

NORTHEAST REGION  
**Boston National Historical Park**



## 157th 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.*

November 4-5, 2015 • Boston National Historical Park • Boston, Massachusetts



## Meeting of November 4-5, 2015

FEDERAL REGISTER MEETING NOTICE

AGENDA

MINUTES

Meeting of May 6-7, 2015

REPORT OF THE SCIENCE COMMITTEE

NATIONAL PARK SERVICE URBAN AGENDA

REPORT ON THE NATIONAL PARK SERVICE COMPREHENSIVE  
ECONOMIC VALUATION STUDY

OVERVIEW OF NATIONAL PARK SERVICE ACTIONS ON  
ADVISORY BOARD RECOMMENDATIONS

- Planning for a Future National Park System
- Strengthening NPS Science and Resource Stewardship
- Recommending National Natural Landmarks
- Recommending National Historic Landmarks
- Asian American Pacific Islander, Latino and LGBT Heritage Initiatives
- Expanding Collaboration in Education
- Encouraging New Philanthropic Partnerships
- Developing Leadership and Nurturing Innovation
- Supporting the National Park Service Centennial Campaign

REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE

PLANNING A BOARD SUMMARY REPORT

Management (BLM) Front Range Resource Advisory Council (RAC), which has five member terms expiring this year. The Front Range RAC provides advice and recommendations to the BLM on land use planning and management of the public lands in eastern Colorado. The BLM will accept public nominations for 30 days after the publication of this notice.

**DATES:** All nominations must be received no later than November 2, 2015.

**ADDRESSES:** Send nomination packages to Courtney Whiteman, Public Affairs Specialist, BLM Colorado State Office, 2850 Youngfield St., Lakewood, CO 80215.

**FOR FURTHER INFORMATION CONTACT:** Courtney Whiteman, Public Affairs Specialist, BLM Colorado State Office. Phone: (303) 239-3668. Email: [cwhiteman@blm.gov](mailto:cwhiteman@blm.gov).

**SUPPLEMENTARY INFORMATION:** The Federal Land Policy and Management Act (FLPMA) directs the Secretary of the Interior to involve the public in planning and issues related to management of lands administered by the BLM. Section 309 of FLPMA (43 U.S.C. 1739) directs the Secretary to establish 10- to 15-member citizen-based advisory councils that are consistent with the Federal Advisory Committee Act (FACA). As required by FACA, RAC membership must be balanced and representative of the various interests concerned with the management of the public lands. The rules governing RACs, found at 43 CFR subpart 1784, require that each RAC include the following three membership categories:

*Category One*—Holders of Federal grazing permits and representatives of organizations associated with energy and mineral development, timber industry, transportation or rights-of-way, developed outdoor recreation, off-highway vehicle use, and commercial recreation;

*Category Two*—Representatives of nationally or regionally recognized environmental organizations, archaeological and historic organizations, dispersed recreation activities, and wild horse and burro organizations; and

*Category Three*—Representatives of State, county, or local elected office, employees of a State agency responsible for management of natural resources, representatives of Indian tribes within or adjacent to the area for which the council is organized, representatives of academia who are employed in natural sciences, and the public-at-large.

Those who have already submitted a nomination in response to the first and second calls for nominations to the Front Range RAC (published in the **Federal Register** on February 3, 2015, (80 FR 5785) and May 21, 2015 (80 FR 29332)) do not need to resubmit. All nominations from the first, second and third calls will be considered together during the review process. Individuals may nominate themselves or others. Nominees must be residents of Colorado. The BLM will evaluate nominees based on their education, training, experience, and knowledge of the geographical area of the RAC. Nominees should demonstrate a commitment to collaborative resource decision-making. The Obama Administration prohibits individuals who are currently federally registered lobbyists from being appointed or re-appointed to FACA and non-FACA boards, committees, or councils.

The following must accompany all nominations for the Front Range RAC: —Letters of reference from represented interests or organizations; —A completed Resource Advisory Council application; and —Any other information that addresses the nominee's qualifications.

Simultaneous with this notice, the BLM Royal Gorge Field Office will issue a press release providing additional information for submitting nominations, with specifics about the number and categories of member positions available.

**Authority:** 43 CFR 1784.4-1.

**Ruth Welch,**  
BLM Colorado State Director.

[FR Doc. 2015-25142 Filed 10-1-15; 8:45 am]

**BILLING CODE 4310-JB-P**

## DEPARTMENT OF THE INTERIOR

### National Park Service

[NPS-WASO-D-COS-POL-19400;  
PPWODIREPO; PPMPSPD1Y.YM0000]

#### Notice of November 4-5, 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, that the National Park System Advisory Board will meet November 4-5, 2015, in Boston, Massachusetts.

**DATES:** The Board will meet on November 4-5, 2015.

**ADDRESSES:** The meeting will be held at the Commandant's House, 21 2nd Avenue, Charlestown Navy Yard, Boston, Massachusetts 02139, telephone (617) 242-5611.

*Agenda:* On the morning of November 4, the Board will convene its business meeting at 8:15 a.m., Eastern Standard Time, and adjourn for the day at 12:00 p.m. The Board will tour the National Parks of Boston in the afternoon. On November 5, the Board will reconvene at 8:15 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; 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](mailto: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.

Draft minutes of the meeting will be available for public inspection about 12 weeks after the meeting in the 7th floor conference room at 1201 Eye Street NW., Washington, DC.

Dated: September 29, 2015.

