

SOUTHEAST REGION
Gulf Islands National Seashore



156th 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.

May 6-7, 2015 • Hampton Inn Pensacola Beach Gulf Front • Pensacola Beach, Florida



Meeting of May 6-7, 2015

AGENDA

MINUTES

- Meeting of October 23-24, 2014
- Meeting of December 5, 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

BRIEFING PAPER ON NATIONAL PARK SERVICE TRIBAL PROGRAMS

South Vinnell Way, Boise, Idaho, 83709-1657.

SUPPLEMENTARY INFORMATION: This survey were executed at the request of the Bureau of Land Management to meet their administrative needs. The lands surveyed are: The plat constituting the entire survey record of the dependent resurvey of a portion of the subdivisional lines, and a corrective dependent resurvey of a portion of metes-and-bounds survey No. 1, in sections 25, 26, 35, and 36, T. 4 S., R. 19 E., Boise Meridian, Idaho, Group Number 985, was accepted January 15, 2015.

The plat constituting the entire survey record of the dependent resurvey of a portion of the subdivisional lines, and the subdivision of section 26, T. 5 S., R. 17 E., Boise Meridian, Idaho, Group Number 1400, was accepted January 15, 2015.

The plats constituting the entire survey record of: The dependent resurvey of portions of the west boundary and subdivisional lines, T. 8 S., R. 3 W., Boise Meridian, Idaho, Group Number 1367; the dependent resurvey of portions of the north boundary and subdivisional lines, and the subdivision of section 3, T. 9 S., R. 4 W., Boise Meridian, Idaho, Group Number 1367; the dependent resurvey of portions of the south and west boundaries, and subdivisional lines, and the subdivision of sections 27 and 31, T. 9 S., R. 5 W., Boise Meridian, Idaho, Group Number 1367; the dependent resurvey of portions of the north boundary, west boundary, and subdivisional lines, and the subdivision of sections 4 and 6, T. 10 S., R. 3 W., Boise Meridian, Idaho, Group Number 1367; and the dependent resurvey of portions of the east and west boundaries, and subdivisional lines, and the subdivision of sections 1 and 3, T. 10 S., R. 5 W., Boise Meridian, Idaho, Group Number 1367, were approved January 23, 2015.

These surveys were executed at the request of the Bureau of Indian Affairs to meet certain administrative and management purposes. The lands surveyed are: The plat representing the dependent resurvey of portions of the east boundary, subdivisional lines, and subdivision of sections 11 and 14, and the subdivision of section 13, and further subdivision of sections 11 and 14, T. 34 N., R. 4 W., Boise Meridian, Idaho, Group Number 1404, was accepted February 11, 2015.

The plat representing the dependent resurvey of portions of the subdivisional lines and subdivision of section 26, and further subdivision of section 26, T. 33

N., R. 1 E., of the Boise Meridian, Idaho, Group Number 1403, was accepted February 19, 2015.

Stanley G. French,
Chief Cadastral Surveyor for Idaho.

[FR Doc. 2015-08249 Filed 4-9-15; 8:45 am]

BILLING CODE 4310-GG-P

DEPARTMENT OF THE INTERIOR

National Park Service

[NPS-WASO-D-COS-POL-18018; PWODIREP0] [PPMSPD1Y.YM0000]

Notice of Amendment of the Site for the May 6-7, 2015, Meeting of the National Park System Advisory Board

AGENCY: National Park Service, Interior.
ACTION: Notice of change of meeting site.

SUMMARY: In accordance with the Federal Advisory Committee Act, 5 U.S.C. Appendix 1-16, and Part 65 of title 36 of the Code of Federal Regulations, notice is hereby given of the change in the site for the May 6-7, 2015, meeting of the National Park System Advisory Board.

DATES: The Board will meet on May 6-7, 2015.

ADDRESSES: The meeting site originally published on March 8, 2015, in the **Federal Register**, 80 FR 12519, has changed. The new meeting site will be the Crystal Sands Room of the Hampton Inn Pensacola Beach Gulf Front, 2 Via De Luna Drive, Pensacola Beach, Florida 32561, telephone (850) 932-6800.

FOR FURTHER INFORMATION CONTACT: Shirley Sears, National Park Service, telephone (202) 354-3955, email Shirley_Sears@nps.gov.

SUPPLEMENTARY INFORMATION: 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.

Dated: April 7, 2015.

Alma Ripps,
Chief, Office of Policy.

[FR Doc. 2015-08266 Filed 4-9-15; 8:45 am]

BILLING CODE 4310-EE-P

DEPARTMENT OF THE INTERIOR

National Park Service

[NPS-PWR-PWRO-17665; PX.PR118981J.00.1]

Draft Environmental Impact Statement/ General Management Plan, Kalaupapa National Historical Park, Kalawao and Maui Counties, Hawaii

AGENCY: National Park Service, Interior.
ACTION: Notice of availability.

SUMMARY: The National Park Service announces the availability of a Draft General Management Plan (GMP)/ Environmental Impact Statement (EIS) for Kalaupapa National Historical Park. The document identifies and analyzes four alternatives. Alternative A (no action alternative) assumes that programming, facilities, staffing, and funding would generally continue at their current levels to protect the values of Kalaupapa NHP in the near term. Alternative B focuses on maintaining Kalaupapa's spirit and character through limiting visitation. Visitor use would be highly structured, though limited opportunities would exist for public visitation and overnight use. The NPS would develop an extensive outreach program to share Kalaupapa's history with a wide audience at off-site locations. Alternative C (agency-preferred) emphasizes stewardship of Kalaupapa's lands in collaboration with the park's many partners. Kalaupapa's diverse resources would be managed to protect and maintain their character and historical significance. Visitation by the general public would be supported, provided, and integrated into park management. Visitor regulations would change, while continuing to limit the number of visitors per day through new mechanisms. Alternative D focuses on the personal connections to Kalaupapa through visitation by the general public. Resources would be managed for long-term preservation through NPS-led programs throughout the park. Alternative D offers visitors the greatest opportunities to explore areas on their own. Visitor regulations would be similar to Alternative C.



- 4. F42H—Home Mortgage Disclosure Act System (HMDA)—*System replaced by data from the Federal Reserve Board (FRB).*
- 5. F51—Institution Master File (IMF)—*System replaced by P278 Lender Electronic Assessment Portal (LEAP).*

SYSTEMS EXEMPTED FROM CERTAIN PROVISIONS OF THE ACT:

None.

[FR Doc. 2015-05278 Filed 3-6-15; 8:45 am]

BILLING CODE 4210-67-P

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

[Docket No. FR-5832-N-03]

60-Day Notice of Proposed Information Collection: Consolidated Plan, Annual Action Plan & Annual Performance Report

AGENCY: Office of Community Planning and Development, HUD.

ACTION: Notice.

SUMMARY: HUD is seeking approval from the Office of Management and Budget (OMB) for the information collection described below. In accordance with the Paperwork Reduction Act, HUD is requesting comment from all interested parties on the proposed collection of information. The purpose of this notice is to allow for 60 days of public comment.

DATES: *Comments Due Date:* May 8, 2015.

ADDRESSES: Interested persons are invited to submit comments regarding this proposal. Comments should refer to the proposal by name and/or OMB Control Number and should be sent to Colette Pollard, Reports Management Officer, QDAM, Department of Housing and Urban Development, 451 7th Street SW., Room 4176, Washington, DC 20410-5000; telephone 202-402-3400 (this is not a toll-free number) or email at Colette.Pollard@hud.gov for a copy of the proposed forms or other available information. Persons with hearing or speech impairments may access this number through TTY by calling the toll-free Federal Relay Service at (800) 877-8339.

FOR FURTHER INFORMATION CONTACT: Meg Barclay, Office of Block Grant Assistance, Department of Housing and Urban Development, 451 7th Street SW., Washington, DC 20410, telephone (202) 402-3669. This is not a toll-free number. Persons with hearing or speech impairments may access this number through TTY by calling the toll-free Federal Relay Service at (800) 877-8339.

Copies of available documents submitted to OMB may be obtained from Ms. Pollard.

SUPPLEMENTARY INFORMATION: This notice informs the public that HUD is seeking approval from OMB for the information collection described in Section A.

A. Overview of Information Collection

Title of Information Collection: Consolidated Plan & Annual Performance Report.

OMB Approval Number: 2506-0117.

Type of Request: Extension.

Agency Form Number: N/A.

Description of the need for the information and proposed use: The Departments collection of this information is in compliance with statutory provisions of the Cranston Gonzalez National Affordable Housing Act of 1990 that requires participating jurisdictions to submit a Comprehensive Housing Affordability Strategy (section 105(b)); the 1974 Housing and Community Development Act, as amended, that requires states and localities to submit a Community Development Plan (section 104(b)(4) and section 104(m)); and statutory provisions of these Acts that requires states and localities to submit applications and reports for these formula grant programs. The information is needed to provide HUD with preliminary assessment as to the statutory and regulatory eligibility of proposed grantee projects for informing citizens of intended uses of program funds.

Members of the Affected Public: States and local governments participating in the Community Development Block Grant Program (CDBG), the Home investment Partnership Program (HOME), the Emergency Solutions Grants Program (ESG) or the Housing Opportunities for Persons with AIDS/ HIV Program (HOPWA).

Estimated Number of Respondents: 1,197 localities and 50 states.

Estimated Number of Responses: 2,394 localities, 100 states*.

Average Hours Per Response: 210 localities, 610 states.

Total Estimated Burdens: 393,327**.

* Includes combined Consolidated Plan and Annual Action Plan and separate performance report.

** includes hours for 100 localities to submit abbreviated plans.

B. Solicitation of Public Comment

This notice is soliciting comments from members of the public and affected parties concerning the collection of information described in section A on the following:

(1) Whether the proposed collection of information is necessary for the proper performance of the functions of the agency, including whether the information will have practical utility;

(2) The accuracy of the agency's estimate of the burden of the proposed collection of information;

(3) Ways to enhance the quality, utility, and clarity of the information to be collected; and

(4) Ways to minimize the burden of the collection of information on those who are to respond; including through the use of appropriate automated collection techniques or other forms of information technology, e.g., permitting electronic submission of responses.

HUD encourages interested parties to submit comment in response to these questions.

Authority: Section 3507 of the Paperwork Reduction Act of 1995, 44 U.S.C. chapter 35.

Dated: March 3, 2015.

Clifford Taffet,

General Deputy Assistant Secretary for Community Planning and Development.

[FR Doc. 2015-05464 Filed 3-6-15; 8:45 am]

BILLING CODE 4210-67-P

DEPARTMENT OF THE INTERIOR

National Park Service

[NPS-WASO-D-COS-POL-17739; PPWODIREP0][PPMSPD1Y.YM0000]

Notice of May 6-7, 2015, 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 Part 65 of title 36 of the Code of Federal Regulations that the National Park System Advisory Board will meet May 6-7, 2015, in Pensacola Beach, Florida. The agenda will include the review of proposed actions regarding the National Historic Landmarks (NHL) 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: *Comments.* Written comments regarding any proposed National Historic Landmarks matter listed in this notice will be accepted by the National Park Service until May 8, 2015.

Meeting. The Board will meet on May 6-7, 2015.

ADDRESSES: The meeting will be held at Gulf Islands National Seashore in the Auditorium of Fort Pickens Building 5 (Museum), 1400 Fort Pickens Road, Pensacola Beach, Florida 32561, telephone (850) 934-5666.

Agenda: On the morning of May 6, the Board will convene its business meeting at 8:30 a.m., Central Daylight Time, and adjourn for the day at 11:50 a.m. The Board will tour Gulf Islands National Seashore in the afternoon. On May 7, the Board will reconvene at 9 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, philanthropy, NPS urban initiatives, science, and the National Park Service Centennial; deliberate and make recommendations concerning National Historic Landmarks Program proposals; and receive status briefings on matters pending before committees of the Board.

FOR FURTHER INFORMATION CONTACT: 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.

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.

SUPPLEMENTARY INFORMATION: Matters concerning the National Historic Landmarks Program will be considered by the Board at the morning session of the business meeting on May 6 during which the Board may consider the following:

Nominations for NHL Designation

Alabama

- U.S. Post Office and Courthouse (Frank M. Johnson Jr. Federal Building and U.S. Courthouse), Montgomery, AL

Colorado

- Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp, Jefferson County, CO

Georgia

- U.S. Post Office and Courthouse (Elbert Parr Tuttle U.S. Court of

Appeals Building), Atlanta, GA
Illinois

- Henry Gerber House, Chicago, IL

Louisiana

- U.S. Court of Appeals—Fifth Circuit (John Minor Wisdom U.S. Court of Appeals Building), New Orleans, LA

Michigan

- Lafayette Park, Detroit, MI

Montana

- First Peoples Buffalo Jump, Cascade County, MT

Virginia

- George Washington Masonic National Memorial, Alexandria, VA

Proposed Withdrawal of NHL Designation

New York

- Old Blenheim Bridge, Schoharie County, NY

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 Eye Street NW., Washington, DC.

Dated: March 3, 2015.

Alma Ripps,
Chief, Office of Policy.

[FR Doc. 2015-05362 Filed 3-6-15; 8:45 am]

BILLING CODE 4310-EE-P

DEPARTMENT OF THE INTERIOR

Office of the Assistant Secretary

[RR04000000, XXXR0680R1, RR.17549897, 2015000.02]

Final Environmental Assessment of the Proposed Olmsted Hydroelectric Power Plant Replacement Project

AGENCY: Central Utah Project Completion Act Office, Interior.

ACTION: Notice of Availability.

SUMMARY: The Department of the Interior and the Central Utah Water Conservancy District, as joint leads, have evaluated the impacts of a proposed replacement of the Olmsted Hydroelectric Power Plant and have prepared an associated Final Environmental Assessment and Finding of No Significant Impact. Therefore, an Environmental Impact Statement is not required.

ADDRESSES: Copies of the Final Environmental Assessment and Finding of No Significant Impact are available for inspection at:

- Central Utah Water Conservancy District, 355 West University Parkway, Orem, Utah 84058-7303
- Department of the Interior, Central Utah Project Completion Act Office, 302 East 1860 South, Provo, Utah 84606

In addition, the documents are available at www.cuwcd.com, www.cupcao.gov, or www.cuwcd.com/olmsted/index.html.

FOR FURTHER INFORMATION CONTACT: Mr. W. Russ Findlay, Central Utah Project Completion Act Office, 302 East 1860 South, Provo, Utah 84606; by calling 801-379-1084; or email at wfindlay@usbr.gov.

SUPPLEMENTARY INFORMATION: The Department of the Interior and Central Utah Water Conservancy District are publishing this notice pursuant to Section 102(2)(c) of the National Environmental Policy Act of 1969, as amended. The Final Environmental Assessment presents analysis of the anticipated environmental effects of a proposed replacement of the Olmsted Hydroelectric Power Plant. The Proposed Action in the Final Environmental Assessment includes: constructing a new powerhouse, replacing the penstocks, modifying existing operations to utilize the 10 million gallon Olmsted Flow Equalization Reservoir, marketing the power generated, constructing operation and maintenance facilities, and improving access to the site.

156th MEETING OF THE NATIONAL PARK SYSTEM ADVISORY BOARD

May 6-7, 2015

MEETING SITE— Crystal Sands Room, Hampton Inn Pensacola Beach Gulf Front, 2 Via De Luna Drive, Pensacola Beach, FL 32561 / 850-932-6800 / Fax 850-932-6833

LODGING SITE— Hampton Inn Pensacola Beach Gulf Front, 2 Via De Luna Drive, Pensacola Beach, FL 32561 / 850-932-6800 / Fax 850-932-6833

Travel to Pensacola Beach, Florida, on Tuesday, May 5, 2015

Hotel Check in after 3:00 pm | Check out by 11:00 am

Hotel Restaurant—No Restaurant in Hampton Inn / Free Hot Breakfast Available in Lobby Area 6:00-10:00 am.

Room Service provided by H2O Cajun Asian Grill or visit one of the many local restaurants within walking distance.

Wednesday

MAY 6

NOTE—Meeting attire is business casual. There will be a brief break before boarding the bus for today's tour to change into comfortable clothing and shoes for walking and sitting on the beach. The tour will involve some walking and climbing stairs. Remember to bring sunglasses, sun screen, hat, light jacket and reusable water bottle.

6:00–7:45 am Breakfast on your own

8:00 am CONVENE MEETING **Hampton Inn Pensacola Beach Gulf Front—Crystal Sands Room**

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

AGENDA REVIEW
Chairman Knowles and Loran Fraser

8:45 am WELCOME TO THE NATIONAL PARK SERVICE SOUTHEAST REGION
AND GULF ISLANDS NATIONAL SEASHORE
Regional Director Stanley "Stan" Austin
Superintendent Daniel "Dan" Brown

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

10:00 am BREAK

10:15 am REPORT OF THE NPS CENTENNIAL ADVISORY COMMITTEE
Committee Chair Gretchen Long; Alexa Viets (by telephone), *Centennial Coordinator, NPS*

10:45 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. James A. Jacobs (by telephone), *Acting Branch Chief, National Historic Landmarks Program, NPS*

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

Wednesday
MAY 6 - cont'd

- 12:15 pm Adjourn for the Day
- 12:45 pm Board bus for tour / BOX LUNCH AT OPAL BEACH, PAVILION CLUSTER A
- 1:00 pm TOUR GULF ISLANDS NATIONAL SEASHORE**
Accompanied by:
Regional Director Stan Austin
Superintendent Dan Brown
Cass Bromley, *Chief of Science and Resources Stewardship*
Mark Nicholas, *Florida District Biologist*
David Ogden, *Cultural Resources Specialist*
R. W. Jenkins, *Facilities Manager*
Jeff Halstead, *Historic Preservation Specialist*
Susan Teel, *Chief of Resource Education*
- Stop 1—Opal Beach, Pavilion Cluster A
Presentations on shorebird and sea turtle management, and on the history of NPS and public ownership of Santa Rosa Island.
 - Stop 2—Pensacola Beach Boardwalk, Clamshell Amphitheater
Presentations on Fort Pickens ferry partnerships, personal watercraft (jetski) management and legal challenges.
 - Stop 3—Beach Access Parking Lot #22
Presentation on climate change and maintaining access to Fort Pickens: the Fort Pickens Road, its history, current actions, and future.
 - Stop 4—Fort Pickens
Tour of the historic masonry fort and its adaptive use by the military from 1834 through 1947. Presentation on planned Fort Pickens ferry service at the new ferry pier.
- 5:00 pm Return to hotel
- 5:45 pm Gather in hotel lobby / walk to Quietwater Beach ferry pier (*transportation available if preferred*)
- 6:00–
7:30 pm RECEPTION and ORIENTATION CRUISE
Aboard the *Portofino* / catamaran on Gulf Islands National Seashore waters within Santa Rosa Sound and Pensacola Bay / Hosted by Eastern National.

(*Inclement weather reception location—Naval Live Oaks Visitor Center*)
- 8:00 pm Return to hotel; dinner and evening on your own

Thursday
MAY 7

- 6:30–8:00 am Breakfast on your own
- 8:15 am RECONVENE MEETING**
Hampton Inn Pensacola Beach Gulf Front—Crystal Sands Room

CALL TO ORDER / AGENDA REVIEW
Chairman Knowles

Thursday
MAY 7 - cont'd

- 8:30 am REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE
 Committee Chair Judy Burke; Dr. Raymond Sauvajot (by telephone), *Associate Director of Natural Resource Stewardship and Science, NPS*; Heather Eggleston (by telephone), *Regional National Natural Landmarks Coordinator, Intermountain Region, NPS*
- 8:45 am REPORT OF THE PHILANTHROPY AND PARTNERSHIPS COMMITTEE
 Committee Chair Paul Bardacke; Reginald Chapple (by telephone), *Division Chief, Office of Partnerships and Philanthropic Stewardship, NPS*
- 9:00 am REPORT OF THE SCIENCE COMMITTEE
 Committee Chair Rita Colwell
- 9:30 am 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*
- 10:00 am BREAK
- 10:30 am REPORT OF THE URBAN COMMITTEE
 Committee Chair Belinda Faustinos
- 11:00 pm REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT
 Dr. Margaret Wheatley
- 11:30 am LUNCH—walk to Flounders Chowder House
- 1:00 pm REPORT ON THE NATIONAL PARK SERVICE ECONOMIC VALUATION STUDY
 Professor Linda Bilmes (by telephone); Dr. John Loomis (by telephone), *Professor, Department of Agricultural and Resource Economics, Colorado State University*; and Dr. Bruce Peacock (by telephone), *Chief, Environmental Quality Division, NPS*
- 1:30 pm PLANNING A NATIONAL PARK SYSTEM ADVISORY BOARD SUMMARY REPORT TO THE DIRECTOR, 2016
 Chairman Knowles and Director Jarvis
 Discussion
- 2:00 pm BREAK
- 2:15 pm DISCUSSION OF THE TRIBAL PROGRAMS OF THE NATIONAL PARK SERVICE
 Dr. Stephanie Toothman, *Associate Director for Cultural Resources, Partnerships and Science, NPS*; and Dr. Joe Watkins (by telephone), *Chief of the Tribal Relation and American Cultures Program, Supervisory Cultural Anthropologist, and Chief of the American Indian Liaison Office, NPS*
- 2:45 pm OTHER BUSINESS
- 3:00 pm Opportunity for Public Comment
- 3:15 pm Scheduling Future Meetings
- 3:30 pm ADJOURN

PROPOSED MINUTES
154th Meeting
National Park System Advisory Board
October 23-24, 2014
Grand Canyon, Arizona

The 154th meeting of the National Park System Advisory Board was called to order by Chairman Tony Knowles at 8:00 a.m., Mountain Time, at the Horace M. Albright Training Center, 1 Albright Avenue, Grand Canyon National Park, Grand Canyon, Arizona 86023.

BOARD MEMBERS PRESENT

Honorable Tony Knowles, Chairman
Mr. Paul Bardacke
Prof. Linda Bilmes
Ms. Leonore Blitz*
Hon. Judy Burke
Dr. Milton Chen
Dr. Rita Colwell*
Ms. Belinda Faustinos
Ms. Gretchen Long
Dr. Stephen Pitti
Dr. Margaret Wheatley

BOARD MEMBER ABSENT

Dr. Carolyn Finney

OTHERS PRESENT (at least part of the time)

Hon. Jonathan Jarvis, Director, National Park Service
Ms. Sue Masica, Regional Director, Intermountain Region, NPS
Mr. Dave Uberuaga, Superintendent, Grand Canyon National Park
Ms. Diane Chalfant, Deputy Superintendent, Grand Canyon National Park
Mr. Brian Drapeaux, Deputy Superintendent, Grand Canyon National Park
Dr. Gary Machlis, Senior Science Advisor to the Director, NPS
Mr. Loran Fraser, Senior Advisor to the Director, NPS
Dr. Stephanie Toothman, Associate Director, Cultural Resources, Partnerships and Science, NPS
Dr. Alexandra Lord, Branch Chief, National Historic Landmarks Program, NPS*
Ms. Heather Eggleston, Acting Manager, National Natural Landmarks Program, NPS
Mr. Reginald Chapple, Division Chief, Office of Partnerships and Philanthropic Stewardship, NPS
Dr. John Loomis, Professor, Department of Agricultural and Resource Economics,
Colorado State University
Mr. Calvin Liu, Horace M. Albright Training Center, NPS
Ms. Sharon Cawley, Horace M. Albright Training Center, NPS, Grand Canyon, Arizona
Mr. Charles, Wehler, Horace M. Albright Training Center, NPS, Grand Canyon, Arizona
Mr. Larry Bell, Horace M. Albright Training Center, NPS, Grand Canyon, Arizona
Mr. Mike Collins, Grand Canyon National Park
Mr. Jaime Musnicki, National Outdoor Leadership School, Victor, Idaho**
Ms. Rachael, National Outdoor Leadership School, Lander, Wyoming**

- Mr. John Kirkpatrick, National Mall and Memorial Parks, Washington, DC**
- Ms. Maureen Joseph, National Capital Regional Office, Washington, DC**
- Ms. Miranda Stuart, National Interagency Fire Center, Washington, DC**
- Ms. Cheryl Messenger, Mammoth Cave National Park, Mammoth Cave, Kentucky**
- Ms. Jenny Parker, Technical Preservation Services, Resource Management, Washington, DC**
- Ms. Amanda Burnham, Workforce Relevancy and Inclusion, Denver, Colorado**
- Mr. Kevin Tillman, Bighorn Canyon National Recreation Area, Fort Smith, Montana**
- Ms. Michelle Haas, Zion National Park, Springdale, Utah**
- Ms. Jennifer Thelen, Bering Land Bridge National Preserve, Nome, Alaska**
- Mr. Michael Amato, Statue of Liberty National Monument, Liberty Island, New York, New York**
- Ms. Ashley Adams, Yosemite National Park, Yosemite National Park, California**
- Ms. Robin Racine, Mount Rushmore National Monument, Keystone, South Dakota**
- Mr. David Goldstein, Christiansted National Historic Site, Christiansted, St. Croix, Virgin Islands**
- Ms. Kristen Pearson, Alaska Regional Office, Anchorage, Alaska**
- Mr. David Bieri, New River Gorge National River, Glen Jean, West Virginia**
- Mr. Christopher Schuster, Wolf Trap National Park for the Performing Arts, Vienna, Virginia**
- Mr. Tom Schuff, Scotts Bluff National Monument, Gering, Nebraska**
- Mr. Bill Ramsey, Natchez Trace Parkway, Ridgeland, Mississippi**
- Ms. Cyndy Pendergast, Acadia National Park, Bar Harbor, Maine**
- Ms. Julie Forseca de Borges, Klondike Goldrush National Historic Park, Seattle, Washington**
- Ms. Thea Sittler, National Outdoor Leadership School, Lander, Wyoming**
- Mr. Andy Altepeter, National Outdoor Leadership School, Lander, Wyoming**
- Ms. Linda Manning, Death Valley National Park, Death Valley, California**
- Ms. Victoria Allen, Horace M. Albright Training Center, Grand Canyon, Arizona
- Dr. Tomoko Seki, National Institution for Youth Education, Tokyo 1510052 Japan
- Ms. Raquel Romero, GOAL Program Manager, NPS, Flagstaff, Arizona
- 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

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

(**Students in the 2015 Generating Organizational Advancement and Leadership (GOAL) Academy—Cohort A)

* * * *

ORDER OF BUSINESS

■ **Thursday, October 23, 2014**

- Opening the Meeting page 3
- Approval of Minutes—Meeting 153, May 22-23, 2014..... page 6
- Welcome Remarks by the Superintendent of Grand Canyon National Park page 6
- Remarks of the Director of the National Park Service page 6
- Report of the National Historic Landmarks Committee..... page 8

Properties Considered—

- Marjory Stoneman Douglas House, Miami, FL
- 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
- Mountain Meadows Massacre Site, Washington County, UT
- Fort Smith, Fort Smith, AR
- Cliveden (Chew House), Philadelphia, PA
- Fort Union, Williams and McKenzie Counties, ND,
and Roosevelt and Richland Counties, MT
- Wapama (Steam Schooner), San Francisco, CA

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Properties Considered—

- Mount Howard - East Peak, Wallowa County, OR
- Cosumnes River Riparian Woodlands, Sacramento County, CA

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■ THURSDAY, OCTOBER 23, 2014

OPENING THE MEETING

Call to Order/Check-In/Approval of Minutes

CHAIRMAN TONY KNOWLES called the meeting to order and recognized and welcomed Sue Masica, the Regional Director for the National Park Service’s Intermountain Region. He stated that Board Members Rita Colwell and Leonore Blitz would participate in the meeting by phone and Member Carolyn Finney was out of the country, unable to join the meeting. He recalled that the Board often began meetings with a “Check-in,” where Members shared issue relevant thoughts and he asked what the opportunities might be for Centennial messaging and how that might relate to Board activities.

GRETCHEN LONG said the Centennial was a vehicle to bring forward actions and directions that were increasing NPS relevance to 21st Century public needs. She said the Board's work supported the goals of the NPS Call to Action, and thus were aligned with NPS messages. She expressed interest in learning how the NPS was acting on the Board's Planning Committee recommendations and the recommendations of other Board committees, as having this understanding would encourage and strengthen the Board. She offered that the Board was somewhat "siloed" in its work—that is, Members were focusing almost exclusively in their own areas of expertise—and it would be useful if the group could all work together.

MEG WHEATLEY said she hoped Centennial messages would broaden public understanding of the diversity of resources and stories in the national park system. Managing so large and complex a system of special places was very demanding and required a wealth of knowledge that was not widely recognized. She hoped the Centennial would promote awareness that there is a citizenship responsibility needed to support this work.

BELINDA FAUSTINOS said the good work that the NPS was doing in urban communities was not well understood and should be more effectively communicated. To that end, the Service was developing an urban initiative, and the Centennial was an excellent platform from which to promote the NPS presence in urban areas. She offered that an example of particularly innovative NPS thinking was on display at El Pueblo in downtown Los Angeles, a historic area with growing commercial activity where the NPS is sharing space with California State Parks, providing information to and positively impacting a largely Latino and Asian Pacific community. This heritage education work is helping these communities better appreciate their own history and the importance of that story to America. Urban communities are places not only to represent what the NPS is all about, but also to develop networks and creative synergies to support work through non-profit partnerships.

JUDY BURKE, referencing MEG WHEATLEY'S comment, expressed hope that the Centennial would encourage greater public attention to the substantial work of the NPS outside the great parks, identifying as an example the small but important National Natural Landmarks Program, which engages private landowners in voluntary conservation of significant natural resources.

MILTON CHEN expressed excitement about the Centennial for its opportunities to spread word about the educational value of national parks. One avenue to do this is through expanded connections with national associations of educators. In Washington, D.C., there was an association of national education associations called the Learning First Alliance, a consortium of 16 national educational associations. These groups and organizations regularly conduct large conferences, bringing together school superintendents, school board members, principals and teachers. They have an interest in having sessions related to the educational value of national parks. They would welcome keynotes, presentations, and field trips. They would be very interested in what kids learn in national parks, and to learn about the Teacher Ranger Teacher program. He said recent conversations he's had with educators have focused on park learning as representing a set of values. He noted some commentary of late about growing threats to democracy around the world; and that, as a nation, "we are falling off our game a bit." Through the Centennial, parks offer a chance to reinvigorate people about the meaning of democracy and what we can all do to assure the future.

PAUL BARDACKE expressed concern about the current divisive nature of political discourse, which had the potential to undermine much that is greatly-needed to serve the public, and the NPS. He said the Centennial should call attention to the civic good works of the Park Service, and concurring with Milton Chen, to the values the NPS represents. While the current environment of competition for public funding and increasingly-sharp disagreements about national priorities and purposes is a great worry, the nation has met great challenges in the past. PAUL BARDACKE said the NPS can play a supportive role in this regard. Reflecting on his work reviewing NPS fundraising policies, he said there is great need of increased funding. The Centennial will help message these needs.

