Construction and maintenance of shelters, and for a program of prescribed burning, and maintenance and use of hydrologic devices.

(B) Deletes language from the park's enabling act that provided for railroad and

reclamation project right-of-ways.

(C) Protection of right-of-way or claims which the Blackfeet Tribe of Indians may have within or in the vicinity of Glacier National Park.

(13) Creates Grand Teton Wilderness by designating 115,807 acres as wilderness and 20,850 acres as potential wilderness within Grand Teton National Park, Wyoming. Also provides for the use and maintenance of patrol cabins, and provides for the use of necessary manipulative techniques in order to maintain or restore natural ecological conditions.

(14) Creates Great Smoky Mountains Wilderness by designating 390,500 acres as wilderness and 400 acres as potential wilderness within Great Smoky Mountains National Park, Tennessee, North Carolina. Also provides for a program of prescribed burning, and utilization of motorized vehicles and equipment to maintain the Appalachian Trail.

(15) Creates Rocky Mountain Wilderness by designating 239,835 acres as wilderness and 479 acres as potential wilderness within Rocky Mountain National Park, Colorado. Also provides for the following:

(A) Construction and maintenance of shelters and sanitary facilities and use and maintenance of underground telephone lines, and for a program of prescribed natural burning.

(B)Deletes language from the park's enabling act that provided for reclamation project right-of-ways.

(16) Creates Yellowstone Wilderness by designating 2,016,181 acres as wilderness and 6,040 acres as potential wilderness within Yellowstone National Park, Idaho, Wyoming, Montana. Also provides for the establishment and maintenance of hydrologic devices; the use of necessary manipulative techniques in order to maintain or restore natural or ecological conditions; use and maintenance of fire towers, patrol cabins, and microwave reflectors; and authorizes the use and maintenance of research cabins and fish traps.

(17) ZION WILDERNESS.-- Designates 120,620 acres as wilderness and 9,040 acres as potential wilderness within Zion National Park, Utah. Also provides for a program of prescribed burning.

SECTION 3. Provides that the lands designated as wilderness by this Act are withdrawn from mining subject to the exercise of valid existing rights.

SECTION 4. Provides for the filing of maps and legal descriptions within one year of enactment.

SECTION 5. Provides that the areas designated by the Act as wilderness shall be administered by the Secretary of the Interior in accordance with the Wilderness Act.

A BLUEPRINT FOR RENEWING OUR NATIONAL PARKS

Net's
ABC
Parks

In addition, this diverse collection of parks stimulates over \$10.1 billion annual in revenue to local economies and supports 230,000 tourism-related jobs. They contribute significantly to the \$63.9 billion dollars in federal, state and local tax revenues paid each year by the travel and tourism industry.

Washington
Times,
4/22/97

This relatively small agency, managing a large land-base, enjoying unparalleled popularity and generating significant eco-



by Sen. Craig Thomas
(R-WY)

Our National Parks have reached a crossroads. The exploding popularity in use of the outdoors and our National Parks in particular has led to heavy visitation and less than ideal services at some parks, while pressing funding needs present monumental challenges for the next century.

These special places - Yosemite, Glacier, and Grand Canyon - can't be ignored and left to struggle simply to survive. As a native of Wyoming who grew up in the beautiful country neighboring our first national park, Yellowstone, I am equally committed as both a legislator and a private citizen to the successful revival of our park system. Because of the current situation, the direction we take to meet the expectations of the public is crucial and the only path out I see is different from the one the Park Service and Congress have taken in the past. We need a national strategy for the renew-

al of the National Park System to guarantee success.

Last month, as chairman of the Senate Subcommittee on National Parks, I held a series of hearings on the health of the National Park System that focused on developing a strategy to ensure that we are conserving and protecting the resource, protecting the natural and historic sites and the wildlife, while at the same time ensuring the parks are enjoyed by the widest audience now and into the future. The result will hopefully be a clear blueprint for action.

Right now the National Park System is comprised of 375 units which are visited each year by many millions of people. The parks continue to be immensely popular destinations, intended to protect and commemorate this country's most significant natural, historical and cultural resources.

conomic activity, faces a pressing dilemma. In a time when American taxpayers are serious about smaller government and lower taxes, Americans are also demonstrating an equally serious interest in their parks. Unfortunately, their interest has not, as yet, been translated into serious plans nor commitment to care for the parks. The result is a legacy of critical problems plaguing the National Park System.

Today we face an overwhelming inventory of unfunded National Park Service programs. Over the years, the National Park Service has been pulled in a wide variety of different directions. Each change in new direction, or new responsibility has caused an adverse effect somewhere in the System.

The challenges? Approximately \$1.4 billion backlog of authorized but unfunded land acquisition. These are private lands within authorized park boundaries, but lands that have never been acquired. More than \$823 million of natural resource management projects have gone unfunded and \$1.5 billion worth of building related projects for which there is no budget provision exist. It is estimated \$2.2 billion is required for road and bridge repair, and transportation systems.

In my own State of Wyoming, the cost of road repair for Yellow-

stone National Park alone exceeds \$300 million. This cost will automatically increase if road repair is ignored and further deterioration of the road beds occurs.

The total unfunded backlog in maintenance, land acquisition, resource stabilization, infrastructure repair and employee housing is reported to be a staggering \$8.7 billion. This price tag doesn't even include concession facilities or the money it will take just to keep pace with the escalating cost of doing day to day business.

And not all the challenges we face are a result of a lack of money. The parks have languished without a clear plan for the next century and a vision of what they can be. We need to take some positive steps to correct this problem. Forward-thinking, new, innovative approaches will be required to overcome and correct this state of affairs. It's a problem that cannot be resolved in the short term, it will require a long-term solution.

Within the next few weeks I plan to put forth a strategic plan to chart a course to deal with these challenges. It will be a plan to serve as the foundation for a program to reinvigorate and recreate a viable National Park System by the year 2010. The concept will contain some proposals for legislative initiatives as well as some ideas that can be implemented administratively

We can begin by making per-

manent and extend to all sites the National Park System Fee Demonstration Program which allows parks to retain more of the collected revenues raised at their location. Bonding, such as done by municipalities, is another way to address the long-term problem of projects associated with roads, housing and utility systems. Also improved foundation and private financial support should be further developed.

A number of our witnesses spoke to establishing strict criteria prospectively for the establishment of new additions to the National Park System. This is not to suggest that we should delete units from the System, but we should take a very hard look at how we judge the significance of new parks in the future.

My plan will include concession reform that turns away from the failed practice of simply trying to repair and refurbish the existing and inadequate law. Other ideas include more resources dedicated to the training of park employees and insist on more cost-effective and goals-oriented management. We need greater expertise in budget management and professional financial planners. The operation of the National Park Service Systems, is, after all, the equivalent of a major financial undertaking.

What about issuing savings bonds in the name of our National Parks? Many supporters and

visitors to our parks would be proud to buy and save if they knew the result would be a stronger Park System.

It's an ambitious agenda, and I've asked the Clinton administration to join me in this plan for renewal. A good place to start is to move quickly on filling the now vacant position of National Park Service Director and begin substantive discussions on a steady course for the future.

Together we can make something happen and satisfy the public's demand for a healthy park system of which everyone can be proud. We have a great opportunity, the time is right and the time is now. I am willing, and the Congress is willing to work any time, with anyone to bring the National Park Service into the 21st Century - alive, vibrant, effective and efficient. And more importantly, an agency that will provide excellent service to the visitor and an agency that will protect and enhance the resources for which the parks were established.