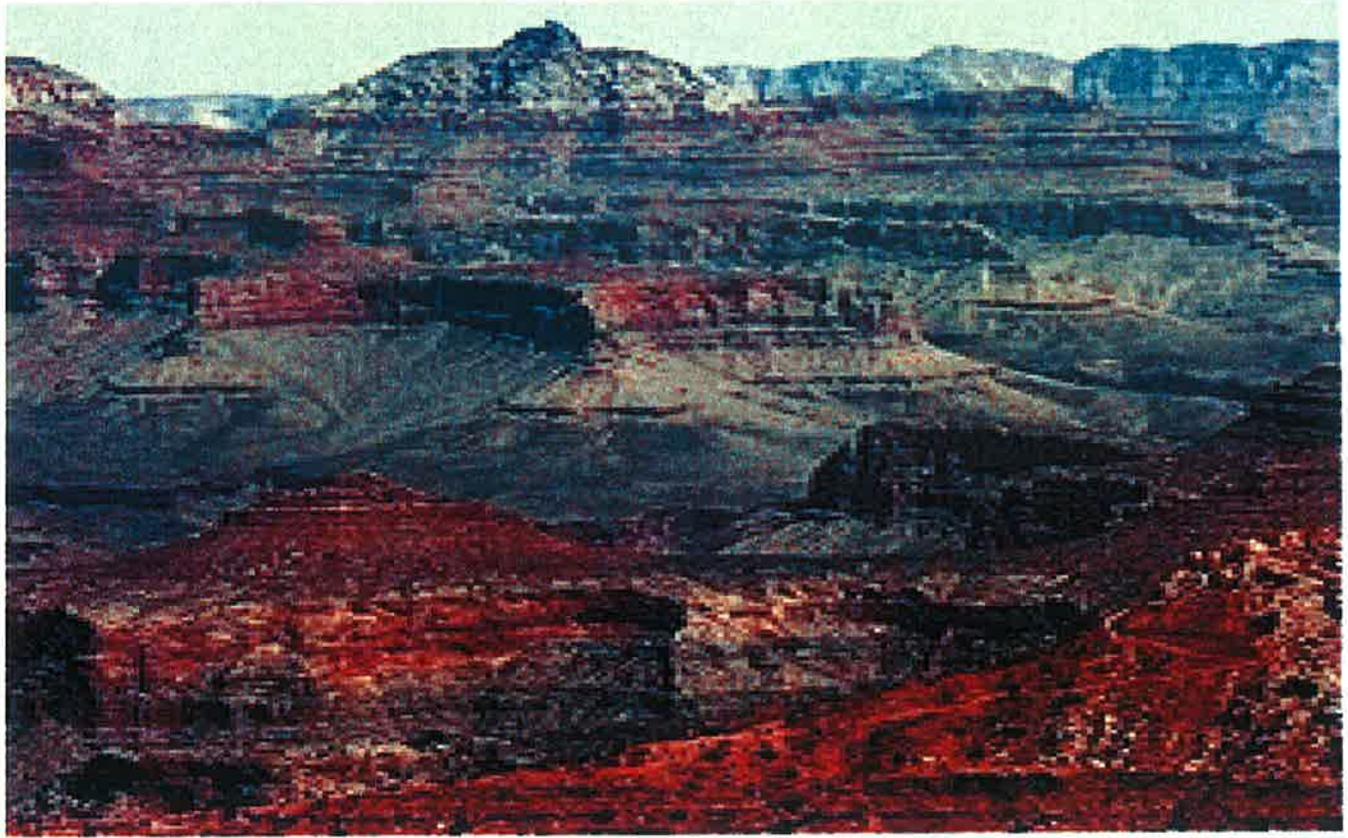


INTERMOUNTAIN REGION
Grand Canyon National Park



154th Meeting

Citizen advisors chartered by Congress to help the National Park Service care for special places saved by the American people so that all may experience our heritage.

October 23-24, 2014 • Grand Canyon National Park • Grand Canyon, Arizona



Meeting of October 23-24, 2014

AGENDA

MINUTES OF THE MEETING OF MAY 21-22, 2014

REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE

- NHL Committee Meeting Report and Recommendations
- Report on Exploring American Latino Heritage
- Report on Promoting Asian American/Pacific Islander Heritage

REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE

REPORT OF THE SCIENCE COMMITTEE

REPORT OF THE NPS CENTENNIAL ADVISORY COMMITTEE

REPORT OF THE PHILANTHROPY AND PARTNERSHIPS COMMITTEE

REPORT OF THE URBAN COMMITTEE

REPORT OF THE EDUCATION COMMITTEE

REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

REPORT ON THE NATIONAL PARK SERVICE ECONOMIC VALUATION STUDY



whether the information will have practical utility;

2. The accuracy of the BLM's estimate of the burden of collecting the information, including the validity of the methodology and assumptions used;

3. The quality, utility and clarity of the information to be collected; and

4. How to minimize the information collection burden on those who are to respond, including the use of appropriate automated, electronic, mechanical, or other forms of information technology.

Please send comments as directed under ADDRESSES and DATES. Please refer to OMB control number 1004-0041 in your correspondence. Before including your address, phone number, email address, or other personal identifying information in your comment, you should be aware that your entire comment—including your personal identifying information—may be made publicly available at any time. While you can ask us in your comment to withhold your personal identifying information from public review, we cannot guarantee that we will be able to do so.

The following information is provided for the information collection:

Title: Authorizing Grazing Use (43 CFR subparts 4110 and 4130).

- Forms:
- Form 4130-1, Grazing Schedule, Grazing Application;
 - Form 4130-1a, Grazing Preference Transfer Application and Preference Application (Base Property Preference Attachment and Assignment);
 - Form 4130-1b, Grazing Application Supplemental Information;
 - Form 4130-3a, Automated Grazing Application;
 - Form 4130-4, Application for Exchange-of-Use Grazing Agreement; and
 - Form 4130-5, Actual Grazing Use Report.

OMB Control Number: 1004-0041. Abstract: The Taylor Grazing Act (43 U.S.C. 315-315n) and Subchapters III and IV of the Federal Land Policy and Management Act (43 U.S.C. 1731-1753) authorize and require BLM management of domestic livestock grazing on public lands consistent with land use plans, the principles of multiple use and sustained yield, environmental values, economic considerations, and other relevant factors. Compliance with these statutory provisions necessitates collection of information on matters such as permittee and lessee qualifications for a grazing permit or

lease, base property used in conjunction with public lands, and the actual use of public lands for domestic livestock grazing.

Frequency of Collection: The BLM collects the information on Forms 4130-1, 4130-1a, 4130-1b, and 4130-4 on occasion. The BLM collects the information on Forms 4130-3a and 4130-5 annually. Responses are required in order to obtain or retain a benefit.

Estimated Number and Description of Respondents: Any U.S. citizen or validly licensed business may apply for a BLM grazing permit or lease. The BLM administers nearly 18,000 permits and leases for grazing domestic livestock, mostly cattle and sheep, at least part of the year on public lands. A grazing permit or lease may be effective for up to 10 years and may be renewable if the BLM determines that the terms and conditions of the expiring permit or lease are being met.

Estimated Reporting and Recordkeeping "Hour" Burden: 33,810 responses and 7,811 hours annually.

Estimated Annual Non-Hour Costs: \$30,000.

Estimates of the burdens are itemized below:

Type of response	Number of responses	Time per response (minutes)	Total hours (B x C)
A.	B.	C.	D.
Grazing Schedule—Grazing Application, 43 CFR 4130.1-1, Form 4130-1	3,000	15	750
Grazing Preference Application and Preference Transfer Application (Base Property Preference Attachment and Assignment), 43 CFR 4110.1(c), 4110.2-1(c), and 4110.2-3, Form 4130-1a and related nonform information	900	35	525
Grazing Application Supplemental Information, 43 CFR 4110.1 and 4130.7, Form 4130-1b ...	900	30	450
Automated Grazing Application, 43 CFR 4130.4, Form 4130-3a	14,000	10	2,333
Application for Exchange-of-Use Grazing Agreement (43 CFR 4130.6-1), Form 4130-4	10	18	3
Actual Grazing Use Report, 43 CFR 4130.3-2(d), Form 4130-5	15,000	15	3,750
Totals	33,810	7,811

Jean Sonneman, Bureau of Land Management, Information Collection Clearance Officer. [FR Doc. 2014-20049 Filed 8-21-14; 8:45 am] BILLING CODE 4310-84-P

DEPARTMENT OF THE INTERIOR

National Park Service

[NPS-WASO-DPOL-16474; PPWODIREPO; PPMPSPD1Y.YM0000]

Notice of October 23-24, 2014, Meeting of the National Park System Advisory Board

AGENCY: National Park Service, Interior.

ACTION: Meeting notice.

SUMMARY: Notice is hereby given in accordance with the Federal Advisory Committee Act, 5 U.S.C. Appendix 1-16, and Parts 62 and 65 of title 36 of the Code of Federal Regulations that the National Park System Advisory Board will meet October 23-24, 2014, in Grand Canyon, Arizona. The agenda will include the review of proposed actions regarding the National Historic Landmarks (NHL) Program and the National Natural Landmarks (NNL) Program. Interested parties are encouraged to submit written comments and recommendations that will be presented to the Board. Interested

parties also may attend the board meeting and upon request may address the Board concerning an area's national significance.

DATES: (a) Written comments regarding any proposed National Historic Landmarks matter or National Natural Landmarks matter listed in this notice will be accepted by the National Park Service until October 21, 2014. (b) The Board will meet on October 23-24, 2014.

ADDRESSES: The meeting will be held in Grand Canyon National Park at the Horace M. Albright Training Center, 1 Albright Avenue, Grand Canyon,

Arizona 86023, telephone (928) 638-7981.

Agenda: On the morning of October 23, the Board will convene its business meeting at 8:15 a.m., Mountain Time, and adjourn for the day at 11:50 a.m. The Board will tour Grand Canyon National Park in the afternoon. On October 24, the Board will reconvene at 9:00 a.m., and adjourn at 3:30 p.m. During the course of the two days, the Board may be addressed by National Park Service Director Jonathan Jarvis and briefed by other National Park Service officials regarding education, leadership development, philanthropy, NPS urban initiatives, and science; deliberate and make recommendations concerning National Historic Landmarks Program proposals, and National Natural Landmarks Program proposals; and receive status briefings on matters pending before committees of the Board.

FOR FURTHER INFORMATION CONTACT:

(a) For information concerning the National Park System Advisory Board or to request to address the Board, contact Shirley Sears, National Park Service, MC 0004-Policy, 1849 C Street NW., Washington, DC 20240, telephone (202) 354-3955, email Shirley_Sears@nps.gov.
(b) To submit a written statement specific to, or request information about, any National Historic Landmarks matter listed below, or for information about the National Historic Landmarks Program or National Historic Landmarks designation process and the effects of designation, contact J. Paul Loether, Chief, National Register of Historic Places and National Historic Landmarks Program, National Park Service, 1849 C Street NW., MC 2280, Washington, DC 20240, email Paul_Loether@nps.gov.
(c) To submit a written statement specific to, or request information about, any National Natural Landmarks Program or National Natural Landmarks designation process and the effects of designation, contact Heather Eggleston, Acting Program Manager, National Natural Landmarks Program, National Park Service, 12795 W Alameda Parkway, Lakewood, Colorado 80228, email Heather_Eggleston@nps.gov.

SUPPLEMENTARY INFORMATION: Matters concerning the National Historic Landmarks Program and National Natural Landmarks Program will be considered by the Board at the morning session of the business meeting on October 23 during which the Board may consider the following:

A. National Historic Landmarks (NHL) Program

NHL Program matters will be considered at the morning session of the

business meeting on October 23, during which the Board may consider the following:

Nominations for NHL Designation

California

- California Powder Works Bridge, Santa Cruz County, CA

Florida

- Marjory Stoneman Douglas House, Miami, FL

Indiana

- Samara (John E. and Catherine E. Christian House), West Lafayette, IN

Massachusetts

- Brookline Reservoir of the Cochituate Aqueduct, Brookline, MA

Michigan

- McGregor Memorial Conference Center, Detroit, MI

Wyoming

- Lake Hotel, Yellowstone National Park, Teton County, WY

Proposed Amendments to Existing NHL Designations

Arkansas

- Fort Smith, Fort Smith, AR (Updated documentation and boundary change)

Montana and North Dakota

- Fort Union, McKenzie and Williams Counties, ND, and Richland and Roosevelt Counties, MT (Updated documentation and boundary change)

Pennsylvania

- Cliveden, Philadelphia, PA (Updated documentation)

Utah

- Mountain Meadows Massacre Site, Washington County, UT (Updated documentation and boundary change)

Proposed Withdrawal of NHL Designation

California

- WAPAMA (Steam Schooner), San Francisco, CA

B. National Natural Landmarks (NNL) Program

NNL Program matters will be considered at the morning session of the business meeting on October 23, during which the Board may consider the following:

Nomination for NNL Designation

Oregon

- Mount Howard-East Peak, Wallowa County, OR

Proposed Amendment to Existing NNL Designation

California

- Cosumnes River Riparian Woodlands, Sacramento County, CA (Proposed Boundary Revision)

The board meeting will be open to the public. The order of the agenda may be changed, if necessary, to accommodate travel schedules or for other reasons. Space and facilities to accommodate the public are limited and attendees will be accommodated on a first-come basis. Anyone may file with the Board a written statement concerning matters to be discussed. The Board also will permit attendees to address the Board, but may restrict the length of the presentations, as necessary to allow the Board to complete its agenda within the allotted time. Before including your address, telephone number, email address, or other personal identifying information in your comment, you should be aware that your entire comment—including your personal identifying information—may be made publicly available at any time. While you may ask us in your comment to withhold your personal identifying information from public review, we cannot guarantee that we will be able to do so.

Draft minutes of the meeting will be available for public inspection about 12 weeks after the meeting in the 12th floor conference room at 1201 I Street NW., Washington, DC.

Dated: August 18, 2014.

Shirley Sears,

Acting Chief, Office of Policy.

[FR Doc. 2014-19975 Filed 8-21-14; 8:45 am]

BILLING CODE 4310-EE-P

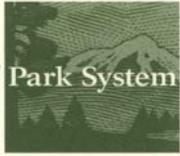
DEPARTMENT OF THE INTERIOR

National Park Service

[NPS-WASO-NRNL-16429; PPWOCRADIO, PCU00RP14.R50000]

National Register of Historic Places; Notification of Pending Nominations and Related Actions

Nominations for the following properties being considered for listing or related actions in the National Register were received by the National Park Service before August 2, 2014. Pursuant to section 60.13 of 36 CFR part 60, written comments are being



154th MEETING OF THE NATIONAL PARK SYSTEM ADVISORY BOARD October 23-24, 2014

MEETING SITE— Grand Canyon National Park, Horace M. Albright Training Center, 1 Albright Avenue, Grand Canyon, Arizona, 86023—928-638-7981—Fax 928-638-2953

LODGING SITE— El Tovar Hotel—1 El Tovar Road (Grand Canyon Village South Rim), Grand Canyon, AZ 86023
928-638-2631—Fax 928-638-9810

Travel to Grand Canyon National Park South Rim on Wednesday, October 22, 2014

Hotel Check in—4:00 pm | Check out—11:00 am

Hotel Restaurant—EL TOVAR RESTAURANT

Breakfast 6:30–10:45 am | Lunch 11:15 am–2:00 pm | Dinner 5:00–10:00 pm

Thursday

OCTOBER 23

NOTE TO PARTICIPANTS—Meeting participants will not return to the hotel prior to beginning today's park tour. Participants should come to the meeting prepared for the tour—wear casual attire and sturdy, comfortable shoes; bring sun screen, water, a light jacket, sunglasses and a hat. Please be aware that the tour may involve uneven and occasionally steep terrain.

6:30–7:20 am Breakfast on your own

7:30 am Gather in hotel lobby/board bus to the meeting site

**8:00 am CONVENE MEETING
Grand Canyon National Park—Horace M. Albright Training Center (Classroom 1)**

CALL TO ORDER / CHECK-IN / APPROVAL OF MINUTES
Chairman Tony Knowles

AGENDA REVIEW
Chairman Knowles and Loran Fraser

8:55 am WELCOME TO GRAND CANYON NATIONAL PARK
Superintendent David Uberuaga

9:00 am REMARKS BY THE DIRECTOR OF THE NATIONAL PARK SERVICE
Honorable Jonathan Jarvis
Discussion

9:45 am BREAK

10:00 am REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE
Committee Chair Stephen Pitti; Dr. Stephanie Toothman, *Associate Director for Cultural Resources, Partnerships, and Science, NPS*; Dr. Alexandra Lord (by telephone), *Branch Chief, National Historic Landmarks Program, NPS*;

- American Latino Scholars Expert Panel, Belinda Faustinos
- Asian American/Pacific Islander Scholars Expert Panel, Dr. Milton Chen

Thursday
OCTOBER 23 - cont'd

- 11:30 am REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE
 Committee Chair Judy Burke; Heather Eggleston, *Acting Manager, National Natural Landmarks Program, NPS*
- 11:50 pm Adjourn for the Day
- LUNCH
- 1:00 pm TOUR GRAND CANYON NATIONAL PARK
 Accompanied by:
 Superintendent David Uberuaga
 Diane Chalfant, *Deputy Superintendent*
 Brian Drapeaux, *Deputy Superintendent*
 Martha Hahn, *Chief of Science and Resource Management*
 Jan Balsom, *Deputy Chief of Science and Resource Management*
 Ian Hough, *Park Archaeologist*
 Donna Richardson, *Chief of Interpretation and Resource Education*
 Kirby Shedlowski, *Public Affairs Specialist*
 Robin Martin, *Chief of Planning and Compliance*
- Stop 1—The Headquarters Building, Courtyard
 Presentation on Grand Canyon’s Resource Education program and how they are Reaching students around the country. Tour the Distance Learning Center.
(Travel from South Rim Village to Desert View (45 minute transit))
 - Stop 2—Grandview Point
 Presentation on Grand Canyon History
 - Stop 3—Desert View Amphitheater
(Location of NHL commemoration ceremony)
 Presentation on recently designated 1956 Grand Canyon TWA-United Airlines Aviation Accident Site NHL.
 - Stop 4—Desert View Amphitheater
 Presentation on the Greater Grand Canyon Landscape Assessment and partnerships through science.
 - Stop 5—Desert View Watchtower
 Presentation on the watchtower and its potential future use for tribal education purposes. Tour the watchtower.
(Travel back to South Rim (45 minute transit))
 - In transit presentation on Climate Change impacts at Grand Canyon, followed by Q&As.
- 5:00 pm Return to hotel
- 5:45 pm Walk to site of reception and dinner (transportation available, if preferred)
- 6:30 pm RECEPTION AND DINNER
 Home of Superintendent Uberuaga, 23 Tapeats, Grand Canyon, AZ 86023
 Hosted by Grand Canyon Association and the Superintendent
- 9:00 pm Return to hotel

Friday
OCTOBER 24

- 6:30–8:00 am Breakfast on your own
- 8:15 am Gather in hotel lobby/board bus to the meeting site
- 8:45 am RECONVENE MEETING**
Grand Canyon National Park—Horace M. Albright Training Center (Classroom 1)
- CALL TO ORDER / AGENDA REVIEW
 Chairman Knowles
- 9:15 am REPORT OF THE SCIENCE COMMITTEE
 Committee Chair Rita Colwell; Dr. Gary Machlis, *Senior Science Advisor to the Director, NPS*
- 9:45 am REPORT OF THE NPS CENTENNIAL ADVISORY COMMITTEE
 Committee Chair Gretchen Long; Alexa Viets (by telephone), *Centennial Coordinator, NPS*
- 10:15 am BREAK
- 10:30 am REPORT OF THE PHILANTHROPY AND PARTNERSHIPS COMMITTEE
 Committee Chair Paul Bardacke; Reginald Chapple, *Division Chief, Office of Partnerships and Philanthropic Stewardship, NPS*
- 11:30 am REPORT OF THE URBAN COMMITTEE
 Committee Chair Belinda Faustinos
- 12:00 pm LUNCH
- 1:00 pm REPORT OF THE EDUCATION COMMITTEE
 Committee Chair Milton Chen; Julia Washburn (by telephone), *Associate Director for Interpretation, Education, and Volunteers, NPS*; Doeun “Duey” Kol (by telephone), *Management Assistant to the Associate Director, NPS*
- 1:30 pm REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT
 Dr. Margaret Wheatley
- 2:00 pm REPORT ON THE NATIONAL PARK SERVICE ECONOMIC VALUATION STUDY
 Professor Linda Bilmes; Dr. John Loomis (by telephone), *Professor, Department of Agricultural and Resource Economics, Colorado State University*; Dr. Michelle Haefele (by telephone), *Project Manager, National Park Service Economic Valuation Study, Colorado State University*; and Dr. Bruce Peacock (by telephone), *Chief, Environmental Quality Division, NPS*
- 2:30 pm BREAK
- 2:45 pm OTHER BUSINESS
- 3:00 pm Opportunity for Public Comment
- 3:15 pm Scheduling Future Meetings
- 3:30 pm ADJOURN

PROPOSED MINUTES
153rd Meeting
National Park System Advisory Board
May 21-22, 2014
Mesa Verde, Colorado

The 153rd meeting of the National Park System Advisory Board was called to order by Acting Chairman Paul Bardacke at 8:15 a.m., Mountain Daylight Time, in Recreation Hall at Mesa Verde National Park, 1 Ruins Road, Mesa Verde, Colorado 81330.

BOARD MEMBERS PRESENT

Mr. Paul Bardacke , Acting Chairman
Ms. Leonore Blitz*
Hon. Judy Burke
Dr. Milton Chen*
Dr. Rita Colwell
Ms. Belinda Faustinos
Dr. Stephen Pitti
Dr. *Margaret Wheatley*

BOARD MEMBERS ABSENT

Hon. Tony Knowles, Chairman
Prof. Linda Bilmes
Dr. Carolyn Finney
Ms. Gretchen Long

OTHERS PRESENT (at least part of the time)

Hon. Jonathan Jarvis, Director, National Park Service
Dr. Stephanie Toothman, Associate Director, Cultural Resources, Partnerships and Science, NPS
Dr. Alexandra Lord, Branch Chief, National Historic Landmarks Program, NPS*
Mr. Loran Fraser, Senior Advisor to the Director, NPS
Mr. Clifford Spencer, Superintendent, Mesa Verde National Park
Mr. Bill Nelligan, Deputy Superintendent, Mesa Verde National Park
Mr. Reginald Chapple, Division Chief, Office of Partnerships and Philanthropic Stewardship, NPS*
Ms. Alexa Viets, Centennial Coordinator, NPS*
Dr. Bruce Peacock, Chief, Environmental Quality Division, NPS, Fort Collins, CO
Ms. Lynne Koontz, National Park Service, Fort Collins, CO
Dr. John Loomis, Professor, Department of Agricultural and Resource Economics,
Colorado State University
Mr. Adam Banasiak, Harvard Kennedy School, Harvard University, New Haven, MA
Ms. Sandra Gudmundsen (Loomis), Retired Professor, Fort Collins, CO
Ms. Alma Ripps, Chief, Office of Policy, NPS
Mr. James Gasser, Chief of Protocol and Events, Office of the Director, NPS
Ms. Shirley Sears, Office of Policy, NPS
Mr. William Worden, *S. S. Badger*, Detroit, Michigan
Mr. Don Clingan, *S. S. Badger*, Ludington, Michigan

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

* * * *

ORDER OF BUSINESS

■ Wednesday, May 21, 2014

Opening the Meeting	page 3
Approval of Minutes—Meeting 152, January 8-9, 2014.....	page 3
Welcome Remarks by Superintendent of Mesa Verde National Park	page 3
Remarks of the Director of the National Park Service	page 4
Report on Leadership and Organizational Development	page 9
Report of the Urban Committee	page 11
Report of the Philanthropy and Partnerships Committee	page 12

■ Thursday, May 22, 2014

Report of the National Natural Landmarks Committee	page 13
Report of the National Historic Landmarks Committee.....	page 13
<i>Properties Considered—</i>	
• Lydia Pinkham House, Lynn, MA	
• The St. Charles Line, New Orleans, LA	
• Perkins Homestead, Newcastle, MA	
• Eagle Island (The Admiral Robert E. Peary Summer Home), Harpswell, ME	
• Baltustrol Golf Club, Springfield, NJ	
• The Research Studio (Maitland Art Center), Maitland, FL	
• General Motors Technical Center, Warren, MI	
• Duck Creek Aqueduct, Metamora, Franklin County, IN	
• Brown Bridge, Shrewsbury, VT	
• Andrew Wyeth Studio and Kuerner Farm, Chadds Ford, PA	
• Eight-Foot High Speed Tunnel, Hampton (City), VA	
• Full Scale 30- x 60-Foot Tunnel, Hampton (City), VA	
• SS <i>Badger</i> (Car Ferry), Ludington, MI	
Report on the National Park Service Valuation Study	page 19
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Report of the Education Committee	page 23
Report the Science Committee	page 24
Other Business.....	page 25
Opportunity for Public Comment.....	page 25
Scheduling Future Meetings of the Board.....	page 25
Adjournment.....	page 25
Summary of Decisions/Actions	page 27

* * * *

■ WEDNESDAY, MAY 21, 2014

OPENING THE MEETING

CALL TO ORDER/CHECK-IN/APPROVAL OF MINUTES

PAUL BARDACKE welcomed Members to the 153rd meeting of the National Park System Advisory Board, saying he was asked by Board Chairman Tony Knowles to act on his behalf, as the Chairman was recovering from surgery. Mr. Bardacke invited Members to share any thoughts they might have relevant to this meeting, or the broader work of the Board.

JUDY BURKE offered that this was the third time she had been to Mesa Verde and on every visit she saw and learned things she had not before.

RITA COLWELL described herself as an amateur archeologist and anthropologist and was excited to learn more about the history of the park and this fascinating area.

BELINDA FAUSTINOS reported that she had never been to Mesa Verde, a unique cultural resource treasure in the park system, and she was already anticipating a return as a visitor.

STEPHEN PITTI shared that this was his third visit to the park, the second being his honeymoon twenty years earlier, and he concurred with his colleagues that it was a park system treasure.

MEG WHEATLEY said she had driven to the park from northern Utah, and on the way listened to taped lectures by anthropologist and scholar Wade Davis on the wisdom of ancient civilizations. She shared a favorite Wade quote: "Other people's culture is not a failed expression of yours," and added that every culture is an expression of the creativity, spirit and brilliance of people. She said she was looking forward to understanding Mesa Verde with these sharpened sensitivities.

PAUL BARDACKE offered that he also had driven to the park and was reflective about the degree to which the region's watershed was challenged by the needs of Phoenix and Los Angeles, and reminded that what we've been given, as a society, we're obligated to protect. He said to that end it was with great pride that he had come to support the work of the National Park Service.

APPROVAL OF THE MINUTES

152nd Meeting—January 8-9, 2014

PAUL BARDACKE asked for a motion to approve the Minutes of the January 8-9, 2014 Board meeting in Washington, D.C. The request was moved, seconded and the Minutes were approved.

Loran Fraser previewed the day's agenda, saying the Board would begin with a half day business meeting to consider reports on Board tasks, then tour several sites in the park accompanied by Superintendent Clifford Spencer.

WELCOME REMARKS OF THE SUPERINTENDENT OF MESA VERDE NATIONAL PARK

Superintendent Clifford Spencer

Superintendent Spencer said he had served in the present post for three years and had fallen in love with the park and the area. He said the afternoon's trip would be out to the Mug House cliff ruins, then to the park's new state-of-the-art Visitor's Center which protects some three million archeological objects excavated in the park over the years. He said the altitude where the Board was meeting was about 7,000 feet and 8,000 feet, so he encouraged Members to hydrate and take it easy. He advised that cell coverage in the park was poor, though access was good at the where they were staying and the Visitor's Center. He introduced Deputy Superintendent, Bill Nulligan.

REMARKS OF THE DIRECTOR OF THE NATIONAL PARK SERVICE

Honorable Jonathan Jarvis

DIRECTOR JARVIS reported that the earthquake damage to the Washington Monument had been repaired and the monument has been reopened. Philanthropist David Rubenstein offered to pay the entire repair cost of \$15 million, but the NPS gratefully accepted only half that amount, securing appropriated dollars from Congress to cover the remainder.

The countdown towards the Centennial was beginning with less than two years to the NPS birth date of August 25, 2016; so pressure was on to get as much accomplished as possible before then, and a great deal was underway. Looking to the campaign, key NPS concerns were that: visitation was essentially flat; it does not reflect the nation's demographics; the political rancor of Washington at times seems directed at the Service; the NPS was burdened by an \$11 billion facility maintenance backlog; and there is a lack of support, and understanding, by the American people of the broad mission and work of the Service. He said all these matters were symptoms of a waning sense of NPS relevancy to the American people, so the Centennial was a moment in time to address this issue. All NPS efforts, those of its partners, the concessioners, the friends groups, the larger parks community, the Advisory Board, and the National Park Foundation were to rebuild a connection with the American people. He said achieving that goal would result in renewed inspiration and support, greater visitation, including for people who have never been to parks, and to increased volunteerism. Centennial-inspired advocacy and constituency building were directed not only at the parks, but also NPS programs. The expectation is that increased public engagement would result in increased appropriations and philanthropy.

DIRECTOR JARVIS said he felt very good about NPS leadership, in particular the senior team in Washington, one of the strongest ever directorate groups. He identified Mike Reynolds, formerly Midwest Regional Director, who came to D.C., voluntarily to take on work force development, one of the most challenging functions in the Service right now. The DIRECTOR said there was also excellent alignment among NPS regional directors and senior superintendents to focus on workforce enhancement and the opportunities provided by the Centennial. He said the NPS got a very good request out of the Secretary and President for the FY 2015 budget and the Secretary had made the Centennial her top priority. There was a \$40 million increase on the discretionary side of the budget which included a Centennial challenge, kind of a match program; money focused on youth, volunteers, a piece for the maintenance backlog, and a significant restoration of our seasonal work force. He said it was a question whether Congress would appropriate a significant requested boost for a variety of programs, and an ask to support the Centennial driven by the recognition that in marketing the parks and NPS programs to the American people, the Service must be prepared. The seasonal work force is needed to reinvest in the infrastructure. The budget was crafted as a three-year request, so the hope was that the 2016 budget will be built

on that.