STEVE PITTI noted that while deeply concerned about the things Paul Bardacke spoke, he tried to remain optimistic by thinking about young people today, about the values in this country, the desire of the next generation of leaders to solve the kinds of problems that face the National Park Service. He said it's an incredible generation of young people coming up today, the majority of whom care deeply about the world. They're looking for interdisciplinary solutions to problems. They're looking to think about science and history and economics, about working together to make things better, which is what the NPS is all about. Parks are places that demand expertise and creative thinking across fields, people who can do that in successful ways. He said he was optimistic that the social media campaigns coming around 2016 would be successful in galvanizing young people. It was exciting to watch work on the Asian American Pacific Islanders Initiative, the Latino Initiative, and efforts beginning on LGBT history, initiatives to tell important new stories that haven't been recognized by most major institutions in this country. Telling these stories will connect and galvanize this next generation.

CHAIRMAN KNOWLES, noting that RITA COLWELL was not present, invited Science Advisor to the Director Gary Machlis to offer thoughts on her behalf. Gary Machlis said Rita Colwell might urge the Board to continue supporting implementation of the Leopold Report, that this important policy work be a part of the Centennial legacy. She might also say that NPS scientists should be active in the debate about climate change and in all instances be forward speaking about the issues of the day and the role and the limit to what science can deliver.

LEONORE BLITZ offered that while also sharing many of the concerns Paul Bardacke had identified, she was optimistic about what the Centennial can mean for the NPS. She said the campaign will provide a rare, larger platform to communicate the whole story of what the NPS does, about its good works in education and the sciences, a message of public relevancy. She commended Gretchen Long for her leadership of the Board's Centennial Advisory Committee, which had brought together NPS stakeholders to encourage engagement in Centennial activities.

CHAIRMAN KNOWLES thanked Members for their comments; and observing that Member LINDA BILMES was not present, he recalled that she is working on a comprehensive economic valuation of NPS work, an effort that would inform the Centennial message that parks are about more than just dollars and cents. He said parks are an idea, a value, and this can defy monetary quantification. This understanding should be invaluable for policy makers, for people in public service in the National Park Service, and for all of us who are advocates of this mission.

The CHAIRMAN welcomed to the Board's meeting a class of NPS employees from the Generating Organizational Advancement and Leadership (GOAL) Academy, an innovative

leadership development program. He recognized Program Manager Raquel Romero, who said this was the seventh class of the GOAL Academy. She said the program started at Grand Canyon National Park seven years ago with just 15 participants and had grown each year. It encompasses anybody who is a permanent mid-level NPS employee.

Addressing the group, the CHAIRMAN identified the purpose of the National Park System Advisory Board, saying that its members represented diverse backgrounds and experience, and was engaged in developing advice to Director Jarvis on a wide range of issues.

APPROVAL OF THE MINUTES 152nd Meeting—January 8-9, 2014

CHAIRMAN KNOWLES asked for a motion to approve the minutes of the last Board meeting. A motion was moved, and without objection the minutes were approved.

WELCOME REMARKS OF THE SUPERINTENDENT OF GRAND CANYON NATIONAL PARK

Superintendent David Uberuaga

Superintendent David Uberuaga introduced Diane Chalfant, Deputy Superintendent for Operations, and Brian Drapeaux, Deputy Superintendent for Business Services.

Superintendent Uberuaga said the issues occupying the Board's attention align with the work of the park, the National Historic Landmarks program, science and revisiting the Leopold Report, education, NPS relevancy and efforts to connect with the nation's changing population and with students visiting from around the world.

REMARKS OF THE DIRECTOR OF THE NATIONAL PARK SERVICE

Honorable Jonathan Jarvis

DIRECTOR JARVIS shared memorable personal experiences at the Grand Canyon, and said NPS employees are proud that parks can have significant positive impacts on people. He reaffirmed the Board's work related directly to NPS efforts to align with its community of partners, and he said the central goal of the Centennial is to connect with the next generation, to encourage visitation, to build constituency, and to inspire a new level of advocacy. He recalled that in 1953, Bernard DeVoto authored an article in Harper's Magazine called "Let's Close the National Parks," that said the parks were in terrible shape. That piece prompted a huge infrastructure investment program called Mission 66, an early NPS promotional that dramatically increased visitation. The NPS Organic Act calls on the Service "to promote" use of the parks "in such manner and by such means" as will leave them unimpaired. The 2016 Centennial is planned to do just that. The advocacy spawned by Mission 66—from 1956 to 1966—resulted in a spate of legislative actions: in 1964, the Wilderness Act, the Historic Preservation Act; and the Land and Water Conservation Act; in 1966, the Endangered Species Act; in 1968, the Wild and Scenic Rivers Act; in 1970, the National Environmental Policy. The entire body of law on which conservation and historic preservation was based came out of that connection the American citizenry had through the national parks. Also, that period witnessed an enormous growth in the national park system: North Cascades, Canyon Lands, Guadalupe, Assateague, Redwood, the Appalachian Trail,

Frederick Douglass Home, Point Reyes, Cape Cod, Golden Gate, and Gateway—all came in during that period. By the 1976 Bicentennial, the NPS was awash in money.

The Director said the Centennial is an opportunity to promote anew the benefits and values of the park mission. For example, the National Park Service has become the world leader among park agencies in the Healthy Parks, Healthy People movement. Over a hundred practitioners across the country are now doing long-term studies about the relationship between park activities and health. He said the State park systems across the country have adopted the Centennial “Find your Park” campaign. The National Recreation and Park Association, the community of urban parks and recreation agencies, will be participating in the Centennial, as will the National Park Hospitality Association, which includes NPS concessioners, guides and outfitters. The National Endowment for the Arts has come forward, and the NPS will be doing a partnership on art projects. The National Geographic Society will be using all its media platforms to focus on this work. Brand USA which promotes international tourism is aligned with this work, as well. He said he will soon be assuming the responsibility of the Chairman of the Federal Interagency Committee on Outdoor Recreation, representing all of the Federal Land Management agencies, a group of the top directors of all of those agencies working together around the same goals and utilizing, again, the Park Service Centennial to connect to all of our public lands.

DIRECTOR JARVIS said the National Park Foundation has been an active partner developing philanthropic support. Millions of dollars are now committed to the Centennial effort, both from individuals, as well as corporate sponsorships. The Advisory Board’s work through its Philanthropy and Partnerships Committee has helped in proposing new guidelines to address fundraising and donor recognition. First Lady Michelle Obama and former First Lady Laura Bush have agreed to serve as Centennial honorary chairs. Secretary Jewel has made the Centennial her number one priority in the FY 2016 budget, which has an over target, presidential NPS request. From an appropriations standpoint, this is an extraordinary reinvestment in the NPS. The first phase of the Centennial, the “Find Your Park” campaign, will be launched early in 2015.

CHAIRMAN KNOWLES expressed enthusiasm for the "Find Your Park" slogan, because it was “borderless,” referring not just to national parks, but to Agriculture Department national forests, or Department of Commerce marine sanctuaries, or State and local parks. He praised the bipartisan intent of the effort, remembered the bipartisan nature of past conservation and park political work, citing the millions of acres of conservation lands secured in the Alaska National Interest Land and Conservation Act of 1980. He said bipartisan actions in that earlier period reflected popular support and understanding, crowning achievements of shared values.

MILTON CHEN commented that it was encouraging that there were positive things with kids occurring across the park system, students having transformative experiences. He said this was a movement, but there wasn’t a comprehensive picture of who our allies were in this vital work. He lamented that was not yet a robust market for better educational children's media. An economist told him recently that the problem is this market is not aggregated. There are millions of parents and children who want better experiences through the media, but they don't have a way of aggregating their power. This requires attention during the Centennial, how do we aggregate the power of the millions of people who are individually doing this work. Technology is now one way to do this. The Board’s Education Committee hopes to test this in March as a part of the Digital Learning Day, an activity organized by the Alliance for Excellent Education. The hope is to see

tens of thousands of educators and students who are having park-based experiences in one week in March. GRETCHEN LONG suggested that the Board's Centennial Advisory Committee, representing stakeholders from 30 different sectors of various kinds of organizations, was a kind of center of aggregation.

MEG WHEATLEY asked the GOAL students present in the room how visible the Centennial was to them and their work. The students spoke to having diverse employee teams established to develop Centennial activities and projects and that a key objective was to connect their planning to the NPS Call to Action. They reported that all programs were to fit into that guidance, the vision was to look to where the NPS was going in the next century. Emphasis was given in interpretation to the broader stories of today's demographic, and the same in technical preservation services. Collectively, the students stated that the Centennial had given the field a fresh reinvigoration.

CHAIRMAN KNOWLES thanked the GOAL students for their public service.

CHAIRMAN KNOWLES called Members' attention to a memo he had sent to the Board dealing with draft NPS regulations that address hunting in the National Preserves of Alaska, regulations which speak to core values of the NPS mission. He explained that there is a conflict between what the state and what the NPS permit with respect to hunting on these park lands. He said he wished to discuss the issue with the Board when all members were present on the second day of the meeting

REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE

Committee Chair Stephen Pitti

STEVE PITTI thanked the staff of the National Historic Landmarks (NHL) Program for its work, and introduced Alexandra "Lexi" Lord, Chief of the National Historic Landmarks Program (on the phone), and Stephanie Toothman, Associate Director of Cultural Resources, Partnerships, and Science, who would make the Committee presentation to the Board. He said that it was a time of transition in the NHL Program, with new Committee members coming aboard and past members departing. He said the new Committee would examine the NHL nomination process to ensure there were no obstacles to the examination of properties telling the broader story of the American people, properties that ought to be considered for NHL status. It was the hope, as well, that the Committee might also serve as an advisory group to the NHL program. Stephanie Toothman added that the Organization of American Historians (OAH) had been a major partner supporting the NPS heritage initiatives, a few years ago publishing the report "Imperiled Promise," which looked at the status of the history programs in the Park System. OAH has also provided advice to strengthen the park history programs. She reported further that the \$500,000 increase to the Historic Preservation Fund in FY 2014 was specifically designated to survey underrepresented groups for the National Register and potential NHL designation. The NPS partnered with these offices to put out a call for projects and got 36 proposals from 36 States, which reflected broad interest in telling the stories of all Americans. Thirteen grants have been awarded to look at Asian Americans and Pacific Islanders in Utah; Chinese communities in Boston; LGBT site surveys in New York City and Kentucky; Latinos in the 20th Century in California and Washington State; African American sites in Maryland, Rhode Island, and Montana; and Native American sites in Virginia, Idaho, and New Mexico. She reported that the NPS had received a \$250,000

philanthropic grant from the Gill Foundation to support the LGBT initiative.

Stephanie Toothman reported that the Committee met on May 28th and 29th in Washington, D.C., and was recommending six new nominations for NHL designation, three updates of the documentation for existing NHLs, one boundary expansion, and one de-designation.

The first property, the **Marjorie Stoneman Douglas House** in Miami, Florida, was eligible under NHL Criterion 1 for association with events that have made significant contribution to American history, specifically the environmental movement and the emergence of greater understanding of the need to protect America's wetlands, and Criterion 2 for association with nationally significant individuals. The nomination was written as part of the Women's History Initiative with the National Collaborative for Women's History Sites.

She said the next five properties were being presented under Criterion 4 for their ability to convey the distinguishing characteristics of an architectural or engineering type and specimen.

The first was **Samara**, the John E. and Catherine E Christian House in West Lafayette, Indiana, representing a partnership with the architect Frank Lloyd Wright. The second was the **McGregor Memorial Conference Center**, Wayne State University, in Detroit's midtown area, the work of Japanese American Minoru Yamasaki, one of the most significant modern architects of the 20th century, whose most famous design was the World Trade Center in New York City. Stephanie Toothman said the Conference Center was presented under the umbrella of the NPS Asian American Pacific Islander initiative. The third property was the **Lake Hotel**, located in Northwestern Wyoming within the boundaries of Yellowstone National Park on Yellowstone Lake. The Lake Hotel was built in what has been called the Golden Era of grand resort hotel construction between 1876 and 1917. She said the next property was the 1848 **Brookline Reservoir of the Cochituate Aqueduct** in Brookline, Massachusetts. The Reservoir and principal gatehouse served as the terminus and architectural frontispiece of the 15 mile long Cochituate Aqueduct, Boston's first public water supply distribution system and model for future water systems, remains today one of the purest, least treated metropolitan water supplies in the nation.

MILTON CHEN commented on the great value of national landmarks to teaching, in the instance of the Cochituate Aqueduct, to history and science of technology. If more students could be brought to these places, they would find that technology is easier to understand. He was reminded of the Board's previous visit to the grain mill in Washington, D.C., and the quality of technology and engineering from 100 years ago and longer. STEVE PITTI agreed and added that in the case of the Cochituate Aqueduct the people driving the nomination may not be connected with local educators, so not thinking along these lines. This then may be an example of the gap between the identification and the realization of a resource and the implementation of its use value for young people and the broader public. He said this reminds us of the importance of publicizing the sites as they come forward and working with people in local areas to make sure they make full use of these opportunities.

Stephanie Toothman said the last property under Criteria 4 was the **California Powder Works Bridge** that provided another example of a period style or method of construction. Built in 1872, the covered bridge spans the San Lorenzo River in a picturesque natural and historical setting in

the San Lorenzo Valley approximately two miles north of the city of Santa Cruz, California. She said the next three Committee items submitted for consideration were boundary expansions.

The first was for the **Mountain Meadows Massacre Site**, originally recommended to the Secretary and designated in 2011, at that time, two parcels of land. As Members may recall, this was an attempt to heal wounds of a century ago by bringing together both the descendants of those who had perpetrated the massacre with those who had descended from who had survived. And it has been identified as a source of tremendous healing to have this NHL designated and to have these groups come together to both support the nomination. In 2013, the LDS Church acquired the property, which includes the area where women, children, and wounded were killed during the massacre. They're now seeking to add it to the original boundary. She said the second item was an updated documentation and boundary change for **Fort Smith** in Arkansas. The Fort Smith NHL embraced the history of westward expansion, of American Indian removal, resettlement and law enforcement, spanning much of the 19th century. The updated documentation reflects new and more recent scholarship on westward expansion. Scholarship has changed a great deal and it is important to update sites to tell the full American story.

DIRECTOR JARVIS asked about the Native American perspective on Fort Smith, if the tribes had been consulted in this work. Lexi Lord said consultation had occurred, as on most nominations, and the Fort Smith narrative included Native American perspectives. Stephanie Toothman offered to provide information for the Director and the Board about this. She reported that the NPS had just published a book on American Indians in the Civil War, which included as well Native Americans' perspective on the War of 1812. STEVE PITTI said that to ensure such perspectives going forward, the appointment of a tribal historic preservation officer to the new NHL Committee was expected.

MILTON CHEN expressed strong interest in telling Native American stories more fully, saying this was critical for young people. He said it was very relevant that Interior Secretary Jewell and Education Secretary Duncan were discussing a report called "The Blueprint for Reform," which spoke to the condition of education in a Federal government operated school district for American Indians. With some 50,000 kids, these schools were supported yearly by \$800 million Federal dollars, money that was not well spent, money that was greater per child than in most school districts around the country, but was without any real results. He said it was depressing what kind of education these kids received. He said that the Board's Education Committee was looking at the Blueprint report with a special assistant to Secretary Duncan to figure out what role it might play to help improve the quality of education for these kids. In the context of the Centennial, the NPS must be especially attentive to the kind of stories it was telling. Stephanie Toothman advised that the NPS was building capacity to be more robust in this regard and advocating for more funding for Tribal Historic Preservation Offices funded under the NHP Act, so that they can become full participants in the program.

PAUL BARDACKE observed that many Indian issues can be very complicated, and in addressing them he urged the NPS to consult with Hillary Tompkins, the Solicitor of the Department of Interior, adding that there were tremendous resources to be helpful on these issues within the Department. He suggested Board consideration of an agenda item on Indian issues at a future meeting. Stephanie Toothman offered to support that proposal with information about NPS cultural resource programs and policies supporting site preservation, education, language, and

cultural retention issues, generally. MEG WHEATLEY responded that this may be the next way to have impact as a Board, to act collectively on key umbrella issues. DIRECTOR JARVIS suggested discussion at the next meeting about developing such a Board agenda item. He said there were a number of Native American NPS employees, a Native American affinity group working with the NPS, and it would be great to see the Board advance this topic.

Continuing with the Committee report, Stephanie Toothman identified **Cliveden** in Philadelphia, a nomination update. Built between 1763 and 1967 as the summer home of Benjamin Chew, a prominent Philadelphia lawyer and friend of the William Penn family, Chew House was originally designated in 1961 under Criterion 1 for its association with the Battle of Germantown, and under Criterion 2 for possessing the distinguishing characteristics of Georgian architecture. In saying the new documentation reflects the stories of the enslaved peoples and the free laborers who lived and worked at Cliveden, she acknowledged Milton Chen's earlier observation that updated NHLs offer an excellent opportunity for looking at stories more holistically.

The next Committee item presented was an update for **Fort Union**, which between 1829 and 1867 was one of the largest and most important fur trading posts on the upper Mississippi. It was designated under Criterion 1 for its role in Westward expansion, growth of commerce, emergence of scientific exploration, development of frontier transportation, and the economic and cultural interactions between American Indians and white settlers. Since the nomination was first proposed, archaeological investigation has yielded a great quantity of nationally significant information about America Indian trading, which has greatly expanded understanding of the lives of the people who lived at the Fort, including American Indians, employees, and their families.

The last Committee item was a de-designation of the Wooden Hulled **Wapama**, the last survivor of approximately 235 steam schooners that served the Pacific Coast lumber trade in the 19th and 20th century. The Wapama ended its active career in 1947. The State of California acquired it in 1958 and displayed it at San Francisco Maritime State Park at Hyde Street Pier. In 1977, it was transferred to the Golden Gate National Recreation Area to become part of the National Maritime Museum, then the San Francisco Maritime National Historical Park and afloat at Hyde Street Pier until 1980. In 1986, she was moved to the U.S. Army Corps of Engineers facility in Sausalito, where she remained until 2000, when she was towed to a berth at Richmond, California. An estimate of the cost to rehabilitate her was prohibitive at \$65 million. After wide consultations about how to approach this, she was dismantled and is recommended to be de-designated as an NHL.

CHAIRMAN KNOWLES outlined the specific actions needed for each item presented to the Board to adopt the proposed national historic sites, to accept the proposed boundary changes, and to withdraw an NHL designation, and asked for supporting motions. Motions were offered and without further discussion, the Board voted affirmatively on all Committee recommended actions.

Stephanie Toothman asked BILINDA FAUSTINOS and MILTON CHEN to offer an update on the Latino and Asian American Pacific Islander heritage initiatives.

American Latinos Scholars Expert Panel

BELINDA FAUSTINOS referenced the briefing material in the Board Members' meeting

information, and acknowledged the significant work done by the NPS Cultural Resources and I&E Divisions to implement the themes and issues that the Scholar's Panel had identified. She said a recent Panel meeting with key supporting national partners was a great success, and that mechanisms are being considered to encourage expanded work at the local level.

Asian/Pacific Islander Scholars (AAPI) Expert Panel

MILTON CHEN reported that AAPI panel had identified 16 essays needed for the theme study. Authors have been designated, the essays are to be peer reviewed, and this would be scholarship at the highest level. The essays would be published early 2016.

REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE

Committee Chair Judy Burke

JUDY BURKE recalled that the NNL program operated under a \$500,000 budget and this low funding level was such that it is extremely difficult for the staff to manage the workload. She said at some point either the Committee, or whoever the appropriate powers may be, should take a hard look at what's needed to sustain this program. NNLs are important for many reasons, not the least of which because they give people in rural areas, perhaps in inaccessible areas, the opportunity to connect to the Park Service and to conserve unique natural resources, which are extremely valuable to science and for education. She introduced Heather Eggleston, acting NNL program chief, to make the Committee presentation.

Heather Eggleston said the Committee was presenting one new site for designation and one proposed boundary change. The **Mount Howard East Peak**, located in Wallowa County, in the far northeast corner of Oregon near the town of Enterprise. Owned and managed by the U.S. National Forest Service, the site was situated in the center of the Columbia Plateau biophysigraphic province, or region. The primary features evaluated for NNL designation are the Montane Upland Grasslands. Considering the significance criterion of diversity, the Mount Howard East Peak potential site includes the entire range of diversity contained within the Montane Grasslands subtheme. Almost all the grasslands within the Columbia Plateau region have historically been heavily impacted by livestock. However, the grasslands at the Mount Howard East Peak site are considered to be in pristine condition. The site is not currently grazed, nor has it been grazed for many years. The Mount Howard East Peak site provides one of the most natural and most diverse examples of Montane grasslands that remain in the Columbia Plateau region.

DIRECTOR JARVIS asked if the Forest Service was committed to ensure the area is not grazed in the future. Heather Eggleston said she would report back with an answer, but suspected its value would be recognized and grazing would not be in future plans. The DIRECTOR offered that the NNL designation should help with that, but the decision should not be left to the local district ranger. He suggested a follow-up with the Forest Service to prevent future grazing. PAUL BARDACKE proposed the Committee follow-up and report back to the Board on the matter.

Heather Eggleston said the next site was the **Cosumnes River Riparian Woodlands**, in Sacramento County, California, a previously-designated Natural National Landmark. The

Committee's proposal was to expand the boundaries. The site is located 18 miles southeast of Sacramento within the South Pacific Border biophysiological province. In 1976, 255 acres were designated as the Cosumnes River Riparian Woodlands National Natural Landmark. There is extensive agriculture and development in the area today. The Cosumnes River system was reevaluated in 1986; and in 1987, the Nature Conservancy established Cosumnes River Preserve. This is a consortium of landowning partners, including the Bureau of Land Management, California Department of Fish and Game, and the State Lands Commission, Sacramento County, Department of Water Resources, and Ducks Unlimited. The area was again reevaluated in 2012 and a subsequent report recommended expanding the area from the original 255 acres to over a thousand acres. The Committee recommends that the NNL be expanded to include those new areas as proposed.

Motions were offered and seconded to accept both Committee recommendations and without further discussion the Board voted affirmatively on both Committee recommended actions.

■ FRIDAY, MAY 24, 2014

OPENING THE MEETING

CHAIRMAN KNOWLES called the meeting to order and recognized Heather Eggleston, who reported that after the Board's expression of concern about the potential of future grazing at the Mount Howard East Peak potential landmark, the Regional NNL Coordinator contacted the Forest Service and learned that the former sheep grazing allotment within the potential NNL has been officially closed to domestic sheep grazing and the Forest Service has no plans to graze this area.

CHAIRMAN KNOWLES then recognized MILTON CHEN who shared with the Board a summary of the March 25-27, 2015 conference on the next century of science in the parks sponsored by the University of California at Berkeley. The university had an early connection to the NPS having facilitated science meetings with the first two NPS Directors Stephen Mather and Horace Albright, who attended the university, and to George Melendez Wright, the first scientist in the NPS. The conference was one of several that are considered part of Centennial conversations about the future.

REPORT OF THE SCIENCE COMMITTEE

Committee Chair Rita Colwell

CHAIRMAN KNOWLES called attention to the issue he had raised with the Board the previous day regarding draft NPS regulations on hunting practices in the National Preserves of Alaska. He had requested review of the issue by the Science Committee. Because Committee Chair RITA COLWELL had not yet joined the meeting by phone, he asked NPS Science Advisor Gary Machlis to represent the Committee's response. Gary Machlis said RITA COLWELL would tell the Board she was very supportive of the CHAIRMAN'S position; it is consistent with the best available sound science, and the Committee had given its unanimous support to the memo, and urged the Board's support, as well.

The CHAIRMAN said he would summarize briefly the issue and make some recommendations.

Given the scope of the 20 million acres of national preserve land that was affected, 90 percent of all the national preserve land in America, and given that the action speaks to core NPS values and to the Service's mission under both the Organic Act and the Alaska National Interest Lands Conservation Act (ANILCA) which created the preserves, the NPS regulations are of the very highest importance. He said Alaska has a special role in America's national parks. It is the first among all States in the physical size of our parks with over 50 million acres comprising almost two-thirds of the country's national parks. It is unique in allowing sport and subsistence hunting in the millions of acres added in 1980 to the park system as preserves. The overwhelming majority of other NPS lands in America do not allow hunting. With the expansion of parks in Alaska, Congress recognized the value of subsistence and sport hunting and allowed it, while also insuring the goal of a natural diversity of wildlife and ecosystems. This goal of insuring diversity also directs hunting practices for the Fish and Wildlife Service on its wildlife refuges and National Forest Service lands.

He said the State and NPS had worked together for over 20 years to provide opportunities for hunting while insuring other values for all park visitors. But, over the past decade, the state had implemented an "Intensive Management" program to reduce the numbers of wolves and bears. When this was extended to the national preserves, the NPS blocked the attempts on a case-by-case basis as a violation of the Organic Act and ANILCA. Under this program, the State allowed spotlighting and killing bears with cubs in their den, baiting grizzly bears and killing wolves in their dens with pups. These methods have never been allowed in parks and preserve, or even previously on state lands. Over 100 scientists with over 1600 years of Alaska experience signed a statement saying these practices were unscientific and unethical. The NPS has been very strong in protecting its stewardship responsibilities. State implementation of these policies, not permitted by law and regulations on parks lands, made necessary new regulations.

As these practices developed, the NPS continued trying to work with the State. Before submitting the regulations for public comment, the NPS tried unsuccessfully over 50 times to achieve cooperation with State managers. While the State program and methods are controversial, the NPS has no interest in changing the mandate of State law, or the Alaska Board of Game regulations on State lands. However the NPS must meet Federal law and regulations on its lands.

CHAIRMAN KNOWLES, noting that RITA COLWELL had joined the meeting by phone, explained to her that Gary Machlis had provided a short overview of the Committee's involvement in the issue under discussion, and invited further comment. RITA COLWELL underscored the Science Committee's support for the CHAIRMAN'S memo and spoke to the ongoing work of the Committee. She said the Board's Revisiting Leopold Report had been broadly well-received, that it had been published not only by the NPS, but also in Parks Magazine, and that a process was getting underway to appoint members of the Committee to a new term. Gary Machlis added that the Leopold Report would be the subject of discussions at the World Parks Congress. He said that DIRECTOR JARVIS had asked the Board to undertake two additional science-related tasks, to prepare a report and provide assistance in support of additional recognition of the historic sites that support diversity in American scientific achievement, and, secondly to provide a report on the scientific information necessary for the NPA to be responsive in consultation to the proposed Pebble Mine development in Alaska, located between Katmai National Park and Preserve and Lake Clark National Park and Preserve, in the heart of the Bristol Bay watershed.

If fully developed, the mine of low grade copper gold molybdenum would have 86 miles of new 30-foot wide, two-lane gravel road and four pipelines, one to take the copper gold concentrate slurry to the port, one to return water which would contain a variety of different toxins. In January, EPA released an assessment that documents significant ecological resources and potential impacts of the mine. In September, the group behind the project sued the EPA. The suit was dismissed, but the judge in the case said the ownership could refile and sue once EPA has made a decision. EPA is to make a decision in February 2015; but, once that decision is made, it enters the consultation phase. The Science Committee's charge is to develop an assessment of what the NPS needs to know and what it has to do for an outstanding consultation.

PAUL BARDACKE shared that Kerr-McGee abandoned a molybdenum mine near the town of Questa, New Mexico, the tailings from which were miniscule compared to the proposed Pebble Mine, and it ruined the Questa's water supply, and did much to pollute the Red River. Studies would be available to the Science Committee about the damage done to an active water supply in a municipality in a state. RITA COLWELL responded saying she had done work on acid mine drainage and the effects are disastrous. In the case of the Alaska river system, the effects would be logarithmically, actually multi-logarithmically more detrimental.

GRETCHEN LONG recommended that the Board support whatever action is appropriate to move this matter forward. This issue speaks to other possible areas of State/Federal complications around the country that may be occurring more and more. If this can be done right, it would be helpful.

Referring back to the NPS draft regulations in Alaska, DIRECTOR JARVIS shared that throughout NPS history there have been repeated conflicts between State wildlife, fish and game agencies and management of park units, particularly the units where hunting is allowed. There are about 50 park units where hunting is allowed, most of them the preserves in Alaska, but some national recreation areas and some preserves in the lower 48. Conflicts arise, generally, between the intent of these State agencies toward a maximum sustained yield focus on game species over a balance of predator and prey and ecology, which is the fundamental basis of NPS management. These cases, when they come to a difficult point, have gone to court over and over. In every case, the NPS has won in those cases. For years in Alaska, the NPS has attempted to get consistency from the State around issues such as bear baiting and killing bears in a den with artificial light, and has been unsuccessful because under current State management, they have a very high interest in producing more game species and reducing the impact of predators. As the Chairman indicated, there's very little science behind this, and it directly conflicts with NPS responsibilities under the Organic Act and under ANILCA.

PAUL BARDACKE moved that the Board recommend to DIRECTOR JARVIS that these regulations become permanent and adopted and applied in the State of Alaska. GRETCHEN LONG offered a second, and the motion was opened for discussion.

STEVE PITTI asked about the impact of the regulation on Alaskan Native communities, and whether these communities had a perspective on these conflicts between State agencies and national park management. DIRECTOR JARVIS said NPS regulations do not affect subsistence rights. The CHAIRMAN added ANILCA establishes a first priority for rural residents, which includes Alaskan Natives and non-Natives living in the area dependent for their life, not lifestyle,

on the ability to harvest.

As there were no further comments or discussion and no objections, the motion passed unanimously.

REPORT OF THE NPS CENTENNIAL ADVISORY COMMITTEE

Committee Chair Gretchen Long

GRETCHEN LONG said that Centennial Advisory Committee was comprised of 30 members representing key NPS stakeholders. Members have the responsibility to reach beyond their respective constituencies to encourage support of the centennial activities and messages. She said the Committee would be meeting the following week, when new plans for Member and stakeholder groups would be considered. She observed that the Centennial campaign was an iterative process, building block by block over time. But, it's still not all put together and there's opportunity for input, which she hoped would be forthcoming from the Board's other committees. She asked what, in their areas of focus, might be cutting edge ideas and practices to contribute to the effort and help promote Centennial goals. She said everybody is excited about what the Grey Group was doing in developing creative messages, and anticipation was high about the spring 2015 launch of the "Find Your Park" public awareness program. She reported there is a consensus that the creative development, to date, was conveying the right messages to reach out to millennials, to promote public aware of what a 21st century National Park Service is all about and how the national park system is operating.

She said there would be a focus on Grey's work at the upcoming Committee meeting, and on the key issue of timing; that is, how events were to unfold going forward, from that launch in 2015 into and through 2016. The Committee needs a greater sense of that timing, as Members and their organizations are developing their own supporting projects, and orchestration is a concern. She expressed delight that First Lady Michelle Obama and former First Lady Laura Bush will be co-chairing the campaign. She said the Grey Group was developing various celebrity spokesmen. The NPS and National Park Foundation (NPF) have developed a toolkit which provides information and instructions to stakeholders about using the Centennial designs and images, its messages and suggested media approaches. Major national programs are still in development, including the 2016 Rose Bowl Parade which will feature the Centennial as the basic theme, work with the National Endowment of the Arts and a number of conferences, beginning with the science-themed meeting discussed earlier at the University of California. Under discussion is an initiative encouraged by the White House called "Every Kid in the Park," an effort to attract school children across the nation to visit a park. She stated there is considerable interest in campaign performance measures, an important element in any major marketing campaign, particularly as the goal is sustainability into the future. GRETCHEN LONG concluded that a potential large outcome of the Centennial would be to move forward a call to action, to realize over time highly important NPS objectives, actions that make for a new National Park Service.

