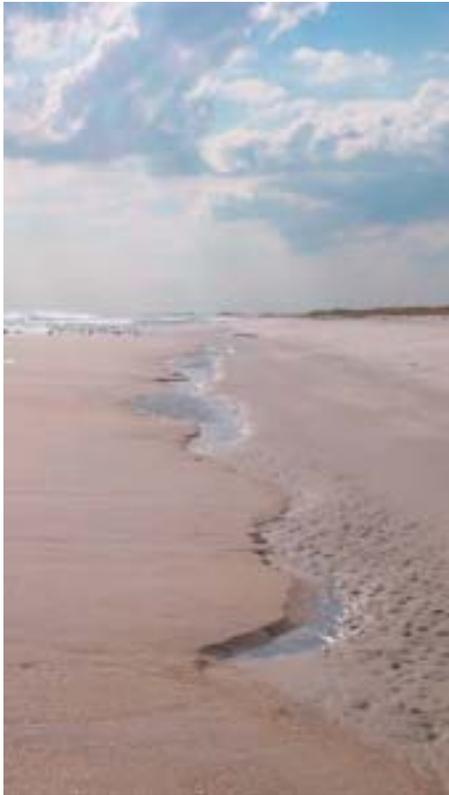


Financials

Summary Financial Statement

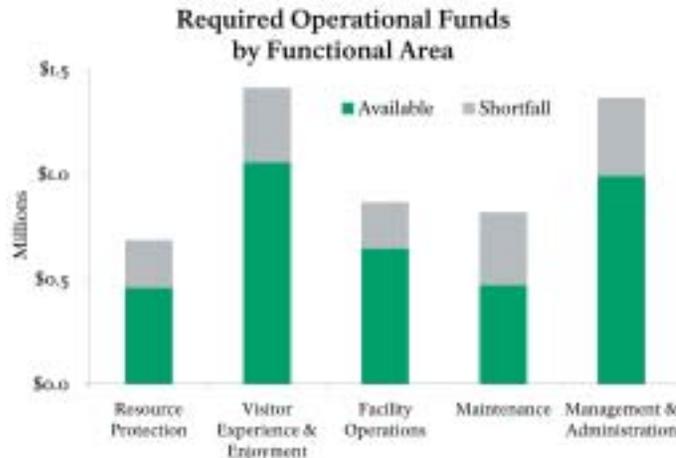
The Seashore requires \$5.1 to sufficiently fund operations, but only received \$3.6 million in FY04.



The Summary Financial Statement on the facing page summarizes the Seashore’s financial position in FY04 by comparing FTE and funds available for operations and maintenance expenditures only to the amount required to meet the standards set forth in each program area. The yellow columns contain total FTE and funding requirements for operations and maintenance, while the blue columns display total resources available for operations and maintenance in FY04. The beige columns on the right side of the table show the difference between total available and required resources for each program, which in most cases results in a shortfall.

In FY04, the Seashore’s total expenditures were \$3.6 million, including 46.0 FTE. The Seashore identified a total deficit of \$1.5 million and 28.4 FTE which represents 30% of total funding requirements and 38% of total FTE requirements. This analysis excludes the \$2.0 million expended on one-time investment projects in FY04, which are described in detail in the Funded Investments section.

The graph below shows available FY04 funding and total required funding, aggregated by functional area, while the table to the right lists the eight programs with the greatest percentage funding shortfall. In FY04, VEE had the largest



available funds with \$1.0 million, followed by \$989,000 for Management & Administration. These two areas also have the largest deficits in absolute dollars: \$356,000 and \$373,000, respectively. The main drivers behind shortfalls in these areas are needs in interpretation and education, as well as partnerships. These programs all relate to the Seashore’s priorities for increasing awareness about the Seashore and educating and involving the Seashore’s many constituents on Fire Island, Long Island, and beyond.

Maintenance has the third largest deficit in absolute dollar terms, with a \$348,000 shortfall. At 43% of total Maintenance requirements, this represents the highest percentage shortfall. Most Maintenance functions have significant needs, as is evidenced by the 3.2 FTE in this area in FY04. This small staff makes it difficult for the Seashore to keep up with required preventative and cyclic maintenance schedules, particularly for buildings, utilities, and fleet.

