

PROPOSED MINUTES
148th Meeting
National Park System Advisory Board
May 22-23, 2012
Denver, Colorado

The 148th meeting of the National Park System Advisory Board was called to order by Chairman Tony Knowles at 8:15 a.m., Mountain Daylight Time, in the Sage Room of The Oxford Hotel, 1600 – 17th Street, Denver, Colorado 80202.

BOARD MEMBERS PRESENT

Hon. Tony Knowles, Chairman
Mr. Paul Bardacke (May 22)
Prof. Linda Bilmes
Ms. Leonore Blitz
Hon. Judy Burke
Dr. Milton Chen
Dr. Rita Colwell (May 22)
Ms. Belinda Faustinos
Dr. Carolyn Finney
Mr. Ronald James
Ms. Gretchen Long+
Dr. Margaret Wheatley

OTHERS PRESENT (at least part of the time)

Hon. Jonathan Jarvis, Director, National Park Service
Mr. Mickey Fearn, Deputy Director, Communications and Community Assistance, NPS
Mr. John Wessels, Regional Director, Intermountain Region, NPS
Ms. Heather Germaine, National Natural Landmarks Coordinator, Intermountain Region, NPS
Ms. Alex Hernandez, Intermountain Regional Office, NPS
Mr. Bruce Peacock, Chief, Environmental Quality Division, Fort Collins, CO, NPS
Dr. Stephanie Toothman, Associate Director, Cultural Resources, Partnerships and Science, NPS
Dr. Alexandra Lord, Branch Chief, National Historic Landmarks Program, NPS*
Dr. Margaret Brooks, Manager, National Natural Landmarks Program, NPS
Dr. Gary Machlis, Science Advisor to the Director, NPS
Mr. Loran Fraser, Senior Advisor to the Director, NPS
Mr. Warren Brown, Program Analyst, Park Planning and Special Studies Division, NPS
Mr. James Gasser, Chief of Protocol and Events, Office of the Director, NPS
Ms. Shirley Sears Smith, Office of Policy, NPS
Hon. Michael Hancock, Mayor of Denver, Colorado
Dr. John Loomis, Professor, Department of Agricultural and Resource Economics,
Colorado State University
Ms. Gail Dethloff, National Parks Conservation Association, Denver, CO
Mr. Keith Hayes, Friends of C&TS, Denver, CO
Mr. Mark Bernstein, Denver Parks & Recreation, Denver, CO
Mr. Scott Gilmore, Denver Parks & Recreation, Denver, CO
Ms. Caryn Sachs, Erich & Hannah Sachs Foundation, Sonoma, CA
Mr. Steve Turner, Deputy State Historic Preservation Officer, Denver, CO

*(*Participated via telephone at least part of the time)*

ORDER OF BUSINESS

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Properties Considered—

- Central Branch, National Home for Disabled Volunteer Soldiers/Dayton Veterans Administration Home, Dayton, OH
- McKeen Motor Car #70 (Virginia & Truckee Railway Motor Car #22), Carson City, NV
- Denver & Rio Grande Railroad San Juan Extension (Cumbres & Toltec Scenic Railroad) Conejos and Archuleta Counties, CO, and Rio Arriba County, NM
- Poston Elementary School, Unit 1, Colorado River Relocation Center, La Paz County, AZ
- Camp Evans, Wall Township, NJ
- Black Jack Battlefield, Douglas County, KS
- Dr. Bob’s Home (Dr. Robert and Anne Smith House), Akron, OH
- Stepping Stones (Bill and Lois Wilson House), Katonah, NY
- Central Congregational Church, Boston, MA
- United Congregational Church, Newport, RI
- University Heights Campus (Bronx Community College of the City University of New York, Bronx, NY
- Knight’s Ferry Bridge, Stanislaus County, CA
- Humpback Bridge, Allegheny County, VA
- U.S. Post Office and Court House (James R. Browning U.S. Court of Appeals), San Francisco, CA
- The Republic, Columbus, IN
- Historic Moravian Bethlehem Historic District, Bethlehem, PA
- Denver Civic Center, Center CO
- Greendale Historic District, Village of Greendale, WI
- Davis Oriole Earth Lodge Site, Mills County, IA
- Murray Springs Clovis Site, Cochise County, AZ
- Admiral David Glasgow Farragut Gravesite, New York, NY
- The Hispanic Society of America Complex, New York, NY

- United States Post Office and Court House (Court House for the Southern District of California), Los Angeles, CA
- Nantucket Historic District, Nantucket County, MA
- Hamilton Grange, New York, NY

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Properties Considered—

- Big Spring Creek, Saguache County, CO

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■ **Tuesday, May 22, 2012**

OPENING THE MEETING

CHAIR TONY KNOWLES called the meeting to order and invited each member to offer brief comments on Advisory Board activities, to date, and the meaning to them of the NPS mission.

MEG WHEATLEY said this work was a blessing in her life, a constant that gave her a distinct feeling of being a better citizen because of it. She said she felt deeply privileged and content to continue working for national parks.

CAROLYN FINNEY said she was struck by growing appreciation of the multiple stories resident in the parks and expressed the hope for more expanded versions of what these places represent. She said this should be understood as opportunities to build broader relationships.

RITA COLWELL reported on recent travel in Southeast Asia, spoke about public interest in that region in the environment, and she said these countries are severely challenged by populations living in intensely crowded conditions. She described efforts in Malaysia to establish a park system and that people were looking to the US as a model. She said the experience again made clear that we are a single world, a single village, and we have to work internationally.

BELINDA FAUSTINOS described a recent trip to a state park on the California coast, the sense of community she felt among the diverse visitors there, the concerns many expressed about protecting the park’s resources and interest in how they can help. She reflected on the site visit the previous day for the dedication of the Morrison-Golden Fossil Areas National Natural Landmark saying the preservation of dinosaur tracks was work of the highest educational importance, leaving a lasting impression on visitors about how our world is subject to great sweeps of change. She expressed pride in the Board’s work and opportunity to contribute to the NPS mission and offered the hope she could continue with these efforts.

MILTON CHEN spoke about the recent 40th anniversary gala of Nature Bridge, which operates leading educational residential program in the park system, now expanded to six sites, including one in DC. Citing this program, he said some of our most valuable and impactful work in education needs much larger budgetary support. He commended the Golden Gate National Park Conservancy for helping to organize a celebration of the 40th anniversary of the Golden Gate Bridge, though the Bridge was not adjacent to that park. This, he said, pointed out the value of what partners were able to do to help and to accomplish.

PAUL BARDACKE reported that he enjoyed very much and was honored to work on behalf of the NPS, to contribute with other Board Members in preserving places and values so important to society. Compared to many challenges currently facing society, he said it was greatly satisfying to make a difference, to address problems that though tough were in many instances solvable.

RON JAMES also referenced the previous day's visit to the Morrison-Golden NNL and shared that the difference between dried fossilized mud and an engaging story that brings the past to life is the person who is interpreting it. That person is the real resource, the person who brings stories to life. We need to understand that and celebrate these employees.

LEONORE BLITZ said the National Park Service plays a unique role connecting and bringing together a country that's so disparate, a nation today that seems in such turmoil. She said she was looking forward to talking about this as part of a 2016 campaign and into the future.

GRETCHEN LONG said a challenge facing the NPS in the next couple of years is to convey To its external audiences—and to its own employees—the true breadth of its presence and responsibilities. What most people understand about the parks and Park Service is pretty limited. The challenge is to tell the whole story and make it exciting and inspirational. Interpretation and work connecting people to the parks's stories are areas to develop. She said people do understand the value of the parks and the need to help protect them as part of existing large landscapes.

LINDA BILMES called attention to material in the Board's meeting binder, a Kennedy School student's master's thesis that provides a framework for valuing the parks. A case study valuation of Joshua Tree National Park, it won the prize for the best master's thesis of the year in the Harvard Environment Economics Department. She expressed enthusiasm for the task on which she is working, an economic valuation of the NPS.

CHAIRMAN KNOWLES reported he had recently attended a meeting in Alaska of all superintendents in the National Parks in Alaska and all refuge managers for the wildlife refuges. He said it was a group that represented a hundred twenty million acres of conservation land in one room, people working together across boundaries on mutual topics of importance. On the agenda was climate change, with discussions reflecting ongoing work by the NPS looking at impacts and mitigation and the adaptive procedures needed to respond to climate change. A second agenda item was how to both improve and enhance the relationship of Alaskan indigenous peoples through the subsistence provisions that are in federal law, which are an integral part of what happens in those areas.

The CHAIRMAN thanked Board Members for these observations. He said that at the end of the year there would be either a continuation of the current administration, or a new administration, and it would be a timely to have a product reporting on the work the Board had done.

APPROVAL OF THE MINUTES

147th Meeting—December 1-2, 2011, Key Largo, Florida

Following a brief discussion, the Minutes were approved.