DIRECTOR JARVIS showed a three-minute Centennial promotional video called the sizzle reel developed by the Grey Group.

LINDA BILMES asked how all this activity and media was going to be rolled out; was there a sequence of themes or a sequence of regional actions, and how was this going to be translated into

sustainable funding streams; how will this build into something more than a huge celebration? DIRECTOR JARVIS said there was a capital campaign, which the Board's centennial committee was not tasked to address, though it was directly related to efforts of the Board's Philanthropy and Partnerships Committee. The NPF was working a \$250 million philanthropic campaign, which involves a great deal of donor cultivation and planned giving. He said it was a goal of his to encourage through all this a Park Foundation that was a much bigger place than at present with the capacity for follow up campaigns. And the intent was to stimulate the friends' organizations to become a larger, more robust coalition with a philanthropic base to provide the NPS with greater support. He said that Federal appropriations should reflect greater public support for NPS work, and the analysis of value that was being developed by Harvard and Colorado State would help make that case to Congress for appropriations. He said the NPS was looking at all its financial assets, including concession franchise fees, and the Urban Land Institute would be looking at the business side of the NPS house. There would be a request to reauthorize the fee program, and the NPS was proposing an increase in fees, as well. Regarding the question about sequencing the roll-out, he said there is a detailed calendar, month by month, week by week of specific events that build this up, everything from announcements to conferences into 2017. LINDA BILMES suggested consideration of a financial metric associated with this timeline.

MEG WHEATLEY recommended that as the campaign proceeds, somebody must be in charge of tracking attendance, participation, and experiences when people start coming into the parks in greater numbers. This, she said, related to the field of big data, introducing useful discriminations of what pleased people and what they reacted to. While people can be inspired to come to the parks, the intent is to keep them coming, especially millennials; and for that, information was needed about not only what brought them there the first time, but what can keep them involved. "Find Your Park" may be local in impact. LINDA BILMES commented that it was very important to understand some dimension of the depth of public engagement. MILTON CHEN asked who might be recommended to offer advice on the matter of big data and technology, saying he understood Accenture was currently helping the NPS.

DIRECTOR JARVIS confirmed that Accenture was an NPS partner in work to redesign nps.gov. The "Find Your Park" campaign drives the user to a Web site which will allow you to share your story from your park experience. Grey has access to capacity to do data mining within the social network, where within minutes watch what happens on the major streams, whether it's Twitter or Instagram or any social media platform. This was being built into the process. He said a million dollars was spent on non-user research before starting the campaign. Metrics have been built into the effort to get results. This is a quantitative process. It is essential to know if it's activating something differently.

MEG WHEATLEY asked if the NPS tracked the experience of people coming to the parks. Gary Machlis answered that the NPS has done this since about 1980 in a vigorous campaign of visitor studies in 20 different parks per year. It includes visitor satisfaction, where people come from, demographics, suggestions for improvement, what people learned about the park, et cetera. It isn't specific to the centennial, because data is needed for more than the centennial, for resource management, and to evaluate internal programs. Questions can get very specific, to capture the kinds of questions for the centennial that may be needed.

STEVE PITTI said that institutionalizing outcomes beyond 2016 is an important to do this within

the sphere of education, looking at how educators take the messages for the first time in 2015-2016 in some way in their teaching practices to reach those younger students. He wondered if the NPS was thinking strategically about tapping educators. Are there high profile plenary sessions that might be given at associations of historians and scientists and others that might foreground the centennial for those audiences? GRETCHEN LONG noted that the Board's Education Committee might wish to address this, and that several educators on that group were serving on the Board's centennial committee. Gary Machlis said the American Association for the Advancement of Science will be meeting in Washington, D.C., in 2016 and has agreed to have topical speakers about parks and the Centennial, and a symposium on parks for science and science for parks. MILTON CHEN suggested a speaker's bureau of representatives from the Park Service partners who could get out on the stump, use the toolkit, and have media at their disposal.

REPORT OF THE PHILANTHROPY AND PARTNERSHIPS COMMITTEE

Committee Chair Paul Bardacke

PAUL BARDACKE recalled that DIRECTOR JARVIS had asked the Board to offer advice as the NPS prepared to revise its policy on fundraising and donor recognition, guidance that is contained in a document called Director's Order 21 (DO 21). He said the existing policy, revised twice in the last 15 years, is widely found to be hampering the ability of the NPS to raise money and form more effective partnerships. The primary reason for this is that there are different ways to interpret and utilize its guidance. In March, the Board formed a committee to look afresh at the issue and offer recommendations. In early April, the committee met in D.C., with the Department of the Interior Solicitor and her staff; and the committee has had five meetings in successive months. A draft report has been prepared, which Board Members received immediately prior to this meeting. He congratulated Committee members for their commitment to participate in the effort. He noted that a number of the members were on the phone to contribute to the Board's discussion, and he introduced Reginald Chapple, the Park Service's Chief of the Division of Partnerships and Philanthropic Stewardship, who was staff lead supporting the Committee's work and would help facilitate the Board's discussion.

Reginald Chapple made clear that the Committee's report was not the official rewrite of Director's Order 21, but recommendations about that task, the first part of a two-step process. It proposes best practices and best in class examples of how the NPS might pursue philanthropy partnerships in the contemporary marketplace. He shared that DIRECTOR JARVIS and other leaders in the organization believed the NPS was too insular in its approach to this work; that it talked mostly with current partners, and thought about philanthropy in an antiquated way, principally how it benefited only the NPS. The report takes a look at how non-profits actually operate, how best to support them so they can best support us, and how philanthropy actually works today. He said the Centennial was catalyzing the rewrite of DO 21 and a rethinking of partnerships and philanthropy. He said the Committee was comprised of a mix of existing NPS partners and "outsiders," diverse representatives from the private sector with career involvement in fundraising and philanthropy. The Committee looked at how the NPS might develop new business behaviors and practices and to work differently with its partner community. It was charged specifically to consider five areas identified as problematic in DO 21: agreements, donor recognition; branding; intellectual property; and diversity. The Committee met around each of those five areas over five months and has offered recommendations for each. Reginald Chapple concluded by inviting Committee Members on the phone to offer comments.

Dan Puskar, Executive Director of the Association of Partners for Public Lands, said a Committee objective was to encourage a culture of greater partnerships and private support for the NPS, and greater opportunities for donor recognition. The recommendations simplify agreements and share risk in a more balanced way, authorizing NPS non-profit partners to communicate as ambassadors within their gateway communities and with others to bring-in support. Craig Bida, the Executive Vice President of Cone Communications, LLC, said consumers today were not necessarily thinking that the NPS needed their support and help. At the same time, they look for companies to take on important issues. Over 90 percent of consumers say they want to see companies supporting important issues and local communities both in our country and around the world. The Committee created a document that enables the NPS to come into synchronization with the expectations of our time, to enable the broadest possible array of stakeholders from companies to individuals to participate and to find their way to support the NPS, all while ensuring and protecting the integrity of the brand. This is about ensuring that a new generation of supporters will support the national parks. The Committee has created a set of tools that will inform the development of the Director's Order and enable the NPS to engage stakeholders in a meaningful way. Deb Yandala, Chief Executive Officer of the Conservancy for Cuyahoga Valley National Park, said she was very encouraged by the Committee's work and recommendations and hopeful about the opportunity the report offers to move forward positively.

LINDA BILMES asked about circumstances under which donations might sometime need to be returned? DIRECTOR JARVIS answered that donated funds are entered into the Department of Treasury, and the NPS has no authority to return that money. However, funds donated to a partner can be returned, as they have that authority. In some cases, NPS sets that up in the agreement.

Craig Bida offered that the Committee saw terrific opportunities to encourage the public to participate, and the NPS should find ways to do that. No one was proposing putting plaques in the middle of Yosemite. He said in some ways partners have equal passion for protecting the parks. He said the question is: what are reasonable ways to get things done? Dan Puskar said that the Committee wanted to create flexibility. If something were to go wrong with a donor, in the future a plaque can be taken down if needed. One deals with circumstances when they change. Behind simplified policy is the need to train people well.

STEVE PITTI observed that two key words come to mind in this discussion, flexibility on the one hand and tastefulness on the other. In the draft report, the Committee writes about applying best practices as found in places like universities and museums. He said that working in a university environment, he was aware of examples of branding on campuses that did not strike him as tasteful. He asked what constituted good taste who vetted it. Reginald Chapple responded that good taste was a big part of the Committee's conversation. A case where the issue can be examined would be a donor's request to name a building, a best practice about which the public is increasingly desensitized. Perhaps acceptable to universities, it is something that NPS leaders would not suggest is tasteful in a national park. But, he noted, instead of naming an exterior, what about an interior space and only for a specific time period. The final judgment goes to DIRECTOR JARVIS who has to agree or disagree with the proposal. Craig Bida added that the critical action is to recognize philanthropy, to create more definition around what is good taste. Recognition is a best practice. The Committee wants to encourage as much recognition as possible through different means and methodologies, all within the protection of the brand.

Deb Yandala said she's been fundraising in her park for over 20 years and the donors she's worked with care very deeply about how donor recognition happens, and they want it to be in an appropriate way. This is an opportunity for us to trust our boards, our community leaders, our gift acceptance policies, and our donor recognition plans to really protect our parks.

GRETCHEN LONG congratulated the committee on doing hard, thoughtful work in a tight timeframe, and said there was a real need to review the policy, to simplify the way agreements are made with partners, to encourage participation instead of restricting it and putting obstacles in the way of both donor giving and good sense of partnership. It's good to have flexibility, but that goes both ways. Two areas of concern stand out. First, how this Board can be most effective is dependent in part on its process. She said the draft report was given to her just the previous day, and while participating actively in the Board's agenda and activities, she's simply not had an appropriate opportunity to read the report. She said she did not think this was a fair treatment of the Board, that the process in this case was not workable. Secondly, the report seemed to open areas of substantial question, one area being the recommendation that NPS employees at all levels promote philanthropic activities, essentially becoming fundraising agents. Development requires certain knowledge of technique. Unintended cultural shifts can take place in an organization when there's a mandate for everybody to be thinking about fundraising. Another concern is the matter of taste. While this exercise has not been to rewrite Director's Order 21, but to recommend best practices, it should be more explicit and less general. Without greater specificity, it opens a veritable Pandora's Box of issues. She said it is preferable to think through potential problems in advance. While many partners will have the NPS best interest in mind, some donors will not. She expressed concern about language that suggests all parties in fundraising are equal partners, which could imply a diminution of NPS authorities. Without having had adequate chance to study the report and discuss it in more detail and given the concerns just mentioned, she was not comfortable supporting the outcome desired from this presentation.

PAUL BARDACKE said these were very valuable comments and that he would characterize the current state of confusion about DO 21, its lack of consistency in understanding and application, as a Pandora's Box already in existence. He thought more credit had to be given to brilliance in the field to manage smartly, that park partners needed more flexibility than they had; and though the report is general, it can't be written with the specificity she proposed. MILTON CHEN asked about the urgency and specific scale of need in fundraising, as this would affect the aggressiveness with which this action is approached.

DIRECTOR JARVIS said this was a great question and there was urgency to the process, because the Centennial train is moving. While the Park Foundation and many of our more sophisticated friends groups are talking to major donors and considering corporate sponsorships, there is a serious issue of inconsistency in donor recognition. In preparations to date, the NPS has done draft work around donor recognition, particularly for major Centennial sponsors and with major corporations, guided by the DO 21, but having to waive the policy in these cases to get needed work done. The Centennial is funded by philanthropy, not appropriated dollars. There are going to be expectations of brand recognition, brand awareness and donor recognition in the process. There is a sense of short term urgency to meet Centennial needs. The second aspect of this, looking into the future, is that NPS management will be about public, private partnerships. There is a certain aspect of trust us with this and that we must trust our partners. He said he had been in dozens of meetings with potential corporate sponsors, and they're trying to protect their brand,

too. I think this Committee has done a good job of saying these are the best practices, think about becoming less risk averse and sharing responsibilities, but be more willing and more open to how this process can move forward. What is being created here is the future. It's not about a short term change. It's a paradigm shift in the way the NPS engages in the philanthropic community, in corporate sponsorships, in a way not done since the NPS was first established.

BELINDA FAUSTINOS commended the Committee for addressing both the need to support more engagement with local communities and issues of insurance and liability, which become huge for small non-profits working with the NPS. An area of high concern is the framework for developing partnerships with community groups and other interest groups. She hoped to hear more from the Partnership Office about how cooperative agreements are structured, saying that NPS interface with non-profit groups dealing with diversity issues is challenging. It is common that the effort it takes to get through a cooperative agreement with the NPS is quite a scale.

MEG WHEATLEY observed that the Board's context at that moment was to make an important recommendation on an urgent matter that greatly impacted the future, and she questioned whether the conditions were right. She honored that GRETCHEN LONG had addressed her concerns with a balanced, thoughtful representation of a larger issue. What helped her with this was a level of trust of the DIRECTOR and PAUL BARDACKE, but the Board had to make a recommendation, because the challenge of issues as discussed existed. PAUL BARDACKE reiterated that NPS needs were considerable. There was \$11 billion in deferred maintenance. Climate change was affecting the jobs of the people in the parks. The Congress seemed unable to agree on much and the appropriators oftentimes tried to take the money that was being raised. He said the draft report was not perfect, but there was work yet to be done and the Board needed to act. GRETCHEN LONG applauded the Committee's objectives and recalled that the Board's Planning Committee she had chaired recommended revising Director's Order 21. She said, however, because the Board's process had not provided for adequate consideration she would abstain from voting.

The Board agreed to accept the draft as an interim report, with Members having 30 days to offer any additional comments or proposed edits to the draft document, then to convene by conference call shortly afterwards to approve a final document to be transmitted to Director Jarvis

REPORT OF THE URBAN COMMITTEE

Committee Chair Belinda Faustinos

BELINDA FAUSTINOS recalled that the Urban Committee was an outgrowth of the Board's planning committee, which looked at a wide variety of 21st century NPS interests, including engaging more broadly across the nation, both in large landscapes and urban environments. That work resulted in a recommendation that the Board create the Urban Committee.

The mission of the Urban Committee is to offer advice and to actively participate in supporting the NPS as it develops and implements an urban initiative to concentrate an increased level of NPS resources in a number of pilot or model cities, with a newly-created NPS position in each community whose function is to facilitate this work. This still-developing strategy has evolved over a period of two years through extensive discussions with NPS employees and partners via a webinar series called Urban Matters. Hundreds of individuals participated in these web programs,

which were organized by the NPS Stewardship Institute into sessions addressing NPS programs, policies and broad issues relevant to serving urban areas. The intent of the Urban Committee is not to write another report, but to play a support role to the NPS in preparing and carrying-out this mission. A draft document called “The National Park Service Urban Agenda,” in development outlines three principles on which this NPS work will be based: Be relevant to all Americans; activate “One NPS,” meaning the NPS intends to utilize strategically all its grant, technical assistance, tax, and education programs, in addition to park unit resources, to implement this work; and nurture a culture of collaboration. At this writing, the NPS has identified 12 potential model cities for this program, but discussion about these sites and others is continuing. They are: Atlanta, GA; Boston, MA; Richmond, VA; Tucson, AZ; St. Louis, MO; Jacksonville, FL; New York, NY; Chicago, IL; Detroit, MI; Richmond, CA; Philadelphia, PA; and Washington, D.C. It is expected that the Urban Fellows will be hired in the spring and on-board by the time of the City Parks Alliance conference in San Francisco in April 2015, which the NPS is planning an orientation program to begin this work. The Advisory Board Urban Committee has met twice providing counsel on developing the initiative, and Members will participate in a key element of the program going forward, a new Urban Matters web series that connects the pilot city Fellows and participants to share their experiences and learning and to engage the broader audience of NPS and partners in this urban discussion. BELINDA FAUSTINOS concluded saying that one of the Committee Members is Jacksonville Mayor Alvin Brown, who is enthusiastic about convening the Committee in his city to assess the launch and initial work of the initiative in that community, which is expected to be a model pilot.

MEG WHEATLEY said the process just described is a wonderful example of non-siloed collaboration in the advisory Board. She said the Board has been working with the Stewardship Institute to encourage collaborative processes and to introduce the Community of Practice mode of peer-to-peer learning. All this was embedded with the excellent staff at the Institute under the leadership of Michael Creasy. Tasked with the Urban initiative, the processes they used there were superb: a webinar with the Director and the Secretary of the Interior, with people ready to sign up for communities of practice on different issues. Ideas and learning from this web conversation is being folded into the Urban Agenda, strategies for parks around urban issues.

REPORT OF THE EDUCATION COMMITTEE

Committee Chair Milton Chen

MILTON CHEN recalled that the Committee was organized into five sub-committees, beginning with a new subcommittee on the learning summit, an idea that goes back to a 2006 Advisory Board-sponsored meeting of scholars to address civic engagement, parks as places to encourage civic learning. A small group of prominent American historians formed a panel addressing the topic, which was discussed both amongst themselves and attendees. The NPS National Leadership Council, Advisory Board Members, and select superintendents were present to participate in a day-long conversation. MILTON CHEN said the Education Committee is developing plans for a Learning Summit during the Centennial year. National Geographic has offered to make the Learning Summit part of its Centennial activities, offering their venue.

He said there is a subcommittee working on Digital Learning Day, organized by the Alliance for Excellent Education, one day in March 2015 to coordinate teachers across country in showing how their kids are using digital media for learning. The NPS is involved, piloting how the NPS

can participate in this, then roll out a much bigger effort in 2016. It is important for educators who are excited about digital learning to hear about the learning tools of the national parks. Subcommittees are organized around business planning, this reflecting a very keen NPS interest in expanding revenue to support interpretation, education, and volunteers. Learning and development is the Education Committee's signature effort around curriculum, what we know about research on how people learn, what we know about child development. A number of scholars and university faculty are serving on that committee, which produced a literature review of family learning. That review has now been published. A fifth subcommittee looks at technology. It is connecting with the Accenture group that is reviewing their plans on technology planning in the parks. The NPS has hired a service evaluation specialist upon the recommendation of the Education Committee. The Committee's 2015 annual meeting will be in New York City.

Referencing the previous day's park tour, MILTON CHEN spotlighted an innovative use of film, video conferencing, and distance learning, saying it demonstrated a path to integrate disciplines that are siloed when kids go through school. There's a science class, history class, and a separate class on math. National parks can bring all that together. DIRECTOR JARVIS provided an example of this dynamic in park-based learning, but said NPS I&E work is very limited by a lack of capacity.

REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT

Meg Wheatley

MEG WHEATLEY asked Board Members to describe NPS staff they had experienced over the past two meeting days. Members responded: superb, friendly, brilliant, dedicated, ebullient, mission driven, committed, knowledgeable, engaged, enthusiastic, and thoughtful. She then asked if this made Members feel more optimistic about the future of parks, to which the group answered affirmatively. She said this was how the Board had experienced staff in every park since first beginning its work, and it was same experience of the National Parks Second Century Commission. However, she said the Employee Viewpoint Survey (EVS) doesn't recognize this. Its statistics indicate an unmotivated, disappointed workforce. Because the survey has become so prominent, NPS leadership is trying to understand why these statistics provide this picture. Some EVS data presented at the last Board meeting has continuing relevance, for instance, nearly 90 percent of those surveyed said they feel they go beyond the definition of their role and come up with good ideas, which suggests a highly creative workforce. But, 35 percent of this group said their work was not recognized. Last year, those surveyed were not in leadership positions, and a third of them were planning to leave the NPS, so there was a disgruntlement factor there.

MEG WHEATLEY said there's a lack of discernment around understanding the causes to these issues. The root cause, she offered, lies with leadership. This is known now because there are results by individual parks. There can be one park where the overall satisfaction with leadership is 6 percent, and in the same region, another park with a leadership satisfaction at 90 percent. And there is also an accountability issue. Are bad leaders accountable? That's what comes up on the EVS data, that there isn't a sense of fairness or justice or equitable treatment between good and bad employees. That's background to where this is going now. There are many opportunities to address the leadership issue, because there are openings in key positions. Needed is a coherent focus on leadership within NPS at a systems level. An example of incoherence: there are over 30

vendors offering leadership training in the NPS. There are enough available resources to address problems, but a lack of a strategy about leadership. What kinds of skills are needed? She said she had never encountered so complex a kind of leadership that requires such a diversity and depth of skills than in the role of superintendent, everything from road works to tourism to education to resource management to science.

The NPS is gathering a group on December 10th and 11th to identify and tackle the kind of leadership training the organization needs to do the right kind of analysis, to develop key accountabilities, to identify what policies are needed and which should be forgotten. There is a perception that there's been an increase in administrative policies that impact the ability of superintendents to make decisions. She said it was her intention in the remaining time on the Board to help create a coherent strategy for the qualities and characteristics of leaders. She said there was a great team working on this, led by the new Associate Director for Workforce, Relevancy and Inclusion Mike Reynolds.

DIRECTOR JARVIS commented that having the unit level analyses of the employee viewpoint survey was very illuminating. If you just look at the aggregate score, you think the park service across the entire park service score is low, but it's really that we have a lot of highs and a lot of lows. And when you aggregate that score, you hit right in the middle. And so, we're painting the entire service with this sort of below average score. But, there really are parks—and programs in the park service—that score in the 90s, that have good leadership, employees who get rewards. The question is how do you get that to be the standard across the system? And also, how do you get the supervisors, in this case regional directors for the most part, that directly supervise at least superintendents to apply the results in their evaluation and selection of new superintendents. When a park scores very low is likely that a lot of things are going on there.

REPORT ON THE NATIONAL PARK SERVICE VALUATION STUDY

Linda Bilmes

LINDA BILMES reminded Members that the economic study she is leading with John Loomis of Colorado State University is trying to identify non-visitation values of national parks and the programmatic mission of the NPS. The purpose of doing this is to produce both academic studies and a popular book. At this point in the process, case studies had been completed at Saguaro, Everglades, Golden Gate, Santa Monica and Joshua Tree. One was underway at Minuteman, and one will be started soon at Redwoods. The study includes a household survey, as well, as John Loomis has briefed the Board previously.

The effort also includes trying to pilot a new methodology, which has been adopted for all public lands by the UK Department of the Environment, which originated with a paper written by Professor Colin Mayor, which simplifies how to account for natural capital by identifying a value of that capital minus the liability of maintaining it, which translates into a net value that can be used for the purposes of trying to figure out how all of this translates into a budgetary figure. In the national parks, this would have the effect of translating the \$11 billion backlog in capital projects into a format in which that liability is translated on the balance sheet.

Secondly, we have work on carbon offsets completed at the Everglades, calculating the monetary value of the carbon synch that is the Everglades, developing the methodology based on accepted

government pricing for tons of carbon and then checking that in other national parks. This work has been extended to all the lower 48 parks, involving the NPS and U.S. Geological Survey, as well. Publication of a paper on that effort is near. The bottom line is that carbon sequestration is just one ecosystem service. In our study, it is enough to offset from 100 percent to about the 7 percent range that portion of the budgets of national parks. On the survey side, we had a major effort to develop a good, solid peer review survey instrument. It's a complicated survey because we're trying to understand how people's willingness to pay for things like education in the parks and the value of protecting the parks, even if they never visit or never go there, but how people value things. The survey instrument was piloted and it was also presented at the Western Economics Association. The results of the pilot were very encouraging. The results of the presentation Western Economics Association were encouraging.

The book is to have 10 chapters. Skip Gates is writing the introduction. There's a chapter on intellectual property, in this instance the films and TV programs filmed in national parks, where we have figured out for each park, film and TV show how much money and net exports they brought into the United States compared to how much money was spent on the permits. We will have a chapter on education, identifying how this mission affects schools, teachers, and kids. A chapter on ecosystem services, and chapters on vistas, health and fitness, and science,

DIRECTOR JARVIS encouraged attention in the book to wildlife protection and recommended a focus on wolves, particularly their return into the Yellowstone ecosystem and what that has resulted in terms of tourism. Another book is being written for the centennial, commissioned by National Geographic, and Kim Heacox is the author. It's a historical perspective and look forward, as well. MILTON CHEN added that the Education Committee has had the idea of curating a collection of stories about learning in the national parks.

OTHER BUSINESS

No other business was addressed.

OPPORTUNITY FOR PUBLIC COMMENT

MILTON CHEN said he wished to acknowledge that an environmental educator from Japan was present and observing the meeting, Dr. Tomoko Seki from Tokyo, who runs the National Institution for Youth Education. She's interested in environmental education and has interacted with several Members. MILTON CHEN thanked Dr. Seki for attending and learning more about the role of national parks.

SCHEDULING FUTURE MEETINGS

Loran Fraser recalled that the Board meets twice a year, in the spring/early summer and in the fall. For 2015, three spring options were proposed: May 5-6, May 6-7, and May 13-14; for the fall, three options, as well, October 6-7, November 3-4 and November 4-5. He asked that Members get back to staff about these options. He said suggestions for meeting sites were Gulf Islands National Seashore in Florida in the spring next year, and either Rocky Mountain National Park or Grand Teton National Park in the fall. Looking to 2016, the thought is Zion in the spring and Mount Rushmore in the fall.

ADJOURNMENT

There being no further business, the meeting was adjourned.

SUMMARY OF DECISIONS AND ACTIONS — page 27

National Park System Advisory Board
SUMMARY OF DECISIONS/ACTIONS

October 23-24, 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:
 - Marjory Stoneman Douglas House, Miami, FL
 - 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

2. The Board approved the recommendation of its National Historic Landmarks Committee that the Secretary of the Interior accept boundary change and/or updated documentation for the following National Historic Landmarks:
 - Mountain Meadows Massacre Site, Washington County, UT
 - Fort Smith, Fort Smith, AR
 - Cliveden (Chew House), Philadelphia, PA
 - Fort Union, Williams and McKenzie Counties, ND, and Roosevelt and Richland Counties, MT

3. The Board approved the National Historic Landmarks Committee recommendation that the Secretary of the Interior withdraw the National Historic Landmark designation for the Wapama (Steam Schooner), San Francisco, CA.

4. The Board approved the recommendations of its National Natural Landmarks Committee that the Secretary of the Interior designate Mount Howard—East Peak, Wallowa County, Oregon, as a National Natural Landmark.

5. The Board approved the recommendation of its National Natural Landmarks Committee to expand the boundaries of the Cosumnes River Riparian Woodlands National Natural Landmark in Sacramento County, California.

6. The Board accepted an interim report from its Philanthropy and Partnerships Committee, agreed to provide Members 30 additional days to consider further and offer comments on the report, after which a conference call meeting will be conducted to approve the report as final.

7. The Board discussed draft National Park Service regulations affecting certain hunting procedures in the National Preserves of Alaska and recommended unanimously that the National Park Service adopt these regulations as applied to the State of Alaska as permanent.

8. The Board agreed to add to its scheduled meeting in May 2015 an agenda item that identifies for discussion the various tribal programs of the National Park Service.

155th Meeting
National Park System Advisory Board
December 5, 2014
Teleconference

The 155th meeting of the National Park System Advisory Board was conducted by teleconference. Space for public attendance was provided in Conference Room 2023 of the Stewart Lee Udall Department of the Interior Building, 1849 C Street, NW, Washington, DC 20240.

The meeting was called to order by Chairman Tony Knowles at 3:00 p.m., EST, presiding from Anchorage, Alaska; and Mr. Loran Fraser facilitating from the Stewart Lee Udall Department of the Interior Building in Washington, DC.

BOARD MEMBERS PRESENT

Honorable Tony Knowles, Chairman

Mr. Paul Bardacke

Ms. Leonore Blitz *(in person)*

Hon. Judy Burke

Ms. Belinda Faustinos

Dr. Stephen Pitti

Dr. Margaret Wheatley

BOARD MEMBERS ABSENT

Dr. Linda Bilmes

Dr. Milton Chen

Dr. Rita Colwell

Dr. Carolyn Finney

Ms. Gretchen Long

OTHERS PRESENT (at least part of the time)

Hon. Jonathan Jarvis, Director, National Park Service

Ms. Peggy O'Dell, Deputy Director, National Park Service

Mr. Loran Fraser, Senior Advisor to the Director, NPS

Mr. Reginald Chapple, Division Chief, Office of Partnerships and Philanthropic Stewardship, NPS

Ms. Alma Ripps, Chief, Office of Policy, National Park Service

Ms. Roegener Kirk, Office of Policy, National Park Service

Ms. Deb Nordeen, Office of Policy, National Park Service

Ms. Shirley Sears, Office of Policy, National Park Service

Mr. Dan Puskar, Association of Partners for Public Lands, Washington, DC

Ms. Susan Smartt,* NatureBridge, San Francisco, CA

Mr. Matthew Miller, Neal R. Gross & Co., Washington, DC

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

ORDER OF BUSINESS

Opening the Meeting page 2

Philanthropy and Partnerships Committee Report, *Toward A New Era of Philanthropy and Partnerships* page 2

Opportunity for Public Comment page 3

Other Business page 4

Adjournment..... page 4

Summary of Decisions/Actions page 5

* * * * *

OPENING THE MEETING

CHAIRMAN KNOWLES asked Loran Fraser to call the roll. Responding were the following six Members of the Board: PAUL BARDACKE, LEONORE BLITZ, JUDY BURKE, BELINDA FAUSTINOS, STEPHEN PITTI AND MEG WHEATLEY.

CHAIRMAN KNOWLES confirmed that a quorum of Members was participating and called the meeting to order. He asked that representatives from the Philanthropy and Partnerships Committee present in the meeting room in Washington, D.C., and on the phone to introduce themselves; and they were: Dan Puskar with the Association of Partners for Public Lands, and Susan Smartt with NatureBridge (by phone). The CHAIRMAN stated that the purpose of the teleconference meeting was to adopt as final the report of the Advisory Board's Philanthropy and Partnerships Committee and to place any comments the Board had on this final report in a letter of transmittal that he would send to the Director with the report. He said that the Board initiated discussion of a draft report at its last meeting, and while substantive comments were offered at that time, it was agreed that the Board had not had sufficient time before the October meeting to thoroughly examine the document.

To do justice to its advisory responsibilities, the Board decided to revisit the topic in a month's time in a teleconference call. In closing that discussion last month, he said the Board voted to accept the document "as written," but agreed that it would be considered a preliminary report until further Board review. It was also expected that the report would be professionally edited, which would not include any content changes. He said Director Jarvis encouraged these actions. He said that identifying Members' comments and observations for his transmittal letter was the action anticipated by the Board in the conference call meeting, and then to formally adopt the report. He asked Committee Chair PAUL BARDACKE to provide a short overview of the report.

