PARKED!
How Congress’ Misplaced Priorities Are Trashing Our National Treasures

Senator Tom A. Coburn, M.D.
October 2013
Dear Taxpayer,

Visitors to national parks have been threatened with trespassing charges, obstructed from paying their respects at a memorial to those who lost their lives in service to our country, and turned away from other National Park Service sites closed due to a lack of funding.

All of this began occurring before the government shutdown in October.

Perhaps more than any other part of the federal government, our National Park System has become the symbol of Washington, DC dysfunction. These cherished national treasures, which were entrusted to the National Park Service to be preserved and protected, have instead been neglected or abused for political gamesmanship.

Long before the government shutdown and sequestration, congressional shortsightedness and bureaucratic mismanagement were already plaguing our national parks. Barricaded parks across the country exposed the calamity in Washington in 2013, but the National Park System has long been a microcosm of the irresponsible and misplaced priorities within the entire federal budget. Just as important programs like Medicare and Social Security have been raided for decades to pay for politicians’ pet projects, Washington has also plundered the National Park Service budget to create new parks and programs with little national significance. And as the lack of budget discipline has driven up the national debt and jeopardized the solvency of retirement programs and our nation’s future, the misplaced priorities within the parks budget are endangering the care of the very sites we all revere.

Our elected representatives have been too focused on their own parochial political interests to see the state of disrepair that has befallen some of our greatest national treasures. For example, the National Mall—clearly visible from the Capitol and White House—has become a national disgrace, trampled on and worn out.

Politicians would rather take credit for creating a new park in their community than caring for the parks that already exist. There is, after all, no ribbon cutting ceremony for taking out the trash, fixing a broken railing or filling a pothole.

But failing to conduct maintenance endangers the longevity of our parks and experience of their visitors. Last year alone, the National Park Service delayed more than a quarter billion dollars in much needed maintenance projects, adding to the $11.5 billion maintenance backlog already threatening the health, safety, and accessibility of park visitors.

The ever growing maintenance cost has not stopped those in Washington from adding new parks, programs, and property to the Park Service. This year, mere days after sequestration supposedly caused the delay in the opening of and shorter hours at
national parks, the President single-handedly established three new National Park units. Likewise, Congress spent $57 million to purchase more property for the parks—some land for nearly $1 million per acre. No one would purchase a new car while ignoring a leaking ceiling or broken pipes in their own home, but that is essentially what Washington is doing with our national parks.

The decaying of our National Parks is the physical manifestation of Washington’s misplaced priorities. Much like the accrual of our $17 trillion national debt over time, the build-up of deferred care of national park lands is the direct result of Washington’s out-of-control spending addiction that puts off doing what is necessary for doing what is self-serving. Whether it be the uncertainty of future U.S. treasury markets or the tenuous state of a corroded water pipe and an aging utility system, the unsustainable trajectory of deficits and deferrals make it only a matter of time before all will experience failure.

This report, PARKED! How Congress’ Misplaced Priorities Are Trashing Our National Treasures, exposes how Washington is failing to properly maintain our most enduring and esteemed sites and symbols and where your tax dollars intended for these parks is being spent instead. It also provides commonsense recommendations to ensure that those parks and memorials with true national significance are given the care they deserve so their beauty and significance to our history is preserved for future generations.

Sincerely,

[Signature]

Tom A. Coburn, M.D.
U.S. Senator
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America, the beautiful. From sea to shining sea, the United States is blessed with many of the world’s most magnificent natural wonders, which are enduring sources of pride for all Americans. For nearly a century, the National Park Service (NPS) has captured the essence of many of these landmarks as well as the sites honoring some of our most significant historic achievements and tragedies to preserve the beauty, wonder, culture, heritage and history of our land for future generations.

Millions of families from around the world will visit one or more of these parks this year. While all will gaze in awe at the majesty of the Grand Canyon and pause in reflection at the somberness of the battlefields of Gettysburg, many will be inconvenienced by the closures of campgrounds, reduced hours at visitor centers, and piles of trash, unclean restrooms, and delayed repairs at many parks.

Such unsightly conditions are being blamed on recent budget reductions, but these problems had been piling up long before sequestration. The total cost of deferred maintenance within the National Park Service (NPS) is $11.5 billion.1 “The unfunded to-do list includes repairing or replacing deteriorated roads, bridges and trails, as well as upkeep on facilities and historical sites.”2 The price tag of this backlog has more than doubled over the past decade, not so much due to a lack of funds as much as a lack of priorities set by Congress. Instead of addressing the urgent needs of our premier parks and memorials, Congress has instead focused on establishing new parks and diverting funds to local sites that are not even part of any national park.3 With each new park and program diluting limited resources, Congress has been effectively sequestering our national parks for decades. As a result, NPS is now being asked to do more with less.

Perhaps nothing better demonstrates how Congress’ preoccupation with parochial interests has left our nation’s true treasures neglected than the sorry state of the National Mall, on which many of our nation’s best known symbols, memorials, museums, and institutions sit. The National Mall, which is finally getting the renovation it needed and deserves, had become a national disgrace with crumbling sidewalks, trampled on and worn out grass, uncollected garbage, and monuments in disrepair.4 Even though the Capitol faces the Mall and members of Congress need only look out their windows to see what disrepair it had fallen into, an analysis completed by the

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Associated Press in 2009 found the Mall “has been at a disadvantage in competing for extra funds doled out by lawmakers, compared with sites that are represented by powerful members of Congress.”

Now some members of Congress are proposing the creation of a national park on the moon! The legislation would require the park to be established within a year even though no one has walked on the moon in 40 years and it could be decades before anyone does so again.

This spaced out proposal is just another example of how Congress has turned the National Park Service into its own national “pork” service, with Washington politicians earmarking new parks for purely political and parochial purposes rather than taking care of the national treasures that are already part of the park system.

Every new site added to the National Park Service further divides the $3 billion park budget, which currently provides for 401 park units, 27,000 historic structures, 2,461 national historic landmarks, 582 national natural landmarks, 49 national heritage areas, and over 84 million acres of land. Yet, barely half of the National Park Service annual budget goes to the actual park units, with much instead diverted to sustain an expansive bureaucracy or to various programs that often duplicate the goals of other federal agencies. The 25 most popular parks consume just a little over 10 percent of the National Park Service’s annual budget. The impact of this division is obvious.

This report exposes misplaced congressional priorities that ignore and often threaten the real and immediate needs of our most cherished national parks and monuments. For decades, the inability to address the maintenance needs in the National Park System has been recognized by Congress, administrations from both political parties, and all interested stakeholders as a problem that needs to be corrected. The catch is that repairing a roof, replacing a corroding water pipe or filling a pothole does not garner politically advantageous headlines or public attention. This year alone, maintenance work will be underfunded by more than a quarter of a billion dollars, all which will be tacked onto the swelling deferred maintenance backlog. A former House Appropriations Subcommittee Chairman charged with funding the Park Service diagnosed the reason behind this shortfall is that “it’s not very sexy to fix a sewer system or maintain a trail. You don’t get headlines for that. It would be nice to get them more money, but we’re constrained.”

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While performing maintenance may not retrieve headlines, deferring needed projects have real ramifications on NPS visitors’ health, safety, and park accessibility. Frequent ruptures of a corroded water pipeline at Grand Canyon National Park require creek water to be used to flush toilets. A leaky water system in Yellowstone National Park threatens the health of visitors and employees while tripping hazards created by dilapidated sidewalks at Independence Hall National Historical Park cause up to $2 million per year in tort claims. Lassen Volcanoes National Park racked up 2,500 hours in emergency labor in a single year for repairs on its 80-year-old utility system while an elevator at Mammoth Caves National Park has been broken for more than a decade, rendering the cave inaccessible for disabled visitors. These are just a few of the consequences of negligent budgeting practiced by Congress.

As the visitors’ NPS experience is threatened by the deterioration of facilities caused by chronic maintenance funding shortfalls, NPS resources are instead directed towards a multitude of activities that are inessential to the NPS mission, inefficient or duplicative of other federal programs, or fail to rise to the level of importance to compete with more pressing needs. **The NPS is subsidizing Washington DC area concerts, preserving parks in foreign countries, and purchasing even more park property – including real estate on the U.S. Virgin Islands for nearly one million dollars per acre.** At the same time, the crowned jewels of our National Park System have become tarnished.

This report also looks at how politicians have used the parks for self-serving political purposes to grease the legislative process, as gifts, and even to intimidate opponents. A park in Maryland, for example, was established in the district of a member of Congress whose vote was needed on a larger bill. Another Congressman created a park in his district in Ohio as a gift to his wife. And a chairman of the House Parks Subcommittee once threatened to turn another member’s entire district into a national park to prove his political power.

Americans treasure our parks too much to allow them to become rewards and punishments for Washington politicians.

This year, visitors to some parks “may notice delayed road and park openings, reduced hours of operation, fewer program offerings and longer wait times at entrance stations.” A year ago it took about 15 minutes to drive through the South Rim entrance of the Grand Canyon. Today it can take up to an hour.\(^7\) The superintendent at Grand

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Teton National Park warns visitors “we know there will be delays in responding to search and rescue, as well as medical emergencies and law enforcement.”

Meanwhile, **more than 70 national park units attract fewer than 100 daily visitors.** There are more employees at the Eugene O’Neill National Historic Site than visitors on a given day. The staff of the Arkansas Post National Memorial say “we try everything we know” but still have little luck attracting many people to the site, noting the occasional visitors to the area “have to be lost, or coming here.” And when someone shows up at the Thomas Stone National Historic Park site in Maryland, the ranger says, “I hope it’s not UPS again.” No one is even permitted to visit Hohokam Pima National Monument, and according to its own website, “attempting to go to the site is trespassing.”

This year, over 9 million people will hike in the Great Smoky Mountains, but more Americans will be struck by lightning than visit Aniakchak National Monument.

More than two million will travel to South Dakota to Mount Rushmore National Memorial, but how many have ever visited the Thaddeus Kosciuszko National Memorial, or know where it is located, or even know anything about the man it honors?

More than one million people have already visited Yellowstone in the first half of this year, before the park’s busiest season even began. Meanwhile, “the staff far outnumbers the visitors” at Steamtown National Historic Site many days and there has been a “steady decline” in visitors there since the site was opened in 1995.

To ensure access to and proper care of our important natural landmarks and historic and cultural sites, we must stop diluting the already shrinking parks budget with the addition of more obscure or rarely visited sites. This means re-evaluating the status of many existing park units and setting clear criteria that proposed additions to the park service must meet aside from the whims of an influential politician or interest group.

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10 There were 2,815 visitors to the Eugene O’Neill National Historic Site in 2012, or nearly 8 visitors a day, compared to 9 full time employees, according to National Park Service statistics.


14 Over 1,000 people are struck by lightning every year in the United States ([HowStuffWorks](http://science.howstuffworks.com/nature/climate-weather/storms/question681.htm)). A total of 19 people visited the Aniakchak National Monument in 2012, according to National Park Service statistics.

15 Thaddeus Nicodemus National Memorial is located in Philadelphia Pennsylvania, and had 3, 313 visitors in 2012, according to National Park Service statistics.


While every community shares in the collective American tale, not every local hero, event, or natural wonder can or should be commemorated as part of the National Park System. These should be reserved for the greatest symbols and events—from tragedies to triumphs—that together form who we are as a nation.

Just because a memorial or park is not well known or widely visited certainly does not mean it is not important or has no value. Likewise, just because Congress creates a national park, that does not mean the site will be visited or is of great significance to our national story. There are millions of individuals who have contributed to our heritage throughout the ages and countless sites that represent our natural wonder. Our national parks should highlight the truly greatest of these.

In a letter guiding the expansion of the park system, the first director of the Park Service wrote, “In studying new park projects, you should seek to find scenery of supreme and distinctive quality or some natural feature so extraordinary or unique as to be of national interest and importance... The national park system as now constituted should not be lowered in standard, dignity, and prestige by the inclusion of areas which express in less than the highest terms the particular class or kind of exhibit which they represent [emphasis added].”

This report, PARKED! How Congress’ Misplaced Priorities Are Trashing Our National Treasures, includes a tour of the lesser known and rarely visited national parks, which you most likely never heard of and probably did not visit on your summer vacation. Nearly all are interesting places or honor important moments or people, but they may not meet the criteria of a national park outlined by the first parks director or the expectations of you, the taxpayer.

The parks in question examined in this report are divided into four categories

1) Political or special interest rather than national importance;
2) Inaccessible to the public;
3) Important but would be better honored in a different capacity; and
4) Lacking national significance or authentic historical value.

As you review each, ask yourself if it makes more sense to direct limited resources to preserving, protecting and improving access to sites of true national significance such as the Statue of Liberty or the Flight 93 National Memorial, or should we continue to make these national symbols and landmarks compete for funding with these lesser known and

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rarely visited sites. This report provides the facts you need to know to make an informed decision as to whether a site should be added, or even removed, from the National Park System.

Additionally, this report illuminates the entirety of the NPS budget, contrasting the problems incurred by years of deferring maintenance projects with the expansion of expenditures on items that are inessential, duplicative, or simply not a priority. You can question how the NPS can carve out funding to sponsor auto shows and wine trains while it cannot find the resources to perform basic annual maintenance tasks. Perhaps there is no greater example of misplaced priorities than the federal government purchasing more land every year while failing to maintain the property it already owns.

The current path of adding more parks, property, and projects to NPS by Congress and the administration is unsustainable. Yet, neither Congress nor the administration has proposed a plan to reverse the current course in order to preserve and protect our prized possessions for this generation and many more to come. This report intends to fill that void with tangible proposals that will unlock the resources necessary to finally address the deferred maintenance backlog and restore our National Park System to the quality that the American people expect and deserve.

With the 100th anniversary of the National Park Service approaching in 2016, this is the ideal time to reaffirm our commitment to the most iconic and enduring symbols of our heritage and American pride.
A BRIEF NATIONAL PARK SERVICE BACKGROUND

The National Park Service (NPS) was created in 1916 when President Woodrow Wilson signed the National Park Service Organic Act into law. The Organic Act described the National Park Service’s purpose as to “promote and regulate the use of the Federal areas known as national parks, monuments and reservations... [to] conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

Originally composed of 35 park units, the NPS’s responsibilities has since expanded to 401 park units covering over 84 million acres of land in all 50 states, Washington DC, four U.S. territories, and even Canada. In addition, NPS oversees 27,000 historic structures, 2,461 national historic landmarks, 582 national natural landmarks, 49 national heritage areas, 58 Wild and Scenic Rivers, 24 national trails, 9 affiliated areas, and 15 partner organizations.

HOW IS A NATIONAL PARK UNIT CREATED?

A national park unit can be created in one of two ways: an act of Congress or a presidential proclamation under the power of the 1906 Antiquities Act. Of the 401 park units in the National Park Service, Congress established 306.

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Several actions generally occur prior to Congress authorizing the addition of a national park unit. At the beginning of each year, the Secretary of the Interior submits a list of recommended areas for study to Congress, based on significance, unrepresented themes, and “popular demand.”\textsuperscript{22} These sites typically come from either local interests or from locations already designated on the Registry of National Landmarks or the National Register of Historic Places. Over the last 12 years, the annual submission list has only been provided once, due to the administration prioritizing funds towards the backlog of Special Resource Studies already authorized by Congress.\textsuperscript{23}

Congress can authorize a Special Resource Study on the potential inclusion of an area to the National Park System, although completion of a study is not required prior to a park’s addition. Once a Special Resource Study is authorized, NPS assesses a candidate area’s national significance, suitability, and feasibility for addition to the National Park System. These studies take an average of 4.5 years and cost in the range of $150,000 to $500,000 per study.\textsuperscript{24} As of June 2012, the National Park Service had 36 pending Special Resource Studies, 10 pending reconnaissance studies, while having 7 Special Resource Studies completed and 6 reconnaissance studies completed.\textsuperscript{25} The fiscal year 2012 budget included $2.4 million and 15 full time employees to support the Special Resource Studies.\textsuperscript{26}

Congress can utilize the Special Resource Studies and the recommendations they provide for the candidate area’s significance, suitability, and feasibility as a guide for authorizing new park units. However, Congress does not always follow the recommendations provided by these studies and often authorizes new park units without the support or completion of a study by the National Park Service. For example, Congress authorized the Paterson Great Falls National Historic Site in 2009 despite the Special Resource Study conclusion that the site failed to meet any of the criteria for NPS management. Within the same 2009 bill, Congress also approved the River Raisin National Battlefield Park and the President W.J. Clinton Birthplace Home National Historic Site prior to completion of their Special Resource Studies.\textsuperscript{27} 28

The other way national park units are established is by a presidential proclamation to designate a national monument on federal lands. This authority comes from the Antiquities Act of 1906, which allows the President to establish a national monument on “historic landmarks, historic and prehistoric structures, and other objects of historic or

\textsuperscript{25} Phone interview with Congressional Research Service, June 2012.
\textsuperscript{28} Senate Report 110-011.
scientific interest." This law has been used to establish 95 park units, including the five most recent additions to the system. Since 1906, 15 presidents have used the Antiquities Act to establish a National Monument.\textsuperscript{30} President Jimmy Carter created 15 national monuments in Alaska on December 1, 1978 using the Antiquities Act.\textsuperscript{31} The current administration has unilaterally authorized five park units using its executive power.

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<td>B. Obama</td>
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\textsuperscript{31} With his executive power alone, he was able to withdraw an area the size of Utah without the consent of Congress. “Antiquities Act 1906-2006 maps, facts, & figures: monuments list,” Website of the National Park Service, accessed July 16, 2013; \url{http://www.nps.gov/archeology/sites/antiquities/MonumentsList.htm}. 
WHAT’S THE DIFFERENCE BETWEEN A NATIONAL PARK AND A NATIONAL MONUMENT/MEMORIAL/HISTORIC SITE/ETC.?

The National Park System consists of 401 park units of varying types, which serve as “the basic management entity of the National Park Service.” There are 59 national parks, which are considered the most significant parks or colloquially as the “crown jewels.” In addition to the national parks, there are 78 national historic sites, 85 national monuments, 46 national historic parks, 29 national memorials, 18 national recreation areas, 18 national preserves, 16 national scenic rivers or trails, 15 national battlefields, 10 national seashores, 9 national military parks, 5 national parkways, 4 national lakeshores, international historic sites, and several other unique designations including the White House.

The nomenclature used for various parks has some descriptive significance. For example, a historic site features historic buildings, while a national recreation area offers outdoor recreational opportunities. The title can also indicate the size of the park. For instance, a historic site signifies a single building whereas an historic park has multiple structures. However, all of the park units are governed by the same laws, regulations, and policies that apply to the National Park System.

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The impacts of funding non-core programs and adding low-priority projects to the National Park System can be summarized in a single statistic – the National Park Service’s staggering $11.5 billion deferred maintenance backlog. The multibillion figure is the investment needed to repair NPS assets and is the symbol of congressional negligence of America’s true parks and treasures. For decades, the backlog has been readily identified by Congress, multiple administrations, and all other interested stakeholders as an important problem that needs attention. The catch is that “it’s not very sexy to fix a sewer system or maintain a trail. You don’t get headlines for that. It would be nice to get them more money, but we’re constrained,” according to a former House Appropriation Chairman who oversaw the parks budget. The deferred maintenance backlog is an issue that Congress promises to address as soon as the next

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34 Provided by Congressional Research Service to the Office of Senator Coburn, April 6, 2012.
park is approved and the next press conference is held celebrating a new park unit in a lawmaker’s district – but then never does.

As will be seen in this section, not only does the decision to ignore the backlog detract from visitors’ experience, erode our historical keepsakes, and prohibit access to entire areas of National Park units, it can also pose real dangers to park visitors and staff.

For decades, administrations from both parties have acknowledged the underfunding for maintenance of existing assets and the deteriorating status of the National Park System. Instead of addressing this issue by figuring out how to prioritize resources through the park service budget, along with new sources of money, Congress and multiple administrations have combined forces to exacerbate the problem by piling on new projects that the park service will never be able to afford.

MANY OF THE BUILDINGS WITHIN THE WRANGELL-ST. ELIAS NATIONAL PARK IN ALASKA HAVE BEEN ABANDONED FOR MORE THAN 60 YEARS AND ARE CRUMBLING, DETERIORATING AND DANGEROUS.36

In a 1997 document, “Preserving Historic Structures in the National Park System: A Report to the President,” the National Park Service stated, “Based on identified maintenance, rehabilitation, and development needs, the **NPS does not have and never has had enough funds or staff to care for all resources in its custody.** Contributing to the fundamental problem are unrealistic expectations reflected in and furthered by park planning documents, an overwhelming deferred maintenance workload, and a lack of multidisciplinary focus to set and achieve realistic goals in cooperative efforts recognizing the value of all aspects of park operations [emphasis added].”37 Since 1997, Congress and multiple administrations have compounded this

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problem, adding 26 more park units despite the warning from NPS that it lacks the ability to maintain its current projects.\(^\text{38}\)

In a 2001 speech at Everglades National Park, President George W. Bush declared, “Many parks have lacked the resources they need for their basic care and maintenance. My administration will restore and renew America’s national parks.”\(^\text{39}\) Since the President’s speech, the National Park Service’s deferred maintenance backlog has more than doubled from $5.5 billion to $11.5 billion.\(^\text{40}\)

The FY2010 National Park Service Budget Justification submitted by President Obama recommitted to taking care of existing resources, stating, “the Department intends to focus its attention and resources on taking care of existing responsibilities, such as addressing facility maintenance needs, rather than continuing the rapid expansion of new NPS responsibilities.” Yet, since FY2010, the same administration has expanded the park service’s responsibilities by adding five new park units using the unilateral executive power to create national monuments provided to the president by the Antiquities Act.

In April 2013, the current administration made a similar public acknowledgement of the problems facing the National Park System. The administration stated: “Because of the age of existing NPS assets, the capital construction backlog of the Service continues to rapidly expand beyond the capabilities of the Service to keep up with known major


\(^{40}\) Provided by Congressional Research Service to the Office of Senator Coburn, April 6, 2012.
repair or rehabilitation needs.”41 Within the same month of reconfirming that the Park Service does not have the capabilities to handle its current obligations, the Administration increased the burden of the backlog by adding new parks units to the already taxed system. Using the Antiquities Act, President Obama established three new National Park units, including a unit in the Vice President’s home state.42

Despite decades of promises to fix our parks, Congress has made the steady growth of the deferred maintenance backlog a permanent feature of the National Park System. In FY2012, the National Park Service directed $444 million to address deferred maintenance projects.43 According to the National Park Service, it takes $700 million annually just to hold the current backlog steady at $11.5 billion.44 This locks in more than a quarter billion dollar annual growth rate in the deferred maintenance backlog, surrendering any chance of restoring our National Park System to an adequate level of maintenance.

42 Email from National Park Service to the office of Senator Tom Coburn, March 27, 2013.
43 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4ed073-b1f5-42cf-a61a-122be71e67b9.
44 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4ed073-b1f5-42cf-a61a-122be71e67b9.
The Other “Grand Canyon” within the National Park Service: The Cost of the Deferred Maintenance Backlog Has More Than Doubled from $5.5 Billion to $11.5 Billion Over the Past Decade.

The lack of congressional priorities can be clearly seen when examining the construction program budget, which is partially used to fund deferred maintenance projects and has been cut in half over the last decade.\(^4\)\(^5\) The line-item construction budget is responsible for funding some of the most critical rehabilitation and replacement of facilities in the National Park System. Arguably the most important portion of the National Park Service budget has been continually reduced – the funding in FY2012 was $77 million, its lowest level since 1988.\(^4\)\(^6\)

The deferral of maintenance work is a compounding problem. The longer needed repairs are delayed, the more expensive the work becomes. For example, several studies have found, “a dollar spent on pavement preservation can save between $6 and $10 in


\(^{46}\) Email from the National Park Service to the Office of Tom Coburn, January 15, 2013.
future pavement rehabilitation costs.” The National Park Service further extols the benefits of timely maintenance, stating, “reconstruction and replacement of roads can be more than five times as costly as pavement resurfacing treatments.... Less expensive treatments can be completed in shorter periods, often allowing visitor traffic back onto a roadway in a shorter period of time and lessening the economic impacts to businesses in neighboring gateway communities.” Despite these analyses, “NPS estimates that it requires $412 million annually to keep all its roads in good condition, while it is currently spending only about $240 million per year.” As a result, the NPS contains $3.3 billion in high-priority maintenance on park service roads. Of the 27,000 historic buildings in the National Park System, more than 60 percent are in need of repair. The National Park Service finds more than 10,000 historic structures are in “fair” or “poor” condition, while 49 percent of its 678 cultural landscapes and 48 percent of its 74,662 archeological sites are in less than “good” condition. The deteriorating condition of our National Park System is not lost on the American people. According to a survey, only 6 percent of voters believed that the national parks are in good shape, while 71 percent voted that the National Park Service faces “minor” or “serious” problems. Of the subsection of survey participants that knew “a great deal or

50 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4ed073-bf15-42cf-a61a-122be71e67b9.
quite a bit about National Park issues,” exactly half of the respondents stated the National Parks “face serious problems.”

Some of the most visited and important sites in our National Park System are also some of the most neglected. The top 10 most visited park units in 2012 had a deferred maintenance backlog of $2.6 billion, accounting for more than 20 percent of the total backlog in the entire National Park System. In 2012, the 59 national parks representing the “crown jewels” of the National Park System hosted 65 million visitors and had a combined deferred maintenance backlog of nearly $5 billion. Yosemite and Yellowstone National Parks combine to $1 billion in deferred repairs alone, while Washington DC’s National Mall and Memorial Parks’ deferred maintenance backlog stood at $530 million as of 2012.

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54 Email from the National Park Service to the office of Senator Tom Coburn, April, 25, 2013.
55 The 59 National Parks totals $4,855,152,300 in 2012. Email from the National Park Service to the office of Senator Tom Coburn, April, 25, 2013.
56 As of 2012, Yellowstone National Park’s deferred maintenance backlog was $616,278,363 and Yosemite National Park’s was $495,216,668. Email from the National Park Service to the office of Senator Tom Coburn, April, 25, 2013.
57 Email from the National Park Service to the office of Senator Tom Coburn, April, 25, 2013.
<table>
<thead>
<tr>
<th>Park</th>
<th>Visitation 2012</th>
<th>Deferred Maintenance Backlog 2012</th>
<th>State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Blue Ridge PKWY</td>
<td>15,566,678</td>
<td>$529,971,967</td>
<td>Virginia/North Carolina</td>
</tr>
<tr>
<td>Golden Gate NRA</td>
<td>14,805,627</td>
<td>$62,719,151</td>
<td>California</td>
</tr>
<tr>
<td>Great Smoky Mountains NP</td>
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<td>$290,109,337</td>
<td>North Carolina/Tennessee</td>
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<td>$86,044,153</td>
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<tr>
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<td>Florida Mississippi</td>
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<td>Delaware Water Gap NRA</td>
<td>4,986,384</td>
<td>$166,126,353</td>
<td>New Jersey/Pennsylvania</td>
</tr>
</tbody>
</table>

THE MAINTENANCE BACKLOG OF THE TOP 10 MOST VISITED PARK UNITS TOTALED $2.6 BILLION IN 2012.

TRAMPED GRASS, CRUMBLING SIDEWALKS, COLLAPSING WALLS AND POLLUTED WATERS HAVE TURNED THE NATIONAL MALL INTO A NATIONAL DISGRACE.\(^{59}\)

These budget numbers are translated into real life impacts and consequences. For example, visitors to the Grand Canyon will be disheartened to know that the water supply to the heavily populated areas along the South Rim could be cut at any time.\(^{60}\)

The water supply is dependent on a transcanyon pipeline that was installed nearly 50

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\(^{58}\) Included in the National Mall and Memorial Parks deferred maintenance backlog total of $530,135,117 in 2012.

\(^{59}\) Photos taken by staff on September 29, 2013.

years ago, and the aluminum has deteriorated due to “water sediment abrasion, cold bent installation methods causing internal pipe wall stress, chemical reaction with corrosive soil elements, and mechanical damage by heavy mule traffic.”61 While ruptures in the pipeline “have become more frequent,” a catastrophic failure would leave the area dependent on 10,000 gallons of water in a storage tank. In order to save water during pipeline breaks, “water from the creek is used for flushing toilets and disposable plates are used at the cantina for meals.”62 While bottled water has had to be flown in for visitors on occasion, there is “no additional water for fire protection.”63

Visitors to the Grand Canyon National Park are also impacted on a daily basis by “years of continuous use and limited funds” that have caused the trails to have “fallen into disrepair.”65 The trails taking adventurers into the Grand Canyon necessitate an upgrade of “support walls and structures [to] improve safety conditions for both hikers and stock users alike.”66 Further, $3 million dollars in annual funding is needed to adequately maintain the corridor trails. However, the park only gets “between $1.5 and $2 million annually through entrance fees, concessions franchise fees and other sources for trail maintenance and repair.”67 In total, the deferred maintenance costs of the trails

alone total over $24 million, and “unless management actions are taken in the near future, trails will continue to fall into disrepair and deferred maintenance costs will continue to increase.”

Deferred maintenance also poses danger to national park goers, and exposes the National Park Service to legal liabilities. For example, at Independence National Historical Park in Philadelphia, “the majority of the park’s walkways were constructed or renovated between 1950 and 1976” and were “laid on a bed of sand or mortar mix with no base.” These walkways, which are critical for connecting people to some of the most important locations of our nation’s founding, “have settled and moved due to the impact of natural forces and vehicular traffic” creating tripping hazards. These hazards are especially dangerous for senior citizens who represent one in every four visitors to the site.

Over the last five years, 15 tort claims have been filed due to tripping hazards at Independence National Historic Park leading to claims ranging from $200,000 to $2 million per year.

Major health and safety deficiencies exist in the Fishing Bridge Area of Yellowstone National Park. Garnering up to 16,000 visitors on a typical summer day (more visitors than 29 park units receive in an entire year), the water lines and tank serving the area are “well beyond normal life cycle.” The “deteriorated condition” of the water system infrastructure has resulted in “continuous leaks and increased risk of system shutdown.”

The 60-to-80 year old water system loses about 50 to 70 percent of the system’s water through leaks, with reports of leaks as large as 15,000 gallons per day, per joint of pipe. Beyond the water losses, there are substantive health and safety risks to the park visitors and staff. Not only do the existing lines fail to “provide adequate fire protection to the facilities of the historic district,” but “end lines and cross connections can create contamination or restrict disinfection in the drinking water system.”

Visitors to Yellowstone this summer were deprived of getting their picture taken in front of Inspiration Point overlooking the Grand Canyon of Yellowstone and the Lower Falls.

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69 Email from the National Park Service to the Office of Tom Coburn, April 25, 2013.
The scenic viewing area has been closed due to deteriorating stairs that threaten visitor safety.\textsuperscript{77}

![Image of deteriorating stairs](image1)

SAFETY CONCERNS POSED BY CRUMBLING STAIRS FORCED THE NATIONAL PARK SERVICE TO CLOSE THE STEPS AND POPULAR INSPIRATION POINT VIEWING PLATFORM AT THE GRAND CANYON OF YELLOWSTONE.\textsuperscript{78}

The neglected investments can also have secondary impacts of actually destroying pieces of history. San Francisco Maritime National Historical Park still uses a roughly 75-year old heating and ventilation system that is “well beyond its expected life span.”\textsuperscript{79} As a result of the out-of-date system that cannot maintain a “precise temperature and humidity control,” the heating system has “damaged some of the priceless wall murals in the building.”\textsuperscript{80}

Recent visitors to the Vanderbilt Mansion National Historic Site in New York have not been able to get the full experience because of the deteriorating condition of the building. Entire portions of the museum are “closed to the public because of the threat of falling building pieces.”\textsuperscript{81} Work is needed on the mansion to arrest further deterioration and to prevent “possible damage to the irreplaceable museum collections.”\textsuperscript{82}

The New York City area’s Gateway National Recreation Area is host to numerous abandoned buildings and decrepit infrastructure. Since its establishment in 1972, the

site’s facilities have been “neglected and stand in varying states of disrepair.” The Gateway National Recreation Area has an astounding $682.5 million deferred maintenance backlog, the largest of any park unit.

The constant presence of police cars, rescue vehicles, and overhead helicopters surrounding the Floyd Bennett Field Airport, an abandoned building within the unit, has been described as “a perpetual state of emergency.” The once active Floyd Bennett Field airport has devolved into an eyesore under the management of the National Park Service.

One of the areas within Gateway National Recreation Area is even radioactive, with several “hot spots” of radium contaminating the soil. For the past four years, half of the 488-acre Great Kills Park has been closed, including “five ballfields, three soccer pitches, a model-airplane field and a fishing area.” Eight years after the contamination was initially discovered, the Gateway National Recreation Area superintendent reported “we’re in the discovery phase now.” According to a local newspaper account, the recent discovery of more hot spots “prolongs a federal cleanup process that has lacked a properly high priority since the first Great Kills hot spots were identified in 2005.” The commissioner of the National Parks of New York Harbor told a local newspaper that “the process hasn’t been as fast as anyone would like, but it is advancing.” A local assemblywoman gave a less optimistic account, stating, “[The NPS doesn’t] give us a

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strict timeline and when they do, it gets pushed back further and further.”

While the cleanup process of radioactive material languishes, local constituents have questioned the decision to build a “maritime forest” in Crooke’s Point, another area within Gateway National Recreation Area. As a local resident appropriately asked, “Why is the National Park Service worried about Crooke’s Point when they have a park that’s contaminated with radioactivity?”

Mammoth Cave National Park in south central Kentucky, the longest known cave system in the world, is host to more than 500,000 visitors annually and an $81 million deferred maintenance backlog. The backlog threatens visitors’ safety, renders the caves inaccessible to people with disabilities, and impacts the sensitive natural resources contained inside the cave. The Civilian Conservation Corps (CCC) developed public trails that allow visitors to see the caves in the 1930’s, and “there have not been a comprehensive plans for rehabilitation or upgrade of the cave trail system since 1941.”

The tourist trails have developed an “accelerating number of potholes” that have “raised safety concerns for visitors.”

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91 Email from the National Park Service to the Office of Tom Coburn, April 25, 2013.


access to mobility-impaired visitors has been closed since 2002, after the elevator’s cables broke and a park ranger got stuck inside. A park employee lamented its closure in 2009, stating “we all hate not having a way for people in wheelchairs to get in and out of the cave, but for safety reasons we thought it was best to do some planning and evaluate what would be best.”94 Beyond the safety and accessibility issues for visitors, the sensitive resources inside the cave are being coated with dust from the trail materials.

Constructed in 1929, the Lassen Volcanic National Park in California’s utility system is “ineffective, inefficient, outdated, and difficult to repair.”95 The national park must deal with “prolonged power outages resulting from utility inadequacies [that] compromise the health and safety of the park staff and resident community, as well as increase the risk of damage to buildings in the headquarters.”96 Moreover, “leaking water and wastewater pipes result in drafting of excessive water and potential contamination issues,” and the use of above ground propane tanks at each building.

“involves greater risk of damage and subsequent explosions.”\textsuperscript{97} According to a park document, the outdated utility infrastructure requires “constant repair,” including “2,500 hours in emergency labor...in 2007 alone.”\textsuperscript{98}

The Sutro Baths, located in the Golden Gate National Recreation Area, were once the world’s largest indoor swimming establishment.\textsuperscript{99} Now the baths stand as a glaring example of government mismanagement. Due to crumbling stairs, portions of the area are completely inaccessible to park-goers while another sign in the recreation area warns visitors “people have been swept from the rocks and drowned.”\textsuperscript{100}

\begin{figure}
\centering
\includegraphics[width=\textwidth]{portions_of_the_sutro_baths.jpg}
\caption{PORTIONS OF THE SUTRO BATHS IN THE GOLDEN GATE NATIONAL RECREATION AREA ARE COMPLETELY INACCESSIBLE TO PARK-GOERS DUE TO SHODDY CONDITIONS. A SIGN IN THE RECREATION AREA WARNS VISITORS: “PEOPLE HAVE BEEN SWEEP FROM THE ROCKS AND DROWNED.”\textsuperscript{101}}
\end{figure}

Washington DC’s Pennsylvania Avenue National Historic Site, sometimes called “America’s Main Street” was named to the 2012 “America’s Endangered Spaces List.”\textsuperscript{102} The annual list compiled by the Cultural Landscape Foundation found that the park unit, the route of the inaugural parade between the U.S. Capitol and the White House, has “fallen into disrepair.”\textsuperscript{103} According to one account, “Benches are falling apart, trees have been cut down, [and] water fountains often don't work...”\textsuperscript{104} The Foundation’s president noted “there really is this kind of very slow downward spiral that is

\textsuperscript{99} “San Francisco's Spooky Sutro Baths,” Abandoned NYC website, June 11, 2013; \texttt{http://abandonednyc.com/2013/06/11/san-franciscos-sutro-baths/}.
\textsuperscript{100} “San Francisco's Spooky Sutro Baths,” Abandoned NYC website, June 11, 2013; \texttt{http://abandonednyc.com/2013/06/11/san-franciscos-sutro-baths/}.
\textsuperscript{101} “San Francisco's Spooky Sutro Baths,” Abandoned NYC website, June 11, 2013; \texttt{http://abandonednyc.com/2013/06/11/san-franciscos-sutro-baths/}.
happening,” and that the site is among a group of projects that are “dying a quiet death because of deferred maintenance and neglect.”