Resource Protection had the least funding in FY04, with \$458,000. The additional \$227,000 needed to fully meet requirements represents a 33% shortfall, making this the area with the second highest percentage shortfall. This deficit largely stems from needs in natural and cultural resource management, such as additional field staff for programs outside the Seashore’s traditional focus on deer, mosquitoes, and threatened and endangered species, and greater curatorial support at the William Floyd Estate.

| Top 8 Program Areas with the Greatest Percentage Shortfall | | |
|--|------------|-------------------|
| Program | Percentage | Shortfall |
| Education | 96% | \$ 88,840 |
| Trails Maintenance | 90% | \$ 52,849 |
| Utilities Maintenance | 86% | \$ 109,345 |
| Trails Operations | 79% | \$ 32,347 |
| Buildings Maintenance | 65% | \$ 204,396 |
| Fleet Maintenance | 65% | \$ 103,072 |
| Information Integration & Analysis | 65% | \$ 49,031 |
| Partnerships | 52% | \$ 119,775 |
| Total | | \$ 759,655 |

| FUNCTIONAL AREAS AND PROGRAMS | REQUIRED | | AVAILABLE | | | | SURPLUS (DEFICIT) | | | |
|---|-------------|--------------------|--------------------|------------------|------------------|-----------------|-------------------|--------------------|---------------|----------------------|
| | FTE | Funds | APPROPRIATED | | NON-APPROPRIATED | | TOTAL | | FTE | Funds |
| | | | Base | Non-base | Reimbursable | Revenue | FTE | Funds | | |
| Resource Protection | | | | | | | | | | |
| Cultural resource management | 3.4 | \$190,569 | \$80,391 | \$21,903 | \$3,779 | \$1,998 | 1.4 | \$108,071 | (2.0) | (\$82,498) |
| Information integration and analysis | 1.2 | \$75,800 | \$26,989 | (\$168) | (\$44) | (\$7) | 0.3 | \$26,769 | (0.9) | (\$49,031) |
| Deer/mosquitoes/threatened & endangered species | 3.8 | \$199,807 | \$147,088 | (\$6,019) | \$7,843 | (\$153) | 2.9 | \$148,759 | (1.0) | (\$51,048) |
| All other natural resource management | 1.8 | \$103,276 | \$59,762 | (\$684) | \$1,272 | (\$32) | 0.7 | \$60,319 | (1.1) | (\$42,957) |
| Resource protection management and administration | 1.3 | \$114,920 | \$180,390 | \$1,691 | \$1,568 | \$47 | 1.2 | \$113,595 | (0.1) | (\$1,325) |
| Subtotal | 11.5 | \$684,373 | \$424,520 | \$16,723 | \$14,418 | \$1,853 | 6.5 | \$457,513 | (5.0) | (\$226,859) |
| Visitor Experience and Enjoyment | | | | | | | | | | |
| Campground operations | 0.0 | \$0 | \$0 | \$0 | \$0 | \$0 | 0.0 | \$0 | 0.0 | \$0 |
| Concessions management | 1.0 | \$75,589 | \$101,621 | \$497 | \$1,187 | \$20,594 | 1.4 | \$123,899 | 0.4 | \$48,310 |
| Education | 2.0 | \$92,575 | \$4,694 | (\$793) | (\$337) | \$171 | 0.2 | \$3,734 | (1.8) | (\$88,840) |
| Fee collection | 4.0 | \$199,424 | \$114,098 | (\$1,731) | \$46,467 | \$94 | 2.7 | \$158,928 | (1.3) | (\$40,496) |
| Interpretation | 4.2 | \$214,169 | \$105,277 | (\$2,703) | \$5,510 | \$6,036 | 2.8 | \$114,120 | (1.4) | (\$100,049) |
| VEE management and administration | 2.0 | \$183,393 | \$140,535 | \$1,270 | \$17,097 | \$593 | 1.7 | \$159,494 | (0.2) | (\$23,899) |
| Visitor center operations | 3.4 | \$127,368 | \$65,074 | \$904 | (\$350) | \$618 | 1.7 | \$66,246 | (1.8) | (\$61,122) |
| Visitor safety services | 9.7 | \$484,934 | \$355,053 | \$1,386 | \$53,013 | (\$107) | 7.5 | \$409,345 | (2.3) | (\$75,588) |
| Visitor use services | 0.8 | \$17,782 | \$17,809 | \$93 | \$414 | (\$22) | 0.4 | \$18,293 | (0.4) | (\$14,489) |