WELCOME REMARKS BY THE INTERMOUNTAIN REGIONAL DIRECTOR

Mr. John Wessels

John Wessels presented a brief overview of the Intermountain Region, saying it was home to 92 units of the park system from Glaciers to Geckos, border to border, from the least populated state, which is Wyoming, to five of the fastest growing cities in the United States—San Antonio, Phoenix, Houston, Salt Lake City, and Denver. He said we have about 10.1 million acres of park land and welcome forty-two million visitors to our parks each year. He said he wished to present his overview emphasizing the complexity of issues the NPS faces in the region.

The region provides eleven thousand camp sites and has five thousand permanent employees and an almost equal number of concession employees. Region-wide, the operating budget is approximately seven hundred fifty million dollars. That's from appropriated and non-appropriated fund sources. Once concession fees and other fund sources are accounted for, the annual cash flow approaches one billion dollars. The current replacement value of the Intermountain national assets about eighteen billion dollars.

Intermountain Regional parks hold the interest of eight governors, sixteen United States senators, and fifty-two congressmen and congresswomen, hundreds of local public officials, mayors, city council people, and county judges. He said the parks are often used as pawns and proxies in a larger political debate. The region has 110 Indian tribes that claim formal affiliation to our National Parks. And many of those also claim sovereign nation status, which adds a level of complexity in government to government relationships.

A 2012 peer reviewed study from Michigan State illustrated that in the year 2010, visitors to National Parks in the Intermountain alone contributed \$2.8 billion to the local economy, just direct economic impact. And visitors here resulted in more than forty-one thousand jobs in Intermountain parks alone, just the direct economic impact.

The region's got a billion dollars in annual cash flow. It includes not just very large parks, like Yellowstone; but also parks that are much smaller, like Gila Cliff Dwellings that has two and a half full-time equivalent employees. Larger parks also create financial microclimates. So one of the challenges we have is to help financially the small and medium parks, to help them withstand periods of budgetary downturn. A larger park generally has the critical mass to be able to adjust. Smaller parks are often leveraged ninety to ninety-five percent fixed cost. And a three or five percent cut in federal funding is a big deal.

Rocky Mountain National Park protects the beginning headwaters of the Colorado River, which provides critical water to thirty-five million Americans across the western US, drinking water to Denver, Phoenix, Las Vegas, Los Angeles, and numerous communities in between.

You start to think about managing that natural resource to include endangered species and all sorts of other primary resource issues, but then you also think about the Glen Canyon Dam.

The Colorado River runs through the Glen Canyon Dam, which is managed not for resource protection but for hydropower generation. The lights turn on in Las Vegas because of the Colorado River signature at the Glen Canyon Dam.

At Glacier National Park in 1850 there were a hundred fifty glaciers. Today there are twenty-six. At the current rate of change, by 2025 there will be zero. That's thirteen years from right now. Fire is a significant issue throughout Intermountain. In the southern United States at this time last year, the southern third of the region was in fire severity, which means that we pre-positioned mobilized fire crew. We've got air tankers, helicopters, other immediate tap resources available us.

Resource complexity can be seen further in terms of overflights at the Grand Canyon, the million acre uranium withdrawal from the uranium mine, winter use, and bison management at Yellowstone. And, there is a Utah State Lands Bill that potentially mandates the federal agency to leave its money and get out of the state. It exempted some national parks, but it was that sense that the feds don't have a role in the state of Utah. But I think it's that general theme again of parks as pawns and proxies for a much larger idea.

Important international border issues affect the region. Up north, we have about forty miles of Glacier National Park that includes the Glacier Waterston International Peace Park, which is a designated World Heritage area. The southern border with Mexico has five Intermountain parks, sharing three hundred eighty miles of international border. The impact of customs and border patrol on national parks is significant. At Big Bend National Park we now have customs and border patrol agents living side by side with national park staff. In fact, it's working so well that when Congressman Rob Bishop of Utah recently introduced a border protection bill for the southwest that would've created a hundred mile exclusion zone all along the southwest border so all environmental laws on the southwest border would be waived—thirty-two in all—it was actually customs and border patrol who testified alongside park service against Congressman Bishop's bill. That's a result of great partnerships at the local level.

REMARKS OF THE DIRECTOR OF THE NATIONAL PARK SERVICE

Honorable Jonathan Jarvis

DIRECTOR JARVIS offered a summary of recent major developments in the organization, saying the very sad news for the NPS was to have lost four law enforcement rangers who died in the line of duty in the past 12 months. Also, a number of other employees in a variety of incidents and accidents have been lost. Because the NPS is one of the most dangerous agencies to work for in all of government, we are now focusing in an intense way on safety.

He reported that a major fundraising event to support development of the Flight 93 site involved President Clinton, President Bush, Laura Bush, Speaker Boehner, and about 350 of Washington's elite. The goal was to raise ten million dollars to finish that project through the National Park Foundation.

Eight hundred twenty-nine miles of water trails have been designated in the tributaries to the Chesapeake Bay connecting to Captain John Smith trails. He said employees in the field were working on a wide variety of tasks supporting the NPS Call to Action plan, 36 separate action

items to focus preparations for and drive us towards the Centennial, all aligned to the Service's four priorities: workforce, education, stewardship, and relevancy.

The National Parks Summit held in January allowed the NPS to build a loose coalition of support groups, including the National Parks Conservation Association, the National Parks Hospitality Association, that is our eighty plus concessioners, and the Coalition of NPS retirees, which I think bring value to this work, and the National Park Foundation. We have been meeting ever since the summit to explore common ground in working together.

The NPS has refocused its Conservation Study Institute at Marsh Billings Rockefeller National Historical Park to spearhead the emerging Center for Innovation and Creativity.

We have a number of new youth programs up and running whose work is exceptional. Programs at Great Smoky Mountains and Grand Teton National Parks run programs that are an alternative spring break. We're getting young people in college out to the national parks to do projects. We have a strong Wounded Warriors Program started now reaching out to these young men and women who have come back from the most recent wars, and then the active duty military pass.

He said the NPS just released a green parks plan, which sets standards for sustainability throughout the park system, both in terms of applying sustainability to assure preservation to every aspect of our operation, from new design, redevelopment and lighting to water and composting. We are working on a bison strategy and are close to agreements. We are identifying parks in the system that would be able to receive bison from Yellowstone. Yellowstone's a bison factory. We continue to work on a healthy food policy setting standards for all of the concessioners and are very close to releasing that, hopefully in an event with the first lady in July.

Every day the NPS deals with complex issues, whether it's the Occupy Movement, or Biscayne Bay proposals for a marine reserve, the Point Reyes National Seashore oyster issue, bike racing in Colorado National Monument, the Eisenhower and Martin Luther King monuments on the mall, planning for Gateway National Recreation Area's urban campground—the largest in America, or Golden Gate's America's Cup races. We are actively engaged in Gulf of Mexico restoration from the oil spill with the opportunity to tap available scientific, historic preservation, and the restoration funds.

There's a huge drive for energy development in the Department of Interior, both conventional and renewables, and that absorbs an enormous amount of our energy to watch over all those decision-making processes to ensure protection of our parks. We are actively at work on the next phase of Everglades restoration, particularly the raising of the Tamiami Trail and the protection of the water quality in the upper watershed. We continue to expand our Teacher-Ranger-Teacher program, growing the percentage of public school kids we're reaching, particularly with the Ticket to Ride Program managed by the National Park Foundation. NatureBridge is developing residential facilities in Prince William Forest Park in Virginia, recently operating their first overnight program. Funding is a big challenge.

We are addressing relevancy issues by focusing training on diversity inclusion. We have a lot to do in this arena, specifically looking at our own employees, who are not a diverse workforce. In working with the State Historic Preservation Officers we have found that less than three percent

of the National Register properties in the country represent the contributions of either minorities or women. We intend to change that, elevating that percentage significantly.

Our Rivers and Trails Conservation Assistance program organizers are meeting here in Colorado this week; and we're particularly trying to strategically focus their work on more of the underserved communities in the country. And, we see our urban parks as a threshold, so we're bringing the urban park superintendents to New York in July to emphasize the role that these parks can play in threshold experiences.

The DIRECTOR said the NPS is taking advantage of publicity around the sesquicentennial of the Civil War. We've gone on a number of outreach efforts, both in terms of acquisition of Civil War battlefields, standing up our new Civil War to Civil Rights website, which is up and running. And with regard to Hispanic heritage, a theme study is being prepared, which the Board has been involved in developing. The Board's work on national historic landmarks related to Latino heritage is a key to the relevancy side of the parks's stories.

Brand USA is the new initiative to promote tourism to the United States. Currently the US is number two in the world as a destination for international tourism. France is one. Brand USA is working very closely with us to promote the National Parks. We had a big presence at Powwow which is the big international travel conference just a few weeks ago.

We are working on a number of legislative agendas on Capitol Hill, anticipating a public lands bill in the lame duck session. These include an authorization to initiate an NPS endowment that would draw the interest from our non-appropriated funds; organic legislation for National Heritage Areas; an explicitly articulated NPS education mission; and an international mission, as well. We have proposed specific additions to the park system and a Centennial coin for 2016, which would not only provide recognition but create revenue for the National Park Foundation.