The expansion of commitments to the National Park Service and the simultaneous decay of the existing sites is a microcosm of why we are quickly approaching a $17 trillion national debt; in a city driven by two-year election cycles, short-term political gain always comes before the best, long-term interests of the nation. The lack of priorities caused by a culture of undisciplined leadership and political careerism are directly to blame for the corroding of our beautiful landscapes and historical landmarks. Until Congress and the administration prioritize the maintenance of existing national parks’ obligations, the problem will continue to grow worse and some of the damage may be irreversible.

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CHAPTER II: THE UNFOCUSED NATIONAL PARK SERVICE BUDGET

The National Park Service is entrusted with the honor and challenge to exhibit and protect America’s iconic landscapes and cultural heritage sites for this generation and many more to come. This mission involves balancing innumerable responsibilities involving resource protection, visitor services, and maintenance at our parks. Meeting the vast needs to accomplish this complex mission at 401 park units representing the entire spectrum of landscapes, climates and resource types is neither easy nor cheap. Many stakeholders from inside and outside the Park Service have pointed to the latter point, citing budgetary shortfalls as strangling the NPS’s ability to effectively carry out its duties. The proffered solution is a common one in Washington DC – all it takes is more funding. A closer inspection of the NPS budget and funding decisions reveals that interested stakeholders should be calling for streamlining rather than stimulus.

BARELY HALF OF CONGRESSIONAL APPROPRIATIONS GO TO THE PARKS

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With a $3 billion budget, of which $2.58 billion is derived from congressional appropriations, the NPS budget has grown by 20 percent since 2003. At $1.36 billion in Fiscal Year 2012, the amount of funding budgeted for operations for the 401 park units constitutes barely half of the total funds provided to NPS by Congress. The remaining appropriated funds go towards a multitude of activities, including national and regional administrative offices, specialized support offices, affiliate areas, grant programs, research centers, administrative expenses, and additional land acquisition.

Congress has not only exponentially increased the number of park units in the National Park System since its creation in 1916; it has also expanded NPS responsibilities far beyond the original purpose of managing the parks. NPS programs now intervene in activities at the local, state, federal, and even international levels. This expansion of responsibilities beyond the original scope of the park service dilutes the budget while removing the focus on preserving the true treasures of the United States. The National Park Service’s mission has become lost, its budget has become convoluted, and the funding priorities have become misaligned.

As the deferred maintenance backlog grows by more than a quarter of a billion dollars this year, the park service’s unfocused budget too often funds programs that are inessential, inefficient, or display a lack of priorities.

**INESSENTIAL.** Wine trains, neon sign restoration, teachers’ symposiums, car shows, DC area-concert subsidies, covered bridge conferences, folk festivals, inflatable fair rides and video games are all activities that have been funded by federal tax dollars that have dubious merit or value to the NPS. These frivolous activities draw resources away from critical maintenance needs at sites such as Yosemite and Yellowstone, which have a combined $1 billion deferred maintenance backlog.

**INEFFICIENT AND DUPLICATIVE.** The park service’s expansive bureaucracy equates to an average of $1.5 million in overhead costs for each of the 401 park units, four federal entities manage memorials in the nation’s capital area, at least six different federal programs provide support for international cultural sites, and a panoply of programs, grants, and tax credits support local historical development projects at an enormous expense to the taxpayer. These inefficiencies and redundant efforts unnecessarily drive up federal costs and reduce the resources available for critical maintenance work.

**LACK OF PRIORITIES.** The constant buildup in the backlog of deferred maintenance projects, which now stands at $11.5 billion, is a daunting problem that has been met with a meek response. Despite the National Park Service’s maintenance activities being underfunded by $256 million this year, the Park Service continues to purchase more property, sometimes at rates higher than $100,000 per acre. Moreover, Congress and the administration have banned the collection of recreation fees at some sites, while failing to set a sensible fee rate or cogent allocation system that fits the current pressing needs of the day. While the issues needing attention continue to stack up at our national treasures, the administration provides no solutions in its planning documents and in some cases makes the problems worse.

As the current NPS Director testified before the Senate Energy and Natural Resources Committee, the key to reversing the growth of the $11.5 billion deferred maintenance backlog is through Congressional appropriations. **Fortunately, since only half of the funds appropriated for NPS are directed towards the individual park units, there is ample room to reform the budget to properly maintain the parks without impacting park operations or adding to the $17 trillion national debt.**
INESSENTIAL PROGRAMS & ACTIVITIES

The National Park Service has strayed far from its original mission set by the National Park Service Organic Act in 1916 to “promote and regulate the use of the Federal areas known as national parks, monuments and reservations...”\(^\text{110}\) Between attending Italian film festivals, funding auto shows, and restoring neon signs, the NPS budget too often places wants over needs, ultimately detracting from achieving the original purpose of the NPS. The park service spends limited resources on a variety of low-priority programs, including Heritage Partnership Programs, the National Capital Area Performing Arts Program, and the Rivers, Trails, and Conservation Assistance Program. Moreover, many grants and other activities of questionable federal merit have been funded by NPS, including folk festivals, inflatable rides, and video games.

As you read this section, ask yourself if funds spent on a certain activity is more important than ensuring a safe and enjoyable visitor experience at sites such as Yellowstone, Grand Canyon, or Independence Hall National Parks.

EVERLASTING EARMARKS: THE HERITAGE PARTNERSHIP PROGRAMS

The National Park Service spends $17.3 million annually on the Heritage Partnership Programs, which provides funding for 49 National Heritage Areas (NHA).\(^\text{111}\) The NPS defines a NHA as “a place designated by the United States Congress where natural, cultural, historic and recreational resources combine to form a cohesive, nationally-distinctive landscape arising from patterns of human activity shaped by geography.”\(^\text{112}\) There is no federal statute or criteria for establishing a NHA. In the absence of a formal process, these entities can only be designated by a congressional earmark. Since 2000, Congress has increased the number of NHAs from 18 to 49. There were 10 NHAs earmarked in the Omnibus Public Land Management Act of 2009 alone.\(^\text{113}\)

The National Park Service supports the NHAs through federal recognition, technical assistance, and federal funding that serves as “seed money” to help local coordinating entities get a jump-start for local efforts. The administration identified their concern with the program in the FY2013 National Park Service budget, which warned, “managers of NHAs continue to rely heavily on federal funding, although the program was not intended as a pathway to long-term Federal funding for individual Heritage

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Areas."\textsuperscript{114} Despite this warning, Congress reauthorized 12 NHAs on a spending bill in March of this year that had outlasted the original 15-year sunset, including the John H. Chafee Blackstone River Valley National Heritage Corridor that has existed for more than 25 years.\textsuperscript{115}

The NHA program has been identified for reduction and elimination several times. In the FY2013 Cuts, Consolidations, and Savings list, President Obama proposed a 50 percent reduction for the Heritage Partnership Programs, citing the need to focus available resources towards higher priority initiatives over “lower-priority grants” to NHAs.\textsuperscript{116} The Congressional Budget Office (CBO) recommended eliminating funding for National Heritage Areas in its deficit reduction budget options.\textsuperscript{117}

The Government Accountability Office (GAO) noted that NHAs do not have “results-oriented performance goals and measures in its oversight of heritage areas and has failed to track federal funding or determine the appropriateness of expenditures for the NHA program.”\textsuperscript{118}

The lack of oversight is readily apparent in some of the funding decisions and activities sponsored by the heritage areas. The following expenditures are especially troubling when the federal government has accumulated a $17 trillion national debt and cannot keep up with the basic maintenance needs in the Park System.

Motorcities National Heritage Area helps coordinate and promote the Spooktacular Automotive Halloween Contests and Autopalooza, a summer long celebration of “Southeast Michigan’s automotive heritage,” including auto races, car shows, vintage car auctions, and rolling cruises. Motorcities NHA will also provide funding support for the Automotive Authors Book Fair where attendees can “share with the public their passion for all things automotive.”\textsuperscript{119}

\textsuperscript{115} P.L. 113-6.
The Blue Ridge National Heritage Area awarded $225,000 to “preserve and promote Western North Carolina’s heritage.” The federally funded projects include “$6,560 to enhance the presentation of music and dance at the Historic Orchard at Altapass.... $18,000 for a new sound system for the Ashe Civic Center.... $14,000 to support a documentary film about pioneering forestry educator Carl Schenck.... [and] $10,000 for a mobile website [and] enhancements to a backstage green room.”

The Ohio & Erie Canal National Heritage Area promoted the “CVSR Wine-Tasting Express: A Taste of Wines Across the USA,” by which participants could take a “a leisurely ride through the beautiful Cuyahoga Valley aboard CVSR while tasting five choice wines plus appetizers.” The Essex National Heritage Area in Massachusetts was an executive producer for the movie, “Salem Witch Hunt: Examine the Evidence” and the Augusta Canal NHA in Georgia sponsors a variety of music cruises, including one featuring an Elvis Impersonator.

Congress recently had an opportunity to implement the President’s recommendation to reduce spending on National Heritage Areas by 50 percent in order to concentrate the resources on more pressing needs. On March 20th, 2013, the Senate voted on an amendment that would have implemented the administration’s recommended budget reduction and utilized those savings to resume public tours at the White House along with augmenting maintenance work and visitors services at other park units. Opponents of the amendment to implement the President’s proposal referred to the provision as “misguided” and “cynical,” and the amendment was rejected 45-54.
MOTORCITIES NATIONAL HERITAGE AREA, WHICH IS FUNDED BY THE NATIONAL PARK SERVICE, HELPS COORDINATE AND PROMOTE THE SPOOKTACULAR AUTOMOTIVE HALLOWEEN CONTESTS AND AUTOPALOOZA, A SUMMER LONG CELEBRATION OF “SOUTHEAST MICHIGAN’S AUTOMOTIVE HERITAGE,” WHICH INCLUDES AUTO RACES, CAR SHOWS, AND VINTAGE CAR AUCTIONS.

FREE COUNSELING: THE RIVERS TRAILS AND CONSERVATION ASSISTANCE PROGRAM

The National Park Service spends more than $10 million annually on the Rivers, Trails, and Conservation Assistance (RTCA) program. This program provides “consultation and other professional services” for local conservation and recreation projects. The RTCA does not provide monetary support for projects or own or manage any land. Rather, the program funds are used to provide “a National Park Service employee to help organize, strategize, build public participation, and help implement a conservation and/or recreation project that is important to your community.” The staff member will assist the community “by listening to your project needs, helping you identify the next steps to make your project successful, and helping you find the resources to make your project a reality.”

As succinctly described on the NPS website, “Local groups select the trails, rivers, and other places where they want to improve conservation or recreation opportunities. These local groups then ask National Park Service staff to join them to work on their projects. You lead your projects, and we provide guidance along the way.”

Another federal program, the Land and Water Conservation Fund (LWCF) stateside program, also supports outdoor recreation and conservation projects for state and local

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governments. The LWCF stateside program funding level was $45 million in FY2012 and has provided 42,035 grants for outdoor recreation projects throughout the history of the program.\(^{128}\)

Further, NPS directly funds and manages thousands of miles of rivers and trails in the park system. This includes $12.5 million annually for the National Trail System and $1.7 million for Partnership Wild & Scenic Rivers.\(^{129}\)

RTCA’s free guidance to local communities cost the federal taxpayers $10 million per year, or about $55,000 for each of the 180 projects planned this year. With a mounting deferred maintenance backlog, the $10 million may be better spent preventing the diminishing quality of our national treasures.

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National Capital Area Performing Arts Program

Taxpayers subsidize Washington DC residents’ entertainment options through the Park Service’s National Capital Area Performing Arts Program. NPS has provided nearly $15 million since 2007 to supplement DC area concert venue budgets for activities such as advertising, televised productions, lighting, sound, performers, instruments, ushers, stagehands, cashiers and other support staff costs. This funding supported free shows as part of the 2012 summer concert series at Carter Barron Amphitheatre, which included Jazz Night, Reggae Night, Boogie Blues Night, Neo Soul Night, and East Coast Dance Concert hosted by Culture Shock while hosting free jazz and R&B concerts as part of the Fort Dupont Summer Series.

Even the National Park Service has identified this program for elimination, stating it is “not directly related to the mission of the National Park Service” and the resources could be directed towards “maintaining the most critical park operations and fulfilling its core mission.” Yet, Congress has ignored the administration’s request to eliminate the National Capital Area Performing Arts Program, maintaining $2.1 million in annual entertainment subsidies for the Washington DC area.

Wolf Trap National Park for the Performing Arts

When thinking about our National Parks, most Americans would more likely associate the terms earth, wind, and fire as the natural elements that have shaped our beautiful landscapes. Fortunately for Washington DC area residents, an Earth, Wind, and Fire concert is one of many performances they can attend at the Wolf Trap National Park for the Performing Arts twenty miles away in Vienna, Virginia. The Filene Center at Wolf Trap National Park for the Performing Arts hosts over 90 performances every year, including musicians Harry Connick Jr. and Ke$ha and comedians Bill Cosby and Steve Martin. When the park was established by Congress in 1966, the Washington Post heralded the park as contributing “enormously to the amenities of living in this area” and the usage of public space for “relaxation and cultural enrichment.”

The non-profit Wolf Trap Foundation for the Performing arts, the organization that partners with NPS to manage the venue, generates between $25 and $30 million in

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revenue every year, including nearly $15 million in ticket sales.\textsuperscript{135} Despite this significant revenue stream, the Wolf Trap National Park for the Performing Arts receives $4.1 million annually through the NPS budget. Wolf Trap also receives funding from the $2.1 million National Capital Area Performing Arts Program, which helps provide funding for Wolf Trap’s ushers and stagehands.\textsuperscript{136}

The $4.1 million in annual NPS funding offsets the lavish salaries paid to the Wolf Trap Foundation’s board. In 2011, the Wolf Trap Foundation paid its five board members an average of $272,000, including more than $500,000 in total compensation for the foundation’s president.\textsuperscript{137}

There is another federally funded performing arts center located within 15 miles of Wolf Trap. The John F. Kennedy Center for Performing Arts, located just on the other side of the Potomac River, receives $40 million in federal funds every year. Opened in 1971, the Kennedy Center hosts more than 2000 performances annually and more than 2 million attendees.\textsuperscript{138}

While there are more than 100 amphitheaters throughout the United States, only the one located within 20 miles of Capitol Hill is subsidized by American tax dollars.


The National Park Service spends nearly $2 million annually on the Chesapeake Bay Gateways and Trails program.\textsuperscript{139} NPS works with local stakeholders to “provide better access to the Chesapeake and rivers, to conserve important landscapes and resources, to engage youth in meaningful work and placed-based education, to improve recreational opportunities, and to interpret the natural and cultural resources of the Chesapeake Bay.”\textsuperscript{140} The program is designed to link “gateway” sites around the Chesapeake Bay and offer grants and technical assistance to these sites. Gateway sites include parks, wildlife refuges, and trails that promote, educate, and provide access to visitors on the Chesapeake Bay. Currently, there are more than 170 gateways in six states and Washington DC and more than 1,500 miles of trails.\textsuperscript{141}

The $2 million program duplicates extensive taxpayer commitments already made to the region. The regional network receives a combined $346,000 in separate annual funding for the Captain John Smith Chesapeake National Historic Trail and the Star Spangled Banner National Historic Trail, and another $147,000 in funding for the Baltimore National Heritage Area.\textsuperscript{142} Moreover, the federal government supports recreational opportunities through a multitude of individual national park units in the region, including 51 park units in the Maryland, Virginia, and Washington DC area alone. In addition to duplicative funding for recreational activities, the program’s activities also duplicate existing federal or state initiatives, including teacher symposiums and job corps training.\textsuperscript{143}

Congress should be prioritizing the budget to fix the $3.3 billion worth of crumbling structures and roads in the park units within the states of the Chesapeake Bay Gateways and Trails Network, rather than funding $35,280 for interpretive boat tours for waterfront development projects or $100,000 for creating travel guides for the Maryland’s Office of Tourism.\textsuperscript{144} \textsuperscript{145} While the merits of a network coordinating regional recreational areas are laudable, the federal role in this endeavor is not.

\textsuperscript{141} “Things to Do,” National Park Service website, accessed September 30, 2013; \url{http://www.nps.gov/chba/planyourvisit/things2do.htm}.
\textsuperscript{144} “2009 Year in Review: Chesapeake Bay Office,” Chesapeake Bay Gateways Network website; \url{http://www.baygateways.net/pubs/2009_Year_in_Review_NPS_CBO.pdf}.
\textsuperscript{145} Chesapeake Bay Gateway Network earmarks, Office of Management and Budget website, \url{http://earmarks.omb.gov/earmarks-public/2008-earmarks/earmark_291767.html}. 

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The National Park Service administers the Route 66 Corridor Preservation Program, which provides $286,000 annually in grants “to support the preservation of the most significant and representative historic Route 66 buildings, structures, road segments, and cultural landscapes in the eight states through which the route passes.”146 Grants are provided for the “restoration of restaurants, motels, gas stations and neon signs, as well as for planning, research and educational initiatives.”147 Federal support for the Route 66 program was originally scheduled to terminate in 2009 and transition to a non-federal entity. However, Congress extended the federal commitment an additional 10 years, protecting the low-priority program and its associated frivolous spending through 2019.

In Oklahoma, Route 66 Corridor Preservation Program grants have been used to renovate an abandoned gas station and used car lot and to restore the facade of a theatre.148 Another grant helped “promote and support the touring dramatic production, Route 66: A Celebration of America’s Main Street.” The Northern Arizona University’s Department of Theatre was awarded the funds for the production that was “an interpretive and educational venue that celebrates the experience of travel during the heyday of Route 66.”149

NPS PROVIDED GRANT MONEY TO SUPPORT THE THEATRE PRODUCTION, “ROUTE 66: A CELEBRATION OF AMERICA’S MAIN STREET”

With the help of the National Park Service Route 66 program, between the years 2001 and 2012, $217,084 in federal tax dollars was spent to restore 29 neon signs.\textsuperscript{150}

\textbf{THE NATIONAL PARK SERVICE ROUTE 66 PROGRAM HAS SPENT MORE THAN $215,000 TO RESTORE NEON SIGNS}

\section*{OTHER FRIVOLOUS EXPENDITURES}

Despite a $256 million shortfall in maintenance funding and a $17 trillion national debt, the National Park Service spent federal tax dollars on the following frivolous activities:

\begin{itemize}
  \item \textbf{$367,000 for music festivals:} Despite the uproars of budget constraints during sequestration, NPS spent $367,000 to support various music festivals during the summer of 2013. NPS spent $29,000 on the Richmond Folk Festival\textsuperscript{151}, $18,000 for the New Bedford Water Front Festival\textsuperscript{152}, $58,000 for the
\end{itemize}

\begin{footnotesize}
\begin{itemize}
  \item \textsuperscript{151} WASO-NPS-P13AC00728: Richmond Folk Festival, National Park Service—Department of Interior, Grants Notice; http://www.grants.gov/web/grants/search-grants.html?keywords=%22richmond%20folk%20festival%22 .
\end{itemize}
\end{footnotesize}
National Folk Festival Showcase in St. Louis, Missouri\textsuperscript{153}, $32,000 for the Blue Ridge Music Festival\textsuperscript{154}, and $230,000 through two separate grants for a series of folk festivals in Lowell, Massachusetts.\textsuperscript{155} NPS even provides the Lowell Festival Foundation staff a “government-owned cell phone for official uses and the performance of assigned duties.”\textsuperscript{156}

\begin{itemize}
\item \textbf{$174,000 3D HD Underwater Imaging Project:} NPS has provided $174,000 to the Woods Hole Oceanographic Institution to document underwater natural and cultural features in 3D high-definition (HD).\textsuperscript{157} The project’s purpose was to show “rarely seen resources to the public through a stimulating and immersive 3D HD technology” surrounding various national park units, including Isle Royale National Park and Pearl Harbor National Historic Site. Instead of funding an expensive photo-shoot or rarely seen objects, the $174,000 could have been used to fix the too often seen degenerated structures.

\item \textbf{NPS provides funds for Inflatable Fair Rides:} The scope of the NPS has expanded to funding inflatable rides at county fairs. In August 2012, NPS provided $2,500 to rent inflatable rides at Hoover Hometown Days, an annual festival in West Branch, Iowa.\textsuperscript{158}
\end{itemize}

\textsuperscript{153} WASO-NPS-P13AC00742: 74th National Folk Festival Intent to Award, National Park Service — Department of the Interior, Grants Notice; \texttt{http://www.grants.gov/web/grants/search-grants.html?keywords=\%22richmond\%20folk\%20festival\%22} .
\textsuperscript{154} WASO-NPS-P13AC00748: Blue Ridge Music Center Programs, National Park Service — Department of the Interior, Grants Notice; \texttt{http://www.grants.gov/web/grants/search-grants.html?keywords=\%22richmond\%20folk\%20festival\%22} .
\textsuperscript{157} NPSNOIIMRO120021: Assess the feasibility of 3D HD cameras to create photogrammetric, volumetric models of submerged underwater sites throughout the NPS jurisdiction, National Park Service — Department of the Interior, Grants Notice; \texttt{http://www.grants.gov/web/grants/search-grants.html?keywords=\%22richmond\%20folk\%20festival\%22} .
\textsuperscript{158} NPSNOIIMRO120021: Assess the feasibility of 3D HD cameras to create photogrammetric, volumetric models of submerged underwater sites throughout the NPS jurisdiction, National Park Service — Department of the Interior, Grants Notice; \texttt{http://www.grants.gov/web/grants/search-grants.html?keywords=\%22richmond\%20folk\%20festival\%22} .
• **7 years, 3 studies and $731,000 spent investigating Gateway Arch for cleaning without any cleaning getting done:** The NPS spent at least $731,000 on three studies over a seven year span to inspect the Gateway Arch for stains to be cleaned, without actually doing any cleaning. A public information officer said that "One of the reasons it takes so long is it's not easy to access to look at closely.... We're taking it step by step, we want to do it correctly, we don't want to cause any harm, we don't want to waste dollars starting a process that's incorrect."159

• **NPS funds application for NPS property to receive NPS designation:** NPS will spend $50,000 to assist in the production of a National Register of Historic Places nomination form for two entrances to Yellowstone National Park – the “Northeast Entrance Road Historic District” and the “West Entrance Road Historic District National Register.”160 The funds will assist the University of Wyoming develop and research the application to the NPS National Register and NPS staff “will review and edit the draft National Register Nomination to ensure that the National Register standards are met.”161 In summary, the Park Service will spend $50,000 to submit NPS property to the NPS for consideration to receive a NPS designation. Instead of awarding a $50,000 grant, perhaps NPS could have just awarded the historic designation.

• **NPS Video Game Production:** The NPS National Center for Preservation Training and Technology awarded a $25,000 grant to a Rochester Institute of Technology professor “to develop an interactive video game that will transport students to virtual worlds of preservation and conservation archetypes.”162 The video game is based on the role-playing game, *Elderscrolls IV: Oblivion*, and players will be able to assume “the role of a conservator, conservation scientist or collection manager by virtually interacting with objects, materials and data embedded in quest narratives.”163 Various game options will allow players “to manage a library and protect it from the elements.

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that accelerate deterioration. Another quest will allow players to take samples from ancient artifacts and analyze them to discover the secrets of its past.”

NPS also developed “Hold the Fort,” a video game that allows players to be “in charge of Fort McHenry during the Battle of Baltimore, responsible for the defense of the fort and the city.” In the meantime, the real Fort McHenry National Monument & Historic Site has accumulated $3.58 million in deferred maintenance needs.

- **NPS spends $79,000 to collect data on “Visitor Perceptions of Climate Change in U.S. National Parks”:** In August 2013, the Park Service awarded $79,000 to the Center for Climate Change Communication “to investigate the climate change perceptions of visitors to National Parks and their reception of place-based climate change messages.” The survey will be based on Yale University’s “Global Warming’s Six America’s Survey,” which divides the public into six groups along a spectrum of attitudes towards the impacts of climate change from *Alarmed* to *Dismissive.* It is unclear what the connection between a person’s attitude towards climate change and whether they are inside a national park boundary or not, but it is clear that NPS funding would be better spent fixing the visitors’ reality of $11.5 billion worth of crumbling infrastructure. The NPS expenditure is especially questionable given the massive investment the federal government already makes towards climate change programs. Between FY2008 and FY2012, 14 separate federal agencies spent **$68.4 billion** on climate change activities.

- **$30 million campaign to celebrate 100 Year Anniversary:** To prepare for the National Park Service centennial celebration in 2016, the National Park Service has hired the Grey Group, a high-end international marketing firm. The NPS will reportedly pay the firm **$6 million annually** for five years to manage “a multiplatform communications initiative.”

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DUPLICATIVE & INEFFECTIVE PROGRAMS

The federal government’s $3.5 trillion budget is rampant with duplicative programs and inefficient bureaucracies, and the National Park Service is no exception. The massive bureaucratic support structure of the NPS equates to an average of $1.5 million in support and overhead costs for each of the 401 park units – larger than more than 150 individual park unit budgets. Despite the large administrative team, the individual park budgets are not disclosed and there is minimal transparency over NPS spending. This black box approach of park expenditures evades the public scrutiny necessary to ensure the proper stewardship of tax dollars.

The expanding role of NPS has also bled into similar initiatives of other federal entities, leaving a tangled, disorganized, and inefficient plan for the government to accomplish its intended purpose. A lack of congressional oversight has created a multitude of federal programs within and outside the NPS that handle historic preservation, international cultural sites, and Washington DC area monument planning. With a massive bureaucratic structure and broad ranging programs that overlap or duplicate the roles of other federal entities, the National Park Service exemplifies the problems when big government is combined with little oversight.

PRESERVING PARKS OR BUREAUCRACY? THE $623 MILLION SUPPORT APPARATUS

The individual park unit is “the basic management entity of the National Park Service.” A park superintendent is in charge of a park unit (in some cases multiple park units). The superintendent’s job is to “direct and control all program activities, including: interpretation and education; visitor services; resource management and protection; facility management; and other administrative functions, such as procurement, contracting, personnel, and financial management.”

The superintendents are able to accomplish these tasks with a total of $1.3 billion in appropriated funds for operations directed amongst the 401 park units, or an average budget of $3.4 million per park unit and an average staff size of 31 to 45 employees. Staff positions include interpretive park rangers, park police, botanists, maintenance mechanics, archaeologists, historians, and facility managers. Nearly 50 of the park units have 100 or more employees, half of the park units have more than 30 employees, and 75 percent of the park units have 10 or more employees. With $35.3 million in annual

funds and 298 park base staff, Yellowstone National Park has the largest budget of any unit.  

A lack of funding for individual park operations causes superintendents to delay recurring maintenance needs, leading to a build-up in deferred maintenance projects. This build-up has accrued to an $11.5 billion deferred maintenance backlog. The easiest way to prevent the substantial disrepair in the parks is to adequately maintain parks to begin with. **Yet, only half of the funds appropriated by Congress even go to the park superintendents, while the national headquarters and regional offices consume more of the NPS budget than facility maintenance projects.**

Beyond the staff and funding at the individual park units, there is an expansive amount of administrative and specialty support offices and programs. In total, the NPS budget provides $455 million to regional and service-wide support offices. In comparison, the 59 National Parks representing the “crown jewels” of the park system receive $442 million in annual general operation and maintenance funds. An additional $168 million is needed for external administration costs such as space rental, postage, and centralized IT costs.

### Resources for Crown Jewels vs. Support Offices

<table>
<thead>
<tr>
<th>Annual Funding</th>
<th>Crown Jewels of NPS</th>
<th>Non-park unit support offices</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$100,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$200,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$300,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$400,000,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>$500,000,000</td>
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</tbody>
</table>

**THE NPS PROVIDES MORE FUNDING FOR PARK SUPPORT OFFICES THAN THE 59 NATIONAL PARKS**

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The National Park Service spends $201 million annually and employs 1,598 employees for the National Park Service headquarters and seven regional offices. The National Park Service headquarters in Washington DC is home to the Office of the Director and six Associate Directors. The headquarters receives $91 million annually, or nearly triple the budget of Yellowstone National Park. The headquarters is responsible for providing “national level leadership and advocacy; policy and regulatory formulation and direction; program guidance; budget formulation; legislative support; accountability for programs and activities managed by the field and key program offices.”

In addition to the national level headquarters, there are seven regional offices, each headed by a regional director. These seven regional offices, including the National Capital Regional office located in a separate Washington DC facility from the headquarters, cost a total of $117.3 million annually. The regional offices have more

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than 1,200 staff members that are responsible for “strategic planning and direction, policy oversight, and assistance in public involvement, media relations, and strategies for parks and programs within the region.... As line manager, the regional director is also responsible for program coordination, budget formulation and financial management.” 181

The $1.3 billion allocated directly to the 401-individual park units along with the $201 million for the national headquarters and seven regional offices falls short of the bureaucratic support needs to operate the National Park System. NPS spends an additional $253 million on more support offices that assist with specialized functions such as administrative, natural resource, cultural, facility maintenance, interpretation and education, and visitor protection. For example, the NPS spends $4 million annually for field resource centers, $17.1 million annually for the Servicing Human Resources Office and $14.5 million annually for a Facility Management Software System.¹⁸²

<table>
<thead>
<tr>
<th>Administrative or Support Offices</th>
<th>FY2012 Funding</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>HQ &amp; Regional Offices</td>
<td>$201,386,000</td>
<td>1,598</td>
</tr>
<tr>
<td>Park Administrative Support</td>
<td>$101,080,000</td>
<td>417</td>
</tr>
<tr>
<td>Park Natural Resource Support</td>
<td>$99,349,000</td>
<td>476</td>
</tr>
<tr>
<td>Park Cultural Resource Support</td>
<td>$5,344,000</td>
<td>65</td>
</tr>
<tr>
<td>Park Facility Maintenance Support</td>
<td>$28,631,000</td>
<td>20</td>
</tr>
<tr>
<td>Park Interpretation &amp; Education Support</td>
<td>$7,625,000</td>
<td>34</td>
</tr>
<tr>
<td>Park Visitor Protection Support</td>
<td>$10,779,000</td>
<td>49</td>
</tr>
<tr>
<td>Youth Partnership Programs</td>
<td>$574,000</td>
<td>1</td>
</tr>
<tr>
<td>External Administrative Costs</td>
<td>$168,919,000</td>
<td>0</td>
</tr>
<tr>
<td>Total FY2012 Support/Admin Funding</td>
<td>$623,687,000</td>
<td>2,660</td>
</tr>
</tbody>
</table>

NPS SPENDS $623.6 MILLION IN TOTAL ON NON-PARK UNIT SUPPORT OFFICES, THE BULK OF WHICH IS FOR ADMINISTRATIVE SUPPORT FUNCTIONS

Despite the $117.3 million and more than 1,200 employees at the seven regional offices whose task, in part, is “budget formulation and financial management,” the National Park Service spends $101 million on park administrative support offices.¹⁸³ This includes an $11 million

accounting operations center, a $7.6 million human resources center, and a $4.5 million park concession program.  

<table>
<thead>
<tr>
<th>Administrative Support Offices and Programs</th>
<th>FY2012 Budget</th>
<th>Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting Operations Center</td>
<td>$11,691,000</td>
<td>134</td>
</tr>
<tr>
<td>Park Concession Program</td>
<td>$4,568,000</td>
<td>26</td>
</tr>
<tr>
<td>Human Resources Operation Center</td>
<td>$7,690,000</td>
<td>75</td>
</tr>
<tr>
<td>Information Technology Programs</td>
<td>$23,723,000</td>
<td>87</td>
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<tr>
<td>Major Acquisition Buying Offices</td>
<td>$16,452,000</td>
<td>0</td>
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<tr>
<td>Servicing Human Resources Office</td>
<td>$17,154,000</td>
<td>0</td>
</tr>
<tr>
<td>Learning and Development Program</td>
<td>$15,635,000</td>
<td>83</td>
</tr>
<tr>
<td>Federal Law Enforcement Training Center</td>
<td>$4,167,000</td>
<td>12</td>
</tr>
<tr>
<td>Park Administrative Support Totals</td>
<td>$101,080,000</td>
<td>417</td>
</tr>
</tbody>
</table>

EVEN WITH MORE THAN 30 EMPLOYEES PER PARK AND ANOTHER 1500 EMPLOYEES IN THE NATIONAL HEADQUARTERS AND THE SEVEN REGIONAL OFFICES, NPS HAS ANOTHER 417 EMPLOYEES AND SPENDS AN ADDITIONAL $101 MILLION FOR SPECIALTY ADMINISTRATIVE SUPPORT.

The $623 million spent on support and administrative costs equates to an average of $1.55 million in overhead costs for each of the 401 park units. The $1.55 million average in support costs per unit is more than the amount provided annually for more than 150 individual park units.

With a total of 5,557 administrative employees in 2009, one in every five National Park employees works outside of any National Park unit. The administrative employees’ average salary and benefits are more than $79,000 annually.  

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Even with several layers of administrative park service staff, there is minimal transparency in the park service budgets. **Individual park units spend $1.3 billion without disclosing how those funds are spent or documenting what functions the park staffs perform.** The only public information released for each park is a single line in the annual NPS budget, providing information about the overall funding and the amount of full-time employees for each park unit.

<table>
<thead>
<tr>
<th>OPERATION OF THE NATIONAL PARK SYSTEM</th>
<th>2012 Park Base FTE</th>
<th>2012 Total FTE</th>
<th>2013 (FY 11/12/12)</th>
<th>2012 Costs and Internal Transfers</th>
<th>Program Changes</th>
<th>2014 Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yellowstone NP</td>
<td>256</td>
<td>557</td>
<td>35,252</td>
<td>35,301</td>
<td>471</td>
<td>615</td>
</tr>
<tr>
<td>Yosemite NP</td>
<td>277</td>
<td>666</td>
<td>28,968</td>
<td>29,007</td>
<td>436</td>
<td>1,399</td>
</tr>
</tbody>
</table>

**TAXPAYERS ARE PROVIDED MINIMAL INFORMATION ABOUT HOW THEIR TAX DOLLARS ARE USED IN NATIONAL PARKS. A SINGLE FIGURE INCLUDED IN THE ANNUAL BUDGET IS THE ONLY INFORMATION DIVULGED ABOUT $1.3 BILLION IN TAXPAYER FUNDS.**

This opaque structure makes it difficult for the American people to examine if their tax dollars are being used to carry out the mission of protecting America’s heritage, or being wasted on non-essential activities. For example, in order to implement the five percent budget reduction as result of sequestration, Grand Canyon Nation Park was able to cut $35,000 in non-essential overtime pay, $65,000 on employee recognition events, and $200,000 on “unnecessary purchases.” With more transparency and oversight, $300,000 per year in low priority or unnecessary spending could have been directed towards the canyon’s $1 million annual shortfall in trail maintenance work.

There is no justification that a park unit can produce a 2,400 page public document on dog walking options in Golden Gate National Recreation Area but cannot disclose the park unit’s operating budget. The American people should be able to examine if the

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individual, regional and national park offices are being good stewards of their tax dollars.

Transparency is especially critical given that the current NPS configuration with a massive support staff has been unable to formulate a plan to stem the constantly growing $11.5 billion deferred maintenance backlog. Perhaps transparency at every level will shed light on areas ripe for streamlining or elimination that can be redirected towards protecting visitors’ experience and safety at our national parks.

A PARK UNIT PUBLISHED A 2400 PAGE PLAN ON DOG WALKING OPTIONS IN GOLDEN GATE NRA, BUT ONLY DISCLOSES A SINGLE FIGURE FOR ITS $25.6 MILLION ANNUAL BUDGET.
Example of Individual Park Unit Staff Performing Same Functions as the $400+ million non-park support offices

As documented in this section of the report, the 401 park unit superintendents have substantial resources and staff available in national, regional, and specialty offices to assist in the operation of the park units. However, with an average staff size of 35 to 47 employees, many park units already employ people that perform the same tasks as employees in the non-park support offices. For example, Catoctin Mountain Park in Maryland has an annual budget of $3.4 million with 33 park base employees. Catoctin Mountain Park directly employs the following teams and divisions that facilitate functions that duplicate the services provided by NPS support offices:

- **Park management team** for “Park planning, accountability, records management, permits, and Freedom of Information Act request...”

- **Administration officer** who coordinates “budget formulation, expenditures and tracking and purchasing. Contracting, human resources, property management, and information technology...”