| Subtotal | 27.0 | \$1,410,233 | \$904,160 | (\$1,077) | \$123,000 | \$27,977 | 18.3 | \$1,054,060 | (8.7) | (\$356,174) |
| Facility Operations | | | | | | | | | | |
| Buildings operations | 1.6 | \$136,548 | \$87,364 | \$1,857 | \$9,393 | (\$24) | 1.2 | \$98,590 | (0.4) | (\$37,958) |
| Facility operations management and administration | 2.0 | \$149,004 | \$147,095 | (\$3,679) | (\$966) | (\$155) | 1.2 | \$142,215 | (0.7) | (\$6,788) |
| Fleet operations | 1.2 | \$140,603 | \$104,967 | (\$238) | \$6,749 | (\$17) | 0.9 | \$111,461 | (0.2) | (\$29,141) |
| Grounds operations | 1.8 | \$104,907 | \$80,579 | \$587 | \$270 | \$25 | 1.4 | \$81,460 | (0.4) | (\$23,447) |
| Janitorial operations | 1.6 | \$94,307 | \$51,570 | (\$1,359) | (\$68) | \$559 | 1.2 | \$50,701 | (0.4) | (\$43,605) |
| Roads and channels operations | 0.4 | \$27,617 | \$16,552 | \$2,950 | \$4,589 | \$0 | 0.3 | \$24,090 | (0.0) | (\$3,527) |
| Trails operations | 0.7 | \$40,816 | \$8,001 | \$441 | \$27 | (\$0) | 0.2 | \$8,469 | (0.5) | (\$32,347) |
| Utilities operations | 0.7 | \$171,297 | \$122,644 | \$181 | \$4,849 | \$0 | 0.3 | \$127,674 | (0.4) | (\$43,623) |
| Subtotal | 9.9 | \$865,097 | \$618,691 | \$740 | \$24,843 | \$388 | 6.7 | \$644,661 | (3.1) | (\$220,436) |
| Maintenance | | | | | | | | | | |
| Buildings maintenance | 4.2 | \$315,735 | \$97,061 | \$7,621 | \$6,628 | \$29 | 1.6 | \$111,340 | (2.6) | (\$204,396) |
| Fleet maintenance | 1.0 | \$158,823 | \$40,580 | \$1,232 | \$13,943 | (\$4) | 0.4 | \$55,751 | (0.6) | (\$103,072) |
| Maintenance management and administration | 1.6 | \$119,787 | \$95,389 | (\$1,990) | (\$547) | (\$94) | 0.8 | \$92,759 | (0.7) | (\$27,029) |
| Roads and channels maintenance | 0.1 | \$37,577 | \$9,335 | \$177,001 | \$0 | \$0 | 0.1 | \$186,336 | (0.0) | \$148,760 |
| Trails maintenance | 1.2 | \$58,845 | \$5,870 | \$0 | \$126 | \$0 | 0.1 | \$5,996 | (1.1) | (\$52,849) |
| Utilities maintenance | 1.8 | \$126,695 | \$17,349 | \$0 | \$0 | \$0 | 0.2 | \$17,349 | (1.5) | (\$109,345) |
| Subtotal | 9.8 | \$817,461 | \$265,484 | \$181,864 | \$20,151 | (\$69) | 3.2 | \$469,511 | (6.6) | (\$347,951) |
| Management and Administration | | | | | | | | | | |
| Communications | 1.3 | \$147,462 | \$81,914 | \$84 | \$5,792 | \$540 | 0.8 | \$88,329 | (0.5) | (\$59,133) |
| External affairs | 2.3 | \$227,591 | \$144,982 | \$67 | \$7,324 | \$0 | 1.5 | \$152,373 | (0.8) | (\$75,218) |
| Financial management | 1.5 | \$110,833 | \$95,263 | \$1,414 | \$3,051 | \$60 | 1.2 | \$99,787 | (0.3) | (\$11,046) |
| General administration | 4.0 | \$242,482 | \$184,463 | (\$4,257) | \$2,098 | (\$179) | 3.1 | \$179,125 | (0.9) | (\$63,357) |
| General management | 2.6 | \$175,442 | \$103,910 | \$264 | \$1,546 | \$9 | 1.5 | \$105,729 | (1.1) | (\$69,712) |
| Parkwide safety | 0.8 | \$59,750 | \$104,711 | (\$5,915) | \$963 | \$25 | 1.1 | \$99,784 | 0.3 | \$40,034 |
| Partnerships | 2.6 | \$228,566 | \$96,520 | \$5,591 | \$6,096 | \$585 | 1.3 | \$108,791 | (1.3) | (\$119,775) |
| Planning | 1.3 | \$170,429 | \$105,210 | \$49,991 | \$289 | \$29 | 0.9 | \$155,519 | (0.4) | (\$14,910) |
| Subtotal | 16.3 | \$1,362,555 | \$913,973 | \$47,239 | \$27,158 | \$1,067 | 11.4 | \$989,438 | (4.9) | (\$373,117) |
| Grand Total | 74.4 | \$5,139,720 | \$3,126,928 | \$247,489 | \$209,570 | \$31,216 | 46.0 | \$3,615,203 | (28.4) | (\$1,524,517) |