The DIRECTOR said there were concerns about results of the recent employee viewpoint survey which showed low morale within the Service, though a high regard for the mission. A consultant observed that this data suggested employees should be leaving in droves, but they're not, and a lot of this relates to a commitment to mission. Assessing earlier results, NPS leadership was trying to identify how to address the situation. He said we have found that there are parks and programs that score very high on the survey. Most of the results underscore the importance of functions that are basic in terms of communication, respect and recognition, awards, and employee involvement in decision making, things that are fairly easy to address. But concern continues and leadership is strongly dedicated to take on these issues.

The DIRECTOR applauded the Board for its National Landmarks work, citing the recent recommendations to designate the Diego Rivera murals, the workshops of George Nakashima and farm of Adlai Stevenson. He called attention to the successful American Latino Heritage Theme Study, the subject of recent community meetings in San Antonio and Los Angeles, said the NPS had just launched an Asian American Pacific Islander Theme Study, and announced that the Secretary would be launching a LGBTQ theme study in May. In a powerful way these important efforts, directed through the Advisory Board, speak to the contributions of all Americans and both broaden and deepen the relevancy of NPS work. He said potential new national park designations were in the works, the Honouliuli site on Oahu, a Japanese-American internment site and the Pullman-Porter site in Chicago; and the President that very day would be designating a new national monument with the BLM.

The DIRECTOR said that the White House had come out strongly on climate change. The NPS was playing a significant role in the Department's climate change task force, offering leadership in monitoring and adaptation. The NPS was implementing a lot of work as a result of Hurricane Sandy, particularly to build resilience into these coastal systems with green infrastructure. In education, cutting edge work has been done around the future of NPS interpretation.

During the previous week, the National Park Foundation Board met in the Great Smokies and viewed the latest Centennial creative work of Grey Advertising. The Foundation was committed to raising \$250 million as their capital campaign for the Centennial and a couple of initial gifts have been received. Roxanne Quimby committed \$10 million to acquire in-holdings in the national parks, and another Board member put down an unqualified, no strings attached \$3 million of his own personal wealth to start this as well. David Rubenstein has continued to contact us about projects that he wants to contribute to for the Centennial, as well; and we'll see more and more of those coming out over the next couple of years. Grey has been in contact with a variety of talent. He reported further that Mrs. Obama had agreed to serve as Centennial spokesperson and the launch of the major campaign was targeted for the first quarter of 2015. He said the National Geographic, a major partner since the Service's creation in 1916, was committed to full support of the Centennial engaging all its communication and media platforms.

The DIRECTOR said that through the Board's Centennial committee chaired by GRETCHEN LONG the NPS was engaging all partners, including the tourism industry, travel sector, Brand USA, State parks, city parks, and other alliances in an effort to develop a strong buzz for 2016, and the effort was going very well. Concluding, he said the budget, employees,

leadership and NPS partners were all becoming aligned around this effort, a generational opportunity. He said that this was the first time in the organization's history that it has said to the American people this is who we are and what we provide the American people, not just in parks, but also through our programs in urban communities through RTCA, through historic preservation tax credit programs and other activities. All aspects we're branding our work and then we're using the power of social media, talent, events, traditional and non-traditional marketing and advertising to establish that brand for the second century. He said he was pleased with how this work was coming together.

PAUL BARDACKE invited discussion about the areas the Director had covered.

BELINDA FAUSTINOS asked if anticipated increases in budget allocations would be directed to deferred maintenance, or to programs?

DIRECTOR JARVIS answered that roads constituted half the deferred maintenance backlog and the NPS was focusing on this. He said Congress was now working on reauthorization of the transportation bill. Several Members of Congress were expected to introduce an amendment to that bill that would create a high profile, large project pool of \$150 million per year for large projects on federal lands, which would address a big chunk of park road maintenance. He said there was about \$100 million annual for infrastructure, \$200 million for construction, and another \$100 million for a challenge program, so projects like the Washington Monument could be funded with a portion of that program and philanthropy might help do the rest. There are circumstances where philanthropic support would not be available, such as for a water treatment plant. It should be available, however, for Independence Hall, the Washington Monument or Lincoln Memorial.

STEVE PITTI asked how the Centennial campaign would focus on attracting millennials and younger people, and suggested that opportunities be created to involve this demographic in framing how the NPS would be branded? He asked were there essay contests where young people could share their feelings about the parks in advance of 2016?

DIRECTOR JARVIS answered that the first thing the Grey Group did was conduct a full year of research on the millennials looking at their attitudes toward the national parks, developing a qualitative then a quantitative assessment. As expected, interest was confirmed, but knowledge was shallow, and to learn more this group wants to do it in its own way. He said there's a desire for adventure and discovery among millennials, less so for family groups, though there are families in the millennial generation now. The research found a high interest in NPS involvement in neighborhoods. A variety of phrases, words and imagery were tested with the millennials about what would activate them to visit or become connected. All that has been tested and refined and will be the core of the launch, because that group is a main market target. We are crafting a public awareness campaign that is targeted to millennials, but doesn't turn off our base is a challenge.

A core component of the campaign is a "Find your Park" tagline, an invitation, an active verb. And when you find your park we want you to share your story. We will be standing up a web presence for the public to share their park experience story, an Instagram, a written piece, a poem, music, a dance, or whatever. It will be a public facing site. The NPS is doing this internally right now, having launched a Share Your Story program inside the Service. He said the campaign

would flip to the outside when the public awareness campaign begins. We want them to engage and their stories shared broadly across social media. This is one of the big costs, to create and manage this web facing program. The NPS is completely re-doing NPS.gov at the same time, so there will be links to that and it will be linked to the Foundation's website, as well.

RITA COLWELL suggested professional societies be invited to participate. They all have educational components, particularly for K-12. One of the NPS themes ought to be science in the park; each relevant society could be involved. There is the Botanical Society, and there are the big garden clubs which can be mobilized successfully.

DIRECTOR JARVIS said there were discussions developing for a Centennial-sponsored national bio-blitz. An interesting development at the recent Golden Gate bio-blitz was that someone took sediment samples in the estuaries and ran the DNA analysis overnight, finding 900 species of bacteria. He reported that Disney and Sesame Street had signed up to join the Centennial effort.

STEVE PITTI asked to hear more about organizational partnerships with groups that work with kids, such as Boy Scouts, Girl Scouts, Boys and Girls Clubs of American, and other types of church groups, Jewish Community Centers, and the like. This may dovetail in some ways with interest in urban constituencies.

DIRECTOR JARVIS confirmed the NPS had reached out to the traditional groups like Boy Scouts, Girl Scouts, Student Conversation Association, the Core Network, and the Boys and Girls Clubs, with whom the NPS had recently signed an agreement. On Monday of that week he said he went up to see Congressman John Lewis to encourage contact with Phi Beta Sigma, in which there are the Betas, a youth serving effort focused on young black men. He said the NPS had also met with an Hispanic serving organization. When focusing on organizations that serve minority groups there is high interest in social services, but parks have not been on their radar. He said there is opportunity in connecting with them through health and education matters. The NPS can help people in urban landscapes who have no access or experience in parks.

PAUL BARDACKE asked how Grey was proceeding on a timeline and what, if any, budgetary constraints had been encountered.

The DIRECTOR responded that Grey bid this contract as a non-profit essentially, which was wonderful, because they deeply believe in the effort. Developing a logo has been the most difficult action on which to agree. He said he was pleased with where work on the campaign stood; that while it was not cheap, the NPS was not spending appropriated dollars. It's all philanthropically paid for.

MEG WHEATLEY recalled seeing a recent report that the Olympics discovered they were not appealing to millennials, who generally were not interested in the sports, in these achievements; that many in this generation are not inclined to laud or applaud people who have made the extra effort. Excellence is not a standard held high, and in fact, many don't want to know about it. In contrast, there is among them a great interest in human interest stories, complex emotionally laden stories about their lives. That is a warning about how parks should be presented, that they are not just playgrounds, places for extreme outdoor sports with peer groups. She spoke of learning from the Ken Burns National Parks television series that parks result from a continuing struggle.

Advancements come from citizen action. She hoped that the parks will not be presented just for this particular group. There is a deep sense of history in the parks, about how we got here, and what it takes from a citizenry to keep going into the future. She said she felt a deep personal need for people to know about the complexity of what it takes to keep the park system going. There's a way in which you want to attract people and that's the PR function. But you also want to educate them about things completely missing right now from their perspective, and those park stories.

DIRECTOR JARVIS agreed, saying there is a deeper meaning to be given the marketing, with social and traditional media first making a connection, and then taking it to that deeper level. He said we know that if we can get visitors into these places and get them to slow down for a minute, something begins to happen. It changes people. We know that. We see it happen over and over and over again. How you bring that to them in their own environment is a bigger challenge, and that's something that we've got to figure out how to do.

STEVE PITTI asked if some number of book, films and histories would be forthcoming to ensure that the meanings of the parks will get out to the American public. The DIRECTOR answered that there were somewhere in the neighborhood of 400 proposals, everything from Broadway plays to original musical scores to art exhibitions and books with historical retrospectives.

PAUL BARDACKE shared that he didn't agree that the millennials were not caring about the achievements of others. He said the story of the generations behind us is complicated by the success of their parents, timing of the country, and having been born into a different age and one of less prosperity. He said he found that the millennials, some certainly, do reward excellence, but they don't want their parents taking responsibility for their successes, which parents often do in our generation. And that has a benefit because then we don't have to take responsibility for their failures. MEG WHEATLEY explained she was speaking more about teens and 20-somethings in not wanting to know about achievement, that it has nothing to do with their parents, it's the sub-culture. This is data based, from Olympic studies.

Stephanie Toothman offered that the group between the 30s and the 50s has not had the advantages she and older people have. They operate on contracts; they don't have permanent jobs. They are going job to job. They are raising kids. For many, employment is erratic even though they are well educated. Many of them can't afford to buy houses. She said they do have altruism, and sensitivity toward nature, which she observes in the university setting. MEG WHEATLEY commented that it was not a monolithic group and shared that significant social behaviors change now about every five years because of technology. Even a 21-year-old will feel disconnected from a 15-year-old sibling because they grew up in different communication environments.

Stephanie Toothman said that the NPS was trying to get more people involved in the Landmarks program. Preservation activities in the U.S. have a grassroots foundation and we are trying to engage at the local and tribal and State level. She said that a pitch had been made for additional money to the Historic Preservation Fund, that the NPS was working with the State Historic Preservation officers and partners to do pilot projects engaging under-represented communities using the information from the Landmarks work to produce National Register nominations.

REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Margaret Wheatley

MEG WHEATLEY said the Employee Viewpoint Survey provided very valuable data to the Second Century Commission when considering NPS leadership issues. The Commission's sponsors encouraged an examination of leadership because it was assumed there was a leadership problem in the organization. She offered that in taking on that issue, park superintendents were the appropriate focus of attention. Though sometimes characterized as feudal lords, she said this was a positive, as it spoke to a kind of energy when people really care about their parks, people who have a strong sense of ownership.

She said in working with leaders in every country she's now asking can we create islands of sanity in the midst of destructive work environments. In a video series produced for superintendents last fall, she called leadership a noble profession, if the job were approached no longer just to go along to get along. One can no longer just complain about not having the resources or all the processes and policies that are impeding you. One has to make a choice as to how to use power and influence to make a difference. Instead of using the dominant combined values of efficiency, speed, and time compression, one must take a stand for the practices and processes that bring out people's capacities. The challenge is to do this when people are overworked and overwhelmed. She said she was leading a series of video-linked conversations with 20 superintendents over the next several months focusing on what practices create capacity.

She proposed that there are three actions that, if taken, create leaders who make a huge difference. First, restore thinking to the workplace, to engage in deliberative processes instead of the often rapid fire way we approach solving problems. Second, pay attention to relationships, developing strong root systems. Third, take care of yourselves to maintain a sense of peace, or groundedness, amidst the turbulence of the times. She said there's a climate of overwhelming bureaucracy in the NPS, but that this is experienced by leaders everywhere. People are complaining, "I'm writing so many reports about the work I'm doing that I no longer have time to do the work." However, a positive development is that people increasingly are working together in communities of practice, or learning communities. This practice has now been embedded in the NPS and is seen as a solution of choice, bringing people together to learn from one another.

MEG WHEATLEY said she would be working with the head of the NPS workforce function in a re-thinking of the HR philosophy, among other things looking at how leadership can make work life less process oriented. If HR can be reconfigured there is cause for a new confidence. Increasingly, we're moving processes forward that inspire collaboration.

With regard to the Employee Viewpoint Survey, she said upon first viewing the 2013 negative data it appeared to be a profile not of an unmotivated work force, but a highly motivated and very disappointed workforce that cannot fulfill the mission, which is what attracted them to NPS in the first place. In looking at the demographics of those surveyed—a random sample of 10,800 people—only 44 percent, less than half, completed the survey. Sixty-three percent had worked for NPS for 11 or more years, one-third of them for over 20 years. She said we know nothing about what attracts youth or keeps new staff onboard after a few years. This is significant data that's missing.

One-third of those who took the survey plan to leave the NPS within the year, which would suggest they are dissatisfied. But two-thirds of the sample is long-tenured employees, and yet only one-third of them were in leadership positions. A third of them say they are leaving, which we have to hold in serious consideration. She said she had looked through all the highly-positive and negative questions, and what was evident is high percentages of dedication to work. Eighty-five percent like the work they do. Ninety percent report they are constantly looking for ways to do the job better. She said this is not a turned off, burned out work force. Ninety-six percent report that they put in extra effort to get the job done. That's a great energy to work with. Eighty-one percent know their work relates to park goals. Ninety-one percent feel their work is important. This is a great treasure. In contrast to that, only 25 percent feel they have the resources needed to get the job done. That is the area that requires attention. It's not resources of money or rewards. She said in her experience, this meant people needed time, support of leadership, and casual recognition makes a big difference to them.

Another area where work is needed is in how people perceive performance is addressed. Only 26 percent feel that poor performance is dealt with appropriately, 28 percent that differences in performance are even recognized. And only 32 percent feel creativity and innovation are rewarded. She said this is a group of people who feel they're going the extra mile, their work is important, they're good employees, but they see poor performance is not dealt with. There's not enough discrimination between good and bad performance. Only 11 percent feel that pay has any connection to performance. They don't feel that promotion or rewards are linked to performance. These are things that can be cleaned up. They are leadership and HR processes.

MEG WHEATLEY said that in her conversations, she had heard employees say they don't feel they're being trained and developed properly, and that's a solvable issue, too. She said she is now convinced that this is a highly motivated, dedicated work force working in what could be more of a meritocracy. Of course people always complain about leaders. This is the quality of living in a bureaucracy. How the processes and the HR are cleared of complications is the work ahead; and then just energizing those leaders who are already dedicated, yet dealing with pressures and stress.

BELINDA FAUSTINOS offered that the thorniest issue in this could be how the NPS addresses performance. In government it is especially difficult because there are Civil Service procedures to follow. She said that in the end, you must have people who can work well organizationally. The basic challenge in effecting needed changes is working within a large, established bureaucracy.

DIRECTOR JARVIS stated that management was spending a lot of time trying to understand at a deep level the results of the Employee Viewpoint Survey. We now have park by park, program by program data. We aggregated it into the top 25 high scoring parks and programs and then the low scoring 25. Some results were not surprising because we know there are parks that have gone through some tough times, difficult issues or poor leadership. And then we spent a fair amount of energy analyzing what's the best of the high scorers. What impact did budgets have on park survey results? There are seven doctoral dissertations being written on this on specific parks and their issues. Of the 25 high scoring parks, some got budget increases, some did not. It's a mixture of small and large parks, natural and historical sites.

To address the issue, leadership must focus on employees and show respect and care. Engaging face to face with the employees is very important, as is empowerment, providing employees with

opportunities for involvement. And, recognition for work accomplished and holding people accountable when they don't perform as well as those who do. We have tasked leadership to attend to these actions. He concluded saying there are very good people working on this. The NPS has highly motivated employees who are frustrated by the bureaucracy and by a budgetary decline which has meant work can't get done. Employees want leadership to step up and help them. This is a big part of our Centennial work, as well.

RITA COLWELL observed, from the perspective of the University of Maryland that when an employee is not performing, the morass of regulations in our litigious society makes it almost impossible even to communicate the facts of non-performance. You're unable to suggest, request, or even allude to retirement, because you can immediately engender a lawsuit. It's important to develop a modus operandi for dealing with recalcitrant employees who are well-versed in every detail related to defending their position, essentially to exploit the system.

PAUL BARDACKE stated that lawyers and courts are oftentimes the villains. This is not just a problem of the public sector or the national parks. In the private sector you can neither discipline nor fire people. There's age and ethnic discrimination to deal with, and there are illnesses. It's very difficult because of legal concerns to cull out people in organization's who are retarding progress.

REPORT OF THE URBAN COMMITTEE

Committee Chair Belinda Faustinos

BELINDA FAUSTINOS recalled that the Board's 2012 Planning Committee report described urban communities as having unique characteristics requiring further investigation and recommended creating an urban committee. She said it is estimated that roughly 90 percent of the U.S., population will be living in metropolitan areas by 2050; and with issues relating to education, science, health, and relevance, questions about how to operate successfully in these communities are of the highest concern to the NPS. The Park Service needs to look not only at what's going to work today and in the next five years, but also envision the issues it must address 50 years from now. Conservation must be at the forefront of urban community thinking. Examples of where this is happening include San Francisco, New York, Los Angeles, and Chicago.

The Board has stood up a 14-member Advisory Board Urban Committee that includes practitioners, academics, communications and health specialists, and elected officials all distinguished for their work in urban environments. Two Committee members are representatives of the Metropolitan Greenspaces Alliance, a nationwide coalition of forces looking at issues like green infrastructure, transportation, and collaboration with park systems. Essential to the Committee's work will be collaboration with the Park Service's Urban Matters initiative, which is developing an urban agenda and strategy. The effectiveness of the Board's effort will be dependent upon that relationship. This is about not only the role of park units in and around metropolitan areas, but also of NPS programs which historically have not been deployed in tandem with park assets to be fully impactful and of maximum benefit to these communities.

The Committee initiated its work by participating in a webinar in which the NPS urban team offered a briefing of its goals and activities, to date. The first face-to-face meeting is scheduled

for June 6, when the Committee will get a further framing from NPS staff and develop an outline of specific tasks. Central to its work will be supporting an NPS plan to select a number of “urban model” communities in which to test and demonstrate a broader application of its assets and higher degree of internal collaboration.

DIRECTOR JARVIS reported that within the broader Department of Interior, there is growing interest in its urban presence. The Secretary has tasked the bureaus to identify 50 cities in the nation where all our collective assets can be applied. Fish and Wildlife Service has a lot of urban refuges. They do a lot of grant making for habitat improvement. The NPS does a fair amount of grant making through LWCF state side, and are engaged in communities through the organizing work of the Rivers/Trails Conservation Assistance Program. The Department has never applied all of its assets and strategies and funding programs to specific outcomes. He said the most innovative activity in the parks field right now is happening in urban spaces, whether it's the Highline in New York or Railroad Park in Birmingham, Alabama. These are fascinating experiences in greenspace conservation and building, in connecting to diverse populations.

REPORT OF THE PHILANTHROPY AND PARTNERSHIPS COMMITTEE

Committee Chair Paul Bardacke

PAUL BARDACKE reported that DIRECTOR JARVIS had recognized the need, as did others, to amend Directors Order 21 (DO 21), which outlines NPS policy related to donations and fundraising. It has become long, detailed and so vague that people in the field don't know what they can or can't do, and has actually gotten in the way of fundraising. And as philanthropy has grown more competitive there is a greater need, especially on the verge of launching the Centennial campaign, to make sure that we have meaningful partnerships, compete properly for philanthropic dollars, and that these regulations do not stand in the way of the necessary progress.

A Philanthropy and Partnerships Committee has been established to study how to reward people in the philanthropic area for giving money. Currently, we can't have a name on a park bench, a brick on a walkway with a person's name, things that oftentimes people who give money want in exchange for their philanthropy. The Committee has 15 members, including the head of philanthropy at Stanford University, the head of philanthropy at the University of Southern California, an executive from Coca Cola, and people who have a stake in making sure that the parks are protected and enhanced, and can operate into the next century.

The Committee had its first meeting on April 29th in Washington, D.C., with a tour of Ford's Theater National Historic Site. Though a NPS entity, it has violated every possible rule of Directors Order 21 and done quite well, demonstrating innovations that have not been deferred because of Directors Order 21— and examples of fundraising work of interest to the Service. The Committee will meet five times in four months in Washington. Members are participating at their own expense. Our goal is to get Director Jarvis something to look at in October and something final in January so that we don't slow down the Centennial and we don't retard the process of raising money. We had a very successful first meeting.

DIRECTOR JARVIS offered that the NPS has been very conservative in recognizing donors, developing reciprocal partnerships and accepting risk. Department attorneys review agreements where the NPS is partnering with an organization that is going to raise money for projects. These

agreements are generally written very conservatively, so all the risk is placed on the partner and literally almost no risk incurred by the NPS or the federal government. It's not a good partnership when all the risk is on one partner. He cited the experience of work to develop a cooperative agreement with Golden Gate Conservancy that developed into 80 pages and took five years to complete, this with an organization with a long successful track record with and for the NPS. He observed that millennials have grown up in a brand aware society and are not offended by seeing a name or brand on something, as perhaps is our generation. He said going forward, the NPS will not allow the renaming of natural features or mountains or Anasazi ruins after donors. But we should recognize donor contributions in an appropriate way. We've been all over the map on this issue and need this policy re-write to bring about some consistency and flexibility, a policy that makes the Park Service a great partnership organization in the future.

PAUL BARDACKE concluded, saying lawyers in the Solicitor's Office have been very helpful in providing information to the Committee. This effort is just starting.

■ THURSDAY, MAY 22, 2014

REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE

Committee Chair Judy Burke

JUDY BURKE thanked the Members of the Committee for their work and commended former NPS NNL program manager Margie Brooks, who recently retired. She recalled that there are approximately 596 properties. At the last meeting the Board reviewed the Albany Pine Bush New York property, and that has been transmitted to the Secretary with the recommendation for designation as a National Natural Landmark. There are currently about eight other properties that are being looked at either for inclusion in the program or for extension of boundary lines. Though the NNL program is very small when viewed against the scope of the NPS, it is a very important program in trying to preserve those small properties that have distinct natural value to our history. She expressed the hope that its funding would be improved in the next few years. She said recently there had been a cut in the budget from about a million dollars, and this was in 2006, down to \$500,000. Today the program is operating on skeletal funding, and the great hope is that this will change in the future.

REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE

Committee Chair Stephen Pitti

STEPHEN PITTI expressed his appreciation for all the people involved in NHL committee work, particularly Lexi Lord, chief of the program, and her energetic staff in Washington, D.C., who would be participating in the day's presentation by phone. He said the Committee would be meeting next spring and act on a full slate of new proposals for Board consideration. He said the Committee was involved in the new LGBT initiative, which included a roundtable with scholars on June 10 in Washington, D.C., and that an open public meeting is planned, as well. To consider all the relevant questions regarding the NHL nomination process, a blue ribbon panel will be engaged. Following on the *Imperiled Promise* report, the panel would consider the status of history in the National Park Service, functioning as a kind of historian's advisory board to think about other issues related to how history is understood and taught, how it's communicated, and

how NPS staff is trained on issues related to history. He concluded by introducing NPS Associate Director Stephanie Toothman to present the NHL Committee's property nominations.

Stephanie Toothman said she would also bring Members up to date on four different heritage initiatives, the American Latino Heritage Scholars panel, the Asian Pacific Islander Heritage Initiative (AAPI) that was being recommended to become a Committee of the board, the Women's History Initiative, and the LGBT initiative that will be formally launched at the end of May. She said BELINDA FAUSTINOS would speak to the work of the Latino Heritage panel and MILTON CHEN, who she noted was participating by phone, had agreed to co-chair the AAPI.

She said NHL landmarks identify significant issues that have led to these initiatives, which have inspired relevant publications, travel itineraries, and civic engagement opportunities. Grassroots constituent participation is important to ensure sustainability. She said the NHL staff played a critical role in getting the initial American Latino Heritage Initiative off the ground. She called attention to new support partnerships with the University of Michigan, Brown University, and the University of Central Florida to train graduate students in public history and in the process and intent of the Landmarks program. These collaborations are creating a cadre of trained historians, architectural historians, archeologists to participate in this work going forward into the future. She identified a graduate class at the University of Maryland, where students updated the nomination for Wye House on Maryland's eastern shore to include the nationally significant story and archeology of the enslaved Americans who lived there, along with a full discussion of the role Wye House played in shaping Frederick Douglass's career. This is part of the larger NPS effort to look at the already existing NHL nominations, realizing that many of them are from a different era of scholarship and emphasis, and to look at those stories that weren't captured in the original nominations to tell a more complete story of the people who lived there, the communities, and the history that they were part of.

She said the first nomination being presented was the **Lydia Pinkham House**, nominated under NHL Criterion 1 one for its association with broad patterns in American history, specifically the practice of medicine during the 19th century, the production of marketing of patent medicines, the emergence of modern advertising, and the regulation of medicine. The house is also significant under NHL Criterion 2 for its association with Lydia Pinkham, the creator and marketer of Lydia Pinkham's Vegetable Compound, one of the most widely available and best known patent medicines of the Victorian era. The Pinkham Company's marketing broke new ground by using a carefully crafted image of Pinkham as a promotional tool. In 1906, controversies surrounding questions about the content of such marketed products combined with the advocacy of concerned Americans resulted in the passage of the Food and Drug Act

The next property presented under Criteria 1 and 4 was the **St. Charles Line** located in New Orleans, which spans the physical center of the city, measuring 13.4 total miles with a single trip between 6.5 and 6.75 miles. Recognizing the need to provide more regular and efficient service, the New Orleans and Carrollton Railroad began experimenting with new technologies, eventually settling on an overhead electrified wire system. The newly electrified route was renamed the St. Charles Line in February 1893, when it took its first passenger trip. From 1893 onward, the St. Charles entered a period of almost uninterrupted service along St. Charles and Carrollton Avenues. Following the line's successful example, other streetcar lines throughout New Orleans converted to the overhead electrified wire system, and by the 1920s, the city had dozens of these

streetcar lines. The St. Charles Line is an outstanding representation of street railroad technology from the 1890s to the 1920s, the period when streetcars reached the peak of their popularity.

Two nominations were presented under Criterion 2 for their association with specific individuals.

The **Perkins Homestead** in Newcastle, Maine, under Criterion 2 for its association with Frances Perkins, the driving force behind programs enacted during the New Deal period, and which we still rely on today. Perkins considered Social Security her proudest achievement, but it was far from her only accomplishment. While living in New York's Greenwich Village, she witnessed one of the worst industrial accidents in American history, the infamous Triangle Shirtwaist Factory fire of 1911, in which 146 workers, mostly young women, lost their lives. Her outrage at this avoidable incident led her to become the staff director of the Committee on Safety, a citizens group lobbying for fire safety codes, and improving working conditions in New York. She became a factory investigator, an expert witness, and ultimately was appointed by governors Al Smith and Franklin D. Roosevelt to a succession of positions in state, and ultimately the federal government as the first woman cabinet officer.

The next property was **Eagle Island**, nominated under Criterion 2 for its association with Admiral Robert E. Peary. Between 1886 and 1909, Robert E. Peary led multiple expeditions to the Arctic region. In 1909, Peary accompanied by his assistant Matthew Henson and four Inuit from northwest Greenland, claimed the North Pole on behalf of the United States. Peary's quest for the pole was part of an international competition to reach the top of the world first, and his success was regarded as highly important to the nation's interest. Eagle Island is the property that Peary owned, and/or inhabited for the longest period of his life. The house he constructed here also served as home for his family during his Arctic expeditions and their aftermath. Peary called Eagle Island his promised land, and Robert E. Peary Jr., in an oft-quoted statement reflected the importance of Eagle Island to his father and family

Five nominations are being presented under NHL Criterion 4. These five nominations are for sites associated with landscape architecture, architecture and engineering.

Baltusrol Golf Club is being nominated under NHL Criterion 4 for its landscape architecture. It is the seminal work of a master golf architecture, Albert Warren Tillinghast. It was created in an era dominated by British designers who often tried to recreate English and Scottish courses or holes in their commissions in the U.S., generally by moving massive amounts of earth to create the course. Tillinghast departed from those approaches letting the lay of the land dictate the routing of the course, only occasionally moving earth to enhance nature. Alterations to the courses have been made over the years, primarily in anticipation of major golf tournaments. However, none of the changes have altered Tillinghast's original design concepts or whole layout, and recent restoration has reinstated features,

The next property, **The Research Studio** in Maitland, Florida, is an outstanding example of 20th century Mayan Revival-Art Deco architecture in the United States. It is being nominated under NHL criterion four. It was completed under the guidance of Jules Andre Smith with funding from his patron, Mary Louise Curtis Bok. With Bok's backing, Smith established a research studio on his property in Maitland, where he had built a small private gallery. Bok and Smith created a cloistered art colony consisting of two separate sites near Lake Sybelia, the research studio

portion and the smaller garden chapel portion across the street to the south. More than 200 reliefs, carvings, and sculptures can be found here with the profusion of customized art incorporated into the buildings and landscape. Each piece was created and erected onsite by artist/architect J. Andre Smith, in-resident artist.

The next property, the **General Motors Technical Center** in Warren, Michigan, is being presented under NHL criterion four. The General Motors Technical Center is nationally significant as one of the most important works of architect Eero Saarinen. The Technical Center marks Saarinen's emergence into the international stage as an important designer independent of his work with his father, Eliel. The Tech Center campus represents Saarinen's work not just as a creator of buildings, but as a planner and designer of total environments. At the Technical Center, Saarinen worked on the campus's buildings and their material details, orchestrating and overseeing the construction, landscape, and even the selection of furniture and furnishings and artwork. The Technical Center is also significant as the first of five nationally influential Saarinen suburban corporate campuses that set the design standard for new landscape and architectural type that represented a sea change in American building facilities.