- **Visitor Protection and Resource Education division** that is responsible for “the protection of visitors, the protection of park resources, the safety of our visitors, search and rescue operations, emergency medical services, and law enforcement” and “provides interpretive and educational programs for our general visitors and for organized groups...”

- **Resource management operations** work “to preserve and protect both the natural and cultural resources of the park through inventory and monitoring programs and coordinating research in the park.”

- **Facilities manager** that provides “building cleaning, snow removal, equipment and vehicle maintenance and repair, sign construction, and trail work.... Plumbing repairs, electrical repairs, and historic preservation work...”

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The official total number of park units in NPS is 401. However, a closer look finds multiple designations for a single area, the physical embodiment of duplication in the National Park System. As evidenced by duplicative designations and overlapping administration, Congress has not even been able to adequately manage the establishment of national park units.

For instance, Alaska officially has 23 of the 401 National Park units. However, there are seven National Park and Preserves that count as two separate units despite sharing a name, geographic area, and management.¹⁸⁹

Big Hole National Battlefield in Montana is one of 38 individual sites within Nez Perce National Historic Park, but the National Park Service counts both Big Hole and Nez Perce as two separate park units.¹⁹⁰ Furthermore, Big Hole National Battlefield is a stop on Nez Perce National Historic Trail, which is managed by the U.S. Forest Service. This results in three separate annual funding streams from two federal agencies for one site. For FY2013, the National Park Service budget allotted $2.6 million and $608,000 to Nez Perce National Historic Site and Big Hole National Battlefield, respectively.¹⁹¹ The U.S. Forest Service provided $640,000 to the site as part of the Nez Perce National Historic Trail.¹⁹²

The Montana duplication is not an aberration, as the Golden Gate National Recreation Area also encompasses 15 individual sites, including Alcatraz Island. However, two of these, Muir Woods National Monument and Fort Point National Historic Site, count as separate National Park units from the Golden Gate NRA. Again, there are three separate park units in one geographic area, creating three separate annual funding streams and accompanying administrations: $446,000 and 9 employees for Muir Woods NM, $531,000 and 4 employees for Fort Point NHS, and $25.6 million and 226 employees for the Golden Gate National Recreation Area.\textsuperscript{193}

THERE ARE THREE SEPARATE PARK UNITS IN ONE GEOGRAPHIC AREA, THE GOLDEN GATE NATIONAL RECREATION AREA, EACH WITH ITS OWN FUNDING STREAM AND ACCOMPANYING ADMINISTRATION

The duplicative designations and their accompanying overlapping administrations should be consolidated for efficiency and to free up resources in the form of money and manpower that can be used to address the deferred maintenance backlog.
The National Park Service’s management footprint on the Washington DC area and National Mall is enormous. The total NPS annual investment in the capital area is **$147 million**, which is comprised of the National Headquarters ($83.5 million), the National Capital Regional Office ($13.3 million), the National Capital Parks-East ($16.4 million), and the National Mall & Memorial Parks ($33.8 million). Beyond this substantial annual investment from NPS, Congress has designated three other federal agencies to make decisions regarding memorial planning in the capital area.

The National Capital Planning Commission (NCPC) is the “central planning agency for the Federal Government in the National Capital Region.” The **$8.1 million** spent annually on the NCPC “helps guide Federal development, preserving the Capital City's unique resources through study, analysis, and advance planning.”

The U.S. Commission of Fine Arts (CFA) is an independent federal agency that provides “expert advice to the President, Congress and the heads of departments and agencies of the Federal and District of Columbia governments on matters of design and aesthetics, as they affect the Federal interest and preserve the dignity of the nation’s capital.” The CFA has the authority to “advise upon the location of statues, fountains, and monuments in the public squares, streets, and parks in the District of Columbia, and upon the selection of models for statues, fountains, and monuments erected under the authority of the United States and upon the selection of artists for the execution of the same.” The commission receives **$2 million** annually in federal funds.

The National Capital Memorial Advisory Commission is yet another independent federal agency whose role is to “advise the Secretary of the Interior and the Administrator of General Services (as appropriate) on policy and procedures for establishment of, and proposals to establish, commemorative works in the District of Columbia and its environs and on other matters concerning commemorative works in the Nation’s Capital.” The commission, which operates without federal funds, examines “each memorial proposal for conformance to the Commemorative Works Act, and make ... recommendations to the Secretary and the Administrator and to Members and

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Committees of Congress. The Commission also serves as a source of information for persons seeking to establish memorials in Washington, DC and its environs.”196

There is no doubting the importance of appropriately establishing and planning monuments and memorials in the capital area. However, it is unclear if it necessitates four separate federal entities to accomplish the task.

The Duplicative International Park Affairs Program

While most would likely assume that America’s National Park Service only funds national activities, that assumption is incorrect. The NPS spends $1.65 million annually on its International Park Affairs program, comprised of the Office of International Affairs and the Southwest Border Resource Protection Program. These programs’ funds are used for “the conservation and protection of natural and cultural resources and associated values, the restoration and maintenance of the condition of these resources, and the ability of the NPS to collaborate effectively with partners to achieve these goals.”197 The projects funded by these programs often duplicate other federal initiatives or do not rise to the importance to compete against other needs within the NPS.

The Office of International Affairs (OIA) is the “NPS focal point for international activities and serves as the primary contact for other DOI bureaus, agencies, foreign governments, and international and private organizations on park and conservation related matters.”198 The $898,000 program supports World Heritage Sites, provides technical assistance for foreign national parks including a “sister park” program, develops long-term conservation and resource management programs with key international partners, and serves as the NPS point of contact for official international visitors.

The international technical assistance projects “demonstrates the full-range commitment of the Park Service in its contributions to global environmental conservation.”199 Examples of projects include a management plan to protect the endangered panda population in Sichuan province in China and a migratory bird protection program called Park Flight and Migratory Bird Conservation.200 201

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NPS’s parent agency, the Department of Interior, has a similar program called the International Technical Assistance Program (DOI-ITAP). DOI-ITAP partners with the U.S. Agency for International Development (USAID) to utilize funds from “sources such as USAID, the World Bank, the Inter-American Development Bank, the Millennium Challenge Corporation, and the U.S. State Department” to provide Interior expertise for capacity building in foreign countries.202 These capacity building activities include “on-site technical assistance, study tours, mentoring, train-the-trainers workshops, procurement, and training in operations and maintenance of equipment.”203 Since its creation in 1995, the duplicative DOI-ITAP program has provided more than $35 million in funds to 52 countries.204

The DOI-ITAP is not the only other federal agency to provide environmental and conservation funding for foreign countries. In FY2012, the United States contributed a substantial sum for similar projects in foreign countries, including:

- The U.S. Agency for International Development obligated $617.3 million in foreign aid for environmental programs;205
- The State Department contributed $119.8 million to the Global Environment Facility (GEF), an independent and international financial organization that funds projects related to “biodiversity, climate change, international waters, ozone layer depletion, land degradation, and persistent organic pollutants.”206
- The U.S. Fish and Wildlife Service (FWS) spent $12.9 million on international conservation and international wildlife trade programs, including the Wildlife Without Borders program comprised of 10 grant programs that fund international wildlife conservation projects.207 208

The NPS Office of International Affairs (OIA) also supports and administers the United States participation in the United Nations Educational, Scientific, and Cultural Organization (UNESCO) Convention Concerning the Protection of the World Cultural and Natural Heritage (the World Heritage Convention). The World Heritage Convention “identifies and helps protect international sites of such exceptional ecological, scientific, or cultural importance that their preservation is considered a

global responsibility.” The current World Heritage List consists of 936 natural and cultural sites in 153 countries, including 21 sites in the United States.

While the OIA supports and administers the World Heritage Program, several other federal programs provide funding for the same or similar activities. The U.S. State Department’s Cultural Heritage Center supports the functions of the U.S. Ambassadors Fund for Cultural Preservation, which provides millions of dollars in grants each year to support “the preservation of cultural sites, cultural objects, and forms of traditional cultural expression in more than 100 developing countries around the world.”

Since 2001, the Ambassador’s fund has provided more than $26 million for 640 international projects, including $9 million for 127 projects at World Heritage Sites. These include projects for World Heritage sites, such as Forest of the Cedars of God in Lebanon, Chan Chan Archaeological Zone in Panama, and Medina of Tunis in Tunisia. The State Department’s Cultural Heritage Center also “administers U.S. responsibilities relating to the 1970 UNESCO convention to reduce pillage and illicit trafficking in cultural property.”

Federal funding for World Heritage sites come from a variety of agencies and programs. Between the years 2003 and 2008, the following US Agencies provided support for a World Heritage Site:

- U.S. Agency for International Development (USAID)
- Ambassador's Fund for Cultural Preservation
- Department of Interior’s International Technical Assistance Program (DOI-ITAP)
- U.S. Fish and Wildlife Service (FWS)
- United States Diplomatic Mission to South Africa
- NPS Natural Sounds Program Center
- NPS Office of International Affairs

The OIA states it continues to “closely monitor and evaluate NPS international travel, ensuring such travel is consistent with the NPS mission and Service priorities, is cost-effective, and results in tangible benefits to both the Service’s international partners and the NPS itself.” As part of the OIA program, the National Park Service sends a

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representative to the Sondrio International Film Festival of Parks, an Italian film festival that features films about parks and protected areas. For most of the years since the film festival’s inception, a representative from NPS “has participated as a juror and spokesperson about U.S. national parks.” A park ranger from Marsh-Billings-Rockefeller National Historic Park traveled to Italy in 2011 for the Sondrio’s 25th annual film festival.

Another travel expenditure of questionable value was a trip by the NPS Structural Fire Management Officer to the National Fire Protection Association meeting in Venice, Italy. During the three-day visit to the popular tourist destination, the NPS employee was informed about Venetian “fire protection challenges and operations.”

The other International Affairs program, the Southwest Border Resource Protection Program, augments the efforts of the ten park units located along the southern border with technical and financial assistance to “achieve common goals with our Mexican partners, maintain cooperative relationships, mitigate impacts on cultural and natural resources, engage new partners, communities and visitors in shared environmental stewardship, and increase appreciation and understanding of our shared cultural heritage.” The program works towards this initiative by providing grants to any park unit in the intermountain region area, along with other government entities, educational institutions, and non-profit organizations.

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A similar initiative is already underway through the Environmental Protection Agency (EPA). The EPA Administrator and Mexico’s Secretary for the Environment and Natural Resources signed the Border 2020 U.S.-Mexico Environmental program agreement on August 8, 2012. According to the EPA, the agreement seeks to address environmental and public health problems along the 2,000-mile U.S.-Mexico border. Border 2020 involves multijurisdictional cooperation between the United States EPA, Mexico’s SEMARNAT (Mexico’s EPA counterpart), the four U.S. border states and the six Mexican border states along with 26 U.S. border tribes. The initial framework began in 1983 under the La Paz Agreement signed by President Reagan and Mexican President Miguel de la Madrid.219

The EPA provides about $4.3 million annually for the Border Plan initiatives, including for infrastructure development. State and local government funding, along with public/private partnerships, also contribute to the funding of Border 2020. In addition, the program receives funding through the North American Development Bank (NADBank), which was created under the North American Free Trade Agreement (NAFTA) to confront environmental issues along the U.S.-Mexico border.220 NADBank is funded through both Mexico and the United States’ financing of the NAFTA agreement.

The NPS should refocus its efforts on providing quality parks in the United States rather than duplicating the efforts of other federal agencies and programs in foreign countries.

SCHOOLHOUSE WASTE: NPS EDUCATION PROGRAMS

The National Park Service has partnered with the NYC Department of Education and the Lower Eastside Tenement Museum to open the Stephen T. Mather Building Arts & Craftsmanship High in New York City. Opened in the fall of 2013, the career and technical education high school is the “brainchild” of the NPS with the mission to “prepare students for careers, college and citizenship through hands-on exploration and skills-training in the historical preservation and conservation trades.”221 The NPS provided $49,000 in September 2013 to support the Mather T High School and will continue to collaborate with the New York City Department of Education and the Lower

Eastside Tenement Museum (the museum is an affiliated area that receives $252,000 annually from NPS).222

The NPS also spends $375,000 annually on the Heritage Education Services (HES) program. HES program supports Teaching with Historic Places, an initiative that provides “educators with a series of online curriculum based lesson plans, training and technical assistance on using historic places in education, and a professional development website entitled ‘Teaching Teachers the Power of Place.’” NPS recently launched a new website that provides lesson plans for teachers in more than 125 subjects, including “archeology, biology and constitutional law.”223

Given the questionable role of education in the federal government, and the Department of Education already spending $45.3 billion in federal tax dollars annually, it’s doubtful that NPS is the optimal source to provide lesson plans on constitutional law.224

FEDERAL FUNDING PAVES THE WAY FOR FEDERAL TAX BREAKS: NATIONAL REGISTER OF HISTORIC PLACES

The National Register of Historic Places, created by Congress, is deemed the “official inventory of historic places that have been determined to be worthy of preservation.” The National Register consists of over 80,000 listings covering 1.4 million entities that are the “districts, sites, buildings, structures, and objects significant in American history, architecture, archeology, engineering, and culture.”225 The National Register honors everything from bowling alleys, putt putt courses, giant animal structures, and Butler Cabin within the private grounds of Augusta National Golf Course. While placing a National Register of Historic Places plaque on a building may be a point of pride for some property owners, with such an expansive listing that grows by more than one thousand new listings per year, one must question its value relative to the large taxpayer commitment.

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A property listed on the National Register gets federal support throughout the entire process of nomination to development, with the federal government spending up to $63.3 million in administrative costs to dole out $600 million in tax breaks.

1) **Nominations:** The NPS budget includes **$46.9 million** for grants-in-aid to state and territories through the Historic Preservation Fund (HPF) that are used by states and territories for multiple state and local preservation activities, including National Register nominations. In FY2011, HPF funds were used to review 140,600 federal undertakings providing 104,700 National Register eligibility options. 228

2) **Designations:** The National Park Service employs about 70 people and spends **$9.59 million** annually assessing and awarding designations to the National Register of Historic Places and the National Historic Landmarks Program. 229 NPS plans to designate an additional 1,100 properties to the National Register in FY2014. 230

3) **Protection:** The Advisory Council on Historic Preservation (ACHP) is an independent federal agency that receives **$6.5 million** in federal funding every year to “advise the President and the Congress on national historic preservation policy” while promoting historic preservation nationwide. 231 The key task of the ACHP is to enforce

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227 Andrea Aurichio, “Big Duck’s Bid For Historic Landmark Status Testament To Farming Ingenuity,” Hamptons Online, January 4, 2008; http://www.hamptons.com/Community/Main-Articles/2608/Big-Ducks-Bid-For-Historic-Landmark-Status.html#.Ue2mLo2kqtY
229 Email from Congressional Research Service to the office of Senator Tom Coburn, September 12, 2013.
Section 106 of the National Historic Preservation Act of 1966, which requires federal agencies to receive a comment from the ACHP while planning any federal, federally licensed, or federally assisted projects that may affect properties listed or eligible for listing in the National Register.

4) Development: A listing on the National Register of Historic Places makes a site eligible for the Historic Preservation Tax Credit, a tax credit worth 20 percent of the renovation costs on a non-residential National Register building. In order for the rehabilitation projects to be eligible for the tax credit, they must be approved by NPS through the Technical Preservation Services program, which costs $367,000 per year. On top of the administrative spending, the Historic Preservation Tax Credits cost the federal government $600 million in lost revenue in 2012. While NPS boasts that the tax credit has a 5 to 1 benefit-cost ratio, those results should be expected with a 20 percent tax credit. The Historic Preservation Tax Credit has been used for professional baseball stadiums (including a reported $40 million in tax credits for renovation at Fenway Park), beer gardens and breweries, and a private golf country club.

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236 “Check Project Status,” Technical Preservation Services website, search project number 13,661: Norwood Hills Country Club; http://tps.cr.nps.gov/status/results.CFM.

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THE FEDERAL GOVERNMENT SPENDS UP TO $63.3 MILLION IN ADMINISTRATIVE COSTS TO DOLE OUT $600 MILLION IN TAX BREAKS
NPS Casino Development

The Historic Preservation Tax Credit has also been utilized by a National Basketball Association (NBA) owner for the development of a casino in downtown Cleveland. The National Park Service had to intervene in plans by the Horseshoe Casino within the historic Higbee Building to build a skywalk connecting the casino to a parking garage. The National Park Service ruled that the skywalk would detract from “the overall historic character of the property,” rendering the casino ineligible for the federal tax credit. The skywalk connection was ruled out of order, but taxpayers may be left wondering why the National Park Service was ever connected to the casino development business in the first place.
LACK OF PRIORITIZATION

Congress and the administration have been incapable of setting an agenda that addresses the highest priority items for our National Park System first. For example, Congress and the administration are content with placing more property under NPS management every year while the access, safety, and visitors’ experience on existing property continue to diminish. NPS also lacks a rational recreational fee system that maximizes the ability for parks to invest visitor-supported funds for fixing the parks while maintaining affordability. Worst of all, the Administration has identified and disclosed a $256 million gap in annual maintenance funding, yet has not proposed any strategy to address it. Instead, the Administration’s budget proposal maintains the current massive funding shortfall, while its long-term goals call for more parks and property. The unsustainable growth in the maintenance backlog is not a problem that is going to solve itself. Without a cogent plan, it will only get exponentially worse.

PILING ON OVER PRIORITIES: COMPOUNDING THE PROBLEM WITH MORE LAND ACQUISITION AND PARK STUDIES

The federal government owns about 650 million acres of land, which equates to about 29 percent of all the land in the United States. Despite accumulating maintenance needs on our existing federal lands base, the federal government continues to purchase additional land every year, primarily through the Land and Water Conservation Fund (LWCF). The LWCF uses revenues from oil and gas leasing in the Outer Continental Shelf (OCS) to fund land acquisition for the four federal lands agencies, along with state assistance grants for “recreational planning, acquiring recreational lands and waters, and developing outdoor recreational facilities.” Inexplicably, the LWCF funds cannot be used to tend to the urgent maintenance needs for the existing federal land base – they can only be used to expand it.

Annual funding for LWCF has fluctuated between $255 and $529 million over the last 10 years, averaging $380 million for land acquisition annually. Meanwhile, the deferred maintenance backlog on federal lands has grown to more than $20 billion. Acquiring hundreds of millions of dollars’ worth of land every year not only comes with commensurate maintenance responsibilities, but it also spreads the resources to take care of these needs even further. The LWCF’s expansion only policy creates a compounding problem that confounds common sense.

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240 Email from Congressional Research Service to the office of Senator Tom Coburn, April 6, 2012.
The compounding LWCF problem is especially true in the case of the National Park Service, which holds an $11.5 billion deferred maintenance backlog that continues to rapidly rise every year. Over the last decade, Congress has appropriated $527.4 million through the LWCF to acquire more land for the National Park Service. During that period, the needed repairs on existing NPS land increased by $5.4 billion. This policy is in contradiction with the “fix it first” strategy. No one builds an addition to his or her house when the roof is caving in. Nor should their government.

In December 2012, the National Park Service spent $16 million to acquire 86 acres of land in Grand Teton National Park from the state of Wyoming at a cost of $186,047 per acre. In comparison, the average value of farm and ranch real estate in Wyoming was $540 per acre in 2011. NPS plans to continue to purchase 1280 acres of land from the state of Wyoming in two installments totaling $91 million. In total, the federal government will spend $107 million to add 1366 acres to the 310,000 acre Grand Teton National Park, expanding the Wyoming park unit by one percent.

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will be used for the minimal expansion could have reduced the park’s $221.7 million deferred maintenance backlog by nearly 50 percent.\textsuperscript{245}

NPS WILL SPEND $107 MILLION TO EXPAND GRAND TETON NATIONAL PARK BY ONE PERCENT. THE SAME AMOUNT COULD BE USED TO CUT THE PARK’S DEFERRED MAINTENANCE BACKLOG IN HALF, SUCH AS THE COLLAPSING BARN PICTURED ABOVE.

The NPS plans to make additional purchases for well over $100,000 per acre this year. For example, NPS plans to purchase three acres of property on the Virgin Islands for $2.77 million, or \textbf{\$923,000 per acre}.\textsuperscript{246} NPS also plans to purchase two acres of Montana land to add to Glacier National Park for $1.03 million.\textsuperscript{247}

NPS WILL SPEND NEARLY \$1 MILLION PER ACRE TO ACQUIRE THREE ACRES OF PROPERTY IN THE US VIRGIN ISLANDS.

\textsuperscript{245} Email from the National Park Service to the office of Senator Tom Coburn, April, 25, 2013.


In Michigan, the NPS has allotted $5.2 million to purchase 37 acres for Sleeping Bear Dunes National Lakeshore at $142,000 per acre. The primary purpose of the purchase is to “minimize or eliminate the impact of constant threats, disturbances, past land use practices, increasing use and special interests, and pressures of outside growth and development.” The 37 acres acquired will help mitigate this threat, which includes the “recent practice of landowners in the area to raze [small homes] and replace them with larger trophy homes complete with swimming beach, patio, and boathouse.” The NPS will need an additional $9.2 million to complete the land acquisition plan to stem the trophy home threat.

Grand Canyon National Park has reported longer waiting times and reduced visitor services due to a roughly $1 million annualized budget reduction implemented as a result of sequestration. Yet, within weeks of implementing the budget cut at Grand Canyon National Park, the National Park Service paid $2.5 million for a 34-acre seafood farm in Washington State to add to San Juan Island National Historical Park.

Delaware Water Gap National Recreation Area in New Jersey and Pennsylvania posted a job opening for a realty specialist with a starting annual salary between $77,500 and $100,800. The realty specialist will assist the National Park Service’s purchasing of $66 million in additional land. The recreation area already holds a $166 million deferred maintenance backlog and just months prior to the job posting, had to utilize

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public donations to prevent the closure of several boat launches due to funding shortages.\(^{253}\)

In California, $163.7 million has been appropriated to acquire land for the Santa Monica Mountains National Recreation Area since its creation as part of the National Parks and Recreation Act of 1978. Another $56.2 million in future funding, including $3.7 million in FY2014, is still needed to acquire an additional 19,042 acres. The stated need for the land acquisitions is the park unit is threatened by “residential and commercial developments.” These threats are likely due to the fact that Santa Monica Mountains National Recreation Area is located in the greater Los Angeles area, the 2\(^{nd}\) most populated city in the United States. California also has the ignoble designation of having the largest deferred maintenance backlog of any state. With $1.7 billion in accumulated maintenance needs, including $495 million at Yosemite National Park, the $56.2 million expended to combat commercial and residential development in the heavily populated Los Angeles metro area could be put to better use tending to the needs of other national park units within the state.

\[\text{NPS HAS SPENT $163 MILLION TO COMBAT URBAN DEVELOPMENT NEAR THE 2\(^{nd}\) MOST POPULOUS CITY IN THE UNITED STATES}\]

In addition to the exacerbation of problems created by adding more lands to the already overextended National Park System, the administrative costs of this program are large and inefficient. \textbf{In FY2012, the National Park Service spent $9.48 million for federal land acquisition administration, equating to one dollar spent to administer every five dollars of land purchases.}\(^{254}\) NPS spends more money annually on administrative costs to acquire land than it does to operate the 47,000-acre Acadia National Park in Maine.\(^{255}\)

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Congress also continues to direct funds towards studying potential new park units. Congress can authorize a study to examine a proposed area to ensure it meets the criteria for significance, suitability, and feasibility for inclusion in the National Park System. During these special resource studies, the National Park Service will “solicit stakeholder and public engagement; explore partnerships with local communities, States, or Tribes; and determine potential for National designation by Congress.”

In FY2013, NPS spent $2.4 million paying 15 full-time employees to evaluate potential candidates for inclusion the National Park System, utilizing scarce budgetary resources to make future promises at the cost of realistic expectations.

Regardless of the budgetary and management pressures, there are still strong political and parochial forces seeking to expand the National Park System. During the first seven months of the 113th Congress, 7 bills have already been introduced in the Senate to create new park units, 7 bills have been filed to study the potential for new parks, and 6 bills would expand the boundaries of existing parks. The USA Today reported that the National Park System “might be embarking on a growth spurt,” as many constituencies are seeking “the cachet of having a national park in your town.”

With 401 National Park Units covering over 84 million acres and a deferred maintenance backlog of over $11.5 billion in existing obligations, the piling on of new responsibilities to an already overextended system exhibits Congress’ inability to set responsible priorities for the National Park Service.

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RECREATION FEES NEED TO BE MODERNIZED AND PRIORITIZED

The largest permanent appropriation in the National Park Service budget is the Recreation Fee program. Congress passed the Federal Lands Recreation Enhancement Act (FLREA) in 2004, which authorized recreation fees to be collected and retained without separate appropriation by the National Park Service and other land management agencies. Recreation fee revenues, comprised of entrance fees, service-wide passes or other recreational related fees, can be used by NPS to “repair, maintain and enhance facilities; provide interpretation, information, or other park visitor services; restore habitat directly related to wildlife dependent recreation; and provide law enforcement related to public use and recreation both at the park where the fee is collected and throughout the national park system.”

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collecting park unit retains up to 80 percent of its recreation fee revenue (100 percent if annual revenues are below $500,000), with the rest going into a central discretionary account to be used for priority service-wide projects.\textsuperscript{261}

FLREA is a crucial program that allows for the revenue generated by the park units to support important Park Service projects that improve the experience of those that pay the entrance fees. However, there are opportunities to leverage FLREA policy to make greater progress towards reducing the $11.5 billion deferred maintenance backlog. These opportunities include increasing revenues through expanding parks eligible to collect fees and making modest pricing adjustments that retain affordability, especially on service-wide annual and senior lifetime passes. FLREA also has room for collection efficiency improvements and better prioritization of the fee obligations to ensure that as much fee revenue as possible are utilized for park improvements that enhance guest experience rather than administrative costs.

In FY2012, NPS collected a total of $179.4 million in fee revenues through FLREA and obligated $182.5 million from the FLREA account.\textsuperscript{262} Of the $182.5 million obligated, only $75.1 million was made available for deferred maintenance projects, while another $5.1 million was used for routine/annual facilities maintenance. Another $48.3 million was used for capital improvements, habitat restoration, and interpretation & visitor services. While the $48.3 million spent on these activities would be permissible in a normal budget environment, the current $256 million shortfall in deferred maintenance funding means available funding should be prioritized for critical repairs and maintenance. For example, Steamtown National Historic Site utilized recreation fees to build a model of the train yard while its life-size train collection suffers from decades of neglect.

Until the deferred maintenance backlog is arrested, NPS and individual park units should utilize a larger portion of FLREA funds for deferred maintenance activities.

\textsuperscript{262} In FY2012, NPS had $103.4 million in unobligated balances brought forward, allowing FLREA to obligate funds in excess of revenues collected.
In addition to prioritizing FLREA obligations, NPS should review the overhead costs of the program and seek efficiencies. A portion of the fee receipts are used for collection and administrative costs associated with the FLREA program. In FY2012, NPS obligated $52.9 million – or 30 percent of the total revenue – for collection, administrative, and fee management costs.\textsuperscript{263} Collections costs, which include salaries, audits, and background checks for fee staff, consume a larger portion of fees collected at less-visited parks. The NPS notes that direct collection costs have been reduced through increased efficiencies and monitoring expenses. However, other proposals indicate that further cost-savings can be discovered by installing automated collection technology or allowing concessionaires to manage collection operations.\textsuperscript{264, 265}

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<tr>
<th>Obligations by Project Type</th>
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<td>Facilities Routine/Annual Maintenance</td>
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<td>Facilities Capital Improvement</td>
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<td><strong>Total</strong></td>
<td><strong>$182,513,000</strong></td>
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</table>

\textsuperscript{263} “Budget Justifications and Performance Information Fiscal Year 2014,” National Park Service, 2013; \textsuperscript{264} “Sustainable Supplementary Funding for America’s National parks: Ideas for Parks Community Discussions,” Bipartisan Policy Center’s website, accessed August 20, 2013; \textsuperscript{265} STATEMENT OF GERARD GABRYS, CHIEF EXECUTIVE OFFICER, GUEST SERVICES INC., FOR THE NATIONAL PARK HOSPITALITY ASSOCIATION BEFORE THE U.S. SENATE COMMITTEE ON ENERGY AND NATURAL RESOURCES OVERSIGHT HEARING ON SUSTAINABLE SUPPLEMENTARY FUNDING FOR AMERICA’S NATIONAL PARKS.
Beyond improving the efficiency of collecting revenues, opportunities exist to expand the amount of fees collected while maintaining affordability. In 2012, NPS accommodated roughly 286 million visitors, and only collected an average of **63 cents per visitor**. Currently, only 134 of the 401 park units charge an entrance fee. Several park units are prohibited from charging entrance fees by law, including the most visited National Park in the United States (Great Smoky Mountains NP) and any park unit located in Washington DC. While there are logistical constraints for collecting entrance fees at some sites, such as urban open-air memorials, Congress should eliminate fee collection prohibitions and NPS should scrutinize all park sites for feasible recreational fee options. For example, the National Commission on Fiscal Responsibility and Reform identified that an average fee increase of $.25 per visitor would raise $75 million annually. At least 155 park units could replace their annual operating allowance at a cost of less than $10 per visitor. This small change could make a large difference. The National Park Service also honors and sells the “America the Beautiful” pass, which provides admission to every NPS unit and other federal lands. The current rate for an annual interagency pass is $80, the same as the annual pass for Vermont state parks and below the $125-$195 annual pass for California state parks. In FY2012, the Park Service sold approximately 262,678 passes, generating about $21 million in receipts. Park advocates have suggested increasing the America the Beautiful to $100, which would raise an additional $5.3 million annually for park

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projects while retaining affordability and competitive pricing with other state park systems.

Appearing to be from the same era as 5-cent Coca-Colas, the National Park Service sells a lifetime interagency parks pass to anybody over the age of 62 for only $10. The NPS sold 500,446 senior lifetime passes in FY2012, generating $5 million in receipts. While it may be appropriate for seniors to qualify for a discount on park entrance passes, the current lifetime fee structure is far too generous and should be reformed. If the cost of the senior lifetime pass matched the annual “America the Beautiful” pass, an additional $35 million would have been generated in FY2012.

Finally, NPS holds fee free days as “a good will gesture to the public during the economic downturn.”\(^{270}\) In 2013, NPS will have 11 fee free days throughout the year, each costing about $750,000 to $1 million in lost revenue.\(^{271}\) Yet, Park Service data found that waiving entrance fees “yielded no noticeable uptick in visitors."\(^{272}\) At a cost of up to $11 million this year, the efficacy of this expensive gesture must be weighed against the mounting needs of the deferred maintenance backlog.

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THE ADMINISTRATION’S RESPONSE: A CALL FOR MORE PROBLEMS THAN SOLUTIONS

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Congress alone is not wholly responsible for the neglect and misplaced priorities that are trashing our national treasures. Recent administrations of both political parties have failed to heed their own warnings about the maintenance backlog and conditions of our most cherished parks. The current administration does not attempt to conceal the funding shortage for maintenance activities that is leading to the continued growth of the $11.5 billion deferred maintenance backlog. The administration publically reported in its annual budget that “the current funding to address [deferred maintenance], received through multiple sources, is not sufficient to deter continued growth of the backlog and address the NPS' accessibility and sustainability needs."\(^{273}\)

According to the current Director of the National Park Service, “annual appropriations remain far and away the heart of our operation and are the primary solution for addressing our maintenance backlog.”\(^{274}\) Yet, the FY2014 budget proposal, representing

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274 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4e8b71-1bf5-42cf-a61a-122be71e67b9.
the National Park Service’s request to Congress for appropriations, did not include a plan to close the $256 million deferred maintenance funding gap. Nor did it exhibit any urgency to take corrective actions. The NPS FY2014 budget proposal delineated six priority goals for the following fiscal year, including addressing climate change, getting youth outdoors, and cutting waste. Curbing the rapidly growing backlog did not make the list.

In fact, in many ways the NPS’s own budget proposal serves to aggravate the growing deferred maintenance backlog. For example, the Park Service requested a $3.2 million reduction to the system-wide park base operations facility maintenance account. In its narrative explanation of the budget cut, NPS admitted “postponement of facility maintenance can create additional deferred maintenance as well as increase the physical and fiscal impacts on facility systems already over-due for maintenance.” While the Administration asserts that the solution to addressing the maintenance backlog rests with proper appropriations, the outcome of their appropriation requests is to make the problems even worse.

The cyclic maintenance program that provides funding for projects such as road sealing, painting and roofing buildings, and upgrades to electrical and security systems, is described by the Park Service as “a key component in NPS efforts to curtail the continued growth of deferred maintenance needs.” The Administration did not request any additional funding for the “key component” to stemming the growth of the deferred maintenance backlog.

As a result of the cyclic maintenance “not being performed in a timely manner,” the Repair and Rehabilitation Program is necessary to address the $11.5 billion deferred maintenance backlog. The Repair and Rehabilitation program is an “overall service-wide deferred maintenance strategy that directs funds to high priority mission critical and mission dependent assets.” The Administration only requested a two percent increase for the program that repairs “high priority mission critical” assets.

At $78 million in FY2012, the line-item construction budget that is used primarily for the largest and most critical life, health, and safety maintenance projects was funded at its lowest level since 1988. While the FY2014 Park Service requested a modest $5.3 million annual increase, 36 percent of the $83 million request was allotted for a new $30 million capital investment project in Everglades National Park. In the prior year,

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the Park Service’s request for line-item construction was $52.4 million, a 32 percent decrease from the already historically low level in FY2012.\textsuperscript{280}

Beyond the annual budget proposal, NPS has issued a set of overarching goals to forward the NPS mission as it prepares for the 100\textsuperscript{th} anniversary of the National Park Service in 2016. NPS has launched a “Call to Action: Preparing for a Second Century of Stewardship and Engagement,” which consists of 39 “specific goals and measurable actions that chart a new direction for the National Park Service as it enters its second century.”\textsuperscript{281}

The first item on the “Call to Action” agenda is “Fill in the Blanks,” which calls for expanding the National Park System even more to achieve an undefined “comprehensive” system.\textsuperscript{282} The 24\textsuperscript{th} item on the 39-point agenda is “Invest Wisely.” The goal of this initiative is to focus available maintenance resources on high priority projects in order to “correct the health and safety, accessibility, environmental, and deferred maintenance deficiencies \textbf{in at least 25 percent} of the facilities that are most important to park visitor experience and resource protection [emphasis added].”\textsuperscript{283} The NPS’s soaring proclamation to prepare for its 2\textsuperscript{nd} century of management is to add even more commitments to the park system while striving to properly maintain a quarter of them. Ensuring prosperity prior to adding additional property would be a more appropriate strategy as we approach the 100\textsuperscript{th} year anniversary of NPS.

The $256 million annual shortfall in maintenance funding that adds to the swelling $11.5 billion deferred maintenance backlog is not caused by budget constraints, but a lack of leadership. Yes, Congress ultimately holds the purse strings and has been responsible for piling on new responsibilities to the park service, but the administration has been complicit in the continued decay of our Park System. Without a clear vision on how the federal government is going to keep the vast commitments it has made to the American people, the entire park system will continue to be subjugated to more neglect and decay.

CHAPTER III: CONGRESS’ MISPLACED PRIORITIES
MISMANAGE THE NATIONAL PARK SERVICE AND THREATEN
OUR NATIONAL TREASURES

Members of Congress have turned the National Park Service into their own National Pork Service. The designation of national parks, intended to celebrate our land and heritage, has been perverted too often to earmark parochial projects with little or no national significance. The result is park resources are not being properly managed and the park system is losing its quality.

“We are not taking care of the Grand Canyons, the Yellowstones, the Everglades and historic sites such as Independence Hall while we spend hundreds of millions of dollars on what can best be described as local or regional economic development sites,” contends former Director of the National Park Service James Ridenour. Members of Congress “have turned ‘pork barrel’ into ‘park barrel.’”

The recently created national historic park in Paterson, New Jersey is a classic example of Congress abusing the National Park Service for purely parochial purposes.

With a 77-foot high majestic waterfall and its origin associated with Alexander Hamilton and the beginnings of the American industrial revolution, Paterson lays claim to both natural and historical landmarks but hardly of the stature of sites such as the Statue of Liberty or Independence Hall. But mired in urban decay following the city’s industrial decline, local politicians saw the establishment of a national park in the area as a means of economic renewal.

Beginning in the early 1990s, legislation was introduced in the House and Senate year after year to advance Paterson as a “Great Falls Historic District” within the National Park Service.