1. This financial statement has been prepared from the books and records of the NPS in accordance with NPS accounting policies. The resources available reflect the total operations and maintenance expenses incurred by the park during the last complete fiscal year. The resources required represent the funding needed to operate the park while fully meeting operational standards as defined in business plan supporting documentation. Program requirements are presented as a five - year planning tool based on salary and wage tables from the same fiscal year, given current resource inventories, and the current park infrastructure. Changes resulting from one-time projects and capital improvements (e.g. investments) may have a resulting impact on the operational requirements presented.
2. The value of donated materials and in-kind services is not included as an available resource in the financial summary because these materials and services are not only used for required operations. See page 28 for information on the valuation of work performed by volunteers.
3. The financial statement presents the available and required resources for the operational activities of the Seashore only. Investment expenditures for capital improvements or other one-time projects are not accounted for in this statement. For information on the Seashore's investment expenditures, see page 30.

Volunteer Analysis



A volunteer assists with horse patrol on the beach.



SCA volunteers are invaluable to resource protection at the Seashore.

The Seashore manages a Volunteers-in-Parks (VIP) program designed to provide support for critical Seashore operations as well as to present opportunities for individuals to gain experience working in our national parks. In FY04, over 175 individuals logged 15,896 hours of volunteer time at the Seashore, an equivalent of 7.6 FTE. The Seashore's volunteers range from local high school students to retired NPS employees, and also include valuable volunteers from cooperative partnerships with non-profit organizations such as the Student Conservation Association and the Fire Island Lighthouse Preservation Society.

The Value of Volunteers

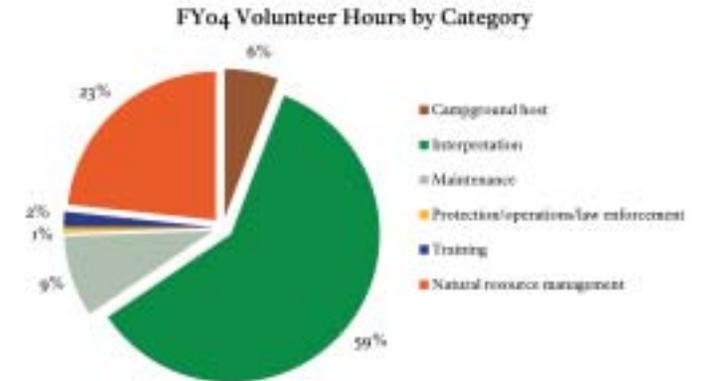
In FY04, the net benefit to the Seashore from volunteer effort is estimated to be \$268,000, using the NPS estimate of \$17.19 per volunteer hour. This benefit is equivalent to 7.4% of the Seashore's FY04 operating budget. The cost-per-volunteer is less than \$25 per year, exclusive of supervision and training costs. Staff from all divisions help train and oversee volunteers, but the majority of coordination is a collateral duty in the Interpretation Division.

Areas Benefiting from Volunteer Support

Volunteers share their talent and enthusiasm for the Seashore by assisting in most aspects of Seashore operations. In FY04, volunteers donated time to support the following programs:

Interpretation: By far, the largest portion of the Seashore's volunteer hours (59%) supports the Interpretation Division. The Fire Island Lighthouse Preservation Society keeps the lighthouse visitor center open solely through volunteer time. Without volunteers, the Seashore's visitor centers would not be open during key visitation times.