PHILANTHROPY AND PARTNERSHIPS COMMITTEE REPORT

Toward A New Era of Philanthropy and Partnerships

PAUL BARDACKE reported that the National Park Service, its partners, and its donors had been dealing with Director's Order 21 (DO 21) for many years. It was the principal policy document providing guidance on donations and fundraising. All parties involved with DO 21 had been

keenly aware that it was sometimes confusing, sometimes too restrictive, difficult to understand, sometimes hard to apply, and sometimes unfair, especially at a time when the NPS has a large backlog of funding needs. There were rapidly changing expectations about the need to tap into private philanthropy without damaging the brand or doing anything that would be problematic.

With these concerns in mind, PAUL BARDACKE said a committee was formed to study the issues and to develop recommendations to revise the DO that the Board could send to Director Jarvis, getting this done in time to help as the NPS was preparing for its Centennial. The Committee met in Washington, D.C., five times. Members did so at their own expense and time. The Committee looked at donor recognition, branding and intellectual property, partnership agreements, risk management, and diversity and inclusion. The Committee tried to make things easier to understand, easier to apply more fairly, and less restrictive.

He said the document, then completed, was simply advice and recommendations to DIRECTOR JARVIS. It is not itself a rewrite of the policy. The DIRECTOR will take the report, make refinements and come up with recommendations for policy revisions. Hopefully this will result in greater support for the National Park Service.

CHAIRMAN KNOWLES thanked PAUL BARDACKE and the Committee for this work and offered a quick summary of his vision of the transmittal letter that would send the report to the DIRECTOR. The letter would be no more than one page in length. It would identify the issue and the request of the DIRECTOR to take on the task. It would speak to the formation of the committee and its goals, applaud the committee, and offer a broad overview of the work's importance. Then, there will be a couple of substantive paragraphs speaking to key features of the report, as identified by Board members, and it would close with a statement of the high expectation that the work and revised DO would lead to a new chapter of success for the NPS.

The CHAIRMAN invited Members' comments:

LEONORE BLITZ thought the report was excellent, and said she was delighted with how it addressed donor recognition, particularly proposing a time limit that donors should be recognized when signage was involved.

CHAIRMAN KNOWLES asked for further Members' comments, and on hearing none, invited public comment.

OPPORTUNITY FOR PUBLIC COMMENT

Dan Pushkar thanked the NPS for the opportunity that he and his organization had had to participate in this Advisory Board forum, and said they stood by to offer continuing work in whatever capacity was helpful to bring the policy revision to a conclusion. He said he hoped the report's interrelated recommendations painted a different way in which partnerships and philanthropy can work in the National Park Service.

The CHAIRMAN asked if other members of the public had comments on this issue. Hearing none, he asked for a motion to adopt this report as final, with technical edits yet to be made, and

to send a letter of transmittal to the Director, as he prepared to develop a final policy.

A motion was offered and seconded, and without further discussion, the CHAIRMAN asked Loran Fraser to call the roll to accept the report. All members participating voted in favor of accepting the report as final for transmittal to the Director.

OTHER BUSINESS

Loran Fraser said staff would like to confirm the dates of the 2015 meetings. Shirley Sears reported that the Board would meet May 6-7 for its spring meeting and November 4-5 for the fall meeting.

DIRECTOR JARVIS expressed his personal appreciation to PAUL BARDACKE and the Committee members for their work on this project. He said they had given the NPS something substantive to work with in developing revising the policy, a guide to best practices, and particularly at the time the NPS was preparing to launch its Centennial. He said the Centennial provided an opportunity to try new things, to see how they developed, that the report would help the organization do this and move into its next century of philanthropy.

ADJOURNMENT

There being no further business, CHAIRMAN KNOWLES adjourned the meeting.

SUMMARY OF DECISIONS AND ACTIONS—page 5

National Park System Advisory Board

SUMMARY OF DECISIONS/ACTIONS

December 5, 2014

1. The Advisory Board voted unanimously to accept the report of the Philanthropy and Partnerships Committee and to transmit the report 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

February 11-12, 2015

Nominations and Executive Summaries may be viewed at:

<http://www.nps.gov/nhl/news/fall2014mtg.htm>

The National Historic Landmarks Committee of the National Park System Advisory Board met on February 11-12, 2015, 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

- U.S. Court of Appeals—Fifth Circuit (John Minor Wisdom U.S. Court of Appeals Building), New Orleans, LA
- U.S. Post Office and Courthouse (Elbert Parr Tuttle U.S. Court of Appeals Building), Atlanta, GA
- U.S. Post Office and Courthouse (Frank M. Johnson Jr. Federal Building and U.S. Courthouse), Montgomery, AL
- Henry Gerber House, Chicago, IL

Criteria 1 and 4

- Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp, Jefferson County, CO
- Lafayette Park, Detroit, MI

Criteria 1 and 4 (Exception 8)

- George Washington Masonic National Memorial, Alexandria, VA

Criterion 6

- First Peoples Buffalo Jump, Cascade County, 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:

Criterion 4

- Old Blenheim Bridge, Schoharie County, NY

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

December 2014

COMMITTEE CHAIR

Stephen J. Pitti, Ph.D., National Park System Advisory 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.

Yong Chen, Ph.D., Associate Professor of History at the University of California, Irvine.

Douglas Harris, Deputy Tribal Historic Preservation Officer for the Narragansett Tribe (Rhode Island), and Ceremonial Landscapes Preservationist for the Narragansett.

Mary Hopkins, Wyoming State Historic Preservation Officer

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

Sarah A. Leavitt, Ph.D., Curator at the National Building Museum, Washington, DC.

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

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

Amber Wiley, Ph.D., Architectural and urban historian; board member of the Vernacular Architectural forum.

David Young, Ph.D., Executive Director at Cliveden; board member of the Philadelphia Cultural Fund.



Name of Property: U.S. Court of Appeals—Fifth Circuit (John Minor Wisdom U.S. Court of Appeals Building)

City, State: New Orleans, Louisiana

Significant Dates: 1956-1963

NHL Criteria: 1 and 2

NHL Theme: II. Creating Social Institutions and Movements
 2. Reform movements
 IV. Shaping the Political Landscape
 1. Parties, protests, and movements

Previous Recognition: 1973 National Register of Historic Places

National Historic Context: 2000 *Racial Desegregation in Public Education in the United States Theme Study*
 2007, rev. 2009 *Civil Rights in America: Racial Voting Rights Theme Study*

NHL Significance:

- The U.S. Court of Appeals – Fifth Circuit building in New Orleans, Louisiana, has exceptional national significance under National Historic Landmark (NHL) Criterion 1 for the preeminent role the U.S. Fifth Circuit Court of Appeals held in reshaping the South during the modern civil rights movement. In an era of southern massive resistance



to racial equality, the Fifth Circuit's precedent-setting rulings defined civil rights law, formed the basis of congressional civil rights legislation, and pioneered judicial reform.

- The courthouse also has exceptional national significance under NHL Criterion 2 for its association with Fifth Circuit appellate judge John Minor Wisdom, a scholar of legal doctrinal development whose greatest legacy is in the field of civil rights.

Integrity:

- Overall: After nearly a century of use, the U.S. Court of Appeals – Fifth Circuit building retains historic integrity in its setting and a high degree of integrity in its location, design, materials, workmanship, feeling, and association. The building's setting has experienced some change due to later construction visible from the courthouse; however, the remaining built environment has been in place since at least the early twentieth century and retains its urban character.
- Exterior: The courthouse has undergone sensitive rehabilitation projects. The roof has been replaced, the exterior has been cleaned, repointed (where required), and sealed. The original wooden window frames were replaced with metal frames that are practically indistinguishable from the original. Otherwise, the historic design, materials, and workmanship of the courthouse exterior are intact.
- Interior: The U.S. General Services Administration (GSA) and the Courts have invested in the restoration of the Great Hall and the historic courtrooms, including restoration of the ornamental plaster work and historic light fixtures. The original 1915 historic L-shaped corridor, marble floors and pilasters, ceiling vault and arch work, and ceiling ornamentation, are intact. With the exception of new drapery and carpeting and the addition of speakers, the courtrooms retain their historic look.

Owner of Property: U.S. General Services Administration

Acreage of Property: 1.5 acres

Origins of Nomination: In 1998, the United States Congress authorized the National Park Service (NPS) to study the history of racial desegregation in public education, and in 1999 Congress authorized the NPS to conduct a special resource study of civil rights sites. As a result of these two Congressional directives, the NHL Program began either preparing or contracting for the completion of NHL nomination forms for properties associated with the civil rights movement in the United States and racial desegregation in public education. Nominations for the three courthouses associated with the Fifth Circuit Court of Appeals were drafted as part of this special study.

Potential for Positive Public Response or Reflection on NHL Program:

- NHL designation will complete the recognition of the federal government's impact on the modern civil rights movement through its executive, legislative, and now, judicial branches.

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

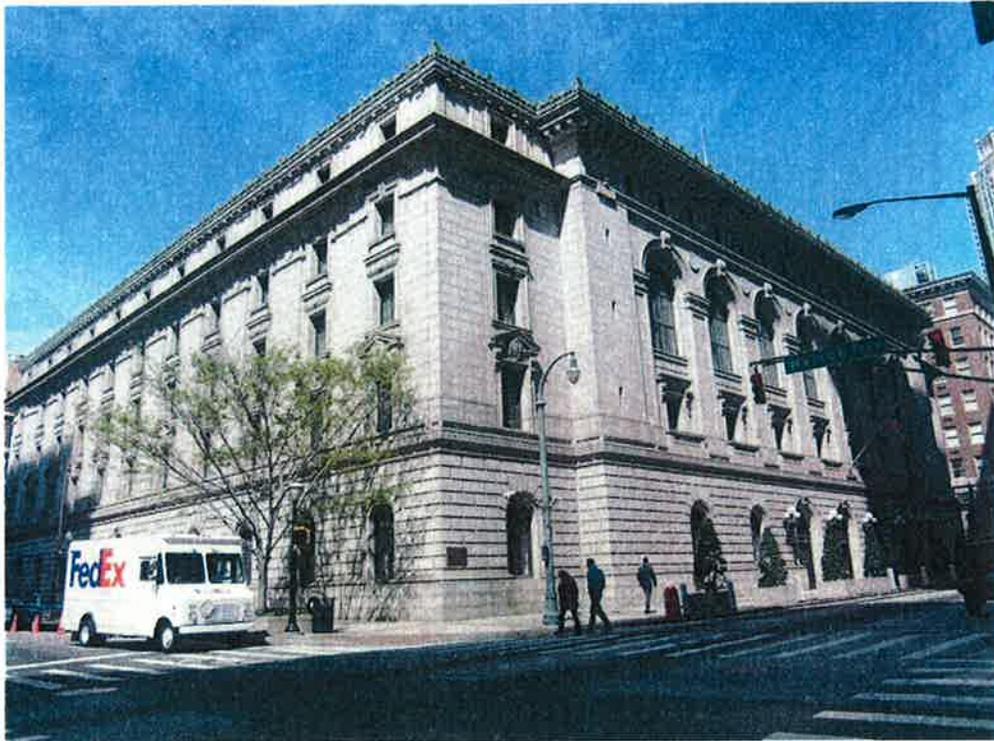
Landmarks Committee Comments:

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

Public Comments Favoring Designation (received as of 2/20/15):

Jesse D. Cannon, Jr., Architect, FAIA, Assistant Circuit Executive for Space & Facilities, United States Courts Fifth Judicial Court, New Orleans, Louisiana
Allen D. Black, Fine, Kaplan, and Black, R.P.C., Philadelphia, Pennsylvania

Advisory Board Recommendation:



Name of Property: U.S. Post Office and Courthouse (Elbert Parr Tuttle U.S. Court of Appeals Building)

City, State: Atlanta, Georgia

Significant Dates: 1961-1964

NHL Criteria: 1, 2

NHL Theme: II. Creating Social Institutions and Movements
2. Reform movements
IV. Shaping the Political Landscape
1. Parties, protests, and movements

Previous Recognition: 1973 National Register of Historic Places

National Historic Context: 2000 *Racial Desegregation in Public Education in the United States National Historic Landmark Theme Study*
2007; rev. 2009 *Civil Rights in America: Racial Voting Rights National Historic Landmark Theme Study*
2004, rev. 2009 *Civil Rights in America: Racial Desegregation of Public Accommodations National Historic Landmark Theme Study*

NHL Significance:

- The U.S. Post Office and Courthouse in Atlanta, Georgia, has exceptional national significance under National Historic Landmark (NHL) Criterion 1 for the preeminent role the U.S. Fifth Circuit Court of Appeals played in reshaping the South during the modern civil rights movement. The Fifth Circuit developed a jurisprudence that effectively dealt with southern massive resistance to desegregation. Its decisions both fostered and



implemented nationally significant civil rights legislation.

- The courthouse also has exceptional national significance under NHL Criterion 2 for its association with Judge Elbert Parr Tuttle, Chief Judge of the Fifth Circuit from 1960 to 1967. His administrative leadership and innovative jurisprudence secured justice without delays and earned him a national reputation as one of the most significant judges of the twentieth century.

Integrity:

- Overall: After nearly a century of use, the building retains a high degree of historic integrity. The courthouse has been a prominent feature on the streetscape since its completion in 1910 and is a contributing resource of a National Register-listed historic district that has maintained its historic architectural character.
- Exterior: The arch spanning the courtyard on the Fairlie Street side contains one noticeable change in its historic fabric. The arch, spandrels, spaces between the columns, and space below have been enclosed with metal covers for security reasons. This alteration is reversible and does not conceal the historic materials, workmanship, and design of the arch.
- Interior: First floor restorations to the flooring and lanterns complement and blend with the lobby's American Renaissance Revival detailing and the conversion of the former mail room to a library, leaving the lobby walls and doors intact. Overall, the Appellate courtroom is a testament to the efforts of past courthouse officials and the General Services Administration to maintain the architecture and design of this courthouse.

Owner of Property: U.S. General Services Administration



Acreege of Property: Approximately one acre

Origins of Nomination: In 1998, the U.S. Congress authorized the National Park Service (NPS) to study the history of racial desegregation in public education, and in 1999, the U.S. Congress authorized the NPS to conduct a special resource study of civil rights sites. As a result of these two Congressional directives, the NHL Program began either preparing or contracting for the completion of NHL nomination forms for properties associated with the civil rights movement in the United States and racial desegregation in public education. Nominations for the three courthouses associated with the Fifth Circuit Court of Appeals were drafted as part of this special study.

Potential for Positive Public Response or Reflection on NHL Program:

- NHL designation will complete the recognition of the federal government's impact on the modern civil rights movement through its executive, legislative, and now, judicial branches.

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

Landmarks Committee Comments:

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

Public Comments Favoring Designation (received as of 2/4/15):

Dr. David Colin Crass, Director and Deputy State Historic Preservation Officer, Georgia Department of Natural Resources, Historic Preservation Division, Atlanta, Georgia

Advisory Board Recommendation:



Name of Property: U.S. Post Office and Courthouse (Frank M. Johnson Jr. Federal Building and U.S. Courthouse)

City, State: Montgomery, Alabama

Significant Dates: 1961-1967

NHL Criteria: 1, 2

NHL Theme: II. Creating Social Institutions and Movements
2. Reform movements
IV. Shaping the Political Landscape
1. Parties, protests, and movements

Previous Recognition: 1998 National Register of Historic Places

National Historic Context: 2000 *Racial Desegregation in Public Education in the United States National Historic Landmark Theme Study*
2004, rev. 2009 *Civil Rights in America: Racial Desegregation of Public Accommodations Theme Study*
2007, rev. 2009 *Civil Rights in America: Racial Voting Rights Theme Study*

NHL Significance:

- The U.S. Post Office and Courthouse in Montgomery, Alabama, has exceptional national significance under National Historic Landmark (NHL) Criterion 1 for its association with



the preeminent role that the U.S. Fifth Circuit Court of Appeals and the U.S. District Court for the Middle District of Alabama played in reshaping the South during the modern civil rights movement. Jurisprudence developed by these courts dealt effectively with southern massive resistance and obstructionism as its rulings both fostered and implemented nationally significant civil rights legislation.

- The courthouse also has exceptional national significance under NHL Criterion 2 for its association with three judges considered critical to the social and political transformation of the segregationist South during the 1950s and 1960s. District Judge Frank M. Johnson Jr. and Fifth Circuit appellate judges Richard T. Rives and John R. Brown contributed to the emergence of civil rights in America and led the courts through new legal territory during a decade of social upheaval and the judicial remaking of the South.

Integrity:

- Overall: The courthouse's excellent state of preservation, decades as a federal courthouse, and relatively intact setting all create a strong sense of place that is highly evocative of the period when the district and circuit courts pronounced decisions on landmark civil rights cases. Primarily, its setting has not been perfectly preserved with some new nearby construction and the addition of a courthouse annex which connects via a rear walkway to the original courthouse. However, the annex is considered a separate building and does not impact the historic integrity of the courthouse.
- Exterior: The building exterior retains its historic features other than the sympathetic replacement of historic bronze window frames with enameled metal.
- Interior: Replacement lanterns blend with the Classical Revival detailing of the lobby, the alteration of the post office to a courtroom left the lobby walls and doors intact, and other than new carpet, draperies, and flat screen computer monitors, the historic character of the courtrooms remain intact.

Owner of Property: U.S. General Services Administration

Acreege of Property: Less than one acre

Origins of Nomination: In 1998, the U.S. Congress authorized the National Park Service (NPS) to study the history of racial desegregation in public education, and in 1999, the U.S. Congress



authorized the NPS to conduct a special resource study of civil rights sites. As a result of these two Congressional directives, the NHL Program began either preparing or contracting for the completion of NHL nomination forms for properties associated with the civil rights movement in the United States and racial desegregation in public education. Nominations for the three courthouses associated with the Fifth Circuit Court of Appeals were drafted as part of this special study.

Potential for Positive Public Response or Reflection on NHL Program:

- NHL designation will complete the recognition of the federal government's impact on the modern civil rights movement through its executive, legislative, and now, judicial branches.

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

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Young moved, Dr. Leavitt seconded; unanimous approval.

Public Comments Favoring Designation (received as of 2/4/15):

The Honorable Todd Strange, Mayor, City of Montgomery, Alabama

Advisory Board Recommendation:



Name of Property: Henry Gerber House
City, State: Chicago, Illinois
Period of Significance: 1924-1925
NHL Criteria: 1 and 2
NHL Theme: II. Creating Social Institutions and Movements
2. Reform movements
Previous Recognition: 1984 National Register of Historic Places (contributing resource to Old Town Triangle Historic District)
National Historic Context: Lesbian, Gay, Bisexual, Transgender, and Queer Heritage Initiative

NHL Significance:

- The Henry Gerber House is nationally significant under NHL Criterion 1 for its association with the founding of the first chartered organization in the United States dedicated to advocating for the rights of homosexuals, the Society for Human Rights (1924-1925).
- Henry Gerber was living at this property as a boarder when he founded the Society and filed for its incorporation. He managed the organization from this location and most likely wrote the Society's newsletter, *Friendship and Freedom*, while living here; this is the first known publication of a homosexual organization in the United States.
- Gerber was unjustifiably arrested and had his personal property confiscated from his room, marking the earliest documented efforts toward homosexual rights in America and the pervasive trend of discrimination against, and persecution of, homosexuals in the twentieth century.



- The Henry Gerber House is nationally significant under NHL Criterion 2 for its association with Henry Gerber, founder of the Society for Human Rights and recognized as a critically-important advocate for the civil rights of homosexuals.

Integrity:

- The property retains a high degree of historic physical integrity. The masonry exterior retains high integrity and its fenestration is intact. Only a deck on the rear of the house has been added.
- The interior also maintains a high degree of integrity. Changes include the addition of a bathroom to the basement, a skylight in the roof, and the re-routing of an upstairs bathroom entryway to the master bedroom.
- The smaller bedrooms in the upstairs hallway have not been spatially altered, illustrating how the property was used as a boarding house.

Owner of Property: Shirley and Norman Baugher

Acreage of Property: Less than one acre.

Origins of Nomination: The property was identified through the Lesbian, Gay, Bisexual, Transgender, and Queer Heritage Initiative. In collaboration with the National Historic Landmarks (NHL) Program and through the University of Michigan Public History Initiative, the nomination was written as part of a graduate-level course. The nomination is part of an ongoing partnership between the NHL Program and the University of Michigan.

Potential for Positive Public Response or Reflection on NHL Program:

- Designation of the Henry Gerber House would bring recognition to a theme that is little represented in the NHL Program. Currently, the program only has one NHL representing LGBTQ history, Stonewall in New York City.
- The theme study has attracted positive attention from the general public. Designation of the Gerber House should bring the same attention and positive public feedback.

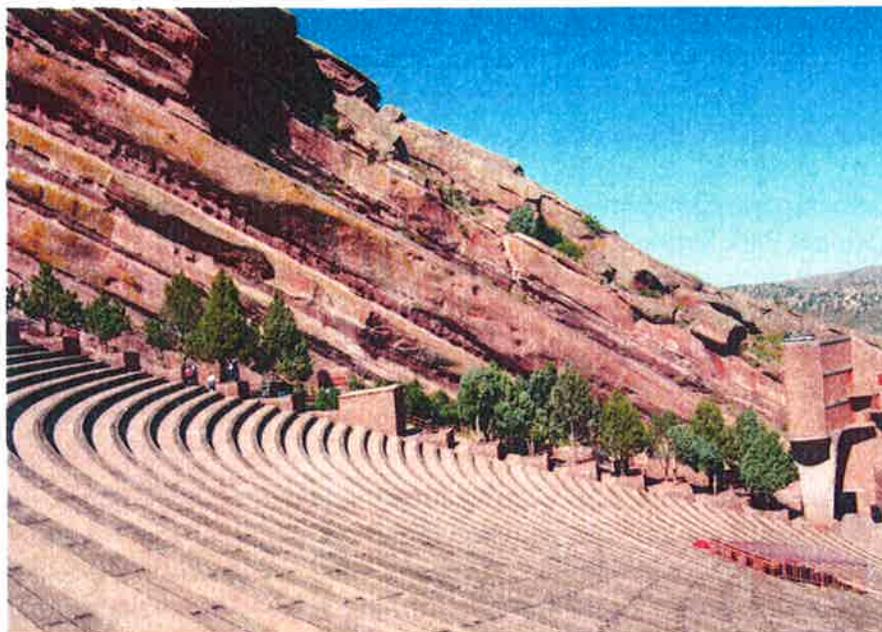
Potential for Negative Public Response or Reflection on NHL Program: None known.

Landmarks Committee Comments:

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

Public Comments Favoring Designation (received as of 02/05/15):
Shirley and Norman Baugher, Chicago, Illinois (owners)

Advisory Board Recommendation:



Name of Property: Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp

City, State: Morrison, Colorado

Period of Significance: 1929-1959

NHL Criteria: 1, 4

NHL Theme: III. Expressing Cultural Values
2. Visual and performing arts
5. Architecture, landscape architecture and urban design
V. Developing the American Economy
7. Governmental policies and practices

Previous Recognition: 1990 National Register of Historic Places

National Historic Context: “Historic Park Landscapes in National and State Parks MPS”
VII. Political and Military Affairs, 1865-1939
H. The Great Depression and the New Deal, 1929-1941
XVI. Architecture
Y. Rustic Architecture
XVII. Landscape Architecture

NHL Significance:

- Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp is an outstanding representation of a public park designed by the National Park Service in collaboration with the City and County of Denver and built by the CCC. The park is an exemplary representation of the use of Civilian Conservation Corps (CCC) labor to develop a metropolitan park.
- The outstanding architecture and landscape architecture at Red Rocks Park illustrate the principles and practices of New Deal-era naturalistic park design and master planning in a metropolitan park.



- Mount Morrison CCC Camp is one of the few surviving CCC camps in the nation and it retains the highest concentration of original resources of any extant camp.
- Located within the park, Red Rocks Amphitheatre is arguably the single most ambitious construction project undertaken by the CCC. The architectural and landscape architectural design of the amphitheatre reflect the blending of classical amphitheatre design, contemporary Modern design, and the naturalistic design preferred and promoted by the National Park Service.
- Red Rocks Amphitheatre is one of America's best known performing arts venues, famous for its natural acoustics, design, and setting. It has long hosted world-renowned artists and often appears at the top of lists of the world's premier concert venues.

Integrity:

- The district has a high degree of integrity from the period of significance, retaining the road systems, parking lots, park and camp buildings, and Red Rocks Amphitheatre—integrated into the massive rock formations and designed to capture spectacular views.
- The addition of a metal roof over the amphitheatre stage compromises the historic openness of the stage and has some impact on views toward the city. One other major addition is the visitor center, built in recent years to accommodate visitors' needs and expectations. Its siting at the back of the amphitheatre and mostly below the upper plaza minimizes its impact. Other additions to the park and amphitheatre include concession areas, accommodation for equipment, parking lots, and trails. These changes have been executed with design, materials, and hues sensitive to historic characteristics.
- The CCC camp retains a remarkable degree of integrity. The most significant alteration is the addition of horizontal Masonite siding over original wood siding on several buildings. In addition, the central portions of two of the remaining fourteen buildings were removed, splitting each building into two separate buildings. The buildings (now four) remain in their historic locations.

Owners of Property: The City and County of Denver has owned the park since 1928, when it acquired the property for the Denver Mountain Parks system.

Acreage of Property: 649 acres

Origins of Nomination: Friends of Red Rocks contacted National Park Service staff in the Intermountain Regional Office in Denver to inquire about the potential for NHL designation. Friends of Red Rocks, the City and County of Denver, and the Heritage Partnerships Program-IMR/NPS provided funding to hire a consultant, and contributed staff time to manage the project.

Potential for Positive Public Response or Reflection on NHL Program:

- National Historic Landmark designation will encourage the continued preservation of the park, amphitheatre, and camp.

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

**Landmarks Committee Comments:**

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

Public Comments Favoring Designation (received as of 2/25/15):

Casey Tighe, Chairman Pro-tem, Commissioners, Jefferson County, Colorado
Donald Rosier, District No. 3, Board of County Commissioners, Jefferson County, Colorado
Edward C. Nichols, State Historic Preservation Officer, President/CEO, History Colorado, Denver, Colorado
Michael F. Bennet, United States Senator, Congress of the United States, Washington, DC
Cory Gardner, United States Senator, Congress of the United States, Washington, DC
Scott Tipton, Colorado 3rd District, U.S. House of Representatives, Washington, DC
Diana DeGette, Colorado 1st District, U.S. House of Representatives, Washington, DC
Jared Polis, Colorado 2nd District, U.S. House of Representatives, Washington, DC
Doug Lamborn, Colorado 5th District, U.S. House of Representatives, Washington, DC
Mike Coffman, Colorado 6th District, U.S. House of Representatives, Washington, DC
Ed Perlmutter, Colorado 7th District, U.S. House of Representatives, Washington, DC
W. Bart Berger, Chairman, Denver Mountain Parks Foundation, Denver, Colorado
Russ Alaimo, Friends of Red Rocks, Denver, Colorado
Annie Levinsky, Executive Director, Historic Denver, Inc., Colorado
Christoph Heinrich, Frederick and Jan Mayer Director, Denver Art Museum, Colorado
John Litz, Vice Chair, PLAN Jeffco, Lakewood, Colorado
Tom Noel, Professor of History & Director of Public History, Preservation, & Colorado Studies, Department of History, College of Liberal Arts and Sciences, Denver, Colorado
Joe Tempel, Executive Director, Friends of Dinosaur Ridge, Colorado
Marilyn S. Arado, Elmhurst, Illinois
Melanie Scott-Buscher, Miss Colorado, 1983
Melinda Yeary, Founding Member of Friends of Red Rocks
Marc A. Ross, Executive Director, Rock the Earth, Denver, Colorado
Gil Selinger, Attorney, Fairfield and Woods, P.C., Denver, Colorado
Tony Schwartz
Madeline Grossman
Jordyn Walker
Eileen Charles Hyatt, Denver, Colorado
Steven P. Jeffords, Vice President, Colorado Regional Manager, Kleinfelder
Susan Edwards Baird, Ph.D., Senior Planner (retired), Denver Mountain Parks, Denver Parks and Recreation, Colorado
Christopher J. Herndon, President, Council, City and County of Denver, Proclamation CP15-0051
The Honorable John W. Hickenlooper, Governor, State of Colorado
Tom Hoby, CPRE, Director of Open Space & Parks, Golden, Colorado
Cathy Scott
Bonnie Raitt, Singer/Songwriter, Los Angeles, California



Wendy Stancel, Denver, Colorado

Irene Metelik, Centennial, Colorado

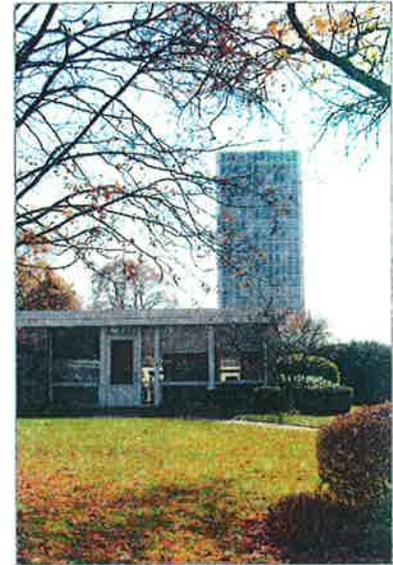
Tracie Wingo, Globus Family of Brands & Volunteer, Denver, Colorado

Vince Minor, Denver, Colorado

Norm Clarke, *Las Vegas Review-Journal*, Nevada

Mary Lindsay, Chair; Cynthia Shaw, Vice-Chair; and Margaret T. Chapman, Secretary;
Jefferson County Historical Commission, Colorado

Advisory Board Recommendation:



Name of Property: Lafayette Park
City, State: Detroit, Michigan
Period of Significance: 1956-1967
NHL Criteria: 1, 4
NHL Theme: I. Peopling Places
4. Community and Neighborhood
III. Expressing Cultural Values
5. Architecture, landscape architecture, and urban design
Previous Recognition: 1996 National Register of Historic Places (for Mies van der Rohe designed resources)
National Historic Context: Special Study (Modern Architecture)
XVI. Architecture
Z. Modern

NHL Significance:

- Lafayette Park in Detroit, Michigan, is nationally significant under NHL Criterion 1 as one of the earliest planned, most fully-realized and most successful urban renewal projects of the mid-twentieth century.
- Although Lafayette Park did little to stem the flight of middle and upper-income families to the suburbs (one of the overall goals of urban renewal), it did succeed in creating an ethnically-diverse community that continues to thrive today, attracting residents with its combination of good design, diverse housing, and community amenities in a setting that retains high integrity from its period of construction. Lafayette Park is generally regarded as one of the best and most successful examples of a residential urban renewal development in the nation, a rarity in a movement usually noted for its spectacular failures rather than its quiet successes.
- Lafayette Park is nationally significant under NHL Criterion 4 as a collaborative design endeavor between one of the twentieth century's most influential Modern architects,



Ludwig Mies van der Rohe, and developer Herbert Greenwald, planner Ludwig Hilberseimer, and landscape architect Alfred Caldwell. Together, they created a conceptual plan based on the “superblock” urban planning ideal that swept away the city grid and created a “suburb in the city.”