In March 2001, a Department of Interior official testified before Congress recommending no action be taken on the Great Falls Historic District legislation noting Congress had already authorized financial support for the proposed historic district in 1996 but neither Congress nor the community followed through with the funds. “Without this demonstrated local financial support for the operation and protection of new park units, it is probably not feasible to recommend their addition to the System.” The department official requested a moratorium on new congressional park

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285 Statement of Joseph E. Dodridge, Acting Assistant Secretary for Fish and Wildlife and Parks, Department of Interior, before the Subcommittee on National Parks, Recreation and Public Lands, House Committee on Resources, concerning H.R. 146, to authorize the Secretary of the Interior to study the suitability and feasibility of designating the Great Falls Historic District in Paterson, New Jersey, as a unit of the National Park System, March 19, 2001; http://www.nps.gov/legal/testimony/107th/grtflsnj.htm.
mandates so that the department “can focus our existing staff and resources on taking care of what we now own,” referring to the substantial backlog in park maintenance.286

Undeterred by the department’s concerns regarding the impact of adding new parks on the care of existing parks, Congress passed legislation in November 2001 directing the Department of Interior to conduct a Special Resource Study to determine “the suitability and feasibility of further recognizing the historic and cultural significance of the lands and structures” in Paterson “through the designation of the Great Falls Historic District as a unit of the National Park System.”287 The study concluded the resources in the Paterson area “fail to meet the criteria for suitability, feasibility, and need for NPS management.”288

Once again, Congress ignored the findings of the study it commissioned and legislation was introduced in 2007 establishing the Paterson Great Falls National Historical Park as a unit of the National Park System (H.R. 189/S. 148). While the House passed the bill 256 – 122, the legislation was stopped in the Senate by a senator who shared the concerns of the National Park Service and attempted to filibuster the bill. The Senator argued that instead of creating new parks, Congress “should begin by better managing the land we already oversee. We have a $9 billion maintenance back log within the national park service because Congress prefers to create new pet projects rather than responsibly oversee the parks we’ve already created.”289 But the proponents would finally overcome the Senate filibuster and win the park designation as part of the Omnibus Public Land Management Act of 2009, a mega bill that was stuffed with over 160 individual public lands bills.

Amidst the celebration of finally winning approval for the new park after decades lurked the sober reality of the park service’s warnings of caution — parks cost money and there was already significant unmet costs to maintaining the current park system.

The congressman who sponsored the bill “disclosed” he was told after the “bill signing that he should expect to wait ‘about 12 years’ before the park is ready to open,” which would be 2021.290 “The reason for the delays — and the continued mistreatment to one of America’s natural wonders — has much to do with the misguided nature of political public relations hoopla as much as the slow walk of bureaucracy. Indeed, when Obama

286 Statement of Joseph E. Doddridge, Acting Assistant Secretary for Fish and Wildlife and Parks, Department of Interior, before the Subcommittee on National Parks, Recreation and Public Lands, House Committee on Resources, concerning H.R. 146, to authorize the Secretary of the Interior to study the suitability and feasibility of designating the Great Falls Historic District in Paterson, New Jersey, as a unit of the National Park System, March 13, 2001; http://www.nps.gov/legal/testimony/107th/getflsnj.htm.
290 Mike Kelly, “Trash piling up at Great Falls; Site was approved in ’09 for historic park,” The Record, March 28, 2011; http://www.northjersey.com/columnists/Trash_piling_up_at_site_approved_in_09_for_historic_park.html.
signed the Omnibus Public Lands Act at the White House, there was little talk amid the fanfare that the project faced numerous obstacles — including the not-so-small problem of a lack of money,” reported the local New Jersey press.291

And it is not just the politicians in Congress who whimsically create new parks without taking into account the fiscal reality and consequences.

As sequestration—the automatic budget mechanism designed to cut spending created by Congress and the President as part of the Budget Control Act of 2011—was set to go into effect March 1, the National Park Service warned the opening of the Grand Canyon would be delayed and its hours of operation would be reduced, student education programs at Gettysburg would be eliminated, campgrounds in the Great Smoky Mountains would be closed, and operations, maintenance, and safety in every national park, from the National Mall to Yellowstone would be affected and park visitors would suffer.292 These dire warnings seemed to be overlooked days later as the President established three new National Park units, each of which would have to compete for funding with the hundreds of other parks already struggling with shrinking budgets.293 One of the new parks just happens to be in Delaware, the home state of the vice president and “will fulfill a longtime wish,” instigating some to ridicule the new national park as a “national perk.”294

And that is exactly how too many in Washington view the designation of national parks, as a perk for pork used to buy votes, reward the influential, secure federal largess, satisfy personal whims and even threaten retribution without much thought for the consequences to our true national treasures.

BUYING VOTES. The establishment of a national historic site to commemorate Thomas Stone, a little-known signer of the Declaration of Independence who had argued for reconciling with the British, contradicted the official opinion of the Park Service Advisory Board, which recommended against including the site. The chief historical architect for the Park Service said the Thomas Stone Historic Site represents just one example of “many things Congress has authorized which we feel are of marginal value and don’t meet the standards for inclusions in the National Park Service.”295 However, the creation of the park did have value for several members of Congress—one who wanted a park in his district and the other who needed the support of that

291 Mike Kelly, “Trash piling up at Great Falls; Site was approved in ’09 for historic park,” The Record, March 28, 2011; http://www.northjersey.com/columnists/Trash_piling_up_at_site_approved_in_09_for_historic_park.html.
congressman to get his omnibus parks bill passed. Decades later, the park attracts few visitors but cost taxpayers more than half-a-million dollars annually to operate.

**REWARDING THE WELL CONNECTED.** The Thaddeus Kosciuszko National Memorial in Philadelphia, another obscure site established by Congress that honors a little known Polish supporter of the American Revolution, is the result of the influence of a Polish-American businessman who successfully lobbied Congress to overrule the National Park Service’s objections. The site receives few visitors and stands more as a memorial to how the well-heeled are often more persuasive with Congress’ decision making than facts, figures, experts, and rational thought.

One cannot get much more influential than the spouse of a member of Congress who chairs a powerful subcommittee. That is how the founder and president of the National First Ladies’ Library managed to have her pet project turned into a national park unit without any hearings or studies. In fact, the park was created without being contained in any legislation prior to its inclusion in a conference report after both the House and Senate had already voted. The Ohio congressman said “that his wife didn’t ask him for ‘much of anything’” and she said she “never expected any federal money.” Regardless he managed to earmark millions of dollars for the First Ladies project, including $800,000 to buy a mansion that once belonged to President McKinley and his wife.”

Now the congressman is retired, but as a unit of the National Park Service, his wife’s national park continues to receive nearly $1 million a year in federal support but very few visitors.

**USING PARKS TO SATISFY PAROCHIAL INTERESTS.** Politicians have utilized the park designations to both spur and deter economic development for local parochial interests.

The Keweenaw National Historical Park on Michigan’s Upper Peninsula was pushed by a powerful Senator to revitalize an area left in decay after the collapse of the copper boom by attracting tourists and federal dollars. While it is difficult to determine whether making it a unit of the National Park Service achieved the goal of economic revitalization by drawing tourists, since the number of visitors are not counted, what is certain is the area has moved from mining copper to mining federal largess, extracting $1.5 million from the National Park Service budget every year to support its operating costs.

In Washington state, Ebey’s Landing National Historical Reserve was created for the exact opposite reason—to deter development and to keep outsiders from building homes on Whidbey Island. The local congressman believed it would be “criminal” if the area

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297 National Park Service statistics for 2012.
was “allowed to slip into cluttered private development” and the state’s senator, who
was the chairman of the Senate Energy and Natural Resource Committee, agreed.
According to the NPS, no one “remembers exactly” where the reserve idea came from or
how the concept would work, but the proposal was attached to the National Parks and
Recreation Act of 1978. “Its fate ultimately rested less on its own merits than on
powerful congressional support.”

EARMARKING PET PROJECTS. Despite the National Park Service describing the
site as having “no importance” and “no historical significance,” a Kansas congressman
turned what was “essentially a slum” into the Fort Scott National Historic Site.

But perhaps no park better demonstrates how the threats of one powerful politician can
override wisdom and commonsense than Steamtown USA. Founded by a steam train
enthusiast and embraced by a powerful Pennsylvania Republican congressman, the
railroad museum was designated as a national historic site over the objection of the
Reagan Administration and the National Park Service. A NPS official referred to
Steamtown USA as a “white elephant” that “didn’t fit our basic missions, to preserve
historic sites, actual places that are significant in American history.” A former
Smithsonian transportation curator called it “a third-rate collection in a place to which it
has no relevance.” Other critics were less polite, labeling it a “disgrace,” a “boondoggle
joke,” and “a virtual pork poster child.” Yet when funding the project came up for a
vote, it was soundly defeated when the sponsor of the project threatened retribution,
listing off $17.9 million worth of other member’s projects for which he threatened to
eliminate funding. This was not the first time a powerful member would bully others
to get his way. The chairman of the House Parks Subcommittee in the late 1970s who
presided over the largest expansion in the number of parks created once threatened to
turn another member’s entire district into a national park to demonstrate his political
power.

These misuses of park designations expose the broken system within Congress where
parks are often created for the wrong reasons and without proper study or merit while
existing parks are ignored as they fall into a state of squalor.

There are even blurred lines between the committees that are supposed to create the
parks and those that are expected to fund the parks, demonstrating a lack of
cooperation. The authorizing committees are supposed to authorize new parks but
they do so without little or any consideration for the cost or impact of the bills they pass,

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298 “An Unbroken Historical Record: Ebey’s Landing National Historical Reserve: Administrative History,” National Park Service
299 Jim Fisher, “Fort built on a dime here, nickel there: A patient approach to government funding led to site’s success,” Kansas City
Page 373.
rationalizing there is no financial impact from creating new parks on the budget of the National Park Service. The appropriations committees are supposed to appropriate the funds for park operations, yet appropriations bills are used to create new parks that were not authorized, such as the First Ladies National Historic Site and Steamtown National Historic Site.

Put simply, Congress focuses on the next press release rather than looking at the big picture. Creating a park gets front-page local news. Keeping a park clean and in good shape does not. “The ball to add new sites to the NPS really got rolling in a big way during the 1970s,” according to former director Ridenour. “The House subcommittee dealing with parks authorization was called the Park-of-the-Month Club.”

A 2008 Senate debate exposed the disconnect between creating and paying for new parks in the minds of some members of Congress. A bill, S. 2739, the Consolidated Natural Resources Act, was brought to the floor stuffed with 62 individual measures that the Congressional Budget Office estimated collectively would cost $320 million over five years to enact. The opponents of the bill questioned the merits of some of the projects, such as $4 million to celebrate the 400th anniversary of the voyages of Samuel de Champlain, Henry Hudson, and Robert Fulton, and argued the National Park Service, which had a $9 billion maintenance backlog at the time, could not afford these new commitments. The Republican ranking member of the Senate Committee on Energy and Natural Resources dismissed these concerns, claiming the bill had no costs whatsoever before conceding that it could cost something: “Let’s be clear here: these are authorization bills, they compel no appropriations in most cases, and spending to carry out the intent of the vast majority of these bills is contained in the salaries and expenses of the Departments within whose jurisdiction these matters lie. So, the premise of the Senator from Oklahoma—that these bills will inflate spending and increase the deficit—is fundamentally flawed. As I have noted, most of these measures have no direct cost to the Treasury; rather, they set priorities for the Departments for the use of their administrative budgets that will be appropriated each year. But one of the principal objections the Senator from Oklahoma has raised to all the bills the committee has is they cost too much money or, as he puts it: They will someday cost money. That may be true.”

It is true and someday is today.

“At the end of Fiscal Year 2012, the National Park Service faced an $11.5 billion backlog of deferred maintenance. This amount grows annually at a far greater rate than the Service is able to pay down,” the current director of the National Park Service Jonathan

303 Correspondence from Peter R. Orszag, DIRECTOR OF THE CONGRESSIONAL BUDGET OFFICE, TO U.S. SENATOR TOM A. COBURN, January 31, 2008.
304 Congressional Record, April 10, 2008, page S2865.
Jarvis testified before the Senate in July. “In order to merely hold the backlog at a steady level of $11.5 billion, the NPS would have to spend nearly $700 million per year on deferred maintenance projects. To place this figure in perspective, the annual operating budget of the entire National Park Service in Fiscal Year 2012 was $2.2 billion. The National Park Service has endured successive years of reduced appropriations.”

How has Congress reacted to NPS’ plight of growing needs with a shrinking budget? More than 35 bills have been introduced this year to date to study, create or expand national parks, monuments and heritage areas, including a bill to establish a national historic park on the moon.

OUT-OF-THIS-WORLD PRIORITIES? AS THE NATIONAL PARK SERVICE JUGGLES AN $11.5 BILLION DEFERRED MAINTENANCE BACKLOG SOME IN CONGRESS ARE PROPOSING CREATING NEW PARKS – INCLUDING ONE ON THE MOON.

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305 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4ed073-b1f5-42ef-a61a-122be71667b9.

The practice of creating new park units by way of inside-the-beltway politicking, rather than in getting a new park approved through merit, has resulted in a growing number of marginally significant and sporadically visited national park units. Political power and special interests has often trumped the guidance of the first NPS director that “the national park system...should not be lowered in standard, dignity, and prestige by the inclusion of areas which express in less than the highest terms the particular class or kind of exhibit which they represent.”307 The dilution of resources caused by parochial parks is a direct contributor to the $11.5 billion deferred maintenance backlog.

The diminishment of the standard, dignity, and prestige of our National Park System over time is readily apparent when looking at the visitation and subsidies by decades of establishment. Of the top 25 most visited national park units in 2012, only 8 have been approved since 1970. In comparison, of the 25 least visited parks, 20 have been established since 1970.308 The emphasis on parochialism over priorities continues to this day, where the National Park System continues to be transformed from a cohesive mosaic symbolic of America’s greatest cultural achievements and natural landmarks into a parochial patchwork of legislative triumphs.

Average Cost Per Visitor to Parks by Decade

Established ($)

THE AVERAGE COST PER VISITOR TO PARKS CREATED SINCE 1970 IS SIGNIFICANTLY HIGHER IN PART BECAUSE THESE PARKS ATTRACT FEWER VISITORS.


Leader of the “park of the months” club, perhaps no member of Congress has had a greater impact on the current ensemble of our National Park System than Representative Phil Burton of California.\textsuperscript{309} Described by the Sierra Club president Dr. Edgar Wayburn as “a big engine...for the rest of us to lay track,” Rep. Burton tapped into the political power that flowed from his position as chairman of the House Subcommittee on National Parks and Insular affairs, eventually adding more national park and wilderness land than all of the presidents and congresses before him combined.\textsuperscript{310} When all was said and done, during his four year tenure Rep. Burton oversaw the creation of 30 new national park units, 8 new national trails, and 8 wild and scenic river designations. In total, one lawmaker placed nearly 10 percent of the entire landmass of the United States under the ownership and control of the federal government.\textsuperscript{311}

After losing a Democratic caucus election for House Majority leader by one vote, Rep. Burton was appointed chairman of the Subcommittee on National Parks and Insular affairs. Upon receiving this designation, he immediately turned his attention to National Parks as an avenue to try to reassemble his power base for another shot at leadership. Rep. Burton’s biographer described this transition, “…already the political wheels were turning. Parks were good. People liked them. He could deliver more. Members would owe him. That would give him power.”\textsuperscript{312}

Rep. Burton’s tenure was a time when inside-the-beltway gamesmanship trumped the notion of sound policy making. Burton used his position to “dominate the field, dazzle his colleagues, reward friends, and punish enemies.”\textsuperscript{313} One of his aides provided insight into how he leveraged his position to affect other member’s districts. “He looked at parks not as adding acres here or there but as a political statement. Some people want environmental impact reports. He’d say ‘Get me a member impact report. How many members are hurt and how many are helped by this?’”\textsuperscript{314} To prove his superiority over other members, he once threatened Representative Jim Oberstar of Minnesota that he was going to turn his entire district into a national park.\textsuperscript{315}

Another driving force behind Burton was not his passion for parks, rather his passion to prove his legislative superiority. His biographer described his process as “the ultimate

act of domination...he could show he was smarter than everyone else.”\textsuperscript{316} No better anecdote embodies Burton’s mindset than when Rep. Burton asked his aide “Isn’t the GGNRA [Golden Gate National Recreational Area] beautiful?” His aide responded, “Yeah, Phil...it’s a nice place.” Burton retorted, “Not the place...the bill.”\textsuperscript{317}

The largest bill during Rep. Burton’s chairmanship was the National Parks and Recreation Act of 1978, authorizing $1.2 billion for more than 100 parks, rivers, historic sites and trails.\textsuperscript{318} While some may consider this Act a great victory for conservation, a closer examination shows this legislation was one of the first major political earmark bills whose impact continues to resonate in today’s National Park System. The National Parks omnibus package was the brainchild of Rep. Burton, who came up with the strategy when he needed a path forward to move legislation that affected his home district in San Francisco. Figuring out how to cobble together enough votes to pass his bills, he inquired with his staff, “Why not get something for everyone? Christ, we’ll pork out.”\textsuperscript{319} So it began, Burton piled provisions into the package so that everyone had a pet project, thus nobody could vote against it.

Rep. Burton’s promises were sweeping, including park expansions, dams, and new park units for his colleagues, including the Santa Monica National Recreation Area where his fellow California Congressmen, Robert Lagomarsino, had memories of dancing on the roof of the El Mirador Hotel with his wife. These promises were used to assure that members, who would otherwise oppose his bill, would vote with him. As one lawmaker put it, “Phil had 150 members by the ears...all he had to do was smile and remind them their park was going into the omnibus bill. The message was clear: on the Burton team, you give something to get something.”\textsuperscript{320}

Burton’s shrewd crafting of the bill went beyond exchanging parks for votes, as he avoided transparency of items in the bill that would make some legislators nervous. After seeing the first draft of his bill, which included the customary headings and titles to identify sections of the legislation, Burton screamed at the legislative counsel responsible for drafting the bill to cut out the titles asking, “You want them to find everything? You’re making it too easy!”\textsuperscript{321} Burton’s obfuscations did not end at

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\textsuperscript{318} Seth S King, “President Signs a Bill for Record Spending of $1.2 Billion on 100 Parks, Rivers, Historic Sites, and Trails,” November 12, 1978.
removing identifying titles, as he included a section that amended the Cuyahoga Valley National Recreation Area by striking out boundary map 90,000-A dated September 1976 and replacing it with Boundary map 644-90,003 dated May 1978. Unbeknownst to even most Congressional staff, this seemingly innocuous modification actually added $29 million to buy land in the Cuyahoga National Recreation Area.322

Dubbed by several newspapers, including the Washington Post, as the “Park-Barrier Bill,” the 157-page bill passed out of the House Interior Committee in under an hour and a half.323 The House Rules Committee considered it an even less time, reporting it out in less than five minutes. Rep. Trent Lott, who received a provision for the Gulf Islands National Seashore, observed, “Notice how quiet we are. We all got something in there.”324 Another congressman described the scope of the bill’s provisions as, “if it had a blade of grass and a squirrel, it got in the bill.”325

The greasing of the wheels did not end when the bill was passed out of the necessary committees. In order to clear seventy technical amendments when the bill moved to the full House by unanimous consent, Burton had to get them pre-approved by Kansas Representative Joe Skubitz. This cooperation was assured by adding Section 611, which renamed Big Hill Lake in Kansas, the Pearson-Skubitz Big Hill Lake.326 From there, the entire House debated the names of the national parks, but no concerted debate occurred about the expansion of public lands or costs of the massive bill. Under Burton’s cunning guidance the House approved the unprecedented bill by a margin of 341-60.

MUCH LIKE BELLBOTTOMS AND DISCO, MANY NATIONAL PARKS CREATED IN THE 1970S ARE NOT VERY POPULAR TODAY. NEARLY HALF OF THE 25 LEAST VISITED PARKS WERE ESTABLISHED IN THE ’70S.

A STEEP PRICE TO PAY

The individual members of the 95th Congress received their pet projects, Phil Burton received his sought after package, and the American people are still stuck footing the bill. The immediate price of the omnibus was $1.2 billion, and the residual effects of this legislative boondoggle continues at nearly $37 million in annual operating costs for the 15 park units and 3 NPS managed areas that were established by the National Parks and Recreation Act of 1978. This funding is allocated to some of the least visited, and most costly per visitor units, including six of the thirty-two least visited parks in the entire system.327

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<td></td>
<td>$425,000</td>
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<td>Pinelands NR</td>
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<td><strong>Total FY12 Budget Impact</strong></td>
<td></td>
<td>$36,691,000</td>
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In the late 1970s, Representative Robert Bauman of Maryland was the appointed Republican “objector” for the House floor. The “objector” is stationed on the House floor to object to any bill proposed for unanimous consent that is not congruent with the party’s principles. In order to obtain Bauman’s support, Chairman Burton fed him a $1 million park project to acquire a burned-out shell of a home in his district that had been severely damaged by fire a year earlier. This home, located near Port Tobacco, Maryland, was the residence of little-known signer of the Declaration of Independence, Thomas Stone. Stone argued for reconciling with the British before changing his mind and becoming one of the 55 men who signed onto our founding document.

The provision creating Thomas Stone National Historic Site in the Parks Omnibus bill contradicted the official opinion of the Park Service Advisory Board, who had recommended against acquiring the property as a National Park Site, even prior to the home being gutted by a fire. The chief historical architect for the Park Service said of the Thomas Stone Historic Site that it represents just one example of “many things Congress has authorized which we feel are of marginal value and don’t meet the standards for inclusions in the National Park Service.”

After the National Park Service was forced to purchase the recently burned estate from a private owner for $525,000 in 1978, the Maryland home was not open to the public for two decades. Besides a temporary roof placed on the estate, renovations did not even begin at the house until 1994, when the house was compared to a “bombed-out structure from World War II.” These renovations included the construction of a $420,000 restroom facility that more than doubled the median housing value in Charles County, Maryland at the time. The pricy facility was designed like a corncrib in order to blend in with the nearby subsistence farm structures.

Twenty years and $4 million in tax dollars later, the Thomas Stone National Historic Site was finally opened to the public with predictions of annual visitation rates of

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50,000 people. These predictions never came to fruition, as the site has yet to surpass 6,500 visitors in a single year and remains one of the nation’s least visited national park units. When the front door chimes, one ranger working the site gets excited hoping that one of the infrequent visitors is coming to the house rather than a UPS driver.

Today, the price for Robert Bauman’s vote is $629,000 in annual operating costs to a site that averages 17 visitors per day. With 9 full time employees working the site, the American taxpayers are paying nearly $100 for every person who steps on the grounds. While current Maryland lawmakers have referred to the site as one of the most important historical spots in our nation, it appears the National Park’s original evaluation that the site is of “marginal value” that does not meet the standard for inclusion in the NPS was a little more accurate.


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333 “Thomas Stone NH Total Recreation Visitors,” National Park Service website, accessed July 17, 2013; https://irma.nps.gov/Stats/SSRSReports/Park%20Specific%20Reports/Annual%20Park%20Visitation%20Graph%20(All%20Years);Park=THST.
Palo Alto Battlefield National Historical Park is the location of the first major battle of the Mexican-American War, but poor planning led Congress to place it under the National Park Service’s care before it knew exactly where the battle took place. Moreover, Congress failed to ensure NPS had the resources to care properly for the park, leaving it without a fully functioning visitor center for nearly three decades.

Congress designated the battlefield an NPS site in 1978 at a period of rapid growth in National Park Service properties. Congress, using park designations as political favors, added Palo Alto battlefield without a clear sense of where it should go or the resources needed to maintain it.

The need for NPS involvement, however, was not at all clear. As far back as 1893, the local Brownsville Military District marked the location of the battlefield as a historical landmark, and placed several monuments at key points. It was later named a national historic landmark by NPS in 1935 and was maintained by a combination of private owners and local historical organizations.

While NPS has made improvements on the property, it did so at considerable cost and only after correcting Congress’ original mistake. As a park service official described soon after the site was designated, “Congress decided to add an area to the system but it didn’t know where it was.” In order to correct the Congressional mistake, the National Park Service “had to do all kinds of fancy archaeological work to find the thing.”

Prior to passing the 1978 legislation no federal, state or local body had surveyed the land to know where the battle took place. And so, the legislation incorrectly marked the wrong location. This was discovered by NPS researchers, who looked at the historical and archaeological record in 1979 and determined a new survey needed to be done.

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Thirteen years would pass before the new work would get started, only to be finished in 1993 – at which point Congress passed a new law to correct the problem.\(^{342}\)

Resource constraints prevented NPS from building a visitors center on the site, however, until 2004, more than twenty-five years after Congress established it.\(^{343}\) Only after the doors were opened, though, did it become apparent that the visitor center was not adequately built. Within only six years significant problems surfaced – by 2010 NPS described the building as “aging”:

> “the facility is showing signs that it is aging or needs a bit of refurbishing. Entrance doors have felt the effects of several hurricanes and no longer close as smoothly as in the past. The air conditioning system has proved inadequate for the high heat and humidity of the Rio Grande Valley and requires a redesign. Even the visitor center floor needs some adjustments to make it ready for the placement of new exhibits in 2011.”\(^{344}\)

The result of the construction shut down the young visitor center for more than six weeks. Moreover, the exhibits referenced were nearly seven years late in arriving themselves, having been delayed by contract and management problems, as noted by NPS:

> “The park originally hoped to unveil them shortly after the opening of the building in 2004. Instead, contract issues, reorganization of the National Park Service, and other issues caused a serious of delays [sic] to the project. At last, work resumed on the designs in 2010 and the exhibit producers are now placing finishes touches [sic] on the displays.”\(^{345}\)

In 2009, Congress once again expanded the park to include another nearby battle site, adding 34 acres, as part of the Omnibus Public Lands Management Act of 2009.\(^{346}\)

While the National Park Service eventually found the battlefield site, it appears that most Americans still cannot as its attendance records reflect. In 2012, only 35,500 people visited the battlefield, meaning the nearly $1 million budget for the site costs $27 tax dollars per visitor.

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\(^{346}\) Public Law 111-11
Without even knowing where it was located, Congress added the Palo Alto National Battlefield to the National Park Service, which “had to do all kinds of fancy archaeological work” to locate.  

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**Edgar Allan Poe National Historic Site – Tell Tale Pork**

As one of America’s most celebrated writers and poets, Edgar Allen Poe’s legacy is memorialized all around the country. Even a professional football team is named after a famous Poe poem. Unfortunately not all these tributes are created equal. The taxpayer-funded Edgar Allen Poe National Historic Site in Philadelphia is basically “an empty house” which most visitors “don’t understand what the site has to offer.”

The Edgar Allan Poe National Historic Site is located in a city of 1.5 million people and is only one mile away from Independence National Historic Park, which had more than 3.5 million visitors in 2012. Yet despite the dense population, proximity to a popular national park unit, and the author’s cultural importance, the Edgar Allan Poe National Historic Site had only 17,000 visitors in 2012. Even the National Park’s management plan notes the legislation “offers few insights into congressional aspirations for the park.”

The site’s authorization, which Rep. Burton included in the 1978 omnibus package to secure the vote of Philadelphia Congressman Joshua Eilberg, only cites the

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During his lifetime, Edgar Allan Poe lived in many cities and even in a country cottage. Born in Boston and raised in Richmond, he later lived in Baltimore, New York, and Philadelphia for periods of time. Poe fans have no shortage of sites to visit to celebrate his life and works. “As the city he is most closely identified with,” Baltimore “lays claim to Edgar Allan Poe, going so far as to name its football team after his great poem.” The Edgar Allan Poe House and Museum in Baltimore, which is currently closed, is expected to reopen in October. Poe’s grave is also in Baltimore. The Edgar Allan Poe Museum is located in Richmond, Virginia, while the Edgar Allan Poe Cottage where the author “penned many of his most enduring poetical works” is located in the Bronx, New York.

Even the visitors that do visit the Philadelphia site will not get a historically accurate representation of the home as it was when Poe briefly resided there between 1842-43. The Edgar Allan Poe National Historic Site does not include any items originally owned by Poe or his family. In fact, the site does not even replicate the appearance of the era in which Poe lived there during the 1840’s.” Approximately, 17,347 visitors were reported in 2012, receiving $388,000 in funding with a subsidy per visitor of $22.40. The site is “simply a shell, with interior surfaces stripped to reveal historic wall finishes.”

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expect an ‘empty’ house” and “the current condition of the house raises questions about the quality of care and attention the building receives.”359

The excitement and anxiety that Poe’s mysteries engender with its readers will be the true and lasting legacy of Edgar Allan Poe, not the barren walls of his provisional residence.

When Rev. Harold T. Weigle took the helm of Saint Paul’s Church as its new rector in 1929, he was a rising star in the Episcopal Diocese of New York. Only 30 years old, Weigle counted prestigious degrees from both Cornell and Virginia Theological Seminary and already had spent years conducting missionary work abroad in China. Far removed from the humble hamlets of rural China, however, was the post Weigle held immediately before arriving at Saint Paul’s: Chaplain to the Episcopal Actors’ Guild at the posh Church of the Transfiguration in Manhattan.

Located a matter of blocks north of the Bronx, Saint Paul’s was at once just a few miles uptown of the Church of the Transfiguration yet also worlds away. What was once the quaint colonial settlement of Eastchester had given way to a stretch of industrial blight in what was now the town of Mount Vernon. The newly installed Weigle found himself the shepherd of a church hemorrhaging parishioners, resources, and morale. Weigle calculated that he could invigorate his parish by leveraging the historic church’s supposed involvement in the “Election of 1733,” which Weigle insisted was a watershed event that led to the incorporation of the freedom of the press into the pantheon of American civil liberties.

The press coverage of fraud committed by local law enforcement officials in Eastchester during a 1733 election landed a New York newspaper editor, John Zenger, in jail. Unluckily for Zenger, his targets were allies of the heavy-handed royal governor. Although at trial the presiding judge instructed the jury to pronounce Zenger guilty, the jury nullified the judge, setting Zenger free. Identifying this incident as a defining moment for the establishment of freedom of the press in the colonies, Weigle pitched the idea to both private and public interests in the hope that preservation funding could save Saint Paul’s. He called for the establishment of no less than “The National Shrine of the Bill of Rights” at the church, and the first sermon he preached at Saint Paul’s was an appeal for $3.75 million (adjusted for inflation).361

There were two issues with this plan. First, while the prevailing view during Weigle’s tenure was that the events of 1733 were a somewhat significant development in our colonial history, the importance Weigle placed on the election was “cited as an exaggeration by qualified historians.”362 Secondly, even if one considered the Election of 1733 to be a pivotal event, Saint Paul’s did not play a sizable role in it. For instance,

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while Zenger was arrested for writing about the Election of 1733, he never actually set foot near Saint Paul’s or the city of Mount Vernon. Rev. Weigle “overemphasized the link with freedom of the press,” stated Dick Forliano, who served seven years as chairman of the Society of the National Shrine of the Bill of Rights, the organization that jointly operates Saint Paul’s NHS with the Park Service. “Nobody told any lies, but the meaning may have gotten misconstrued.”

And so it began that Weigle would take liberties with historical fact to ensure his pride would not be wounded. A shuttered church would be a stain on an otherwise impressive resume. “In no way did he want to preside over a declining parish.” To protect his version of the truth, Weigle went so far as to sack an established member of the vestry over a minute point of grammar in the proposed Shrine’s title. According to a National Park Service report:

Lyon Boston, a well regarded [sic] New York City lawyer and St. Paul’s parishioner, was among Father Weigle’s chief supporters on the vestry, but he favored a more modest interpretation of the election. Boston noted that it was more accurate to call St. Paul’s “a” shrine to the Bill of Rights, and not “THE” birthplace of the bill of rights. He advanced an understanding of the events of 1733 as one of many developments that contributed to the tradition of political, press and religious freedoms in America. That more reserved interpretation, Boston argued, would attract increased support among informed people. But Weigle insisted that St. Paul’s was uniquely the national birthplace of civil liberties, and eventually pushed Boston off the vestry and reduced his role in an organization created to fulfill the church’s standing as the home of the Bill of Rights.

Much to the chagrin of his parishioners, Weigle insisted on prohibiting all non-marble gravestones in the church’s graveyard, arguing that other—more durable and popular—materials would detract from the 18th century aesthetic he was aiming for the church to put forth. Additionally, he ordered the removal of all ironwork in the graveyard, and he rearranged the pew structure inside to conform to the church’s 18th century layout. All was done with Weigle’s firm insistence that his plan was the only approach to save the parish, and he “would not permit what he perceived as provincial, personal and unenlightened protests to stall the realization of that agenda.” As a result, families eventually left Saint Paul’s for other churches.

The site was declared a national historic site in 1943. Six years later, Weigle’s tenure at Saint Paul’s would come to end, his dream to save Saint Paul’s was fulfilled, but at a

steep price. Only 35 families remained at Saint Paul’s in 1980, when the Diocese of New York finally gave up on the nearly empty old church and sold it to the National Park Service.\textsuperscript{368} Although admission is free, Saint Paul’s NHS is among the least visited of all New York City’s National Park Service units, attracting on average less than 50 visitors per day.

Built in 1842, the Fort Scott Army Base served our troops for about three decades. It saw limited action during both the 1850s as “Bleeding Kansas” erupted and also during the Civil War as one of the Union’s western outposts. By the mid twentieth century, however, the old fort was “essentially a slum.” The three remaining buildings of the fort were in shambles and were being used as a mix of low-rent apartments and storage units. Numerous lawmakers attempted to save Fort Scott, but they could convince neither Congress nor the National Park Service to take interest in the decrepit fort. The Park Service had at various times described the site as being of “no importance,” “not nationally important,” and of “no historical significance.”\textsuperscript{369}

Kansas Representative Joe Skubitz had been a congressional staffer for 20 years prior to taking office and knew the inner workings of the Hill before his election. Yearning to be assigned to the powerful House Appropriations Committee, Skubitz faced one of his first—and few—disappointments in Washington when he was assigned instead to the Interior Affairs Committee. But he


was reassured the committee does “nice things for people.” Afterward, Skubitz recalled, “A light bulb went on over my head.”

The lawmaker launched into rescue Fort Scott. Skubitz first took action in 1964, sprinkling Fort Scott with a tiny $25,000 appropriation. Under the radar, he was successful at showering the fort with more money year after year: $46,000, $116,000, $188,000, and $493,000.

With each successive yearly appropriation, Fort Scott was incrementally transformed to a national treasure in the eyes of the public and, more importantly, the National Park Service. Decaying structures were restored. Studies specifically designed to underscore the historical significance of the fort were undertaken. The Park Service eventually changed its tune on the importance of Fort Scott, and in 1978 the site became the newest addition to the National Park System. Skubitz left Congress that year, the total amount of federal funding he had secured over the years for Fort Scott totaling over $5 million.

“If I’d asked for it in one lump sum, they’d have laughed me out of Washington,” remarked Skubitz. “What it took was patience. And the friends I had.”

In 2012, the park received $1,321,000 in general funding.

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A 176-mile stretch of the Rio Grande River is the second most expensive National Park unit per visitor, costing $320 in operating funds for each of the 604 visitors in 2012.374 Created by Congress in 1978, the Rio Grande Wild & Scenic River in Texas is one of two official park units that are designated as a “wild & scenic river.”

The National Park Service proclaims “quiet and solitude are rare qualities in today’s modern world, but ones that exemplify the majesty of the Rio Grande.”375 Indeed, this park unit averages less than 2 visitors per day while costing the taxpayers $176,000 annually.

Rio Grande Wild & Scenic River
Authorized: 1978
Visitors (2012): 604
Funding (2012): $193,000
Subsidy per Visitor: $319.50

This isolated unit averages less than two visitors per day while costing the taxpayers $176,000 annually.

EBEY’S LANDING NATIONAL HISTORICAL RESERVE – AREA OF “QUESTIONABLE NATIONAL SIGNIFICANCE” SOUGHT FEDERAL DESIGNATION TO WARD OFF DEVELOPMENT

Located in the center of Whidbey Island in Washington State, Ebey’s Landing National Historical Reserve (NHR) was supposedly created to preserve the natural landscape as well as the manmade structures of early American settlers in the Northwest. It is named after Colonel Isaac Neff Ebey, one of the first to file claim on the land after the passage of the Donation Land Law of 1850, which offered free land in the newly organized Oregon Territory.  

Ebey “became a leading figure in public affairs, but his life was cut short in 1857, when he was slain by northern coastal Indians seeking revenge for the killing of one of their own chieftains.”

While emphasizing its national, historical and cultural significance, the area was transformed into a NPS unit primarily to protect residents from outside developers. In fact, the area’s path to becoming a NPS unit is a classic story of parochial politics.

With most of the property on the island privately owned, it had “the potential to be developed.” Faced with the prospect of new condominiums being constructed on some of Whidbey Island’s prime open space, the island’s residents organized to head off development.

The activists failed to convince the local county commissioners to halt rezoning. Then Washington’s governor rejected their lobbying efforts for the state to purchase the property. Likewise, the NPS regional director in Seattle was cool to the proposal of adding the area to the National Park System. The concern was “that Ebey’s Landing lacked true national historical significance... the proposed unit represented failure on the part of county and state agencies to resolve a land zoning issue. The real thrust of the movement to preserve Ebey’s Landing was to prevent the loss of a rural landscape to

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the forces of suburbanization.” The Department of Interior’s assistant secretary for fish and wildlife and parks also opposed the proposal citing the lack of a federal study of the area and “questionable national significance.”