Natural Resource Management: An additional 23% of volunteer time went toward research and monitoring of the Seashore's natural resources such as piping plovers and the



resident deer population. The majority of this effort was through SCA volunteers, without whose time and effort many key resource activities would not be accomplished.

Maintenance: The 1,404 hours (9%) given to Seashore maintenance are mostly due to the Senior Ranger Corps, a team approach to helping the Seashore paint deteriorating buildings, upgrade visitor centers, fix boardwalks, pick up trash, and maintain the helipads.

Campground Host: Six percent of volunteer time went towards supporting the Watch Hill campground facilities.

Other: The remaining volunteer time (3%) went towards training and protection, supporting vital visitor safety functions such as horse patrol.

Moving Forward with VIPs

With a volunteer coordinator dedicated to outreach, training, and supervision the Seashore could reach its goal of professionalizing the volunteer program and making it more efficient. An efficient and vibrant VIP program is an opportunity for the Seashore to receive valuable assistance in meeting its work goals and contributing to a positive visitor experience.

Government Performance and Results Act

As a federal agency, the NPS complies with the performance management requirements set forth under the Government Performance and Results Act of 1993 (GPRA). Seashore management primarily incorporates three GPRA goals, described in the panel to the right, in its budget process. FY04 expenditures in each program area were allocated to these GPRA goals. The Seashore's resource needs under each goal are discussed in more detail below. Note that this analysis excludes the \$2.0 million expended on one-time investment projects in FY04.

Goal I: Preserve Park Resources

About 23% of expended funds went towards goal I in FY04, the majority for programs in the Resource Protection functional area. The 33% shortfall for this goal primarily stems from needs in cultural and natural resource management.

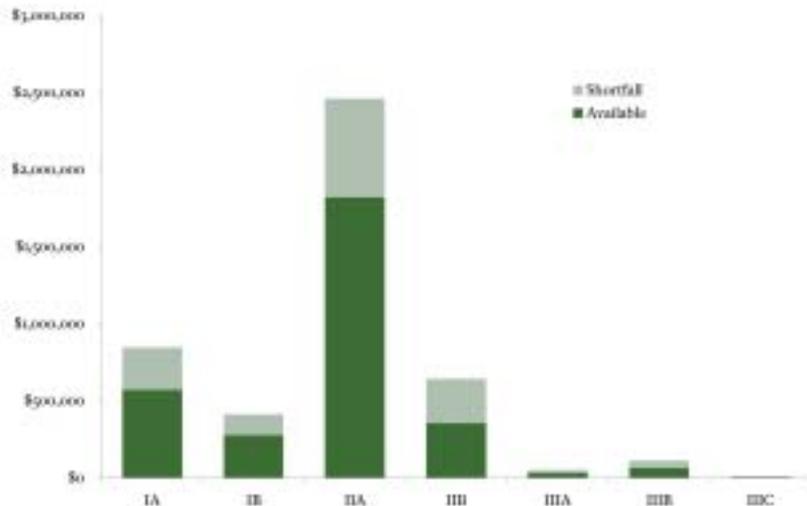
Goal II: Provide for the Public Enjoyment and Visitor Experience of Parks

This goal encompasses a substantial portion of the Seashore's operations: resources attributed to this goal accounted for 60% of expenditures in FY04. Programs supporting Visitor Enjoyment and Experience, Facility Operations, and Maintenance are largely allocated to this goal. Critical needs for interpretation, visitor safety, daily facility operations, and preventative and cyclic maintenance account for much of the 30% shortfall for this goal.

Goal III: Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

Although only 3% of expenditures were spent towards goal III in FY04, its 41% shortfall is the largest among the GPRA goals. This shortfall is largely driven by needs in two of the Seashore's growing priorities: partnerships and external affairs.

FY04 Expenditures by GPRA Goal



I. Preserve Park Resources

- a. Natural & Cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- b. The National Park Service contributes to knowledge about natural & cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly & scientific information.

II. Provide for the Public Enjoyment and Visitor Experience of Parks

- a. Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.
- b. Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

III. Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

- a. Natural and cultural resources are conserved through formal partnership programs.
- b. Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers and trails provides educational, recreational, and conservation benefits for the American people.
- c. Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.

Funded Investments

Investments are significant one-time costs that the Seashore incurs in order to fix current problems or provide for future development. The Seashore spent almost \$2.0 million on one-time investment projects in FY04, ranging from new radio equipment to numerous repair/rehabilitation projects addressing deferred maintenance.