The next two nominations are covered bridges presented under NHL Criterion 4 for their engineering. They are part of a larger study of covered bridges conducted by the Historic American Engineering Record. Some of the funding to support the study comes from the Federal Highways Administration, which is illustrious of many agreements that the Historic American Engineering Record has pursued over the years with NASA, FHA, and others, DOT as a larger entity, state DOTs, to document our industrial heritage. At one time nearly 10,000 covered bridges dotted the American landscape. Today, there are fewer than 690 historic covered bridges.

Duck Creek Aqueduct in Metamora, Indiana, is a rare and unique surviving structure of the American canal system, an important mode of transportation in the early to mid-19th century. Duck Creek is an outstanding example of Theodore Burr's 1817 truss patent, and scholars agree that is also an exemplary example of 19th century covered bridge construction overall. The second bridge we are submitting was constructed in 1880.

Brown Bridge in Shrewsbury, Vermont is an exceptionally fine example of 19th century covered bridge construction. It is also one of the most outstanding examples of a Town lattice truss, a nationally significant timber bridge truss type. Brown Bridge clearly exhibits the distinctive features of the town lattice truss type, a series of overlapping diagonal planks fastened together with tree nails to form a lattice web.

The next nomination is an expansion of the sites the Board previously reviewed associated with Andrew Wyeth. In 2011, the **Kuerner Farm** in Chadds Ford, Pennsylvania was designated under NHL Criterion 2 for its association with the internationally renowned artist Andrew Wyeth. Kuerner Farm served as the inspiration for many of Andrew Wyeth's paintings from 1933 until his death in 2009. Updated documentation, a boundary expansion, and a name change are being presented for this property. These changes will allow for the inclusion of the **Andrew Wyeth Studio**. Andrew Wyeth's art features the people and places of Chadds Ford, Pennsylvania and coastal Maine. His ability to take the familiar and use it to communicate universal meanings brought his work acclaim throughout the world. During his long career, Wyeth's exhibitions beginning with his first one-man show at the Macbeth Gallery in New York when he was just 20,

attracted significant crowds and attention. Today his studio possesses a high degree of historic integrity. The proposed property is to expand the original nomination.

The next two properties are de-designations.

The first is for the **Eight-Foot High Speed Tunnel** in Hampton (City), Virginia, which was a significant example of the research facilities created by the National Advisory Committee for Aeronautics, NACA, parent agency of NASA. The tunnel was the first continuous flow, high-speed wind tunnel able to test large models and actual working parts of airplanes. This property was completely demolished in 2011, and NASA has requested that this property be de-designated. NASA does not believe it has a responsibility to maintain the historic properties that have gained significance because of the achievements they represent, and so we have been working with them to ensure again through the Historic American Engineering Record, that there's a permanent record in the Library of Congress collections of these facilities.

The second de-designation is another tunnel, a **Full Scale 30- by-60 Foot Tunnel** in Hampton (City), Virginia, built by NACA Design to test large-scale and full-scale aircraft at actual flight speeds. During its 64 years in operation, it contributed to the design of an entirely new generation of aircraft. And almost all World War II fighters were tested in what was then the world's largest wind tunnel. So those are the two de-designation requests.

DIRECTOR JARVIS asked if the fact that the tunnels were NHLs have any impact on their being demolished, and was the NPS engaged to prevent their demolition. Stephanie Toothman responded that designation as NHLs provides a higher level of visibility and level of protection under Section 106 of the National Historic Preservation Act, which requires federal agencies to seek comments on proposed undertakings, permits, projects, that could impact a site eligible or listed on the National Register. When an NHL is involved, then it specifically calls upon the secretary to also comment on the proposal. Stephanie Toothman said that part of the way we weighed in on these two properties was the agreement that we have with NASA to document these buildings before they were de-designated. Another one that we've been working on is K-25, which was a massive component of the Oak Ridge site, in the development of the Manhattan Project, and that we're continuing to work with them on how they're going to interpret that site now that it's been demolished. Ultimately it is the federal agency that makes the final decision as to what the disposition of the property is going to be, if they own it; or whether the project is going to go forward and with what mitigation—as determined in consultation with all the interested parties. It can't prevent a structure from being demolished, or an NHL from being demolished. But it does definitely raise its visibility.

Stephanie Toothman said the last property to consider is the **SS *Badger*** (Car Ferry), which was presented to the Board in 2011. The Landmarks Committee recommended this nomination for designation with the caveat that its owners were involved in negotiations with EPA over the functioning of the engine. The *Badger* is the last of the Great Lakes Car Ferries in operation, but the issue revolved about its machinery, the last surviving and intact power plant of its type. The EPA had decreed that its operations stop because the power plant did not meet the pollution, anti-pollution requirements for operating vessels. Concluding an agreement with EPA, the Committee received notification that new requirements had been met, the recommendation to the Board is the nomination go forward.

PAUL BARDACKE invited two individuals who were attending the meeting on behalf of the *Badger* recommendation to introduce themselves and offer their views. William Worden said he was the former Director of Historic Designation for the city of Detroit, now retired a consultant in the area of preservation and maritime history. He said that some years ago, he had prepared a national register nomination for the *Badger* which was approved. Its owners wanted to proceed to national historic landmark, and he prepared the documentation. He said her power plant is so significant that it was already recognized as an engineering landmark by the American Society of Engineers as long ago as 1996. The engines are now completely unique, except for those in her sister ship, the *Spartan*, which has not operated since 1979, and has served as a parts depot for the *Badger*. So the sister ship will never operate with those engines again, cannot. The *Badger* also is a very valued commodity for the two communities that she serves, very much a part of community life, very much loved by the community she serves.

Don Clingan introduced himself as one of the owners of the *Badger* and said they had been working very closely with the EPA to determine how to solve the issue of the engine's ash disposal, and an agreement had been reached. The legal document that governs that is a consent decree, and they are in compliance with its terms which direct the elimination of ash discharge by the beginning of the 2015 sailing season. He said that over a million dollars was required to do the first phase of that ash retention system, which would improve the efficiency of the ship. In the winter of 2014 and 2015, the system will be installed and will be operational at the beginning of the 2015 season. The last investment of over \$2 million is all being done at the risk of the private sector, but with tremendous support from their employees, their communities and the millions of passengers that have ridden the *Badger* in the past.

MILTON CHEN then reported on the work that was proceeding to recognize the contributions of Asian American Pacific Islanders, saying that the Board and the Organization of American Historians had been working together to complete an AAPI Heritage theme study. He identified Franklin Odo, an AAPI scholar and formerly the Director of the Smithsonian's AAPI program, as chairman of the current effort. He said writers had been commissioned to carry out the study on certain themes vital to the history of Asian Pacific Americans and the themes were: immigration, politics, culture, and the arts. He announced that the Wing Luke Museum in Seattle had joined in partnership to support the effort. The schedule was to stand-up an exhibit and host a conference in Washington later in 2014, prepare a publication by the summer for the general public about AAPI heritage and sites and to complete the formal study next year. With documentation to be developed there will be identification, evaluation, and nomination of AAPI sites for designation.

BELINDA FAUSTINOS presented an update on the American Latino Heritage Initiative, saying a scholars panel conference call was planned to discuss potential future site nominations and strategies to attracting diverse audiences, and that a date of June 2nd had been established for the panel's next meeting. She reported on her recent presentation to the California State Park Commission about the initiative, where she encouraged blending this work within the State to broaden current efforts. An offer of matching funds has been made by a local L.A. county supervisor to consider a specific nomination for the Chicano Moratorium Walk, a significant Latino civil rights historical event. She said exciting opportunities were developing to attract audiences that typically don't engage with the park system, specifically the National Congress of La Raza which sponsors thousands of participants to look at issues relative to Latinos. Exhibits had been developed that will be helpful to do rollouts of the theme study. A Google site with

theme study information was in development by the NPS I&E function. She asked STEVE PITTI to speak to a recent PBS special on Latinos in America in which he and fellow panel members had participated.

STEVE PITTI said he had served as a consultant in developing the program and was a talking head contributing to the program's narrative. He said the program addressed work of the theme study and got national attention, recently winning a Peabody Award.

Alexandra Lord provided an update on the 1956 TWA crash site nomination and reported a high level of media interest and several Freedom of Information Act requests to which the NPS was giving close attention to ensure the site was properly protected. Stephanie Toothman thanked the Board for asking the NPS to hold the nomination until extra efforts had been made to contact members of the families. She said many were contacted and with the Board's permission the nomination was forwarded to the Secretary and has been designated a National Historic Landmark.

Stephanie Toothman reported on the status of the Women's History and the LGBT initiatives, saying the Women's History initiative was a cross-cutting effort in that focusing on gender it would be addressing concerns that were not fully explored in the Latino theme study. This initiative, building on a study originally done in the nineties, was being done in partnership with the National Collaborative for Women's History sites. It focuses not only on additional national historic landmarks, but also, through the I&E program, on a series of webinars for interpreters telling stories about women and families in individual parks. The LGBTQ study is underway with a Ph.D., student developing a framework to be presented to a scholars' roundtable that STEVE PITTI will chair on June 10 in Washington. She said there was great interest and support from the Department and the White House for this effort, and the announcement that will be made about it will also include a very substantial contribution from a foundation to help carry it out.

She reported further that the NPS had funded a publication on progress in telling the stories of a more varied group of participants in the Civil War, a collection of essays by leading scholars on the Civil War. Also, the NPS had published a companion handbook on Hispanics in the Civil War and funded development of a handbook on Asian Americans in the Civil War. She said the NPS is in partnership with the American Indian Native Alaskan Travel Association to publish a study on American Indians in the Civil War, and a roundtable was planned at the beginning of June with a group of scholars on the Reconstruction era in American history.

PAUL BARDACKE thanked LEONORE BLITZ for participating in the meeting by phone thus helping the Board constitute a quorum. He asked for a motion to approve the NHL Committee recommendations. A motion was offered and seconded and the Board voted unanimous approval to send the nominations and other actions forward.

REPORT ON THE NATIONAL PARK SERVICE VALUATION STUDY

Dr. John Loomis, Professor, Department of Agricultural and Cultural Resources, Colorado State University; and Dr. Bruce Peacock, National Park Service; Mr. Adam Banasiak, Graduate Study, Harvard Kennedy School, Harvard University

John Loomis introduced Michelle Haefele, a post doc at Colorado State University working on the

economic valuation study, and Adam Banasiak, a Harvard Kennedy School student working on the valuation case studies. He recalled that this effort was to value not only the park units but also NPS programs unrelated to the mission of park operations. He said the study is to assess what economists call total economic value, which included use, existence, and bequest values, which is the value these places provide to future generations. The study involves a random sample general public survey, one of the few that's been done that is not a visitor survey. The purpose of the case studies is to illuminate and to illustrate the values identified in the survey. He said the study describes the NPS programs as community work that addresses recreation, education, and historic site preservation. In the pilot work, to date, education programming in the parks and in our communities has turned out to be considered one of the highest mission values. He said we are looking to see if all these values are commensurate and consistent with the measurement of values for other goods and services. We are measuring willingness and ability to pay, that is what one would give up for that resource. Willingness to pay is about prices, and it is different than economic impacts. The MGM money generation model is about what visitors spend, the cost of visitors, and what that spending creates in ripple effects in the community. But that's not what economists, nor OMB or the Department of Interior call economic value. One of the tried-and-true methods of measurement since the sixties is the contingent valuation method, CVM for short. In our study, we're using the contingent valuation approach, as well as choice experiments, a term used in marketing new products. Before you go out and make a new product, you want to know what attributes people value and would be willing to pay for. Non market valuation economists have used this approach to get at the value of attributes. It's well-suited for our study because each type of park has different attributes. Historic sites are quite different than the big natural resource-based parks. And it is the same with the programs, which address different and distinct categories of outcomes, for example providing educational/learning opportunities, developing recreation sites, and recognizing historic resources through the National Register. For purposes of the study, we did some grouping of the programs.

John Loomis said his report that day was focused on the study's pilot survey. Eight focus groups around the country were done to make sure that the survey and questions and visual aids were clear to people, and the questions we developed were peer reviewed. Next, we intend to test conduct actual survey modes, both via the internet and paper surveys. They are elaborate surveys asking people different questions about their willingness to pay. In the questions, we varied hypothetical levels of park and program cuts looking at responses to park reductions (*at this point, PowerPoint slides were used to demonstrate how data from the pilot survey was organized, presented and analyzed.*) He said that a great deal of information was secured from the pilot, with only 14 percent of respondents saying they wouldn't pay the dollar amount they were asked to pay. A third would pay at least \$15 or more up to \$115, with at least half of that group willing to pay \$115. Only 16 percent wouldn't pay for any. People may have recognized that cuts to programs could be reversed, whereas once you were to sell parkland, it could be developed into resorts, business parks, and second home subdivisions. We laid out what's the future would be with and without these assets. This is all privately funded through donations. We're hoping in the near future to get money from the Turner Foundation. We will be presenting the study for feedback among professional economists this summer in Denver at the Western Economic Association International.

DIRECTOR JARVIS said the NPS was very supportive of the valuation study and he thought it was going to be a seminal piece of work. When NPS economic reports are rolled out they get

enormous public attention, with literally thousands of articles covering the story. This study looking at the total economic value is going to be an incredibly important tool going forward, helping us make our argument with OMB and Congress.

BELINDA FAUSTINOS suggested that it would be helpful for Board Members to know who would be the project contact to facilitate introductions to potential funders, and a copy of the PowerPoint presentation would be useful. John Loomis offered that he and LINDA BILMES were very willing and available to visit any foundation interested in the study.

BELINDA FAUSTINOS said there were two major foundations located in Durango, Pew Trust and the Weiss Foundation, that should be interested in this kind of work.

PAUL BARDACKE invited Adam Banasiak to speak to his work on valuation case studies. Adam Banasiak advised that this effort was part of his master's thesis and he had worked with a group of five people, Robbie Blanco, Marshall Davidson, Matt Morgan, and Irene Yu at Saguaro and Ellis Island on identifying different kinds of park values. Recently, he had worked principally at the Everglades looking at how that park adds value through ecosystem services, specifically carbon sequestration, the process by which carbon dioxide is taken out of the atmosphere through plants and other holdings, which helps avoid climate damages. He said he had cobbled together a method to figure out the total tonnage of carbon sequestered on NPS holdings and the total dollar value that this represented using preexisting, federally-created, peer-reviewed, available data sets. He looked at Everglades and Saguaro and applied the method to both. He said Everglades has a very high potential for carbon sequestration as the third-largest national park in the continental United States at 1.3 million acres, an environment that's very wet and warm and plant growth there is abundant. At Saguaro, a smaller park with an environment that's very dry and there is substantially less plant growth, there is low potential for carbon sequestration.

He said that in developing the picture of the two parks, the team worked with the national land use database which identifies what's in every 30-meter pixel in the United States and labels this data in some 200 different categories. The USGS provided data on the sequestration rates for the different climate ecosystems in the U.S. With this data and knowing the boundaries of the parks we could estimate the sequestration volumes. At Saguaro there's about 25,000 tons of carbon sequestered every year, and at Everglades about 3 million tons per year. These parks, with quite different resources and climates, are bookends of the very highest and the lowest sequestration rates. USGS reports also provided predictions for the next 50 years under climate change scenarios, and we found a big drop-off at Saguaro, because it gets much drier and there's much increased risk of fire, in an already marginal environment.

Using information on the social cost of carbon we found that the low estimate cost of one ton of carbon in the atmosphere is \$36. So, if you release a ton of carbon into the atmosphere it's causing \$36 in this low case of damage. We have made a simple assumption and releasing it costs \$36. Then, if we're taking it out of the atmosphere, we should be assigned \$36 of benefit. So if you just multiply those tons by the 36, you can estimate that Saguaro is doing about a million dollars of carbon sequestration a year in benefit, and Everglades is doing about a little over 100 million carbon sequestration a year. If you compare these figures to park budgets, you can see that in the case of Saguaro 25 percent of the park budget is supplied in value by that one ecosystem service alone. And then at Everglades, it's about three times the total budget is supplied in value by that ecosystem service. What does that tonnage from Everglades mean in

something that's not dollars? It's about 9,000 homes, or about half of all of Miami-Dade's emissions from transit. So Miami-Dade County is Miami and all the other suburbs and exurbs, and it's one of the top ten largest counties in the United States, so that's actually a really large amount.

Naysayers would say that's great, but all that value isn't being created on behalf of the National Park Service at all, that is the result of the land just growing. But, you have to start thinking about what would happen if the National Park Service wasn't there, if this land were developed and not left in its natural state. And, this is just one ecosystem service that Everglades National Park provides. Even though this has a lot of value, it's just the tip of the ecosystem service value iceberg for all the different services that each ecosystem and park provides. Some are easier to value than others, but there are other ecosystem services you could identify with the same sort of simple preexisting data.

DIRECTOR JARVIS shared that the Park Service has been working on climate change for a long time, and being able to quantify the role we play in carbon sequestration is incredibly important. He said we're now developing relatively simple tools through GIS and the evaluation of sequestration based on eco type, to calculate for the entire park system the amount of carbon sequestration occurring across all our different habitat types. Even beyond, would be to look at all our land management agencies, the lands in wilderness, wildlife refuges and the like, to use this information to drive future conservation efforts. Historically, we have set aside properties for their visual quality rather than thinking about them from a climate standpoint.

REPORT OF THE NPS CENTENNIAL ADVISORY COMMITTEE

Alexa Viets, NPS Centennial Coordinator (by telephone)

Alexa Viets said she was reporting for Committee Chairperson Gretchen Long, who will attend the Board meeting. She said that since the Advisory Board last met, the Committee met once by conference call and will meet in person in June. The Committee is focused on three areas. First, it is providing feedback on the development of Centennial marketing and the public engagement plans, which included development of the Centennial logo. The second area of attention has been to help refine a list of signature national events and projects. Finally, the Committee is in discussions about how the members, who represent various sectors of the broader national parks community, can be an active part of campaign and what tools are needed to do so. She said the Committee had reviewed the early concept materials that present the "Find Your Park" concept developed by Grey Advertising. This theme is meant to be a broad umbrella that will appeal to the entire parks community. The intent is to redefine parks to include the breadth and diversity of the park, recreation and preservation movement. So, rather than the traditional public understanding that "park" refers to a big, Western landscape such as Yellowstone or Yosemite, the word is used to include the breadth of the Park System and public lands, all conservation and preservation systems, protected and preserved natural and culture spaces, whether state, local, or federal, and specifically the work that we do in communities with our partners. So, a park can mean a national heritage area, or a National Register site, or a local trail. The intent is to create a campaign that can be carried via many platforms, by many partners, and drive home a much bigger message.

The final Centennial logo was presented to the Committee's steering group in April and the

feedback was positive. The logo would be among the tools to provide to NPS partners not only to show their support and participation in the campaign, but also to create awareness across a broad spectrum of events and programs that could be associated with the centennial anniversary. A Committee next step will be to refine further how the logo is used. The logo projects 2016 in bold and large font, with the zero replaced by the silhouette of the arrowhead in a bright, more celebratory green color than the traditional NPS green. Underneath 2016 are the words in smaller font that it read: National Park Service and Centennial. The arrowhead silhouette is part of a larger graphic family using that shape, which is intended to be evocative of the National Park Service without specifically prescribing the meaning, a graphic representation that the park idea can mean many things.

The second Committee focus area has been to concentrate on the many layers of activities and events that will happen with our partners. The Committee has advised in refining a very large list to a much smaller working list of proposed signature national events and programs that will be the primary focus for NPS resources and support at the national level. The third piece of Committee work has been offer guidance to frame what is it that each constituent area within the parks community can do to carry messages, what tools can do that effectively, where they carry the most influence. Looking ahead, the Committee will continue to offer input in refining the creative work. In the next meeting, it will have a concentrated discussion about developing a Centennial toolkit and what NPS's many partners are developing by way of events, special programs, films, and publications. It will also explore some of the legislative and advocacy work of the parks community around the centennial, what those key messages are, and how those efforts are moving forward to dovetail with other messages.

REPORT OF THE EDUCATION COMMITTEE

Committee Chair Milton Chen

MILTON CHEN highlighted the 21st Century Interpretive Skills report produced as a partnership between the Education Committee and NPS. He said the heart of the report is to bring to the NPS and its interpretive programs the same sort of understanding that we're now trying to bring to schools, that teachers are no longer the single source of information, but rather a guide to multiple sources of information and learning. We'd like to see rangers playing more of that role, to take into account the broad interests of a more diverse range of learners in the parks, not just by socio-economic background or culture, but also in age. We're talking about lifelong learning, about interpretative programs addressing learners of all ages, from preschool all the way up through our senior citizens. The report also talks about the importance of creating partnerships to bring multiple sources of expertise to interpretative work, including materials for use in schools and colleges and universities, working in partnerships at the national level and at the state and local regional level, as well. The report talks about the role of new media and technology, and how courses are coming into schools. We are advocating for the NPS to do more to harness the power of digital media. The report references programs such as digital storytelling, where students and learners of all ages in the national parks can use some of these tools to create their own story of their learning in the national parks. He asked that the Advisory Board accept the report and that it be formally transmitted to Director Jarvis.

BELINDA FAUSTINOS complimented MILTON CHEN and the authors of the report, saying it will add immeasurably to the vision of the NPS for 2016 and the new centennial. She said the

work was on the cutting edge in emphasizing the importance of engaging broadly with communities of interest to promote learning.

STEVE PITTI offered that the report was visionary, and that he loved the focus on lifelong learning, and what the digital revolution might mean for the future of lifelong learning and for globalization.

DIRECTOR JARVIS said the report gives the NPS both vision and practical application and that it is not only to our employees, but also our partners engaged in education.

After these comments the Advisory Board voted unanimously to accept and transmit to the Director the Education Committee's Interpretive Skills Vision Paper.

MILTON CHEN advised that the NPS and Education Committee were organizing a business planning exercise, saying it's time to take a more business-like approach to addressing the many opportunities for learning, prioritize them and get more creative about revenue sources beyond philanthropy, park fees, and the typical current sources of revenue. He said the Golden Gate Institute, part of the National Parks Conservancy, where he is a trustee, would be assisting with the planning process. He said the Committee was also considering an event to spotlight education during the Centennial, and specifically model programs, and that this might be done around the country on a single day. He said this could become an annual event. He said pilot work on the concept is considered to kick things off in 2015, with a full launch in 2016. He reported that the Committee is thinking about developing with the NPS what is currently being called a scholars' summit, the idea inspired by such an Advisory Board sponsored event some years ago around history and culture. The National Geographic Society has expressed an interest in partnering on the summit, and Committee representatives are in discussions with Gary Knell, the new CEO of the National Geographic Society, which has done a number of TED-Education like events.

MILTON CHEN reported that the Committee was working with the NPS education staff around the integration with the Common Core state standards and the next generation science standards, which are national standards, to demonstrate how parks can serve school districts as they move towards the Common Core.

STEVE PITTI asked if consideration had been given to working with the larger national charter school organizations, given that their networks could help extend these messages and filter down particularly to urban schools in different states. MILTON CHEN thought that was a good idea, saying the best charter schools were doing project-based learning and moving towards the kind of innovative curriculum that others are advocating.

REPORT OF THE SCIENCE COMMITTEE

Committee Chair Rita Colwell

DR. COLWELL recalled that the Committee's report, *Revisiting Leopold: Resource Stewardship in the National Parks*, was adopted by the board in July 2012, and presented to Director Jarvis in August of 2012. She said Director Jarvis had created an implementation team of field and senior NPS leaders to consider the report's recommendations and identify those to convert into NPS policy guidance. She reported that the Committee would be adding several new members to support the next task requested of the Board by Director Jarvis: to assess the kind of scientific

information the NPS needs to respond to the impact of the proposed Pebble Mine in southwest Alaska on the Bristol Bay watershed, Lake Clark National Park and Preserve, and the Katmai National Park and Preserve. The permitting process is in an on-again/off-again planning phase and the NPS has a consultative role in the project, which is subjected to state and federal review. Secondly, the Committee will collaborate with the National Landmarks program staff on recommendations to recognize the nation's scientific achievements within the National Park System. She said the existing Historic Landmarks and National Register properties were incomplete in not recognizing famous scientists and scientific achievement that had contributed to our nation's history. She reiterated that it was very important for the NPS to broaden its connection with professional societies, such as the American Chemical Society, the American Physics Society, the American Society for Microbiology, the American Institute of Biological Sciences, the Social Sciences Society, and the Math Society, all of which have committees on education and history, even history centers, like the Chemical Heritage Museum in Philadelphia, which speaks to the critical importance of chemistry to U.S., economy and national security. Some sites already established, like the Joseph Priestly home in Pennsylvania, could be easily embraced by the NPS. DIRECTOR JARVIS encouraged emphasis on recognizing women scientists and minorities, to which RITA COLWELL confirmed this was a priority.

OTHER BUSINESS

No other business was discussed.

OPPORTUNITY FOR PUBLIC COMMENT

No member of the public offered comment.

SCHEDULING FUTURE MEETINGS

Loran Fraser said the next meeting of the Board would be October 23 and 24, 2014, at Grand Canyon National Park. He said that no dates had been determined for meetings in 2015, but that staff would be surveying Members about their availabilities. No meeting sites had been selected.

MEG WHEATLEY offered that she felt honored to be part of this Board and she relished how much the group was interested in each other's work and how Members learned from one another. This was, she said, unprecedented in her own professional career in meetings with other thought leaders, that at every meeting of the Board she is struck that its work is such a worthy cause. She noted that the reason it was easy for Members to invite their colleagues to participate, for the NPS to use these networks and to attract so many outside interests to support its work was that its mission is of such great value.

ADJOURNMENT

There being no further business, PAUL BARDACKE thanked Members for their work and adjourned the meeting.

SUMMARY OF DECISIONS AND ACTIONS—page 27

National Park System Advisory Board
SUMMARY OF DECISIONS/ACTIONS

May 21-22, 2014

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 recommendations that they be designated National Historic Landmarks.
 - Lydia Pinkham House, Lynn MA
 - The St. Charles Line, New Orleans, LA
 - Perkins Homestead, Newcastle, MA
 - Eagle Island (The Admiral Robert E. Peary Summer Home), Harpswell, ME
 - Baltusrol Golf Club, Springfield, NJ
 - The Research Studio (Maitland Art Center), Maitland, FL
 - General Motors Technical Center, Warren, MI
 - Duck Creek Aqueduct, Metamora, Franklin County, IN
 - Brown Bridge, Shrewsbury, VT
2. The Board approved the recommendation of its National Historic Landmarks Committee that the Secretary of the Interior accept a boundary change, updated documentation, and name change for the following National Historic Landmark:
 - Andrew Wyeth Studio and Kuerner Farm, Chadds Ford, PA
3. The Board approved the National Historic Landmarks Committee recommendation that the Secretary of the Interior withdraw Landmark designation for the following properties:
 - Eight-Foot High Speed Tunnel, Hampton (City), VA
 - Full Scale 30- x 60-Foot Tunnel, Hampton (City), VA
4. At a prior meeting of the National Historic Landmarks Committee on November 8-10, 2011, the Committee recommended that the Board recommend that the Secretary designate the following property as a National Historic Landmark. Issues concerning the use of the property have been resolved and the Board approved sending it forward for designation:
 - SS *Badger* (Car Ferry), Ludington, MI
5. The Board accepted the report of its Education Committee, *Interpretive Skills Vision Paper*, for transmittal to the Director of the National Park Service.

Meeting Report

National Park System Advisory Board

NATIONAL HISTORIC LANDMARKS COMMITTEE

Richard L. Hurlbut Memorial Hall, 3rd Floor
Charles Sumner School Museum and Archives
1201 - 17th Street NW, Washington, DC

May 28-29, 2014

Nominations and Executive Summaries may be viewed at

<http://www.nps.gov/nhl/news/spring2014mtg.htm>

The National Historic Landmarks Committee of the National Park System Advisory Board met on May 28-29, 2014, at the Charles Sumner School Museum and Archives, Washington, DC, to review properties for potential designation as National Historic Landmarks and other actions.

The Committee recommends that the National Park System Advisory Board recommend to the Secretary of the Interior the designation of the following properties as National Historic Landmarks, with the Criteria shown below and Exceptions (if any) as noted in the nomination:

Criteria 1 and 2 (Exception 8)

- Marjory Stoneman Douglas House, Miami, FL

Criterion 4

- Samara (John E. and Catherine E. Christian House), West Lafayette, IN
- McGregor Memorial Conference Center, Detroit, MI
- Lake Hotel, Yellowstone National Park, Teton County, WY
- Brookline Reservoir of the Cochituate Aqueduct, Brookline, MA
- California Powder Works Bridge, Santa Cruz County, CA

The Committee recommends that the National Park System Advisory Board recommend to the Secretary of the Interior the acceptance of the NHL boundary changes and/or updated documentation for the following National Historic Landmarks, with the Criteria shown below and Exceptions (if any) as noted in the nominations:

Criterion 1 (Exceptions 1, 4, and 5)

- Mountain Meadows Massacre Site, Washington County, UT

Criteria 1 and 2

- Fort Smith, Fort Smith, AR

Criteria 1 and 4

- Cliveden (Chew House), Philadelphia, PA

Criteria 1 and 6 (Exception 6)

- Fort Union, Williams and McKenzie Counties, ND and Roosevelt and Richland Counties, MT

The Committee recommends that the National Park System Advisory Board recommend to the Secretary of the Interior the withdrawal of the National Historic Landmark designation for the following property:

Criteria 1 and 4

- Wapama (Steam Schooner), San Francisco, CA

Included with this report are updated executive summaries for each property. They have been updated to provide summaries of the comments of the expert panel, as well as lists of persons who provided (written or oral) comments about each nomination.