The activists, however, received a much more supportive audience in Washington, DC. “Although he was not at first convinced that federal protection was the appropriate solution,” Congressman Lloyd Meeds said it would be “criminal” if Ebey’s Landing was “allowed to slip into cluttered private development.” Meeds introduced a bill to turn the area into an unusual park unit that would be known as a “national historical reserve.” Washington Senator Henry Jackson, chairman of the Senate Energy and Natural Resource Committee, introduced the Ebey’s Landing bill in the Senate. When the proposal to create Ebey’s Landing NHR was being considered, an analysis by an aide to Senator Jackson concluded, “a long-term role for the National Park Service at Ebey’s Landing is not necessary.” Nevertheless, the Reserve was added to the National Parks and Recreation Act of 1978. According to NPS records, the fate of the Reserve “ultimately rested less on its own merits than on powerful congressional support.”

Ebey’s Landing became the first and remains the National Park Service’s only national historic reserve, which has an unusual management system. The reserve is overseen by a nine-member board, known as the Trust Board of Ebey’s Landing NHR, appointed by various units of government rather than being elected by its residents. The intent to preserve the area by turning its management over to unelected commissioners has predictably slowed development, but it has also resulted in several land controversies. For example, local planning commissions have established a “color palette” of limited hues homeowners within Ebey’s Landing National Historical Reserve may paint their homes. If a desired color is not on the approved list, “other color choices can be presented to the commission for review.” New construction is also subject to commission design review and approval. These reviews are conducted by

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the appointed Ebey’s Reserve Historic Preservation Commission to ensure “certain standards that respect past traditions and compatibility with the Reserve’s character, thereby retaining strong property values for the entire community.” The board’s staff even decides the height of fences (must be less than six feet high) and fate of dilapidated structures (“An Ebey’s Reserve building in the National Register cannot be demolished, except in cases of economic hardship.”)

Some property owners are concerned about being subjected to rules made by unelected commissioners. One resident called the regulations an “unfair insertion into the lives of people by unelected officials,” while another said, “someone telling me what I can do with my property is stripping me of my property rights.”

No official count exists on the number of visitors to Ebey’s Landing NHR, and the unit, which employs one full time NPS employee, costs the NPS about $350,000 a year. However, the reserve has also been the recipient of millions of dollars in congressional earmarks. Former Senator Slade Gorton “used his Appropriations Committee clout to secure more than $3 million for Ebey’s Landing.” In 2008, the Ebey’s Landing National Historical Reserve received a $492,000 congressional earmark to bail out the Nature Conservancy of Washington, which “went into debt purchasing 407 acres of woods and other land in the heart of the reserve”, and to purchase development rights for some property. “The purchase of development rights,” according to the reserve’s manager, “is a great way to protect land from development. The landowners keep the land but cannot build any type of development on the property. This fits into the reserve’s mission of protecting land without owning large areas outright.”

With the majority of the land not even accessible to the public, it is clear the Reserve’s set up was designed more to preserve the area for its residents rather than to promote and invite outsiders to visit.

According to the Department of Interior, “to be eligible for favorable consideration as a unit of the National Park System, an area must possess nationally significant natural, cultural, or recreational resources; be a suitable and feasible addition to the system; and require direct NPS management instead of protection by some other governmental

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393 National Park Service statistics for Fiscal Years ’11 and ’12.
agency or by the private sector [emphasis added].”

These reserves, however, are managed by a management board, which includes a representative from NPS, but are not managed by the federal agency itself therefore making it inconsistent with criteria set for national park units.

While Ebey’s Landing was the first National Historical Reserve, groups in other areas are now considering seeking a similar status for their communities to fend off new businesses and other types of development. Residents of the Village of Joshua Tree in California, for example, are discussing organizing their area into a reserve to halt a casino and the chain store Dollar General. The superintendent of Joshua Tree National Park advised citizens they can succeed if “you work to get local, regional, state and national political support.”

Of course, the local residents who have demonstrated a commitment to preserving their community, its culture, history, and landscape could continue to do so without any type of federal designation.

ENGLE CARRIAGE HOUSE, THE CROCKETT FARM MOTOR SHED, AND THE SHERMAN FARM BULK SHED ARE AMONG THE MORE THAN 400 HISTORIC BUILDINGS BEING PRESERVED WITHIN THE EBEEY’S LANDING NATIONAL HISTORICAL RESERVE.

The Paterson Great Falls National Historic Park is the latest Congressional addition to the National Park System.\textsuperscript{401} In approving, Congress ignored an extensive three-year National Park Service study of the area that found that the site failed to meet any of the criteria for becoming part of the National Park System. The study concluded “the resources of the Great Falls Historic District are not suitable for inclusion in the national park system.”\textsuperscript{402} Further, the “estimated costs associated with the Great Falls Historic District are not feasible when considering the impact that such costs would have on existing units of the national park system in the Northeast Region.”\textsuperscript{403}

Nonetheless, sponsors of this legislation successfully moved to make it the 397\textsuperscript{th} park unit in the National Park System. The main sponsor and reportedly strongest proponent of the park’s designation was the mayor of Paterson, New Jersey, for more than 6 years prior to being elected to Congress.

After ignoring the findings of the National Park Service’s study, local leaders hoped that restoring the “historically significant landmark” that has “fallen into a state of neglect” with federal tax dollars will help provide an economic boost to the “postindustrial city struggling with drugs, crime and unemployment.”\textsuperscript{404} Previously, the Great Falls Historic District had received $3.3 million in federal funds as part of the Omnibus Parks and Public Lands Management Act of 1996 that could be matched on a dollar-for-dollar basis with local funds. During Senate testimony on the Paterson Great Falls National Historical Park Act, a former NPS official disclosed that no local matching funds were made available during the 11-year span of the grant.\textsuperscript{405}

Two years after a White House ceremony “that bestowed the long-awaited national park status on Paterson’s landmark falls, the area is still littered with trash, graffiti and a run-
down, forlorn feeling of neglect,” including a floating tire in the river near the falls, a New Jersey newspaper reported. A recent visit to the falls found trash littered throughout, overgrown grass, and a significant level of graffiti, including on the statue of Alexander Hamilton.

The congressman who “campaigned for years in Congress to rescue the falls from neglect” had divulged that he was told after the bill signing that he “should expect to wait ‘about 12 years’ before the park is ready to open.” The delay in opening a fully functional park is blamed on both management delays—the need to set up committees and hold meetings—and a lack of money. The limited resources the park does have may have to be used to pay rent at a facility that the Park Service will eventually acquire after the owner complained that “they’re spending money in the community, but they’re not paying any rent and they’re not paying for their utilities.” The park’s budget was set at $250,000 but at least $10 million is necessary “to really have an operation under way,” according to a park official who is overseeing the set up.

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406 Mike Kelly, “Trash piling up at Great Falls; Site was approved in ’09 for historic park,” The Record, March 28, 2011; http://www.northjersey.com/columnists/Trash_piling_up_at_site_approved_in_09_for_historic_park.html.

407 August 8, 2013 trip to Paterson Great Falls National Historic Park by staff of Senator Tom Coburn.

408 Mike Kelly, “Trash piling up at Great Falls; Site was approved in ’09 for historic park,” The Record, March 28, 2011; http://www.northjersey.com/columnists/Trash_piling_up_at_site_approved_in_09_for_historic_park.html.


410 Mike Kelly, “Trash piling up at Great Falls; Site was approved in ’09 for historic park,” The Record, March 28, 2011; http://www.northjersey.com/columnists/Trash_piling_up_at_site_approved_in_09_for_historic_park.html?c=y&page=3.
DISREGARDING THE CONCERNS OF THE NATIONAL PARK SERVICE, CONGRESS ESTABLISHED THE
PATERSON GREAT FALLS NATIONAL HISTORIC PARK IN 2009. A COSTLY ENVIRONMENTAL CLEAN UP
COULD COST AS MUCH AS $10 MILLION, FAR MORE THAN CONGRESS PROVIDED FOR WHEN IT CREATED
THE PARK.

FIRST LADIES NATIONAL HISTORIC SITE – A NATIONAL PRIORITY OR
PAROCHIAL PORK?

The First Ladies National Historic Site in Canton, Ohio became the 386th unit of the
National Park System in 2000. The Founder and President of the National First Ladies’
Library is Mary Regula, wife of the lead sponsor of the bill that created a federal funding
stream for her library.411

One of the previous concerns raised was that when Ms. Regula started the First Ladies
Museum she hired an “acquaintance” that had little training in historic preservation.
Previously, she had also “discouraged Park Service involvement in her plan to install an
interactive exhibit” at the Museum.412 The Museum “operates with a remarkable degree

412 Matt Stearns, Congressman’s gift to wife true treasure, and critics take note, Knight Ridder Newspapers, June 18, 2006,
of autonomy” from the National Park Service even though the federal government pays a significant portion of the operating costs.413

The park was created by an appropriations bill that’s purpose is to provide funding for Interior agency programs, without any hearings or studies, and without being in any legislation prior to its inclusion in the conference report after both the House and Senate had already voted.

Perhaps a study or hearing on the necessity of the library as part of the National Park System would have found what we now know. The National Park Service spends nearly one million dollars per year on a site that only accommodated 9,063 visitors in 2012. That equates to the American taxpayers funding the 25 daily visitors at $110 each.

In total, the museum has received more than $10 million from the federal government since it was opened in 2000. This includes a 2009 congressional earmark for $124,000 that was spent “to catalogue every book purchased by First Lady Abigail Fillmore for the White House during Millard’s presidency, and then purchase duplicates of those books for the Library’s collection.”414 A 2008 exhibit featured papier-mâché replicas of nine presidential pets, such as Barney Bush.415

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Described as a “Walt Disney movie set that will be absolutely phony from the word go,” Steamtown USA has the ignoble distinction of being saved from bankruptcy by the United States Congress.\(^{416}\)

Steamtown USA was originally founded by railroad enthusiast F. Nelson Blount, who started collecting vintage locomotives and rolling stock in the 1950’s.\(^{417}\) After Blount died in a plane wreck in 1967, his train collection was moved to Bellows Falls, Vermont.\(^{418}\) After an unsuccessful stint where the museum could only attract 17,000 annual visitors, the collection of 39 vintage engines and over 100 train cars was relocated to Scranton, Pennsylvania, in 1984.\(^{419}\) This move came with much fanfare and projections of hundreds of thousands of visitors per year.\(^{420}\)

Four years after the move to Scranton, Steamtown USA was $2.2 million in debt and on the verge of bankruptcy.\(^{421}\) Fortunately for the museum, a powerful lawmaker was about to change the fate of this unsuccessful venture forever.

A National Park Service official warned Congress “the federal government will not become a dumping ground for white elephants.... If Steamtown officials want our money so they can continue to operate the excursion, we are not interested.”\(^{422}\) NPS had already rejected the inclusion of Steamtown USA when it was located in Vermont, stating the collection “didn’t fit our basic missions, to preserve historic sites, actual places that are significant in American history.”\(^{423}\)

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\(^{419}\) “Scranton Hopes Museum Will Get City Back on Track Pennsylvania:,” Morning Call, February 6, 1984.


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Steamtown NHS
Authorized: 1988
Funding (2012): $5,624,000
Subsidy per Visitor: $52.00

“A third-rate collection in a place to which it has no relevance.”

- John H. White Jr., Smithsonian transportation curator

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These facts were not enough to keep local congressman and key appropriations committee member, Rep. Joe McDade, from earmarking $8 million in funding and creating a “historic” designation for Steamtown USA on a must-pass appropriations bill, putting the museum on track for permanent federal funding. Without ever being considered before a Congressional committee, and despite the administration proposing to strip the earmark from the budget citing that no park service feasibility study for the project had been conducted, Steamtown USA became the newest unit in the National Park Service.

The rarity of how Steamtown USA became part of the National Park System through a spending bill was underscored by the NPS assistant director for planning, James Stewart, stating “the thing about Steamtown is it was a very backdoor way of creating an area.” After informing a reporter that NPS never had an opportunity to evaluate Steamtown, Stewart said “Congress is Congress, whether they tell us to do it in appropriations or authorization, it’s our duty to go ahead with it.”

Thus, the National Park Service was forced to purchase what a former Smithsonian transportation curator called “a third-rate collection in a place to which it has no relevance.” Of the 29 locomotives acquired with the collection, only three were operational. The 85 other pieces of rolling stock had been stored outdoors for decades and had not seen a paintbrush in more than three decades. Prior to the official grand opening of the park in 1995, 24 of the 100 pieces were in such poor condition that they were moved to a nearby Army depot in order to get them out of sight. Given the deteriorating conditions of the new federal possession, it is not a surprise that the original 1986 earmark would not be sufficient. Taxpayers would pay for an additional $73 million in renovations for Steamtown over the next seven years.

Outside observers would label Steamtown as the “the mother of all pork barrel” and “a virtual pork poster child.” Some elected officials called the museum a “national disgrace” with others calling the park “the god-darnedest boondoggle joke you ever saw.”

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Federal funding for the Steamtown National Historic Park came to a final showdown in the House of Representatives when a Texas Congressmen attempted to eliminate Steamtown National Historic Site funding from the 1994 budget. The amendment to strip the funding was defeated, 229-192.  

This vote was not an endorsement of the park’s inclusion in the National Park Service, but rather a concession that Rep. McDade’s powerful position on the appropriations committee meant there could be retribution for voting against Steamtown USA. Many lawmakers took this to heart after Rep. McDade listed $17.9 million worth of projects in Texas that he threatened to eliminate funding for during a heated debate. Voting to protect Steamtown was seventeen of the thirty Republicans in the Texas delegation. One of the Texas representatives quipped about the deal, “it was tit for tat.”

One observer noted following the vote, “It’s [Steamtown National Historic Site] been a waste of taxpayers’ money for years, and will be a waste of taxpayers’ money for years to come.” In total, more than $150 million in federal funds have been spent on this project. Despite these resources Railfan & Railroad magazine has previously described Steamtown National Historic Site as “in bad shape and in need of attention” and the site’s “success in returning old locomotives to service has been disappointing at best.” A photographer highlighted the deteriorating condition of the park with a 2012 photo gallery exhibit titled “Elegant Corrosion,” depicting rust, stains, and peeling of the train cars at Steamtown National Historic Site.

Twenty-six years after Congress bailed out Steamtown USA, taxpayers still spend $52 for each of the 108,072 visitors that came to the park in 2012. In comparison, Mount Rushmore accommodated over 200 times as many visitors with 20 percent less money. On many days, the 56 full time employees at Steamtown National Historic Site outnumber the visitors.

Most museums honor the heritage and remember the stories of our nation’s past. But with Steamtown National Historic Site, the nearly $6 million annual appropriation to the museum pays homage to the lasting consequences of political parochialism.

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A NATIONAL PARK SERVICE OFFICIAL REFERRED TO STEAMTOWN USA AS A “WHITE ELEPHANT” THAT “DIDN’T FIT OUR BASIC MISSIONS, TO PRESERVE HISTORIC SITES, ACTUAL PLACES THAT ARE SIGNIFICANT IN AMERICAN HISTORY.” A FORMER SMITHSONIAN TRANSPORTATION CURATOR CALLED IT “A THIRD-RATE COLLECTION IN A PLACE TO WHICH IT HAS NO RELEVANCE.” OTHER CRITICS HAVEN’T BEEN AS POLITE, LABELING IT A “DISGRACE,” A “BOONDOGGLE JOKE,” AND “A VIRTUAL PORK POSTER CHILD.”

KEWEENAW NATIONAL HISTORICAL PARK – ANOTHER SLAB OF PORK

Located on Michigan’s Upper Peninsula, Keweenaw National Historical Park (KNHP) was created by Congress in 1992 to “preserve and interpret the story of the rise, domination and decline of the region’s copper mining industry.” Although copper mining in the area dates back to when Native America tribes extracted the copper to make tools thousands of years ago, a modern “copper boom” began here in the mid-1800s and lasted about 100 years. Then the copper industry collapsed. Companies left, and many residents moved, leaving decaying building and ghost towns.

“Civic leaders desperate to salvage the local economy proposed a national park” to economically revitalize the area by drawing tourists and federal funds. “Skeptics scoffed,” but “Congress went along.”

James Ridenour, who was director of the National Park Service at the time, said Congress “added another slab of pork to the parks” by establishing Keweenaw National Historical Park. Ridenour described Keweenaw as an “interesting place” with “a lot of charm,” but he “didn’t think we should be adding it to the NPS list.” Ridenour questioned “whether or not the area was sufficiently nationally significant to warrant park status” and noted it contained “acres of old mine tailings in the area” draining into

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a lake that the Park Service could be forced “to spend millions and millions of dollars to clean up.” 446

“Expectations of the establishment of a national park on the Keweenaw Peninsula included the development of heritage tourism to assist in economic recovery,” according to the Department of Interior. 447 In the first two decades since becoming part of the park service, “about $42 million has come to the area because of the park,” according to the executive director of the KNHP Advisory Commission. But nearly half of that amount, $18 million, paid for “operational expenses, including staff salaries and utilities.” 448

Furthermore, it is difficult to determine whether making the area a unit of the National Park System achieved the goal of economic revitalization by drawing tourists, since the Park Service does not count the number of visitors to the park. 449

What is certain is the area has moved from mining copper to mining federal largess.

From its creation up until the earmark ban in 2010, Keweenaw “had a well-established patron in the U.S. Senate who actively pursued funding earmarks for heritage projects.” 450 In FY 2009, Michigan’s senators directed $285,000 for the Quincy Smelting site located within Keweenaw. 451 In 2008, the senators earmarked $496,000 to “rehabilitate the interior of the 1889 Union Building owned by Keweenaw National Historical Park.” 452 The congressional earmarks for Keweenaw were not limited to the Department of Interior’s budget either.

Several earmarks, for example, were included in the Senate-passed appropriations bill for the Department of Agriculture for fiscal year 2010. 453

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449 National Park Service statistics for Fiscal Years ’11 and ’12
In addition, a provision tucked into a 2009 omnibus lands bill authorized increased spending for the park and its advisory commission, decreased the local match required to be paid for projects in the park, eliminated the limitation on the federal contribution to the commission, and repealed the prohibition against acquisition of property contaminated with hazardous substances. The nonpartisan Congressional Budget Office (CBO) cautioned that acquiring such property could increase costs for the National Park Service. In its analysis of the bill, CBO stated “an additional $26 million would be spent after 2013 for park development, including possible environmental cleanup and restoration of contaminated lands if any are acquired as a result of this legislation.” CBO also projected that “in addition, the federal government could be liable for injuries caused by contamination on lands acquired as a result of this bill.”

Despite its lavish Congressional support, Keweenaw does not function as or resemble a national park. “Unlike the typical national park, Keweenaw’s boundaries are a bit confusing.” This is because “most visitor services for Keweenaw National Historical Park, such as guided tours or museums, are provided by the park’s partners known as Keweenaw Heritage Sites. These sites are not owned or operated by the National Park Service.”

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Thaddeus Kosciuszko National Memorial pays tribute to a Polish revolutionary hero who assisted American leaders during the U.S. war for independence. Do not feel ashamed if you have never heard of Mr. Kosciuszko, as even the National Park Service readily admits that most visitors do not “have prior knowledge of Kosciuszko.” The Philadelphia row house is the smallest and one of the least visited of all 401 park units.

Notwithstanding Kosciuszko’s relative obscurity in American history, the actual row house was not even significant to Kosciuszko’s life. Upon returning to the United States after leading a Polish revolution against the Russians, he instructed his secretary to find him a place “as small, as remote and as cheap” as possible. Kosciuszko used the Philadelphia home as temporary residence for only nine months, where he recovered from wounds suffered while leading a Polish uprising against the Russians and petitioned Congress for payment for his service during the American Revolution.

It is not always clear how certain park projects get green lighted. In this case, the answer lies with an influential Polish-American businessman lobbying Congress to overrule the National Park Service. Edward J. Piszek, founder of the frozen seafood company Mrs. Paul’s Kitchen, bought the Philadelphia row house with aims of donating it to the National Park Service. However, when Mr. Piszek offered the row house, a Park Service advisory committee turned him down, reasoning that the row house was not Kosciuszko’s home and nobody even knew in which room he had stayed. Not to be deterred, Mr. Piszek opted to convince Congress to force the National Park Service to accept it anyways. On October 21st, 1972 Congress acquiesced to Mr. Piszek’s request, passing a bill to add the house to the National Park System and setting aside $600,000 to rehabilitate the dilapidated structure.

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The initial decision by the NPS advisory board to reject inclusion of the row house appears to have been the appropriate choice. Averaging only six visitors a day, the Thaddeus Kosciuszko National Memorial gets more use as a personal study for the lone Park Ranger that works the site than it does as a shrine to American history. One ranger working the site a few years ago promised that they get at least one visitor per day while admitting that it’s a pretty “quiet gig for a ranger.” Another Ranger admitted “it can be somewhat boring” after spending most of his shift reading a book about President Franklin D. Roosevelt while waiting for visitors to walk in.

As the smallest unit in the national park system, the Thaddeus Kosciuszko National Memorial may have the shortest hours as well. **Open only 9 hours per week, this Philadelphia park unit costs an astounding $352 per hour to operate.** While the merits of this memorial as a national park unit are questionable, there is no doubt the $73 in federal funding for every person that walks into the tiny row house is worthy of increased taxpayer scrutiny.

**THADDEUS KOSCIUSZKO, WHO WAS BORN IN POLAND AND VOLUNTEERED IN THE AMERICAN REVOLUTION, RESIDED IN THIS HOUSE FOR ONLY NINE MONTHS. **THE SITE IS OPEN A MERE 9 HOURS A WEEK AND WELCOMES JUST SIX VISITORS A DAY.

A “living history” museum intended to capture the history of cattle ranching in the West is costing taxpayers an average of $85 per visitor.

The Grant-Kohrs Ranch in Montana was once one of the largest and most profitable cattle operations in the United States. However, the current government operators cannot replicate the previous financial successes of the ranch. According to the park’s business plan, because “government wage grades greatly exceed labor costs of an average ranch, it is impossible for Grant-Kohrs Ranch ranching operation to break-even.”

After graduating from the University of Virginia, Conrad Kohrs Warren, grandson of part of the namesake of the National Historic Site, assumed management of the Montana ranch in 1932. By 1940, Conrad Warren decided to purchase the property from the operating company, Conrad Kohrs Company, becoming the final private owner of the ranch. After a decade of running the ranch with limited profitability, Warren eventually had to reconsider the sustainability of the operation.

As it so happened, the National Park Service was in the midst of an initiative to introduce unmet themes in the system, including studying potential sites to represent the role of the cattle industry in western expansion. Both the Theodore Roosevelt National Park in North Dakota and the Jefferson National Expansion Memorial in St. Louis interpreted the cattle theme, but the NPS wanted a site with a primary focus on cattle ranching. After studying 26 sites in 1959, Grant-Kohrs Ranch, along with three other ranches, was designated as a National Historic Landmark.

Getting the historic designation inspired Conrad Warren and his wife to sell the ranch to the National Park Service in order to fill the void left without an interested successor to the family business. In 1966, Warren suggested that the idea served the noble intent of saving the family’s legacy by preserving the ranch as part of the National Park System.

However, a historian assigned to investigate the potential inclusion of the site in the National Park Service soon discovered, despite his “expression of lofty motives for

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468 “Grant-Kohrs Ranch National Historic Site Business Plan,” National Park Service, 2006;
469 A National Historic Landmark designation is a title that does not include government acquisition and official status in the National Park System, but a more informal role with technical assistance on preservation.
parting with the ranch, he was willing, even anxious, to sell.” Many in the local community suspected that Warren had less than pure motives in selling the ranch to the federal government. In a letter to the National Park Service, Warren admitted that he did not have the funds to preserve the ranch and noted that his retirement was quickly approaching. Reflecting on the eventual sale of part of the ranch, Warren stated, “Really, that’s kind of what saved my bacon is when I made that sale . . . otherwise, I think I’d be flat broke now, maybe worse than flat.”

When all was said and done, Warren was nicely compensated $250,000 in 1970 (nearly $1.5 million in 2012 dollars) for 130 acres and 1,110 acres in easements to the National Park Foundation, the holder of the lands until Congress officially authorized the park’s purchase. Warren maintained part of the ranch for continued operations.

The local community and the Montana Congressional delegation eventually rallied around the idea of Grant-Kohrs Ranch becoming a part of the National Park Service. With ambitious forecasts of 220,000 to 240,000 annual visitors to the ranch, the local Chamber of Commerce and the Deer Lodge residents reckoned that a National Park unit was going to provide an economic boom for the community. Recounting these events, a former park employee stated, “They were all going to get rich off of it… They thought it was going to be another Yellowstone.”

With the help of the Montana delegation, the bill establishing the park eased through Congress and President Nixon signed it into law on August 25, 1972.

The importance of the park came into question six years later during a Congressional hearing, when neither the Chairman of the Appropriations Committee nor the National Park Service Director could identify in which state Grant-Kohrs National Historic Site was located.

Four decades later, the site’s national significance is still unclear. It attracts less than 20,000 visitors per year, far from the estimate of 240,000 annual visitors that was discussed during the park’s consideration. The Ranch has a total of ninety-three cattle, far outnumbering the 48 visitors to the park on an average day. A 2001

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476 This number is the average number of visitors over the last five years.
Montana tourism survey found that two-thirds of the visitors to Grant-Kohrs National Historic Site did not have any prior knowledge of the park. Most people discovered the park by seeing a sign on I-90, the main thoroughfare between Yellowstone and Glacier National Parks.\(^7\)

The Grant-Kohrs National Historic Site is not the only historic ranch within the National Park System. There is at least one historic ranch within Bighorn Canyon National Recreational Reserve,\(^4\) Point Reyes National Seashore,\(^5\) Lyndon B Johnson National Historic Site,\(^6\) Grand Teton National Park, Wind Cave National Park,\(^7\) Guadalupe Mountains National Park,\(^8\) Joshua Tree National Park\(^9\) and Chiricahua National Monument.\(^10\) In total, there are more than 50 “historic ranches” in the United States.\(^11\)

THE GRANT-KOHRS RANCH HAS A TOTAL OF 93 CATTLE, FAR OUTNUMBERING THE 48 VISITORS THAT VISIT THE PARK ON AN AVERAGE DAY.


\(^11\) " Historic Site Ranches," Undaunted Stewardship website, accessed July 17, 2013; [http://www.undauntedstewardship.montana.edu/historicsiteranches.htm](http://www.undauntedstewardship.montana.edu/historicsiteranches.htm).
As reclusive as its namesake, the Eugene O’Neill National Historic Site has found the same isolation that its one-time owner relished. Honoring American playwright Eugene O’Neill, this site averaged less than 10 visitors per day to the California mansion and grounds. With nine employees, the National Park Service often has more staff working the grounds than daily visitors. The site is located among the 7.5 million individuals living in the San Francisco Bay Area. At the current visitation rate, it would take about 2,054 years before everybody in the heavily populated area would visit the nearby national park site.

Congress created the Eugene O’Neill National Historic Site after a six-year lobbying effort by movie stars and California lawmakers. When the private owner of the estate proposed to sell the property, the Eugene O’Neill Foundation was formed to include the estate as property in the National Park System. The Eugene O’Neill Foundation garnered support for the designation from Charlie Chaplin, Sir Laurence Olivier, and Ingrid Bergman, among others from the theatrical community. Despite National Park Service opposition to the bill, who called for local and private preservation efforts instead, Congress sided with the movie stars and passed a bill in 1976 to establish the unit.

Identified as “America’s most famous unknown theatrical landmark,” this federal park is only accessible for visitors by advanced reservations of a NPS shuttle van from the adjacent town of Danville. With an annual budget of $687,000, American taxpayers spent about $244 for every visitor that boarded the “free” shuttle to the site.

It seems the legacy of this Nobel Prize winning playwright will be carried on through the staging of his plays and readings of his scripts much more so than through the sparsely visited home where he lived for seven years.

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Taxpayers should not have to pay nearly $700,000 per year for a few people to visit the house Eugene O’Neill lived in for a short stint and observe his tuxedo or monogrammed handkerchief’s along with his 3rd wife’s “Asian inspired robes” or summer dress.\textsuperscript{493}

\textbf{EUGENE O’NEILL LIVED IN OVER 35 DIFFERENT PLACES. SOME CREDIT THE “ISOLATION OF TAO HOUSE, BOTH PHYSICAL AND PSYCHOLOGICAL,” FOR ALLOWING HIM TO CREATE MANY OF HIS BEST WORKS. THE HOUSE, NOW A NATIONAL HISTORIC SITE, REMAINS ISOLATED WITH FEWER THAN TEN GUESTS A DAY.\textsuperscript{494}}


Our National Park units are often referred to as American treasures. In some cases, these treasures remain buried, kept hidden away from the public or sometimes not open at all. Of course it is to be expected that many of the most majestic landscapes in the United States will be located far away from major thoroughfares. Yet, miles of dirt roads, expensive plane and ferry rides, and even “no trespassing signs” would seem to be surprise experiences when traveling to a National Park. From the shuttered Carter G. Woodson Home in Washington DC to the hidden Yucca House in Colorado, the American people may be shocked to learn that some of the taxpayer funded parks are difficult, if not impossible to access.

Yucca House National Monument is so desolate that the National Park Service does not recommend it for casual visitors, and traveling to this unit requires a 2.2-mile trek down dirt and gravel roads that become impassible during inclement weather. Guests are asked to respect the local property owners by closing the livestock gates behind them as they make their way to the lonely gate representing the entrance to the national monument. Without any facilities or permanent staff, the only thing waiting for visitors upon arrival is a box of brochures next to the stile to pass through the fence.

Yucca House NM
Established: 1919
Visitors (2012): unknown
Funding (2012): $104,000

“Currently, there are no signs directing you to Yucca House. The monument is surrounded by private land. Once you leave the main highway, the road to Yucca House becomes gravel or dirt, which may be impassible in wet weather.

You will also need to pass through livestock gates and close them behind you.”
-NPS Website

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The information contained within the brochure is vital to discern what landmarks to see in this National Monument, “two areas with large mounds of rubble covered with vegetation” representing an unexcavated Ancestral Puebloan surface site. Guests will have to imagine what the 13th century pueblo would have looked like because the site will reportedly remain buried until an indeterminate time in the future. Guests may also need to use their imagination when trying to determine what the $104,000 in annual federal funding is used for on a site without any facilities, staff, or even paved roads.

BEFORE REACHING THE DESOLATE AND DRAB ENTRANCE TO THE YUCCA HOUSE NATIONAL MONUMENT, VISITORS WILL FIRST PASS TWO “NO TRESPASSING” SIGNS.

FORT BOWIE NATIONAL HISTORIC SITE – LONG HIKE TO SPARSLEY VISITED DESTINATION

One enthusiast of Arizona’s Fort Bowie National Historic Site explains that it “takes some effort” to get to. What an understatement. Interested visitors first have to drive 20 miles from the small town of Wilcox, Arizona and then must traverse eight miles of unpaved roads to the trailhead; from there, one is required to hike another 1.5 miles to the visitor center to finally arrive at the Fort Bowie National Historic Site.

This may explain why the former 19th century US Army outpost receives an average of less than 25 people per day.

In its early years, Fort Bowie was a “crude, rag-tag” fort that was built in three weeks. In 1863, one officer lamented that the Fort had been built without “system, regard to health, defense or convenience.” A few years later, the fort was enhanced substantially

with the additions of a “barracks of adobe, officers [sic] quarters, corrals, storerooms, a post trader's store and a hospital [that] were built around the four sides of a parade ground.” Additionally, “the new fort even had a post office, a stop on the mail run from El Paso to Tucson.” In 1964, “ruins of the old post, diminished by time, weather and vandals, were declared a National Historic Site,”505 in commemoration of the conflict between the Apaches and the U.S. Military “that culminated in the surrender of Geronimo in 1886.”506

As one of the least visited sites in the Park System, Fort Bowie National Historic Site has recorded a total visitation over the last four decades that would still only rank it as the sixth most visited National Park unit in Arizona in 2012.

<table>
<thead>
<tr>
<th>Arizona National Park Units</th>
<th>Visitation 2012</th>
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<tbody>
<tr>
<td>Grand Canyon NP</td>
<td>4,358,215</td>
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<tr>
<td>Canyon de Chelly NM</td>
<td>829,043</td>
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<td>Petrified Forest NP</td>
<td>651,758</td>
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<td>Saguaro NP</td>
<td>637,171</td>
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<tr>
<td>Montezuma Castle NM</td>
<td>577,781</td>
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<tr>
<td><strong>Fort Bowie NHS (1969-2012)</strong></td>
<td><strong>317,992</strong></td>
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<tr>
<td>Wupatki NM</td>
<td>201,365</td>
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<td>Sunset Crater Volcano NM</td>
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<td><strong>Fort Bowie NHS (2012)</strong></td>
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<tr>
<td>Hohokam Pima NM</td>
<td>0</td>
</tr>
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</table>

WHILE ARIZONA DRAWS MILLIONS EVERY YEAR TO VIEW THE GRAND CANYON, FORT BOWIE ONLY DRAWS A FRACTION OF THOSE.

THERE IS A 1 ½ MILE HIKE FROM THE PARKING LOT TO THE VISITORS’ CENTER AT FORT BOWIE NATIONAL HISTORIC SITE IN ARIZONA.

HOHOKAM PIMA NATIONAL MONUMENT- VISITING THIS PARK COULD GET YOU CHARGED WITH TRESPASSING

Attempting to visit one of the National Park Service locations in Arizona could get you charged with trespassing.\(^507\) Hohokam Pima lies on the Gila River Indian Reservation, and the resident Pima Indians strictly forbid access to the site. In fact, this National Monument has never been accessible to the public since Congress approved it four decades ago.\(^508\) Don’t bet on vacationing here with the family anytime soon, either. It only takes one visit to the Hohokam Pima National Monument webpage to find that the park will not be accessible to the public for the foreseeable future.\(^509\)

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The site’s webpage provides little detail about what is so important about this monument that taxpayers are forbidden from visiting. However, other sources relate that within Hohokam Pima National Monument lies the Snaketown archeological site, a remnant of the vanished Hohokam civilization that flourished in the area from about 300 B.C. to 1500 A.D. The 300-acre site contains pit houses, irrigation canals, and even a ball court. It was abandoned most likely between 1100 and 1200 A.D. and excavated in the 1930s and 60s.

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Seeing the park is even more difficult. Snaketown is six feet under, buried under layers of dirt after the completion of the last archaeological dig in the 1960s. This was reportedly done to protect the ruins from the harsh weather of the Arizona desert.\textsuperscript{514} Some old black-and-white photographs exist of the Snaketown excavations, but no one has seen the site for decades.

\textbf{CARTER G. WOODSON HOME NATIONAL HISTORIC SITE: NATIONAL PARK SITE JUST BLOCKS FROM CONGRESS CLOSED TO PUBLIC AND ON THE VERGE OF COLLAPSE}

Located in Northwest Washington DC, the Carter G. Woodson Home National Historic Site was authorized by Congress in 2003 to honor the home of the founder of Black History Month. Despite spending $2.1 million in federal tax dollars for the purchase of the site and its adjoining units, it has yet to be visited since its formal establishment in the National Park System in 2006.\textsuperscript{515} Blazoned with a “no trespassing” sign, the site has remained closed ever since its passage. Despite the Carter G. Woodson National Historic Site receiving over $50,000 per year in funding\textsuperscript{516}, this nascent National Park unit remains dormant, waiting to be renovated.

The site remains in disrepair with little hope for the foreseeable future. On December 19, 2012, DC Congressional Delegate Eleanor Holmes Norton relayed a letter to Congress from the National Park Service stating that it ”cannot accurately estimate the timeline or total cost for the rehabilitation of the Woodson Home at this point.”\textsuperscript{517} Norton criticized the delay, unsurprisingly, seeing as it was she who authored the bill in 2003 that created this park unit in the first place.

One can certainly empathize with Norton’s outrage. However, it should not come as much of a surprise that the park is experiencing such troubles, for the National Park Service itself in its 2001 Special Resource Study of the site indicated that restoration would likely face delays:

\begin{quote}
In today’s fiscal climate, it could be very difficult to fund the new site at an adequate level to provide a high quality visitor experience as envisioned. In the short term, funding levels would fall below desired needs. As a new
\end{quote}


addition to the National Park System, it would compete with other park sites for funding and attention. As there is already a backlog in building maintenance throughout the Service, the historic structure might not receive the attention it needs in a timely manner.  

The Park Service did not try to bury this opinion within its Special Resource Study. In June 2003, the Park Service’s Assistant Director for Recreation and Conservation, D. Thomas Ross, told the Senate that it should postpone establishment of the historic site because the agency had a significant maintenance backlog and lacked funds to reconstruct the Woodson house.  