The DIRECTOR said he would be leading the US delegation for Interior to the world conservation congress in South Korea in September with a small team, to reassert particularly the role protected areas play in world conservation and climate change. A team of park directors from around the world would be going together. We've already signed on to and gotten agreement from the State Department to sign one of the motions before the World Conservation Congress.

We've got a round of World Heritage sites lining up. Frank Lloyd Wright buildings and Poverty Point archeological site are in this queue. Then in July, we hope to formally endorse the nomination of the San Antonio missions in the next round for World Heritage. The park service is US lead for World Heritage.

We've put an enormous amount of energy into the NPF over the last couple of years to rebuild its capacity. We are seeking new Board members with a passion and a pocketbook. We think they have not raised the kind of money that they have a potential to, and we really want to elevate that. He said we're encouraging them to the Director and our superintendents to sell the sizzle and then they can make the ask.

David Rubenstein of the Carlisle Group donated seven and a half million dollars toward maintenance of the Washington Monument following the recent earthquake. He would have paid

for the whole thing, which is fifteen million dollars; but the Congress wanted to pay for half of it, so we split the difference.

From a budgetary standpoint, it's unlikely we will have an appropriations bill this year. What we expect is Congress will pass a Continuing Resolution (CR) the first of October that will carry us through the election. And then if there is enough time in the lame duck session, dependent upon the election, they might pass an appropriation bill. More likely is another CR through the inauguration. And we will be operating on some kind of limited budget CR probably until March would be kind of a typical guess for an election year process. So we will be significantly constrained in our budget going in. We have been preparing for significant cuts, which is the instruction to all federal agencies. He said that under Sequestration, the NPS could expect a 10 percent budget cut.

GRETCHEN LONG thanked the Director for sharing an amazing amount of information on the breadth of all that the NPS was doing. She asked what hope he had for the outcome of the National Park Summit Conference.

DIRECTOR JARVIS responded that the summit was the first time that the many disparate interests around the National Parks were brought together into one group; and what he heard was everybody agreed that 2016 is a focal point, a seminal moment, an opportunity that should not be missed. As a large family, we should put aside whatever petty differences there may have been in the past, and focus our efforts to raise public awareness about the value of the work that we do—not just of parks, but programs as well, whether it's the NNL, NHL or RTCA side of the work.

A lot of focus should be put on connecting young people, use of social media, and how can we engage this next generation in this work, as well; that there needs to be an enormous effort in reaching communities of color, and connecting them to this, to the idea. Maybe not necessarily to promote visitation to Yellowstone, but to the values we incorporate around diversity and the American experience. There was general agreement that there needs to be a campaign, a real structured campaign. The challenge is to agree on who is leading that campaign. I would like to assert that the National Park Service should be leading that campaign.

For the next hundred years, how do we create an institution that still has its core base values of who it has been for the first hundred years, but asserts its role in society to take on a lot of these larger issues that we have. How do we put together that kind of organization? The Rivers and Trails Conservation Assistance Program, RTCA, are 75 community organizers that work in communities to help find out what's important to them, to protect it not through the NPS but the community itself, which is what the NNL and NHL programs are about.

He said there is an opportunity for the NPS to line up all our efforts under the Call to Action with a coalition of partners to help focus the Foundation's philanthropy. The products coming out of the Advisory Board help the NPS articulate our mission, the values of our work, our science role in education, and the contributions of minorities and women to this country. All these things are designed to grow the organization's impact and public awareness of what we do.

REPORT OF THE PLANNING COMMITTEE

Committee Chair Gretchen Long

GRETCHEN LONG said it was vital for the Park Service to present a vision of its work for the 21st century—a vision which grows and strengthens over time. The Service needs the clear authority to develop a new National Park System plan that offers that vision. The Board's Planning Committee is working on two key areas of any such plan, a gap analysis and a review of different approaches to resource protection and management. The committee's goal is to recommend a framework for a National Park System that fully represents our national heritage. It's a difficult task because there are a wide variety of kinds of resources, or classifications, and many are incomplete and many do not involve National Parks. But scientists on the Planning Committee have been doing intense work identifying classifications and recommending from them those which might be most applicable for the Park Service attention. The committee effort has been strengthened by the addition of Craig Groves, a Ph.D. and senior scientist with The Nature Conservancy.

When looking at a gap analysis, we are looking not only at the Park Service in a protective role, but coverage of all public agency and private conservation. If we find protection coverage is successful by others, a national park initiative would not be our intention. A key theme in looking at classifications is to be sure that connectivity is considered to help adaptation to climate change. She observed the committee was probably working under the same Science Committee principles of connectivity and adaptive dynamic management protocols. She said the committee hoped to suggest a variety of classifications and identify conservation target for which the National Park Service can select the way it wishes to proceed.

She said the other area of focus was on models of large landscape conservation, in terms of both natural and cultural resources, which relates to Call to Action item #22.

We have considered nine case studies, three of which it will be particularly valuable to present in detail as they demonstrate the role of the Park Service in guiding the protection of resources beyond their own management. They are the plan for Crown of the Continent, Chesapeake Bay, and Essex National Heritage Area. There are distinct NPS roles evident in these case examples, but its leadership in working across jurisdictional lines is paramount. The unique quality of the Park Service as convener and catalyst, and its capacity to work with communities and to engage the public stand out.

The cultural resource group of the Planning Committee has been addressing how the NPS National Historic Landmarks program and National Register listings can be organized in a way that we can ascertain gap analysis and where there needs to be more representation. In the back of all this is the goal of fully representing America's story. We have an initial review that indicates gaps in arts and literature, science, technology, Asian American, women. But we don't have the kind of documented suggestion of gap analysis that we need that would be helpful. In the cultural resource area there has been a good ideal of discussion around the recognition that many of the themes that are already in place could have substantially more impact if they were better coordinated within the various units, and the NHLs and all the programs in the Park Service. In terms of new stories a useful approach would be to expand upon and interpret in different ways the stories already being presented.

We will look at criteria for integrity, the 50-year rule on suitability, perhaps coming up with suggestions on that to incorporate into a new park plan. The committee has looked at the good work being done in the American Latino heritage initiative, and felt it was a good model to apply to other unrepresented stories. After reviewing its approach to gap analysis, we concluded it can be constructive to review the capacity of existing units and programs to effectively engage communities and the strategies and tactics of how that would work, and where they need to be.

The Committee's urban sub-group recommended focus on opportunity gaps in 25 metropolitan areas rather than the 50 identified in the Call to Action. Beyond employing just the RTCA tool in urban areas, the NPS should look at the full range of its programs to increase equity in access.

In making a recommendation for a comprehensive plan, it is essential that we articulate the role of the Park Service in a more seamless, less fragmented way. That makes the communications efforts of the NPS around Centennial that very much more important. As we put together what we hope might be the design features to be considered for a new plan, it clearly will be aspirational. Of course lurking behind our aspirations is the question of adequate resources.

GRETCHEN LONG said the committee would complete its work and offer a report for Board consideration in November. The report will speak of current coverage and gaps, outline principles and guidelines for future system design, offer specific case studies, and present various choices that could be made in developing a new plan.

She recognized **Gail Dethloff, a representative from NPCA**, who commended the Board for this work, offered a brief overview of supporting efforts by NPCA and said her organization hoped to provide information to the Planning Committee that would be useful in concluding its work.

DIRECTOR JARVIS thanked GRETCHEN LONG for this significant effort and asked that the Committee speak to the importance of full funding of the Land and Water Conservation Fund, and a balance be struck between funding that goes to large landscape level conservation versus that to the acquisition of inholdings. He asked, too, that in looking at new park models, the Committee address whether or not a National Park that is not authorized to own anything is a viable model. He said there were congressional moves in that direction, which the NPS did not support.

BELINDA FAUSTINOS reported that the Committee had done a huge amount of work looking at the fifty metropolitan areas in the nation where there were existing park units, found that there were ten metropolitan areas that did not have a significant NPS presence, and it had wrestled with the issue of whether to focus on where there are no existing NPS resources, given all the other factors that we know the Park Service is contending with in terms of staffing resources, or on the areas where you have an existing presence, be that even a small presence but yet you have something to work with to develop relationships? The focus, she said, was on those parks that are adjacent to urban areas that need some additional work if we're going to be able to develop the kind of relationships with the urban communities to be more relevant. Important in this regard is what are the qualities that make for successful programs in urban communities? A strong superintendent who embraces this as a priority for the park system is essential.

RON JAMES reiterated the importance of looking at existing properties and turning the prism in every direction to tell new and different stories. Stephanie Toothman added that a critical need for the NPS is clarity on branding programs to stress their association with the NPS, including use

of the arrowhead logo. Clear direction is needed on how to make those connections.