Respectfully submitted,

Stephen Pitti
Chair, National Historic Landmarks Committee



NATIONAL HISTORIC LANDMARKS COMMITTEE

(Updated November 6, 2013)

COMMITTEE CHAIR

Stephen J. Pitti, Ph.D., Board Member; Professor of American Studies and History; Director of the Program in Ethnicity, Race, and Migration; and Master of Ezra Stiles College at Yale University.

MEMBERS

James M. Allan, Ph.D., RPA, Principal with William Self Associates; Adjunct Professor, Anthropology Department, St. Mary's College of California; consultant to the California State Lands Heritage Commission on matters to the State's submerged cultural heritage.

Cary Carson, Ph.D., Retired Vice President, Research Division, Colonial Williamsburg Foundation.

Darlene Clark Hine, Ph.D., Professor of History and Board of Trustees Professor of African American Studies, Northwestern University.

Luis Hoyos, AIA, Assistant Professor of Architecture and Urban Design, California State Polytechnic University, Pomona.

Barbara J. Mills, Ph.D., Professor of Anthropology and Interdisciplinary Faculty Member, American Indian Studies, University of Arizona.

William J. Murtagh, Ph.D., First Keeper of the National Register of Historic Places, Department of the Interior; former Vice President of the National Trust for Historic Preservation; and former President of the Victorian Society in America.

Franklin Odo, Ph.D., Former Director of the Asian Pacific American Program, Smithsonian Institute; former Professor of Ethnic Studies, University of Hawai'i; former Visiting Professor, University of Pennsylvania, Hunter College, Princeton University, and Columbia University.

William Seale, Ph.D., Independent historian specializing in the restoration of historic buildings. Recent projects include the George C. Marshall House in Leesburg, VA; Ten Chimneys near Milwaukee, WI; and Rosedown Plantation in St. Francisville, LA.

Michael E. Stevens, Ph.D., Director, Division of Historic Preservation and Public History, Wisconsin Historical Society.



Name of Property: Marjory Stoneman Douglas House
City, State: Miami, Florida
Period of Significance: 1926-1998
NHL Criteria: 1, 2, Exception 8
NHL Theme: II. Creating Social Institutions and Movements
1. Clubs and organizations
III. Expressing Cultural Values
1. Educational and intellectual currents
3. Literature
VII. Transforming the Environment
2. Adverse consequences and stresses on the environment
3. Protecting and preserving the environment

Previous Recognition: After 1933 Historic American Buildings Survey, HABS
FLA,13-MIAM,34

National Historic Context: Women's History Initiative
XXXII. Conservation of Natural Resources
C. The Conservation Movement Matures, 1908-1941

NHL Significance:

- The Marjory Stoneman Douglas House is nationally significant as the home and workspace of one of the most important environmentalists of the twentieth century. Her seminal book, *The Everglades: River of Grass*, marked a significant turning point in twentieth-century environmentalism by helping the nation reimagine the Everglades as a globally distinct, complex ecosystem in desperate need of protection.
- Marjory Stoneman Douglas was an accomplished journalist, poet, short story writer,



reformer, and environmentalist who participated at the vanguard of the women's reform movement in Florida in the early twentieth century. In the late 1960s, Douglas founded the Friends of the Everglades, an environmental activist organization, and subsequently led the group for three decades. Her leadership contributed to the organization's central role in the conservation and restoration of the Everglades as well its national significance to the late twentieth-century U.S. environmental movement.

- Stoneman Douglas is synonymous with the Everglades as a long list of sobriquets attest: Our Lady of the Glades, Guardian of the Glades' Spirit, First Lady of the Everglades, Empress of the Everglades, the Grande Dame of the Everglades, and Mother Teresa of the Swamp. Stoneman Douglas is the most important person associated with the conservation and restoration of the Florida Everglades.

Integrity:

- The Marjory Stoneman Douglas House remains essentially unchanged since its construction in 1926.

Owner of Property: State of Florida Department of Environmental Protection

Acreage of Property: Less than one acre.

Origins of Nomination: This property was identified via the program's Women's History Initiative in collaboration with the National Collaborative for Women's History Sites.



Potential for Positive Public Response or Reflection on NHL Program:

- The designation of the Marjory Stoneman Douglas House as a National Historic Landmark will recognize the work of one of the nation's foremost twentieth-century environmentalists.
- The designation of the Marjory Stoneman Douglas House as a National Historic Landmark will be an important contribution to the Women's History Initiative, which aims to increase representation of historic sites associated with nationally significant women.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Murtagh moved, Dr. Mills seconded; unanimous approval.

Public Comments Favoring Designation (received as of 5/28/14):

Heather Huyck, PhD, President, National Collaborative for Women's History Sites, Evanston, Illinois

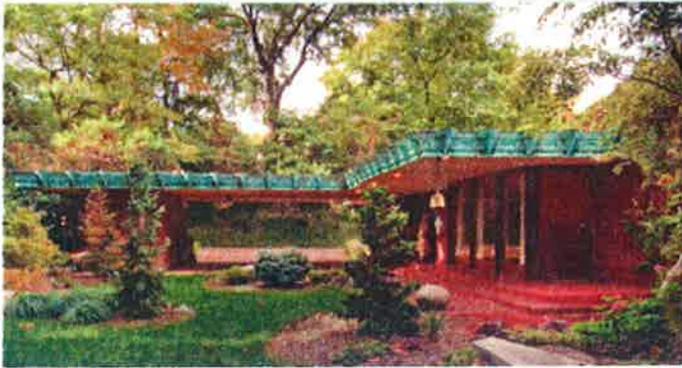
Megan Cross Schmitt, Historic Preservation Officer, Planning and Zoning Department, City of Miami, Florida

Francisco J. Garcia, Planning & Zoning Director, Planning and Zoning Department, City of Miami, Florida

Daniel J. Alfonso, City Manager, City of Miami, Florida

Robert Bendus, Director, State Historic Preservation Officer, Division of Historical Resources, Florida Department of State (owner)

Advisory Board Recommendation:



Name of Property: Samara (John E. and Catherine E. Christian House)
City, State: West Lafayette, Indiana
Period of Significance: 1955-56
NHL Criteria: 4
NHL Theme: III. Expressing Cultural Values
5. Architecture, landscape architecture, and urban design
Previous Recognition: 1992 National Register of Historic Places
National Historic Context: XVI. Architecture
S. Wrightian (Usonian)

NHL Significance:

- Samara (John E. and Catherine E. Christian House) is an outstanding example of a late period (1941-1959) Usonian house designed by Frank Lloyd Wright. It is exceptional on a national scale for its fully-realized design and ability to convey, in the fullest sense, the unity of design and philosophy characterizing Wright's architecture.
- As a remarkably complete and mature Usonian design, the home incorporates over forty Wrightian design features that represent the architect's Usonian ideals, as well as the breadth of Wright's impact on modern American architecture and design.
- "Samara," the botanical term for the winged seeds found in evergreen trees on the site, was adopted by Wright as a design motif. Repeated throughout the house, this motif emotionally and symbolically integrates the house with its natural environment and demonstrates the organic architectural quality of the part relating to the whole.
- Wright carefully designed Samara to maintain its natural setting and directed his clients to follow a planting plan that included a wide variety of tree and plant species for five distinct planting zones, creating a cohesive design to complement his architecture.
- Samara represents the relationship between owner and client that Frank Lloyd Wright espoused but rarely achieved, in which the client was a dedicated partner with the architect in realizing and maintaining the full expression of Wright's ideas and plans.
- In comparison to Wright-designed properties of considerably larger scale and budget, especially from his Usonian period, the property emerges as historically significant for its ability to convey all the physical and philosophical elements that Wright ultimately developed for his organic architecture.



Integrity:

- The materials, construction, and overall workmanship of the house and its furnishings are of the highest quality and exist today as designed and specified by Wright.
- The integrity of Samara as regards the original architectural and landscape designs, setting and location, and construction details, as prescribed by the architect, is exceptionally complete and supported by original drawings and correspondence.
- Samara is among a very few Wright designs that has maintained original finishes, equipment, and furnishings for nearly sixty years, while meticulously seeing the architect's original design intentions for the house and its landscape through to completion.
- The Christian Family has faithfully held fast to Wright's vision for Samara and has maintained a consistent relationship with the architect's firm, and later the Frank Lloyd Wright Foundation, most notably in a 1974 update of the main living and dining spaces.
- Samara will continue as a house museum under the guidance of the John E. Christian Family Memorial Trust, Inc., established by John Christian and his daughter, to ensure the protection of the property and archives in perpetuity.

Owner of Property: Linda K. Christian Davis (only child of original owner/clients)

Acreage of Property: Approximately one acre

Origins of Nomination: The John E. Christian Family Memorial Trust, Inc. and the National Park Service hired a consultant to write the nomination on a cost share basis.

Potential for Positive Public Response or Reflection on NHL Program:

- Designation will increase public awareness of Frank Lloyd Wright's architectural genius, philosophy, and landscape designs, and of Samara as an exceptional, fully-realized Usonian work.
- Designation will raise awareness of Samara's vast educational resources, thereby promoting opportunities for study and learning through Samara's local, regional, and nationwide educational outreach programs.
- Designation will increase heritage tourism to Samara from across the country, benefitting as well the City of West Lafayette and the State of Indiana.
- Designation may enhance current preservation initiatives and resources.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Stevens moved, Dr. Seale seconded; unanimous approval.



Public Comments Favoring Designation (received as of 6/2/14):

James Klatch, West Lafayette, Indiana

Donald G. Jones, PhD, Director, US/ICOMOS, Washington, DC

Ron Alting, State Senator, Indianapolis, Indiana

Stephanie K. Meeks, President, National Trust for Historic Preservation, Washington, DC

Rob Galbraith, ALA, Key Architecture, Inc., Lafayette, Indiana

J. Clifford Frazier, Washington, DC

Sean Malone, President & CEO, Frank Lloyd Wright Foundation, Scottsdale, Arizona

John E. Christian, Samara, John E. Christian Family Memorial Trust, Inc., West Lafayette, Indiana (owner)

Linda K. C. Davis, Houston, Texas (owner)

Cameron F. Clark, State Historic Preservation Officer, Division of Historic Preservation and Archeology, Indianapolis, Indiana

Janet Halstead, Executive Director, Frank Lloyd Wright Building Conservancy, Chicago, Illinois

Todd Rokita, US Congressman, 4th District, Indiana

Kent Schuette, Professor of Architecture, Director, Center for Community and Environmental Design, Purdue University, West Lafayette, Indiana

Marsh Davis, President, Indiana Landmarks, Indianapolis, Indiana

Nick Schenkel, Library Director, West Lafayette Public Library, Indiana

Randy Truitt, State Representative, District 26, State of Indiana House of Representatives

Dr. Rocky Killion, Superintendent of Schools, West Lafayette Community School Corporation, Indiana

Advisory Board Recommendation:



Integrity:

- Through the careful stewardship of Wayne State University, the McGregor Memorial Conference Center retains a very high degree of integrity. The building's character-defining features remain fully extant and the meticulously-restored reflecting pool and sculpture garden reflect Yamasaki's design intent for the building and its surroundings.
- The most significant changes to the fabric are the windows and skylights. The single-glazed windows have been replaced by double-glazed units that generally retain the historic pattern; the skylights have likewise been fitted with double-glazed units and an additional structure was added to carry the structural weight, somewhat affecting but not destroying the delicate tracery effect of the original skylights. The interior retains an exceptional level of integrity with only minor replacement in kind of carpets and the like. Even the original Barcelona chairs and couches (designed by Mies van der Rohe) are still in use.
- Integral to the design of the McGregor Center are the adjacent reflecting pool and sculpture garden. Although the pool sat empty for many years due to persistent leaking and deterioration, it has recently undergone a complete restoration that followed Yamasaki's original design and materials, with only minor changes, to ensure the long-term functioning of the pools.

Owner of Property: Wayne State University

Acreage of Property: Approximately one acre

Origins of Nomination: The Michigan State Historic Preservation Office hired a consulting firm to prepare the NHL nomination as part of its Michigan Modern Initiative.

Potential for Positive Public Response or Reflection on NHL Program:

- NHL designation will recognize one of Minoru Yamasaki's exceptional Modern designs, regarded as a benchmark in his nationally significant career and a turning point in his design philosophy.
- NHL designation will recognize one of the most significant Modern designs—integrating architecture, landscape, and interior design—in the United States.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Allan moved, Dr. Carson seconded; unanimous approval.

Public Comments Favoring Designation (received as of 05/27/14):

Brian D. Conway, State Historic Preservation Officer, Michigan
Debbie Dingell, Chair, Wayne State University Board of Governors, Detroit, Michigan (owner)



M. Roy Wilson, President, Wayne State University, Detroit, Michigan
Jerry Herron, PhD, Dean, Wayne State University, Detroit, Michigan
Debbie Stabenow, United States Senator, Michigan

Advisory Board Recommendation:



Name of Property: Lake Hotel
City, State: Teton County, Yellowstone National Park, Wyoming
Period of Significance: 1891-1940
NHL Criteria: 4
NHL Theme: III. Expressing Cultural Values
5. Architecture, landscape architecture, and urban design
Previous Recognition: 1991 National Register of Historic Places
1983 Historic American Buildings Survey, HABS Nos. WY-121 and WY-121-A
National Historic Context: Special Study

NHL Significance:

- Lake Hotel embodies the distinguishing characteristics of an architectural type specimen especially valuable for study of a period and style: an early twentieth-century grand resort hotel displaying the Colonial Revival style as adapted to the context of a national park in the western United States.
- Initially completed in 1891, Lake Hotel is the oldest hotel constructed within the boundary of a national park. After its historic redesign and expansion in 1903-04, it became the only Colonial Revival grand resort hotel within a national park.
- Noted architect Robert C. Reamer provided the hotel, on the north shore of Yellowstone Lake, with an architectural distinction befitting a grand resort hotel through the application of Colonial Revival detailing. The resulting 720-foot frame building encompassed more than three-hundred guest rooms and elegant public rooms, clearly placing the facility in the grand resort hotel category.



Integrity:

- Lake Hotel, a frame building in an isolated high-altitude location known for harsh winters and heavy snows, maintains a high degree of historic integrity. Small additions required for safety, comfort, and efficient operation are confined to the rear of the building, and guest rooms are reconfigured to meet contemporary expectations of grand resort hotels.
- Expansion of the hotel occurred within the period of significance, with its current footprint in place by 1940.

Owner of Property: National Park Service

Acreage of Property: 12.4 acres

Origins of Nomination: Yellowstone National Park and Xanterra Parks and Resorts, Inc. (the concessioner) initiated the effort to prepare the nomination. A professional consulting firm prepared the briefing statement and nomination.

Potential for Positive Public Response or Reflection on NHL Program:

- Designation as an NHL will further enhance the heritage tourism potential of Lake Hotel, recognize it as a Colonial Revival grand resort hotel constructed in a national park of the West, and will illustrate the ability of architect Robert C. Reamer to produce designs in varied architectural idioms.
- Designation will also celebrate and honor the long public-private partnership between the park and the concessioner, which has resulted in the stewardship and preservation of the Lake Hotel and many other historic properties in Yellowstone.

Potential for Negative Public Response or Reflection on NHL Program: None known

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Seale moved, Dr. Carson seconded; 1 abstention; 7 yeas; approval.

Public Comments Favoring Designation (received as of 5/14/14):

Bryant F. Tolles, Jr., Professor Emeritus of History and Art History, University of Delaware,
Adjunct Faculty Member, Harvard University Summer School, Concord, New Hampshire
Barbara Pahl, Western Regional Vice President, National Trust for Historic Preservation,
Denver, Colorado

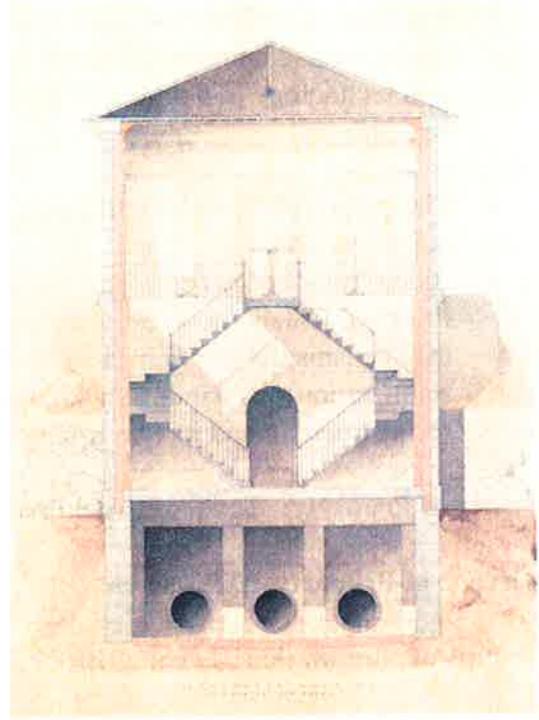
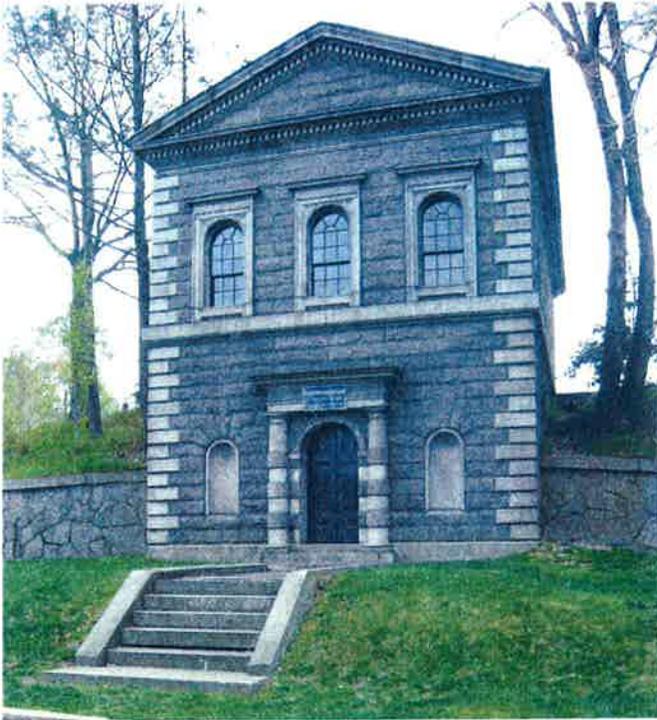
Steve Tedder

Karen Bates Kress, President, Yellowstone Park Foundation, Bozeman, Montana

Jeff Brown, Executive Director, Yellowstone Association, Yellowstone National Park, Wyoming

Mary Humstone, President, Alliance for Historic Wyoming, Laramie, Wyoming

Advisory Board Recommendation:



Name of Property: Brookline Reservoir of the Cochituate Aqueduct
City, State: Brookline, Massachusetts
Period of Significance: 1848
NHL Criteria: 4
NHL Theme: VI. Expanding Science and Technology
 2. Technological applications

Previous Recognition: 1980 National Register of Historic Places, Town Green Historic District (contributing resource)
 1985 National Register of Historic Places, Reservoir Park, Brookline MRA
 1989 National Register of Historic Places, Water Supply System for Metropolitan Boston MPS
 2013 Historic American Engineering Record, # HAER MASS, 11-BROK,4-

National Historic Context: XVIII. Technology (Engineering and Invention)
 K. Water and Sewerage

NHL Significance:

- The Brookline Reservoir, with its Principal Gatehouse and small Influent Gatehouse, represents one of the most publicly-accessible and architecturally-distinguished components of early nineteenth-century public water supply technology.
- Now a public park, the Brookline Reservoir is significant as an original element of the Cochituate Aqueduct, a publicly-financed, universally-available, pure water supply from distant, safeguarded watersheds.

- The Principal Gatehouse is important for the technical development of wrought iron as a structural and building envelope material in architecture, and the cultural acceptance of iron technology in public architecture.

Integrity:

- The property retains a high degree of historic integrity. The two gatehouses and the buried aqueduct are intact.
- Aside from the loss of its interior plaster and the mid-twentieth century toilets, the Principal Gatehouse is essentially intact, including its masonry; its original gate mechanisms; its iron roof deck and iron trusses (scheduled for some structural stabilization); its windows and lower level exterior and interior doors (side doors to be reconstructed); and its two iron staircases for public access.

Owner of Property: Town of Brookline, Massachusetts

Acreage of Property: 32.12 acres

Origins of Nomination: Town of Brookline, Massachusetts

Potential for Positive Public Response or Reflection on NHL Program:

- Designation as an NHL will enhance public recognition of the importance of and financial support for a property that has long been “hiding in plain sight.”

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Seale moved, Dr. Carson seconded; unanimous approval.

Public Comments Favoring Designation (received as of 6/2/14):

Brona Simon, State Historic Preservation Officer, Executive Director, Massachusetts Historical Commission

James Batchelor, Chair, Brookline Preservation Commission, Town of Brookline, Massachusetts

Betsy DeWitt, Chair, Board of Selectman, Town of Brookline, Massachusetts

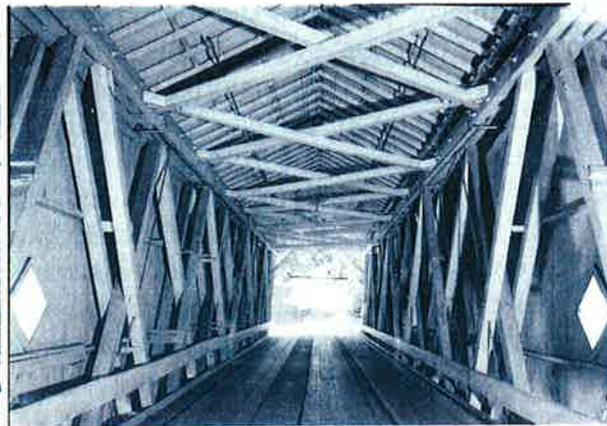
John Bain, Chairman, Park and Recreation Commission, Town of Brookline, Massachusetts

Ken Liss, President, Brookline Historical Society, Massachusetts

Elizabeth Warren, US Senator, United States Senate

Cynthia Stone Creem, State Senator, The Commonwealth of Massachusetts

Advisory Board Recommendation:



Name of Property: California Powder Works Bridge
City, State: Santa Cruz, California
Period of Significance: 1872
NHL Criteria: 4
NHL Theme: V. Developing the American Economy
 3. Transportation and communication
 VI. Expanding Science and Technology
 2. Technological applications

Previous Recognition: 2004 and 2011 Historic American Engineering Record, HAER CA-313
 1985 National Register of Historic Places, Determination of Eligibility, "Historic Truss Bridges in California" MPS

National Historic Context: *Covered Bridges NHL Context Study*
 XVII. Technology (Engineering and Innovation)
 B. Transportation

NHL Significance:

- Constructed in 1872, the California Powder Works Bridge is an exceptionally fine example of nineteenth-century covered bridge construction. The bridge is one of the most outstanding surviving examples of a Smith Truss, a nationally significant timber truss type developed in 1867 by Robert W. Smith in Toledo, Ohio.
- Patented in 1867, the Smith Truss featured diagonal truss web members that resulted in a light, strong, and efficient design whose members could be mass-produced at a factory and shipped to distant sites. This unique system allowed wood bridges to compete with iron bridges for a brief period following the Civil War.
- The bridge was constructed by William Gorrill's Pacific Bridge Company, which would become a major construction firm that built nationally significant sites such as the Hoover Dam, Golden Gate Bridge, Oakland Bay Bridge, and the dock facilities at Pearl Harbor.

Integrity:

- The bridge retains the character defining features of the resource type, with all load-



bearing components and original hardware intact. Due to its sturdy construction and low-volume traffic usage, the bridge has required few structural modifications since its construction, and the majority of the superstructure is original.

- Although most of the industrial buildings and railroad tracks of the California Powder Works were removed in 1914, the bridge retains the feeling of a nineteenth-century covered bridge built for horse-drawn wagons and freight cars.
- In 1924, the Fresno Masonic fraternity purchased the former California Powder Works property for the establishment of a summer cottage colony known as “Paradise Park.” It has evolved into a year-round, private community of 200 houses that maintains the structure as a working bridge surrounded by trees, cottages, and remnants of the powder works.

Owner of Property: Paradise Park Masonic Club

Acreage of Property: Less than one acre

Origins of Nomination: The *Covered Bridge NHL Context Study*, as well as this nomination, originated with funding from the National Historic Covered Bridge Preservation Program. The Historic American Engineering Record (HAER) documented 75 historic covered bridges from 2002 to 2004 from a list suggested by a national committee of covered bridge experts. This bridge, along with the Brown Bridge and the Duck Creek Aqueduct, which were both nominated in the fall of 2103, is being nominated subsequent to the designation of the Humpback Bridge and Knight’s Ferry Bridge in 2011.

Potential for Positive Public Response or Reflection on NHL Program:

- Designation would recognize the importance of covered bridges to the development of transportation and engineering in the United States.
- Designation would encourage future maintenance of the bridge in this private residential development.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments: The committee provisionally approved the designation of the property pending an opinion from the National Park Service’s solicitor that the Paradise Park Masonic Club Board legally represents the ownership of the property.

Landmarks Committee Recommendation: Designation. Dr. Stevens moved, Dr. Allan seconded; unanimous approval.

Public Comments Favoring Designation (received as of 06/2/2014):

Barry Brown, Paradise Park, California

Amy Crain, California SHPO

Lois Keithley, President, Paradise Park Masonic Club, Santa Cruz, California (owner)

Barry A. Brown, Santa Cruz, California

Joanne C. Nelson, Santa Cruz, California



Lois A. Keithley, President, Board of Directors, Paradise Park Masonic Club, Santa Cruz, California (owner)
Lucille Heathorn, Paradise Club Masonic Club, Santa Cruz, California
Gary Brandenburg, CFO, Board of Directors (owner)
Cynthia Crogan, Paradise Park Masonic Club, Santa Cruz, California (owner)
William E. Crogan, Paradise Park Masonic Club, Santa Cruz, California (owner)
Myron Coleman, Paradise Park Masonic Club, Santa Cruz, California (owner)
Joyce M. Taylor, Paradise Park Masonic Club, Santa Cruz, California (owner)
Raveran R. Hoffman, Paradise Park Masonic Club, Santa Cruz, California (owner)
Florence J. Gustafson, Paradise Park Masonic Club, Santa Cruz, California (owner)
Margaret Todd, Paradise Park Masonic Club, Santa Cruz, California (owner)
Elizabeth Gladding, Paradise Park Masonic Club, Santa Cruz, California (owner)
Martin B. Miller, Paradise Park Masonic Club, Santa Cruz, California (owner)
Robert A. Morgan, Paradise Park Masonic Club, Santa Cruz, California (owner)
Carol Morgan, Paradise Park Masonic Club, Santa Cruz, California (owner)
Michael Sauley, Paradise Park Masonic Club, Santa Cruz, California (owner)
Tripura Anand, Paradise Park Masonic Club, Santa Cruz, California (owner)
Ken Ernest, Paradise Park Masonic Club, Santa Cruz, California (owner)
Claudia Slater, Paradise Park Masonic Club, Santa Cruz, California (owner)
Heather Glueckler, Paradise Park Masonic Club, Santa Cruz, California (owner)
Deborah Crogan, Paradise Park Masonic Club, Santa Cruz, California (owner)
Sally H. Boyle, Paradise Park Masonic Club, Santa Cruz, California (owner)
Winston Chavour, Paradise Park Masonic Club, Santa Cruz, California (owner)
Jacquelyn Loreil, Paradise Park Masonic Club, Santa Cruz, California (owner)
Michelle Green, Paradise Park Masonic Club, Santa Cruz, California (owner)
Robert Chavez, Paradise Park Masonic Club, Santa Cruz, California (owner)

Public Comments Opposing Designation (received as of 05/23/2014):

Dave Friedman, Paradise Park Masonic Club, Santa Cruz, California (owner)
Karen Friedman, Paradise Park Masonic Club, Santa Cruz, California (owner)
Shari Crouch, Paradise Park Masonic Club, Santa Cruz, California (owner)
C. R. Downing, III, Paradise Park Masonic Club, Santa Cruz, California (owner)
Pamela Maxwell, Paradise Park Masonic Club, Santa Cruz, California (owner)
Anthony Fleming, Paradise Park Masonic Club, Santa Cruz, California (owner)
Linda Dyson-Weaver, Paradise Park Masonic Club, Santa Cruz, California (owner)
Margo L. Vest, Paradise Park Masonic Club, Santa Cruz, California (owner)
Jay. A. Averill, Paradise Park Masonic Club, Santa Cruz, California (owner)
Karl Raadik, Paradise Park Masonic Club, Santa Cruz, California (owner)
Laura W. Crafts, Paradise Park Masonic Club, Santa Cruz, California (owner)
Virginia R. Uber, Paradise Park Masonic Club, Santa Cruz, California (owner)
Claudia C. Fickles, Paradise Park Masonic Club, Santa Cruz, California (owner)
Gayle Logan-Silva, Paradise Park Masonic Club, Santa Cruz, California (owner)
Patricia Herzog, Paradise Park Masonic Club, Santa Cruz, California (owner)
Robert F. Sand, Paradise Park Masonic Club, Santa Cruz, California (owner)
Rebecca Porter, Paradise Park Masonic Club, Santa Cruz, California (owner)



Marshall Shoquist, Paradise Park Masonic Club, Santa Cruz, California (owner)
Julia A. Kelty, Paradise Park Masonic Club, Santa Cruz, California (owner)
Daniel H. Hanson, Paradise Park Masonic Club, Santa Cruz, California (owner)

Advisory Board Recommendation:



Name of Property: Mountain Meadows Massacre Site (updated documentation and boundary change)

County, State: Washington County, Utah

Period of Significance: 1857-1859

NHL Criteria: 1, Exceptions 1, 4, and 5

NHL Theme: I. Peopling Places
3. Migration from Outside and Within
6. Encounters, Conflicts, and Colonization
IV. Shaping the Political Landscape
4. Political Ideas, Cultures, and Theories

Previous Recognition: 1975 National Register of Historic Places
2011 National Historic Landmark

National Historic Context: V. Political and Military Affairs, 1783-1860
H. Manifest Destiny, 1844-1859
X. Westward Expansion of the British Colonies and the United States, 1763-1898
D. Westward Trails and Travelers
5. Mormon Migration and Settlement of the Great Basin

NHL Significance:

- The Mountain Meadows Massacre Site is nationally significant as the location of the September 11, 1857, massacre of 120 emigrants, most of them from Arkansas, at the h



hands of militiamen associated with The Church of Jesus Christ of Latter-day Saints (LDS, whose members are commonly called Mormons). While no one single factor served as the sole spark for the massacre, the massacre was the apex of a chain of violence, mistrust, and fear that had begun in the East decades earlier.