In retrospect, “resurrect” would probably have been a more fitting word than “reconstruct” for the Herculean labor that lay before the Park Service. “Drug addicts and prostitutes lived in the home before we got it,” mused Park Service Manager Joy Kinard. “It was a den of iniquity.” “The flooring is so tenuous that the architect hired by the association said there should not be more than five people in the house at any one time,” reported Sylvia Cyrus-Albritton of the Association for the Study of African American Life and History, a nonprofit founded by Woodson.  

According to the Washington Post:

... a windowpane is broken, allowing tall passers-by to peer directly into what Woodson used as office space. The rear yard, which backs up to an alley, is overgrown with weeds. A chain-link fence, topped with barbed wire, surrounds the rear yard, and a jumble of dangling telephone wires is visible behind it. The roof has leaked, causing water damage inside the house.

The 2001 Park Service study made no explicit mention of any structural problems, but it declared the overall structure as being in “fair condition.” The only specific detail it mentions about the house is that “the stairs are in good condition.” By 2013, not even the stairs matched that description, as their paint is now peeling off. In 2011, Hurricane Irene and the Washington-area earthquake both took a toll on the house. As of April

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2013, part of a hallway ceiling had come down, and a rear wall was being held up with girders.\textsuperscript{525}

Presently, the cost of renovating the Woodson Home is $10 million, not including $1 million that has already been spent in emergency stabilization.\textsuperscript{526} This dwarfs the preliminary cost estimate of $675,000 for renovation in 2001\textsuperscript{527} and CBO’s 2003 estimate of $5 million, which included the costs of developing exhibits.\textsuperscript{528} Unfortunately, if only the Park Service’s 2003 recommendation not to establish the site had prevailed over a lawmaker’s desire to see yet another national park established in DC, millions of taxpayer dollars could have been used to refurbish other parks frequented and beloved by the public.

\textsuperscript{528} 108 S. Rpt. 138
Isle Royale National Park in Michigan is allocated an annual operating budget of $4.35 million. Sleeping Bear Dunes National Lakeshore, also located in Michigan, has nearly the same operating budget of $4.3 million, but accommodates nearly 100 times as many guests annually. Only accessible by four ferries and a seaplane, this 42 mile-long island in the middle of Lake Superior is home to the least visited National Park in the continental United States.

The $4.35 million annual operating budget pays for the 55 full time employees that work in the park unit. These 55 full time employees outnumber the 44 average daily visitors that come to the island. The federal funds used to support the visitation at this National Park do not stop with the Park Service budget. The Department of Transportation spends nearly $1 million annually through the Essential Air Service program to subsidize a SkyWest Airlines flight from Chicago-O'Hare to Houghton County Memorial Airport, where passengers board one of the ferryboats to the island.

The creation of this National Park was spearheaded by a group of summer residents who formed the Citizens’ Committee of Isle Royale, with the help of a columnist with The Detroit News. They were concerned with the development of the island by private companies, and they pushed to make the island a state or national park. The Michigan state legislature rejected a proposal to acquire the entire island as a state park. However a Michigan congresswoman, Louis C. Cramton, chaired a House subcommittee that influenced the budget of the National Park Service. With this influence, the Cramton-Vanderberg Act authorized the Secretary of the Interior to develop a new national park. Finally,
in 1940, the Park Service had acquired a sufficient amount of private land on the island to officially establish Isle Royale National Park.536

This rarely visited park now costs federal taxpayers more than $4 million per year. Those travelers that do plan a trip to Isle Royale National Park must pay $120 for a round-trip ferry ticket. This is on top of the average cost to the federal government of $273 per visitor. Michigan residents yearning to protect this remote island in Lake Superior from resource development may have been a noble cause, but doing so through its inclusion in the National Park System carried a steep price for taxpayers.

WITH 55 FULL-TIME EMPLOYEES, ISLE ROYALE NATIONAL PARK IN MICHIGAN HAS MORE STAFF THAN DAILY VISITORS. ABOUT 44 PEOPLE VISIT THE ISLAND EACH DAY.

Given the remoteness of the “the Last Frontier” state, it does not come as a surprise that Alaska is home to some of the least attended and least accessible units. However, it may come as a shock that one park unit in Alaska costs more than $1,300 per visitor to operate, the highest subsidy per visitor in the entire National Park System. Alaska also contains the least visited park unit in the Park System. With only 19 visitors, the total visitation to Aniakchak National Monument and Preserve’s in 2012 was less than the size of a typical classroom. The total national park land acreage in Alaska is roughly the size of Utah.

<table>
<thead>
<tr>
<th>Park</th>
<th>Visitation 2012</th>
<th>FY2012 Budget</th>
<th>Subsidy per visitor 2012</th>
<th>Established</th>
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<tr>
<td>Yukon-Charley Rivers NPRES</td>
<td>1,390</td>
<td>$1,902,000</td>
<td>$1,368.3</td>
<td>1978</td>
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<tr>
<td>Lake Clark NP &amp; PRES</td>
<td>11,997</td>
<td>$3,355,000</td>
<td>$279.7</td>
<td>1978</td>
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<td>Gates of the Arctic NP &amp; PRES</td>
<td>10,796</td>
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<td>Katmai NP &amp; PRES</td>
<td>39,818</td>
<td>$3,967,000</td>
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<tr>
<td>Wrangell-St. Elias NP &amp; PRES</td>
<td>87,158</td>
<td>$5,462,000</td>
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<td>$52.4*</td>
<td>1978</td>
</tr>
<tr>
<td>Cape Krusenstern NM</td>
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<td>1978</td>
</tr>
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<td>Noatak NPRES</td>
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<td>Denali NP &amp; PRES</td>
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</tr>
<tr>
<td>Aniakchak NM &amp; PRES</td>
<td>19</td>
<td>N/A</td>
<td>N/A</td>
<td>1978</td>
</tr>
</tbody>
</table>

*FOUR SITES SHARE A $3.7 MILLION BUDGET

The total national park land in Alaska is about the size of the state of Utah.

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OVERSEAS AND INTERNATIONAL PARKS

The National Park Service administers several park units in American territories, including American Samoa, Guam, and the Puerto Rico. With five park units, the U.S. Virgin Islands has more than or the same amount of park units as 20 states. This includes the Salt River Bay National Historic Park & Ecological Preserve, which hosted 5,280 visitors in 2012 at a cost of $151 per person. The National Park of American Samoa is the fourth most expensive park unit the in Park System, costing $282.50 per visitor.

The National Park Service spends $1.5 million annually to support Roosevelt Campobello International Park, President Franklin Delano Roosevelt’s Canadian summer home. An international treaty signed by Canadian Prime Minister, Lester B. Pearson, and United States President, Lyndon B. Johnson, on January 22, 1964 created the international park. The developmental, operational, and maintenance costs for the summer home is shared by both countries. Americans wishing to visit the taxpayer supported site in New Brunswick, Canada must obtain a passport and pass through customs.

It is always a shame to watch taxpayer money being wasted. In the case of park preservation, what is even a bigger concern is when people or events warranting commemoration languish in the hands of the federal government.

As we will read, many instances of this problem occur simply as a result of bad decision-making or forethought. For instance, Port Chicago Naval Magazine, a stirring memorial to both wartime sacrifice and victims of racial discrimination in the military, goes unnoticed by the American public because of its inaccessible location on an active military base. Other parks such as Kalaupapa utilize cumbersome management schemes that make the parks difficult or expensive to access, leaving their commensurate stories lost to the American people.

When a site languishes in the National Park System with high costs and low visitors neither the honorees nor the taxpayers benefit. Alternative sites (such as a display in a heavily trafficked location) or engaged managing entities may yield better results for spreading the tragedies and triumphs of American history to the public.

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**PORT CHICAGO NAVAL MAGAZINE NM- LEAST VISITED PARK UNIT IN THE CONTINENTAL UNITED STATES IS ONLY ACCESSIBLE ONCE A DAY, THREE TIMES A WEEK**

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Every year, Congress passes the National Defense Authorization Act (NDAA) to set priorities for our nation’s basic national security needs. In 2009, tucked away on page 497 of the NDAA was a provision that established a new park named Port Chicago Naval Magazine National Memorial. Located on Concord Naval Weapons station, an active military base, visitation to the memorial requires a two-week in advance reservation and significant personal information. The site is only accessible once a day, three days a week, and requires a guided tour to enter the grounds. Consequently, Port Chicago Naval Magazine is the least visited National Park unit in the continental United States, hosting only 599 visitors in 2012.

The site memorializes a tragic event that occurred during World War II, when an explosion at the naval base

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occurred during munitions loading operations. When an errant shell dropped onto the
deck of a cargo ship, 5,000 tons of munitions went off resulting in the largest domestic
loss of life during the war. Of the 320 that were killed from the explosion, 202 were
African Americans. Following the explosion, the African American men refused to begin
munitions loading operations again without proper training, resulting in 50 of the men
being charged with conspiring to mutiny. These men were convicted and imprisoned
with 15 years sentences. Following the war, the 50 men were released from prison
and granted clemency, but the event raised the spectacle of racial discrimination in the
military. Following the events, the military began desegregating units in June of 1945,
and President Truman signed Executive Order 9981 in 1948, calling for the
desegregation of the armed services.

There is no doubt that this story should be shared with future generations, but the
inaccessibility of the site raises several questions about whether the site is effective at
educating anybody about these significant events. Is the second least visited site in the
National Park System the best way to share this event or honor these men? Should the
Park Service operate any park that costs nearly $300 per visitor? Rosie the Riveter
WWII Home Front National Historic Park, located 30 miles away from Port Chicago
National Memorial, could provide a more accessible location for visitors to learn about
the Port Chicago explosion.

THE PORT CHICAGO NATIONAL MEMORIAL, WHICH IS LOCATED ON AN ACTIVE MILITARY BASE, REQUIRES
RESERVATIONS TWO WEEKS IN ADVANCE, REQUIRES A GUIDED TOUR TO ENTER THE GROUNDS, AND IS
ONLY ACCESSIBLE ONCE A DAY, THREE DAYS A WEEK.

SPRINGFIELD ARMORY NATIONAL HISTORIC SITE: LARGE HISTORIC ARMORY FAILS TO DRAW VISITORS

This Massachusetts site is home to the world’s largest collection of historical small arms, has connections to Revolutionary leaders including George Washington, was host to a defining moment of our nation’s founding in Shay’s rebellion, and led breakthroughs in arms manufacturing during the 19th century.\(^{549}\)

Located about 90 miles west of Boston, Springfield Armory was authorized as a National Park unit by Congress in 1974, shortly after President Johnson closed the armory in 1968 due to defense spending reductions during the Vietnam War.\(^{550}\) However, not unlike its time in service to the U.S. military, to this day Springfield Armory carries a hefty price tag. Attracting only 44 visitors per day, the Armory requires $85 in taxpayer dollars for each visitor who walks through the door. One way to reconcile this high cost would be to charge admission. Currently, there is no per-person or -vehicle admission fee in place at the park.\(^{551}\) However, another National Park unit associated with a former national armory, Harpers Ferry National Historic Park, charges a $5-per-person or $10-per-vehicle fee to enter the park.\(^{552}\)

Even with charging admission, it is unclear if this would turn the site around, as the Armory receives so few visitors in the first place. From the beginning of the Armory’s tenure in the Park Service, park management complained, “visitation was inappropriately low and that it both could and should be raised.”\(^{553}\) Unfortunately not much has changed since the 1970s. In 1979, NPS reported 15,607 visitors at Springfield Armory.\(^{554}\) In 2012, NPS counted 17,197 visitors, a meager increase, especially considering that initial estimates in the 1970s indicated that bringing the Armory under

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Park Service control would attract 35,000 to 42,000 visitors per year. The only years in which visitation increased substantially were those that involved traveling exhibits such as a replica of the Vietnam War Memorial being displayed on the Armory grounds.

This summer, the Springfield Armory tried to draw more visitors with a “concert series, free to the public” featuring “big band, jazz, pop, oldies, 19th century, and more.”

ONLY 44 VISITORS PER DAY TOUR THE SPRINGFIELD ARMORY NATIONAL HISTORIC SITE, WHICH BOASTS THE WORLD’S LARGEST HISTORIC COLLECTION OF MILITARY SMALL ARMS.


A national historic park in remote Hawaii receives as much federal funding as Mount Rushmore, but has less than 3 percent of the visitors. 558 In fact, Kalaupapa National Historic Park has low visitation by law, requiring a permit prior to access and limiting daily visitation rates to 100 people, while prohibiting children under the age of 16. Established by Congress in 1980, this site has doubled as a Hawaiian medical facility for patients with leprosy.

In the mid-19th Century, due to fears of contagion, the Kingdom of Hawaii banished sufferers of leprosy to remote colonies, the longest lasting one of which was Kalaupapa, a peninsula of Molokai Island. 559 From 1866 until 1969, patients diagnosed with leprosy were forced to live in the isolation settlement. Fortunately, in 1946, sulfone drugs were discovered to cure the disease and eliminated contagiousness. Hawaii, after having become a U.S. state, stopped the practice of containing patients in 1969. 560

It was deemed that “the primary purpose of the proposed Kalaupapa National Historical Preserve is to preserve the resident-patients’ lifestyle and to preserve and protect the structures, sites and setting.... Tourist use, during the life of the existing community, must therefore be considered to be a secondary importance.” 561 Prior to the NPS involvement, the federal government was already making a strong funding commitment to the settlement’s patient community, providing 70 to 80 percent of the costs of the Hawaii Department of Health’s operation, including nearly 90 percent in 1979. 562 This commitment remains to this day. 563

558 Kalaupapa NHS FY2012 budget was $4.082 million and hosted 58,357 visitors while Mount Rushmore NM FY2012 budget was $4.054 million and hosted 2,189,349 visitors.
After the cure for Leprosy was discovered and the colonization practice was discontinued, Kalaupapa, with help from the local patients, was transformed into a national park unit. As a 1975 article about the transformation describes, “They don’t have to stay. They want to. For Kalaupapa is an incredibly beautiful, peaceful place and has been home to many of them for 30 years or more.”\textsuperscript{564} An idea emerged to transfer the colony from the US Department of Health to the Department of Interior to be run by the National Park Service. The plan was driven by a local patient-run tour company, Damien Tours, who would turn the island into – quite literally – a tourist trap.\textsuperscript{565}

There are only three ways to get to Kalaupapa, by hike, by mule, or by plane. Each require a permit from the State Health Department and guide from a private tour group. In 1975, hiking to the colony was free, and Damien Tours charged $30 for a round trip by mule, or $16 round trip by air. Today, in order to access this historic park, a private tour company charges $298 per visitor plus tax for a flight, $199 per person for a mule ride, or $69 per person for a hike. For those seeking to visit the site on their own accord, the National Park Service policy is clear: no one can access the park without a guide.\textsuperscript{566}

Unbeknownst to most visitors, taxpayers have already paid more than $70 for each of the 58,357 visitors to the island in 2012.\textsuperscript{567} Kalaupapa NHS receives $4.1 million annually in federal funds and has 40 employees.\textsuperscript{568}

The funding provided through the National Park Service is not the only federal support given to the area. In addition to the federal government’s reimbursement of medical expenses provided by the Hawaii State Health Department, the Department of Transportation provides subsidized commercial air travel for the Kalaupapa residents. Announced in November of 2011, the Essential Air Service Program will subsidize service by Makani Kai Air Charters between Kalaupapa and Honolulu at a cost of $932,772 in the first year, and $923,509 in the second year.\textsuperscript{569}

\begin{center}
\textbf{Kalaupapa NHS}
\begin{itemize}
\item Authorized: 1980
\item Visitors (2012): 58,357
\item Funding (2012): $4,082,000
\item Subsidy per Visitor: $69.90
\end{itemize}
\end{center}

Despite annual NPS operating funds worth nearly $70 per visitor, visitors can only access this site through a private tour company that charges $298 per visitor plus tax for a flight, $199 per person for a mule ride, or $69 per person for a hike.

\begin{itemize}
\item \textsuperscript{564} Lee Tyler, “Leper colony becoming Molokai’s main tourist attraction,” Chicago Tribune, March 9, 1975.
\item \textsuperscript{565} Lee Tyler, “Leper colony becoming Molokai’s main tourist attraction,” Chicago Tribune, March 9, 1975.
\item \textsuperscript{566} The NPS Kalaupapa website states, “All visitors must obtain a permit to enter the Kalaupapa Settlement. Children under the age of 16 are not allowed in Kalaupapa Settlement. The commercial tour company arranges the permit for their customers.” “Permits,” National Park Service website, accessed July 24, 2013; http://www.nps.gov/kala/planyourvisit/permits.htm .
\item \textsuperscript{567} The funding per visitor is $110 if using the maximum legal limit of 100 visitors per day.
\end{itemize}
The purpose of the site is “to manage the Kalaupapa Leprosy Settlement in a manner that will ensure that the resident patients may live there with minimum disturbance from the general public and other outside elements; to provide interpretation for a small number of tourists; and to preserve for present and future generations the significant historical, archeological, cultural, and natural features associated with the settlement.” While a tranquil and peaceful place to respectfully honor the suffering and injustice of past events is fair – the use of the National Park Service budget is perhaps not.

VISITORS MUST OBTAIN A PERMIT AND A GUIDE TO ACCESS THE KALAUPAPA NATIONAL HISTORICAL PARK AND THERE ARE ONLY THREE WAYS TO GET THERE: TAKING A HIKE, MULE, OR PLANE.

LACKING NATIONAL SIGNIFICANCE OR AUTHENTIC HISTORICAL VALUE

Perhaps it will come as no surprise to the reader at this point, but there are a number of park units that bear little to no historical connection to the cause or figure they purportedly exist to memorialize. In the upcoming pages, we will visit a park with a “historic” church that was actually constructed in the 21st century, a Western fort where the only evidence of the original settlement was “a few cellar pits,” and a site that four years after its establishment as an NPS unit was discovered to have been built years after the namesake of the park died, negating any historical connection to the figure. This is not to say that there is no merit at all to reconstruction and preservation projects of structures with little to no direct national historical importance, but to include such spurious sites in the ledger of the National Park Service is plainly unjustifiable.

Moreover, there are some park units that have been included in our park system that may not attain the “standard, dignity, and prestige” for inclusion in the National Park Service that the first director of the National Park Service laid out. While some parks may pique a niche interest among few and other parks may provide entertainment options for a limited area, the National Park System should be reserved for only those sites that bind us together through a national interest. The following pages present a sample of parks that may not rise to the level of national significance, as evidenced by poor attendance and recognition, to justify a national park unit.

FREDERICK LAW OLMS TED NATIONAL HISTORIC SITE- NICHE PARK SERVES NARROW INTEREST

At a cost of $221.30 per visitor, Frederick Law Olmsted National Historic Site is one of the 10 most expensive National Parks per visitor in the continental United States. Established in 1979, this park located in the Boston metro area preserves the working space of landscape architect Frederick Law Olmsted.

While Americans throughout the country utilize the tremendous public spaces designed by Olmsted or his firm, including the US Capitol grounds, very few have set foot in his Boston studio. For context, one of Olmsted’s more notable park designs, Central Park in Manhattan, averages nearly as many visitors in one day (104,000) as the Frederick Law Olmsted NHS has hosted over the last 31 years (149,000).

The paltry attendance of this site should come as no surprise. The Park Service itself has admitted “its purpose is not to draw visitors but to act as a resource for landscapers across the country.” However, Congress seemingly had no such limited intended purpose for the park. According to the law establishing Olmsted NHS, the site’s mission is to "...preserve and interpret for the benefit, inspiration and education of present and future generations, the home and office of Frederick Law Olmsted." Nowhere in the law was the niche interests of landscapers mentioned, especially to the detriment of the average park visitor.

Even for the limited purpose of serving as a resource for landscapers, the site has presented problems. The Boston Globe reported, “The Olmsted house is too small to serve as a teaching center, and on too private a street to even provide much parking.” Congress attempted to address this concern when it authorized the expansion of the site by 5 acres in 1998, but other more fundamental problems plague this park, best summed up by the Globe: “[E]xcept that it's historical, [it] hasn’t got much to show a visitor.”

NEW YORK CITY’S CENTRAL PARK, ONE OF FREDERICK LAW OLMS TED’S MORE NOTABLE PARK DESIGNS, AVERAGES NEARLY AS MANY VISITORS IN ONE DAY AS THE FREDERICK LAW OLMS TED NHS HAS HOSTED OVER THE LAST THREE DECADES.

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574 P.L. 96-87
576 P.L. 105-343
When then South Carolina Governor Carroll Campbell announced that the farm home of Constitutional signer Charles Pinckney was going to become a National Park in 1988 he pronounced, “This is a wonderful time for the state of South Carolina because you're preserving a piece of our state that cannot be duplicated and cannot be replicated.” In an ironic twist, the South Carolina farmhouse turned out to be none other than a replica of Charles Pinckney’s Snee Farm, built four years after he had passed away.

The farmhouse became a park unit in 1988, as the result of a local dispute over a private developer’s plans to build a residential neighborhood on the 28-acre area. Local preservation societies called the development “excessive” and that it would be “appalling” for the area to have a neighborhood around the vacant farmhouse. In the end, the preservation society saved the site through a $2 million purchase, the developer turned a more than 100 percent profit on his original $975,000 investment, and a South Carolina Senator ushered through a bill to purchase the site on behalf of the American people for $700,000.

All for a property that turned out to be a lemon.

When the site was added to the National Park System in 1988, it had never been studied. It was not until 1992 that historians using X-rays to examine the nails holding together the cottage beams found that the Snee Farmhouse was actually built in the 1820s. This made it impossible for Charles Pinckney to have ever stepped inside the site, as it had been constructed four years after Pinckney’s death. Upon learning the news, the Park Superintendent attempted to defend the house as “an excellent example of a tidewater cottage.”

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582 David Foster, “Park Barrel’ Politics Seen as Redefining 75-Year-Old National System Public Lands: Much of the Money Allocated to the Park Service is going to Historic Projects. Some have Doubtful Significance to the U.S. Heritage,” Los Angeles Times, July 16, 2013.
Today, taxpayers continue to pay $545,000 annually for Charles Pinckney National Historic Site, where there is not a single structure that existed during the Pinckney era.

AFTER BECOMING A UNIT OF THE NATIONAL PARK SERVICE, IT WAS LEARNED THAT CHARLES PINCKNEY NEVER STEPPED FOOT IN THE HOME BEING PROMOTED AS THE “CHARLES PINCKNEY NATIONAL HISTORIC SITE.” IN FACT, HE DIED YEARS BEFORE IT WAS EVEN BUILT.

WEIR FARM NATIONAL HISTORIC SITE- SITE HONORING AMERICAN ARTIST CONTAINS NO PIECES OF THE ARTIST’S WORK

In 2012, the American taxpayers provided $46 for every visitor to Weir Farm National Historic Site, a site that preserves the residence and surrounding landscape of American impressionist painter, J Alden Weir.

From the very beginning, the expensive site has been one heartache after another. In 1982, months after breaking ground on a 37-home subdivision that had been approved by the town in 1963, the owner of the Weir home, with the help of local preservation societies, stopped the subdivision by suing over wetland violations. The preservationists contended that the road construction created a flood hazard by crossing natural drainage paths. Their objections delayed the project long enough for a Connecticut state historic trust program to purchase the farmhouse and the surrounding 50 acres in 1987, stopping the development.

With the steady support of the Connecticut delegation, Congress purchased this land for $1 million and authorized Weir Farm National Historic Site.\textsuperscript{588}

As the second National Park unit honoring an American artist, and the first to honor an American painter, this unit was justified as filling a purported gap of themes in the National Park System.\textsuperscript{589} However, when NPS Director James Ridenour called art critics in the Washington DC area he found a general consensus that Weir was “good-very good- but not on the national stature of many of our finest painters.”\textsuperscript{590} When Ridenour called John Frohnmayer, then Director of the National Endowment for the Arts, for his informal opinion on the potential site, the NEA director gave a “lukewarm endorsement” and left Ridenour with the “impression that there were other painters more worthy of consideration.”\textsuperscript{591}

There is a staggering gap when comparing the visitors to Weir Farm National Historic Site with locations that have hosted his artwork. Last year, 11.8 million people visited the National Gallery of Art, the Metropolitan Museum of Art, and the National Museum of American Art, three of the locations where Weir’s artwork has been displayed.\textsuperscript{592} In comparison, 21,939 people visited Weir Farm National Historic Site in 2012, and the site has only had 284,625 visitors since its opening in 1993.\textsuperscript{593} The 11.8 million people visiting the art museums had an infinitely better chance of seeing Weir’s artwork, as Weir Farm National Historic Site does not display any of his artwork.

In spite of its questionable significance and poor visitation rates, taxpayers pay more than $1 million in tax dollars annually for Weir Farm National Historic Site.

\textsuperscript{588} S. 2059. A bill to establish Weir Farm National Historic Site in the State of Connecticut

\textsuperscript{589} Saint-Gaudens National Historic site honoring the sculptor Augustus Saint-Gaudens was established in 1964. “Saint-Gaudens National Historic Site,” National Park website, accessed July 24, 2013; \url{http://www.nps.gov/saga/index.htm}.


\textsuperscript{592} “Visitor Statistics,” Smithsonian website, accessed July 16, 2013; \url{http://newsdesk.si.edu/about/stats}.


Deemed as an “entirely new kind of park,” Marsh-Billings-Rockefeller National Historic Park is designated to capture the history of conservation and land management.\(^{594}\) Located in Vermont, this park is centered on the mansion that originally belonged to George Perkins Marsh, an American conservationist. It was later to be owned by Frederick Billings, who established a managed forest and opened a progressive dairy farm on the property.\(^{595}\) The final owners, Laurance S. and Mary F. Rockefeller, grandson and granddaughter-in-law of Standard Oil founder John D Rockefeller, donated it to the National Park Service.

Some have observed, “the grounds at this park are so well managed means that it is a great place to bring the family and explore.”\(^{596}\) Unfortunately, many park enthusiasts are not taking that advice. The park is one of the least visited and most expensive parks per visitor to operate, costing $64 for each of the 32,227 visitors in 2012.

\[\text{Marsh-Billings-Rockefeller}\
\text{NHP}\
\text{Authorized: 1992}\
\text{Visitors (2012): 32,227}\
\text{Funding (2012): $2,054,000}\
\text{Subsidy per Visitor: $63.70}\
\]

“An entirely new kind of park”

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Located in Seneca Falls, New York, Women’s Rights National Historic Park commemorates an 1848 gathering, commonly called the Seneca Falls Convention, convened in the town by Elizabeth Cady Stanton and other early suffragist leaders.597

Women’s Rights National Historic Park comprises a visitor center and four historic properties: Wesleyan Methodist Chapel, the site of the Convention; Elizabeth Cady Stanton’s home; and two other properties in the nearby town of Waterloo, M’Clintock House and Hunt House, also with ties to Convention attendees.598 Wesleyan Methodist Chapel is the centerpiece of the park. NPS heralds it as the “second Independence Hall,” and a structure with “historical importance and significance to world communities that believe in democracy and justice.”599

In light of the importance placed on Wesleyan Chapel, one might be surprised to learn that the current structure is actually more the product of the era of hybrid cars and iPhones instead of horse-drawn carriages and the telegraph.600 The new Wesleyan Chapel is a 2009 “rehabilitation” of the original church in which the Seneca Falls Convention was held.601 All that remained of the original chapel when the Park Service took charge of the property in 1985 were “two beams, roof supports, portions of two walls, and part of the brick foundation.”602

602 102 S. Rpt. 336
Some have called the Chapel, which is the centerpiece of the Women’s Rights National Historic Park, “totally fabricated” because it does not actually resemble the original design of the structure in which the first women’s rights convention was held.

It turns out that nobody knows what the original Wesleyan Chapel looked like. Additionally, no records or blueprints have survived to shed light on the chapel’s design. The chapel’s congregation moved to a larger building in 1871, and the old structure was subsequently converted into an opera house, automobile showroom, movie theater, and, most recently, laundromat. In 1987, the Park Service decided that a fabricated chapel was better than a ruined chapel and held a competition that attracted over 700 entries to “synthesize the way the building might have looked in 1848.” The winning design opened to the public in 1993. Some lawmakers described it as a “totally fabricated interpretation.”

This first chapel design was scrapped for the current “rehabilitation” in 2009 because it did not adequately protect the sliver of the remaining nineteenth century chapel from weather damage. Many community residents were likely supportive of this move, as several went on record in 2009 criticizing the old chapel’s resemblance to a “construction site.”

Generally those who live closest to Park Service properties are often among the most ardent supporters. Women’s Rights National Historic Park serves as an exception to the rule. In addition to complaints about the chapel design, the Park Service found that a good portion of the town had held a somewhat apathetic view toward the park’s establishment. As one person put it:

... it was remarkable and exciting that the National Park Service would choose to put a spot here that really is held in the same regard as Yosemite

... It was a wonderful thing. But that wasn’t shared by a lot of people. A lot

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603 102 S. Rpt. 336
604 102 S. Rpt. 336
of my contemporaries didn’t see the purpose of it ... [or were] more indifferent. 606

At a cost to the taxpayer of over $56 per visitor, Women’s Rights National Historic Park is currently one of the most expensive units to operate.

In 1996, Congress authorized a new park unit encompassing 11,000 acres Tallgrass prairie land in Eastern Kansas that costs taxpayers nearly $1 million per year and potentially millions more in lost economic opportunity to the local community.

The Tallgrass Prairie National Preserve was born from an arrangement between the National Park Service, nonprofit conservation groups, and a Texas billionaire. 607 This deal was struck to appease the local residents that were opposed to federal land acquisition. The agreement created a park where NPS could own no more than 180 acres of the unit, and a nonprofit would control the other 10,000+ acres, partially financing the land through granting exclusive grazing rights on the land to Ed Bass, a billionaire Texas rancher. 608 With this deal, special interests got what they wanted, local residents’ got promises of a flourishing tourist destination, and the American taxpayer got stuck footing the bill.

The state has yet to see any economic benefits from the park, and area residents are “just plain tired of the whole thing.” 609 Even worse, according to a local county commissioner, “We have lost opportunities for the survival of our county,” referring to the loss of an offer from Florida Power & Light to build a wind farm in the county that could have provided $500,000 a year to the county and school district along with payments to build turbines on residents’ lands. 610

Initial projections indicated that 100,000 annual visitors would flock to Tallgrass Prairie National Preserve when Congress created the park in 1996. However, the park has come up more than 80,000 visitors short. This is despite recent efforts to boost attendance with more trails, longer hours, and eliminating entrance fees in 2009. The park has seen annual visitation rates decline from 23,713 visitors in 2009 to 18,877 visitors in 2012. Yet somehow after fifteen years of poor attendance, the Governor of Kansas claimed in 2011 that the area is finally ready to “pop” as a tourist attraction.

Efforts to salvage the site as a tourist attraction continue at a cost to the taxpayers. Advocates claimed projections of 35,000 to 50,000 additional visitors upon the construction of a new $6 million visitor center. With $3 million in funding assistance from NPS, the facility opened in July 2012. The facility has had a minimal impact on visitation rate thus far with only a 1,000 visitor annualized increase during the first 6 months of its opening. Visitation during the first 6 months of 2013 had decreased by 500 people as compared to the first six months of 2012, prior to the new visitor center’s opening. The visitation since the visitor center’s opening does not surpass any year since 2005. Meanwhile, the American people continue to spend more than $50 for every visitor to Tallgrass Prairie National Preserve.

WITH FEW VISITORS AND LOTS OF FRUSTRATION FROM LOCAL RESIDENTS, THE TALLGRASS PRAIRIE NATIONAL PRESERVE HAS FALLEN AS FLAT AS THE GREAT PLAINS.

611 “Tallgrass Prairie NPRES,” National Park Service website, accessed July 24, 2013; https://irma.nps.gov/Stats/SSRSReports/Park%2oSpecific%2oReports/Annual%2oPark%2oVisitation%2o(All%2oYears)?Park=TPR.
612 “Tallgrass Prairie NPRES,” National Park Service website, accessed July 24, 2013; https://irma.nps.gov/Stats/SSRSReports/Park%2oSpecific%2oReports/Annual%2oPark%2oVisitation%2o(All%2oYears)?Park=TPR.
After the Saugus City Council rejected a proposal to prevent the move of the historic, yet long neglected, “Iron Works House” from Massachusetts to Michigan in 1942, the town clerk lamented, “the town will always regret its removal yet will have the knowledge that it will be well preserved in Greenfield Village. We hope that you will cause a suitable tablet to be erected on or near the house showing the history of the building and of its site in Saugus, Massachusetts.”

Seventy-one years later, the location contains much more than a “suitable tablet” recognizing the building’s location – it contains an entire national park.

Saugus Iron Works National Historic Site is a reconstruction of the first fully integrated iron works facility in North America.”

While sharing a location with the iron works facility that operated from 1646 to 1670, the park unit does not include a single building from the original facility. The only structure remaining from the era, the Iron Works House, was constructed roughly a decade after the iron works facility closed. The Iron Works House is surrounded by a reconstruction of a 17th century industrial park, filled with a blast furnace, forge, rolling mill, warehouse, and dock area.

By the early 20th century, the historical integrity of the one link to the era had been diluted by major alterations. The man who purchased and restored the Iron Works House in 1916 disparagingly remarked that the only important quality of the Iron Works House was the frame. Yet, this structure that represented marginal historical value to its restorer and was long neglected by the Saugus community eventually became the linchpin for the establishment of this Massachusetts National Park unit.

In 1941, alumni of the Henry Ford Trade School, purchased the Iron Works House for $10,000 with the intent of moving it to Dearborn, Michigan, as an 80th birthday gift to

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Henry Ford.\textsuperscript{621} Up until that point, the citizens of Saugus “had not appreciated the structure to any real degree and had let it deteriorate and fall prey to vandalism.”\textsuperscript{622} But the prospect of the structure leaving Saugus concerned some of the local citizens, who organized an effort to repurchase the house in order to keep it in Saugus. Presciently, one of the first suggestions by the group’s leader was to give the site to the National Park System, which “would save the town all further expense in the way of maintenance and upkeep...”\textsuperscript{623}

After failing to convince the town to buy back the site, citizens formed the First Iron Works Association (FIWA) and continued their efforts to keep the Iron Works House in Massachusetts. FIWA finally made a breakthrough to repurchase the house by garnering funds from the town of Saugus, the Massachusetts state legislature, and private funds from the iron and steel industry.\textsuperscript{624}

The American Iron and Steel Institute (AISI), the primary trade association for North American steel producers, financed a five-year $2.5 million excavation and construction of a replica site to commemorate the birthplace of American iron and steel.\textsuperscript{625} But the financial support from AISI would not even last for a decade. AISI dropped its annual maintenance subsidy in 1961, or as the plant’s tour guide phrased it, “Big steel has pulled the rug out from under us.”\textsuperscript{626}


Upon the announcement, the FIWA director declared, “Somewhere, somehow, someone is going to come to our aid.”

On April 5, 1968, Saugus Iron Works was added to the National Park System by President Lyndon B. Johnson. Big Steel dropped its subsidy in 1961, but the American taxpayers continue the payment of $74.70 per visitor for this replica of a 17th century industrial park.

Struggling to attain visitors, National Park rangers were hopeful that a $6 million renovation creating new exhibits and improved access completed in 2008 would give Saugus Iron Works National Historic Site an attendance boost. The park’s lead ranger stated, “We’ll now be able to tell [our story] much better, more broadly, and, hopefully, to more people.” However, the upgrades did not boost attendance, and the site had five of its six lowest annual attendance numbers since it opened.


EVEN AFTER SPENDING $6 MILLION TO RENOVA TE SAUGUS IRON WORKS NATIONAL HISTORIC SITE, THE NATIONAL PARK SERVICE WAS UNABLE TO REVERSE THE SHARP DECLINE IN VISITORS TO THE SITE.

FORT UNION TRADING POST NATIONAL HISTORIC SITE – REPLICA FORT MAY NOT BE HISTORICALLY ACCURATE

Between 1828 and 1867, Fort Union was home to a fur trading post on the upper Missouri River. In 1966, Congress authorized the establishment of Fort Union Trading Post National Historic Site “to commemorate the significant role played by Fort Union as a fur trading post on the upper Missouri River.” Several days later, President Johnson signed the legislation into law that allowed for the purchase of the site’s more than 400 acres. There had been proposals for the fort to be restored since the early 1900s, but on a much smaller scale.

The building that stands on this Park Service site is a multimillion-dollar reconstruction of the original fort. A 1957 National Survey of Historic Sites and Buildings suggested that it would be next to impossible to create an historic accurate fort finding that, “Other than a few cellar pits, there [was] little surface evidence of the fort.” The National Park Service Guidelines for Treatment of Historic

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Fort Union Trading Post NHS
Authorized: 1966
Visitors (2012): 12,999
Funding (2012): $819,000
Subsidy per Visitor: $63.00

“Other than a few cellar pits, there [was] little surface evidence of the fort.”