- The design is equally successful in terms of its overall site plan, a product of Ludwig Hilberseimer’s settlement unit ideals; its architectural design, with International style precedents established by Mies van der Rohe and carried out by subsequent architects; and its landscape design, in which Alfred Caldwell’s Prairie style tied together the site plan and architecture to create a naturalistic setting which remains attractive to city dwellers.
- Lafayette Park is the largest collection of Mies van der Rohe residential architecture in the country; and, depending on how the buildings are counted, is the largest collection of his work anywhere in the world. It is also the only realized grouping of low-rise townhouses by Mies.

Integrity:

- Lafayette Park retains a high degree of integrity in its form, materials, and aesthetic presentation. The location, setting, design, materials, workmanship, feeling, and association all remain.
- The most significant impact to the integrity of Lafayette Park was the loss of a two-story building that was originally part of the shopping center complex at the south end of the Park. Other minor issues include the installation of fencing and other landscape elements that diminish from the openness and accessibility, a hallmark of the design. However, these intrusions are minor in the context of the overall appearance and integrity of the landscape. Lafayette Park is now protected by local historic district ordinance.
- Lafayette Park’s integrity is equally based on its architecture and landscape, which together create an urban neighborhood within a lush, mature setting. The strong verticality of the high-rise buildings is balanced with wide horizontal planes created by clusters of townhouses and the open green space of the park. The landscape design provides a series of public open spaces, semi-private, and private outdoor spaces in a variety of scales and characters. Excellent pedestrian access and the relative absence of conflict between pedestrian and vehicular circulation are among the features that help define the uniqueness of Lafayette Park and which continue to contribute to its integrity.

Owner of Property: Various: public (Chrysler School – City of Detroit) and private (individual owners, condo associations, cooperatives).

Acreage of Property: Approximately 78 acres

Origins of Nomination: The nomination was commissioned by the Michigan State Historic Preservation Office as part of the *Michigan Modern* project to document and promote Michigan’s contribution to Modern architecture and design.



Potential for Positive Public Response or Reflection on NHL Program:

- NHL designation will recognize a benchmark development in the history of urban renewal in the United States.
- NHL designation will recognize one of the most significant Modern urban landscapes in the nation and the largest collection of Mies van der Rohe designed buildings in the world.

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

Landmarks Committee Comments:

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

Public Comments Favoring Designation (received as of 2/26/15):

Ms. Lynn Burdell, President, Joliet Townhouses Cooperative, Inc., Detroit, Michigan (owner)

James B. Treece, President, Lafayette Town Houses, Inc., Detroit, Michigan (owner)

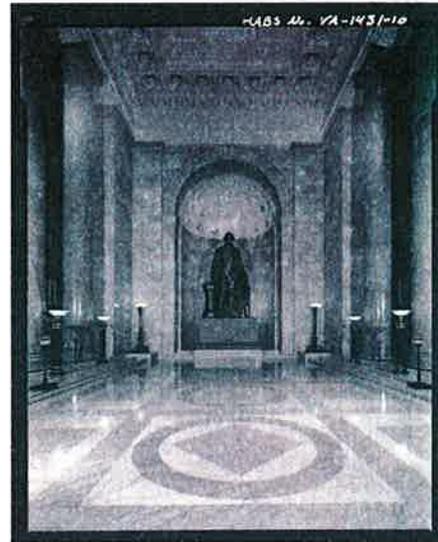
Christian Unverzagt, President, Board of Directors, LaSalle Townhouses Cooperative Association, Detroit, Michigan (owner)

Brian D. Conway, State Historic Preservation Officer, Michigan State Housing Development Authority, Lansing, Michigan

Robert J. Hafel and Joan Elaine Blair (owners), Joliet Townhouse Cooperative Inc., Detroit, Michigan

Prudentia Worth, President, Board of Directors, Nicolet Townhouses Cooperative Association, Detroit, Michigan (owner)

Advisory Board Recommendation:



Name of Property:	George Washington Masonic National Memorial
City, State:	Alexandria, Virginia
Period of Significance:	1922-1973
NHL Criteria:	1 and 4
NHL Exceptions:	8
NHL Theme:	II. Creating Social Institutions and Movements 1. Clubs and organizations III. Expressing Cultural Values 5. Architecture, landscape architecture, and urban design
Previous Recognition:	2010 Historic American Buildings Survey, HABS No. VA-1431
National Historic Context:	Special study

NHL Significance:

- The George Washington Masonic National Memorial stands among the most architecturally significant projects to honor George Washington and one of the boldest efforts by a private entity to memorialize him.
- The unprecedented building project brought together the independent Grand Lodges of the states and territories in a rare initiative among freemasons having a national scope. The freemasons established the George Washington Masonic National Memorial Association to realize this goal.
- Paralleling trends in contemporary scholarship about and public interest in Washington, and against the backdrop of intensifying popular notions of what it meant to be “American,” the freemasons sought to demonstrate how aspects of Freemasonry had shaped Washington’s character and influenced actions taken by him during the Revolution and the establishment of the nation.
- The Memorial’s national significance also rests on the building’s success as a design solution for a project having complicated programmatic and iconographic requirements. The individuals and firms involved in the process took an unconventional route that



expertly merged architecture and landscape, and tradition and modernity in a way that conveys strength and an apt sense of timelessness in honor of George Washington.

- The Association hired the well-known New York firm of Helmle & Corbett, one of the leading offices specializing in tall commercial buildings, to design the Memorial. Harvey Wiley Corbett was the principal for the project and he devised a striking memorial for a dramatic hillside site overlooking Alexandria, whose terraced landscape design was produced by the famed Olmsted Brothers firm.
- The eclectic building combined neoclassical austerity common to contemporary American memorials and civic buildings with the excitement and energy of modern skyscraper design. The Memorial's tower firmly situated the building within the 1920s mania optimistically exploring the potential of high-rise buildings for virtually any function.

Integrity:

- The use of fine and durable materials and robust construction methods has allowed the Memorial to maintain a high degree of historic integrity and is essentially unchanged from the period of significance.
- The Memorial was principally constructed between 1922 and 1932, but at the time of its dedication it was largely incomplete, a finished shell of granite-faced concrete that was mostly unfinished on the interior.
- The building's interiors would not be completed until well after World War II, and not always in the manner initially envisioned as a number of spaces, mainly in the tower, which has limited access, would be given over to auxiliary Masonic groups and did not relate to the Association's mission to memorialize George Washington. Most of these auxiliary spaces have since been altered or removed.
- The processional movement through the landscape and the formal parts of the building remains fully intact from the time of its dedication. All parts of the experience convey the undeniable gravitas and solidity of the Memorial. The terraces, in particular, underscore the striking quality of the interplay between architecture and landscape architecture.

Owner of Property: The George Washington Masonic National Memorial Association

Acreage of Property: Approximately 36 acres

Origins of Nomination: HABS/NHL staff developed a nomination based on the HABS historical report researched and written by the 2010 Sally Kress Tompkins (SKT) Fellow. The SKT Fellowship is an annual joint program of the Society of Architectural Historians (SAH) and HABS that permits a rising architectural historian to work on a twelve-week HABS project.

Potential for Positive Public Response or Reflection on NHL Program:

- Designation will recognize the significance of the Memorial as the only major unified, fully national initiative of the freemasons and among the boldest attempts by a private



organization to memorialize George Washington.

- Designation will recognize the role of the Memorial to convey the far-ranging ways in which modern design came to be incorporated into American architecture.
- Recognition will help to ensure that a preservation ethic will guide the future management and maintenance of the Memorial, and encourage civic pride and popular support for the site.

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

Landmarks Committee Comments:

Landmarks Committee Recommendation: Designation. Dr. Allan moved, Dr. Chen seconded; 1 abstention; 10 yeas; approval.

Public Comments Favoring Designation (received as of 2/10/15):

Catherine K. Miliaras, Historic Preservation Planner, Department of Planning and Zoning, Alexandria, Virginia

K. Carter Batey Jr., Member, Alexandria Historical Restoration and Preservation Commission, Virginia

Advisory Board Recommendation:



Name of Property: First Peoples Buffalo Jump
City, State: Cascade County, Montana
Period of Significance: 4,000 BCE-1700 CE (6,000-300 BP)
NHL Criteria: Criterion 6
NHL Theme: I. Peopling Places
 5. Ethnic homelands
V. Developing the American Economy
 1. Extraction and production
 2. Distribution and consumption
 8. Economic theory
VI. Expanding Science and Technology
 1. Experimentation and invention
 2. Technological application
Previous Recognition: 1974 National Register of Historic Places
National Historic Context: I. Cultural Development: Indigenous American Populations
 B. Post-Archaic and Precontact Developments
 10. Plains Hunters and Gatherers
 C. Prehistoric Archeology: Topical Facets
 1. Prehistoric Architecture/Shelter/Housing
 3. Prehistoric Social and Political Organizations
 4. Prehistoric Science/Intellectual Developments
 7. Prehistoric Diet/Health
 8. Prehistoric Economics/Trade
 10. Prehistoric Religion, Ideology, and Ceremonialism
 19. Prehistoric Cultural Change

NHL Significance:

- First Peoples Buffalo Jump is one of the oldest, largest, and best preserved bison mass-

procurement cliff jump localities in North America. Its monumental record of stone surface architecture, deeply stratified bison bone deposits, multiple tipi ring concentrations, and extensive evidence of ceremonialism indicate that, for approximately 5,700 years, First Peoples Buffalo Jump held the paramount position in the Northern Plains “bison culture.”

- First Peoples Buffalo Jump holds the potential for not only defining the evolving sophistication of mass-procurement strategies of hunter-gatherer societies in the Northern Plains in particular, but may also provide meaningful insights regarding cultural development of Precontact hunter-gatherer societies in the western United States as a whole.

Integrity:

- Some damage to First Peoples Buffalo Jump occurred during the late nineteenth and early twentieth centuries as a result of limited quarrying and bison bone mining activities. However, a recent archeological inventory determined that the site’s 42 contributing elements (e.g., bison bone beds, drive lines, trip walls, tipi rings, pictographs, and petroglyphs), as a whole, retain high integrity, and consequently hold potential for addressing nationally significant research questions.

Owner of Property: Montana Fish, Wildlife and Parks

Acreege of Property: 1,906 acres

Origins of Nomination: In 2010, Montana Fish, Wildlife and Parks requested that First Peoples Buffalo Jump be considered for NHL nomination.

Potential for Positive Public Response or Reflection on NHL Program:

- First Peoples Buffalo Jump is protected and interpreted by Montana Fish, Wildlife and Parks. Every year thousands of people visit the site; many of these visitors have expressed their enthusiasm for what they have learned, and indicated a desire to learn more about the Plains Indian “bison culture.”
- Designation will notably increase public awareness of the First Peoples Buffalo Jump.

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

Landmarks Committee Comments:

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

Public Comments Favoring Designation (received as of 2/4/15):

M. Jeff Hagener, Director, Montana Fish, Wildlife and Parks (owner)
Bill Salina, Chairman, Board of County Commissioners, Great Falls, Montana
Mark F. Baumler, Ph.D., Montana State Historic Preservation Officer, Montana Historical Society



The Honorable Jesse O'Hara, Montana House of Representatives, District 18, Helena, Montana
Ellen Sievert, Great Falls-Cascade County Historic Preservation Officer, Historic Preservation
Advisory Commission

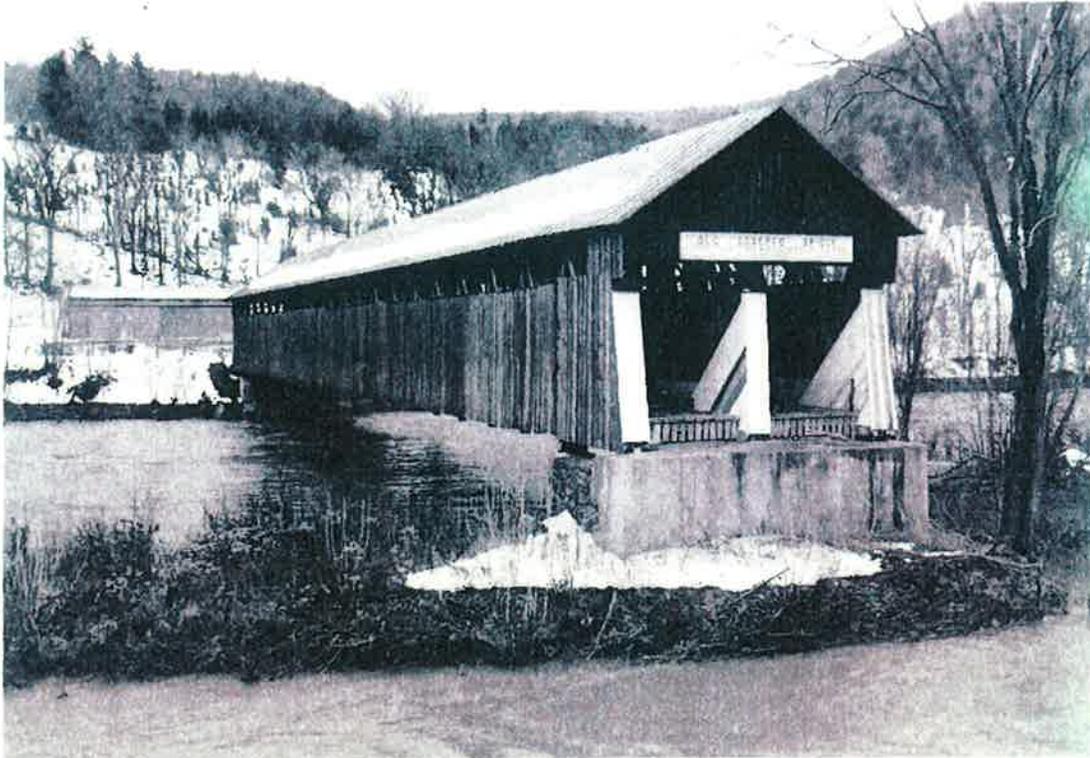
Dr. Edrienne L. Kittredge, Folk Arts and Market Development Specialist, Montana Arts
Council, Helena, Montana

Richard Hopkins, First Peoples Buffalo Jump, Park Manager, Cascade County, Montana

Patrick J. Rennie, Archeologist, Department of Natural Resources and Conservation, Division of
Trust Land Management, State of Montana

Teresa S. Moyer, Ph.D., Archeologist, NPS Archeology Program, National Park Service, U.S.
Department of the Interior, Washington, DC

Advisory Board Recommendation:



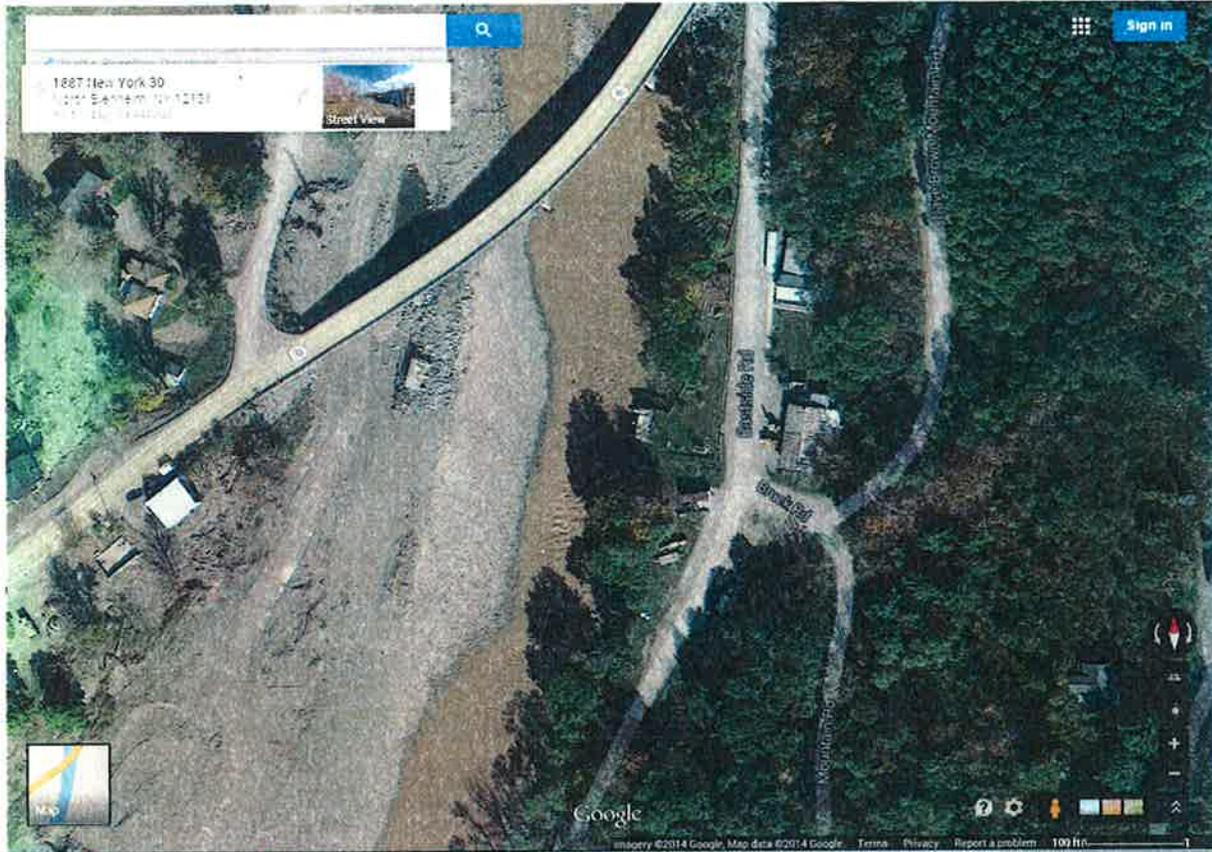
Name of Property: Old Blenheim Bridge (Withdrawal of Designation)
City, State: North Blenheim, Schoharie County, New York
Period of Significance: 1855
NHL Criteria: 4
NHL Theme: VI. Expanding Science and Technology
2. Technological applications
Previous Recognition: 1964 National Historic Landmark
National Historic Context: VII. Technology (Engineering and Invention)
B. Transportation

NHL Significance:

- Constructed in 1855 by Vermonter Nicholas Montgomery Powers, the Old Blenheim Bridge was one of the longest, single-span wooden covered bridges in the world. It stretched 210 feet across the Schoharie Creek near the village of North Blenheim.
- The bridge's main feature was its single, center arch which provided structural strength. The arch stretched in a three-rib segment from the abutments to the ridge pole in the center of the bridge, and back again.
- The bridge was in use until 1932 when a new span was built downstream, alongside it.

Integrity:

- In late August 2011, record flooding associated with the remnants of Hurricanes Irene and Lee impacted the Schoharie River Valley. Classified as a 500-year flood, the valley



sustained unprecedented devastation. The Old Blenheim Bridge was swept away and destroyed on August 28. Although some pieces of the bridge that were scattered far and wide downriver have been recovered, a reconstruction is not possible with what remains. None of the bridge remains at its former site.

Owner of Property: Schoharie County, New York

Acreage of Property: approximately 2 acres

Origins of Nomination: Following the 2011 flooding, the community requested that the National Park Service delay the withdrawal of the NHL designation for the bridge while they recovered from the devastation resulting from the flood. In the summer of 2014, the New York State Historic Preservation Office revisited the proposal for the withdrawal of designation, and after reviewing the issue, the NPS agreed to proceed with a withdrawal report.

Potential for Positive Public Response or Reflection on NHL Program:

- Withdrawal of the NHL designation for the Old Blenheim Bridge 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. Stevens moved, Dr. Chen seconded; unanimous approval.

Public Comments Favoring Designation (received as of):

Advisory Board Recommendation:

National Park System Advisory Board

EXPLORING AMERICAN LATINO HERITAGE

May 6-7, 2015

Task

In June 2011, Director Jarvis asked the Advisory Board to undertake a scholarly study of the contributions of American Latinos to the American experience and achievements. The study is to 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.

Current Activities

Follow-up on the completed *American Latinos and the Making of the United States* Theme Study:

- Ten properties have already been designated as NHLs under this initiative. See full list on NHL page <http://www.nps.gov/nhl/learn/initiatives.htm>. Panel members have been engaged with distribution of the theme study; authors and panel members also present the Study or components thereof in at many venues, including academic and related conferences.
- Panel Co-Chair Luis Hoyos has participated in the California Multiple Property Submission (MPS), which is expected to be completed in the near future. This document focuses on California, but it provides a great model for a national MPS to serve as a “bridge” document between the theme study and property nominations. NPS staff is also close to identifying an author for the national MPS.

Designation of Sites

- Since the last Advisory Board Meeting, the Panel has met several times both as subcommittees and conference calls of the full membership. The focus of these meetings was to develop a “short” list of potential sites for NHL nomination that will likely require further analysis and funding to realize the completion of work that is required to submit a nomination.
- The Panel produced a list of 70 sites, and Cultural Resources staff have completed a first review of the list.
- In a subsequent meeting, the Panel developed a more refined “short” list which has been transmitted to Cultural Resources for review. The goal is to find the staff/other resources necessary to have these sites ready for potential nomination no later than the fall meeting of the NPS Advisory Board in 2016.
- A critical new grass roots organization has also been meeting regularly for the last several months with the participation of several Panel Members. The first meeting of the Hispanics in Preservation will be held in Tucson on May 21-22. More than 30 participants are expected to participate from across the nation.
- The NHL Committee of the National Park System Advisory Board will meet May 27-29 in D.C., to focus on issues of identifying, documenting and submitting NHLs and National Register nominations, ranging from how we interpret the criteria for the NHL and NR programs to the roles of NPS staff at the regional and national level in the submittal process. Panel members Stephen Pitti, Luis Hoyos and Belinda Faustinos will be joined by at least one additional member of the Panel at this meeting.

Next Steps

- Recommend new panel members to fill vacancies

- Discussions with Education/Interpretation staff on the narrative, or lack thereof, in existing Latino sites in the NPS system.

Respectfully submitted,

Belinda Faustinos
Co-Chair, American Latino Scholars Expert Panel



AMERICAN LATINO SCHOLARS EXPERT PANEL

November 2011

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, Ezra Stiles College Master's Office; 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

May 6-7, 2015

Task

In February 2013, the Advisory Board endorsed a 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.

Activities

Eighteen individuals are currently preparing essays for the first phase of the AAPI theme study. The goal is to receive the finished essays later in 2015 and complete this stage in early 2016. The second stage of the theme study will establish the registration requirements needed to link the essay themes with related properties (sites, buildings, structures, objects) that meet NHL criteria and integrity standards and have a high potential for NHL designation.

Asians and Pacific Islanders and the Civil War (2015), ed. Carol Shively (NPS) was recently published. This 260-page "Official National Park Service Handbook" investigates the roles and experiences of the several hundred identified soldiers and sailors who fought on both sides of the Civil War.

On March 10, 2015, the National Park Service and White House Initiative on Asian Americans and Pacific Islanders hosted a webinar on the AAPI Historic Sites Campaign. For more information and a recording of the presentation, see: <http://www.nps.gov/history/AAPI/webinar.html>. On April 15, 2015, Secretary Jewell announced the designation of six new National Historic Landmarks (NHLs) including McGregor Memorial Conference Center at Wayne State University in Detroit, Michigan. This building was a benchmark work in the career of Japanese-American Minoru Yamasaki, one of the twentieth century's most important Modern architects.

Next Steps

On May 12, 2015, NPS staff will participate in a summit of AAPI leaders hosted in Washington, D.C., at George Washington University by the White House Initiative on Asian Americans and Pacific Islanders. For more information and to register, see:

<https://www.whitehouse.gov/blog/2015/03/23/register-white-house-summit-asian-americans-and-pacific-islanders>. On May 27-28, 2015, the National Historic Landmarks Committee of the National Park System Advisory Board will convene in Washington, D.C., as part of "Multiple Voices: Phase I" During this special meeting, new nominations will not be considered. Rather, the subcommittee and NHL Program staff (both Washington and regional) will meet to discuss the process for identifying and documenting potential NHLs. This discussion will be followed by an open forum that will include the perspectives of panelists/partners from the heritage initiatives and from allied organizations and individual cultural resource documentation practitioners. Franklin Odo, the lead consultant in the development of the AAPI NHL theme study, and one or two other AAPI panelists will attend.

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

National Park System Advisory Board

STRENGTHENING NPS SCIENCE AND RESOURCE STEWARDSHIP

May 6-7, 2015

Task

The primary purpose of the Advisory Board's Science Committee 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. In March 2015, a second task was given the committee: to develop a report and recommendations on how best to recognize the history of scientific achievement in the United States within the National Park System and NPS programs.

Current Activities

Director Jarvis has created an Implementation Team to consider the recommendations in *Revisiting Leopold*, to convert selected recommendations into NPS policy guidance, and to prepare a draft policy memorandum for his signature, followed by a Director's Order. The Implementation Team includes 10 individuals from different regions and divisions of the NPS, and is co-chaired by NPS Associate Director Michael Reynolds, Regional Director Chris Lehnertz, and Gary Machlis, Science Advisor to the Director. The Team has met several times, most recently April 21-23, and is preparing the draft Policy Memo.

An initial meeting of the Science Committee has been held to begin work on the Historic Sites Project. This meeting was held at the National Geographic Society on March 12, 2015, and included members of the Science Committee and representatives of the scientific community, historians of science, representatives of the historic preservation committee, and NPS professionals. The goals of the project, criteria for selection of possible sites for recognition, and a preliminary list of possible sites were discussed.

Next Steps

Several follow up meetings on the Historic Sites Project (perhaps via conference call) are planned. The report will be completed and delivered to the Advisory Board by December 2015.

Respectfully submitted,

Rita Colwell
Chair, Science Committee

National Park System Advisory Board

SUPPORTING THE NATIONAL PARK SERVICE CENTENNIAL

May 6-7, 2015

Task

The role of the Centennial Advisory Committee is to offer input to the National Park Service 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 held a conference call in September 2014 and met for in-person meetings in Washington, D.C., in October 2014 and March 2015. The next in-person meeting will be scheduled for fall of 2015. During this period primary attention has been to discuss and advise on (a) the scope and coordination of Centennial activities by both NPS and partners; (b) the final refinement, toolkits and launch planning for the “Find Your Park” public awareness campaign; and (c) Centennial performance measures. The committee also heard updates on the closely related work of the Board’s Urban, Education, and Philanthropy and Partnerships Committees. Among the more significant Centennial activities presented, the Centennial Committee, along with the Board’s Education Committee, advised on the “Every Kid in a Park” program developed and launched with the support of the White House.

The Centennial will include both independent and collaborative activities by NPS and partners. “Every Kid in a Park” will focus on connecting 4th grade students and their families to all public lands. This is an administration-wide initiative, but NPS will be playing a leadership role on the following implementation steps:

- working with the other Federal land management agencies to develop a digital access pass for 4th graders and their families to get into the applicable Federal lands for free for a year;
- improving and expanding online resources and tools for teachers to link park experiences to classroom activities;
- partnering with the White House and the National Park Foundation on raising awareness and fundraising efforts, respectively, to provide transportation support to bring kids to parks for Title I school communities in particular.

Committee members also received updates on centennial activities in development, including state park plans to leverage the “Find Your Park” campaign through the leadership of the National Association of State Park Directors; launch of the National Endowment for the Arts program providing centennial arts grants to communities; and collaborations between Sierra Club and Outdoor Afro for centennial outdoor events to reach diverse kids. Many Centennial activities will continue to be refined and added throughout the anniversary period, and the committee provided feedback on strategies to help coordinate events and promotion of activities nationally. A calendar of events is in development that will help to spotlight programs across the country. The challenge of defining this calendar and coordinating events will be a further topic for the upcoming fall 2015 meeting of the Committee.

The “Find Your Park” campaign launched on April 2nd in New York City, with additional media events in Los Angeles on April 9th and in Washington, D.C., on April 16th. The launch of the

campaign continued with local events across the country for National Park Week (April 18–26). The launch featured a major public relations push, announcement of celebrity partners, First Lady Michelle Obama and Ms. Laura Bush as campaign co-chairs, and campaign corporate sponsors. Within just the first few weeks of the campaign launch the Find Your Park message made nearly 800 million public relations impressions (e.g., the number of people who may have seen an article, watched something on television, or read something on a web page or social media) through outreach by the NPS, the National Park Foundation, celebrity and other partners, and the White House. This significant reach was made possible through the support of NPF and its sponsors and media partnerships, and totals an estimated equivalent ad value of nearly \$13 million.

The campaign website (www.FindYourPark.com) is now live and the graphic materials and key messages which the committee helped to shape is now being deployed in print, digital and other media. The campaign will continue through the end of 2016. Materials (such as logos, campaign graphic and digital content) have been made available on a partner-accessible website (www.NextCenturyforParks.org), so that NPS partners can support and take part in the campaign. These materials were developed, and will continue to be refined, based on the feedback and input of the committee.

With a great deal of activity in progress, NPS has established a framework for tracking performance in reaching the centennial goal, which will use both existing NPS data collection and additional measures working with the National Park Foundation. A presentation was given on the strategy for framing centennial performance measures at the October 2014 meeting and the committee expressed a desire to share this framework with partners. Baseline data is currently being collected, and benchmarks are being set. Moving forward, NPS will share this framework with partners in order to facilitate coordinated tracking of progress towards shared goals, and creating alignment around these measures will be a topic for further discussion with the Committee.

Next Steps

The next meeting of the committee will be scheduled for this fall in Washington. The agenda will focus on the challenges of on-going coordination and measuring the impacts of national Centennial programs, events nationwide and the on-going outreach of the “Find Your Park” campaign.

Respectfully submitted,

Gretchen Long
Chair, NPS Centennial Advisory Committee

National Park System Advisory Board

ENCOURAGING PHILANTHROPY AND PARTNERSHIPS

May 6-7, 2015

Task

In early 2014, National Park Service Director Jon Jarvis requested that the National Park System Advisory Board offer advice to the NPS on revising Director's Order #21: Donations and Fundraising.

Activity

A Philanthropy and Partnerships Committee composed of corporate philanthropy professionals and community stakeholders was created to coordinate this work. The Committee produced an interim report that was considered by the Board at its meeting in October 2014. After further discussion in a conference call meeting held December 5, 2014, the Board approved the report as final. The report, *Toward A New Era in Philanthropy and Partnerships*, has been transmitted to the Director, and a copy accompanies this task briefing. As is standard protocol, a pdf copy of the report is available on the National Park System Advisory Board website: <http://www.nps.gov/resources/advisoryboard.htm>.

Next Steps

The Advisory Board has completed this task. The National Park Service is now in the process of revising Director's Order #21.

No further tasks are currently assigned to this Committee.