REPORT OF THE RELEVANCY COMMITTEE
Committee Chair Carolyn Finney

CAROLYN FINNEY spoke of experience the Relevancy Committee had at Cuyahoga Valley National Park to help facilitate conversations with diverse communities. She recalled that the purpose of these dialogue sessions was to build relationships of reciprocity between the parks and the surrounding communities. A committee team developed a framework and process to guide development of the sessions. She said the Park staff really stepped-up to the responsibility. Working with the Conservation Study Institute, a Committee team prepared a questionnaire for park staff to learn about their assumptions about the park visitation, the communities around the park and issues those communities might be facing. We met with the staff on a planning trip, then that same day with a group of community leaders to invite their participation in developing this effort.

Park staff made all the arrangements for the citizen meetings, which was an extraordinary effort. Four meetings were held with distinctly different communities to ensure broad engagement. Participating were youth, immigrant populations that included Asians and Russians, African Americans and Latinos. The meetings were not in the park, but in the communities. The intention was to go to them. Each meeting was about an hour and a half long.

Virtually all participants talked about needing to involve young people. And, everyone talked about how Cleveland was a self-segregated community. They talked about the park becoming more user-friendly, and what would that look like for them. They talked about having pamphlets in other languages, because the region is home to such a large immigrant community. Each group had their own ideas and agenda, but we kept hearing they wanted to have a relationship with the park. Many wondered if the park was safe and could it provide opportunities, whether it's jobs, recreational opportunities, places for the kids to go so not to get in trouble?

The response from the communities to these meetings was tremendous, the superintendent saying he has been overwhelmed by communications from attendees wanting to continue conversations and to volunteer to help the park. The parks' friends group, the Conservancy for Cuyahoga Valley National Park, and the park are collaborating to create a formal citizens' advisory group that will offer ideas about programs, connect the park back to their communities, and help operationalize a new level of connection with neighbors.

CAROLYN FINNEY said a critical question is: how can parks be supported in doing this, when they're now so overextended? She reported that NPCA had expressed some interest in funding a staff person to help parks develop these relationships. She concluded her report saying this is an important but very challenging project, as the parks are already overextended and underfunded.

DIRECTOR JARVIS stated that the lessons learned in this pilot should be developed into a framework providing guidance to other parks, that this was the goal.

MEG WHEATLEY volunteered to help develop that guidance. MILTON CHEN said he heard connections in this work to that of the Education Committee looking at the role of parents and of families as important learning units for kids, perhaps even more important than schools. LINDA BILMES offered there was also a connection to the economic valuation study, which

would soon be embarking on a series of focus groups to understand how people think about the parks.

REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Dr. Margaret Wheatley

MEG WHEATLEY recalled that her task was to help the NPS create an organizational culture that is adaptive, resilient, can work through times of increasing constraints and volatility. She said this is a time when there isn't any money, and it's happening in other nations where she is working. It's not only doing more with less, which now feels like the good old days, it's actually how do we enact our values and work on behalf of what we most care about in an increasing culture of fear and aggression and no money. In this environment we must work with resources that are not monetary, yet are plentiful. She said Juliette Shore from Harvard published a book last year called Plenitude, in which she talked about the availability of abundance in relationships and in communities.

She reported that her work with NPS is focused on identifying the resources that are available. By way of example, she quoted the Director from his report to the Board in the morning, saying the NPS had 75 community organizers in the RTCA program. The basic shift she has called for over the past three years is to discover the resources of creativity, caring, ingenuity and innovation that are plentiful within NPS, just as they are plentiful in many communities.

There would be people who have already discovered solutions. The effort is to find them, promote and connect them to each other, because that's how change happens, through small independent actions that when connected and when others learn about them system-wide change can happen. Last January the Director agreed to stand up a Collaborative for Innovation, which is a capstone development to facilitate all this; a coherent place that over the next few years will bring together information, connect people across the Service to form communities or practice around specific issues. To test the concept we started with a pilot focusing on youth programs, an Internet based community of practice. It has been very successful in bringing forward pioneers of innovation. A specific objective in this work is to support the Director's four priorities and the Call to Action, which gives people a point of focus in their work.

MEG WHEATLEY reported that she had been working with the NPS Organizational Development Group, now becoming a broad-based community of practice drawing on skills from many different field people, as well as professionals in the discipline of organizational change. We made a commitment that the Director is our client, which means that supporting his priorities is the only work that will be taken on by this function. She said she had also been working with the NPS Leadership Development staff, a function that is part of the Collaborative for Innovation.

The Collaborative isn't about creating a central command and control function. It's about bringing people together to create relationships. This next week, the Collaborative will look at how it can best support the Green Parks initiative and the much trickier issue of relevancy, inclusion, and diversity. It's a process not of adding on, but of creating a supportive mechanism.

REPORT ON THE NATIONAL PARK SERVICE ECONOMIC BENEFITS STUDY

Prof. Linda Bilmes

LINDA BILMES said one of the difficulties of trying to figure out the value of National Parks is that most of what the parks produce are not actually bought and sold on the open market. There's no actual easy way to value scenic wonder or clean air or drinking water or other commodities that the parks produce. To the extent that there are fees, they don't represent market demand for these products. Neither the fee structure nor the market provides an indication of what this value is. And in the absence of that, how do we begin to come up with a value of the parks.

When we think about the value of the parks, what is typically referred to is “visitation,” only a small piece of that value. We have heard this morning about a study from the University of Michigan that suggested there was \$2.8 billion in visitation value in the Intermountain Region, which is more than the \$2.5 billion annual appropriation for the entire NPS. But even thinking about that figure, and even if that figure were off by half, you can see that that is only one little piece of the overall value of the parks as we're imaging it.

So the work that we've done over the past few months has been to try to develop a framework for thinking about the full value created by the National Park Service.

Referring to a chart, LINDA BILMES said there are two commonly perceived kinds of value that are created by the National Parks. One is the operation and management of park units, which we all understand; but another that is not well understood is what we're calling cooperative programming. These are all the activities and programs provided by the NPS that don't directly affect the parks, but encompass everything else the NPS does, the community technical and funding assistance through RTCA, LWCF, HPF, the preservation tax credit program and all the coordinating and administering work of the Park Service.

Looking at both what happens inside the parks and all of the things that the Park Service does outside the national park system, there are two kinds of value that we can think about. The value that has been much studied is the “direct use” value; in other words, the value created by somebody actually going to the parks, the value that's created either by the fact that are staying in a hotel or renting a canoe or doing something directly involved in the parks.

What is harder to get our arms around is “passive use” values; the value to those who may appreciate that Yellowstone NP exists, that it is protected in perpetuity even though they won't necessarily go there or even want to. They appreciate the fact that it's there, that it's protected for themselves and for future generations, and they appreciate that very much. This is harder to place a value on, but it is actually a larger amount.

Another example is seen in MILTON CHEN talking earlier about the fact that there were all these people on the Golden Gate Bridge for its anniversary celebration. What would happen if they each paid five dollars for that experience? That would be a lot of money. What we're trying to do with this study is to figure out how many people would actually want to pay and how much. What would people actually say, if we were able to ask them, what's it worth to you that the Golden Gate Bridge exists? What's it worth to you that the Golden Gate Bridge would continue to exist even if you lived far away?

The tricky part of this exercise is trying to capture all the different things to value. If we were to look at the main items of actual value in the parks they would include ecosystem services, which would include the value of providing drinking water. We heard that 34 million people get drinking water from the Colorado River. There's also the value of the power from the dam.

There are visitation uses, which would include those people that actually visit and experience the parks or natural landmarks or historical or cultural sites, and then what we call the human capital development which includes all of the benefits of educational and other services for kids and adults and others who actually learn from and appreciate the parks.

Economists have come up with a number of methods to value some of these kinds of services, all with some advantages and disadvantages, some of which are outlined in the materials made available to you for this meeting. The focus of our study is a contingent evaluation methodology, a way of getting at your willingness to pay for something.

And the complexity of this is that it might be relatively straightforward to ask people their willingness to pay for the existence of the Golden Gate Bridge; but it would be more difficult to explain to people the value of the drinking water they get, because they don't know that the drinking water comes from the Colorado River, and they don't know what the role is of the National Parks in actually creating that drinking water. So it requires a fairly complicated methodology to first introduce the ideas of what the different things are that the parks do, and then to understand how people value those different things, and then to try to go back and quantify some of those values. We are proposing to do that through a combination of survey methodology and case studies. There is a case study of Joshua Tree NP included in the material you have.

LINDA BILMES introduced her study co-leader, **Dr. John Loomis of Colorado State University**.

Dr. Loomis emphasized that the study was aimed at the general public, not just park visitors, and reiterated that most valuation work in the past has focused just on the visitors. This study is to get at the general public's sense of NPS total economic value, and it will be much broader than just that related to parks, to include valuing the park programs, in many cases programs that provide meaningful benefit to kids and families in urban areas that need NPS services. If people are not aware of this work, we have processes to make them aware so to secure an accurate assessment of that value. Another way to represent the goal of total economic value is to consider it a holistic value. He said he had heard the term "non users." Another word for passive use value is the non user value that the parks and park programs provide.

So how do we get at this? We call it: willingness to pay. We recognize this as willingness, but importantly, ability to pay. And we have some checks built into our work to make sure we get at that. We have ways to make sure the people we survey are paying attention to the amounts that they say they're willing to pay, and it's not just a sentiment like "save the whales."