Conversion of Radios to Narrowband Digital System (\$491,000)

In FY04, the Seashore purchased hand held portable radios, fixed base stations and mobile units for fleet in accordance with a mandate by Congress and the Federal Communications Commission to convert to narrowband radio frequencies using digital technology by the end of 2005. This new technology will improve communications at the Seashore.

Restoration of Great South Bay (\$362,000)

This one-time funding from the NPS was matched by The Nature Conservancy (TNC) and was used for a cooperating agreement with SUNY Stony Brook for restoration of Great South Bay bottom lands and for determination of water quality impacts. These lands, which lie within the Seashore's boundaries, were heavily impacted by former clamming operations and are now owned by TNC.

Repair of Barrett Beach Dock (\$299,000)

This investment involves repairing ice damage at the Barrett Beach dock; lowering the operational height of the dock to allow for safe ferry access and use; and installing a more stable cement floating dock to ensure safe loading and unloading.



The Seashore is helping to preserve the Great South Bay through a partnership with The Nature Conservancy.



Ice damage to the Barrett Beach dock.

Rehabilitation of Housing Quarters (\$212,000)

Three park housing units at Watch Hill underwent extensive exterior and interior rehabilitation in FY04. Exterior rehabilitation included work on siding, windows, doors, roof systems, and foundation pilings, while interior renovations ranged from complete gutting and restoration to rehabilitation of kitchen, bedrooms, and laundry room.

Construction of Public Restroom (\$194,000)

A comfort station was constructed in FY04 at the William Floyd Estate in accordance with accessibility and health and safety requirements. The addition of this facility has increased visitor satisfaction and enjoyment when visiting the Estate.

Rehabilitation of Sailors Haven Marina & Ferry Dock (\$125,000)

The Seashore invested in planning, architectural, and engineering design work for this project in FY04. Scheduled to begin in October 2005, the project will involve replacement of the Sailors Haven marina and ferry dock and the removal of existing rotting debris.



Public restroom constructed at the William Floyd Estate in FY04.

Replacement of West End Entrance Facility (\$87,000)

The Seashore is planning for construction of a new West Entrance Facility along with new restrooms to be completed by the end of 2006. FY04 funds were used for compliance and design work for this building, which will be a model of sustainable design on a barrier island using materials suitable for the beach environment.

Resurfacing of Otis Pike Boardwalk (\$81,000)

This project entailed removal of 1,100 feet of deteriorated boardwalk along the north loop of the trail, and resurfacing the remaining 3,500 feet of boardwalk and rails with recycled plastic composite decking and site restoration. The Seashore's goal is to use only sustainable surfaces throughout the boardwalk system, as the materials are environmentally friendly and the method is economically efficient.

Renovation of Sailors Haven Comfort Station (\$30,000)

This comfort station underwent a major interior rehabilitation in FY04, including installation of a new floor, walls, partitions, and energy conserving fixtures, and removal of deteriorated shower doors.

Streamlining of Off- Road Driving Regulations (\$30,000)

From Spring 2002 through Summer 2003, an advisory committee consisting of 25 stakeholder groups utilized consensus-based negotiation and developed agreement on many issues concerning the driving permit system. The results of this committee are now being used as the basis for new driving regulations that should help to streamline driving permit procedures.

Purchase of Fuel Spill Containment (\$23,000)

In FY04, three sets of fuel spill booms were purchased to contain possible fuel spills that could occur within Seashore marinas. These marinas provide dockage to over 350 vessels belonging to visitors or owned by the Seashore.

Update of Collections Management Plan (\$15,000)

The Seashore's Collection Management Plan was updated in FY04 based on the construction of the Curatorial Storage Facility at the William Floyd Estate. Funding was also utilized for temperature/humidity sensing and recording equipment, museum specimen cabinets, and other curatorial supplies.

Other Investments (\$50,000)

Additional FY04 maintenance investments totaled \$40,000 and included major office renovations, complete interior renovations of a lifeguard room, comprehensive repair of the Lighthouse dock, and re-routing navigational range lights due to ice damage. In addition, \$9,000 went towards planning a sea bird baseline study, and \$1,000 was used to complete an Integrated Pest Management Plan for the William Floyd Estate.



A Visitor Resource Protection Ranger stops a vehicle to verify a driving permit.



Earthenware in the main house at the William Floyd Estate is part of the Seashore's museum collection.