Respectfully submitted,

Paul Bardacke
Chair, Philanthropy and Partnerships Committee



PHILANTHROPY AND PARTNERSHIPS COMMITTEE

November 2014

CHAIR

Paul Bardacke, Member of the National Park System Advisory Board; Senior Partner, Sutin, Thayer & Browne, PC; Santa Fe, NM

MEMBERS

Craig Bida, Executive Vice President, Cone Communications; Boston, MA

Dr. Denise Fairchild, President and CEO, Emerald Cities Collaborative; Washington, DC

Dr. James Ferris, Professor, Emery Evans Olson Chair in Non-Profit Entrepreneurship and Public Policy; Director, Center on Philanthropy and Public Policy; University of Southern California; Los Angeles, CA

Alan Kumamoto, Founding Partner, Kumamoto Associates; Los Angeles, CA

Quinton Martin, Vice President, Community Marketing, Coca-Cola Company; Atlanta, GA

Suzanne Mink, Senior Philanthropic Advisor, Hollins University; Washington, DC

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

Dale Penny, President and CEO, Student Conservation Association; Fairfax, VA

Dan Puskar, Executive Director, Association of People for Public Lands; Wheaton, MD

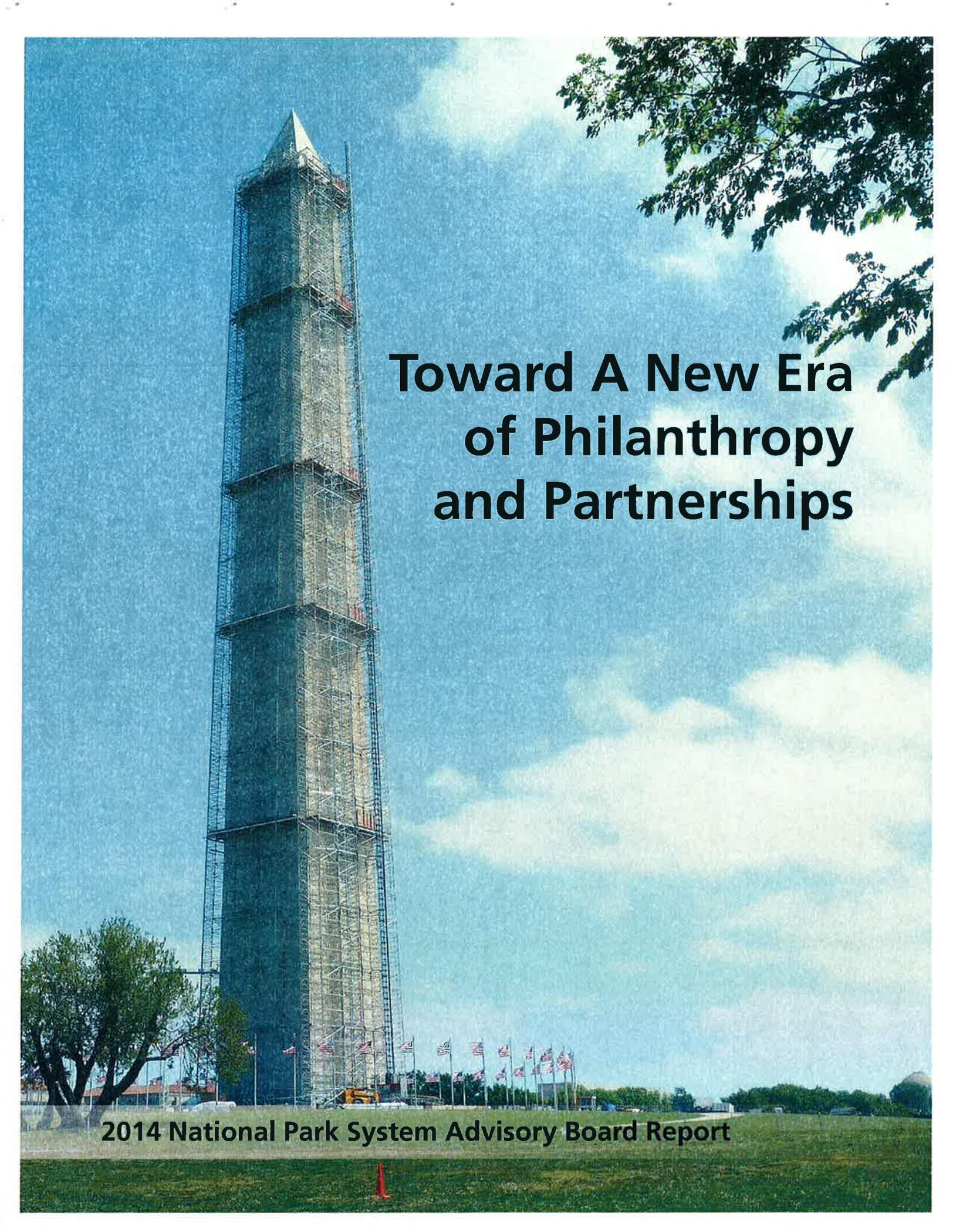
Martin Shell, Vice President for Development, Stanford University; Stanford, CA

Susan Smartt, President and CEO, NatureBridge; San Francisco, CA

Mary Jo Veverka, Chairman, C&O Canal Trust; Bethesda, MD

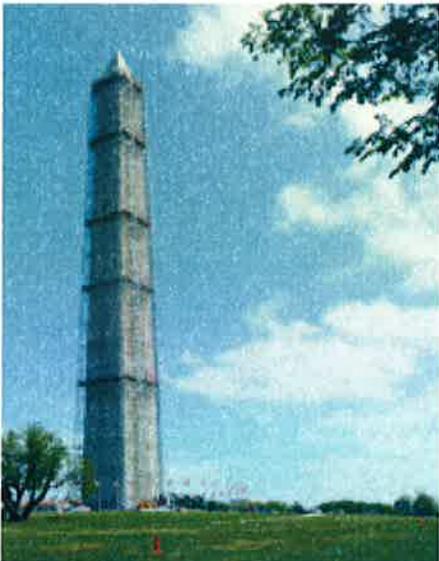
Daniel Wenk, Interim President and CEO, National Park Foundation; Washington, DC

Deb Yandala, Chief Executive Officer, Conservancy for Cuyahoga National Park; Peninsula, OH



Toward A New Era of Philanthropy and Partnerships

2014 National Park System Advisory Board Report



On the Cover: Damaged by an earthquake in 2011, the Washington Monument undergoes repairs funded through a public-private partnership. NPS photo.

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
C H A I R M A N

February 2015

Honorable Jonathan B. Jarvis
Director, National Park Service
1849 C Street, NW
Washington, DC 20240

Paul Bardacke
Santa Fe, New Mexico

Dear Director Jarvis,

Linda J. Bilmes
Cambridge, Massachusetts

The National Park System Advisory Board is pleased to transmit ***Toward a New Era of Philanthropy and Partnerships***, a report developed by our Philanthropy and Partnerships Committee. The Board adopted the report on December 5, 2014.

Leonore Blitz
Washington, DC

In late 2013, you asked the Board to assist the National Park Service in the revision process of Director's Order #21, the principal policy document that guides donations and fundraising for all parks, programs, and external partners. To help inform the Board's support, we created the Philanthropy and Partnerships Committee, a group of diverse leaders representing corporate America, nonprofits, universities, museums, foundations, youth groups, outdoor recreation organizations, NPS partners, park philanthropists, and concessions.

Judy Burke
Grand Lake, Colorado

The Board applauds the Committee's work. The Committee's report encourages the NPS to align itself with best practices in the philanthropic sector, coupled with new business behaviors initiated by both the NPS and its partners. The key recommendations offer the NPS a more current, consistent, responsive, and equitable policy guidance framework and include the following:

Milton Chen
Nicasio, California

- Redistribute greater partnering authorities to park and program managers and give NPS managers and partners more authority in the donor vetting process;
- Develop a branding strategy that supports the philanthropic work of the NPS and its partners;
- Design a consistent donor recognition framework for gifts given at the national and local levels;
- Provide NPS employees with appropriate guidance and training on how public-private partnerships in philanthropy enhance the NPS mission; and
- Ensure that the NPS continually integrates current philanthropic sector best practices, using Federal agencies, such as the Smithsonian Institution and the Library of Congress, as models.

Rita Colwell
College Park, Maryland

The redistribution of authorities and the implementation of new practices must be advanced by clear strategic directives, national guidelines, and new training. The National Park Service's Centennial in 2016 offers an opportunity to test and evaluate some of these recommendations.

Belinda Faustinos
Azusa, California

The implementation of all recommendations must involve clear, two-way communication between key NPS support offices in Washington, D.C., and the broader park and partner fields. NPS management is encouraged to promote employee understanding of this need and to be especially mindful not to distract from the Service's central mission.

Carolyn Finney
Berkeley, California

Gretchen Long
Wilson, Wyoming

Stephen Pitti
New Haven, Connecticut

The Board hopes this report will prove beneficial to the NPS as it proceeds to revise Director's Order #21. The updated policy guidance will be a catalyst for a new era of partnerships and philanthropy for the National Park Service.

Sincerely,

Margaret Wheatley
Provo, Utah

Tony Knowles
Chair, National Park System Advisory Board

Executive Summary

The Philanthropy and Partnerships Committee of the National Park System Advisory Board (the Committee) was created to improve the capacity of the National Park Service (NPS or Service) for partnership with current and new nonprofit partners, and identify opportunities to drive greater private support through philanthropy. Committee membership was selected based on understanding of current challenges with NPS practices, and expertise in the fields of partnership and philanthropy. Throughout its work, the Committee sought to create actionable, timely recommendations to allow the NPS to take advantage of the once-in-a-lifetime 2016 National Park Service Centennial.

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 improvement to NPS 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-Centricity¹

The Committee found that current donor recognition within the NPS is inconsistent and varied, and falls short of widely held practices within the philanthropic community. It, therefore, recommends that the NPS stimulate widespread park philanthropy by encouraging employees to promote the philanthropic activities of official nonprofit partners. Key actions include creating opportunities to donate 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.

Optimizing the NPS Stakeholder System

The Committee's view is that the NPS operates as part of a complex system of interdependent stakeholders (including the National Park Foundation, the Friends Alliance, corporate and foundation partners, donors, etc.). The Committee has identified numerous opportunities for the Service to optimize this system and achieve its stated organizational goals by shifting responsibility for some activities within the stakeholder system. This includes redistributing authority among NPS leaders and nonprofit partners, and 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 lacks a coherent, comprehensive brand-unifying strategy that effectively communicates its mission, relevance and value to stakeholders. The Committee recommends that the Service develop a coherent brand strategy that draws from best-in-class examples within the government, nonprofit and corporate sectors. This brand strategy would, in turn, need clear stakeholder guidelines, while protecting brand integrity and intellectual property.

Increasing Diversity and Inclusion:

The Committee found that, despite ongoing efforts to address diversity gaps, many stakeholders perceive the NPS as lacking diversity and a sense of inclusion. The Committee recommends that the NPS and its partners significantly increase representation of diverse and under-represented audiences across critical stakeholder groups, including visitors, volunteers, employees, partners, suppliers and philanthropic donors.

¹ Donor-Centricity is a commonly used term in the philanthropic sector that denotes the process an organization uses to maintain an on-going relationship with its donor or donor community.

To improve current business practices and operating approaches, the Committee recommends numerous revisions of Director’s Order #21: Donations and Fundraising. The modifications remove unnecessarily restrictive provisions, such as rejecting private contributions, complicating collaboration and discouraging partner engagement. They ensure optimization of the NPS stakeholder network with language and actions that promote trust, shared mission, collaboration and shared value creation. The Committee believes that these broad recommendations, together with specific editorial revisions to Director’s Order #21, will position the NPS for success as it enters its second century.

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

The Committee urges decisive action, in this historic moment, to protect and strengthen the unique, priceless national treasure that is our National Park System.



The Statue of Liberty was a gift to the United States from the people of France in 1886. Extensive restoration in the 1980s was made possible through collaboration between the NPS and the Statue of Liberty-Ellis Island Foundation. NPS photo.

Introduction

The National Park Service (NPS), and the parks that make up the system, would be unrecognizable without the support of partners and philanthropists that has existed from its inception. Yet, park philanthropy has not reached its potential. Current NPS policies and practices often become obstacles to creating and sustaining effective partnerships. The NPS and its partners recognize that the centennial provides an historic opportunity for the NPS to position itself as a best-in-class philanthropic partner.

The Philanthropy and Partnerships Committee of the National Park System Advisory Board (hereafter, the Committee) was created to develop timely, actionable recommendations that will unleash greater private support and dramatically improve the NPS's partnership capacity. The NPS aspires not only to work as efficiently and productively as possible with current donors, but also to engage with an 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 adoption of its recommendations will accomplish this task.

Objectives

The Committee's principal objective was to provide recommendations to develop a new Director's Order #21 that donors and nonprofit partners will find comprehensible and less restrictive. The recommendations will be successful if they:

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

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

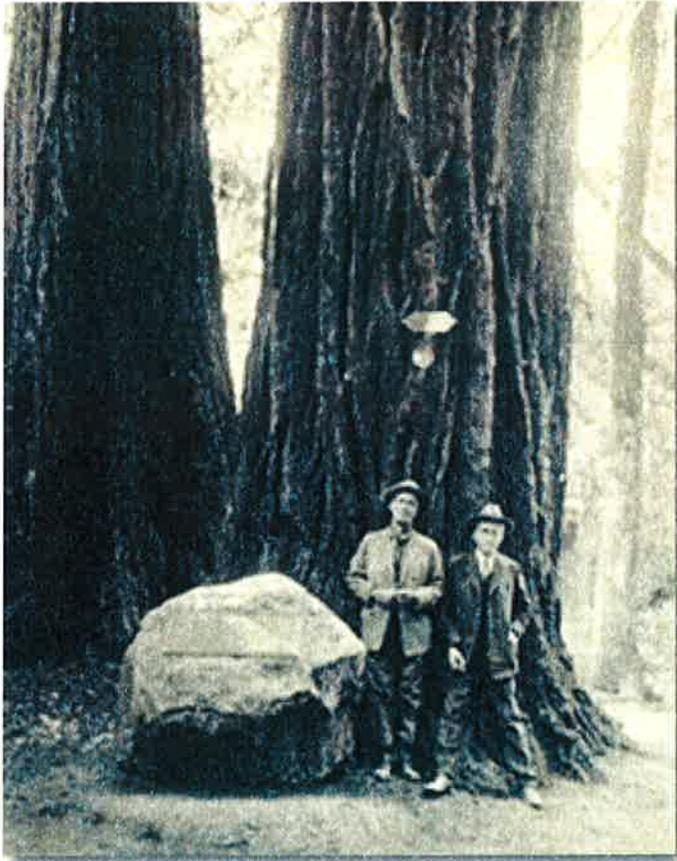
While the Committee respects the underpinning motivations of the existing policy, it found that many provisions unnecessarily reject private contributions, complicate collaboration and discourage partner engagement. The Committee's recommendations are designed to alleviate these restrictions by reallocating roles and responsibilities among stakeholders.

The Committee has identified numerous opportunities for the NPS to optimize this system and achieve its stated organizational goals. These include redistributing authority among NPS leaders and nonprofit partners, and empowering park managers and their nonprofit boards of directors to appropriately assess and decide collaborative courses of action.

These recommendations position the NPS and its current partners to include new and diverse supporters in the next century of park philanthropy. Nonprofit NPS partners will be essential to engaging new constituencies at a grassroots level. In this respect, the Committee believes that fostering philanthropic partnerships is a key strategy for problem solving within the NPS ecosystem².

² Business Ecosystem is a network of organizations including suppliers, distributors, competitors, and government agencies involved in the delivery of a specific product or service through both competition and cooperation. The NPS ecosystem includes friends groups, concessioners, cooperating associations, and other nonprofit partners.

Legacies of Partnership and Philanthropy



William Kent (left) and Stephen T. Mather in Muir Woods National Monument, the first national monument created from land donated by a private individual. To spare old-growth redwoods from logging, Kent and his wife, Elizabeth, bought one of the last stands and donated it to the federal government. F. Ransome, NPS Historic Photo Collection.

NPS history is incomplete without stories of generosity and park philanthropy. The creation and improvement of many national parks is due to the generosity of individuals of every economic level who are committed to our shared natural, historical and cultural treasures. From William and Elizabeth Kent's gift of Muir Woods, to the Rockefeller's efforts to preserve Grand Teton, many iconic parks were preserved through the gifts of private citizens. Equally important are more recent philanthropic campaigns to engage the broader American public—from school children's pennies collected to restore the Statue of Liberty, to the successful fundraising efforts to construct the Flight 93 National Memorial.

Park philanthropy has historically relied upon vibrant partnerships between national parks and nonprofit organizations. Through the sale of educational materials and the investment of the profits in park programs, nonprofit cooperating associations have been helping parks fulfill their educational, interpretive and scientific missions since the 1920s. By the 1980s, many associations began adding fundraising as a tool to achieve their missions, and new friends groups emerged for the sole purpose of becoming national park philanthropic partners. Together such partners,

from community-based friends groups to the National Park Foundation, form a growing continuum of support that contributes over \$150 million annually to the National Park System. These nonprofit partners offer expertise and capacity that, alone, the NPS could never achieve.

Beyond sources of land and money, park philanthropy and partnerships build and strengthen bonds between parks and their advocates. 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. Philanthropic outreach beyond current park supporters and into our nation's diverse communities is essential to the future sustainability of the National Park System.

Support for the proposition that the National Park Service Centennial will mark a pivotal point in the relationship between the NPS and its partners has been growing for almost ten years. A vibrant next century for our national parks will rely upon new generations of visitors, advocates, donors, volunteers and staff. Unless nonprofit park partners engage in unprecedented outreach and take strategic risks, the next generation will be disconnected and our parks will lack the protections they need.

Increasing Donor Stewardship and Donor-Centricity



Celebration of Yosemite National Park's 150th Anniversary included groundbreaking for a landmark project to preserve the Mariposa Grove of Giant Sequoias, made possible through a partnership between the Yosemite Conservancy and the NPS. NPS photos.

Roles and Responsibilities of the NPS and Partners

An understanding of the important role that both the NPS and nonprofit organizations play in fostering donors is key to the success of park philanthropy. NPS policies must encourage park managers, as well as front-line staff, to promote the philanthropic activities of official nonprofit partners and seek opportunities to reach and recognize potential donors.

The Committee recommends that Director's Order #21 establish positive roles and responsibilities for all partners. NPS employees must be encouraged to work with their nonprofit partners by: identifying worthy campaigns, programs and projects; authorizing the tasteful recognition of donors and nonprofit partners within national parks; creating opportunities for giving within parks; participating in fundraising events and donor visits; sharing success stories and helping steward donors; and ensuring donation accountability through reports that may be shared with donors.

Fundraising nonprofit partners have the responsibility to: engage all of the American public—including individuals, foundations and corporations—in park philanthropy; describe the opportunities, needs and philanthropic merit of the NPS; and openly communicate their fundraising messages with the Service.

In addition to individual roles, the NPS and nonprofit organizations have joint responsibility for planning how to achieve shared outcomes. This is particularly true in philanthropic partnerships where formal agreements authorize the solicitation of donations for park resources and programs. The Committee recommends that the NPS and its nonprofit partners:

- *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, transparently, and in a timely manner*

The Committee's goal is to allow the NPS and its partners to work more collaboratively than current practices permit. Ongoing joint planning between the Service and its partners will provide much needed flexibility. This flexibility will allow the NPS to dispense with requirements, such as feasibility studies, no longer considered "best practices" in many philanthropic situations. In this new model, the Service and its nonprofit partners will collaboratively determine if and when such steps are necessary or prudent.

Finally, the Committee recommends that Director's Order #21 continue to educate NPS employees on current related laws and policies. For example, while NPS employees may act as liaisons to a nonprofit partner, they cannot hold positions of authority in said organization. At the same time, NPS employees must be challenged to consider innovative uses for existing partnership instruments (e.g. cooperative agreements and challenge cost share authorities) 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 prospective donors, approved organizations might develop visitor-centered fundraising activities. NPS superintendents should be encouraged to approve activities that inform visitors of the need for and the means of making contributions, and identify how such donations will be used. These events must be developed collaboratively with the park superintendent, and visitors should be easily able to opt out and have their privacy respected.

The Committee further requests 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 they are used for the stated purposes. The Committee recommends that partners who assist in the collection and accounting of donation box funds be permitted to use an appropriate percentage of these funds to offset expenses.

Displays or access points to information

Parks are encouraged to have displays that 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 further philanthropy. The Committee believes the Service can achieve greater donor recognition tastefully and without commercializing parks by applying best practices found in similar environs, including universities and museums.

The Committee recommends that the NPS create multiple and varied 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, inconsistency across the system creates 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 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 must understand that naming a park asset in perpetuity is not permissible.

Support and enable the use of logos

Given the norms and expectations of recognition in American philanthropy today, the Committee believes that the 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 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 manner.

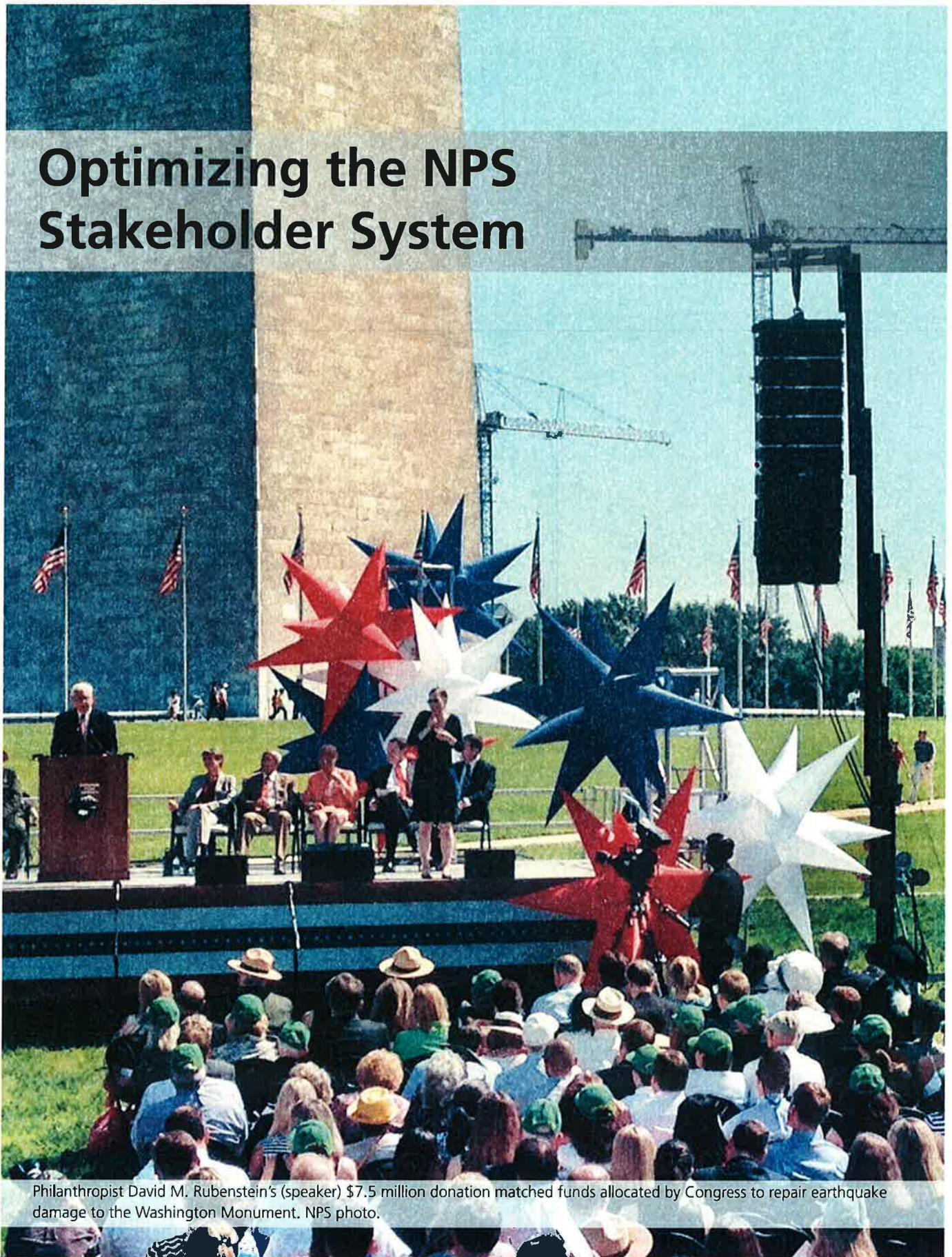
Enable support of iconic and lesser-known parks and NPS programs

The Committee recognizes opportunities to encourage philanthropy at both 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 for in-park recognition and guidance for rights and benefits beyond in-park recognition of major donors. Partners like the National Park Foundation will work with major donors and parks to create agreements for recognition both at the national and individual park level. 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 support local recognition strategies and donor sensibilities.

Optimizing the NPS Stakeholder System



Philanthropist David M. Rubenstein's (speaker) \$7.5 million donation matched funds allocated by Congress to repair earthquake damage to the Washington Monument. NPS photo.

To improve efficiencies in philanthropic partnerships, NPS policies must be open to reimagining the allocation of authority and control between Service leaders and nonprofit partners. Rather than centralizing control in the NPS Washington Office and the Department of the Interior's Office of the Solicitor, the Committee urges the Service 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 communication and trust considered vital to NPS partnerships.

Rethinking Agreements

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 articulate a relationship between the NPS and nonprofit partners built upon trust, communication, and respect. They 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. 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 authorized nonprofit partners must have a current agreement with the NPS. However, NPS policy and guidance should anticipate a master partnership agreement that defines the public-nonprofit relationship and the expectations each partner fulfills. Addendums may be adopted for large campaigns or construction projects when further assurances of mutual interest and commitment are required. 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 concerned park or program manager without compromising transparency and accountability.

A master agreement will incorporate many aspects of current friends group, fundraising, construction, and corporate partnership agreements. As partnerships continue to evolve, benefits to incorporating cooperative agreements and leases into these master agreements will likely emerge.

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

1. Organizations whose sole purpose is to promote one or more national parks have a master agreement that allows them to conduct fundraising and other activities on behalf of said 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 Service to funds, staff, access or resources beyond agreed upon terms.

NPS policy may continue to require that agreements with new partners extend for no more than five years, providing both parties an opportunity to build trust and understand their perspective cultures. However, once a partner establishes a record of success, and upon the recommendation of the park superintendent, longer-term agreements may be generated.

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.

2. Organizations with broader missions may hold an agreement(s) related to specific fundraising activities. These agreements should include monetary goals, a fundraising plan, and a timeline for achieving established goals.

Other key elements of a new Director’s Order #21 include:

Insurance, Liability and Indemnification

Insurance, liability and indemnification requirements, following accepted business practices, are spelled out in the Friends Group Agreement template. However, they are applied differently for partner-funded interns and volunteers-in-parks (VIPs). This supports the Committee’s belief that a one-size-fits-all liability requirement is ineffective.

A more flexible framework, using established best practices, should be developed which tailors such requirements to the size and scope of proposed activities. 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 property model the partnerships memorialized in these agreements. Neither the NPS nor partners should, by default, have exclusive ownership of the materials created in partnership. 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 partnership materials for public distribution to the NPS for advance review. In practice, national parks and programs may not have the capacity to respond to these materials at the speed of business.

Responsibly engaging the American public in NPS partnership efforts through online and print media is essential to enhancing the brands of both parties. When publicly sharing information about partnership activities, the Committee recommends omission of formal review provided 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 partner³*

Agreements work most successfully when they foster a strong and growing relationship. For this reason, NPS policy and guidance should promote timeliness, as much as they promote thoroughness, in establishing new agreements and in the vital work of partnerships.

³ The 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.

Approval and Use of Donations

All donations to the NPS—be they direct 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 the 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 require blanket donation vetting and clearance procedures. Existing requirements also fail to recognize the fluid nature of discussions with donor prospects. As nonprofit partners serve as interface between the NPS and the donor community, more efficient approval processes are urged.

The Committee believes that the NPS should entrust its nonprofit partners with the authority to review and evaluate donors and donations that support the NPS mission. Thus, the Committee recommends that, when working with nonprofit park partners who have current agreements, donors and donations be exempted from monetary thresholds⁴; rather, the NPS must trust its partners to appropriately identify risk and accept only those donations that maintain the integrity, impartiality, and public confidence in the NPS and Department of the Interior⁵.

The nonprofit may deem a gift acceptable if it: refrains from implying the endorsement of an individual, organization or product; forwards a jointly identified need of the NPS and its nonprofit partner; conforms to the jointly created gift donation policy; and adheres to laws and ethics. However, when a potential for a conflict of interest exists between the donor and the Service (e.g. a company bidding on an NPS contract or an individual in litigation with the Service), then the nonprofit must alert the NPS, who 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 partners 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 elect to refuse donations from certain industries; however, in the absence of direction from 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, should give rise to more streamlined partner relationships. Joint strategic and operational planning will establish a clear understanding between the NPS and its partners 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.

⁴ NPS 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.

⁵ The 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.

In summary, the Committee's recommendations are layered to enable more efficient partnering, largely by reallocating roles and responsibilities between the NPS and its partners. Implemented holistically, many staff, partner, and donor concerns with existing NPS policy would be alleviated.

Sharing Risk

Partnerships do present challenges; 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 NPS assets and partner capabilities.

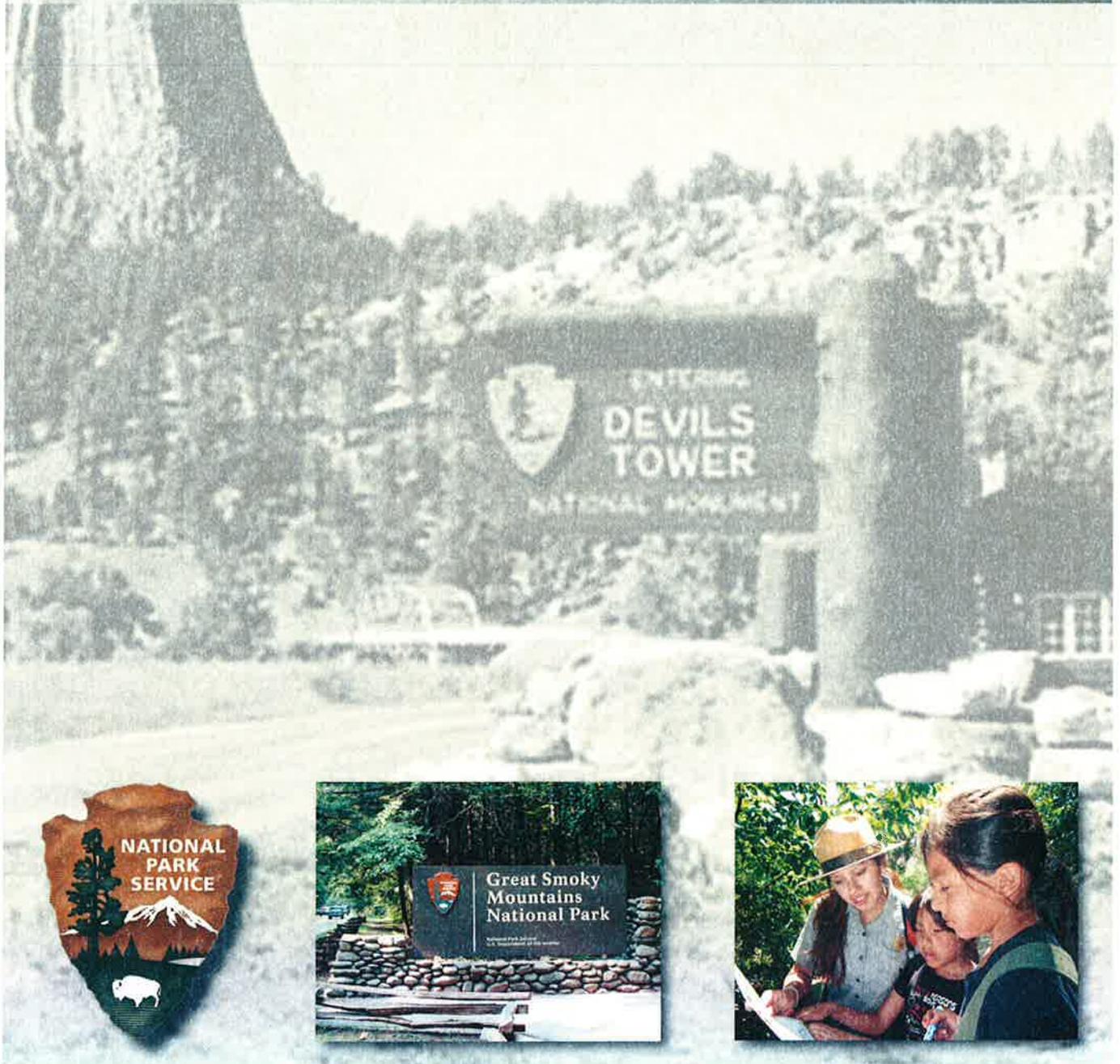
The current Director's Order #21 and the model agreement templates address areas of perceived risk without taking into consideration the likelihood or implications of such risks. These include donor vetting, pre-clearance of communications materials and liability requirements. In addition to being burdensome, current risk mitigation steps constrain timely and effective action. The existing agreement and review requirements recognize neither the fluid nature of philanthropic discussions with donor prospects, nor the evolving nature of today's communications environment.