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633 Original proposals were about 40 acres. See: “Move Begun to Restore Old Northwest Fort,” Boston Daily Globe, July 20, 1925.
Properties concluded that this type of reconstruction “can be justified only rarely and, thus, is the least frequently undertaken.”

In 2012, taxpayers paid more than $63 for each of the 13,000 visitors to the replica site, helping to support the 8 to 11 employees working at the site at a given time. However, a 2010 Long-Range Interpretive Plan for the Trading Post, suggested that, “in order to fulfill the vision of this plan, additional funding will be required. Increase [sic] funds will enable the park to hire additional interpretive staff.”

There are also two non-profit charities specifically dedicated to the preservation and promotion of the history of Fort Union. At the end of fiscal year 2011, Friends of Fort Union Trading Post and the Fort Union Association had significant assets dedicated to the preservation of the site. Yet, Fort Union Trading Post NM still receives more than $800,000 in taxpayer funding every year.

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THE BUILDING THAT STANDS ON THE SITE OF THE FORT UNION TRADING POST NATIONAL HISTORIC SITE IS ACTUALLY A MULTIMILLION DOLLAR RECONSTRUCTION OF THE ORIGINAL FORT IT COMMEMORATES.

The National Park Service is said to provide immense economic benefits to the United States. An annual report published by NPS solicits the economic might of national parks finding a $31 billion impact on the national economy. The report published by the Social Sciences Division found that the 281 million visitors spent $12.13 billion in the local communities. This visitor spending helped support 258,400 jobs, $9.8 billion in labor income, and $16.6 billion in “value added.”

Conversely, the Department of Interior’s Payment in Lieu of Taxes (PILT) program provides $393 million annually to state and county governments to compensate them for the nontaxable federal lands within their jurisdictions. About 94 percent of all federal land, including national park lands, qualifies as eligible land under the PILT program. Areas receive federal payments based on a formula that calculates acreage and population on federal entitlement lands. The PILT program provides about $51 million in federal funds to compensate for lost tax revenue on NPS land.

The federal government simultaneously boasts the National Park System provides a $31 billion economic boost to communities surrounding national park units while NPS lands reduce local tax revenues from those same communities. When the National Park Service spent $16 million to acquire 86 acres of land at $186,047 per acre in December 2012, the federal government will continue replenishing the county’s coffers with PILT payments for the apparent lost tax revenues. Yet, according to the National Park’s econometric study, Grand Teton National Park received an estimated 2,669,374 visitors in 2010 that spent $424 million in the area. With the state’s 4 percent sales tax alone, Wyoming would garner about $17 million in tax revenue from Grand Teton National Park.

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643 The $31 billion in economic benefits claimed by NPS is calculated using rough estimates of how many people visited the parks, estimates of how much they spent, and estimates of the secondary benefits the visitor spending had on the economy through a multiplier effect. Visitation estimates come from a wide variety of methodologies. Everything from hourly head counts at the Lincoln Memorial, to counting cars in a parking lot at Kalaupapa NHP, to using road sensors on the Blue Ridge Mountain Parkway is utilized to estimate visitation. The unreliability of the visitation numbers can be seen when Kalaupapa NHP’s reported visitation of 58,357, nearly doubles the amount of visitors that are legally allowed to visit (Kalaupapa NHP caps their daily visitation at 100 per day). Washington DC area residents attending a Crosby, Stills, & Nash, Martina McBride, B-52s or a Barry Maniloe concert at Wolf Trap Foundation for the Performing Arts are also counted as official National Park visitors. Even golfers at Potomac East Golf course in Washington DC are among those that are counted towards the 280 million national park visitors.


646 Staff estimate based on ratio of NPS acreage (81 million acres) to federal land management agencies acreage (617.5 million acres) applied to $393 million in PILT payments in FY2012.


Does Congress need to enact programs to replace lost tax revenue for NPS land or is the econometric model that found the 280 million visitors to national park units in 2010 provided $31 billion to the nation’s economy flawed? The contradiction of the PILT program with the National Park Service’s own report finds that the federal government could be unnecessarily costing the American taxpayers $51 million.

**ECONOMIC BENEFITS OF STATUS VERSUS STATURE**

Many proponents of adding new park units tout the economic benefits provided by the National Park Service. If designating an area as part of the National Park System yields a 10 to 1 return on investment as found in the NPS study, then Congress should designate the entire country as a national park. Even if the $31 billion economic benefits were taken as an unshakable fact, this does not equate to the status of a “National Park” as the driver of the economic benefits. It is the stature of the site, not the status, which delivers visitors and economic benefits.

As a thought experiment, one would not expect visitation, thus economic benefits to the surrounding communities, to the Grand Canyon to vanish if it were no longer a National Park. Likewise, as seen in many examples in this report, obtaining a national park designation does not automatically draw large crowds that create jobs and economic growth. For example, Thaddeus Kosciuszko National Historic Site is one of the least visited sites in the entire National Park System, but is located just blocks away from Independence Hall National Historic site, one of the most visited sites. If the economic value was solely dependent on inclusion in the National Park System, then both should receive relatively the same amount of visitors. But rather, people want to see where the Founding Fathers deliberated over the central tenets of our great democracy, not where a polish revolutionary sheltered for 9 months.

The visitation numbers at Charles Pinckney National Historic Site in Charleston, South Carolina “trail far behind” three historical sites that are not managed by the National Park System in the same area. Colonial Williamsburg in Virginia attracts between 1.7 and 2 million visitors annually and is managed by a non-profit foundation. The iconic Niagara Falls received an estimated 8.7 million visitors last year and has been managed by the New York state park system since 1885.

While there may be some marginal value to being designated as a national park unit, it is not the status as a national park that creates the vast majority of economic benefits; it

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650 This is not a proposal to decommission Grand Canyon National Park.
652 Mark Scheer, “Niagara Falls doesn’t really know how many people visit each year,” Niagara Gazette, April 18 2013; http://skift.com/2013/04/18/niagara-falls-doesnt-really-know-how-many-people-visit-each-year/.
is the underlying ability of the site to draw visitors. Therefore, it is disingenuous to attribute the $31 billion in economic growth to the managing entity, rather than the scenic landscapes and historical structures themselves.

The following section on NPS-managed versus non-NPS managed presidential estates highlights the distinction between the economic benefits of status versus stature.

**PRESIDENTIAL PARKS**

Many presidential Park Service units preserve the houses in which our former chief executives spent significant years of their lives, ranging from humble boyhood homes to palatial post-presidential estates. If asked to name a national park site devoted to a former president’s home, the first that come to mind are Thomas Jefferson’s Monticello or George Washington’s Mount Vernon. However, these grand homes are actually not Park Service units. Other influential presidents lacking representation in the National Park Service portfolio include James Madison and Woodrow Wilson. Although homes associated with all of these presidents are open to the public, nonprofit foundations—not the federal government—preserve these properties for the enjoyment of the nation.

On the other hand, the National Park Service does count on its rolls numerous homes of some of our country’s more inconsequential presidents. For instance, the Park Service does not have anything associated with Andrew Jackson, the most decisive political figure of his era and the founder of the modern Democratic Party. Instead, a private foundation owns and operates his Hermitage estate outside Nashville. However, his vice president and eventual successor, Martin Van Buren, whose presidency was mired by the economic Panic of 1837 claims the most expensive park per visitor for any president in the National Park Service’s ledger. Upstate New York’s Martin Van Buren National Historic Site was among the least visited sites in the Park System in 2012 and cost the taxpayers over $58 per visitor.

In comparison, the nonprofits that operate presidential sites are well attended and well run. For example, Monticello’s Thomas Jefferson Foundation recorded a net income in 2011 of $440,000, and in 2010 it fared even better, bringing in $3.17 million.

When considering the inclusion of a former president’s childhood home in the National Park System, a representative from NPS testified, “The National Park System consists of many previous residences of former Presidents. However, there are also many

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residences of former Presidents that are not part of the system. A study would look at whether the Federal government is the most appropriate entity to manage the site.”

Congress often opts to give presidential sites the fast track to establishment and thus takes a pass on considering valuable management alternatives. A review of the NPS ledger finds that presidential sites account for many of the least visited and most expensive park units per visitors. As compared to the renowned presidential estates managed outside of the Park System, the sites presented in this section finds the perception that a site will flourish by simply attaining national park status is fundamentally flawed.

LYNDON B JOHNSON NATIONAL HISTORICAL PARK

Commanding the attention of any room he entered, our 36th President was a force to be reckoned with. A transformational president and considered by some historians to have been the most effective Senate majority leader in history, Lyndon Baines Johnson was a true Texan: brash, imposing, and larger than life. Faithful to his Texas roots, Johnson would often seek solace from the tumultuous Washington of the 1960s at his “Texas White House,” a ranch house situated on a compound in the Texas Hill Country to which he also retired and spent the remainder of his living days, passing away in 1973.

This president’s Texas estate was one that passed in full to the American people in 1969, just a year after Johnson left the presidency. The park’s gargantuan scope matches its colossal $3.8 million annual price tag. The site contains some of the most extravagant buildings seen at any presidential park.

For starters, Johnson had an airplane hangar installed in the mid-1960s to ensure that travel between the Washington and Texas White Houses would be as efficient and well-guarded as possible. The park also still retains the old Secret Service Compound, built out of a fear that Johnson’s life may have been in danger.

Serving as gateways to the park are two distinct visitor centers, one notably being the 1968 Lyndon B Johnson Memorial Hospital, built only one year before the park was handed into the care of the Park Service. Rounding out the historical park is the

Lyndon B Johnson NHP
Authorized: 1969
Visitors (2012): 110,907
Funding (2012): $3.89 mil
Subsidy per Visitor: $35.10

“Rounding out the collection is the Junction School, which four-year-old Lyndon attended for one year”

[658 Senate Report 110-011
Junction School, which four-year-old Lyndon attended for one year, and a few assorted historic buildings in nearby Johnson City.

This is on top of the three houses that occupy the park: Johnson’s restored boyhood home, the log cabin of LBJ ancestor Sam Johnson, and the Texas White House.

For every visitor that visits Lyndon B Johnson National Historical Park, the taxpayer pays $35.10. This makes LBJ NHP the fourth-most-expensive Park Service unit dedicated to an American president.

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Even though Carter’s work has transformed him into a global personality, he has always remained the “Man from Plains” and still lives within the confines of the National Historic Site devoted to his history.

Although President Carter himself is known for his straightforward, unadorned demeanor, the park bearing his name is anything but. For starters, there is the Plains Train Depot, which served as a railroad depot from 1888 to 1951, when passenger service to Plains was discontinued. In 1976, Carter took over the structure, dubbing it his Presidential Campaign Headquarters. Visitors will now find the depot to be a self-guided museum devoted to the 1976 campaign.

Carter NHS includes a former school of the ex-president, Plains High School. Plains High currently serves as the visitor center for the park. Within, visitors can find a restored and furnished classroom, principal’s office, and auditorium. Other rooms feature exhibits on particular facets of Carter’s life such as his business career and his post presidency accomplishments. Carter’s park also possesses an apiary to stress the importance of bees in the young president’s life. The beehives are part of the Carter Boyhood Farm, which also houses goats and a mule named Francis.

The Jimmy Carter National Historic costs $24 per every visitor to operate.
HARRY S TRUMAN NATIONAL HISTORIC SITE

Harry S Truman NHS is the third-most-expensive presidential Park Service unit, at a cost of $39.20 in federal funding for every visitor. The park comprises the Truman Home, where Truman and his wife Bess spent their adult lives; the Truman Farm, where Harry’s family moved when he was in his mid-twenties; the Noland House, home of Truman’s favorite aunt and cousins; and two houses belonging to his brothers’ in-law, Frank and George Wallace.660

Out of these five structures, the Truman Home is by far the most relevant to the memory of Harry Truman. The house was known as the “Summer White House” during the Truman administration and saw the young Truman grow from small-town haberdasher to President of the United States. The other structures incrementally decrease in importance. For example, while Truman had ties to the Noland House, he never lived there, and the most significant event listed in connection to the property is that Truman returned a borrowed cake plate from the Noland House to what would be his future wife’s home across the street, sparking their courtship.661

WILLIAM HOWARD TAFT NATIONAL HISTORIC SITE

Cincinnati’s William Howard Taft National Historic Site is currently the second-most-expensive presidential Park Service unit, requiring $42 for every visitor. In 2001, the National Park Service pinpointed a parcel of property that would supplement Taft’s birthplace and boyhood home. Was it a school Taft had attended, as seen at LBJ’s and Carter’s parks? Or perhaps it was a neighbor’s house with which Taft had personal connections, like the Noland House at the Truman site? The answer is far removed from either scenario. What the National Park Service indicated as “land that would further the mission of the park” was none other than a 40-unit apartment building with no historical connection to the president, with the exception that the apartment building was “contiguous to the Taft property during the time William Howard Taft resided at the site.”662

John Parsons, Associate Regional Director of the National Park Service, bluntly admitted “...the National Park Service does not have a definitive plan for the use of this property at present.” He continued by listing a few potential uses for the property, including:

- [improving] access to the site because of its location as a corner lot, and its potential for parking spaces;
- using it to aid us in telling the William Howard Taft story, as at least part of it could be restored to a condition similar to that which existed during the Taft years; and using at least part of it for administrative space, which would help the park carry out its business.

The Congressional Budget Office estimated at the time that the value of the apartment complex was $505,000. Operational costs associated with the structure were “unclear” because, unsurprisingly, the Park Service did not know how it would ultimately use the apartment. The purchasing of major pieces of property without a solid plan is irresponsible—at best. Plans change, and the speculative justifications cited for purchasing such properties might in time become moot or redundant. Avoiding such acquisitions is a simple way to evade unnecessary waste of federal dollars.

The 1989 establishment of Ulysses S Grant National Historic Site marked a watershed moment in how the National Park Service reviews candidates for inclusion in the Park System. Against the advisement of the Department of Interior, Congress decided to authorize the creation of Grant NHS, but not without receiving an objection from none other than President George H.W. Bush. Although Bush ended up signing into law Congress’s authorization of the park, he did issue a tersely written signing statement appended to the authorization:

…I am disappointed that the Congress did not accept the Department of the Interior's recommendation that performance of a formal new area study precede establishment of this Historic Site. Such studies enable the National Park Service to examine the suitability, feasibility, and alternatives for managing proposed new park units.

In the future, the Congress will consider many more proposals for new National Park System units. I firmly believe that formal new area studies, conducted under the management policies of the National Park Service, assist this process and lead to better decision-making. To protect the integrity and viability of the National Park System, completion of such a study should be a prerequisite for establishment of any new unit of the National Park System.  

President Clinton would follow President Bush’s lead and go so far as to sign into law an official process for inducting new Park Service units, complete with a formalized method for studying these units. Despite these changes, Clinton’s process of review lacked the necessary teeth to clamp down on Congressional abuse of creating new parks, most notably in the case of his very own boyhood home’s acquisition by the Park Service.

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Included in the 465 page Public Lands Omnibus of 2009 was the authorization of the President William Jefferson Clinton Birthplace Home National Historic Site, designating President Clinton’s birthplace in Hope, Arkansas, as the 394th unit in the National Park System. During the 2007 hearing on the legislation, a National Park Service official recommended before approving the acquisition of the home as a National Historic Site, Congress should first authorize a National Park Service-conducted study:

The National Park System consists of many previous residences of former Presidents. However, there are also many residences of former Presidents that are not part of the system. A study would look at whether the Federal government is the most appropriate entity to manage the site. Some sites are managed by other entities, such as state governments and private foundations. Conducting a professional study allows Congress to be sure it is protecting an area that meets the criteria of the National Park System.

A study also will enable the NPS and the Congress to identify the costs in acquiring, restoring, and operating a potential site. We believe that the information gathered during the study process is invaluable and better ensures that the NPS can continue its progress in addressing maintenance backlog needs in our national parks. In fact, in March 2001, the Department also took the position that a study was needed when asked to testify on the designation of the Ronald Reagan Boyhood Home as a National Historic Site. Similar to S. 2417 and H.R. 4192, that bill also proposed designation prior to the authorization and completion of a study.

The statement also includes a legal basis for its recommendation of a study: “we suggest... that the subcommittee ensure that the intent of Congress, as expressed in Public Law 105-391, is carried out by amending the bill to authorize a study of the birthplace and the visitor center to determine whether they conform to the criteria of Public Law 105-391.” The law, also known as the National Parks Omnibus Management Act of 1998, contained a package of National Park Service reforms, one of which was the establishment of a formal process to study potential areas prior to their addition to the National Park System.

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667 P.L. 111-11
668 Senate Report 110-011
669 P.L. 105-391
While rules may be made to be broken, it is unfortunate that in the case of Washington DC, the rule makers are often the ones breaking the rules. In a bitter fit of irony, Congress completely ignored the review process they created in order to authorize a new National Park site to honor the very president who signed those reforms into law.

In 2011, the first year of tracking visitation rates, the President William Jefferson Clinton Birthplace Home National Historic Site garnered only 9,749 visitors and received even fewer in 2012. The site attracts an average of 24 people per day and costs taxpayers $33 for every visitor to operate. While this report’s hindsight may be 20/20, it was President Clinton’s foresight in enacting the park reforms of Public Law 105-391 that should have prevented the addition of sites such as the President William Jefferson Clinton Birthplace Home National Historic Site in the first place.

Ronald Reagan Boyhood Home National Historic Site

Reagan’s childhood home was authorized for potential inclusion in the National Park System in 2001. The Speaker of the House convinced Congress to adopt a bill authorizing the Ronald Reagan Boyhood Home National Historic Site before the National Park Service was able to conduct a study on the property. The location of

Ronald Reagan’s childhood home resides in the then-Speaker of the House Dennis Hastert’s district in Dixon, Illinois.671

Despite the National Park Service request to conduct a study, the Speaker was determined to pass the legislation as quickly as possible.672 Also ignored was a dissent offered by a fellow Republican who argued that the study would only take one year to complete and was supported by the foundation currently overseeing the Reagan home.673 Nevertheless, the authorization bill passed both the House and Senate by voice vote without a study, and President Bush signed the bill into law shortly thereafter.674 However, the establishment as a National Park unit was contingent upon the federal government purchasing the home from the Ronald Reagan Boyhood Home Foundation at fair market value – a deal that more than 10 years later has yet to be made.

A dispute over the house’s value prevented a deal from ever being reached. Appraisals conducted by Interior Department contractors valued the property at $420,000.675 The Ronald Reagan Boyhood Home Foundation valued the property at millions above the Interior’s estimate and rejected the offer, calling it “insulting.”676 Since 2002, there have been no efforts made to negotiate a deal, and the house remains under the sole management of the Foundation.677 Yet, despite the site not being counted as an official unit in the National Park System, the federal government still allocates annual funding for the site, providing a total of $146,000 over the last two years.678

The Ronald Reagan Boyhood Home Foundation originally sought Park Service designation because its board members were getting on in years, and they felt that the home’s designation as a park unit would ensure that their work would be preserved long after they were gone.679 However, shortly after the deal fell through with the Interior Department, the Foundation started rethinking their desire to sell. According to the

Ronald Reagan Boyhood Home
Established: N/A
Visitors (2012): N/A
Funding (2012): $72,000

“Despite the site not being counted as an official unit in the National Park System, the federal government still allocates annual funding for the site, providing $146,000 over the last two years.”


674 P.L. 137-107


foundation’s executive director, “It relates a lot back to Ronald Reagan’s way of thinking, and at least how we see it here — he didn’t think that government needed to be so big, he didn’t think government needed to be involved in our daily lives, and people really took that to heart here.” Additionally, the Foundation had seen problems with government ownership when budget cuts forced some of Abraham Lincoln’s sites to be closed nearby.

It is thus perhaps not the most pertinent question to ask when the Reagan Boyhood Home will be incorporated into the Park Service but rather whether it should be in the first place. The Foundation’s public filings show that, as far as nonprofits are concerned, the Reagan Boyhood Home is exemplarily run. In 2011, the Foundation reported a net income of $172,000. Notably, the Foundation reported not receiving a single penny of federal grant money, indicating that organization was staying afloat purely through its operational and fundraising capacities.

Consequently, the Reagan Boyhood Home Foundation has demonstrated that it can manage its affairs just as well as many of the nonprofits administering the nation’s celebrated presidential sites. On top of this, the Foundation does not even want government involvement in the site anymore. It is time to end the $72,000 annual appropriations to this site and allow the Foundation to preserve the memory of our nation’s 40th president.

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DECOMMISSIONED PARKS

One of the most effective solutions available for an underperforming park is to remove it from Park Service control through a decommissioning process.

The federal government has decommissioned national parks units a total of 26 times. The argument behind decommissioning is not that certain parks do not deserve preservation. Rather, it boils down to questions of priorities: Is the park still of national importance? And even if a certain site does qualify as nationally important, is the federal government the most appropriate entity to manage it?

If a park is found to be no longer a priority project in the National Park System, Congress can pass a law decommissioning the park, eliminating Park Service ties to the property and generally naming a specific grantee to which the park will be transferred. Parks have been decommissioned, and numerous success stories have come out of this process. In fact, it is not uncommon that a park unit flourishes when it is decommissioned.

The first park decommissioning occurred in 1895 when Michigan’s Mackinac National Park was transferred to the state of Michigan, immediately thereafter becoming a state park at the request of the state’s governor. With Mackinac Island’s Fort Mackinac as its centerpiece, the park gained its national park designation in 1875 and was the nation’s second national park after Yellowstone. The War Department administered the fort until the 1890s, when the U.S. Army decided to abandon it. Mackinac has remained a popular tourist destination as a state park ever since its decommissioning in 1895, recording its 20 millionth visitor in 2009.

Transferring a park unit from the National Park Service to a state park system is just one of many options available when considering the decommissioning of a park. Additional solutions include transfers to local governments or private foundations.

OKLAHOMA CITY NATIONAL MEMORIAL AND MUSEUM

The monument dedicated to the victims of the Oklahoma City bombing is not included as a unit in the National Park Service. At least not anymore. The most recently decommissioned Park Service unit, the Oklahoma City National Memorial and Museum spent less than a decade in the hands of the federal government before being handed

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over to the Oklahoma City National Memorial Foundation in 2004. Even though this was a site undoubtedly bearing national significance befitting a national park unit, it was determined that both the memorial and museum would be more effectively run by the Foundation. The decommissioning did not disappoint.

Decommissioning the National Memorial and Museum not only made sense from a managerial point of view, it more importantly represented a return of the site to the organization most invested in the project. Not even a year after the 1995 bombing of the Alfred P. Murrah Federal Building, then-Mayor Ron Norick of Oklahoma City convened a task force to explore ways to memorialize the tragedy, eventually deciding on a two-pronged approach of outdoor memorial and museum. Later in 1996, this task force became the Oklahoma City National Memorial Foundation. In order to receive advice and input on the memorial from those most connected to the tragedy, the Foundation formed committees that were drawn from the families who lost loved ones in the bombing, survivors of the bombing, and rescue workers.687

A year later, after the Foundation selected a design for the memorial as the result of an international competition, President Clinton signed a bill into law establishing the Oklahoma City National Memorial and Museum as a Park Service unit. The law additionally created the Oklahoma City National Memorial Trust, a government-owned hybrid public-private partnership, to own and operate the Memorial.688 The government would be in charge of day-to-day operations of the site, while the Foundation would bear all responsibility for raising and managing funds.689 Congress appropriated $5 million for the site, but the Foundation outraised this sum more than three times over, soliciting $17 million in donations during the construction of the memorial alone.690

On November 4, 2003, the memorial’s Executive Director Kari Watkins expressed concern at the Trust, arguing for it to be dissolved and the site returned in full to the Foundation:

The memorial has had to bear the cost of keeping the landmark staffed with six park rangers... private donors began to question why their donations were going toward paying for the federal park service... the switch [away from the Trust] would get the memorial off the hook for the cost of complying with dozens of federal regulations brought about by the trust’s government-owned status... federal officials wouldn't exempt the memorial from any of the regulations because they feared a carryover to other national parks looking to dodge federal policies.  

Shortly thereafter in January 2004, President George W. Bush signed into law a bill that amended the original legislation, dissolved the Oklahoma City National Memorial Trust, and transferred the site back to the Oklahoma City National Memorial Foundation. The Memorial’s decommissioning was the handiwork of Oklahoma’s congressional delegation. As a result of their efforts, the role of the National Park Service was from then on limited solely to the purpose of providing interpretive services on the Memorial grounds.  

Today, the Foundation is thriving. Museum admissions, store sales, the OKC Memorial Marathon, private fundraising and earnings from an endowment allow the Memorial and Museum to be self-sustaining.

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The monument dedicated to the victims of the Oklahoma City bombing is no longer a component of the National Park Service. It was decommissioned and today is managed by a private foundation which is thriving and self-sustaining.

MAR-A-LAGO NATIONAL HISTORIC SITE

One rarely hears the words “historic preservationist” used within the same sentence as “Donald Trump,” but believe it or not, one of Trump’s Florida properties represents one of the most successful examples of park preservation achieved through decommissioning. Not only has Trump’s Mar-a-Lago Club preserved the opulent mansion of Palm Beach’s grande dame Marjorie Merriweather Post, it has also seen its value nearly double since Trump’s purchase of the property in 1985.696

Post, heiress to her father’s cereal empire and model Palm Beach socialite, set out in 1924 to create Mar-a-Lago, a veritable palace “straight out of the Brothers Grimm with Hispano-Moresque influences.” Nearly four years and $2.5 million later, Mar-a-Lago became her home in 1927. Post lived happily ever after in the house until 1964, when at the age of 77 she attempted to donate Mar-a-Lago to the state of Florida so as to publicly enshrine her architectural legacy. As generous an offer it was, the state could not afford

the yearly upkeep of the “crown jewel of Palm Beach,” then estimated at $250,000 per year.

In 1969, Post persuaded Secretary of the Interior Stuart Udall to designate Mar-a-Lago as a National Historic Site. When Post died in 1973, her will bequeathed Mar-a-Lago to the U.S. to be used as a “Winter White House.” Richard Nixon visited Mar-a-Lago once, and Gerald Ford hosted Anwar Sadat at the mansion. As gas prices rose throughout the 1970s and budgets became strained, the cost of retaining the property had spiraled out of control, climbing upwards of $1 million per year in maintenance costs alone. The feds conveyed Mar-a-Lago back to the Marjorie Merriweather Post Foundation in 1980.\(^{697}\)

In 1985, a young real estate developer by the name of Donald Trump saw an opportunity in Mar-a-Lago, purchasing the property from the Post Foundation with the intent of using it for a private residence. With yearly maintenance fees too high even for the likes of Trump, the shrewd investor gave up the 126-room private residence and established the “Mar-a-Lago Club.” Mar-a-Lago remains a private club to this day, one of the most exclusive properties in the Trump portfolio.\(^{698}\)

Even as a private club, Mar-a-Lago’s historical integrity is safely intact for future generations. The club asserts that it is the last remaining Palm Beach estate still retaining its buildings and land in almost identical form as its original conception. Additionally, the club has granted preservation easements to the National Trust for Historic Preservation, legally binding its guardianship of the property.\(^{699}\) This commitment to preservation did not come at a small price. In 2002, the Club was assessed for tax purposes at $27.5 million. A year later, however, assessors halved that figure when Trump granted development rights to the National Trust. As of 2005, the Club had climbed back upwards in value to the tune of $18.5 million.\(^{700}\)

Mar-a-Lago provides a first-rate example of the private sector’s capacity for preserving our nation’s cultural heritage. Through decommissioning, Mar-a-Lago transformed from a white elephant property to a dormant entry on the books of a nonprofit, finally gaining its second wind under the stewardship of a real estate mogul. While no park has yet been decommissioned directly into private hands, the experience of Mar-a-Lago indicates that in the future, depending on the site in question, private ownership may represent a viable alternative for underperforming Park Service units.


Congress has authorized hundreds of National Park Service units over the years, to varying degrees of success. Indisputable among these is the unit that qualifies as the Park Service’s most abysmal managerial failure in its entire history: the ill-fated transformation of Washington DC’s Union Station into the “National Visitor Center.”

Maureen Dowd, now of New York Times fame, perfectly captures the Park Service’s folly in a 1982 Time article:

There have been two disastrous days in the history of Washington’s Union Station. The first was Jan. 15, 1953, when a train hurtled beyond the tracks, through a newsstand and into the main concourse, where it smashed through the concrete floor and landed in the baggage room. Miraculously, no one was killed. The second was Feb. 29, 1968, when Congress decided to save the magnificent old building.  

Dowd was not joking one bit about the extent of the damage inflicted by Congress and the Park Service. After a mere 5 years of Park Service control, the building was shuttered, condemned, and on the verge of collapse.

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It is important to note that the history of Union Station was not always one of appalling disrepair and neglect. Architect Daniel Burnham’s grand Beaux-Arts station, inspired in large part by the classical architectural wonders of Rome, opened in 1907 and would influence the design of some of Washington’s other landmarks such as the Lincoln Memorial and the National Gallery of Art. Inside, the Union Station of the early twentieth century resembled in many ways the bustling hub of today. The station possessed numerous shops and restaurants in addition to a few more unique fixtures including a bakery, bowling alley, Turkish baths, doctor’s office, and even a hotel. However, following World War II and the decline of the American railroad industry, Union Station’s financial and physical condition started to deteriorate.

In 1967, a commission headed by Congressman Kenneth Gray decided to take action to save the iconic station. Gray’s commission advocated a $20 million transformation of the ailing railway station into a visitor center for Washington, DC. A year later, President Johnson signed into law the National Visitor Center Facilities Act, designing the former Union Station as the National Visitor Center, a National Park Service unit. Intended to be ready for use in time for the nation’s bicentennial, the National Visitor Center opened on schedule on July 4, 1976, perhaps the last time anything went according to plan at this site.

The visitor center closed to the public two years later, failing to draw sufficient crowds. The centerpiece of the site was a huge pit cut into the center of the floor of the terminal’s 90-foot-high main hall and outfitted for a slide show of Washington’s tourist attractions. Unsurprisingly, few tourists wanted to travel to sit in a hole cut into the floor of a historic landmark. If the idea for the pit was not bad enough, the attractions pictured on the slides could be seen simply by taking a step outside the station.

In addition to this pit, the historical integrity of the new National Visitor Center was constantly threatened by shoddy construction work. According to historic preservationists, the Park Service nearly ruined the terminal’s walls and ceilings through the inept use of nail guns and drop ceilings. While on one hand the government was haphazardly fixing up the station’s interior with the finesse of an offensive linesman, it simultaneously managed to ignore major structural problems in

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705 132 CONG. REC. S646 (1986).
the terminal’s roof. When heavy rains drenched Washington on February 23, 1981, water came gushing into the station, and volleyball-sized chunks of plaster crashed down from the ceiling. The Park Service padlocked the building that day. It was only a matter of time before “toadstools sprouted from the buckled parquet floor, and rats had the run of the place.”

By this time, estimates of the amount of federal funding sunk into the National Visitor Center ranged from $122 to $180 million, far outstripping the $20 million pitched to the public back in 1967. The government decided to cut its losses, and later that year President Reagan decommissioned the National Visitor Center through the Union Station Redevelopment Act, which transferred the site to the Department of Transportation. In 1986, the station underwent the “largest, most complex public/private restoration project ever attempted in the United States.” The restoration took 2 years, and the refurbished Union Station reopened its doors on September 29, 1988.

Remarkably, the 2-year restoration project was undertaken without any congressional appropriations. Instead, Amtrak, the District of Columbia government, and contributions from the private sector were used to finance the $160 million project. Overall, this marked a new chapter for Union Station, which ever since has operated as a joint public/private venture in which both the federal government and private industry share in the station’s profits.

No longer bound by the shackles of its former National Visitor Center identity and Park Service oversight, Union Station represents one of the most successful decommissions ever undertaken by Congress. By 1994, the station drew more than 7 million visitors annually, making it DC’s second most popular tourist attraction behind the Smithsonian’s National Air and Space Museum. By 1997, it eclipsed even the Air and Space Museum, becoming the most popular tourist attraction in Washington. Currently, the station draws more than 32 million visitors annually.

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AFTER ONLY 5 YEARS OF NATIONAL PARK SERVICE CONTROL, UNION STATION WAS SHUTTERED, CONDEMNED, AND ON THE VERGE OF COLLAPSE. TODAY UNION STATION OPERATES AS A JOINT PUBLIC/PRIVATE VENTURE AND DRAWS MORE THAN 32 MILLION VISITORS ANNUALLY.
CHAPTER IV: RECOMMENDATIONS

When President Woodrow Wilson signed the National Park Service Organic Act in 1916, Congress and the National Park Service were entrusted to be the curators of the American experience and the caretakers of the greatest gifts nature has to offer. As we approach its 100th anniversary, we have failed to live up to this high calling. With a deferred maintenance backlog quickly and permanently rising – only outpaced by Congressional calls for more park expansion – a thorough examination and reform of our National Park System is critical to curb the unsustainable trajectory. It is incumbent upon public and private entities of all sizes to help in this cause. But only Congress holds the keys to enact the fundamental reforms needed to save our national treasures so that future generations can continue to enjoy them during the 200th, 300th, 400th anniversaries and beyond.

In order to do this, Congress must take three basic actions:

- Eliminate the $256 million gap between annual maintenance needs and funding provided by prioritizing existing National Park Service resources and augmenting current funds with recreational fee reforms, then redirect LWCF funding used to expand park service property until the backlog is eliminated.\(^715\)
- Evaluate the National Park System to ensure all of the park units truly fit the high standard that the American people expect and identify sites that can be commemorated or managed more effectively outside of the Park System
- Reform the way that new parks are supported, including obtaining non-federal funding and utilizing an endowment – rather than annual appropriations – to avoid the further dilution of the annual park budget

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\(^{715}\) A component of the NPS deferred maintenance backlog is road maintenance, which receives $168 million through Federal Highway Appropriations. Determining a way to reduce the $3.3 billion in priority deferred road projects, whether through NPS appropriations or Federal Highway appropriations, should be considered prior to the authorization of a new highway bill in September 2014.
ELIMINATE THE MAINTENANCE FUNDING SHORTFALL BY REDIRECTING LOWER PRIORITY SPENDING AND REFORMING THE RECREATION FEES PROGRAM

“...appropriated dollars should continue to serve as the primary means of addressing the deferred maintenance backlog.”716

-Jon Jarvis, current National Park Service Director

A budget is a statement of policy direction and priorities. For several decades, Congress has abandoned sound budget making, placing parochial short-term desires over the best long-term interest of the nation. As a result, the National Park Service does not have the ability to maintain some of the most iconic and beloved sites in the United States.

As National Park Service Director Jarvis pointed out in his prepared testimony before the Senate Energy and Natural Resources Committee to explore alternative funding streams to address the deferred maintenance backlog, “appropriated dollars should continue to serve as the primary means of addressing the deferred maintenance backlog.”717 With only roughly half of the National Park Service’s $2.6 billion discretionary appropriations going towards operations at the individual park units, there is ample opportunity to reprioritize funding without directly impacting the day-to-day operations at the parks.

STEMMING THE BACKLOG GROWTH BY CLOSING THE $256 MILLION ANNUAL FUNDING SHORTFALL

“it’s not very sexy to fix a sewer system or maintain a trail. You don’t get headlines for that. It would be nice to get them more money, but we’re constrained”718

-Rep. Ralph Regula, former House Chairman of Appropriations Subcommittee on the Interior

The NPS annual budget underfunds maintenance activities by $256 million annually while funds are used to promote car shows, restore neon signs, and support Washington DC concerts. These activities would be questionable uses of federal funds in a sustainable budget environment. Under the duress of a $17 trillion national debt and an

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716 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4ed073-b1f5-42cf-a61a-122be71e67b9.

717 Statement of Jonathan B. Jarvis, Director, National Park Service, Department of the Interior, before the Senate Committee on Energy and Natural Resources, for an oversight hearing to consider supplemental funding options to support the National Park Service’s Efforts to address deferred maintenance and operational needs, July 25, 2013; http://www.energy.senate.gov/public/index.cfm/files/serve?File_id=6d4ed073-b1f5-42cf-a61a-122be71e67b9.

escalating $11.5 billion deferred maintenance backlog, these expenditures of tax dollars are inexcusable.

Congress should scrutinize the expansive non-park support bureaucracy, review and consolidate duplicative or overlapping activities, and eliminate funding for programs and projects that fall outside the scope of the Park Service’s core mission. These savings should be redirected towards closing the $256 million annual shortfall in deferred maintenance funding.