John Loomis referred again to the contingent valuation method, saying there is also what's called a "conjoint" method that is developed in marketing literature to give us values of particular attributes. It is a study design approach to apply both to the parks and to NPS programs. But the method is based on a survey, and it's a more elaborate approach, not a public opinion poll. We're

setting up a hypothetical market or referendum to get people to express the values they have. Our role is to discover or uncover those values.

This methodology has been used in hundreds of studies, some of individual parks, some for recreation, water quality, and air quality. The pieces are out there. Is the air quality over National Parks class one air quality, and what about water quality studies? Nobody's pulled it together. And that's the point of this is, to do one study rather than trying to piece the puzzle together. This approach is used by Federal agencies like EPA, Corps of Engineers, and Bureau of Reclamation.

We have to decide how to go about this, whether to do mail or Internet. We give people information, a pre-test, which provide context needed to make an informed decision. There are two phases to the study. Phase I is a design where we've got to decide once we've assembled the information, can we convey it in a survey booklet that's eight pages, or do we need to use an Internet survey? Then we'll get into the actual initial survey design, laying out all the visual aids, texts, so forth. Then we'll try it out on real people, four or five focus groups. We'll sit people down, give them 75 bucks to come in for a couple of hours, and we'll go through the survey to get feedback of what works and what doesn't. The next part is the actual survey implementation.

CHAIRMAN KNOWLES invited discussion.

MEG WHEATLEY observed that this was a wonderful opportunity to give some real thought to around 2016 to representing the richness of what the NPS offers.

DIRECTOR JARVIS stated that this was potentially a seminal piece of work important to everything we do in articulating the values that the American people assign to the parks and to the programmatic side of the NPS mission.

LINDA BILMES said one of the reasons the case studies are so important is that we can't cover everything, though we can have a case study in at least every category. If we study one education program in-depth and know we have many of these things, we begin to understand the value of that kind of thing. She said a select scientific and economic advisory panel has been set up to help us with peer review and ensure we have peer review publications. The head of the scientific panel is Lisa Randall, a theoretical physicist, and Joe Stigletz will head the economic panel.

MILTON CHEN asked what the current thinking was about valuing the experience families and young people have in the parks? He said the education community has had some beginning conversations about that, and there are education economists trying to figure out the value of a good teacher; the value of a bad teacher. He asked if the team was thinking about the value of a week in the National Parks or the value of participating in a park residential program? He said it would be important to place an economic value on that contribution to the education and well-being, including the careers of people who've participated in park learning.

John Loomis answered that economists have been doing this for decades, whether it's for a rafting trip down the Grand Canyon for two weeks, or a day trip into a park we've been using these same techniques. We say: it's only twenty bucks to get into Rocky Mountain National Park; you came all the way from Chicago, so it's worth more than that; and that's what we're trying to find out. Different people will have different motivations. When you do a fishing survey, being with family and friends is more important to half the people that are anglers than the opportunity to

catch a big fish or to catch lots of fish. So, the idea is we're going to have some nonmonetary indicators. And that's how we warm-up people to think about this. Why did you come here? What's the importance on a one to five scale of these reasons you might have come today.

LINDA BILMES added that if one looked at OSHA or EPA, or any regulatory agency, all determine value. If you were to lose your arm in an industrial accident, there's an amount of worth this has been given. And that amount comes from one of these kinds of studies, where people have assigned value to how much your arm is worth. Now, does that really capture how much your arm is worth? It doesn't. And of course it might vary for different people, but still there is some valuation of it. Right now there is no monetary valuation of a trip to a national park.

Loran Fraser added that there have been numerous conversations about the need for support from the education community for this project. The NPS has a vision of itself evolving into a powerful educational institution. He said MILTON CHEN'S input to this project is very important. Many NPS people believe there are huge positive public impacts in this regard.

LINDA BILMES said she wanted to do a case study on one of the educational places to generate what that value would look like. MILTON CHEN said we hear stories all the time, at NatureBridge events, that young people had their lives transformed by these trips. These are kids that were on the verge of dropping out; they were involved with gangs. We heard this in Santa Monica when the Second Century Commission visited the park, and we heard how their lives completely changed. They became productive citizens. Some of them end up in the National Park Service. John Loomis said he knew they should be looked at because there have been studies with very positive outcomes of Wilderness, Outward Bound, and other such programs.

GRETCHEN LONG commended that this was an extraordinary project, a potentially very important basis for supporting an endowment campaign and other funding needs. Considering the full rich scope of the Park Service underscores its high value beyond park boundaries. This is an amazing effort and worth the support that I hope we can secure.

REPORT OF THE SCIENCE COMMITTEE

Committee Chair Rita Colwell

RITA COLWELL identified the members of the science committee. She said the purpose of the committee was to provide advice on a range of issues that relate to science, including the policy, programs, and science education that's related to the mission of the National Park Service. The key task that's assigned to us is revisiting the 1963 Leopold Report, a 50-year-old report. It was fair to say it has been a manual adhered to religiously; kind of a combination of the Bible, the Torah, and the Koran rolled up into one that the Park Service has been following. It's 50 years old now and it has both verbiage and some concepts in it that are outdated.

She asked what should be the goals of natural and cultural resource management in the National Park System. What are the policies that the resource management needs to achieve those goals? And specifically what are the actions to implement the policy? We set out the key goals of policy and action recommendations that we plan to make, and then we kind of laid out the rollout for the report once it's developed.

Ten papers were commissioned that provided background to draw on. Fundamentally, the message of the report will be that science and the broad use of science must be part of the activities of the National Parks System. It is necessary for many reasons, one of which is that these are areas that we've been discussing all day, protected areas that provide absolutely spectacular and unique living laboratories to carry out long term studies, studies that are of the complexity of ecosystems rather than just studies of a long-term analysis of an owl or let's say an ungulate, but in fact the integration of the living systems that the parks represent.

But also to put into context that we are living in change, and that change is constant. And so the context will be to consider how parks can exist in a time of changing climates; how can they not become oases when surrounded by urban environments.

CHAIRMAN KNOWLES asked for comment from RITA COLWELL and Science Advisor to the Director Gary Machlis about Pebble Mine, a proposed open pit mine for molybdenum, copper, and gold, located in Alaska on state owned land which will certainly affect Katmai National Park and Preserve and Lake Clark National Preserve. The issue and question is how one of the world's largest mining operations will impact these areas and the watershed for Bristol Bay, the spawning ground of the world's largest wild salmon run. The scope of the mine is staggering. It will be several miles wide. It will be about 1700 feet deep, deeper than the Empire State Building is tall. It will produce about 10 billion tons of waste rock, and will be North America's—and one of the world's—largest open pit mines.

He said there were nine Alaskan native villages and the Alaska, Native Regional Bristol Bay Corporation that requested the EPA to do a risk assessment. And that risk assessment just came out on May 18. It was done on a hypothetical basis, since there is no actual project design yet approved. The results were not surprisingly: there is great risk in this, real potential destruction in the offing for one of the world's greatest sustainable resources.

The CHAIRMAN said the logic of what's going here says that this is a potential disaster to the watershed of these two areas, an enormous issue facing these parks in terms of the very basis of their existence. For that reason, he asked RITA COLWELL and the Science Committee to look at the situation and see what the effect of this operation would be on the National Parks.

RITA COLWELL responded that it would be her recommendation that the Science Committee should step up to this. She noted, however, that the Board's work is generally done at the request of the Director.

DIRECTOR JARVIS said the Park Service's vision of the Science Committee is that it has work beyond Leopold Report, though completing that effort is a first priority. He said that within the Park Service we are looking at this issue, both from a natural resource, a cultural resource, a traditional use standpoint. The Pebble Mine is a concern to the Department of Interior beyond the National Park Service. He suggested that he would take this back and consider the organization's own internal review and then focus some component of it for review by the Science Committee. He said that having its expertise with additional expertise added not currently available to the Committee would help focus its review. He said he would put this in writing to the Chairman.

REPORT OF THE EDUCATION COMMITTEE

Committee Chair Milton Chen

MILTON CHEN welcomed to the discussion Julia Washburn and Diane Chalfant from the Washington office (participating by phone), saying they were staff leads to the Committee. He reported that Leland Melvin, Associate Administrator for Education at NASA, had joined the Committee, now the largest of all Board committees with twenty-nine members. The decision intentionally was to create a large number of advisers to help the NPS across a broad scope.

He said the Committee has five subcommittees covering technology, partnerships, professional development, learning and research, a structure that meshes with the committees of the Park Service's internal National Education Council. The Committee's work is helping advance the Call to Action. He said he was enthusiastic about the first-ever MOU between the US Department of Education and the Department of the Interior which is a landmark laying the groundwork for future collaboration.

The technology subcommittee has been looking at producing a white paper that looks at what is possible now within the national park sites for visitors that are there, the use of technology, what would be needed baseline, and then what we would like to see happen.