- Even as the Latter-day Saints settled in the Utah Territory, where they were seemingly isolated from the rest of American society, westward migration through the Mormon Utah settlements stoked cultural conflicts between Mormons and non-Mormons. The Mountain Meadows Massacre Site recalls these conflicts which led, first, to the exodus of the Mormons from the East and, ultimately, to the Utah War.
- As tensions between officials in Washington, D.C. and Utah Territory escalated in the months before the massacre, U.S. President James Buchanan declared the territory in a state of rebellion. Calls to put down the “Utah rebellion” resounded in the national press at a time when tensions over slavery were already threatening to divide the nation. Occurring at the height of the Utah War, the Mountain Meadows Massacre further exacerbated the long-standing distrust between Mormons and non-Mormons.
- Although the massacre occurred in 1857, the period of significance extends to 1859 when the scattered remains were given proper burials and simple rock cairns were constructed to mark their locations.

Integrity:

- The resource retains a high level of historic and visual integrity. It encompasses lands where key events of the Mountain Meadows Massacre took place and includes the burial sites of the victims and associated artifacts. Since the nominated lands retain their natural features, vegetation patterns, and vistas, they possess an extraordinary ability to convey their association with the past, and specifically with the events of September 1857 and its immediate aftermath. The appearance of the location and setting remains largely unchanged, evoking the feeling and the emotion of the original events more than a century later.
- The NHL, with its proposed boundary expansion, is a discontinuous historic district with three discrete parts. The original nomination contained the encampment/siege site and the men’s and boys’ massacre site; the boundary expansion contains the women’s and children’s massacre site.

Owner of Property: The Church of Jesus Christ of Latter-day Saints, Corporation of the President

Acreage of Property: Original nomination: 771 acres; boundary expansion: 83 acres; total: 854 acres.

Origins of Nomination: The original nomination came at the request of the LDS Church and the three Mountain Meadows Massacre descendant organizations: Mountain Meadows Association, Mountain Meadows Massacre Descendants, and Mountain Meadows Monument Foundation. The boundary expansion originated with the acquisition of the Women’s and



Children's Massacre Site by the LDS Church in 2013. Acquisition of the property had been a long-standing goal of the Church and the three descendant groups. The LDS Church coordinated with the National Park Service to produce the original nomination and the boundary expansion. The proposed update to the original 2011 nomination form documents the addition of the Women's and Children's Massacre Site.

Potential for Positive Public Response or Reflection on NHL Program:

- The current NHL, augmented by the additional nationally significant site, will help Americans to better understand the importance of this event in the history of the nation, and include more of the recognized nationally significant resources.
- The three descendant groups and The Church of Jesus Christ of Latter-day Saints have worked for years to reach this stage in their relationship. In the past few years, their combined goal has been to obtain National Historic Landmark designation, which was achieved in 2011.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Mr. Hoyos moved, Dr. Seale seconded; unanimous approval.

Public Comments Favoring Designation (comments received as of 05/22/14):

Cheri Baker Walker, Treasurer, Mountain Meadows Descendants, Amarillo, Texas

Patricia L. Norris, President, Mountain Meadows Massacre Descendants, Omaha, Arkansas

Elder Steven E. Snow, Church Historian and Recorder, Church History Department, The Church of Jesus Christ of Latter-day Saints, Salt Lake City, Utah (owner)

Gregory C. Smith, Director of Lands and Realty Management, United States Department of Agriculture, Washington, DC (owner)

Brad Westwood, Director, State Historic Preservation Officer, Utah Division of State History, Salt Lake City, Utah

Advisory Board Recommendation:



- Name of Property:** Fort Smith (updated documentation and boundary change)
City, State: Fort Smith, Arkansas
Period of Significance: 1817-1896
NHL Criteria: 1 and 2
NHL Theme: IV. Shaping the Political Landscape
2. Governmental Institutions
3. Military Institutions and Activities
VIII. Changing Role of the United States in the World Community
3. Expansionism and Imperialism
4. Immigration and Emigration Policies
- Previous Recognition:** 1960 National Historic Landmark
1986 National Register of Historic Places
National Historic Site
- National Historic Context:** VII. Political and Military Affairs, 1865-1939
B. The Republican Era, 1877-1900
X. Westward Expansion of the British Colonies and the United States, 1763-1898
C. Military-Aboriginal American Contact and Conflict
1. East of the Mississippi, 1763-1850s
2. The Southern Plains
- NHL Significance:**
- Fort Smith played a central role in the development of American Indian policy by the United States government. The physical changes and the use of the fort over time, beginning with the first Fort Smith (1817), through the second Fort Smith (1838-1846), and finally as the location of a U.S. District Court (1871-1896), mirrored the evolution of



Federal policies governing American Indian status during these periods.

- The original role of the fort was to control Osage and Cherokee conflicts and maintain the frontier line west of the Mississippi River. Later, it became a way station and supply depot during the Trail of Tears, specifically the removal of the Choctaw tribe from Mississippi to lands in the West.
- After its reestablishment in 1839, Fort Smith garrisons patrolled, protected, and supplied the federally-created Indian Territory, and served as a supply depot for other forts as the frontier moved further westward.
- From 1871 to 1896, Fort Smith served as the U.S. District Court for the District of Western Arkansas and the Indian Territory. Fort Smith is also significant under Criterion 2 as the location of all but the last two years of Judge Isaac C. Parker's twenty-one year judicial career (from 1875 to 1896) as District Court Judge. Judge Parker sought to protect the rights of the American Indian while reigning in the outlaw abuses of the frontier. His strict and often controversial interpretation of Federal law aided in the taming of the "wild west," and unwittingly paved the way for the dismantling of the discrete Indian Territory and tribal sovereignty in favor of the new U.S. territory of Oklahoma.

Integrity:

- Located at Belle Point, the rocky promontory on the Arkansas River selected by Major Long in 1817 for the fort site, the original locations of the first and second forts are still evident.
- Many alterations to the forts and their setting occurred in the nineteenth century during the period of significance. The National Park Service reversed other intrusive changes to the setting by removing buildings and streets that developed across the fort site during the early twentieth century.
- The sense of place for the two forts remains through the excavated footprint of the first fort and the footprints of the second fort's wall and officers' quarters. Parts of the first fort's foundation walls remained and were used to develop the exposed outline of the first fort. Restored resources such as the second fort's parade ground and flagstaff, also contribute to the setting of Fort Smith.
- The remaining above-ground buildings in the second fort, the commissary and the barracks/courthouse with its 1888 jail wing, had design changes that occurred during the period of significance that represent the evolution of the function and use of the fort over time. The commissary building is particularly intact to its historic period. There are numerous construction details in the extant buildings: tool marks on cut or hammered stone walls, wood framing and interior woodwork, and brick masonry and historic graffiti on the walls of the barracks/courthouse/jail building reflecting all three periods of use.
- Much of the first fort's site has not been excavated and archeological material is presumed to be present. However, Fort Smith's archeological integrity is uneven and incomplete. In some areas, archeological investigations have yielded some information about Fort Smith, such as locating the original flagstaff base in the second fort parade ground, or portions of the second Fort's wall foundations. In other areas, the



archeological record has been destroyed by twentieth-century development. The archeological resources add to our understanding of Criterion 1 and are considered contributing resources to this criterion, but they do not appear to provide nationally significant archeological information to meet NHL Criterion 6.

Owner of Property: National Park Service

Acreage of Property: 37 acres

Origins of Nomination: The National Park Service contracted for the update to the NHL documentation and to confirm accurate and appropriate boundaries for the already designated National Historic Landmark.

Potential for Positive Public Response or Reflection on NHL Program:

- The updated documentation reflects additional nationally significant stories associated with this property that had not been previously told and a reconsideration of the earlier historical themes represented in the original Fort Smith nomination.

Potential for Negative Public Response or Reflection on NHL Program: None known.

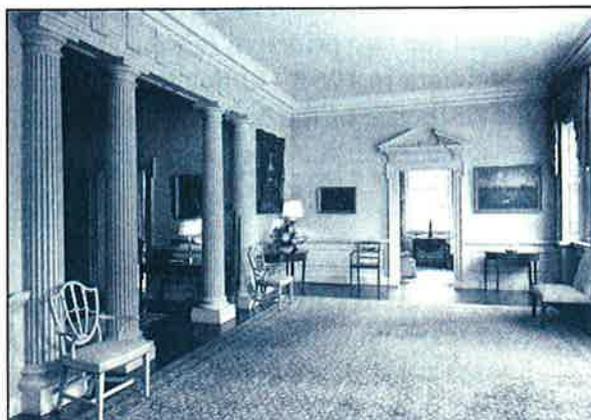
Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Carson moved, Dr. Murtagh seconded; unanimous approval.

Public Comments Favoring Designation (received as of 05/13/14):

The Honorable Sandy Sanders, Mayor of the City of Fort Smith, Arkansas
Frances McSwain, Deputy State Historic Preservation Officer, The Department of Arkansas Heritage, Little Rock, Arkansas

Advisory Board Recommendation:



Name of Property: Cliveden (Chew House) (updated documentation)
City, State: Philadelphia, Pennsylvania
Period of Significance: 1763-1825
NHL Criteria: 1 and 4
NPS Theme: III. Expressing Cultural Values
5. Architecture, landscape architecture, and urban design
IV. Shaping the Political Landscape
3. Military institutions and activities
Previous Recognition: 1961 National Historic Landmark
1966 National Register of Historic Places
1972 Historic American Buildings Survey (HABS No. PA-1184)
National Historic Context: IV. The American Revolution
C. War in the North
XVI. Architecture
B. Georgian (1730-1780)

NHL Significance:

- Cliveden is a nationally significant example of Georgian architecture. The main house and its dependencies epitomize Georgian country house architecture in America, yet also incorporate elements of design and construction that reflect the influence of regional traditions in materials and building methods.
- Cliveden was commissioned as a suburban country retreat by Benjamin Chew (1722-1810), a prominent Philadelphia lawyer who also served as Chief Justice of Pennsylvania. As a member of the city's elite, Chew and his family used material objects, including this house, to convey the family's financial and social prestige and genteel taste.
- Cliveden also provides a significant built environment where an understanding of how the house's eighteenth-century owners and their servants, including enslaved persons, lived and used domestic space. Together under one roof, the contrast between highly-finished formal spaces and rough, undecorated rooms designated for the use of servants and slaves echoes the contradictions and complexities of American history.
- The property is also nationally significant as the primary site associated with the Battle



of Germantown (1777). This battle took place at the literal front door of the property; one of the two principal reasons that Cliveden was designated a National Historic Landmark in 1961. Although a defeat for the American forces, the battle demonstrated the resilience of the colonial soldiers. The French government saw this resilience as a reason to enter the war on the side of the Americans early in 1778.

Integrity:

- Although there have been additions and alterations to the building and site since the completion of Cliveden in 1767, it still maintains its character-defining architectural features, both interior and exterior, and is considered among the most important Georgian houses constructed in the United States.
- An open, but roofed colonnade added in 1776-77 between the kitchen dependency and the main house was entirely enclosed in the nineteenth century. While technically making the dependency a service wing of the house, the Palladian balance of the two rear dependencies as viewed from the front of the house, is retained and fully discernible.
- The laundry or washhouse dependency remains fully separate from the main house and has been modestly expanded with an extension to the rear.
- The main house has been expanded to the rear on the side of the kitchen dependency, blocking many of the rear window and door openings, including the large window on the main stair landing.
- Cliveden's high-style Georgian finishes are entirely maintained in its public and semi-public rooms in the main block. These rooms convey an opulence and formality typical of the finest Georgian buildings. The finishes of the subsidiary and service spaces throughout the main block and dependencies reflect a hierarchy of finish also common to elite eighteenth-century dwellings.

Owner of Property: The National Trust for Historic Preservation

Acres of Property: Approximately 5 ½ acres

Origins of Nomination: The nomination was prepared as a collaborative project between graduate students at the University of Michigan and Cliveden staff. The project was funded through a grant from the Arts of Citizenship Program in the Rackham School of Graduate Studies at the University of Michigan, The Eisenberg Institute for Historical Studies at the University of Michigan, and donations of time and expertise from professional staff at Cliveden.

Potential for Positive Public Response or Reflection on NHL Program:

- The updated NHL documentation will expand our knowledge of Cliveden's history to include servants and enslaved persons resident at the property, and the ways in which architecture—spaces and finishes—mediated interaction between various groups living and working there.
- The revised NHL documentation includes information about archeological investigations at the site and comparisons with other similar properties, dimensions lacking in the original documentation.
- The new documentation will assist the National Trust for Historic Preservation in its

preservation, conservation, and interpretation programs.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Murtagh moved, Dr. Stevens seconded; unanimous approval.

Public Comments Favoring Designation (comments received as of 06/06/14):

Dr. Estevan Rael-Gálvez, Senior Vice President of Historic Sites, National Trust for Historic Preservation, Washington, DC (owner waiver received)
Jonathan E. Farnham, Ph.D., Executive Director, Philadelphia Historical Commission, Pennsylvania (signed HEO waiver for mayor)

Advisory Board Recommendation:



Name of Property: Fort Union (updated documentation and boundary change)
City, State: Williston, North Dakota
Period of Significance: 1828-1867
NHL Criteria: 1, 6, Exception 6
NHL Theme: I. Peopling Places
6. Encounters, conflicts, and colonization
IV. Shaping the Political Landscape
4. Political ideas, cultures, and theories
V. Developing the American Economy
6. Exchange and trade
7. Governmental policies and practices
VI. Expanding Science and Technology
3. Scientific thought and theory

Previous Recognition: 1961 National Historic Landmark
1966 National Historic Site
1982 National Register of Historic Places

National Historic Context: 1963 *Westward Expansion and the Extension of the National Boundaries to the Pacific, 1830-1898 (The Fur Trade, Military and Indian Affairs)*

NHL Significance:

- Fort Union was one of the largest and most important fur-trading posts on the Upper Missouri River region from 1829 to 1867. The fort played a vital role in commerce, westward expansion of settlement and culture, scientific exploration, frontier transportation, and economic and cultural relations with American Indians.
- Archeological investigations have provided nationally significant information about a dynamic period of economic expansion in the early nineteenth century in the Trans-Mississippian West and Upper Missouri River. Data derived from the site will contribute significantly to a continuing theoretical debate concerning the frontier experience in North America.



- Fort Union represents the impact of white settlement and resource extraction upon native cultures, alliances, and economies, including changes in the relationships between established tribal groups. The fort also represents the change in Federal policy regarding its relationship with American Indian tribes.

Integrity:

- Unexcavated portions of the site are largely undisturbed. Excavations have revealed outstanding preservation of archeological deposits across large areas of the site.
- Natural features of the greater Missouri and Yellowstone River confluence area are essentially unchanged since the 1961 NHL designation. Past agricultural activities have leveled the rolling terrace land to some degree, and there is a loss of native prairie vegetation and the expanses of timber along the floodplain.
- Carefully-planned natural and cultural resource restoration projects undertaken by the NPS have contributed to an improvement in the site's integrity, especially location, setting, feeling, and association. Accurate, partial reconstructions are part of a formal design plan based on available archeological, written, and pictorial records thus meeting NHL Criterion Exception 6. These resources are built on the location of the original structures and serve as the primary interpretive resource for the NPS unit.
- Evidence of the Missouri River's movement within the floodplain is still observable in the riparian area, and the river is still clearly visible from the Fort Union terrace.
- The noncontributing resources associated with NPS administration have been located to reduce their intrusion on the historic scene.

Owner of Property: Public—state and Federal.

Acreage of Property: Approximately 600 acres.

Origins of Nomination: The updated documentation and boundary change was initiated by the National Park Service (NPS) to address the substantial increase in knowledge about the site, its resources, and development since 1961. The 1961 designation included approximately eight acres within which only cellar pits were confirmed to exist; no boundary was described or period of national significance established. The 1982 National Register nomination, which also predated extensive archeological investigations, established a boundary corresponding to the National Historic Site boundary. The appearance of the National Historic Landmark and the National Historic Site changed considerably following a 1985 congressional mandate to reconstruct portions of the fort on the original site. Intensive archeological investigations from 1986 to 1988 informed the subsequent design and reconstruction of two buildings and seven structures. The updated documentation project began in 2001 using NPS funding. Revisions focused on the fur trade context, substantial augmentation of Criterion 6 information, and the identification and assessment of all associated cultural and natural features, including the reconstructions.

Potential for Positive Public Response or Reflection on NHL Program:

- The updated documentation reflects reconsideration of historical themes from multiple cultural perspectives, and recognizes the attribution of cultural value on natural resources.



National Historic Landmarks Survey National Park Service

- The Montana and North Dakota SHPOs support the boundary.

Potential for Negative Public Response or Reflection on NHL Program: None known.

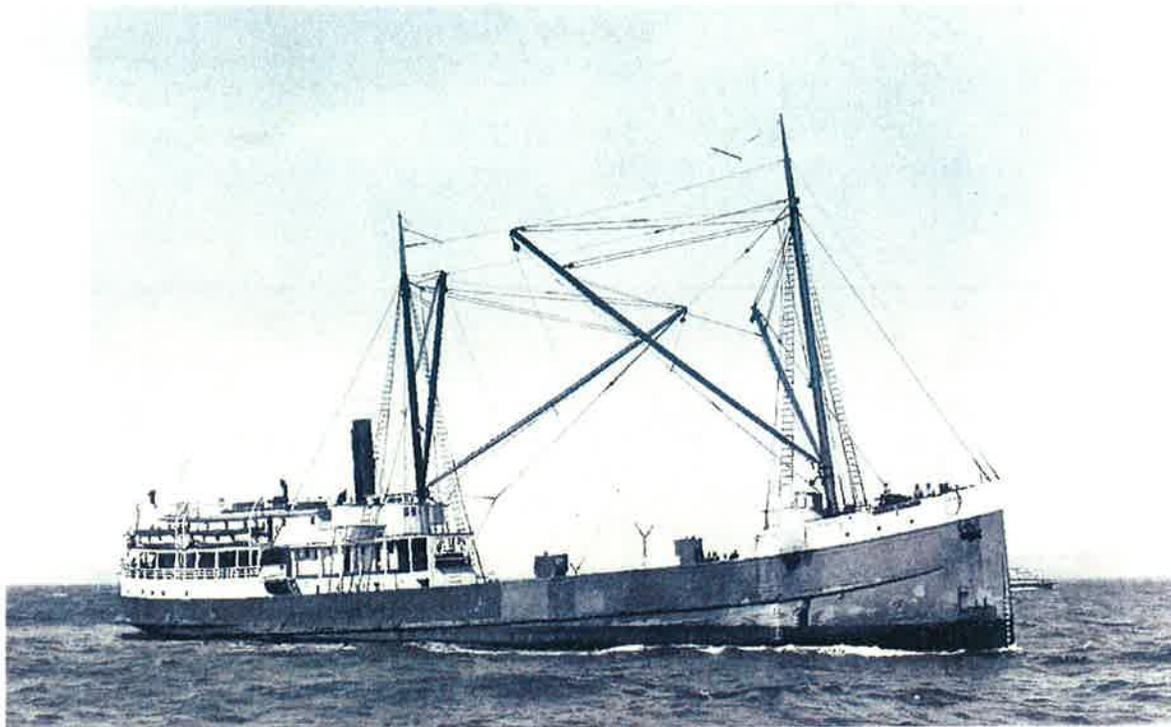
Landmark Committee Comments:

Landmark Committee Recommendation: Designation. Dr. Mills moved, Dr. Allan seconded; unanimous approval.

Public Comments Favoring Designation (received as of):

Public Comments Opposing Designation (received as of 05/27/14):
Todd Sando, P.E., State Engineer, North Dakota State Water Commission

Advisory Board Recommendation:



Name of Property: *Wapama* (Steam Schooner) (withdrawal of designation)
City, State: San Francisco, California
Period of Significance: 1915-1947
NHL Criteria: 1 and 4
NHL Theme: V. Developing the American Economy
3. Transportation and communication
6. Exchange and trade

Previous Recognition: 1973 National Register of Historic Places
1988, 1998, 2010 Historic American Engineering Record,
HAER# CAL,21-SAUS,1

National Historic Context: XII. Business
L. Shipping and Transportation
XIV. Transportation
B. Ships, Boats, Lighthouses, and Other Structures
VII. Technology (Engineering and Invention)
B. Transportation

NHL Significance:

- Launched in 1915, the wooden-hulled *Wapama* was the last survivor of the approximately 235 steam schooners that served the Pacific Coast lumber trade in the nineteenth and twentieth centuries. These vessels formed the backbone of maritime trade and coastal commerce ferrying lumber, general cargo, and passengers.
- The masts and spars of *Wapama* supported booms for loading and off-loading cargo. The



powerful winches were designed to allow *Wapama* to load and off-load by herself without the use of shore cranes. The ability to do this was an asset in the lumber trade where ports were primitive and lacked shore facilities for cargo loading.

Integrity:

- At the end of her active career, *Wapama* was displayed in the water at the San Francisco Maritime State Park, the National Maritime Museum of San Francisco, and finally, as part of the San Francisco Maritime National Historical Park.
- In 1980, her wooden hull had become so badly deteriorated that she was removed from the water and placed on a barge. Ultimately, she was towed to a berth in Richmond, California.
- After a series of condition assessments and stabilization measures, the National Park Service concluded that due to *Wapama*'s extremely poor condition, the dismantling of the ship, as outlined in the 1997 General Management Plan/Environmental Impact Statement for the San Francisco Maritime NHP, should occur.
- The dismantling process removed and encapsulated hazardous material, removed the pilothouse and transferred it to a storage facility, and removed the 30-ton engine which was then transported to Hyde Street Pier in San Francisco for display. Other significant elements, artifacts, and machinery have been saved and will be used to help create a permanent interpretive exhibit at the San Francisco Maritime NHP. The dismantling process was completed in August 2013.

Owner of Property: National Park Service

Acreage of Property: Less than one acre



Origins of Report: An intern with the National Historic Landmarks Program assessed the current location of all vessels designated as NHLs since they often change home ports. In updating the NHL list, it was discovered that *Wapama* had been dismantled. Subsequently, San Francisco Maritime NHP, staff at the NPS Pacific West Regional Office and the WASO NHL Program determined that, due to the dismantling of the ship, the resource no longer possessed historic integrity and withdrawal of its NHL designation should be pursued.

Potential for Positive Public Response or Reflection on NHL Program: Withdrawal of the NHL designation for the Steam Schooner *Wapama* would demonstrate that the NHL Program continually monitors the condition of National Historic Landmarks and that the Secretary of the Interior is willing to remove those that no longer meet the program's criteria.

Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

Landmarks Committee Recommendation: Withdrawal of designation. Dr. Allan moved, Dr. Stevens seconded; unanimous approval.



Public Comments Favoring Withdrawal of Designation (received as of):

Advisory Board Recommendation:

National Park System Advisory Board
EXPLORING AMERICAN LATINO HERITAGE
October 23-24, 2014

Task

Secretary of the Interior Ken Salazar established the American Latino Heritage initiative on June 16, 2011, at the National Chavez Center at la Paz in Keene, California, the headquarters of the United Farm Workers. Following the launch of this initiative, the Advisory Board endorsed an NPS request to undertake a scholarly study of the contributions of American Latinos to the American experience and achievements. The study will assist government agencies and the private sector in identifying and evaluating places of significance related to American Latino heritage, to consider these sites and their stories for National Historic Landmark (NHL) designation and National Register of Historic Places (NRHP) listing, and to consider the potential effects of federal undertakings on these properties. The initiative is one of several supported by the Board that seek to diversify the representation of American's story in our national inventories.

Current Activities

The Advisory Board, NPS, and the Organization of American Historians worked together to complete a theme study on America Latino heritage. In February 2013 the National Park System Advisory Board formally presented this theme study, entitled *American Latinos and the Making of the United States: A Theme Study*, to Director Jarvis. Currently, NHL Program staff members are working to complete a bridge document which will allow for the identification of sites associated with American Latino history. The theme study will empower America Latino communities by providing guidance for the nomination of sites associated with this history across the country. This work is being coordinated with other activities associated with the Department of the Interior and White House American Latino initiatives.

The American Latino theme study builds upon the work of other NPS efforts to highlight the stories and cultural resources associated with groups that are often underrepresented in mainstream narratives of American history. NPS is dedicated to finding and highlighting these stories; since 2011, just over 70 percent of new NHL designations are associated with traditionally underrepresented groups.

Next Steps

■ Cultural Resources Activities

- In 2013 and 2014, NPS hosted two Latino Legacy forums (in San Antonio, Texas and Los Angeles, California). Future forums are in the preliminary planning stages.
- Identify, evaluate, and nominate American Latino sites for NHL designation and/or NRHP listing (a nomination for the Casa Navarro in Texas is being prepared under NHL Criteria 1 and 2 for its association with the nationally significant Texan politician, José Navarro).

- Update and continue to maintain a website on NPS American Latino activities.
 - Additional Youth Summits have taken place and are planned, some of which engage with Latino cultural resources and include Latino students.
 - The American Latino Heritage Travel Itinerary has been updated to add links to the online version of the American Latino Heritage Theme Study. Content on newly designated National Historic Landmarks and NPS units has been and continues to be developed and are being added to the itinerary to update it.
 - Completed and launched new online new Teaching with Historic Places lesson plan: *Digging into the Colonial Past: Archeology and the 16th Century Spanish Settlements at Charlesfort-Santa Elena*.
 - Heritage Education Services and National Trails Intermountain Region completed the new *El Camino Real de Tierra Adentro National Historic Trail Itinerary*, which has been added to the NPS *Discover Our Shared Heritage Travel Itinerary Series* at [http://www.nps.gov/nr/travel/El Camino Real de Tierra Adentro/index.html](http://www.nps.gov/nr/travel/El_Camino_Real_de_Tierra_Adentro/index.html).
 - The WASO Archeology Program and Heritage Education Services are preparing a Spanish Missions Itinerary with the University of Arizona.
 - The Historic American Buildings Survey and Historic American Landscape Survey is preparing measured drawings, a written historical record, and large-format photographs of Forty Acres, the NHL closely associated with the life of César Chávez for the HABS/HAER/HALS Collection. The as-built measured drawings, produced by a team of students from the College of Environmental Design, Cal Poly Pomona, are being finalized and a draft of the HABS historical report has been submitted for review.
 - The WASO Archeology Program, the University of Arizona Anthropology Department, Tumacacori Mission NHP, Juan Bautista de Anza NHT, and the Environmental Education Exchange introduced 10 Latino high school students and three teachers to Arizona's Latino heritage through archeological excavation and analysis, site visits, oral histories, and a variety of hands-on experiences in 2014. A final report on this project has been completed.
 - Architect Luis Hoyos of California State Polytechnic University, Pomona, designed a course in winter 2013 in Architecture and Historic Preservation using the American Latino Initiative as a framework. The syllabus is available at <http://www.nps.gov/heritageinitiatives/latino/>
- Interpretation, Education, and Volunteers (IE&V) Activities
- NPS will partner with the University of South Florida's FCIT to undertake the preparation and management of on-line resources including digital iTunes University course and resources for K-12 schools on American Latino Heritage. This project will be ongoing through 2015.
 - The Division of IE&V is working with Wooten High School's Academy of Information Technology to create an internal-use google site that facilitates NPS support for the American Latino Heritage Program by sharing successes, lessons learned, documents, toolkits, events and useful information across all levels of the service to these stories and places relevant to the American public.
 - IE&V worked with NCLR and Santa Monica Mountains National Recreation Area to host the 2014 Annual Youth Summit in Los Angeles, CA.

- A 5-banner pop-up bilingual exhibit highlighting the ALHI was produced in June 2014.
- Wolf Trap National Park Division of IE&V worked with staff at Wolf Trap National Park during the summer of 2013 to engage visitors at “Latino” concerts to help expand interpretive efforts at the site by engaging the Latino community and to promote the ALHI. Will continue to provide support through 2014.
- IE&V worked with the WASO Division of Communication to help launch the REBEL/Secret Soldier website and DVD produced by Maria Agui Carter. During the month of March, more than 40 national parks screened Secret Soldier. We successfully worked with the Director’s team to get him to blog about the event and include in his flat chat hat.
- IE&V is working with the NPS American Latino Research and Training Center to develop a series of webinars for park superintendents on engaging with the Latino community and introducing them to the Theme Study; waiting on proposal from the research and training center.
- NPS is working with Eastern National Association and Environment for the Americas in the development of a bilingual coloring park entitled “Conoces Tus Parques: Un libro de colores sobre los parques nacionales de America” introducing Latino families to America’s national parks. Many of the parks featured will be those dealing with Latino Heritage. The first draft has been completed and is in review.
- IE&V is working with the National Museum of American History to transform the teaching of immigration and migration in American classrooms by working with teachers, museum educators and park rangers alongside scholars to create classroom materials and professional development sessions that will bring the ‘Our American Journey’ project’s 21st century narrative of immigration and migration to American classrooms across the nation. This project will continue through winter 2015.
- Throughout 2015, IE&V hopes to develop a strategy to interpret the Delano strike against the backdrop of the civil rights, race, gender, immigration policies, and democracy. IE&V also hopes to provide opportunities for audiences to recognize places significant to labor history to help connect the stories of workers to national historical developments and facilitate dialogue with a special look at César Chávez’s life and its symbolism.
- Continue to provide learning activities in parks during LULAC’s annual summer conferences.
- As a result of conversations between WASO IE&V and Tom Castanos, Education Specialist at San Antonio Missions National Historical Park, a meeting was organized with Region 20 School District in San Antonio. Tom met with Region 20 leadership to share the Theme Study and ALHI resources with the teachers. Region 20 is genuinely interested in using the Theme Study. Region 20 will be meeting in mid-October to plan their Spring 2015 training schedule (distance learning/educator continuing education) calendar. They hope to add a slot for the National Park Service to formally introduce the Theme Study to educators.
- In June 2014, NPS signed a 5-year Cooperative Agreement with the Environment for the Americas to increase Latino engagement with national parks.
- In September 2014, submitted a \$250,000 proposal through the 21st Century Conservation Service Corps Program to develop a Latino Internship Program for

American Latino youth and veterans and put them to work protecting, restoring, and enhancing America's public lands and waterways, develop effective, lasting, and mutually beneficial relationships, and re-connect youth to our nation's rich natural, historic and cultural heritage.