The recommendations to streamline agreements and assess partner roles in donor vetting, proposed herein, 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.



Through agreements with public and private organizations, the NPS is a partner in CityArchRiver2015, an initiative to better integrate the Gateway Arch and the surrounding park with downtown St. Louis. NPS photo.

Developing Brand Assets and Brand Management Tools



The NPS arrowhead logo, park signs, and the ranger uniform are notable examples of the NPS brand. NPS photos.



In preparation for the National Park Service Centennial, the NPS brand family has been expanded. New logos for the NPS and the National Park Foundation (NPF) join the iconic NPS Arrowhead. While the arrowhead remains at the heart of the NPS's identity, the new logos, and tools for their use, will give the NPS and NPF more options to identify their work, recognize partners, and promote centennial activities and programs. Top: the new NPS secondary logo complements the Arrowhead logo. Middle: the new NPF logo highlights the partnership between the NPS and its congressionally chartered nonprofit partner. Bottom: the NPS Centennial logo is a temporary addition to the brand family.

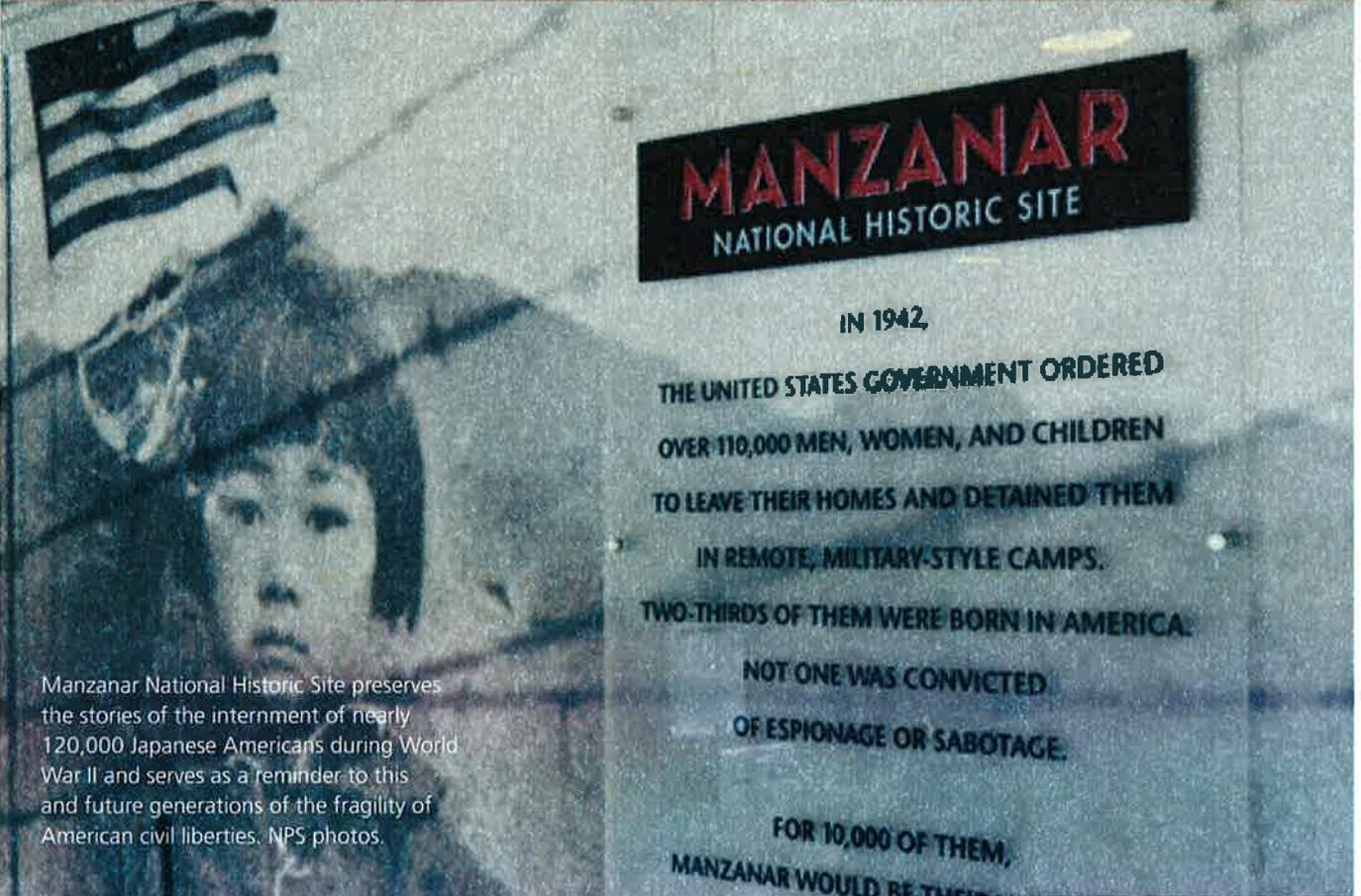
The National Park System is a priceless asset that encompasses the broad diversity and beauty that is America. Our national parks belong to and reflect all Americans. As the steward of this unique American treasure, the NPS is charged with protecting our national parks while encouraging and enabling a 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 that draws from best-in-class examples within the government, nonprofit and corporate sectors. This strategy would help the NPS to effectively communicate its mission, relevance and value to multiple and varied stakeholders. 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.

This brand strategy would, in turn, need to be supported by staffing and clear guidelines that enable broad usage by other stakeholders, while protecting brand integrity and intellectual property. To effectively manage the NPS brand and intellectual property, the Committee recommends that the Service 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 needs. The Committee recommends that the NPS also simplify decision-making and approvals, identifying which decisions and approvals must be made centrally, versus at the 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, will have a powerful impact on the NPS and its system of stakeholders. This will enable the 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.

Increasing Diversity and Inclusion



Manzanar National Historic Site preserves the stories of the internment of nearly 120,000 Japanese Americans during World War II and serves as a reminder to this and future generations of the fragility of American civil liberties. NPS photos.

The Committee found that despite ongoing efforts to address diversity gaps, the NPS is perceived by stakeholders as neither diverse nor inclusive. The Committee recommends that the Service and its partners embrace a goal of significantly increasing representation of diverse and under-represented audiences across critical 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.



First-time visitors to Santa Monica Mountains National Recreation Area scan for bluebirds with a park ranger. NPS photo.

Conclusion

The Committee believes that, given the large funding backlog facing the NPS, a shifting demographic landscape, and rapidly changing societal expectations of philanthropy, there is a tremendous need and opportunity for the Service 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 interrelated recommendations. Only through a holistic reconfiguring of the roles and responsibilities—while simultaneously honoring the talents and expertise of both the NPS and its nonprofit partners—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. 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. These recommendations represent a cultural shift that must be implemented through a change management process that emphasizes accountability.

By implementing these recommendations, the NPS will build deeper and more sustainable relationships with current philanthropic partners and, importantly, increase its capacity to engage diverse and inclusive partner communities outside its current network. It will swell the ranks of official park ambassadors in gateway communities. It will encourage philanthropic choices 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. And, while the recommendations imply greater risk, the opportunities for reward to the NPS, its partners, and its individual, corporate, and foundation donors are 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.



The Flight 93 National Memorial, is being built through a public-private partnership, continuing a tradition of private sector support for America's national parks that is as old as the parks themselves. NPS photo.

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
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Stanford University

Susan Smartt
Former President and CEO
NatureBridge

Mary Jo Veverka
Former Board Chair
C&O Canal Trust

Deb Yandala
Chief Executive Officer
Conservancy for Cuyahoga Valley National Park



Committee members discuss their recommendations for changes in NPS policy and practices for philanthropy and partnerships. NPS photo.

National Park System Advisory Board Members

The National Park System Advisory Board is a group of 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.

Paul Bardacke
Santa Fe, New Mexico

Professor Linda Bilmes
Cambridge, Massachusetts

Leonore Blitz
Washington, D.C.

Honorable Judy Burke
Grand Lake, Colorado

Dr. Milton Chen
San Francisco, California

Dr. Rita R. Colwell
College Park, Maryland

Belinda Faustinos
Rosemead, California

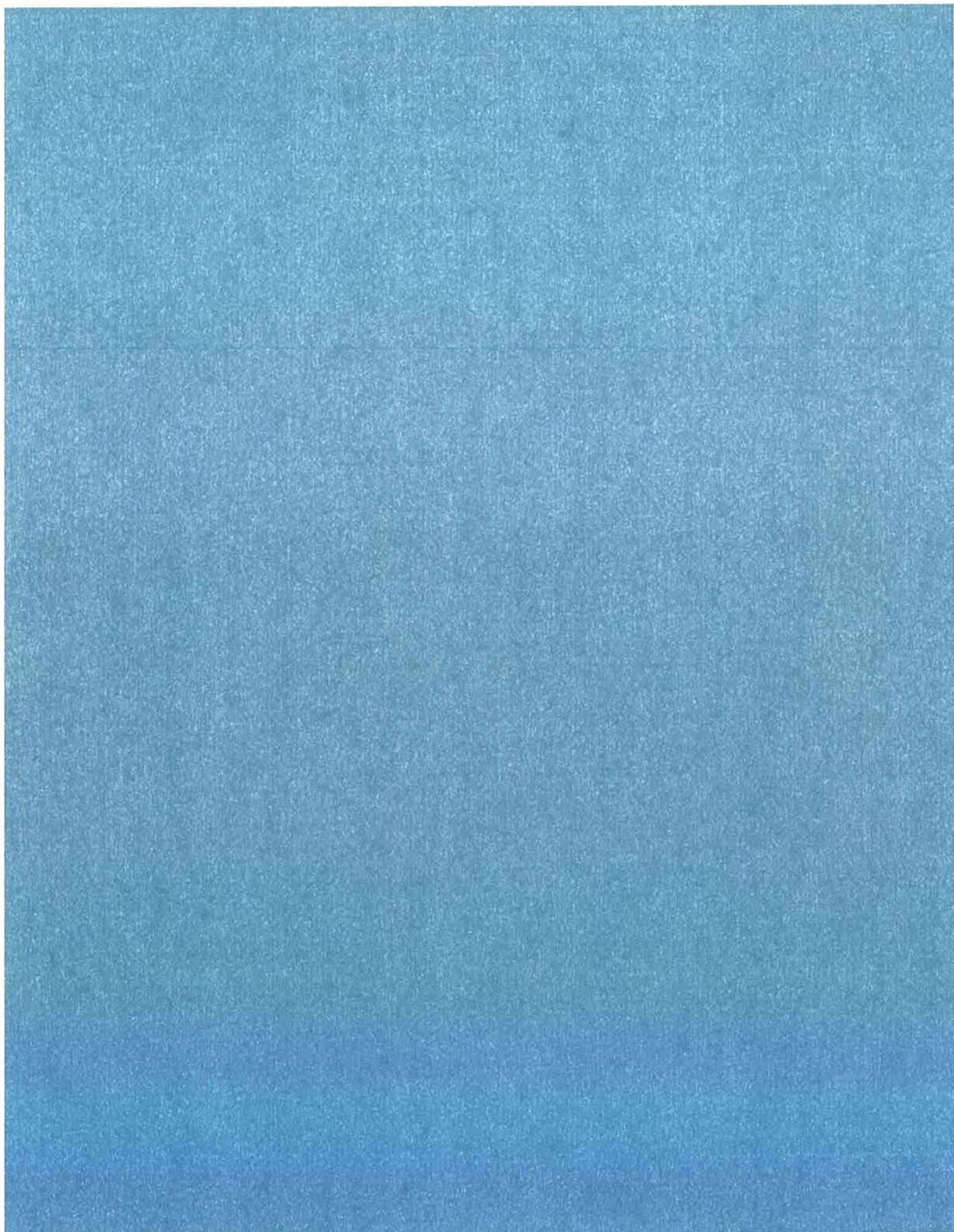
Dr. Carolyn Finney
Berkeley, California

Honorable Tony Knowles
Anchorage, Alaska (Chair)

Gretchen Long
Wilson, Wyoming

Dr. Stephen J. Pitti
New Haven, Connecticut

Dr. Margaret Wheatley
Provo, Utah



National Park System Advisory Board

DEVELOPING THE NATIONAL PARK SERVICE ROLE IN URBAN AMERICA

May 6-7, 2015

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. The Committee will offer guidance on strategies: (1) to align organizational assets to better serve urban communities; (2) to forge relationships with new partners; (3) and to pilot these and other approaches in a select number of model cities.

Background

On April 13, Director Jarvis made public the NPS's urban call to action initiative in a keynote address at the City Parks Alliance Conference in San Francisco. The strategy, called the "Urban Agenda," is outlined in a document that can be found at www.nps.gov/urban. The Agenda concentrates park and program resources in ten model cities and involves a high level of collaboration with civic and elected officials in each city, facilitated by an "Urban Fellow," a new NPS position created specifically for this work. The model cities are: Richmond, VA; New York City, NY; Boston, MA; Philadelphia, PA; St Louis, MO; Detroit, MI; Jacksonville, FL; Tucson, AZ; Richmond, CA; and Washington, DC. All ten Urban Fellows have participated in an "on-boarding" orientation and training program designed by the Stewardship Institute with support from the Institute at Golden Gate. The Stewardship Institute is coordinating implementation of the Urban Agenda. The Advisory Board's Urban Committee provided advice throughout the development of the initiative, with several members playing and/or preparing for active roles in implementation.

Activities

The Institute at Golden Gate has interviewed Committee members to identify how each might support Agenda implementation going forward. Several members are expected to participate in a program of regular communications among the Urban Fellows to encourage and institutionalize group collaboration and learning. Committee Members will also participate in the updated webinar series that engages employees and partners Service-wide in an Urban Matters Community of Practice. Going forward, the Committee is particularly interested in providing counsel on the development of metrics to monitor and to assess the initiative.

Next Steps

- The Urban Committee plans to meet in mid-to-late summer in a model city to review and provide input on the first phase of Agenda implementation.
- Committee member Dr. Jennifer Wolch, chair of an "urban mission" subcommittee is developing a white paper proposing a fresh articulation of the NPS role in urban areas.
- Committee member Catherine Nagel, chair of a Centennial subcommittee, will be monitoring NPS and other Centennial activities to provide feedback on campaign's media and messaging as they address urban issues and themes.

- Committee member Steve Burrington, chair of an urban models subcommittee, will be working closely with the NPS Implementation team around the role that Groundwork USA projects in model cities can support the goals of the initiative.

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

May 6-7, 2015

Task

The Education Committee has three overarching responsibilities to (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 met for its annual meeting at Federal Hall in New York City in February, with a site visit to the African Burial Ground National Monument and field presentations including the Gateway National Recreation Area, Governors Island National Monument, and Mather High School. At the conclusion of the annual meeting, the Education Committee decided to restructure its work through its subcommittee structure (Learning Summit, Business Plan, Learning & Development, and Technology) with quarterly conference calls of the entire group. With its reappointments for one more year, the Committee is committed to focusing all of its energies into the centennial year with a capstone project culminating in the National Learning Summit, April 19-20, 2016.

The National Learning Summit will be convened by the National Park System Advisory Board and the National Geographic Society in Washington, DC, during National Park Week 2016. In celebration of the National Park Service Centennial, this national summit will be designed to raise awareness of the changing nature of learning in America and the role of National Parks. A concept paper and list of workgroups is in development.

Several committee members contributed to the Teaching and Learning Conference held in Washington, D.C., on March 13-14, 2015, organized by the National Board for Professional Teaching Standards. NPS joined with other national educational organizations to share what is possible in education and the opportunity we all have as educators to shape the future of learning for children. There were three working sessions specifically designed to highlight NPS's education role followed by a livestream closing plenary with Director Jon Jarvis and Ken Burns. There were 3,500 educators in attendance.

Some committee members also participated in the George Wright Society Biennial Conference held in Oakland, California, on March 29-April 3, 2015, for stimulating discussion about the future of interpretation and 21st century skill, as well as parks as places for learning science.

Next Steps

- The Committee will continue planning and organizing the National Learning Summit in 2016.

- The Committee will continue close collaboration with the National Park Foundation to generate philanthropic support for centennial projects and educational activities in and through the parks.

Respectfully submitted,

Milton Chen
Chair, Education Committee

EDUCATION COMMITTEE

(Updated July 14, 2014)

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COMMITTEE CHAIR

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

COMMITTEE MEMBERS

Dr. Lois Adams-Rodgers, Senior Advisor to the Council of Chief State School Officers; Washington, D C

Hon. Claudine K. Brown, Assistant Secretary for Education and Access at the Smithsonian Institution; Washington, DC

Dr. Kevin Clark, Professor in the Division of Learning Technologies, and Founding Director of the Center for Digital Media, Innovation and Diversity at George Mason University; Fairfax, VA

Dr. Teresa Coble, Associate Professor for Forest Recreation and Interpretation in the Arthur Temple College of Forestry and Agriculture at Stephen F. Austin State University; Nacogdoches, TX

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

Dr. John Falk, Sea Grant Professor of Free-Choice Learning, and Founding Director of the Center for Research on Lifelong STEM Learning at Oregon State University; Corvallis, OR

Andrea Suarez Falken, Director of Green Ribbon Schools at the U.S. Department of Education; Washington, DC

Dr. Tracy Gray, Managing Director at the American Institutes for Research; Washington, DC

Andrés Henríquez, Program Director for the Division of Research on Learning in Formal and Informal Settings at the National Science Foundation; Arlington, VA

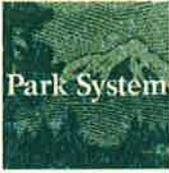
Sandra Holloway, Artistic Director and Facilitator at City at Peace DC; Washington, DC

Dr. Ana Houseal, Outreach Science Educator in the Science and Mathematics Teaching Center at the University of Wyoming; Laramie, WY

Keith Kruger, Chief Executive Officer of the Consortium of School Networking; Washington, DC

Dr. Stephen Lockhart, Regional Vice President and Chief Medical Officer of the East Bay Region at Sutter Health; Walnut Creek, CA

Jonathan Nelson, Chairman and Founder of Organic, Inc; San Francisco, CA



EDUCATION COMMITTEE

(Updated July 14, 2014)

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James Perococo, Director of Education at Friends of the National World War II Memorial; Lorton, VA

Dr. Bonnie Sachatello-Sawyer, Executive Director and Founder of Hopa Mountain; Bozeman, MT

Dr. Michael Searson, Executive Director of the School for Global Education and Innovation at Kean University; Union, NJ

Dr. Deborah Shanley, Dean of the School of Education at Brooklyn College-CUNY; Brooklyn, NY

Dr. Carol B. Stapp, Director of the Museum Education Program, and Co-Director of the Experiential Education and Jewish Cultural Arts Program at The George Washington University; Washington, DC

Dr. Martin Storksdieck, Director of the Center for Research on Lifelong STEM Learning at Oregon State University; Corvallis, OR

Dr. Jessica Thompson, Assistant Professor for Communication and Performance Studies at Northern Michigan University; Marquette, MI

Dr. Bruce VanSledright, Professor of Education in the Department of Curriculum and Instruction at the University of Maryland; College Park, MD

Cheryl Scott Williams, Executive Director at Learning First Alliance; Alexandria, VA

Deborah Yandala, Chief Executive Officer at the Conservancy for Cuyahoga Valley National Park; Cuyahoga Valley, OH

National Park System Advisory Board

NURTURING NPS LEADERSHIP AND ORGANIZATIONAL INNOVATION

May 6-7, 2015

Task

To progress NPS 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 leverage the Centennial to inspire a sense of focus and urgency to increase effective leadership in the NPS.

Activities

Overview—November 2014–April 2015

Last December, NPS Associate Director Mike Reynolds and I co-designed and co-facilitated a strategic planning workshop focused on the NPS Workforce and Inclusion function. During the winter period, my advice has supported the Stewardship Institute's continuing work on the Employee Viewpoint Survey (EVS), as well as efforts to develop implementation strategies for the NPS Urban Agenda.

"Leadership Matters"

The work of both Workforce and Inclusion and the Stewardship Institute has progressed under the title Leadership Matters, which grew out of the May 2014 National Leadership Council (NLC) session on the findings of the EVS (see attachments). Research conducted by the NPS Learning & Development and Workforce Enrichment programs, the University of Southern California, and the Stewardship Institute brought forth detailed information on a sample of parks and offices that had EVS scores ranging from low to high. The research revealed that there were key attributes in the workplace that when present resulted in high employee engagement, and when absent led to frustration and discontent. At that NLC meeting, Director Jarvis called for a strategy to develop a coherent leadership framework that aligns organizational resources and provides direction for all leadership development initiatives and training.

The Stewardship Institute has developed EVS-focused communication strategies that include: a dedicated website providing employees with survey- and research-relevant information; a one-page overview of the NPS leadership framework and suggested strategies; examples of CLEAR Leadership from high scoring sites; weekly February newsletters each focusing on one CLEAR component with examples of effective leadership as described by voices from the field at high-scoring parks, with questions and suggestions for leaders to adopt.

The December workshop, "the Leadership Challenge and Determining Strategic Initiatives," engaged a diverse group of twenty-one leaders, including Deputy Director Peggy O'Dell. Its purpose was to begin work on the future of leadership development in the NPS. The group identified high leverage opportunities for improving the overall effectiveness of leadership across the NPS, and by April work had begun to assemble teams of employees to develop strategies and initiatives for various areas. An invitation went out to employees at all levels inviting their participation, and other communication vehicles have also been used to both inform and invite participation.

Next Steps

Going forward, I have a commitment to meet with Associate Director Mike Reynolds to design a long-term approach for the development of leaders, with a particular emphasis on younger leaders, and I will continue consultations with the Stewardship Institute to support its work. In addition, I am supporting a few individual senior leaders on an as needed basis through occasional phone calls.

Note about the Stewardship Institute:

I continue to be very impressed by the capacities the Stewardship Institute has developed over the past three years focusing on using truly collaborative processes for developing strategic initiatives. The Urban Agenda, the result of a two year collaborative process, is one of the best I've ever observed. The Agenda has now moved into implementation in selected urban communities, with a fellowship program created to support this work. The Institute itself is focusing on program implementation in the Bay Area.

Respectfully submitted,

Meg Wheatley
Member, National Park System Advisory Board

Attachment

1. Stewardship Institute: Introduction to Leadership Matters

Welcome to Leadership Matters.

For the last two years, our team has been engaging in dialogue with managers and employees across the Service. We've been conducting research that has focused on looking behind the numbers of the Employee Viewpoint Survey to learn more about what's happening in parks and offices across the country. All tolled, we've spoken with more than 1500 employees, managers, and leaders – a broad cross-section of NPS staff, including individuals who took the survey and others who did not.

We've been seeking to understand what's working in places that consistently score high and where there is room for improvement in sites that don't score as high. Our primary goal was to identify skills and behaviors that lead to more effective and productive work experiences for all employees. We discovered that high scoring work environments tend to excel in at least a few of the following five foundational areas that we've labeled the CLEAR Framework:

Communication- Clear and open communication is critically important to creating a productive work environment. In addition to sharing information on goals, priorities, and progress, leaders need to be good listeners who actively solicit input from staff.

Leadership Orientation- A leader's orientation goes beyond the core competencies and tasks of managing employees – it reflects a person's approach to leadership and represents the philosophy and practice of how they interact with others. Highly effective leaders demonstrate care and respect for their staff, and they focus on building a high-performing team.

Empowerment- Empowering leaders create processes that involve staff in collaborative decision-making, provide the resources needed to accomplish a task, and trust employees to do their job well.

Accountability- Accountability boils down to a few key points—setting clear expectations, acting with integrity, and holding yourself and others accountable.

Recognition- It is essential to recognize outstanding contributions made by staff – those that truly go “above and beyond.” Employee morale and engagement tend to flourish when leaders make a regular effort to acknowledge excellent work and clearly articulate why the particular contribution is worthy of recognition.

We recognize that these findings may seem fairly self-evident. The challenge, however, is to identify strategies for carrying out these recommendations in the midst of busy schedules and other constraints. They are not rocket science, but they do take practice and repetition to become embedded in the culture of a workplace. When implemented, these skills and

behaviors can help managers deal more effectively with other critically important issues such as safety, diversity and inclusion, staff reductions, and limited resources.

Over the next eight weeks, we will explore each of these findings in a series of newsletters. We'll be sharing stories and examples gathered from your NPS colleagues. These stories are intended to serve as "food for thought" about what's working. In some cases, you may already be implementing a similar approach in your site – or perhaps you've come up with a creative and inspiring variation on the featured approach. If so, we're eager to hear about your efforts and learn more about the many other positive examples of leadership taking place across the Service.

Here is a sample of the findings and the types of stories that will be coming your way. As you will see, the content of the five themes often overlaps. For instance, an action taken to improve communication may also increase employees' sense of empowerment. Each weekly newsletter will include a few reflective questions to prompt further thought about how you already are – or how you might consider – applying elements of the CLEAR Framework at your site. To add a little levity to the topic, you'll also find a few cartoons sprinkled throughout the series. We encourage you to share the newsletters with your colleagues, engage in discussions using the reflective questions as prompts, and explore new ways to enhance your workplace.

What's Working in the Field – Part I: Communication

Involving staff in collaborative decision-making makes them feel valued and empowered. Even small steps to engage employees in brief conversations can go a long way in enabling leaders to gather essential input, understand different perspectives, and explain how staff members' suggestions will be used in decision-making.

An Open Door Policy is One Way to Open Up the Lines of Communication

Mississippi National River & Recreation Area

When the former Superintendent first arrived at Mississippi, he told employees to stop by his office so he could get to know them – and he meant it! This open door policy continued throughout his tenure, and he often called employees into his office to bounce ideas off of them and get their feedback. Here is how a park ranger described the situation:

The superintendent was really open. As issues came up, he talked about them with staff, even if they were difficult and controversial. Before a decision was made about what stance the park might take, he simply talked about the issue. Everybody knew what was happening and he was willing to take input – not just from his management team, but from all levels of park staff. Sometimes we'd have a discussion at the all-staff meeting. Other times, he say, "Here is what's going on. If you have thoughts about it, come talk to me." It was really nice. He wasn't secretive about anything.

One thing that made me laugh is that the superintendent would describe himself as having an open-door policy – and it was literally true – his door was open. Our office is spread across two floors in the building. When I went down to the floor with the superintendent’s office, if I was extremely busy and really needed to get something done before the end of the day, I would take a route out of the first floor offices that did not take me past the superintendent’s door. Otherwise, he’d say, “Hey, get in here.” He was luring people in and actively soliciting opinions.

I was very comfortable telling him exactly what I thought – even if I knew he didn’t agree. He’s a good listener. He does a great job of acknowledging what you said and listening to the explanation of why you thought what you thought. He’s very polite and respectful instead of jumping in and saying, “Yeah, we’re not going to do that because” He would let you finish, and then he might tell you why he disagreed and why we were going to do something differently. I try to emulate this approach with my own supervisees.

Applying the Elements of CLEAR in your Site

1. What strategies have you found work best for sharing information with staff about current challenges and decision-making processes?
2. How do you solicit input from your staff and colleagues? In your experience, what approaches are most effective for deepening the candor and quality of discussions at your site?
3. If such a literal “open door policy” isn’t the right match in your case, what other avenues have you created to ensure that your staff feels comfortable bringing important issues to your attention?

The CLEAR Framework was developed based on research conducted by Workplace Enrichment, the Stewardship Institute, the University of Vermont, Learning & Development, Organizational Learning, and the University of Southern California. Click [here](#) to visit the Workplace Enrichment website to learn more about this project, download a 1-page overview of the framework and suggested strategies, and see other examples of CLEAR Leadership from high scoring sites.



Leadership Matters

A Collaborative for Organizational Excellence

BACKGROUND

The **Call to Action** theme, *Enhancing Professional and Organizational Excellence*, envisions “a second century national park service that can adapt to continuous change, think systematically, evaluate risk, make decisions based on the best science and scholarship, work collaboratively with all communities, and maintain our characteristic esprit de corps in the face of new challenges.” It further states, “We will create an environment where all employees can reach their full potential. Our challenge is to:

- **DEVELOP** and recruit NPS leaders with the skills to lead change, collaborate with partners and see new ways to accomplish goals.
- **BUILD** a more flexible and adaptive organization with a culture that encourages innovation, collaboration and entrepreneurship.
- **RECRUIT** and retain a workforce that reflects the diversity of the nation.”

LEADERSHIP MATTERS

“Leadership Matters” grew out of the May 2014 National Leadership Council (NLC) session on the findings of the employee viewpoint survey. Research conducted by Learning & Development, University of Southern California, Workforce Enrichment and the Stewardship Institute brought forth detailed information on a sample of parks and offices that had scores ranging from low to high. The research revealed that there were key attributes in the workplace that when present resulted in high employee engagement, and when absent led to frustration and discontent. Probably no metric is more apparent in the survey than the low employee perceptions of NPS as a best place to work and especially the scores around leadership. Following the NLC meeting, the Director called for a strategy to develop a coherent leadership framework that aligns resources and provides direction for all leadership development initiatives and training.

Framing the Leadership Challenge

In December 2014, twenty-one leaders met in Luray, Virginia to begin conversations around the future of leadership development in the NPS. Key outcomes from the meeting included:

- Agreement that there are critical leadership issues which the NPS must address in order to be effective in its second century;
- Agreement that leadership development is not the sole responsibility of one Directorate but is shared across the Service;
- Awareness of efforts underway at Servicewide, regional and park levels that are exemplars of the type of leadership, innovation and collaboration desired across the entire organization;
- Identification of key issues and possible leverage points for initiating changes in practice, policy, culture, decision-making and action.