In the partnership subcommittee we're looking at a gap analysis of what types of partnerships would be most helpful to advance collaborative work with the education community at large.

Professional development is a subcommittee now completing a white paper offering a vision for the 21st Century Interpreter, kind of a new job description for NPS staff to manage learning experiences for the diverse audiences that are coming into the national parks.

A learning subcommittee is conducting a literature review focused on the role of families in learning, which will help the NPS connect with the increasingly diverse structure of families and with parents around the role of national parks for their children's learning.

The research subcommittee is doing a review of how other organizations are using national level evaluation positions, which is helping to inform the NPS about a position for research coordinator in the Washington office. We're planning to use the expertise of this subcommittee to conduct a series of webinars for NPS staff about the latest research.

The Committee is interested in developing an idea for a national education summit. There's a lot of great work going on in the parks. We want to collate and curate that, and conduct a summit and conference for the National Park Service and its many partners who are doing this work.

REPORT ON COMMUNICATIONS

Leonore Blitz

LEONORE BLITZ reported that the Director had just gotten a commitment from the National Park Foundation (NPF) of \$500,000 so the NPS can begin the process of selecting a world class advertising and communications agency to prepare a Centennial communications campaign. She praised the Director for this action and said she understood that he wished to have a plan from an agency in hand by the end of the calendar year. Consulting with the NPS, the NPF would develop

an RFP, and the expectation is some reasonable number of agencies would be identified to interview, leading to a decision to contract with one of them.

She said an MOU between the NPS and NPF had been proposed to clarify roles in the joint effort to develop and implement a campaign. She recommended that it be made clear that the National Park Service is the client and the National Park Foundation is the funder. She proposed that the Advisory Board create a Centennial Campaign Committee to advise the agency selection process, ongoing fundraising programs, and all the things needed to do this over the next four years.

One of the things suggested in the past is that a presidential commission might be established with national leaders who could assist in fundraising. She shared that the NPS and NPF did not have at this time the infrastructure necessary to run a large initiative around 2016.

DIRECTOR JARVIS said the NPS needed a targeted and focused campaign that had a set of objectives to raise public awareness about the work that we do. In many cases the public perception is still that there are but a few national parks and they're all in the west. And they have no idea about the programmatic things we do for the American people. There is the need for constituent building to reach into communities of citizens who are neither park users or even aware of the NPS. There is a need for greater philanthropic support, as well. We need professional help to design that campaign and he thanked LEONORE BLITZ for opening doors to do this. He said the NPS should be prepared early in 2013 with a plan to launch a campaign. He said an Advisory Board task group would be important to have to advise him as we go into this.

GRETCHEN LONG agreed that it should be clear the Park Service is the client, and as such has the responsibility for the design and content of the campaign. While the NPF is funding this—and deserves congratulations for the first half million dollars for design—it has a fiduciary responsibility to watch how its money is spent; and its participation should reflect that concern. But, she said, the NPS has the dominant position. She offered support for a Board committee to advise the Director.

LEONORE BLITZ stated that it was of critical importance to develop a fundraising strategy as soon as possible. LINDA BILMES recalled that the Second Century Commission recommended that a NPS endowment be created and the thought then was that this could be developed for and in the context of recognizing the Centennial, its purpose to address NPS needs and mission work beyond 2016. LEONORE BLITZ agreed, suggesting that fundraising for the Centennial could be tied to that goal, but that significant funds first are needed to support the design and management of the marketing campaign itself.

LINDA BILMES recommended that if we are to have a successful public awareness campaign part of that effort might be to generate small donations across the country, and she asked to whom they would be going? There is no other structure for this now except the Park Foundation.

DIRECTOR JARVIS observed there were a lot of moving parts to this, that he was looking at both short and long term actions that were needed, in the short term to get an advertising or marketing firm on Board through an RFP process ensuring that they are tasked to get work done by January. He said a small group of the Board to advise in that process would be helpful. Currently, he observed, LEONORE BLITZ is a committee of one and needs support. Discussion of a presidential commission could be part of a plan we develop, a product of the ad agency's

process. A second piece to address might be what is the framework for philanthropy towards 2016? And while the National Park Foundation is legally established as our philanthropic partner, they've struggled over the years. It may be that there's a different model for this, or there may be some augmentation to the Foundation's work for the Centennial. That's something the Advisory Board could explore in an appropriate, timely fashion, not directly related to this RFP. He said there can be some quiet exploration of potential funders either for a larger 2016 effort or the campaign itself, but we've got to be clear about where monies are going. Right now it's NPF.

The DIRECTOR concluded saying the action now is for the Advisory Board to advise him over the next six months, so we can get the RFP developed, a firm on Board and assigned to the task of developing a plan. Secondly, we can begin thinking about how philanthropy would be managed over the next four years, how it should be focused and what donors would be giving to.

■ Wednesday, May 23, 2012

OPENING THE MEETING

CHAIRMAN KNOWLES called the meeting to order and invited NPS Regional Director John Wessels to show a short video about the region that was not available when he presented the previous day.

The video was shown.

MILTON CHEN suggested that as the NPS moves towards its Centennial the best of the seemingly many videos about the parks and work of the Park Service should be collected.

REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE

Committee Chair Ronald James

RON JAMES praised the staff of the National Historic Landmarks program saying they have been exceptionally energetic and diligent in the work they do, but especially in preparing for the current meeting, where a huge amount of properties would be brought before the Board. He said Associate Director Stephanie Toothman would present the nominations, as she had in the past.

He stated that he would abstain from one of the property discussion, the McKeen Car Company, because his office was involved in preparing the nomination. He was advised there is no conflict; that in his current role he's representing the committee, but wanted to disclose this for the record.

Stephanie Toothman began by introducing Dr. Alexandra Lord who would be participating in the presentation by phone. She said many people contributed to the nominations coming before the Board that day. She said the NPS was working on several initiatives to ensure that the National Historic Landmarks, as part of all National Park Service programming, represents the stories of all Americans. She said the Latino Heritage initiative was moving ahead; that the panel of scholars has mapped four major areas of interest, and its work is proceeding on 17 different essays.

The Secretary is very pleased with the progress and had asked us to lead an initiative in recognition of women's contributions to America, and specifically to update the existing women's

history theme study. We're forming a group of park superintendents, as we did with the Latino initiative, to work with interpretation to see how better to interpret the stories we already have.

She said the Committee has five properties today that are being presented under Criterion 1, representing broad patterns or major events in American history. The first is Central Branch National Home for Disabled Volunteer Veterans, and also the Dayton Veterans Administration Home in Dayton, Ohio. The Central Branch reflects the evolution and shift in federal care of veterans beginning in World War I on through the disabled volunteer soldiers model for veterans care and the establishment of the Veterans Administration in 1930.

The next property is the one that RON JAMES referenced at the beginning of this session, McKeen Motor Car #70, Carson City, Nevada. This motor car is an extremely rare early example of a self-propelled railway motor car powered by an internal combustion engine.

The next nomination is for the Denver and Rio Grande Railroad, San Juan extension into Mexico. It's now known as the Cumbres and Toltec Scenic Railroad. It's a 64-mile segment of the 36 gauge railroad built by William Jackson Palmer for opening the Central Joaquin Mountain Region for development.

The next property is Poston Elementary School unit in the Intermountain Region, Colorado River location center in La Paz County, Arizona. Members of the Board have seen several nominations in the past associated with the incarceration of Japanese Americans after Executive Order 9066 was signed by President Roosevelt in February of 1942. As a result of that order, more than 120,000 Japanese Americans were removed from their homes and detained in a system of government assembly and relocation centers. The Colorado River Relocation Center, also known as Poston, became the second of 10 relocation facilities to open. Three are units of the National Park System—Minidoka, Tule Lake, and Manzanar; six of the ten are designated as National Historic Landmarks. This would make the seventh.

The next property tells a very different part of the World War II story. Camp Evans in Walls Township, New Jersey, was acquired by the US Army Signal Corps in 1941; functioned as an electronics development, testing, and production facility during World War II; and continued in that general capacity for several decades. Camp Evans became one of the principal U.S. sites associated with the development of radar.

Stephanie Toothman said the next group of properties is presented under Criteria 1 and Criterion 2, individuals who played an important role in shaping American history and culture.

The first is the Black Jack Battlefield in Douglas County, Kansas. The 3-hour battle of Black Jack, fought on June 2, 1856, marked a culmination of the escalating violence of Bleeding, Kansas. Unlike the previous violence in the Kansas territory, which was characterized by what we would call guerilla warfare, the Battle of Black Jack was the nation's first true open military conflict over the issue of slavery fought by opposing pro and anti-slavery militia. The battle of Black Jack marked the beginning of John Brown's war on slavery, and many consider it the first official battle of the Civil War.

The next two properties are associated with the founding of Alcoholic Anonymous. Stepping Stones in Katonah, New York, is the home of Bill Wilson and Lois Wilson; Dr. Bob's house in

Akron, Ohio, was the home of Dr. Robert and Ann Smith. Bill Wilson and Bob Smith co-founded AA, and Lois Wilson and Ann Smith co-founded Alanon.