Respectfully submitted,

Belinda Faustinos
Co-Chair, American Latino Scholars Expert Panel



AMERICAN LATINO SCHOLARS EXPERT PANEL

(Updated November 2013)

COMMITTEE CO-CHAIRS

Belinda Faustinos, Board Member; Senate Pro Tem alternate to the California Coastal Commission; board member on the Land Trust Alliance, California Audubon, Eastside Heritage Coalition; retired Executive Officer, San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy; Rosemead, California.

Professor Luis Hoyos, Department of Architecture, College of Environmental Design, California State Polytechnic University; Pomona, California.

COMMITTEE MEMBERS

Professor Antonia Castaneda, San Antonio, Texas.

Professor Rudolfo O. de la Garza, Eaton Professor of Administrative Law and Municipal Science, Columbia University; New York, New York.

Professor Frances Negrón-Mutaner, Director, Center for the Study of Ethnicity and Race, Columbia University; New York, New York.

Professor Stephen J. Pitti, Member, National Park System Advisory Board; Master, Ezra Stiles College at Yale University; New Haven, Connecticut.

Dr. Estevan Rael-Gálvez, Vice President of Historic Sites, National Trust for Historic Preservation; Washington, DC.

Professor Raymond Rast, Department of History, California State University, Fullerton; Fullerton, California.

Professor Maggie Rivas-Rodriguez, School of Journalism, University of Texas at Austin; Austin, Texas.

Professor Vicki Ruiz, Department of History, University of California, Irvine; Irvine, California.

Professor Virginia Sánchez Korrol, Department of Puerto Rican and Latino Studies, Brooklyn College; Brooklyn, New York.

National Park System Advisory Board
PROMOTING ASIAN AMERICAN AND PACIFIC ISLANDER HERITAGE

October 23-24, 2014

Task

In February 2013, the Advisory Board endorsed an NPS request to undertake a scholarly study of the contributions of Asian Americans and Pacific Islanders (AAPI) to the American experience and achievements. The study will assist government agencies and the private sector in identifying and evaluating places of significance related to AAPI heritage, to consider these sites and their stories for National Historic Landmark (NHL) designation and National Register of Historic Places (NRHP) listing, and to consider the potential effects of federal undertakings on these properties. The initiative is one of several supported by the Board that seek to diversify the representation of American's story in our national inventories.

Current Activities

The Advisory Board, NPS, and the Organization of American Historians are working together to complete a theme study on AAPI heritage. NHL Program staff, in coordination with AAPI scholars and preservationists, developed a framework for the theme study. NPS staff and Dr. Franklin Odo then selected scholars and preservationists to assist in the researching and writing of the theme study. The theme study, which is targeted for completion in 2015, will empower AAPI communities by providing guidance for the nomination of AAPI sites across the country. This work is being coordinated with other activities associated with the Department of the Interior and White House AAPI initiatives.

The AAPI theme study builds upon the work of other NPS efforts to highlight the stories and cultural resources associated with groups that are often underrepresented in mainstream narratives of American history. Since 2011, NPS has worked to find and highlight these stories; just over 70 percent of new NHL designations are associated with traditionally underrepresented groups. The newly developed partnership between NPS and the Wing Luke Museum of the Asian Pacific American Experience is an important component of the outreach effort to AAPI communities; a five-year cooperative agreement was signed between Wing Luke and NPS in October 2013.

Next Steps

- *Find Your Place: Asian American and Pacific Islander*, a publication for the general public on Asian American and Pacific Islander heritage and sites, was released in the summer of 2014.
- Complete the theme study (2015).
- Identify, evaluate, and nominate AAPI sites for NHL designation and/or NRHP listing (the George Nakashima Woodworker Complex was designated as an NHL in 2014, and a nomination for McGregor Conference Center was recommended for designation at the Landmarks Committee meeting in May 2014).

- Update and continue to maintain a website on NPS AAPI activities.
- Develop a travel itinerary featuring AAPI sites (2014).

Respectfully submitted,

Milton Chen
Co-Chair, Asian American, Pacific Islander Scholars Expert Panel



ASIAN AMERICAN/PACIFIC ISLANDER SCHOLARS EXPERT PANEL

February 18, 2014

COMMITTEE CO-CHAIRS

Dr. Milton Chen, Member of the National Park System Advisory Board; Senior Fellow and Executive Director Emeritus, The George Lucas Educational Foundation; San Francisco, California

Dr. Franklin Odo, Asian American/Pacific Islander Heritage Initiative Coordinator, Washington, DC

MEMBERS

Professor Christine DeLisle, American Indian Studies, University of Illinois at Urbana-Champaign; Urbana, Illinois

Professor Yen Le Espiritu, Department of Ethnic Studies, University of California, San Diego; San Diego, California

Donna Graves, Independent Historian and Cultural Planner; Berkeley, California

Professor Robert Hayashi, American Studies, Amherst College; Amherst, Massachusetts

Michelle Magalong, Co-Director, East of Main Street: Mapping APIA History Project and Consulting Grant Writer, LA Commons; Corona, California

Professor Martin Manalansan IV, Department of Anthropology, University of Illinois, Urbana-Champaign; Urbana-Champaign; Urbana, Illinois

Professor Davianna McGregor, Department of Ethnic Studies, University of Hawaii at Manoa; Honolulu, Hawaii

Dr. Konrad Ng, Director, Smithsonian Asian Pacific American Center, Smithsonian Institution, Washington, DC

Professor Karthick Ramakrishnan, Department of Political Science, University of California Riverside; Riverside, California

Professor Greg Robinson, Professor of History, Université du Québec à Montreal, Canada

Professor Khatharya Um, Ethnic Studies Department, University of California at Berkeley; Berkeley, California

Professor Barbara L. Voss, Department of Anthropology, Stanford University; Stanford, California

Bill Watanabe, Founding Executive Director, Retired, Little Tokyo Service Center Community Development Corporation; Los Angeles, California

Professor Christopher Yip, Architecture Department, California Polytechnic State University; San Luis Obispo, California

Professor Ji-Yeon Yuh, Department of History, Northwestern University; Glenview, Illinois

Helen Zia, Independent writer and journalist; Oakland, California

Meeting Report

National Park System Advisory Board **NATIONAL NATURAL LANDMARKS COMMITTEE**

August 19, 2014

The National Natural Landmarks Committee of the National Park System Advisory Board met by conference call on August 19, 2014. A majority of the committee members participated in the call and were able to cast votes for the sites under consideration.

It is the Committee's unanimous recommendation to the National Park System Advisory Board to recommend the following site for consideration by the Secretary of the Interior for designation as a National Natural Landmark.

- **Mount Howard - East Peak, Wallowa County, Oregon**

In addition, it is the Committee's unanimous recommendation to the National Park System Advisory Board to recommend a boundary expansion for the following existing National Natural Landmark.

- **Cosumnes River Riparian Woodlands, Sacramento County, California**

Enclosed are the National Natural landmark briefs and proposed boundary maps prepared for the above-referenced sites.

I would like to thank the committee members, reviewers and staff for their time, commitment and expertise in making these recommendations.

Respectfully submitted,

Judy Burke
Chair, National Natural Landmarks Committee

Cc: National Natural Landmarks Committee



NATIONAL NATURAL LANDMARKS COMMITTEE

(Updated January 2014)

COMMITTEE CHAIR

Honorable Judy Burke, Board Member; Mayor of Grand Lake, Colorado.

COMMITTEE MEMBERS

Paul Bardacke, Board Member; Senior Partner, Sutin, Thayer & Browne, PC; Santa Fe, New Mexico.

Dr. Sylvia A. Earle, Marine Biologist; Center for Marine Conservation Ambassador for the Ocean; founder and chairman, Deep Ocean Exploration and Research; National Geographic Society Explorer in Residence; Director, Sustainable Sea Expeditions; Oakland, California.

Dr. John Francis, Vice President for Research, Conservation and Exploration, National Geographic Society; Washington, DC.

Dr. John W. "Jack" Hess, Executive Director, Geological Society of America; Boulder, Colorado.

Dr. Louis L. Jacobs, Professor, Roy M. Huffington Department of Earth Sciences, and President, Institute for the Study of Earth and Man, Southern Methodist University, Dallas, Texas.

Dr. Peter Raven, Biologist and Botanist notable as the longtime director, now President Emeritus of the Missouri Botanical Garden; St. Louis, Missouri.

NATIONAL NATURAL LANDMARK BRIEF



Name: Mount Howard - East Peak

Location: Wallowa County, Oregon

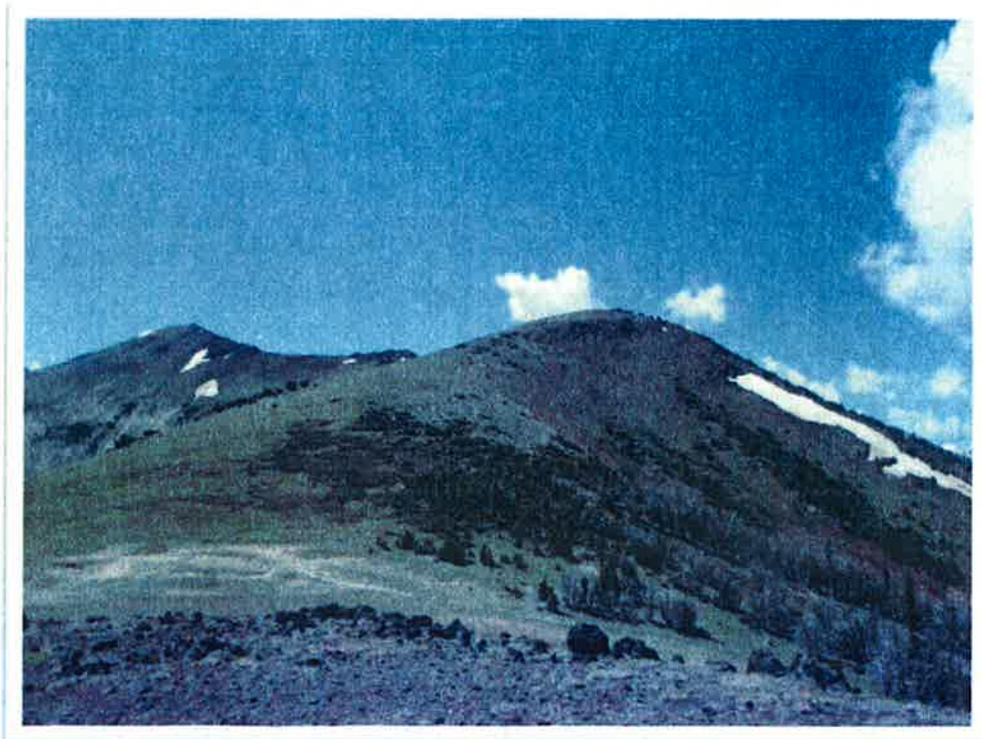
Description: Mount Howard and East Peak are two peaks at the northeastern end of the Wallowa Mountains of northeastern Oregon. The 1,012 acre (410 ha) site includes the ridges, montane grassland slopes and subalpine woodlands located between Mount Howard and East Peak. The montane grasslands dominate most of the areas, including a wide diversity of native bunchgrass vegetation communities, in a spectacular location supporting many endemic plant species. The site also contains montane white-bark pine woodlands and parklands, sedge wetlands, and montane shrublands of sagebrush and heaths.

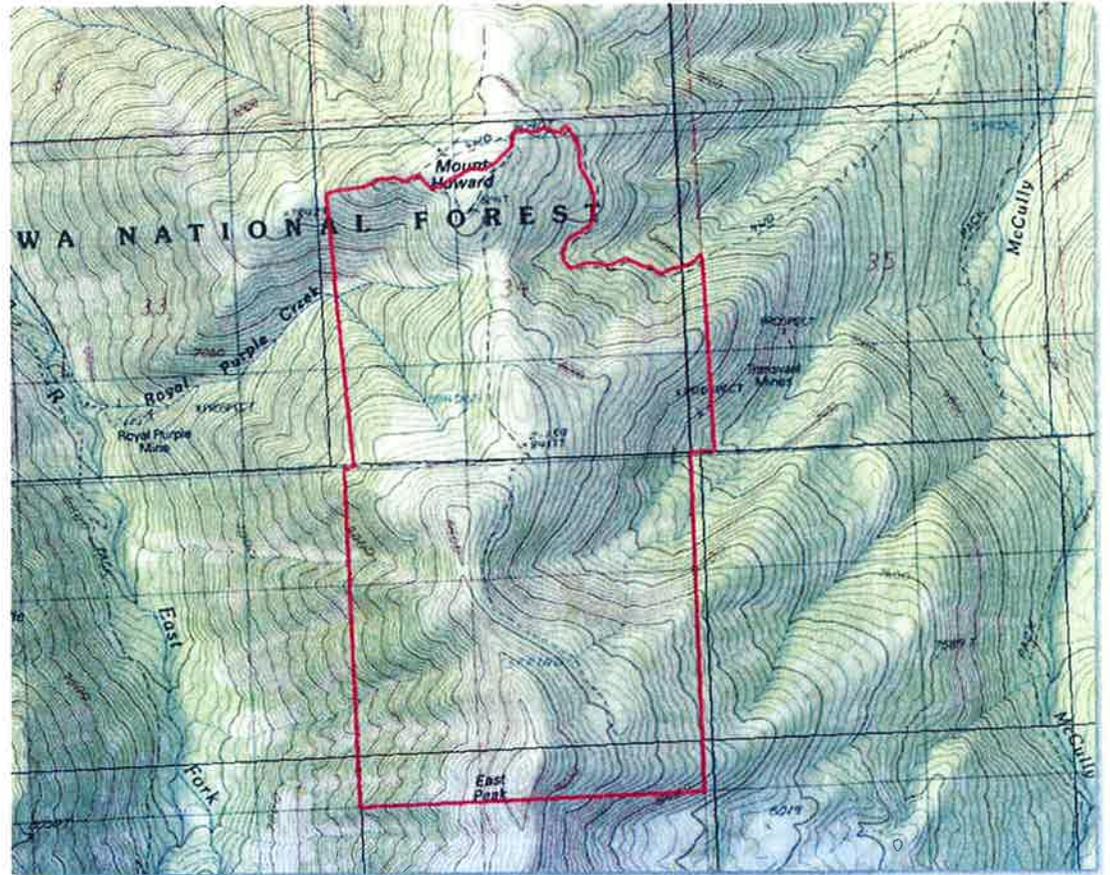
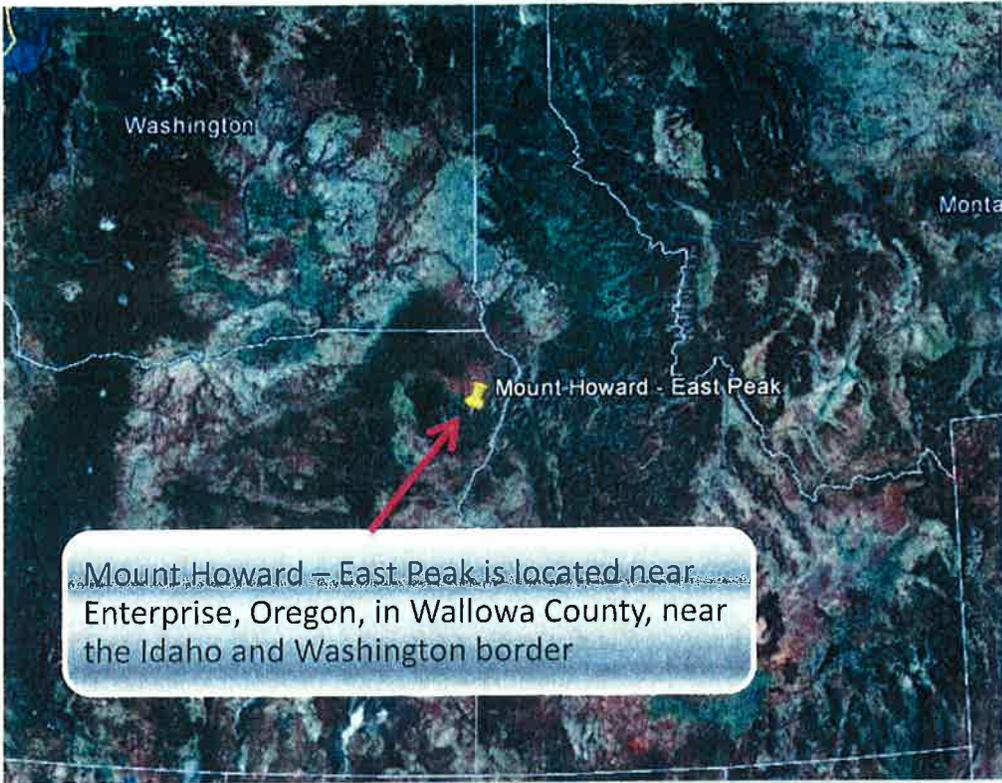
Significance: Mount Howard - East Peak has the best quality and most diverse example of Montane Grasslands remaining in the Columbia Plateau. It is the area least impacted by domestic sheep, and has exceptional examples of other montane habitats as well. The area also has important botanical diversity, providing habitat for a number of Wallowa Mountain endemic plant species, including over 80% of the world's population of the imperiled Greenman's desert-parsley (*Lomatium greenmanii*).

Ownership: Federal

Designation: Proposed for designation in 2014

Evaluation: James S. Kagan, Portland State University, 1989 and 2013





Proposed Boundary for Mount Howard - East Peak, OR

Proposed National Natural Landmark Designation

MOUNT HOWARD – EAST PEAK

Wallowa County, Oregon

Comments received as of October 21, 2014

No comments have been received regarding this proposed designation.

NATIONAL NATURAL LANDMARK BRIEF

Name: Cosumnes River Riparian Woodlands

Location: Sacramento County, California



Description: Three tracts along the Cosumnes River contain outstanding examples of Great Valley Valley Oak Riparian Forest. These riparian forests vary in composition in relation to their position on the floodplain. Among the three tracts, one can see the full spectrum in landscape position, from sites that feel the full brunt of every high flow to sites that are quiet backwaters during peak flood conditions, and see how the forest varies along this gradient. The tracts also support Great Valley Mixed Riparian Forest and several permutations of fresh water marsh, have a large winter roosting area for state-listed greater sandhill crane and nesting trees for state-listed Swainson's hawk.

Two hundred fifty-five acres was originally designated as the Cosumnes River Riparian Woodlands NNL in 1976. The proposed expansion would add an additional 821 acres, bringing the NNL to an aggregate 1,076 acres.

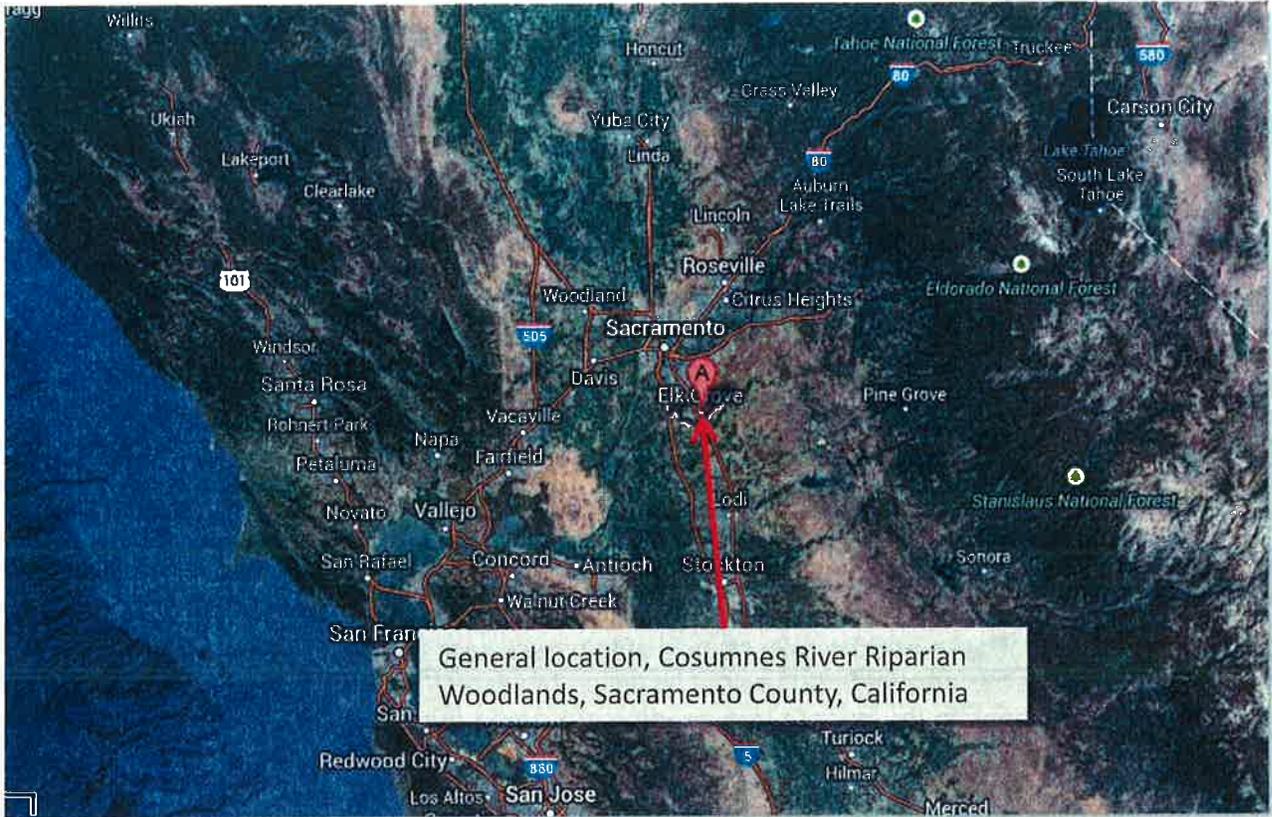
Significance: These are the only stands of this particular forest in the Great Valley that still experience the annual flood regime to which the forest evolved; providing testament that the Cosumnes is the largest free-running stream in the valley. In addition there are no upstream reservoirs or water exports affecting the overall hydrologic integrity of the landmark.

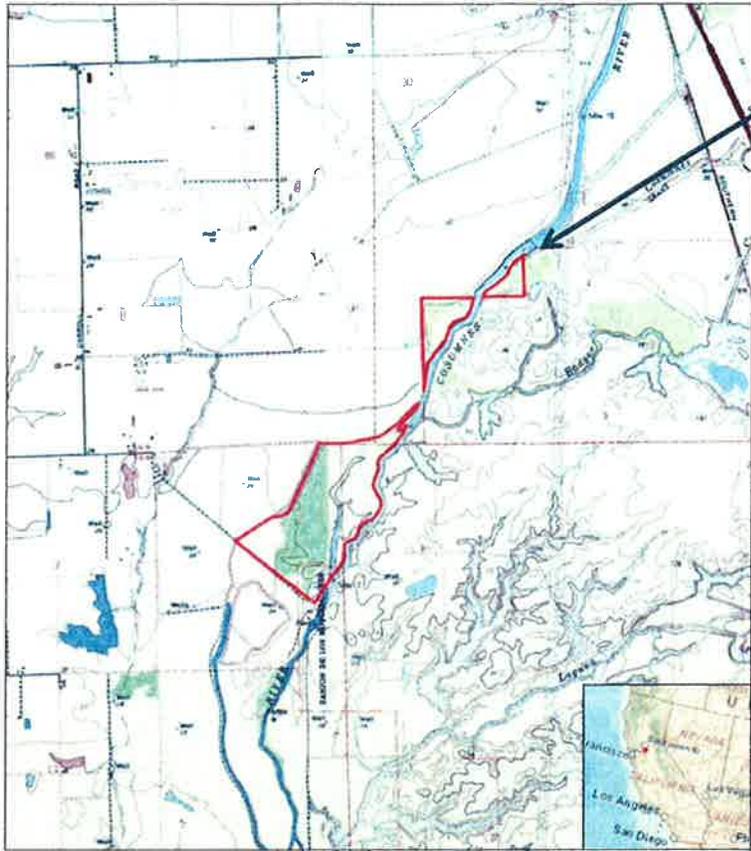
Ownership: State and private

Designation: January 1976; proposed for expansion 2014

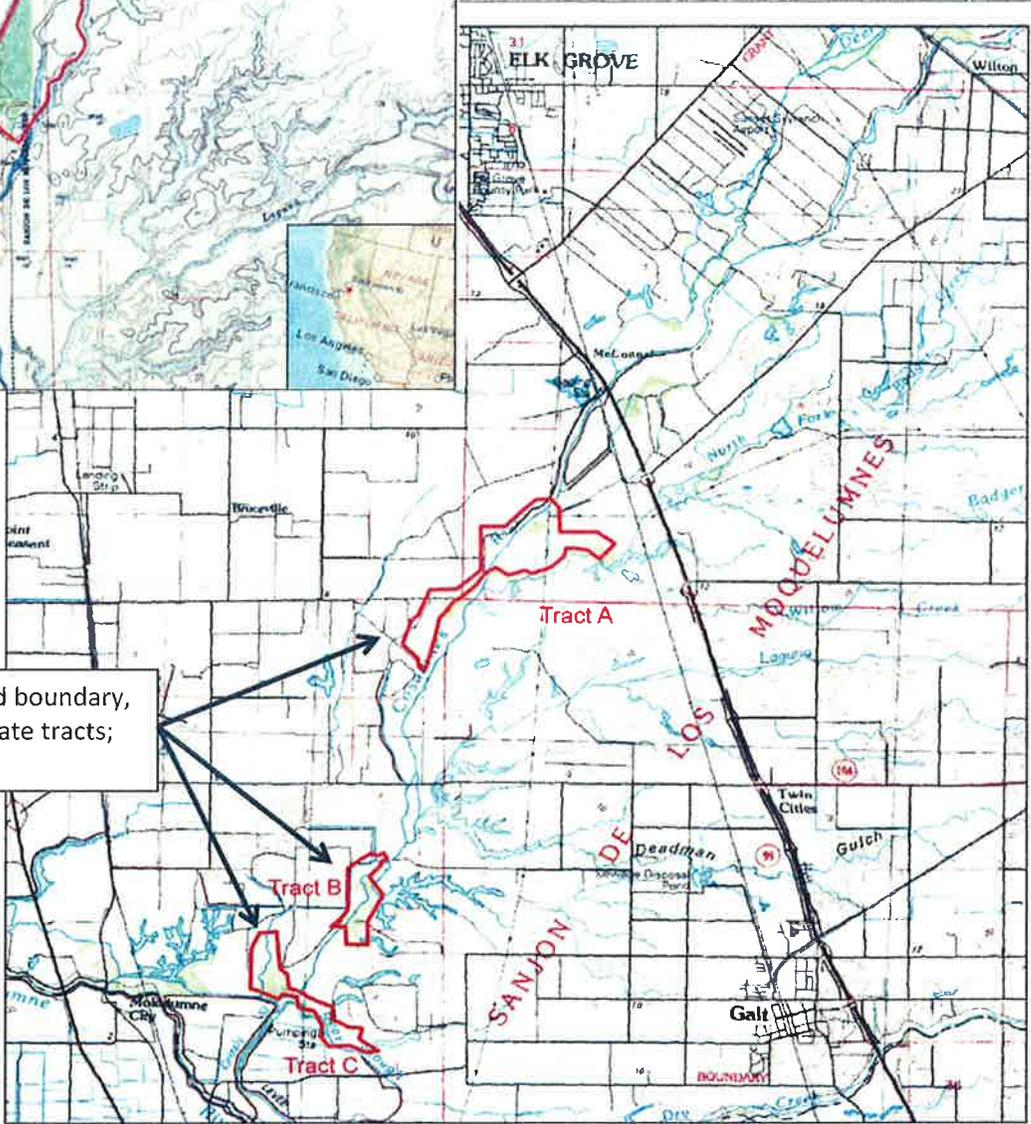
Evaluation: Steven P. Lynch, University of California at Davis, 1974; Robert F. Holland, Ph. D., Geobotanical Phenomenology, 2012







Current NNL Boundary, 255 acres (all contained within Tract A, referenced below)



Recommended expanded boundary, contained within 3 separate tracts; 1,076 acres total.

COSUMNES RIVER WOODLANDS
NATIONAL NATURAL LANDMARK
 Sacramento County, California



Lodi 100K topographic sheet
 Landmark boundary



Proposed Boundary Expansion for Existing National Natural Landmark

COSUMNES RIVER RIPARIAN WOODLANDS

Sacramento County, California

Comments received as of October 21, 2014

No comments have been received regarding this proposed boundary expansion.

National Park System Advisory Board
STRENGTHENING NPS SCIENCE AND RESOURCE STEWARDSHIP
October 23-24, 2014

Task

The primary purpose of the Advisory Board's Science Committee, chaired by Member Rita Colwell, is to provide advice on issues of science policy and programs, and natural and cultural resource management.

The Committee was tasked to revisit the 1963 Leopold Report, and prepare a new Advisory Board report focused on recommending changes in NPS science and resource policy and programs. The Committee's report *Revisiting Leopold: Resource Stewardship in the National Parks* was adopted by the Advisory Board in July 2012, and presented to NPS Director Jarvis in August of that year. This report describes current activities and new tasks assigned to the Committee.

Current Activities

Director Jarvis has created an NPS Implementation Team to consider the recommendations in *Revisiting Leopold*, convert selected recommendations into NPS policy guidance, and prepare a draft Policy Memo for his signature, followed by a Director's Order. The Team is preparing the draft Policy Memo.