In this meeting, the following issues were identified as high leverage opportunities for improving the overall effectiveness of leadership across the NPS.

1. **Leadership Development Opportunities:** There is no clear and well-communicated leadership pathway in the NPS. There is no structured and comprehensive program to develop leaders. Leadership development investments are not being systematically coordinated or tracked for results.
2. **Culture:** The NPS culture is change-averse based on its mission and history and inadvertently reinforces leadership models and practices that are at odds with the current and future needs of the agency.
3. **HR Systems:**
 - a. Leadership Succession: The NPS has no leadership succession plan and lacks the organizational discipline to effectively implement and sustain the effort to develop a plan.
 - b. Recruitment & Hiring: Leaders have unrealistic expectations for recruitment and hiring without providing the skills, knowledge, and tools to hiring managers and HR staff.
 - c. Performance Management: Performance management is not seen as the foundation upon which employees' successful execution of the NPS mission rests.
4. **Communication & Relationship Building:** Distance (physical and interpersonal) is preventing development of the meaningful and caring relationships necessary to communicating and effecting change.
5. **Data-driven Planning and Decision-making:** The NPS is not embracing "Big Data" to solve immediate and future leadership challenges.

STRATEGIC FRAMEWORK

Using the output of the December 2014 meeting, the following strategic framework has been drafted. This is the proposed starting point for developing and implementing a clear Service wide strategy that will align efforts to strengthen leadership across the organization at all levels.

Goal 1: Leadership expectations are communicated and role modeled by current leaders and reinforced by cultural norms.

Strategic Priorities:

1. Develop and communicate the NPS leadership brand.
2. Identify existing activities/events that could be more highly leveraged to role model the desired leadership expectations (e.g. NLC meetings).
3. Develop a "leadership career ladder/path" to establish expectations for leaders at all levels in the service from first-line supervisor to executive.

Goal 2: Leadership skills are developed through formal programs and work assignments.

Strategic Priorities:

4. Align and improve, as needed, the full range of leadership development programs across the service. Build a sustainable, collaborative relationship among all developers of leadership program offerings at all levels.
5. Utilize Superintendents Leadership Roundtables as more intentional leadership development opportunities.
6. Develop guidance for collateral duty and acting assignments to utilize them as more intentional leadership development opportunities.

Goal 3: Individual leadership abilities are honed through effective performance management and personal mentoring.

Strategic Priorities:

7. Strengthen managers' skills in performance management through training and mentoring.
8. Develop succession-planning skills across the organization and create performance expectations for implementing a succession plan within parks, offices and programs.
9. Provide resources for increasing leadership mentoring opportunities at all levels.

Goal 4: Overall leadership effectiveness is supported by the provision of resources and the existence of organizational systems, structures and processes that align with the direction of the organization.

Strategic Priorities:

10. Improve recruitment and hiring systems to bring a diverse range of qualified individuals into the NPS.
11. Develop and improve data management systems for recruitment, hiring, performance management, succession planning, and training.
12. Increase employees' and managers' ability to use data for decision-making. Align resources with greatest organizational needs using relevant reliable data.

STRATEGY DEVELOPMENT & IMPLEMENTATION PROCESS

The following process is proposed to address the development and implementation of a Servicewide strategy in a collaborative, inclusive, and efficient manner.

Assemble "Keystone Partners" to Gain Alignment on Strategy Development & Implementation

Critical members of the leadership development community including Learning & Development, Workforce Enrichment, RDI, the Stewardship Institute, and Regional Education Development Officers will provide organizational support to strategy development and implementation through facilitation, communications assistance and technical guidance. In order to ensure maximum alignment of the strategy's implementation across the Service, ongoing collaboration among this group is essential.

Vet Proposed Strategic Framework

To ensure the proposed framework is viable, a wide cross-section of NPS leaders at all levels will be engaged in the initial vetting of the framework through a brief web-based survey.

Assemble "Leadership Strategists" to Further Develop the Strategy

A diverse group of field leaders will be selected, who will serve as “strategists” to build upon the work from the Luray meeting. During the course of 2-3 facilitated meetings, the strategists will be asked to further develop the strategic framework with innovative ways to activate the Call to Action goals; as well as craft a process to engage NPS employees in ways that support leadership success and drive the change needed in how NPS provides leadership development. Specific tasks for this group include:

- Define and agree upon attributes of NPS Leadership Brand.
- Define and propose a comprehensive and coherent Servicewide framework for effective leadership development, including a collaborative leadership development delivery system.
- Develop an engagement strategy that will empower NPS workforce to share ideas and take action.

Finalize and Implement the Strategy

A diverse and broad group of NPS leaders and employees with interest and knowledge in leadership development will engage in a collaborative process to finalize the components of the strategy. Specific tasks for this group include:

- Explore existing programs and resources for leadership development value, programmatic alignment, effectiveness, etc. and new or other successful models for advancing leadership.
- Propose curriculum and programming to fill in identified gaps in the framework.
- Define a process for evaluating leadership development activities and impacts.
- Establish a highly intentional and focused widespread engagement structure that will provide opportunities to hear ideas, concerns, success models, etc. that will feed into addressing the charge in the Call to Action.

National Park System Advisory Board

ADVANCING ECONOMIC VALUATION OF THE NPS MISSION

May 6-7, 2015

Task

Produce the first-ever, truly comprehensive economic valuation of national parks and programs. The objective is to quantify the wide range of public benefits that flow from the modern NPS as it approaches its second century.

Activities

Significant progress has been made since the last meeting. Plans are in place to roll-out a series of academic papers during 2015 and 2016, then to publish each as Harvard working papers and to seek publication for abridged versions of the papers in academic journals. Negotiations on a book contract with Routledge are underway to address the full range of economic values.

1. A study of vegetative carbon sequestration in the US National Parks, *Carbon Sequestration in the US National Parks: A Value Beyond Visitation* (Banasiak, Bilmes and Loomis, 2015), was published as a Harvard Kennedy School working paper in March 2015. The paper shows that on a conservative basis, the amount of vegetative carbon sequestered in the continental US parks exceeds \$700 million per annum.

It is now one of the top ten downloaded papers on the Social Science Research Network economics e-journal site. The paper may be accessed at <http://ssrn.com/abstract=2577365>. It is also available through the Harvard Project on Climate Agreements at the Belfer Center for Science and International Affairs. The manuscript has been submitted to the journal *Climatic Change* and we are awaiting feedback.

2. Forthcoming this summer is *Accounting for Nature*, which examines one of the most vexing problems in accounting: how to assign a value to natural capital. Supporting this research was work with the UK Department of Environment (Defra) to test whether a new methodology developed by Professor Colin Mayer of Oxford and adopted by Defra could be used to create baseline values for the US National Parks. The methodology differs considerably from others that have been proposed in that it values the stream of maintenance and stewardship activities needed to preserve and maintain a natural asset as a *liability*, for accounting purposes. Therefore it avoids some of the pitfalls and complexities of the existing methods (such as the World Bank) which seek to account for the total value of the *asset* – which is more difficult.

This methodology was tested in two National Park Units—Minute Man National Historical Park and Redwoods National Park. These pose distinct challenges in that Minute Man contains a number of structures (buildings, bridges, taverns, etc.) of historical value, whereas Redwoods Park is the largest remaining refuge of the old-growth Redwood trees. The project has also tested the methodology related to other cases, ranging from the California bear to the liability value of access roads maintained by the National Parks. We find that this methodology is useful in some situations but not others; but in many cases, it can be a useful method for demonstrating the minimum value of capital maintenance. We argue that adding this tool to the methods of accounting for NPS value may help the parks (which are chronically underfunded in capital maintenance) to obtain a higher level of Federal funding for certain purposes.

Case Studies and Research: The research team has been conducting case studies of education programs, watershed protection and carbon sequestration, and intellectual property. The hope is to publish a paper on the value of education in the parks in this coming fall.

Pilot Survey: The mail/internet questionnaire has been delayed by the need for funding. The pilot tested on a sample of 300 US 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 US, it was found that:

- 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 percent 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.

Funding: The top priority at this time is acquiring is to secure sufficient funding to implement the valuation survey with sufficient samples throughout the U.S, and to be able to hire students and complete the research and publications. We have been actively involved in raising additional funds, with requests currently submitted to NPCA, Pew Trust, and several foundations and individuals. We are optimistic that these will produce the required funds in the next few months.

Respectfully submitted,

Linda Bilmes
Member, National Park System Advisory Board

Briefing Paper

NATIONAL PARK SERVICE TRIBAL PROGRAMS

May 2015

The National Park Service manages several programs that support the preservation of resources important to Native Americans, Native Hawaiians and Alaska Natives, and other indigenous peoples. In addition, the NPS has the same responsibilities of all federal agencies to consult with federally-recognized tribes on a government-to-government basis on issues of mutual interest and NPS management proposals, as well as to comply with requirements of the National Historic Preservation Act, the Archeological Resources Protection Act, the Native American Graves Protection and Repatriation Act, the American Indian Religious Freedom Act, and other related laws, policies and regulations.

In 2012, as part of a reorganization of the Cultural Resources, Partnerships, and Science Directorate, NPS consolidated the administration of these programs and responsibilities in one division—Tribal Relations and American Communities (TRAC). Dr. Joe Watkins serves as the Division Chief and, following the death of Dr. Patricia Parker, in December 2014 was appointed as the NPS American Indian Liaison.

TRAC Program Responsibilities

- **Park NAGPRA:** provides coordination and support to parks completing their responsibilities for completing inventories of human remains and associated grave goods and objects of cultural patrimony, publishing notices, conducting repatriation consultation and completing repatriation.
- **Cultural Anthropology/Ethnography Program:** provides program support to parks for completing ethnographic studies of associated indigenous peoples as well as other associated communities.
- **Tribal Grants:** The Historic Preservation Fund provides competitive grants to tribes, Native Hawaiians, Alaskan Natives and other indigenous peoples to document and preserve their cultures. For example, these grants have played a major role in supporting language preservation for a number of tribes.
- **Tribal Historic Preservation Offices Program:** The Historic Preservation Fund provides funding to support tribal historic preservation offices (currently 159) who have applied for and been certified to carry out the responsibilities of the SHPO within their reservation lands. The growth in funding for these programs has not matched the growth of certified tribes with the average grant at approximately \$60,000.
- **Tribal Liaison:** This position works with the American Indian Liaison to support parks and advise the Directorate on a wide range of issues related to our responsibilities. Current issues range from establishing the South Unit of Badlands as a Tribal Park to drafting and consulting on the tribal gathering regulations.
- **Heritage Education and Outreach Programs:** These programs are in the process of being moved to TRAC and provide coordination and support for our heritage initiatives, Teaching With Historic Places, and heritage travel itinerary programs. Tribal education initiatives are also being developed by the Interpretation, Education and Volunteers programs and several parks.

DOI Programs

- The Assistant Secretary for Fish Wildlife and Parks, and the National Park Service manage the National NAGPRA program responsibilities, including the National NAGPRA Review Committee, publication of notices of inventory and repatriation, administration of grants to support NAGPRA responsibilities to tribes and museums, and investigation and assessment of civil penalties prescribed by the law.

Attachment

PATHWAYS (Tribal Preservation Program 2014 Report)

NATIONAL PARK SERVICE
U.S. DEPARTMENT OF THE INTERIOR

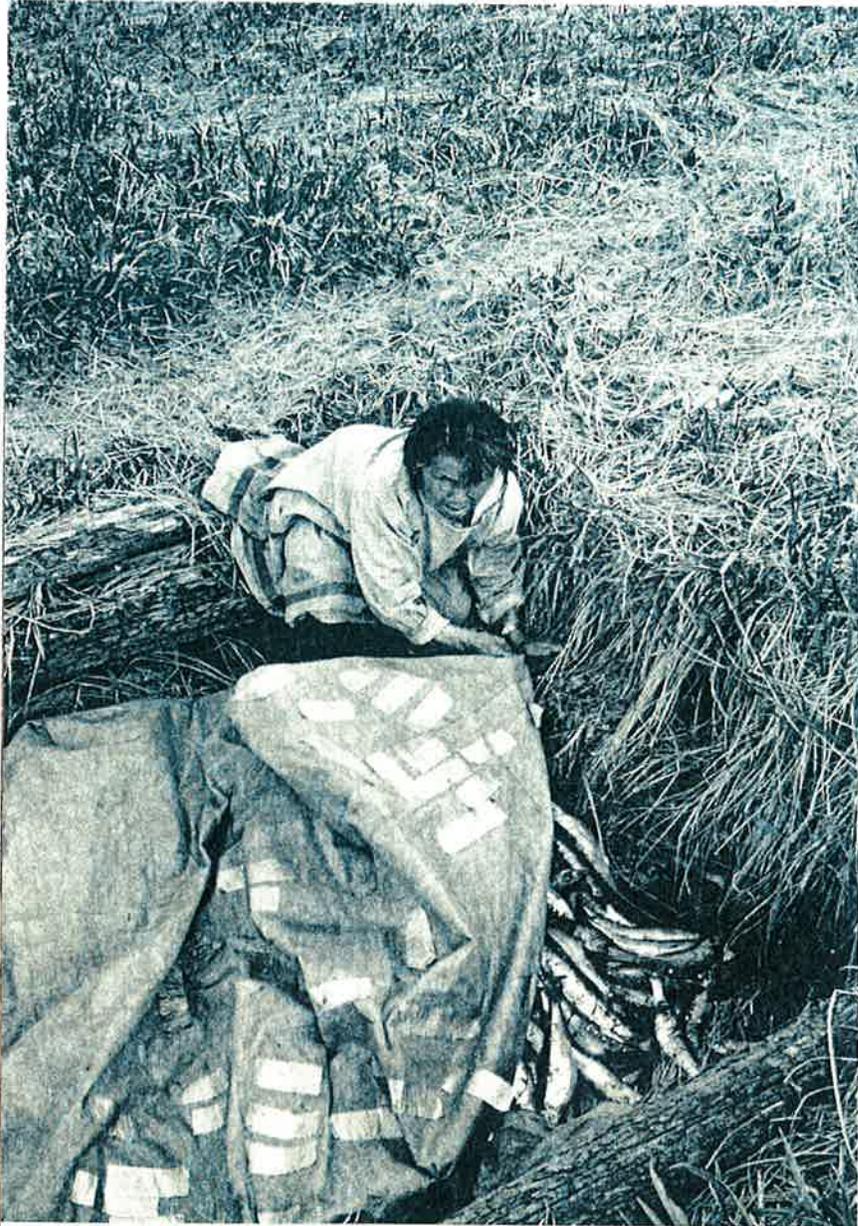


CULTURAL RESOURCES STEWARDSHIP, PARTNERSHIPS, AND SCIENCE

TRIBAL
PRESERVATION
PROGRAM
2014 REPORT

PATHWAYS





ABOVE AND RIGHT JAMES H. BARKER

Left, Right: Subsistence in Alaska, which grant-seekers aim to protect. With its 2014 grant, Alaska's **Native Village of Ambler** will document how traditional fishing is linked to places in the Upper Kobuk River region, an urgent need since three communities are in sight of large mining projects now underway. An industrial access road, note the grant applicants, "stands to have profound effects [on] this remote, and previously roadless area." Grant applicants from Alaska's **Igiugig Village Council** note, "Our fragile tundra landscape has supported our livelihood for centuries, supplementing our diet and lending important remedies in times of need." The council's grant, with the help of elders, will be used to identify and photograph traditional plants—organized into a color field guide—and create a garden of native specimens as an educational tool for visitors, students, and community members.

To know what you are, and where you came from, may determine where you are going.

—YAVAPAI APACHE IN THE KEEPERS OF THE TREASURES REPORT

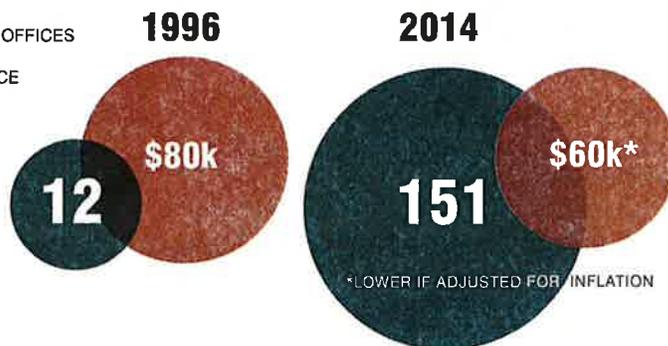
“Over the last 500 years Indian cultures have experienced massive destruction, but the tide is changing,” said the *Keepers of the Treasures* report, which led to the establishment of the National Park Service Tribal Preservation Program. The program’s 2014 grant awards, honored here, celebrate the work of the Keepers—native stewards “who hold not only the keys to the tribal past, but the keys to the tribal future,” in the words of the report, as it marks its 25th anniversary (see page 6). A grant to Alaska’s **Ahtna Heritage Foundation**, to improve digital access to recordings of elders, is an example. “Hearing directly from our ancestors truly does feed our souls,” the foundation notes. “It sparks something within our people that inspires them to continue learning, not just the language, but all aspects of our culture and traditions.” Almost 1,500 hours of audio are protected at Wrangell–St. Elias National Park and Preserve. California’s **Hoopa Valley Tribe** plans to preserve the lone historic adobe building on its reservation, once part of an Indian boarding school. The almost 150-year-old structure—at risk due to boring bees, broken windows, and a leaking shake roof—was built as an officers’ quarters at Fort Gaston during the Indian Wars of the late 19th century. The grant will also fund a research guide to records of the era, when the tribe rebelled against removal, brokering a treaty to secure its homeland on a reservation. With a grant-funded oral history, **the Navajo Nation’s Fort Defiance Chapter** intends to capture the centuries-old skills of Dine healers, vital given the high rate of tribal cancer and diabetes. “The songs, prayers, stories, and practices can be very intricate and complex, yet these native healers remember every detail,” note the grant applicants. Connecting with homelands, and trails of relocation, is a *Keepers* theme reflected in the grants. **The Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians** intend to “recapture some of the history” lost due to European settlement, using ground penetrating radar to explore archeological sites threatened by energy development. The tribes trace their ancestry to the original inhabitants of Oregon’s south-central coast, with homelands that once stretched from mountainous forest to the Pacific shoreline, some 1.6 million acres. **The Miami Tribe of Oklahoma** aims to extend research seeded by an earlier grant—“the next natural step in our journey to understanding the impact of forced removal”—creating a map and booklet. The goal recalls the words of a Yavapai Apache in the *Keepers* report: “To know what you are, and where you came from, may determine where you are going.”



● NUMBER OF TRIBAL PRESERVATION OFFICES
 ● AVERAGE ANNUAL GRANT PER OFFICE

Growing Scarcity

Since 1996, the rapid growth in tribal preservation offices—mirroring the program’s popularity with native groups—has outstripped funding, the average grant dropping from \$80,000 to \$60,000.*



Program at a Glance

Origin and Purpose

In 1989, Congress directed the National Park Service to report on tribal preservation needs. The findings of that study, *Keepers of the Treasures—Protecting Historic Properties and Cultural Traditions on Indian Lands*, provided the foundation for the program, which awards grants, assists Indian tribes, Alaska Natives, and Native Hawaiian organizations, and approves requests from native groups to assume the duties of Tribal Historic Preservation Offices.

Grants

Tribal Heritage Grants, to preserve and promote cultural traditions, are available to all federally recognized Indian Tribes, Alaska Natives, and Native Hawaiian organizations. **Grants to support Tribal Historic Preservation Offices**, drawn from the Historic Preservation Fund annually appropriated by Congress, are awarded to eligible Offices based on a formula agreed upon by the Offices and the Park Service.

Tribal Historic Preservation Offices

Work on the frontlines to protect resources and places vitally important to cultural identity.

Ensure activities reflect the knowledge and participation of tribal elders, culture bearers, spiritual leaders, and—when appropriate—preservation professionals.

Assist federal agencies in complying with Section 106 of the National Historic Preservation Act on reservations and within traditional homelands.

Create oral history programs, establish and operate museums and culture centers, and develop training and education programs that preserve traditional culture.

Program Manager

James Bird email james_bird@nps.gov, phone (202) 354-1837

Web www.nps.gov/tribes/Tribal_Historic_Preservation_Officers_Program.htm

A Conversation with Al Downer

Preservationist for the Navajo Nation



Winner of a Secretary of the Interior's Historic Preservation Award for 20 years of innovative work with the Navajo, Downer now heads Hawaii's historic preservation division.

Q What were the challenges as the Navajo's first tribal preservation officer?

A When I arrived, my salary was the entire budget. I got tremendous moral support from the tribal council, but for two years or so, we were running on empty. I wanted to develop a program based on Navajo needs and values, not "cloning" a state preservation office. There was a lot of freedom, but we had to invent it from the ground up. There was no model.

Q What are some of your successes?

A When I left, the budget was about five times the federal support, giving the Navajo more control over preservation decisions. I also developed the idea of the "traditional historic property." Tribes wanted to save sites that, too often—when identified at all—were called "sacred places," not eligible for the National Register. The traditional property concept changed that.

Q You surveyed the Navajo on what to preserve. What were the "ah-ha" moments?

A The first was nearly half the places were archeological. For complex reasons, Navajos are thought to "fear" archeological sites. I thought they might want them left alone. The second was the large number of federal buildings identified as preservation-worthy. I expected the Navajo to identify them as "monuments to colonialism." They did not. The only way to know is to ask and listen.

Tribal Preservation Toolkit

As part of the tribal heritage grant program, Rhode Island's **Narragansett Tribe**, working with the **National Association of Tribal Historic Preservation Officers** (www.nathpo.org), is developing a toolkit for tribal preservationists. The kit is a key part of a training curriculum being developed by the association.



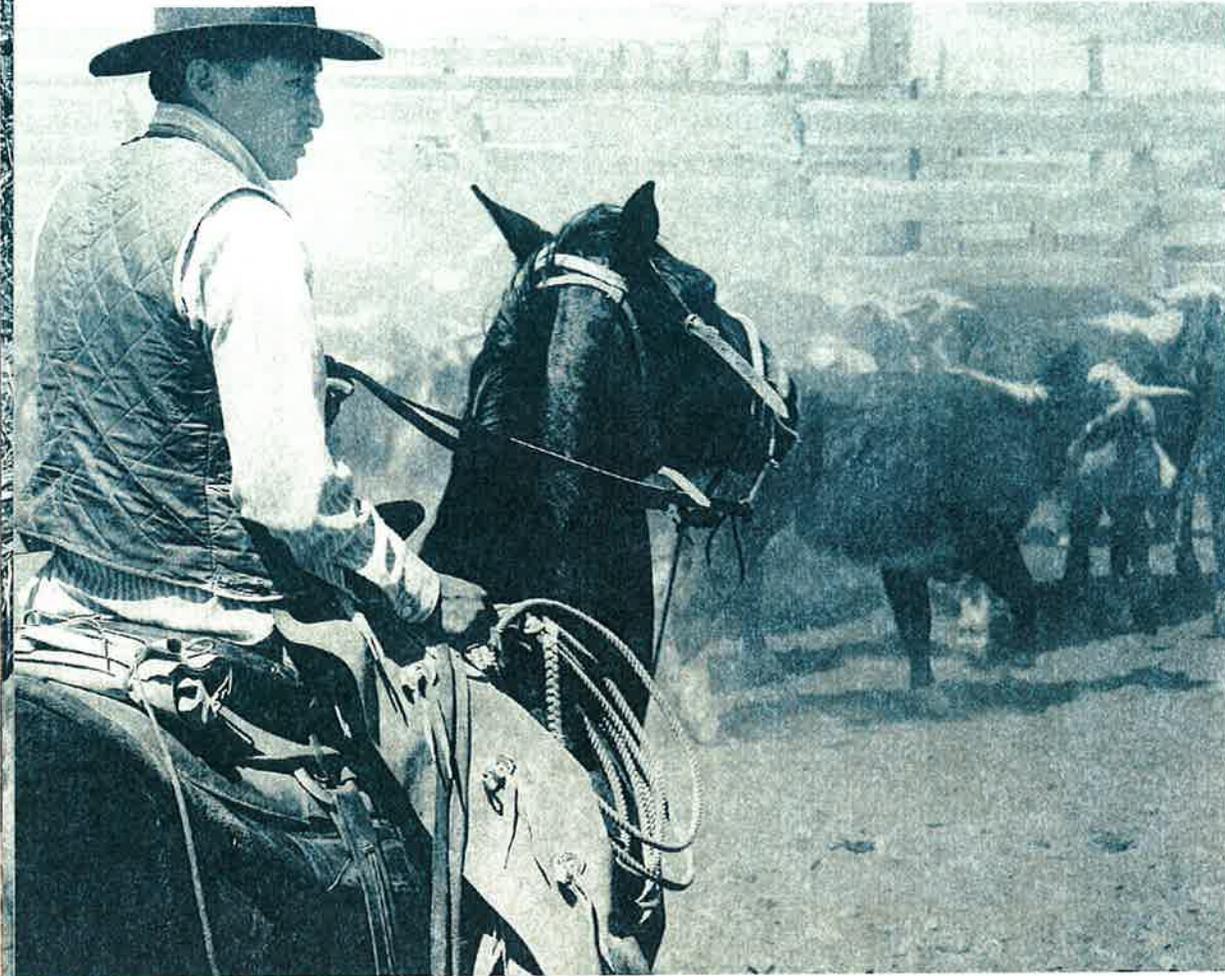
GREG STAATS (MOHAWK)

I wanted to develop a program based on Navajo needs and values, not “cloning” a state preservation office. —AL DOWNER, WINNER OF THE 2013 SECRETARY OF THE INTERIOR'S HISTORIC PRESERVATION AWARD FOR TRIBAL HISTORIC PRESERVATION OFFICES

Above: Mohawk powwow. Preserving ceremonial traditions, and places, is a goal among grant applicants. Oklahoma's **Seneca-Cayuga Tribe** intends to restore an open-sided longhouse—nearly done in by time—replacing its 1960s-era floor with traditional clay. “Tribal dances should be performed on the earth, not on manmade concrete,” note the grant applicants.

Below: Apache rancher.

NPS HARPERS FERRY CENTER



Keepers of the Treasures at 25. “Indian tribes are living cultures, fundamentally different in character from other components of American society,” wrote the authors of the *Keepers of the Treasures* report 25 years ago (www.cr.nps.gov/crdi/publications/Keepers.htm). “Preservation of heritage is seen as a key to fighting such contemporary problems as alcoholism and drug abuse, which flourish where society is in stress.” Today, the *Keepers*’ vision is evidenced in these pages—in a program and policy that not only safeguard places, but revive traditions that build self-esteem, spark youth pride in elder knowledge, seek the return of ancestral objects and remains, and preserve the mother tongue. “If you can’t talk your language, you can’t relate to the land,” said Weldon Johnson of **the Colorado River Indian Tribes**, quoted in the report. NPS grants have been crucial. In the words of Mary Proctor of **the Cherokee Nation of Oklahoma**, also in *Keepers*: “We have left a trail of historical places across half of the United States. We don’t have any way to really go back and recognize those places.” Steven James Davids, quoted in the report, spoke of climbing Monument Mountain near the Massachusetts burial grounds of **the Stockbridge-Munsee Band of Mohicans**: “When we finally reached the top, we were out of breath and my chest filled both with pride and sorrow. Pride because my ancestors chose a most beautiful place to call home and sorrow because they weren’t able to keep it.”

A Conversation with Joe Watkins

Chief, Cultural Anthropology, National Park Service



Q The *Keepers of the Treasures* report marked a turning point in 1989.

A Tribes had the ear of a federal agency. The federal government—which spent the previous hundred years trying to get

them to melt in the melting pot—finally said, ‘Tribes, we want to help you maintain the things that make you distinct.’” Many native peoples had been moved to urban areas, cut off from tribal support. But now you had Navajos in Los Angeles meeting with Cherokees from Oklahoma and Arapahos from Denver. It opened their eyes to shared issues. *Keepers* points to 200-year-old traditions that are now very rickety.

Q Where does the vision remain unfulfilled?

A Funding is such that tribes can often only do band-aid projects, for a week or a group of ten, say, rather than a language school, which might take \$200,000 to get started.

Q What are other countries doing?

A Indigenous people worldwide are in the same boat. Aboriginal Australians have to choose between being traditional Saturday and Sunday and working in the global economy Monday through Friday.

Q *Keepers* puts a focus on heritage tourism.

A Good points, bad points. It creates sustainable infrastructure, with jobs for guides and translators, cultural liaisons if you will. But it also creates a perception that people are tied to the past—Walt Disney characters in a sense. A native organization is helping groups create balanced programs.

Q Tribes have great knowledge of ecology.

A Tribal ecological knowledge—TEK—is not just about tribes. The basketweavers of the Gullah-Geechee, descendants of enslaved people, have deep knowledge of their tide-water islands, which will eventually be lost to sea level rise—like the islands of the Aleuts. We’re working with Interior on ways to bring this wisdom to bear.

2014 Tribal Grant Awards

Alaska

Ahtna Heritage Foundation
Igiugig Village Council
Native Village of Ambler
Seldovia Village Tribe, IRA

California

Hoopla Valley Tribe
Ione Band of Miwok Indians
Sherwood Valley Rancheria Band of Pomo Indians

Hawaii

Kohe Malamalama O Kanaloa—Protect Kaho’olawe Fund

Michigan

Grand Traverse Band of Ottawa and Chippewa Indians

Minnesota

The Prairie Island Indian Community

Nevada

Pyramid Lake Paiute Tribe

New Mexico

Pueblo of Santa Ana
Navajo Nation—Fort Defiance Chapter

Oklahoma

Miami Tribe of Oklahoma
Peoria Tribe of Indians of Oklahoma
Seminole Nation of Oklahoma
Seneca-Cayuga Tribe of Oklahoma

Oregon

Confederated Tribes of Coos, Lower Umpqua, and Siuslaw Indians

Front Cover: Buffalo dancers, Laguna, New Mexico. **Back Cover:** Aloha Week at Hawaii Volcanoes National Park. Preserving Hawaii’s peoples—and places—is a focal goal for the National Park Service, evidenced by efforts such as this year’s grant to **the Protect Kaho’olawe Fund**. Applicants seek to save Kaho’olawe’s Pōhaku Kāneloa—a petroglyph-carved boulder, aligned with solstice and equinox—that “reveals time, space, and the seasons,” in the words of native Hawaiians. Wind and erosion threaten to topple the “earthly reflection of the sky” into a gulch that bears its name. A mold and model, created thanks to the grant, will help determine a temporary place to put the boulder—allowing a similar alignment—while stabilizing the site.

Indian tribes are living cultures, fundamentally different in character from other components of American society.

—KEEPERS OF THE TREASURES REPORT

WEB www.nps.gov/tribes/Tribal_Historic_Preservation_Officers_Program.htm

BELOW RICHARD RASP COVER LEE MARMON (PUEBLO OF LAGUNA)