The next group of properties is presented under Criterion 4. Five of these seven are represented because of their architectural significance, two because of their engineering significance. The first one is the United Congregational Church of Newport, Rhode Island, built from 1855 to 1857. It's a classic sample of Romanesque Revival style building that is nationally significant under criterion four for the exterior created by John LaFarge.

Central Congregational Church in Boston, the next property, was built in 1867. Also known as the Church of the Covenant, the interior was decorated from 1894 to 1896. The church was designed by the Upjohn family, Richard Upjohn, an English born architect with the largest gothic revival style in the United States, and his son Richard Mitchell Upjohn.

CHAIRMAN KNOWLES interrupted the presentation, apologizing, but saying he thought it important to introduce a special visitor to the meeting, **Denver Mayor Michael Hancock**. The Mayor apologized, as well, offering that he had come to welcome the Board to Denver and offer support for a nomination pending before the Board to designate the Denver Civic Center.

When Mayor Hancock departed, Stephanie Toothman continued with her presentation.

Our next property is the University Heights Campus, also known as the Bronx Community College of the City University of New York. Located in the Bronx, it is considered a tour du force of the Beaux art architectural style that influenced American renaissance architecture.

Two properties are associated with engineering achievements, both covered bridges. The first is the Knight's Ferry Bridge in Stanislaus County, California, constructed in 1862-1863; an exceptionally fine example of 19th century covered bridge construction, and an outstanding example of a timber house truss, one of the most significant American timber truss types. The second is called the Humpback Bridge, an outstanding example of a timber multiple king post truss. It was erected over Dunlap Creek in 1856, exhibits craftsmanship characteristic of the period prior to the introduction of standardized circular saw and framing members.

She said the Board would be looking at two post offices, the first being the United States Post Office and Courthouse in San Francisco completed in 1905. It's nationally significant as one of the most opulent and high profile designs for federal building produced under the office of the supervising architect of the treasury at the turn of the twentieth century.

The next building is The Republic, a nationally significant work of modern architecture and one of a remarkable group of significant works to be commissioned in and around Columbus, Indiana, beginning in 1942. In 1942 the residents of Columbus began commissioning works of modern architecture by notable architects. This process became formalized in the late 1950s by the Cummins Engine Company Foundation, which provided grants to pay for the design fees. Completed in 1971, the Republic is a "superlative" work of renowned modern architect Myron Goldsmith, who worked as part of the Skidmore Owens and Merrill firm.

Stephanie Toothman reported that the next three properties were being presented under Criterion 1 and Criterion 4, architecture. The first is the historic Moravian Bethlehem

historic district in Bethlehem, Pennsylvania, nationally significant as a physical expression of an 18th century structured communal religious society seeking the rebirth of the Christian world from Russia to the Ohio Valley. The Moravians created an international religious community with a network of towns, cities, and communities that stretched across the world. Bethlehem served as the center of Moravian activities in America.

The Denver Civic Center is the next property for consideration. It represents one of the most complete and intact examples of early 20th century civic design nationwide. It ranks highly among the handful of city, beautiful civic centers nationwide that were inspired by the 1901 to 1902 McMillan plan for the nation capitols that actually reached a stage of completion. As with many communities across the country during the early 20th century, Denver's civic leaders sought to create a grand civic center containing monumental cultural and governmental buildings of American Beaux arts classical design linked by a formally ordered and inspiring landscape.

Greendale Historic District in Greendale, Wisconsin, is one of three greenbelt towns built by the federal government, and represents highly important aspects of New Deal policy, a distinctive stage in the evolution of the American suburb and pioneering innovation in house and neighborhood design. The greenbelt towns program was unique among the federal initiatives during the Depression, intended to address three major problems worsened by era economic conditions: widespread unemployment, urban slums, and the shortage of decent housing.

Stephanie Toothman said there is one property presented under Criterion 4, the Davis Oriole Earth Lodge site in Mills County, Iowa; nationally significant as one of the best preserved central plains traditional house sites known in the US dating to 1250 AD. These illustrate a chapter in North American history or prehistory when people successfully adopted a new food production system combining intensive maize cultivation with traditional patterns of hunting and gathering.

The next property is being presented under Criterion 6. It is the Murray Springs Clovis site in Cochise County, Arizona. It is among the richest early paleo Indian sites in North America with a mammoth kill, a bison kill, and a Clovis campsite. As stated in the NHL theme study, the earliest American sites associated with the Clovis culture are extremely rare. This 13,000-year-old site has produced Clovis spear points, numerous other stone tools, the debitage for making and repairing these stone tools, and a rare mammoth bone tool.

The last major group of new properties are included as part of the Latino Heritage initiative. The first is the Admiral David Glasgow Farragut grave site. Normally we don't nominate grave sites. But after an extensive search this is the only known surviving property directly associated with Farragut that retains the high level of overall integrity required for designation. Farragut is known for his Civil War victory in the Battle of New Orleans and the battle of Mobile Bay, Mobile Bay.

The next property is the Hispanic Society of America complex in New York City. It is significant under Criterion 1 for its association with the changing perceptions of Hispanic Latino history, including the history of Spain, as well as Latin American, and more specifically the role Latinos have played in American history overall; and under Criterion 2 for its association with Archer Milton Huntington, a nationally significant philanthropist and scholar of Hispanic literature. This was the site of the first meeting of the American Association of Teachers of Spanish and Portuguese, the first, largest, and most influential teachers association of a foreign language.

Next is our second courthouse, the United States Post Office and Courthouse in the southern district of California in Los Angeles. GSA owns and manages the building. Between 1945 and 1946 the courthouse for the southern district of California became an exceptionally important site in the civil rights history of Mexican and Mexican American people in the southwest. It also became an extremely important site associated with the history of school desegregation. The decision in *Mendez et al versus Westminster School District*, a lawsuit filed by five Latino families whose children were denied admission to public schools in southern California for segregation on the grounds that separate was not equal.

Stephanie Toothman said there were two updated documentations to consider. The landmark nomination for Nantucket originally focused on its association with the American whaling industry and the remarkable survival of architecture and ambience of an early whaling port. The updated documentation deals with a number of other areas of significance, including the significance of tourism and historic preservation to the development of Nantucket. It also recognizes the role of Nantucket's Native American and African American communities, and the important roles they operated in the whaling industry and the social history of the island.

The second is Hamilton's Grange, which the National Park Service moved from its previous location, which wasn't exactly conducive to understanding its original setting in New York. It was moved from Convent Avenue to St. Nicholas Park, which is about a block and a half. The move provided Hamilton Grange with a setting that is more reflective of its original setting. It is historically significant under the National Historic Landmark criterion two, for its personal association with Alexander Hamilton. The updated documentation and boundary is required in order to document the move and the reasons for it.

In addition to these individual sites, she said the Committee is presenting the proposed cattle trails national historic trail. Section 5303 of the Omnibus Public Land Management Act of 2009 authorized the secretary to conduct feasibility study of the Chisolm Trail from the vicinity of San Antonio to Enid, Oklahoma, and other Kansas destinations. The Great Western Trail, also known as the Dodge City Trail, ran from the vicinity of San Antonio to north by northwest to Oklahoma through Kansas to Dodge City, north through Nebraska to Ogallala. The trails were nationally significant for four reasons: the economic impact on Texas, the economic impact on the Great Plains and elsewhere, social conflict, and the iconic cowboy.

MEG WHEATLY commended Stephanie Toothman and program staff for this work and managing the program, generally. She said this was one of her favorite parts of Board meetings, teaching her about details of our history with which she was not familiar. MILTON CHEN agreed, saying he was struck by how much these sites represent, that they are tools for kids to learn about our history, and he wondered if someone might build an app for that.

RON JAMES said one Committee member is always asking how the program can be used for education. It's a mixed bag because properties are managed by a wide variety of organizations and people, not all positioned or even wanting to do that. They're inheriting a property, they're managing a property, but they're not necessarily using it the way we might all wish they would.

GRETCHEN LONG asked if these independent individuals or groups managing the sites interpret the history in the thematic way that the program does in these presentations. Stephanie Toothman answered that it was not a requirement. Many have that capability; others are privately owned and

probably not as able to provide context. But they do have to address that in the nomination, so if they choose the information is available to them.

GRETHEN LONG also asked why the site with the Clovis point is a National Historic Landmark as opposed to a National Natural Landmark. Stephanie Toothman said because it is a cultural archeological site. She also said it could be both. There are sites that have both NNLs and NHLs.

LINDA BILMES said it might be a great summer internship job to develop an app for this program. Lexi Lord responded that the Next Exit History program of the University of West Florida does highlight the NHLs. She volunteered that the program could move more aggressively to partner with folks contacting us about using our database to create apps. LINDA BILMES Said she would be interested and willing to undertake getting you a student intern to help on this. GRETCHEN LONG offered that this would help get over the problem of not having adequate interpretation at all these sites.