Congress should increase efficiencies and reduce or eliminate funding that is not central to the National Park Service’s mission by making the following reforms:

- Enact the President’s recommendation to reduce the low-priority Heritage Partnership Programs by $8.4 million and allow the authorizations for the 12 oldest National Heritage Areas to expire. Congress should then wind down the remaining 37 National Heritage Areas over the next five years by reducing the remaining $9 million by 20 percent annually. **Potential annual savings: $8.4 up to $17.9 million after 5 years** (for more info see page 36)

- Eliminate the Route 66 National Historic Highway Program. **Potential annual savings: $289,000** (for more info see page 44)

- Eliminate the Chesapeake Gateways and Trails Program. **Potential annual savings: $1.9 million** (for more info see page 43)

- Fully offset the costs of the Rivers, Trails and Conservation Assistance Program by collecting fees for services provided or eliminate the program. **Potential annual savings $10.1 million** (for more info see page 39)

- Enact the administration’s proposal to eliminate the Capital Area Performing Arts Program. **Potential annual savings: $2.3 million** (for more info see page 41)

- Eliminate the International Park Affairs Program. **Potential annual savings: $1.65 million** (for more info see page 62)

- Eliminate the Heritage Education Services Program. **Potential annual savings: $375,000** (for more info see page 66)

- Eliminate Payments in Lieu of Taxes (PILT) for national park properties. **Potential annual savings: estimated $51 million** (for more info see page 164)
• Reform the National Registry Programs to fully offset the $9.1 million in costs with initial application and/or membership fees. **Potential annual savings:** **$9.1 million** (for more info see page 67)

• Perform a comprehensive review of individual base unit, regional, specialty, and system-wide support activities to identify and consolidate inter-agency and intra-agency duplication and waste, with the goal of downsizing the regional and service wide support activities by 20 percent. **Potential annual savings:** **$90.95 million** (for more info see page 49)

**Savings directed toward backlog by reducing low priority spending:** **$185.6 million**

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**MAKE SENSIBLE REFORMS TO THE RECREATIONAL FEES PROGRAM THAT INCREASE EFFICIENCIES WHILE MAINTAINING AFFORDABILITY**

"I believe the time will come when Yellowstone, Yosemite, Mount Rainier, Sequoia, and General Grant national parks and probably one or more members of the system will yield sufficient revenue to cover costs of administration and maintenance improvements.”

- Horace M. Albright, NPS Director, 1917

Congress has an opportunity to reform the Federal Lands Recreation Enhancement Act (FLREA) to augment the funds available to address the deferred maintenance backlog before reauthorizing the program in December 2014. Congress should take the following actions to set priorities, modernize collections, and move towards more practical pricing (for more info see page 76):

• Parks with larger than a $1 million deferred maintenance backlog must use 80 percent of recreational fee revenues after collection and administrative costs for deferred maintenance work. **Potential annual increase in backlog funding:** **$33 million**

• Increase the price of the lifetime senior pass from $10 to $80. **Potential annual revenue increase:** **up to $35 million**

• Implement more efficient collection process to reduce collection and administrative costs from 32 percent of fee collections to 25 percent. **Potential annual savings from efficiency reforms:** **$13 million**

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• Increase price of annual pass from $80 to $110. Potential annual revenue increase: up to $8 million
• Eliminate ban on recreation fees for all parks and implement fees where feasible and appropriate. Potential savings unknown (illustrative example of Great Smoky NP fees could raise $19.2 million annually for $2 per visitor on page 79)

Total deferred maintenance funding increase through FLREA reforms: $89 million

Total savings redirected to close the maintenance funding shortfall: $274.6 million

Paying down the $11.5 billion deferred maintenance backlog by reforming the Land and Water Conservation Fund (LWCF)

“...because of the overall budget constraints under which we are operating, every property that is added to the National Park System negatively impacts our ability to address the deferred maintenance backlog.”

- J.T. Reynolds, former Superintendent of Death Valley National Park

The federal government owns nearly one-third of all the land in the United States. Yet hundreds of millions of dollars are spent acquiring additional land for the federal government each year while the current land base cannot be properly maintained. The Land and Water Conservation Fund (LWCF), the primary funding source for federal land acquisition, spends an average of $380 million in federal funds to purchase more federal land. However, these funds cannot be used to maintain or fix the property we already own. Adding more acreage every year without addressing the ballooning $11.5 billion NPS deferred maintenance backlog (over $20 billion for all federal lands) is a contradiction to the “fix it first” strategy that Congress must correct (for more information see page 71).

Congress should reform the LWCF program so that 3 out of every 4 LWCF dollars are utilized for the deferred maintenance backlog until it drops below $1 billion.

Potential additional annual funds to reduce deferred maintenance backlog:

National Park Service: $42.75 million

All land management agencies: $162-$285 million

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720 If the suggested reforms produced $89 million in added revenue, the fees rates would still only average less than one dollar per visitor.
REVIEW CURRENT NATIONAL PARK UNITS AND CONSIDER MORE APPROPRIATE PLANS OR MANAGING ENTITIES

“The national park system as now constituted should not be lowered in standard, dignity, and prestige by the inclusion of areas which express in less than the highest terms the particular class or kind of exhibit which they represent.”

-Stephen Mather, first director of the National Park Service

The report contains 37 examples of the more egregious, wasteful, or otherwise questionable expenses to the National Park System. The parks included in the report should be considered a sample – not a comprehensive review – of park units that could contribute to the dilution of the “standard, dignity, and prestige” of the National Park System.

Importantly, this report is not a critique of the relative significance of some park units versus others. Just because a site was not included in the report does not mean it should be endorsed as a nationally significant unit worthy of inclusion in the National Park System. Likewise, inclusion of a park site in this report does not necessarily call for its decommissioning.

Instead, these examples should compel a broader scrutiny of the entire National Park System. It is fully appropriate to review the choices of past Congresses to establish park units that may not fit the criteria of what the average American would expect of a national park area. Past decisions that have resulted in 14 parks costing more than $100 per visitor to operate or 70 parks that receive less than 100 visitors per day should be the first to be examined for potential operational reforms or transitioning to a more suitable managing entity. Evaluations should include, but not be limited to, the objective analysis of funding per visitor contained within the appendix of this report. An appraisal should review the circumstance of how the park was established during congressional or administrative consideration and benefit from the hindsight of its subsequent operation after its inclusion in the Park System. While these are ultimately subjective analyses, examination of the National Park System must be kept within the context of limited resources and a crumbling infrastructure.

NEW PARK UNITS MUST BE SELF-SUFFICIENT

“We have fallen heirs to the most glorious heritage a people ever received, and each one must do his part if we wish to show that the nation is worthy of its good fortune.”

_Theodore Roosevelt, Address to Citizens of Dickinson, Dakota Territory, 1886_

As our nation’s history evolves, there will undoubtedly be more areas that warrant the national recognition of a park service designation in the future. Too often, a park service designation is driven by the prospects of economic development and the desire for a politician to secure an annual federal funding stream for their local constituents. These special site designations should be made to provide national recognition – not federal revenue.

Congress should reform the method of establishing new park units by creating self-sustaining funding mechanisms rather than placing them under annual discretionary appropriations. Any new park unit should utilize an endowment seeded with an initial federal investment matched on a dollar for dollar with non-federal funds. The endowment must be large enough to cover annual operations and maintenance costs, so as only major construction or emergency projects will be covered by federal appropriations.

Alternatively to an endowment, a park site can be authorized to enter into a cooperative agreement with NPS that would authorize official park status and the costs of establishment, needed property acquisition, and management would be borne by non-federal entities.

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HOLD CONGRESS AND THE ADMINISTRATION ACCOUNTABLE BY COMMITTING NO FEDERAL FUNDING FOR NEW PARK DESIGNATIONS UNTIL THE GROWTH IN THE DEFERRED MAINTENANCE BACKLOG IS ARRESTED

“We are not taking care of the Grand Canyons, the Yellowstones, the Everglades and historic sites such as Independence Hall while we spend hundreds of millions of dollars on what can best be described as local or regional economic development sites...”

~James Ridenour, former NPS director

Prior to adding any new parks units, we must commit to eradicating the unsustainable maintenance funding trajectory and its $11.5 billion mountain of delayed repairs. Congress, nor the administration, should authorize any new parks units until there is a budget in place that arrests the quarter-billion dollar annual growth of the deferred maintenance backlog. Moreover, Congress should reform the Antiquities Act to eliminate the authority of the President to unilaterally create a national monument until the deferred maintenance backlog is eliminated.

The $11.5 billion deferred maintenance backlog in our National Park System serves as a stark reminder of a Congressional failure to properly budget and prioritize spending. Congress and multiple administrations have recognized the deferred maintenance for decades, but have yet to take meaningful corrective action. The fact that Congress fails to provide the $700 million in annual funds needed to just maintain the NPS at its current condition is inexcusable. After decades of mismanagement, Congress and the administration must finally be held accountable to the 282 million annual visitors to our National Park System.

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The “subsidy per visitor” statistic quoted throughout this report is generated by dividing the fiscal year 2012 annual operating budget for an individual park unit by the reported amount of visitors to the park unit in 2012. For example, if a park accommodated one million visitors in 2012 and had an annual operating budget of $1 million, the subsidy per visitor would be one dollar. The parks that can be analyzed by the subsidy per visitor metric are limited to the availability of data. Therefore, the statistic can only be calculated for a park unit that has a line item allotment in the annual budget and tracks visitation statistics.

There will be many that dismiss the notion that a park’s value is related to its visitation level or budget. While these are certainly not the sole factors that should be considered when evaluating a site’s historical significance or scenic value, the data set provides a useful metric for policy makers, especially on the basis for a comparative analysis between similarly situated park units.
## APPENDIX II: NATIONAL PARK UNITS VISITATION, BUDGET, AND SUBSIDY PER VISITOR IN 2012

<table>
<thead>
<tr>
<th>Park Unit</th>
<th>Visitation 2012</th>
<th>FY2012 Budget ($000)</th>
<th>Subsidy per visitor 2012</th>
<th>Maintenance Backlog 2012</th>
<th>State</th>
<th>Est.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yukon-Charley Rivers NPrES</td>
<td>1,390</td>
<td>$1,902</td>
<td>$1,368.3</td>
<td>$897,982</td>
<td>Alaska</td>
<td>1978</td>
</tr>
<tr>
<td>Rio Grande W&amp;SR</td>
<td>604</td>
<td>$193</td>
<td>$319.54</td>
<td>unavailable</td>
<td>Texas</td>
<td>1978</td>
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<tr>
<td>Port Chicago Naval Magazine NM</td>
<td>599</td>
<td>$177</td>
<td>$295.49</td>
<td>$500</td>
<td>California</td>
<td>1992</td>
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<tr>
<td>National Park of American Samoa</td>
<td>6,882</td>
<td>$1,944</td>
<td>$282.48</td>
<td>$728,747</td>
<td>American Samoa</td>
<td>1988</td>
</tr>
<tr>
<td>Lake Clark NP &amp; PRES</td>
<td>11,997</td>
<td>$3,355</td>
<td>$279.65</td>
<td>$2,294,556</td>
<td>Alaska</td>
<td>1978</td>
</tr>
<tr>
<td>Gates of the Arctic NP &amp; PRES</td>
<td>10,796</td>
<td>$2,863</td>
<td>$265.19</td>
<td>$2,592,160</td>
<td>Alaska</td>
<td>1978</td>
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<tr>
<td>Isle Royale NP</td>
<td>16,746</td>
<td>$4,349</td>
<td>$259.70</td>
<td>$19,632,737</td>
<td>Michigan</td>
<td>1931</td>
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<td>Eugene O’Neill NHS</td>
<td>2,815</td>
<td>$687</td>
<td>$244.05</td>
<td>$1,052,506</td>
<td>California</td>
<td>1976</td>
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<tr>
<td>Frederick Law Olmsted NHS</td>
<td>8,011</td>
<td>$1,773</td>
<td>$221.32</td>
<td>$2,603,773</td>
<td>Massachusetts</td>
<td>1979</td>
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<td>Nicodemus NHS</td>
<td>3,313</td>
<td>$680</td>
<td>$205.25</td>
<td>$658,793</td>
<td>Kansas</td>
<td>1996</td>
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<td>Sand Creek Massacre NHS</td>
<td>4,294</td>
<td>$835</td>
<td>$194.46</td>
<td>$151,783</td>
<td>Colorado</td>
<td>2000</td>
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<td>Salt River Bay NHP &amp; Ecological Pres</td>
<td>5,280</td>
<td>$796</td>
<td>$150.76</td>
<td>$490,546</td>
<td>US Virgin Islands</td>
<td>1992</td>
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<td>Fort Union NM</td>
<td>9,145</td>
<td>$1,221</td>
<td>$133.52</td>
<td>$1,001,910</td>
<td>New Mexico</td>
<td>1954</td>
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<td>First Ladies NHS</td>
<td>9,063</td>
<td>$997</td>
<td>$110.01</td>
<td>$259,677</td>
<td>Ohio</td>
<td>2000</td>
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<td>Katmai NP &amp; PRES#</td>
<td>39,818</td>
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<td>Alaska</td>
<td>1918</td>
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<td>Thomas Stone NHS</td>
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<td>unavailable</td>
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<td>Fort Caroline NMEM*****</td>
<td>327,339</td>
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<td>198,939</td>
<td>$1,667</td>
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<td>$4,032,098</td>
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<td>Fort Stanwix NM</td>
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<td>$1,572</td>
<td>$8.34</td>
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<td>Craters of the Moon NM</td>
<td>196,196</td>
<td>$1,591</td>
<td>$8.11</td>
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<td>Big Cypress NPres</td>
<td>834,253</td>
<td>$6,674</td>
<td>$8.00</td>
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<td>Perry's Victory &amp; Intl. Peace MEM</td>
<td>141,179</td>
<td>$1,096</td>
<td>$7.76</td>
<td>$43,403,965</td>
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<td>Abraham Lincoln Birthplace NHP</td>
<td>170,299</td>
<td>$1,319</td>
<td>$7.75</td>
<td>$9,839,243</td>
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<td>Scotts Bluff NM</td>
<td>126,463</td>
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<td>$7.71</td>
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<td>Fort Necessity NB</td>
<td>205,714</td>
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<td>Devils Postpile NM</td>
<td>80,545</td>
<td>$610</td>
<td>$7.57</td>
<td>$1,627,316</td>
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<td>Adams NHP</td>
<td>323,865</td>
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<td>$612,632</td>
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<td>Yosemite NP</td>
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<td>Big South Fork NRRA</td>
<td>602,150</td>
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<td>George Rogers Clark NHP</td>
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<td>$1,282</td>
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<td>Lincoln Boyhood NMEM</td>
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<td>Gauley River NRA</td>
<td>115,218</td>
<td>$805</td>
<td>$6.99</td>
<td>$1,703,145</td>
<td>West Virginia</td>
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<td>Pu'ukohola Heiau NHS</td>
<td>138,293</td>
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<td>$625,197</td>
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<td>Little River Canyon NPRES</td>
<td>208,404</td>
<td>$1,437</td>
<td>$6.90</td>
<td>$2,332,895</td>
<td>Alabama</td>
<td>1992</td>
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<td>Antietam NB</td>
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<td>$6.85</td>
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<td>Independence NHP</td>
<td>3,565,991</td>
<td>$23,897</td>
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<td>$40,084,578</td>
<td>Pennsylvania</td>
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<td>New River Gorge NR</td>
<td>1,116,219</td>
<td>$7,386</td>
<td>$6.62</td>
<td>$15,968,829</td>
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<td>Ninety Six NHS</td>
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<td>$6.57</td>
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<td>San Antonio Missions NHP</td>
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<td>Johnstown Flood NMEM</td>
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<td>$6.51</td>
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<td>Glacier NP</td>
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<td>Lake Meredith NRA</td>
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<td>War in the Pacific NHP</td>
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<td>$1,546</td>
<td>$6.08</td>
<td>$4,948,799</td>
<td>Guam</td>
<td>1978</td>
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<td>Natural Bridges NM</td>
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<td>$8,253,341</td>
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<td>Gettysburg NMP</td>
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<td>Federal Hall NMEM</td>
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<td>Martin Luther King, Jr. NHS</td>
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<td>$5.84</td>
<td>$4,014,568</td>
<td>Georgia</td>
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<td>Saguaro NP</td>
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<td>River Raisin NBP</td>
<td>52,027</td>
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<td>$875,553</td>
<td>Michigan</td>
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<td>317,427</td>
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<td>$4,748,647</td>
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<td>Vicksburg NMP</td>
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<td>$5,134,517</td>
<td>MS/LA</td>
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<td>Whiskeytown NRA</td>
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<td>Stones River NB</td>
<td>241,386</td>
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<td>$5,318,146</td>
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<td>Glen Canyon NRA</td>
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<td>$5.30</td>
<td>$94,782,704</td>
<td>Utah/Arizona</td>
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<td>Petrified Forest NP</td>
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<td>$3,447</td>
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<td>$52,563,252</td>
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<td>Cape Lookout NS</td>
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<td>$5.22</td>
<td>$102,987,410</td>
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<td>Manassas NBP</td>
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<td>$5.13</td>
<td>$5,562,106</td>
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<td>1940</td>
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<td>Haleakalal NaP</td>
<td>1,066,983</td>
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<td>$5.03</td>
<td>$20,797,240</td>
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<td>Indiana Dunes NL</td>
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<td>$21,705,407</td>
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<td>Wind Cave NP</td>
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<td>Obed W&amp;SR</td>
<td>209,548</td>
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<td>$408,796</td>
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<td>Badlands NP</td>
<td>883,308</td>
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<td>$4.91</td>
<td>$31,340,638</td>
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<td>1929</td>
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<td>Grand Teton NP</td>
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<td>$4.72</td>
<td>$221,701,270</td>
<td>Wyoming</td>
<td>1929</td>
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<td>Ozark NSR</td>
<td>1,400,981</td>
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<td>$4.70</td>
<td>$34,447,795</td>
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<td>Cuyahoga Valley NP</td>
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<td>$10,877</td>
<td>$4.67</td>
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<td>Theodore Roosevelt NP</td>
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<td>City of Rocks NRES</td>
<td>99,822</td>
<td>$459</td>
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<td>Fredericksburg &amp; Spotsylvania NMP</td>
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<td>Curecanti NRA</td>
<td>872,214</td>
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<td>Olympic NP</td>
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<td>Joshua Tree NP</td>
<td>1,368,822</td>
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<td>Kings Mountain NMP</td>
<td>266,514</td>
<td>$1,155</td>
<td>$4.33</td>
<td>$4,761,581</td>
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<td>1933</td>
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<td>Rock Creek Park</td>
<td>2,039,016</td>
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<td>$37,018,292</td>
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<td>Pictured Rocks NL</td>
<td>615,485</td>
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<td>$5,529,729</td>
<td>Michigan</td>
<td>1966</td>
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<td>Pu'uhonua o Honaunau NHP</td>
<td>442,182</td>
<td>$1,878</td>
<td>$4.25</td>
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<td>Governors Island NM</td>
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<td>Cape Hatteras NS*</td>
<td>2,302,040</td>
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<td>$4.17</td>
<td>$49,356,279</td>
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<td>Valley Forge NHP</td>
<td>1,516,660</td>
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<td>$266,680,184</td>
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<td>Shiloh NMP</td>
<td>584,652</td>
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<td>Jefferson Nat Expansion Mem</td>
<td>2,488,010</td>
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<td>Rocky Mountain NP</td>
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<td>$12,560</td>
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<td>1966</td>
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<td>Lake Roosevelt NRA</td>
<td>1,531,994</td>
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<td>Cowpens NB</td>
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<td>State</td>
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<td>Boston NHP</td>
<td>2,644,465</td>
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<td>Little Bighorn Battlefield NM</td>
<td>346,806</td>
<td>$1,231</td>
<td>$3.55</td>
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<td>Montana</td>
<td>1940</td>
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<td>Klondike Gold Rush NHP Alaska</td>
<td>854,117</td>
<td>$2,998</td>
<td>$3.51</td>
<td>$7,873,711</td>
<td>Alaska</td>
<td>1976</td>
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<td>Hot Springs NP</td>
<td>1,313,036</td>
<td>$4,599</td>
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<td>Arkansas</td>
<td>1921</td>
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<td>Salem Maritime NHS</td>
<td>725,372</td>
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<td>$3,998,613</td>
<td>Massachusetts</td>
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<td>Fort Pulaski NM</td>
<td>395,690</td>
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<td>$16,295,682</td>
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<td>320,969</td>
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<td>$737,389</td>
<td>North Carolina</td>
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<td>736,665</td>
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<td>Maryland</td>
<td>1933</td>
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<td>Capitol Reef NP</td>
<td>661,188</td>
<td>$2,246</td>
<td>$3.40</td>
<td>$8,578,408</td>
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<td>Chickamauga &amp; Chattanooga NMP</td>
<td>1,018,171</td>
<td>$3,383</td>
<td>$3.32</td>
<td>$66,949,171</td>
<td>GA/TN</td>
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<td>Acadia NP</td>
<td>2,394,440</td>
<td>$7,866</td>
<td>$3.29</td>
<td>$72,185,313</td>
<td>Maine</td>
<td>1919</td>
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<td>Devils Tower NM</td>
<td>415,153</td>
<td>$1,347</td>
<td>$3.24</td>
<td>$4,251,498</td>
<td>Wyoming</td>
<td>1906</td>
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<td>Point Reyes NS</td>
<td>2,324,793</td>
<td>$7,535</td>
<td>$3.24</td>
<td>$101,702,124</td>
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<td>Wright Brothers NMEM*</td>
<td>466,816</td>
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<td>Fort Raleigh NHS*</td>
<td>281,823</td>
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<td>$3.15</td>
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<td>Canaveral NS</td>
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<td>Flight 93 NMEM</td>
<td>336,730</td>
<td>$1,055</td>
<td>$3.13</td>
<td>$932,322</td>
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<td>Fort Frederica NM</td>
<td>277,944</td>
<td>$864</td>
<td>$3.11</td>
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<td>Amistad NRA</td>
<td>1,339,029</td>
<td>$3,964</td>
<td>$2.96</td>
<td>$9,679,816</td>
<td>Texas</td>
<td>1965</td>
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<td>Lake Mead NRA</td>
<td>6,275,299</td>
<td>$17,908</td>
<td>$2.85</td>
<td>$290,882,554</td>
<td>NV/AZ</td>
<td>1936</td>
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<td>Montezuma Castle NM</td>
<td>577,781</td>
<td>$1,636</td>
<td>$2.83</td>
<td>$3,875,373</td>
<td>Arizona</td>
<td>1906</td>
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<td>Chickasaw NRA</td>
<td>1,360,453</td>
<td>$3,813</td>
<td>$2.80</td>
<td>$29,490,798</td>
<td>Oklahoma</td>
<td>1902</td>
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<td>Minute Man NHP</td>
<td>1,010,344</td>
<td>$2,766</td>
<td>$2.74</td>
<td>$11,555,301</td>
<td>Massachusetts</td>
<td>1959</td>
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<td>Sleeping Bear Dunes NL</td>
<td>1,566,176</td>
<td>$4,275</td>
<td>$2.73</td>
<td>$16,676,449</td>
<td>Michigan</td>
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<td>San Juan NHS</td>
<td>1,274,838</td>
<td>$3,460</td>
<td>$2.71</td>
<td>$326,393,943</td>
<td>Puerto Rico</td>
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<td>Zion NP</td>
<td>2,981,863</td>
<td>$7,708</td>
<td>$2.58</td>
<td>$59,624,435</td>
<td>Utah</td>
<td>1919</td>
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<td>Fort Sumter NM</td>
<td>851,556</td>
<td>$2,153</td>
<td>$2.53</td>
<td>$23,229,203</td>
<td>South Carolina</td>
<td>1948</td>
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<td>Vanderbilt Mansion NHS</td>
<td>424,764</td>
<td>$1,067</td>
<td>$2.51</td>
<td>$35,279,965</td>
<td>New York</td>
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<td>Fort Vancouver NHS</td>
<td>673,481</td>
<td>$1,684</td>
<td>$2.50</td>
<td>$22,589,020</td>
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<td>2,192,098</td>
<td>$5,304</td>
<td>$2.42</td>
<td>$35,201,581</td>
<td>MD/VA</td>
<td>1965</td>
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<td>Canyon de Chelly NM</td>
<td>829,043</td>
<td>$1,986</td>
<td>$2.40</td>
<td>$14,181,105</td>
<td>Arizona</td>
<td>1931</td>
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<td>Bryce Canyon NP</td>
<td>1,375,278</td>
<td>$3,268</td>
<td>$2.38</td>
<td>$33,753,403</td>
<td>Utah</td>
<td>1923</td>
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<td>Chesapeake &amp; Ohio Canal NHP</td>
<td>4,586,905</td>
<td>$10,152</td>
<td>$2.21</td>
<td>$116,727,982</td>
<td>DC/MD/WV</td>
<td>1961</td>
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<tr>
<td>Natchez Trace Parkway, Brices Cross Roads NBS, Tupelo NB, Natchez Trace NST</td>
<td>5,531,269</td>
<td>$11,508</td>
<td>$2.08</td>
<td>$327,737,217</td>
<td>MS/AL/TN</td>
<td>1938</td>
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<td>Bluestone NSR</td>
<td>36,841</td>
<td>$75</td>
<td>$2.04</td>
<td>$60,247</td>
<td>West Virginia</td>
<td>1988</td>
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<td>World War II Valor in the Pacific NM</td>
<td>1,753,024</td>
<td>$3,529</td>
<td>$2.01</td>
<td>$3,207,198</td>
<td>HI/CA/AK</td>
<td>1980</td>
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<td>Colonial NHP</td>
<td>3,377,135</td>
<td>$6,785</td>
<td>$2.01</td>
<td>$192,741,964</td>
<td>Virginia</td>
<td>1931</td>
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<td>Great Smoky Mountains NP</td>
<td>9,648,269</td>
<td>$19,023</td>
<td>$1.97</td>
<td>$290,109,337</td>
<td>NC/TN</td>
<td>1934</td>
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<td>Timucuan EHP*****</td>
<td>1,076,310</td>
<td>see footnote</td>
<td>$1.97</td>
<td>$2,915,551</td>
<td>Florida</td>
<td>1988</td>
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<td>Boston African American NHS</td>
<td>400,671</td>
<td>$785</td>
<td>$1.96</td>
<td>unavailable</td>
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<td>1980</td>
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<td>Cabrillo NM</td>
<td>871,081</td>
<td>$1,686</td>
<td>$1.94</td>
<td>$3,527,245</td>
<td>California</td>
<td>1933</td>
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<td>Delaware Water Gap NRA</td>
<td>4,986,384</td>
<td>$9,536</td>
<td>$1.91</td>
<td>$166,126,353</td>
<td>NJ/PA</td>
<td>1965</td>
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<td>Mount Rushmore NMEM</td>
<td>2,189,349</td>
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<td>$1.85</td>
<td>$6,584,706</td>
<td>South Dakota</td>
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<td>Arches NP</td>
<td>1,058,948</td>
<td>$1,917</td>
<td>$1.81</td>
<td>$18,104,605</td>
<td>Utah</td>
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<td>George Washington MEM PKWY</td>
<td>7,362,680</td>
<td>$13,117</td>
<td>$1.78</td>
<td>$86,044,153</td>
<td>VA/MD/DC</td>
<td>1933</td>
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<td>San Francisco Maritime NHP</td>
<td>4,212,972</td>
<td>$7,407</td>
<td>$1.76</td>
<td>$111,291,997</td>
<td>California</td>
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<td>Golden Gate NRA</td>
<td>14,805,527</td>
<td>$25,559</td>
<td>$1.73</td>
<td>$262,719,151</td>
<td>California</td>
<td>1972</td>
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<td>Castillo de San Marcos NM**</td>
<td>727,243</td>
<td>$2,108</td>
<td>$1.72</td>
<td>$5,185,869</td>
<td>Florida</td>
<td>1933</td>
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<td>Fort Matanzas NM**</td>
<td>497,574</td>
<td>see footnote</td>
<td>$1.72</td>
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<td>Cape Cod NS</td>
<td>4,471,142</td>
<td>$7,580</td>
<td>$1.70</td>
<td>$43,304,196</td>
<td>Massachuset ts</td>
<td>1961</td>
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<td>De Soto NMEM</td>
<td>471,610</td>
<td>$709</td>
<td>$1.50</td>
<td>$209,750</td>
<td>Florida</td>
<td>1948</td>
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<td>Rainbow Bridge NM</td>
<td>75,304</td>
<td>$111</td>
<td>$1.47</td>
<td>$874,716</td>
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<td>1910</td>
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<td>Gulf Islands NS</td>
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<td>$1.38</td>
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<td>FL/MS</td>
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<td>National Mall &amp; Memorial Parks</td>
<td>29,721,005</td>
<td>$33,877</td>
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<td>Washington DC</td>
<td>1933</td>
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<td>Chattahoochee River NRA</td>
<td>3,184,204</td>
<td>$3,349</td>
<td>$1.05</td>
<td>$17,133,007</td>
<td>Georgia</td>
<td>1978</td>
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<td>Cedar Breaks NM</td>
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<td>$683</td>
<td>$1.05</td>
<td>$5,972,331</td>
<td>Utah</td>
<td>1933</td>
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<td>Blue Ridge PKWY</td>
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<td>$15,806</td>
<td>$1.02</td>
<td>$529,971,967</td>
<td>VA/NC</td>
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<td>Kennesaw Mountain NBP</td>
<td>1,931,420</td>
<td>$1,677</td>
<td>$0.87</td>
<td>$2,809,124</td>
<td>Georgia</td>
<td>1933</td>
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<td>Muir Woods NM</td>
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<td>$0.46</td>
<td>$8,295,976</td>
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<td>John D. Rockefeller, Jr. MEM PKWY</td>
<td>1,196,656</td>
<td>$520</td>
<td>$0.43</td>
<td>$5,848,754</td>
<td>Wyoming</td>
<td>1972</td>
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<td>Fort Point NHS</td>
<td>1,391,266</td>
<td>$531</td>
<td>$0.38</td>
<td>$8,649,195</td>
<td>California</td>
<td>1970</td>
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<td>Castle Clinton NM</td>
<td>4,109,817</td>
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<td>$0.15</td>
<td>$6,398,970</td>
<td>New York</td>
<td>1946</td>
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<td>Appalachian NST</td>
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<td>$1,538</td>
<td>N/A</td>
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<td>Maine-Georgia</td>
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<td>Minidoka NHS</td>
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<td>$438</td>
<td>N/A</td>
<td>$3,851,587</td>
<td>Idaho</td>
<td>2001</td>
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<td>Ford’s Theatre NHS</td>
<td>719,215</td>
<td>National Mall</td>
<td>N/A</td>
<td>$1,874,638</td>
<td>Washington DC</td>
<td>1932</td>
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<td>Arlington House The R.E. Lee MEM</td>
<td>557,155</td>
<td>unavailable</td>
<td>N/A</td>
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<td>1933</td>
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<td>Greenbelt Park</td>
<td>149,227</td>
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<td>N/A</td>
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<td>Maryland</td>
<td>1950</td>
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<td>Piscataway Park</td>
<td>145,412</td>
<td>Capital Parks-East</td>
<td>N/A</td>
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<td>1961</td>
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<td>Frederick Douglass NHS</td>
<td>54,353</td>
<td>Capital Parks-East</td>
<td>N/A</td>
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<td>Washington DC</td>
<td>1962</td>
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<td>Allabates Flint Quarries NM</td>
<td>11,824</td>
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<td>N/A</td>
<td>$1,500,868</td>
<td>Texas</td>
<td>1965</td>
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<td>Pennsylvania Avenue NHS</td>
<td>283,232</td>
<td>National Mall</td>
<td>N/A</td>
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<td>Washington DC</td>
<td>1965</td>
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<td>Theodore Roosevelt Island</td>
<td>619,744</td>
<td>unavailable</td>
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<td>Clara Barton NHS</td>
<td>24,851</td>
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<td>N/A</td>
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<td>1974</td>
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<td>Fort Washington Park</td>
<td>335,428</td>
<td>Capital Parks-East</td>
<td>N/A</td>
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<td>Maryland</td>
<td>1975</td>
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<td>Mary McLeod Bethune Council House NHS</td>
<td>13,916</td>
<td>Capital Parks-East</td>
<td>N/A</td>
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<td>1991</td>
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<td>World War II Memorial</td>
<td>4,161,685</td>
<td>National Mall</td>
<td>N/A</td>
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<td>1994</td>
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<td>President’s Park</td>
<td>743,209</td>
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<td>N/A</td>
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<td>1994</td>
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<td>Walnut Canyon NM</td>
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<td>N/A</td>
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<td>White House</td>
<td>656,949</td>
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<td>Washington DC</td>
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<td>Washington Monument</td>
<td>0</td>
<td>National Mall</td>
<td>N/A</td>
<td>unavailable</td>
<td>Washington DC</td>
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<td>Lincoln Memorial</td>
<td>6,191,361</td>
<td>National Mall</td>
<td>N/A</td>
<td>unavailable</td>
<td>Washington DC</td>
<td>1933</td>
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<td>Thomas Jefferson MEM</td>
<td>2,613,131</td>
<td>National Mall</td>
<td>N/A</td>
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<td>Washington DC</td>
<td>1934</td>
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<td>Tuzigoot NM</td>
<td>97,388</td>
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<td>N/A</td>
<td>$3,670,785</td>
<td>Arizona</td>
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<td>Saint Croix Island IHS</td>
<td>not tracked</td>
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<td>N/A</td>
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<td>ME/New Brunswick</td>
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<td>Buck Island Reef NM</td>
<td>30,436</td>
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<td>N/A</td>
<td>$248,839</td>
<td>US Virgin Islands</td>
<td>1961</td>
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<td>Hohokam Pima NM</td>
<td>0</td>
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<td>N/A</td>
<td>unavailable</td>
<td>Arizona</td>
<td>1972</td>
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<td>LBJ Memorial Grove on the Potomac</td>
<td>371,063</td>
<td>unavailable</td>
<td>N/A</td>
<td>unavailable</td>
<td>Washington DC</td>
<td>1975</td>
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<td>Constitution Gardens</td>
<td>not tracked</td>
<td>National Mall</td>
<td>N/A</td>
<td>unavailable</td>
<td>Washington DC</td>
<td>1978</td>
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<td>Vietnam Veterans MEM</td>
<td>4,424,407</td>
<td>National Mall</td>
<td>N/A</td>
<td>unavailable</td>
<td>Washington DC</td>
<td>1980</td>
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<td>Potomac Heritage NST</td>
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<td>VA/MD/DC/PA</td>
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<td>1988</td>
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<td>Michigan</td>
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<td>N/A</td>
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<td>Great Egg Harbor NS&amp;RR</td>
<td>not tracked</td>
<td>unavailable</td>
<td>N/A</td>
<td>unavailable</td>
<td>NJ/PA</td>
<td>1992</td>
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<td>Korean War Veterans Memorial</td>
<td>3,267,124</td>
<td>National Mall</td>
<td>N/A</td>
<td>unavailable</td>
<td>Washington DC</td>
<td>1995</td>
</tr>
<tr>
<td>Boston Harbor Islands NRA</td>
<td>not tracked</td>
<td>$1,181</td>
<td>N/A</td>
<td>$29,560,631</td>
<td>Massachusetts</td>
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<tr>
<td>Franklin Delano Roosevelt MEM</td>
<td>2,764,459</td>
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<td>N/A</td>
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<tr>
<td>Rosie the Riveter WWII Home Front NHP</td>
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<td>$1,299</td>
<td>N/A</td>
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<td>California</td>
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<td>Virgin Islands Coral Reef NM</td>
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<td>Cedar Creek and Belle Grove NHP</td>
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<td>$882</td>
<td>N/A</td>
<td>$436,424</td>
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<td>Ronald Reagan Boyhood Homes NHS</td>
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<td>Fort Monroe NM</td>
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<td>Martin Luther King, Jr. Memorial</td>
<td>3,738,336</td>
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<td>Baltimore-Washington Parkway</td>
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<td>Capital Parks-East</td>
<td>N/A</td>
<td>$162,410,880</td>
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<td>Aniakchak NM&amp;PRES#</td>
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<td>see footnote</td>
<td>N/A</td>
<td>$2,935</td>
<td>Alaska</td>
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<td>Yucca House NM</td>
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<td>Carter G Woodson NHS</td>
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Multiple parks that share a budget
- Cape Hatteras Group                      | $9,609
- Castillo de San Marcos NM & Fort Matanzas NM | $2,108
- Chiricahua NM & Fort Bowie NHS           | $1,734
- Flagstaff Area Parks                    | $3,551
- Fort Caroline NMem & Timucuan EHP        | $2,770
- Katmai NP&Pres, Aniakchak NM&PRES & Alagnak WR | $3,967
- North Cascades NP, Lake Chelan NRA, Ross | $7,365
<table>
<thead>
<tr>
<th>Park Unit</th>
<th>Visitation 2012</th>
<th>FY2012 Budget ($000)</th>
<th>Subsidy per visitor 2012</th>
<th>Maintenance Backlog 2012</th>
<th>State</th>
<th>Est.</th>
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<td>Lake NRA</td>
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<td>^^Western Arctic National Parklands</td>
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