Revisiting Leopold will be presented at the November 2014 World Parks Congress in Sydney, Australia, and is reprinted in full in the October special issue of PARKS (an international professional magazine) for the International Congress, along with commentary from five national park system directors (including Director Jarvis).

The Science Committee is being formally reconstituted (with additional members) to work on two new tasks requested by Director Jarvis:

- prepare a report and provide assistance and support for the consideration of additional recognition for historic sites that recognize diversity in scientific achievement in the United States, including possible National Historic Landmarks (due October 1, 2015), and
- prepare a report on the scientific information necessary for the NPS to be responsive to consultation related to the proposed Pebble Mine development in Alaska (due November 15, 2015).

Initial work for these two tasks is underway.

Respectfully submitted,

Rita Colwell
Chair, Science Committee

National Park System Advisory Board
SUPPORTING THE NATIONAL PARK SERVICE CENTENNIAL
October 23-24, 2014

Task

The purpose of the Centennial Advisory Committee is to offer input on the development of the centennial effort, align the stakeholder community in support of the centennial effort, and engage and extend their participation.

Activities

The committee met for an in-person meeting in Washington, DC, in June 2014. A webinar of the draft centennial campaign graphic materials was presented to the Committee in August and a two-hour conference call was held in September. The next in-person meeting is scheduled for October 29-30. During this period the primary attention has been to address: (a) the landscape of centennial activities across the country; (b) the development of Find Your Park campaign graphic materials; and (c) NPS partner toolkits for the campaign.

The Centennial will include independent activities, as well as collaborations with the NPS. Committee members learned about Centennial-related activities that are currently in development by external partners such as National Geographic, Brand USA and the National Park Experience (film). The Committee has also discussed significant local projects which are being planned, including the Yellowstone Gardiner Gateway Project, the proposed partnership with the Philadelphia Flower Show and a program by the National Association of State Park Directors.

Find Your Park is a public awareness campaign that directly invites the next generation of park visitors, supporters, and advocates to find their park. The campaign will begin in the spring of 2015 and continue through 2016, using new and traditional media: print and TV ads, celebrity spokespeople, in-park displays, and a strong focus on digital and social media. The Committee provided input in the design process for the campaign. It responded positively to the proposed centennial campaign graphic materials, including videos, posters, banners and images for use on websites.

The Committee has discussed the partner toolkits which are materials that will be given to parks, programs and NPS partners to activate the Centennial campaign through their channels and platforms. Members provided recommendations on the contents of the toolkits, as well as methods for distribution. A key point of discussion included the branding and licensing guidelines for partners to use the Centennial and Find Your Park logos.

Next Steps

The agenda for the committee's October 29-30 meeting will focus on the Find Your Park campaign design and schedule, partner toolkits; the developing national programs and

events; the establishment of a legacy subgroup to develop benchmarks to evaluate the long term impact of the centennial, and other matters. The Committee hopes to receive recommendations from several Advisory Board committees, including the Urban Committee, the Education Committee, and the Philanthropy and Partnerships Committee.

Respectfully submitted,

Gretchen Long
Chair, National Park Service Centennial Advisory Committee



NATIONAL PARK SERVICE CENTENNIAL ADVISORY COMMITTEE

(Updated January 13, 2014)

COMMITTEE CHAIR

Gretchen Long,* Member of the National Park System Advisory Board; Chair of the National Council of the Land Trust Alliance; Past Chair of the National Parks Conservation Association; Wilson, WY

MEMBERS

Leah Allen, President of MobilizeGreen; Washington, DC

Leonore Blitz, President of Leonore Blitz Consultants, Ltd; Member of the National Park System Advisory Board; New York, NY

Clark Bunting,* President and CEO of the National Parks Conservation Association; Washington, DC

Hon. Judy Burke, Mayor of Grand Lake, Colorado; Member of the National Park System Advisory Board; Grand Lake, CO

Derrick Crandall,* Counselor to the National Park Hospitality Association; Washington, DC

Todd Davidson, Chair of the Western States Tourism Policy Council; CEO of Travel Oregon; Salem, OR

Dr. Allison Druin, Chief Futurist, Division of Research and Co-Director of the Future of Information Alliance, University of Maryland; College Park, MD

Dayton Duncan, Author/Filmmaker; Walpole, NH

Angelou Ezeilo, Founder and CEO of the Greening Youth Foundation; Atlanta, GA

Bruce Fears, President of ARAMARK Parks and Destinations; Bellevue, WA

Maureen Finnerty, Chair of the Coalition of National Park Service Retirees; Haymarket, VA

Dr. John Francis, Vice President of the National Geographic Society; Washington, DC

Priscilla Geigis, President of the National Association of State Park Directors; Boston, MA

Dunham Gooding, President of the American Alpine Institute; Bellingham, WA

Dr. Richard Kratche, Medical Director of the Cleveland Clinic's Twinsburg Family Health and Surgery Center; Twinsburg, OH

Dr. Stephen Lockhart,* Chair of NatureBridge Board of Directors; Regional Vice President of Sutter Health; San Francisco, CA

Terry Maddox, Executive Director of the Great Smoky Mountains Association; Gatlinburg, TN

Juan Martinez, Director of Leadership Development at Children & Nature Network; Moose, WY

Bruce Matthews, Executive Director of the North Country Trail Association; Lowell, MI

Stephanie Meeks,* President and CEO of the National Trust for Historic Preservation; Washington, DC

George Minnucci, Interim President of Eastern National; Fort Washington, PA

Greg Moore,* President and CEO of the Golden Gate National Parks Conservancy; San Francisco, CA

Neil Mulholland,* President and CEO of the National Park Foundation; Washington, DC

Catherine Nagel, Executive Director of the City Parks Alliance; Washington, DC

Katie Nyberg, Executive Director of the Mississippi River Fund; St. Paul, MN

Armand Ortega, Owner of Ortega Family Enterprises; Santa Fe, NM

Priscilla Ouchida, National Executive Director of the Japanese American Citizens League; Washington, DC

James Percoco, Director of Education, Friends of the National World War II Memorial; Springfield, VA

Mark Tercek, President and CEO of The Nature Conservancy; Arlington, VA

Brent Wilkes, National Executive Director of the League of United Latin American Citizens; Washington, DC

(*Steering Group)

National Park System Advisory Board



Citizen advisors chartered by Congress to help the National Park Service care for special places saved by the American people so that all may experience our heritage.

Tony Knowles
Anchorage, Alaska
CHAIRMAN

October 21, 2014

Paul Bardacke
Santa Fe, New Mexico

MEMORANDUM TO CHAIRMAN KNOWLES AND MEMBERS OF THE BOARD

Subject: Report of the Philanthropy and Partnerships Committee

Linda J. Bilmes
Cambridge, Massachusetts

Late last year, National Park Service Director Jonathan Jarvis asked the National Park System Advisory Board to establish a committee to coordinate Board work in developing advice and counsel on revising Director's Order #21, the National Park Service's primary policy document offering guidance on fundraising and donor stewardship.

Leonore Blitz
Washington, DC

Judy Burke
Grand Lake, Colorado

On behalf of the Philanthropy and Partnerships Committee Members, I am pleased to provide to the Board the report of the Committee and to request that the Board accept the report for transmittal to Director Jarvis.

Milton Chen
Nicasio, California

The Committee met five times, creating subcommittees to focus on specific aspects of this policy, and conducted numerous conference calls and field trips to accomplish its task. The report is marked "Draft" because the Committee is anticipating the Board's review, after which it will be prepared in polished final form to transmit to Director Jarvis.

Rita Colwell
College Park, Maryland

Belinda Faustinos
Azusa, California

The commitment and dedication to the task by the Committee was exemplary, and its push to complete the work in record time really quite extraordinary.

Carolyn Finney
Berkeley, California

I am honored to have served as chair of this very important endeavor.

Gretchen Long
Wilson, Wyoming

Respectfully submitted,

Paul Bardacke
Chair, Philanthropy and Partnerships Committee

Stephen Pitti
New Haven, Connecticut

Margaret Wheatley
Provo, Utah

A REPORT OF THE NATIONAL PARK SYSTEM ADVISORY BOARD PHILANTHROPY AND PARTNERSHIPS COMMITTEE

EXECUTIVE SUMMARY

The Philanthropy and Partnerships Committee of the National Park System Advisory Board (hereafter, the Committee) was created to improve the National Park Service (NPS) capacity for partnership with current and new nonprofit partners, and identify opportunities to drive greater private support through philanthropy. Committee membership was selected to bring both understanding of current challenges/issues with NPS practices and approaches, as well as deep expertise of best practices in the fields of partnership and philanthropy. Throughout its work, the Committee sought to create actionable, timely recommendations that could be acted upon in order for NPS to take advantage of the once-in-a-lifetime event of the National Park Service Centennial in 2016.

The Committee investigated current NPS approaches and performance across five areas: Donor Recognition, Branding and Intellectual Property, Agreements, Risk Management, and Diversity and Inclusion. Based on findings from these five areas, the Committee identified four broad opportunities for the NPS to improve its current business practices and operating approaches. These would bring the agency in line with contemporary best practices in partnerships, philanthropy and nonprofit management:

- **Increasing Donor Stewardship and Donor-Centricity:** The Committee is recommending that NPS should do more to stimulate and enable widespread support of our nation's parks via philanthropy by encouraging NPS employees at all levels to promote the philanthropic activities of official nonprofit park partners. Key actions include creating giving opportunities within parks, participating in fundraising events and donor visits, and sharing success stories. The Committee also encourages the NPS to create multiple, varied opportunities to reach and recognize potential donors. It found that today, donor recognition within the NPS is inconsistent and varied, and falls short of widely held practices within the philanthropic community.
- **Optimizing the NPS Stakeholder System:** The Committee's view is that the NPS operates as part of a complex system of inter-dependent stakeholders (including the National Park Foundation and other nonprofit groups, the Friends Alliance, corporate and foundation partners, donors, etc.). The committee has identified numerous opportunities for NPS to optimize this system and achieve its stated organizational goals by shifting responsibility for some activities within the stakeholder system. This includes redistributing authority and control between and among NPS leaders and nonprofit partners, empowering park superintendents and managers along with their nonprofit boards of directors and management to appropriately assess and decide on collaborative courses of action.
- **Developing Brand Assets and Brand Management Tools:** The committee found that the NPS is lacking a coherent, comprehensive brand strategy that unifies its messaging, positioning, communications and executional assets and enable it to effectively communicate who NPS is, what NPS stands for and why they are relevant and valuable to their multiple and varied stakeholders. The committee is recommending that NPS invest in developing a coherent brand strategy that draws from best-in-class examples within the government, nonprofit and corporate sectors. This brand

strategy would need to in turn be supported by clear guidelines that enable broad usage by other stakeholders, while protecting brand integrity and intellectual property.

- **Increasing Diversity and Inclusion:** The Committee found that despite ongoing efforts to address diversity gaps, the NPS is not perceived as being diverse and inclusive by various stakeholders. The Committee recommends that the NPS and its partners embrace an overall diversity and inclusion goal of significantly increasing representation of diverse and under-represented audiences across critical NPS stakeholder groups, including visitors, volunteers, employees, partners, suppliers and philanthropic donors.

To enable these broad opportunities for NPS to improve current business practices and operating approaches, the Committee is making numerous recommendations on specific revisions and edits to *Director's Order #21: Donations and Fundraising*. These edits and revisions focus on removing provisions that are unnecessarily restrictive—rejecting private contributions, complicating collaboration and discouraging partner engagement. They are also consistent with a need identified by the Committee to ensure that NPS is optimizing its stakeholder network by positively embracing partnerships with language and actions that promote trust, shared mission, collaboration and joint value creation. The Committee believes that these broad recommendations for the NPS to improve current business practices and operating approaches, together with specific recommendations on edits and revisions to Director's Order #21 will help position the NPS for success as it enters its second century.

As it turns 100, the NPS is at a critical juncture. The Committee believes that, given the large funding backlog NPS is facing, a shifting demographic landscape, and rapidly changing societal expectations of philanthropy, there is a tremendous need and opportunity for the NPS to become more externally focused. By embracing and leveraging more fully its broader system of trusted and proven stakeholders, the NPS can stimulate myriad new potential opportunities for increased support and participation, while also successfully balancing and navigating concerns about commercialization, endorsement and risk. It is the Committee's belief that this will enable the NPS to more effectively build the NPS brand, embrace innovation, reduce inefficiencies and ultimately attract increased support—all without compromising the high standards of the NPS or the expectations of the general public.

The Committee urges the NPS to take decisive action to take advantage of this historic moment to protect and strengthen the unique, priceless national treasure that is our system of beloved national parks.

I. INTRODUCTION

The National Park Service (NPS), and the more than 400 parks that comprise the national park system, would be unrecognizable without the dedication of partners and the support of philanthropy since its earliest days to the present. Yet despite the worthiness of America's national parks and NPS programs, park philanthropy has not reached its potential. Current NPS policies and practices can be obstacles to creating and sustaining effective partnerships. The NPS and its partners recognize that the National Park Service Centennial in 2016 provides an historic opportunity to position the NPS as a best in class partner through philanthropy as it embarks on its second century.

The Philanthropy and Partnerships Committee of the National Park System Advisory Board (hereafter, the Committee) was created to develop timely, actionable recommendations that will dramatically improve the NPS capacity for partnership with current and new partners and unleash greater private support. NPS aspires not only to work as efficiently and productively as possible with current donors, but also to engage inclusively with a diverse array of stakeholders outside its existing base of support. This report articulates the Committee's expectations for a substantive revision of Director's Order #21, the NPS policy related to donations and fundraising, to solve its key challenges and to better position national parks in today's competitive philanthropic environment. The Committee believes the holistic adoption of its recommendations will accomplish this task.

Objectives

The Committee's principle objective was to provide recommendations to develop a new Director's Order #21 that donors and nonprofit partners will find easy to understand and not unnecessarily restrictive. The Committee established three goals against which it measures the success of its efforts. Its recommendations must:

- Increase private support for the NPS mission
- Improve efficiencies in philanthropic partnerships at the national and park levels.
- Enhance the NPS brand through partnerships

Through its work, the Committee considered best practices and business models from the broader philanthropic community, corporate brand strategies and public-private partnerships across the government in formulating its recommendations.

In evaluating the current Director' Order #21, the Committee appreciated many of the motivations underpinning the existing policy; unfortunately, many provisions unnecessarily reject private contributions, complicate collaboration and discourage partner engagement. The Committee's recommendations are designed to alleviate these restrictions by reallocating roles and responsibilities within the ecosystem of stakeholders - NPS leadership, friends groups and other nonprofit philanthropic partners, donors and volunteers.

The Committee has identified numerous opportunities for NPS to optimize this system and achieve its stated organizational goals by shifting responsibility for some activities within the stakeholder system. This includes redistributing authority and control between and among NPS leaders and nonprofit partners, empowering park superintendents and managers along with their nonprofit boards of directors and management to appropriately assess and decide on collaborative courses of action.

These recommendations position the NPS and its current partners to invite new and diverse supporters and to actively include them in the next century of park philanthropy. Nonprofit partners of the national parks will be essential to engaging new constituencies to become park enthusiasts at a grassroots level. In this respect, the Committee believes that philanthropic partnerships are a key strategy for problem solving within the NPS ecosystem.

Legacies of Partnership and Philanthropy

Without the stories of generosity and park philanthropy, the history of the national parks and the NPS would be incomplete. Whether it is the gift of the Muir Woods by William and Elizabeth Kent or the efforts of the Rockefeller family to preserve Grand Teton, many iconic parks were preserved through the gifts of private citizens to protect the places they loved. Equally important have been philanthropic campaigns in recent decades to engage the broader American public – from the pennies collected by school children to restore the Statue of Liberty to the construction of the Flight 93 National Memorial in the wake of the events of September 11, 2001. Both the creation and improvements of many national parks have resulted from the generosity of individuals of every economic level committed to stewardship of our shared natural, historical and cultural treasures.

Park philanthropy has relied upon the vibrancy of partnerships between national parks and nonprofit organizations. Since the 1920s, nonprofit cooperating associations have helped the parks to fulfill their educational, interpretive and scientific missions through the sale of educational materials and the investment of the profits in park programs. By the 1980s, many associations began to add fundraising as a tool to achieve their missions at the same time that new friends groups emerged for the sole purpose of becoming philanthropic partners of national parks. Together, partners from community-based friends groups to the National Park Foundation form a continuum of growing local and national philanthropic support that contributes over \$150 million annually to strengthen and expand the national park system. These nonprofit partners offer expertise and capacity that the NPS could never have alone.

Philanthropy and partnerships have always been more than sources of land and money for the parks; they provide the vehicle to build and strengthen bonds between parks and their advocates and enthusiasts. While all citizens are owners of the parks, those who make additional voluntary contributions of time, treasure and talent have a special interest in the national park system's welfare. Today, inclusive philanthropic outreach beyond current park supporters and to our nation's diverse communities will be essential to the sustainability of the national park system.

For almost ten years, support has grown for the proposition that the National Park Service Centennial in 2016 will mark an important pivot in the relationship between the NPS and partners. A vibrant next century for our national parks will rely upon new generations of visitors, advocates, donors, volunteers – as well as individuals who will fashion a career by serving America's parks and public lands in the government, nonprofit, for profit and academic sectors. Our parks will not have the protections they need and the next generation will not be engaged unless nonprofit park partners engage in unprecedented outreach and take strategic risks.

II. INCREASING DONOR STEWARDSHIP AND DONOR-CENTRICITY

Key to the success of park philanthropy is an understanding of the important role that both the NPS and nonprofit organizations play in the stewardship of donors. NPS policies must encourage park and

program managers, as well as front-line NPS staff, to promote the philanthropic activities of official nonprofit park partners and to expand opportunities to reach and recognize potential donors.

Roles and Responsibilities of the NPS and Partners

The Committee recommends that a revised Director's Order #21 will establish positive roles for all partners. NPS employees must be encouraged to: work with their nonprofit partners to identify campaigns, programs and projects that are worthy of philanthropy; authorize the tasteful recognition of donors to the NPS and nonprofit partners within national parks; create opportunities for giving within parks; participate in fundraising events and donor visits, share success stories and generally act in ways to help a nonprofit partner to effectively steward donors; and ensure accountability for donations received through information and reports that nonprofit organizations may share with their donors.

Fundraising nonprofit partners also have the responsibility to: engage all of the American public – including individuals, foundations and corporations from every sector - in park philanthropy; describe the opportunities, needs and philanthropic worthiness of the NPS; and communicate transparently with the NPS about the messages it shares with the public regarding its fundraising activities.

In addition to individual roles and responsibilities, the NPS and nonprofit organizations have joint ownership for strategically and operationally planning how their organizations will work together to achieve shared outcomes. This is particularly true in philanthropic partnerships where nonprofit organizations are authorized through formal agreements to solicit donations that ultimately impact park resources and programs. The Committee recommends that the NPS and its nonprofit park partners should be expected to:

- Collaborate on the development of strategic plans to renew foundational commitments and align key strategies to achieve their shared vision
- Establish operational plans and priorities annually to guide and authorize significant philanthropic efforts
- Develop gift acceptance policies that align with park values and meet the approval of a nonprofit park partner's board of directors
- Communicate intentionally and transparently as external and internal forces require real-time adjustments to thoughtfully created plans

The Committee's goal is to allow NPS and its partners to work much more collaboratively and jettison current practices which focus on partners reporting to NPS and NPS simply approving or rejecting partner recommendations. Ongoing joint planning between NPS and partners will provide much needed flexibility. This flexibility will allow NPS to dispense with requiring practices such as feasibility studies, which are no longer considered "best practices" in many philanthropic situations. In this new partnership model, the NPS and its nonprofit partners will collaboratively determine if and when steps like these are necessary or prudent to achieve the goals they intentionally set.

Finally, the Committee recommends that Director's Order #21 continue to help NPS employees understand critical boundaries and opportunities established by current law. For example, although NPS employees may act as liaisons to a nonprofit partner, they cannot hold positions of real or apparent authority within a nonprofit partner organization. At the same time, NPS employees must be challenged to consider innovative uses of existing partnership authorities (e.g. cooperative agreement authority, challenge cost-share authority) to leverage public and private support for the benefit of a shared vision.

Fundraising in National Parks

Acknowledging that park visitors are some of the most likely candidates to provide financial support, approved organizations can develop engagement activities that give visitors opportunities to support national parks. Specific activities to engage visitors should be developed collaboratively and approved by the park superintendent.

The Committee recommends that NPS superintendents be encouraged to approve activities that inform visitors of the need for philanthropic support, how visitors can make a contribution and how their donations will be used. Visitors should be easily able to opt out of fundraising activities and their privacy must be respected, in accordance with established privacy laws and policies.

The Committee further request that Director's Order #21 include provisions for:

Donation collection, such as the use of donation boxes

Cash, credit card or electronic contributions may be collected at sites and activities approved by the superintendent, provided that donations are used for the purpose that is promoted. The Committee recommends that partners who assist in the collection and accounting of donation box funds should be permitted to use an appropriate percentage of these funds to offset their expenses.

Displays or access points to information

Parks are encouraged to have displays that provide information or access to information to educate visitors about philanthropic opportunities.

Events and in-park celebrations

People are most likely to make the connection between their donations and park goals at events held within parks. Park superintendents should approve event plans and fundraising purposes and goals should be clearly articulated.

Donor Recognition

Given the norms and expectations of recognition in American philanthropy today, the Committee recommends that the NPS more prominently acknowledge donors within the national parks. The current state of donor recognition is inconsistent across parks with varying levels of sophistication, clarity, and effectiveness at encouraging and supporting philanthropy. The Committee believes the NPS can achieve greater donor recognition tastefully and without commercializing parks by applying best practices found in similarly situated environments including universities and museums.

The Committee recommends that the NPS create multiple and varied recognition opportunities to stimulate diverse support of our nation's parks within a consistent framework. These opportunities should balance the needs of today's donors while protecting the NPS brand, ensuring a positive visitor experience, and maintaining the parks' natural and cultural beauty. Key elements include:

Encourage donor recognition through naming opportunities

Today, Director's Order #21 prohibits donor recognition via naming on specific park assets (e.g. benches, motor vehicles, bricks or other core furnishings). Additionally, there is inconsistency across the system creating a confusing brand and consumer experience. Exceptions have been granted by the NPS in some cases; other parks have created workaround solutions.

The Committee believes that naming opportunities are an appropriate form of in-park recognition and recommends a policy that permits its use. Naming opportunities within the NPS could include, but are not limited to: donor walls, non-historic buildings, rooms, benches, pavers, gardens, vehicles, furniture, digital and media platforms, museum collections, programs, endowed positions, park publications, video credits, media, websites and speaking podiums.

As park assets and units are limited, the Committee recommends that all naming opportunities have a clearly articulated and limited duration. Donors understand that the NPS cannot and should not provide the opportunity to name a park asset in perpetuity.

Support and enable the use of logos

Given the norms and expectations of recognition in American philanthropy today for organizations both public and private (i.e. companies, foundations and nonprofits), the Committee believes that NPS may support and allow the use of logos as a form of in-park donor recognition. Policy should specifically allow donor logos (e.g. for corporate, foundation and nonprofit partners) to appear in parks.

Encourage greater inclusion by creating ways to recognize donations of any size

As national parks are a shared public asset located in communities all across the country, the Committee encourages the NPS to promote philanthropy at all socioeconomic levels and recognize donations of any size, and whether cash or in-kind.

Enable support of iconic and lesser-known parks and NPS programs

The Committee recognizes opportunities to encourage philanthropy at both a national and local park levels. Contributions to individual parks and their partners will be recognized at the local park level.

The NPS must also develop a national strategy and guidance to recognize major donors to the national parks system through its partners like the National Park Foundation so that they may receive recognition within individual parks as well. Partners like the National Park Foundation will work with major donors and parks to create agreements regarding commitments for recognition both at the national level and within specific parks. Similarly, occasions to highlight significant and important local park level philanthropy and partnerships at the national level should be considered and pursued.

The Committee recommends that the NPS and its nonprofit partners collaboratively develop donor recognition plans that reflect the character, enabling legislation and philanthropic potential at each individual park. Accordingly, new national strategies for donor recognition must respect and not operate at the expense of local recognition strategies and donor sensibilities.

III. OPTIMIZING THE NPS STAKEHOLDER SYSTEM

To improve efficiencies in philanthropic partnerships at the national and park levels, NPS policies must be open to reimagining how authority and control is allocated between and among NPS leaders and nonprofit partners. Rather than centralize most authority and control within the NPS Washington Office and the Department of the Interior's Office of the Solicitor, the Committee urges the NPS to empower park superintendents and program managers, along with their local nonprofit partners, to appropriately

assess and decide on collaborative courses of action at a local level. Strengthening local decision-making and accountability incentivizes the strong relationships built on communication and trust that the Committee considers vital to NPS partnerships.

Rethinking Agreements

Agreements articulate a relationship between the NPS and nonprofit partners built upon trust, communication and respect. Agreements demonstrate this relationship to the public, donors and national park enthusiasts, thereby legitimizing the special nature and integrity of the partner relationship. Anyone can make donations to support national parks. People are encouraged to do so through organizations recognized by the NPS as authorized partners. Approved park partners have opportunities to maximize donations and effectively steward donors that the NPS does not.

Agreements are not contracts. Their character, tone and scope should focus on ensuring the viability of these special relationships rather than reducing them to transactional, tit-for-tat exchanges. Agreements may promote partnership longevity so as to harness the greatest potential support from the American public vis-à-vis their talent, time and treasure. Agreements should be simple and easy to work with for the emerging nonprofit partner, the high-performing partner and the NPS.

The Committee strongly believes that for an organization to be an authorized nonprofit partner of the NPS, it must have a current agreement with the NPS. However, NPS policy and guidance should anticipate a master partnership agreement that may be used to define the public-nonprofit relationship and the expectations each partner fulfills. Addendums may be adopted as needed for large campaigns or construction projects when they require further assurances of mutual interest and commitment. Depending on the scope of the agreement (i.e. an agreement for a nonprofit serving one NPS unit partner versus a regional nonprofit partner), the NPS Director is strongly encouraged to delegate the authority to approve partnership agreements to the park or program manager most closely tied to the substance of the partnership without compromising transparency and accountability.

A master partnership agreement will incorporate many aspects of the current friends group, comprehensive fundraising, partnership construction and corporate partnership agreements. As partnerships continue to evolve, there are likely benefits to incorporating cooperative agreements and leases into these master agreements with nonprofit park partners.

The Committee recommends that master partnership agreements may come in one of two forms:

1. Organizations whose mission and activities are for the sole purpose of promoting one or more national parks have a master agreement that allows them to conduct fundraising and other activities on behalf of their park(s). These agreements would require jointly developed annual fundraising plans to clarify the scope of campaigns, programs and initiatives. Nonprofit organizations may not commit the NPS to funds, staff, access or resources outside of agreed upon long and short terms.

NPS policy may continue to prefer that agreements with new park partners have a length of only five years, providing both parties an opportunity to build trust and understand their unique cultures. However, organizations that have established a track record of success may have longer term agreements upon the recommendation of the park superintendent to assure donors of the strong connection between the NPS and the nonprofit partner.

NPS policy should enable such organizations – as well as nonprofit cooperating associations or educational partners whose sole purpose is to support national parks – to be eligible for a “preferred partner” status. These organizations would be subject to the terms of agreements with the NPS while being granted more authority and lengthier terms based on their mission and performance.¹

2. Organizations who have missions broader than support or partnering with national parks may have an agreement(s) related to specific fundraising goals or activities. These agreements should include fundraising goals, a fundraising plan, and a timeline for achieving its goals.

Other key elements of a new Director’s Order #21 aimed at improving agreements include:

Insurance, Liability and Indemnification

Insurance, liability and indemnification requirements are spelled out in the Friends Group Agreement template. These follow accepted business practice. However, in practice they are applied differently for partner-funded interns and volunteers-in-parks (VIPs). There cannot be a one-size-fits-all requirement for liability; rather, this needs to be balanced with the size and scope of the project or program activities.

A more flexible framework using established best practices should be developed to enable the NPS and its partner group to tailor liability insurance requirements based on the size and scope of activities being conducted.

Agreements should acknowledge that nonprofit partners, in accordance with industry best practices and applicable donor restrictions, may recoup fundraising and administrative expenses.

Intellectual Property

The Committee recommends that NPS policy regarding intellectual policy model the partnerships memorialized in these agreements. Neither the NPS nor partners should have exclusive ownership of the materials created in partnership by default. Instead, various arrangements should be available based on the long and short term goals and needs of the partnership.

Communications and Messaging

The Friends Group Agreement template states that the partner must submit all materials that are intended for public distribution and that refer to the partnership or each other, to NPS for advance review and approval. In practice, NPS parks and programs may not have the capacity to respond to these materials at the speed of business.

Responsibly engaging park visitors and the American people in partnership efforts of the NPS and nonprofit partners through communications in print, online and other media is essential to

¹ The Committee has recommended both longer-term agreements and the notion of “preferred partner status” for organizations whose sole purpose for existing is to serve the NPS. Many nonprofit partners believe their relationships cannot be “bid out” like a contract; such a practice would place substantial, unbalanced risk on nonprofit partners. The Committee offers these observations to the Advisory Board as this is the only provision of our report without the unanimous support.

enhancing the brands of both partners. When publicly sharing information about partnership activities, the Committee recommends that formal review is not required by the other partner when the message:

- Supports the vision, mission and values of both partners
- Describes jointly approved campaigns, programs and initiatives
- Avoids the endorsement of products, services or donors by either partner²

Agreements work most successfully when they help to provide a manifestation of a strong and growing relationship. For this reason, NPS policy and guidance should make room for the notion that "timeliness" is as important as "thoroughness" in establishing new agreements and in the vital work of partnerships.

Approval and Use of Donations

All donations to the NPS – directly or through a nonprofit partner – must be given in an ethical and legal manner. If a reasonable person would judge that a gift harms the NPS, then it may not be accepted; yet in the absence of real harm, the Committee believes that NPS policy should create opportunities for individual, foundation, corporate and other donors.