RON JAMES called attention to **Steve Turner, deputy state historic preservation officer for Colorado** who was present at the meeting. RON JAMES said many of the landmark nominations originate with the state historic preservation officers and they're our partners. They receive a grant from the Park Service to sustain themselves, and they generate nominations in tax credit projects.

Steve Turner said he had come to the meeting primarily because he was interested in the Denver Civic Center, as well as the Toltec railroad. He expressed appreciation for the Board's work.

Stephanie Toothman advised the Board that the NPS would be launching an Asian Pacific initiative this year. Also, a small group of about 25 members of various communities in California would be invited to a forum called Multiple Views in San Francisco to look at possible institutional barriers to engaging communities currently underrepresented in both the landmarks and the National Register program. She said MILTON CHEN would be invited the forum.

RON JAMES asked for a motion to approve the slate of nominations and the trail designation that had been presented. It can be done under one motion.

CHAIRMAN KNOWLES said he would entertain such a motion, it was moved and seconded.

The motion passed unanimously.

Stephanie Toothman asked if it would be the sentiment of the Board that at future meetings we extend the times of discussion of each item.

There was general agreement by the Board Members that this was desirable.

REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE **Committee Chair Belinda Faustinos**

BELINDA FAUSTINOS said the NNL 50-Year Anniversary event on the previous day was symbolic of the significance of the program. She thanked everyone involved from the region for making this happen. She said that NNL program manager Margi Brooks did a superb job leading the effort on very little funding and would present the Committee's recommendations.

Margi Brooks said the Committee was bringing forward only one proposed landmark, the Big Springs Creek located in Colorado in the San Luis Valley National Heritage Area. It is the first NNL brought to the Board that is within the administrative boundary of a unit of the National Parks System, the Great Sand Dunes National Parks and Preserve. It is a superb example of a perennial spring fed stream. The natural history theme it represents is number four, aquatic ecosystems. A secondary natural feature is the dunes. A third is that it is wetland ecosystem occurring in an extremely arid area.

BELINDA FAUSTINOS asked for a motion to make this a recommendation.

The motion was moved and seconded.

Without objective the motion passed unanimously.

OPPORTUNITY FOR PUBLIC COMMENTS

There were no further public comments.

OTHER BUSINESS

■ Centennial Campaign Committee

CHAIRMAN KNOWLES returned to continue discussion from the previous day concerning how the Board might move forward supporting the NPS Centennial campaign. He said Loran Fraser had responded to our request to draft a statement proposal for a task force to advise the Director on this matter. The statement identifies a membership of Paul Bardacke, Milton Chen, and Gretchen Long, who have agreed to serve, with Leonore Blitz as chair. He added that he would also like to participate in the committee's work as it develops. He asked the Board to read the statement, to discuss it, if needed, and then he would entertain a motion to approve the action, which he said should be done.

Proposed Statement:

In June, 2011, Director Jarvis asked the Board to provide advice for a National Park Service public awareness initiative to showcase the success of the national park idea and its growing contributions to society. The broad goal of the initiative is "to introduce more of the American people to all that the National Park Service has to offer looking to its second hundred years of public service." Leonore Blitz was asked to coordinate the Board's effort.

In May 2012, the Director asked and the National Park Foundation agreed to provide initial funding to develop a contract with a world class, professional advertising and communication agency to prepare a four year centennial campaign plan. The Director's goal is to have that plan in hand by the end of this calendar year.

In consultation with the National Park Service, the National Park Foundation is proposing to identify potential communications firms with the capabilities to do this work, to develop a Request for Proposal (RFP) outlining the task, and to prepare a Memorandum of Agreement (MOU) setting forth the respective roles of each organization in accomplishing the work, and to participate with the National Park Service in selecting the agency that will prepare the plan. The

proposed development schedule calls for selection of this agency by August, with work commencing on the plan in September.

At the Director's request, the National Park System Advisory Board is forming a task force to offer counsel to him throughout the development process above, including preparation of the RFP, a scope of work, MOU, criteria for selecting potential communications firms, and selection of the agency. Members of the task force are Leonore Blitz (coordinator), Paul Bardacke, Milton Chen, and Gretchen Long.

DIRECTOR JARVIS stated that it was an excellent statement, exactly what he wanted.

BELINDA FAUSTINOS offered the motion and it was seconded.

CHAIRMAN KNOWLES said the statement of Board direction was approved.

Loran Fraser suggested a group conference call as quickly as possible to develop a schedule and some sort of operational plan.

DIRECTOR JARVIS advised the Board that a reason he had proposed Fort Monroe for the next meeting is that it should be interesting to visit a park that is not yet mature, that is in the earliest stages of development. Interesting to understand what it takes to set up a park with all the expectations that the various proponents have for it. It's a partnership park because of the involvement of the State, the State Historic Preservation Office, and the National Trust for Historic Preservation.

GRETCHEN LONG suggested that while at the park the Board might hear about NPS work in the Chesapeake Bay and the Captain John Smith Trail. The DIRECTOR agreed.

SCHEDULING FUTURE MEETINGS

Loran Fraser recalled that the next scheduled meeting was November 28th and 29th.

He advised, however, that in order to transmit the Science Committee report to the Director before August 25 as proposed, the Board would need to meet by teleconference by August 16 to formally accept the report.

RITA COLWELL offered that the Science Committee was hoping to have the final version of the report on August 6, and proposed that the teleconference be scheduled the week of August 13.

After some discussion it was agreed to schedule the teleconference at 2:00 p.m. EDT on August 16.

It was agreed that the report would be provided to Members five days prior to the teleconference.

It was also agreed that the November 28-29 meeting would be held at Fort Monroe National Monument in Hampton, Virginia, the newest unit of the National Park System; a partnership park that anchors the slavery history beginning and end, including the issuance of the Emancipation Proclamation.

ADJOURNMENT

The meeting was adjourned by Chairman Knowles at 9:18 a.m.

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SUMMARY OF DECISIONS/ACTIONS—page 31

National Park System Advisory Board
SUMMARY OF DECISIONS/ACTIONS

May 22-23, 2012

1. The Board approved recommendations from its National Historic Landmarks Committee that the following properties be sent to the Secretary of the Interior with the Board's recommendation that they be designated National Historic Landmarks.
 - Central Branch, National Home for Disabled Volunteer Soldiers/Dayton Veterans Administration Home, Dayton, OH
 - McKeen Motor Car #70 (Virginia & Truckee Railway Motor Car #22), Carson City, NV
 - Denver & Rio Grande Railroad San Juan Extension (Cumbres & Toltec Scenic Railroad), Conejos and Archuleta Counties, CO, and Rio Arriba County, NM
 - Poston Elementary School, Unit 1, Colorado River Relocation Center, La Paz county, AZ
 - Camp Evans, Wall Township, NJ
 - Black Jack Battlefield, Douglas County, KS
 - Dr. Bob's Home (Dr. Robert and Anne Smith House), Akron, OH
 - Stepping Stones (Bill and Lois Wilson House), Katonah, NY
 - Central Congregational Church, Boston, MA
 - United Congregational Church, Newport, RI
 - University Heights Campus (Bronx Community College of the City University of New York), Bronx, NY
 - Knight's Ferry Bridge, Stanislaus County, CA
 - Humpback Bridge, Allegheny County, VA
 - U.S. Post Office and Court House (James R. Browning U.S. Court of Appeals), San Francisco, CA
 - The Republic, Columbus, IN
 - Historic Moravian Bethlehem Historic District, Bethlehem, PA
 - Denver Civic Center, Center CO
 - Greendale Historic District, Village of Greendale, WI
 - Davis Oriole Earth Lodge Site, Mills County, IA
 - Murray Springs Clovis Site, Cochise County, AZ
 - Admiral David Glasgow Farragut Gravesite, New York, NY
 - The Hispanic Society of America Complex, New York, NY
 - United States Post Office and Court House (Court House for the Southern District of California), Los Angeles, CA
2. The Board approved the National Historic Landmarks Committee recommendation to update with additional documentation and clarify a boundary revision for the following property:
 - Nantucket Historic District, Nantucket County, MA
3. The Board approved the National Historic Landmarks Committee recommendation to clarify a boundary revision for the following property:

- Hamilton Grange, New York, NY

4. The Board approved the National Historic Landmarks Committee's recommendation of national significance for the proposed Cattle Trail National Historic Trail.
5. The Board approved the recommendation of the National Natural Landmarks Committee to send the following property to the Secretary of the Interior for designation as a National Natural Landmark:

- Big Spring Creek, Saguache County, CO

6. The Board established a Centennial Campaign Task Force to advise the Director of the National Park Service throughout the process developing a centennial campaign, including preparation of the RFP, a scope of work, MOU, criteria for selecting potential communications firms, and selection of the agency. It was agreed that members of the task force are Leonore Blitz (chair), Paul Bardacke, Milton Chen, and Gretchen Long. Board Chairman Tony Knowles will participate in the work of the task force.
7. The Board will meet by teleconference on August 16, 2012, to approve the report of its Science Committee.
8. The Board will meet on November 28-29, 2012, in Fort Monroe, Virginia, at Fort Monroe National Monument.