Through its work, the Committee found that Director's Order #21 and associated guidance too often approaches risk management by requiring blanket donation vetting and clearance procedures without regard to specific circumstances, a likelihood of adverse risk or the implications of the risk itself. Nor do existing agreement and review requirements recognize the fluid nature of discussions with donor prospects. As nonprofit parks partners serve as pivotal interfaces between the NPS and the donor community, NPS must create efficiencies for that vital role.

When working with nonprofit park partners who have current partnership agreements, the Committee recommends that the evaluation of donors and donations should not be subject to a series of monetary thresholds³; rather, the NPS must prepare its employees and trust its partners to appropriately identify risk and accept only those donations that maintain the integrity and impartiality of, and public confidence in, the NPS and the Department of the Interior.⁴

The Committee believes that nonprofit partners must have the authority and trust of the NPS to review and evaluate their donors and donations, even when the funds will ultimately support the NPS and its mission. The nonprofit may deem a gift acceptable if it: does not imply the endorsement of an individual, an organization or a product; forwards a jointly identified need of the NPS and its nonprofit partner through the strategic and operational planning process; conforms to the jointly created gift donation policy; and does not run afoul of law or ethics. However, when a potential for a conflict of

²The Committee recognizes that the NPS may require a waiver of the Departmental Manual provision regarding approval of printed materials (374 DM 6.9(B)(2)) and it encourages this action.

³NPS policy may elect to maintain monetary thresholds for direct donations to the NPS; the scope of this recommendation is limited to donations received by a nonprofit park partner.

⁴The Committee recognizes that the NPS may require a waiver of the Departmental Manual provisions regarding donation evaluation (374 DM 6.7(C) and 6.10(E)) and it encourages that action. The Committee also recognizes that the Congress requires an opportunity to review construction projects valued at over \$5 million and understands that partner construction projects will remain subject to it.

interest between the donor and the NPS (e.g. a company bidding on an NPS contract or an individual in litigation with the NPS) exists, then the nonprofit must alert the NPS and it may initiate its own review.

The Committee recommends that NPS policy refrain from categorically excluding certain industries (e.g. alcohol, tobacco or concessioners) from its potential supporters. Rather, the NPS and nonprofit partner should evaluate all donors or gifts in light of the integrity, impartiality and public confidence standards outlined above. A park and its nonprofit partner may determine that based on purpose of a site, community obstacles or the nonprofit's values to refuse donations from certain industries; however, in the absence of direction from the Congress or the Department of the Interior, pre-determined national exclusions are unnecessary and counterproductive.

Considering these recommendations on donor and donation review in light of the Committee's other recommendations on donor stewardship and agreements, meaningful efficiencies in partnering will arise. Joint strategic and operational planning will establish a clear understanding between the NPS and its partner as to what donors or gifts will be necessary to achieve a shared goal. Trusting in the planning process and open communications, a master partnership agreement between the NPS and a nonprofit partner will authorize the necessary fundraising – without requiring separate, campaign specific agreements. Donors may be approached and evaluated by the nonprofit partner using the gift acceptance policy, a base donor recognition platform and the particular circumstances within a park. Park superintendents will have the discretion to work with the nonprofit partner to achieve every one of these innovations.

In summary, the Committee's recommendations layer upon one another to enable more efficient partnering largely by reallocating roles and responsibilities between the NPS and its partners. Implemented holistically, many concerns with existing NPS policy – by NPS staff, partners and donors alike - would be alleviated.

Sharing Risk

Partnerships are not easy and therefore partners must share risk, as well as reward. Risk-free environments are unattainable, yet the Committee is committed to creating a safe environment for innovation and nimbleness that builds on the strengths of the NPS assets and partner capabilities.

The current Director's Order #21 and the model agreement templates each contain clauses intended to address areas of perceived risk without taking into consideration the likelihood or implications of the risks associated with partnering activities. These include donor vetting, pre-clearance of communications materials and liability requirements. In addition to being burdensome, current risk mitigation steps constrain the ability to act in a timely and effective manner for the mutual benefit of all parties to the partnership. The existing agreement and review requirements recognize neither the fluid nature of discussions with donor prospects about their philanthropic areas of interest, nor the evolving nature of today's communications environment.

This section's recommendations to streamline agreements and assess partner roles in donor vetting seek to address the asymmetrical risk apportionment in the current Director's Order and partnership agreements. Adopting these recommendations will permit the NPS and nonprofit organizations to share risk, giving substance and authenticity to the partnership they have entered.

IV. DEVELOPING BRAND ASSETS AND BRAND MANAGEMENT TOOLS

The national park system is a priceless asset that encompasses the broad diversity and beauty that is America. Our national parks belong to all Americans and reflect all Americans. As the steward of this unique American treasure, the NPS is charged with both protecting our national parks while at the same time encouraging and enabling a populous and diverse nation to engage with, enjoy, and support them.

The Committee believes that, in order to accomplish this mission effectively, the NPS must develop a coherent, comprehensive brand strategy. This strategy would help NPS to unify its messaging, positioning, communications and executional assets and enable it to effectively communicate who the NPS is, what the NPS stands for and why they are relevant and valuable to their multiple and varied stakeholders. Through its work, the Committee found that, although the NPS has some executional components of a brand strategy and some strategic brand assets in place, the organization is lacking such a comprehensive and coherent strategy. The Committee recommends that the NPS invest in developing a coherent brand strategy that draws from best-in-class examples within the government, nonprofit and corporate sectors.

This brand strategy would need to in turn be supported by clear guidelines that enable broad usage by other stakeholders, while protecting brand integrity and intellectual property. To effectively manage and control the use of the NPS brand and intellectual property, the Committee recommends that the NPS apply a Global/Local approach leveraged by many leading brands that operate in complex geographical and stakeholder environments. This approach strives to ensure brand consistency across all stakeholder touch points, while also embracing and enabling customization and adaptation for local differences and needs as appropriate. The Committee recommends that the NPS also simplify decision-making and approvals. This would mean identifying which brand-related decisions and approvals must be made centrally, versus made at the field/local level, and simplifying the approval process. A key focus of this approach is to gain a balance between local differences, needs and autonomy and a streamlined set of national strategic interests and guidelines.

The Committee strongly believes that a coherent, comprehensive brand strategy, combined with a streamlined approval process that enables robust partnering and broad usage, will have a powerful positive impact on the NPS and its system of stakeholders. This will enable NPS to build, over time, increased brand awareness and loyalty that reaches America's diverse populations and encourages broad participation and support for the NPS, its network of partners, and ultimately, our nation's parks.

V. INCREASING DIVERSITY AND INCLUSION

The Committee found that despite ongoing efforts to address diversity gaps, the NPS is not perceived as being diverse and inclusive by various stakeholders. The Committee recommends that the NPS and its partners embrace an overall diversity and inclusion goal of significantly increasing representation of diverse and under-represented audiences across critical NPS stakeholder groups, including visitors, volunteers, employees, partners, suppliers and philanthropic donors.

The committee feels strongly that the NPS must take decisive steps to ensure that both it and its stakeholders more closely reflect our increasingly diverse America. By pursuing this broad goal of diversity and inclusion, the NPS will ensure that our system of national parks will remain relevant, utilized and supported by future generations.

VI. CONCLUSION

The Committee believes that, given the large funding backlog that the NPS is facing, a shifting demographic landscape, and rapidly changing societal expectations of philanthropy, there is a tremendous need and opportunity for the NPS to become more externally focused. With the National Park Service Centennial approaching and the opportunity to engage with the full spectrum of the American people at hand, the Committee urges the NPS to adopt its interlinking recommendations. Only through a holistic reconfiguring of the roles and responsibilities - while simultaneously honoring the talents and expertise both the NPS and its nonprofit partners offer – can we truly solve the challenges inherent in existing NPS policy and guidance on philanthropy and partnerships.

The Committee believes that extensive training and education of NPS leaders and nonprofit organizations will be essential to transition rapidly from new policy to new practices. To be successful, training must be supported in a change management paradigm by accountability. The NPS should consider how performance reviews and compensation decisions might be tailored to increase partnership engagement and recognition, illuminate case studies and create new assets and tools.

By implementing these recommendations, the NPS will deepen and make sustainable its relationships with current philanthropic partners and, importantly, open its capacity for robust engagement of diverse and inclusive partner communities outside its current network. It will grow the ranks of official ambassadors for parks and NPS programs who live and lead in gateway communities. It will provide NPS managers and nonprofit leaders the encouragement to make choices about philanthropy that respond to local needs while following national guidance. It will create new opportunities for leverage among national, regional and local partners by supporting collaboration rather than competition in achieving a shared mission of preserving parks and enriching visitors. And while the recommendations do ask NPS to embrace more risk in its partnerships than it currently pursues, the opportunities for reward to the NPS, its partners and its individual, corporate and foundation donors is extraordinary.

America's national parks exemplify our nation at its best; they encompass our most treasured resources and important values. The NPS deserves enormous credit for recognizing that it cannot do this work alone and that philanthropy and partnerships are keys to a sustainable future firmly rooted in open communication, transparency and trust.

ABOUT THE COMMITTEE

The Committee brought together 15 leaders in philanthropy, community engagement, marketing, and collaboration from across sectors - nonprofit, corporate and academic. Its membership draws from within the traditional nonprofit park partner community, as well as from leaders of organizations driving innovation and best practices in engaging stakeholders to support complex social and environmental issues beyond parks. NPS field visits to benchmark best practices and to understand the current landscape of philanthropic stewardship in national parks informed a highly collaborative and deliberative process that leveraged Committee members' knowledge and experience

Paul Bardacke, *Chair*
Senior Partner
Sutin, Thayer & Browne, PC

Craig Bida
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Neil Mulholland
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Katie Nyberg
Executive Director
Mississippi River Fund

Dale Penny
Former President and CEO
Student Conservation Association

Dan Puskar
Executive Director
Association of Partners for Public Lands

Martin Shell
Vice President for Development
Stanford University

Susan Smartt
President
NatureBridge

Mary Jo Veverka
Former Board Chair
C&O Canal Trust

Deb Yandala
Chief Executive Officer
Conservancy for Cuyahoga Valley National Park

National Park System Advisory Board
DEVELOPING THE NATIONAL PARK SERVICE ROLE IN URBAN AMERICA
October 23-24, 2014

Task

The Urban Committee will help the NPS explore organizational and policy changes to become a more relevant and effective part of city environments and urban life. It will offer guidance on NPS strategies to align its park and program assets to better serve urban communities; to forge new relationships with partners with whom it should collaborate; and to design and manage a number of city models to pilot these and other approaches to promote the benefits and value the NPS brings to urban America.

Current Activities

Since the Board's meeting in May of this year, the Urban Committee has met in person twice. It is structuring its work to collaborate closely with the NPS effort to implement its "Urban Agenda." Members who manage assets and support partner networks in urban areas will contribute resources to assist the NPS, and Members will be active participants in the NPS's Urban Matters, an online activation mechanism for the Urban Agenda. Urban Matters will provide opportunities for NPS staff and outside practitioners to engage around urban issues.

The Urban Agenda lays out current thinking about how the NPS can address its mission in urban America. It includes a set of principles that seek to promote and expand that work.

The Agenda has three primary elements:

1. ***Be relevant to all Americans*** in terms of the stories it tells, the way programs are Managed, and the type of parks it builds.
2. ***Deploy one NPS*** to connect and coordinate parks, programs and partnerships to break down institutional silos and be more effective.
3. ***Nurture a culture of collaboration*** by rethinking its role in urban areas, accepting that it does not need to be the leader in all situations, that collaborative leadership makes for an agency able to achieve greater success.

A central part of the Urban Agenda is the identification of six model cities: Richmond, CA; Tucson, AZ; Detroit, MI; St. Louis, MO; Jacksonville, FL; and New York, NY. In these cities the NPS will experiment with different approaches to determine how the organization can be most effective in complex urban areas. The model cities will work together to share best practices and lessons learned. Each will have an urban Fellow (a new NPS position) to act as a facilitator between parks, programs and partners. They will engage NPS programs and outside partners in identifying values and strategic interests within the model areas through an asset mapping process.

The Committee has been fully briefed on the vision, goals and strategies of the Urban Agenda; heard from superintendents on their experiences in deploying park and program

resources in urban areas; engaged NPS Director Jarvis and staff in reflections on the challenges and opportunities the agency faces in urban environments; and consulted with key NPS managers to better understand the full breadth of NPS program work.

Three workgroups have been created to carry out the Committee's task, by:

1. Reviewing the NPS Mission as it pertains to urban areas
2. Supporting Urban Models
3. Leveraging the NPS Centennial

Initial workgroup thinking is getting underway:

Reviewing the Mission—This group is considering how to deliver “expansions” of the NPS. One idea centers on a “franchise” approach, where local communities could enter into agreements with the NPS outlining specific services/opportunities that NPS parks and programs would provide. The group believes that the different “levels of site distinctions” within NPS (different types of units and kinds of programs) is confusing and undermines NPS “legibility” at the urban scale. The group thought that creating a point person to coordinate multiple NPS efforts should be considered, as has been done in NYC with a commissioner. And, it is important to track ecological conditions on the ground and to better capture layers of value surrounding parks (health, ecology etc.). The group is discussing the need for a national vision for the NPS urban mission, one that focuses on creating integrated urban infrastructure systems that enhance resilience, ecological sustainability and promotes greater access. Universities in the model cities could be excellent partners supporting this work.

Models—This group is giving high focus to the urban Fellows proposal, how they will function and how best to make them individual agents of sustained change. It is suggested that they must be closely connected to mayors, and be entrepreneurial and creative. Community input will be needed to help create the role these individuals play in each model city; and within the NPS, there needs to be discussion about how the model cities can be supported. The Fellows will need all available networks to support their work (including existing structures, like NPS Regional Directors, the NLC, the Groundwork organizations, etc.). The Fellows will need some kind of local organization to work with, partnering with a local park unit, a local university or local government. The group is considering the challenges associated with asset mapping, especially the need to engage stakeholders to arrive at a comprehensive map of opportunities and priorities.

Centennial—This workgroup has suggested that the urban Fellows get engaged in the Centennial campaign and wondered if they might be presented as part of the “face” of the Urban Agenda. The six model cities could be highlighted during the Centennial, and perhaps the White House might recognize them as Centennial Cities, conferring greater attention to the work the NPS is doing. An urban toolkit has been suggested to identify NPS assets and resources available to help. It is important to leverage funding going into the Centennial (from youth, volunteerism, and digital programs) to convey the urban message. There must also be a concerted effort to prepare current and future NPS staff around cultural competency issues.

Next Steps

Each of these three groups will prepare a work plan. Discussions will continue via conference call over the ensuing months. The next in-person committee meeting will likely align with the City Parks Alliance conference, April 11, 2015, in San Francisco.

Respectfully submitted,

Belinda Faustinos
Chair, Urban Committee



URBAN COMMITTEE

(Updated June 5, 2014)

COMMITTEE CHAIR

Belinda Faustinos, Member of the National Park System Advisory Board; Senate Pro Tem alternate to the California Coastal Commission and board member on the Land Trust Alliance, California Audubon, and Eastside Heritage Coalition; Executive Officer, Retired, San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy; Rosemead, California

MEMBERS

Carlos Alcazar, President and CEO of Hispanic Communications Network; Washington, DC

Adrian Benepe, Senior Vice President and Director of City Park Development at the Trust for Public Land; New York, New York

Honorable Alvin Brown, Mayor of Jacksonville; Jacksonville, Florida

Stephen Burrington, Executive Director of Groundwork USA; Yonkers, New York

Honorable Mick Cornett, Mayor of Oklahoma City; Oklahoma City, Oklahoma

Professor Dennis Frenchman, Leventhal Professor of Urban Design and Planning at the Massachusetts Institute of Technology; Cambridge, Massachusetts

Catherine Nagel, Executive Director of City Parks Alliance; Washington, DC

Melinda Pruett-Jones, Executive Director of the American Ornithologists' Union; Chicago, Illinois

Kevin Shanley, Principal at SWA; Houston, Texas

Frederick Steiner, Ph.D., Dean of the School of Architecture and Henry M. Rockwell Chair in Architecture at The University of Texas at Austin; Austin, Texas

Michael Suk, M.D., Chairman of the Department of Orthopaedic Surgery for the Geisinger Health System at Geisinger Orthopaedics; Danville, Pennsylvania

Stacey Triplett, Senior Managing Analyst for the Sustainability Center at Metro; Portland, Oregon

Jennifer Wolch, Ph.D., Dean of the College of Environmental Design and William W. Wurster Professor of City and Regional Planning at the University of California Berkeley; Berkeley, California

National Park System Advisory Board
EXPANDING COLLABORATION IN EDUCATION

October 23-24, 2014

Task

The Education Committee has three overarching responsibilities (1) serve as advisors to the National Park System Advisory Board regarding future needs and directions of NPS education, (2) assist in developing broader NPS contacts with educational institutions and others to promote expanded collaboration with K-12 and higher education systems, and (3) explore the development of strategies that support innovation, creativity, and sustainable partnerships in formal and informal education.

Current Activities

The Education Committee has continued its work through its subcommittee structure (Learning Summit, Digital Learning Day, Business Plan, Learning & Development, and Technology) with quarterly conference calls of the entire group. With its reappointments for two more years, the Committee is interested in how best to focus its energies into the centennial year and beyond. Associate Director for Interpretation, Education and Volunteers Julia Washburn and the NPS team will provide more specific guidance for this near-term future.

In considering a Parks as Classrooms Day, the Subcommittee has suggested joining with the national Digital Learning Day, organized by the Alliance for Excellent Education, an annual event begun in 2012 and scheduled for March 13, 2015. NPS will join with other national educational organizations to promote the event, which includes mapping and documenting thousands of Digital Learning sites across the nation, including schools and afterschool programs. Discussions continue regarding a Learning Summit of scholars and others in DC during National Park Week 2016 to discuss the latest research on learning and the role of National Parks. A list of possible attendees is in development. National Geographic Society has indicated interest in being a partner, offering its venue and media production.

The Technology Subcommittee will be advising Accenture's pro bono work on a digital strategy for NPS, which builds on the Subcommittee's white paper, and future plans for nps.gov. Accenture comes to the NPS through the National Park Foundation.

The Business Plan Subcommittee met September 30-October 1 to review progress on new sources of revenue for I & E, such as earned income and philanthropic support. The Institute at the Golden Gate, part of the Golden Gate National Parks Conservancy, has been the major consultant for this project.

The Learning and Development Subcommittee is exploring ways to help National Park Service educators align park programs with the Common Core Standards and the Next Generation Science Standards, and has been working closely with the NPS National Council for Interpretation, Volunteers and Education.

Several Committee members contributed to the Co-Creating Narratives in Public Spaces symposium, held in Washington, DC on September 17-18, which included advance webinars. The work was done through an NPS partnership with the Museum Studies program at George Washington University where committee member Carol Stapp directs the Museum Education program. The symposium addressed topics such as telling the stories of westward expansion and the sites of war from multiple points of view, and cultivating a more informed and engaged citizenry.

Next Steps

- The Committee will continue planning on these fronts: Business Plan in 2014, Digital Learning Day in 2015 and the Learning Summit in 2016.
- The Committee will advise the newly hired servicewide evaluation specialist, Ioana Munteanu.
- The Committee will respond to Julia Washburn's framing of the work for the next two years.
- The Committee is considering holding its annual meeting in the New York City during the winter of 2015, with site visits including the Gateway National Recreation Area and African Burial Ground National Monument. Its next call is scheduled for December 16, at 2 p.m. ET.

Respectfully submitted,

Milton Chen
Chair, Education Committee

National Park System Advisory Board
NURTURING NPS LEADERSHIP AND ORGANIZATIONAL INNOVATION
October 23-24, 2014

Task

To help the NPS progress toward a 21st century leadership culture that is adaptive, participative, and resilient, that makes it possible for highly-motivated staff at all levels to contribute to furthering NPS mission and values. To further this direction within the current environment of burgeoning bureaucracy, increasing tasks and priorities that make focus and follow-through more difficult, and with a workforce struggling to do good work with fewer resources of staff, money, and time.

Current Activities (May-October 2014)

1. Focusing on Employee Viewpoint Survey (EVS) data and its implications.

NPS Director Jarvis has made addressing the EVS results a priority, and the issue has the attention of everyone. But there is need for much more clarity about specific organizational changes that would move the needle and for more assessment of the impact of efforts to address this matter over the past two years. The more I work with the aggregated survey data, the more I feel the NPS should conduct a more refined analysis. For example, who fills out the questionnaire seems significant to note, and what is the context, within a region or function, that can be affecting scores.

Now that data is available by individual park the impact of effective leadership on scores is startlingly apparent. For example, within any one region, factors related to effective leadership vary among individual parks from 8% to 80%, or from 6% to 90%. All within the same region and this enormous variance is true in every region. The implications of such data were presented last spring to the NPS National Leadership Council (NLC) through the work of both the Workplace Enrichment Office and the Stewardship Institute. There is much that can be done by leaders from parks to regional levels, but it is also necessary to address systemic issues within the NPS Human Resources function, and this is a purpose of a meeting to be convened by Associate Director for Workforce, Relevancy and Inclusion Mike Reynolds on December 10-11 (described immediately below).

2. Developing coherence, direction and focus in NPS leadership activities.

- a. I am facilitating a working group of 20 tasked to develop a strategic focus to leadership development throughout the NPS. Participants include individuals with key leadership program responsibilities, representatives from the Directorate, superintendents, and those outstanding leaders who contributed to the NLC consideration of this issue. Over the next few months, the working group will begin to align all leadership programs, trainings and resources, in order to realize the goal of establishing the 21st century leadership defined in the National Parks Second Century Commission report. This will be a systems level analysis that will: identify key levers for change at the HR policy level; analyze the

effectiveness of key leadership development programs, both internal and those provided by vendors; work with EVS data at a greater level of granularity to determine critical leadership competencies and behaviors; and illuminate successful leadership and programs that exemplify 21st century leadership already present in the NPS.

- b. I have contributed to the design of a new Fellowship Program designed to support leadership development, with funding expected from a private donation (see attached description of the unique skill sets required of park superintendents).
3. *Working with former Conservation Study Institute, now the Stewardship Institute.*
 - Devoted two days last May with entire staff to review activities and learnings to date, and to set new directions; will meet again at the end of October via Skype.
 - For Superintendents' Leadership Roundtable, developed videos and supporting materials available to superintendents online.
 - Am working on a webinar series with leading names in leadership for Spring 2015.
 4. *Supporting the work of individual senior leaders.*

The Unique Leadership Challenges of NPS

Written for the Traubert-Pritzker Leadership Program

The compelling leadership challenge of the NPS is how best to support internally motivated staff in a shrinking resource environment within a large federal agency. However, this is not what differentiates NPS from other large organizations. I have worked inside NPS for more than five years, and in the field of leadership since 1973. From this experience, I can state that the leadership challenges faced by leaders in NPS are the most complex I have observed anywhere. These challenges require a unique bundle of capacities and knowledge, all of which are necessary for parks and programs to function well. Beyond traditional leadership skills, other required skills include: science, community relations, history, civic engagement, resource protection, education, politics, education, facilities management and more.

Leaders in the NPS must develop this diverse array of competencies that are critical and core to the effective functioning and growth of parks. Over the course of a career, as leaders are developed to manage very diverse parks and programs, leaders must be skilled in:

- Working with local communities whose lives and livelihood are impacted by being neighbors with a national park, including tourism, ecological issues, farming, ranching, air quality, traffic, public safety and more. Such work requires extraordinary levels of sensitivity, public relations, conflict management and patience. An added burden is the growing distrust of the federal government.

- Working with partners, businesses and communities using collaborative processes that build engagement with NPS and develop multi-stakeholder stewards for the work. Many organizations desire to have these skills, but at NPS they are an imperative.
- Working with educational organizations so that parks are known as a valuable resource for teachers and parents, developing park stewards of the future.
- In depth scientific knowledge in order to deal with issues of climate change, habitats and local ecologies, and wise defense and protection of existing natural resources.
- Understanding and representing the history of America's increasingly diverse populations to the American public.
- Management of physical infrastructures, including roads, trails and buildings.

Respectfully submitted,

Meg Wheatley
Member, National Park System Advisory Board

National Park System Advisory Board
ADVANCING ECONOMIC VALUATION OF THE NPS MISSION
October 24-25, 2014

Our work has continued on this project, which is the first-ever, truly comprehensive economic valuation of national parks and programs. Our objective is to quantify the wide range of public benefits that flow from the modern NPS as it approaches its second century.

To accomplish that, this study has three main work streams: (1) Measuring the Total Economic Values (TEV) of national parks and programs using a survey instrument designed from focus groups and subject to peer review; (2) Illustrating those values using case studies of specific parks and programs; and (3) Developing these analyses for peer review and publication in both academic and general publications.

Progress to Date

Pilot Survey -- The mail/internet questionnaire was pilot tested on a sample of 300 U.S., households in late 2013 to refine survey administration procedures and fine tune a few elements in the survey design (e.g., the range of the dollar amounts individuals were asked to pay).

- The pilot survey methodology was presented at the Western Economics Association International meeting June 30 and obtained favorable reviews with some suggestions for refinement.

While the results of this small sample cannot be generalized to the U.S., we found:

- Education: Over 90 percent viewed Parks as a place to bring children to learn about nature.
- Existence Value: Over 90 percent of the sample thought it was important to protect Parks and historic sites for current and future generations, even if the respondent did not personally visit them.
- NP Units: About 50 percent would pay increased taxes for 10 years to prevent any cuts to National Park Units (NP, NM, NRA, Battlefields, Historic Sites, etc.).
 - Households' total economic value (their willingness to pay) was of similar size for nature focused Park Units as for history focused Park Units.
- NPS Programs inside and outside the Parks: About 30% would pay increased taxes for 10 years to prevent any cuts to NPS programs conducted inside and outside the National Park Units.

Households' total economic values for educational programs/materials and NPS assistance in protection of natural features important to local communities were similar in magnitude.

Case Studies -- Concurrent with the work to estimate economic values, the research team has been conducting case studies of specific national parks and programs to illustrate those values. The first case study, at Joshua Tree National Park, has been completed and is available at:

<http://www.nps.gov/resources/upload/Task-4-Joshua-Tree-Case-Study-The-Value-of-America-s-Greatest-Idea-Choi-and-Marlowe-2012.pdf>.

Harvard students have now conducted five additional case studies applying the TEV framework developed by prior students Choi and Marlowe (2012) and focusing on environmental, cultural, educational and intellectual property value creation in the units.

Current Case Studies Underway

- *Everglades*: Study of carbon offsets suggests that Everglades' vegetative carbon sequestration offsets from 30-60% of carbon emissions from the Greater Miami region, due largely to NPS management of park resources. This carbon offset framework methodology has also been applied to Saguaro National Park in Tucson and can be used to estimate carbon offset impacts in many NPS units.
- *Minute Man National Park*: An exciting new development in this project is that we are working to estimate the value of the natural capital in the NPS using a new methodology developed by Professor Colin Mayer of Oxford. This has been adopted by the UK Department of Environmental Affairs (DEFRA) and is being used to estimate the value of all government-owned lands and trusts in the UK. Harvard students are working with Professor Mayer and the UK government, and the staff at Minute Man National Park to determine whether this methodology can be adapted to the US national parks. We are also expecting to do a case study of this methodology in *Redwood National Park*.
- *Chesapeake Bay*: This study is scheduled to begin soon.

Completed Case Studies

- *Santa Monica National Recreation Area*: Documenting more than 3000 movies and television shows, including numerous blockbusters that have been filmed in national parks (including studios within the SMNRA itself). These have produced billions of dollars of export revenues to the U.S., for which the film studios have paid pennies in permit fees. For example, the Star Wars series alone (filmed partially in Death Valley) generated \$5 billion in revenues. A Harvard student is now researching television shows filmed in parks.
- *Golden Gate National Recreation Area*: This study documented the number of students who have participated in education programs in the GGNRA; teachers who have used curriculum materials based of GGNRA research; links with schools, school systems and wider educational development in STEM (Science, Technology, Engineering and Math) are based on work underway in the park area. The study focused on direct usage (visitation by students and teachers and for recreational purposes); indirect usage (teachers using their site visits to develop curriculum for STEM classes for students who do not visit); and wider use of the GGNRA for

research at universities and elsewhere. It also looked in detail at the funding of GGNRA which is a public-private partnership involving substantial private funding.

- *Ellis Island*: There is a significant multiplier effect from the work performed to "curate" the records at Ellis Island, which provide ancestry archives for millions of Americans. The case study focused on understanding the usage of this Ellis Island database for a variety of uses including tracing in teaching of U.S., history and development of history curriculum. Three Harvard students conducted numerous interviews to understand the personal value of being able to trace their ancestry, with Harvard Professor Henry Louis Gates Jr., who said that: "It is not possible to teach American history without the National Parks Service."
- *Saguaro*: Study has focused on the recreation and health benefits to the urban population of Tucson, Arizona; the value of protecting the iconic saguaro cactus (which is used by native American tribes and as a logo for several trademark-protected commercial products and companies); and assessing the environmental benefits of the park compared to a mixed use urban sprawl that would have spread throughout the region in the absence of the park.

Next Steps

- **Funding**: Our top priority at this time is acquiring sufficient funding to implement the Park Unit and NPS Programs total economic valuation survey with sufficient samples throughout the U.S. We have succeeded in raising a fair amount of money (total raised = \$550,000) from the S.D. Bechtel Foundation, Summit Foundation, National Park Foundation, and Turner Foundation; but unfortunately, we still need \$350,000 to complete the study (65 percent for the survey implementation).
- Since the last meeting:
 - We followed up with Trust for Public Land but they declined to fund.
 - Turner Foundation provided \$95,000.
 - We are in discussions with the National Parks Conservation Association and Hank Paulson.
- Finishing the case studies.
- A communications plans will be developed to effectively convey these findings to Congress and the public as part of the National Park Service's Centennial.
- Publication of the results of the surveys and case studies in different journals.
- Presentation of results at professional meetings to inform resource professionals.

Respectfully submitted,

Linda Bilmes
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