**Alma Ripps,**  
Chief, Office of Policy.

[FR Doc. 2015-25065 Filed 10-1-15; 8:45 am]

BILLING CODE 4310-EE-P

## DEPARTMENT OF THE INTERIOR

### Bureau of Reclamation

[RR04084000, XXXR4081X1,  
RN.20350010.REG0000]

#### Colorado River Basin Salinity Control Advisory Council Notice of Public Meeting

**AGENCY:** Bureau of Reclamation,  
Interior.

**ACTION:** Notice of public meeting.

**SUMMARY:** The Colorado River Basin Salinity Control Advisory Council (Council) was established by the Colorado River Basin Salinity Control Act of 1974 (Pub. L. 93-320) (Act) to receive reports and advise Federal agencies on implementing the Act. In accordance with the Federal Advisory Committee Act, the Bureau of Reclamation announces that the Council will meet as detailed below. The meeting of the Council is open to the public.

**DATES:** The Council will convene the meeting on Wednesday, October 28, 2015, at 1:00 p.m. and adjourn at approximately 5:00 p.m. The Council will reconvene the meeting on Thursday, October 29, 2015, at 8:30 a.m. and adjourn the meeting at approximately 11:00 a.m.

**ADDRESSES:** The meeting will be held at the Embassy Suites—Paloma Village Hotel, 3110 East Skyline Drive, Tucson, Arizona. Send written comments to Mr. Kib Jacobson, Bureau of Reclamation, Upper Colorado Regional Office, 125 South State Street, Room 8100, Salt Lake City, Utah 84138-1147; telephone (801) 524-3753; facsimile (801) 524-3847; email at: [kjacobson@usbr.gov](mailto:kjacobson@usbr.gov).

**FOR FURTHER INFORMATION CONTACT:** Kib Jacobson, telephone (801) 524-3753; facsimile (801) 524-3847; email at: [kjacobson@usbr.gov](mailto:kjacobson@usbr.gov).

**SUPPLEMENTARY INFORMATION:** Any member of the public may file written statements with the Council before, during, or up to 30 days after the meeting either in person or by mail. To the extent that time permits, the Council chairman will allow public presentation of oral comments at the meeting. To allow full consideration of information by Council members, written notice must be provided at least 5 days prior to the meeting. Any written comments

received prior to the meeting will be provided to Council members at the meeting.

The purpose of the meeting is to discuss the accomplishments of Federal agencies and make recommendations on future activities to control salinity. Council members will be briefed on the status of salinity control activities and receive input for drafting the Council's annual report. The Bureau of Reclamation, Bureau of Land Management, U.S. Fish and Wildlife Service, and United States Geological Survey of the Department of the Interior; the Natural Resources Conservation Service of the Department of Agriculture; and the Environmental Protection Agency will each present a progress report and a schedule of activities on salinity control in the Colorado River Basin. The Council will discuss salinity control activities, the contents of the reports, and the Basin States Program created by Public Law 110-246, which amended the Act.

#### Public Disclosure

Before including your address, phone number, email address, or other personal identifying information in your comment, please be advised that your entire comment—including your personal identifying information—may be made publicly available at any time. While you can ask us in your comment to withhold your personal identifying information from public review, we cannot guarantee that we will be able to do so.

Dated: September 1, 2015.

**Brent Rhees,**

Regional Director, Upper Colorado Region.

[FR Doc. 2015-24645 Filed 10-1-15; 8:45 am]

BILLING CODE 4332-90-P

## INTERNATIONAL TRADE COMMISSION

[Investigation No. 731-TA-1047 (Second  
Review)]

### Ironing Tables and Certain Parts Thereof From China

#### Determination

On the basis of the record<sup>1</sup> developed in the subject five-year review, the United States International Trade Commission ("Commission") determines, pursuant to the Tariff Act of 1930, that revocation of the antidumping duty order on ironing tables and certain parts thereof from

<sup>1</sup> The record is defined in sec. 207.2(f) of the Commission's Rules of Practice and Procedure (19 CFR 207.2(f)).

China would be likely to lead to continuation or recurrence of material injury to an industry in the United States within a reasonably foreseeable time.

#### Background

The Commission, pursuant to section 751(c) of the Tariff Act of 1930 (19 U.S.C. § 1675(c)), instituted this review on May 1, 2015 (80 FR 24968) and determined on August 4, 2015 that it would conduct an expedited review (80 FR 50027, August 18, 2015).

The Commission made this determination pursuant to section 751(c) of the Tariff Act of 1930 (19 U.S.C. § 1675(c)). It completed and filed its determination in this review on September 28, 2015. The views of the Commission are contained in USITC Publication 4568 (September 2015), entitled *Ironing Tables and Certain Parts Thereof from China: Investigation No. 731-TA-1047 (Second Review)*.

By order of the Commission.

Issued: September 28, 2015.

**William R. Bishop,**

Supervisory Hearings and Information  
Officer.

[FR Doc. 2015-25061 Filed 10-1-15; 8:45 am]

BILLING CODE 7020-02-P

## DEPARTMENT OF JUSTICE

### Antitrust Division

#### Notice Pursuant to the National Cooperative Research and Production Act of 1993—R Consortium, Inc.

Notice is hereby given that, on September 15, 2015, pursuant to Section 6(a) of the National Cooperative Research and Production Act of 1993, 15 U.S.C. 4301 *et seq.* ("the Act"), R Consortium, Inc. ("R Consortium") has filed written notifications simultaneously with the Attorney General and the Federal Trade Commission disclosing (1) the identities of the parties to the venture and (2) the nature and objectives of the venture. The notifications were filed for the purpose of invoking the Act's provisions limiting the recovery of antitrust plaintiffs to actual damages under specified circumstances.

Pursuant to Section 6(b) of the Act, the identities of the parties to the venture are: TIBCO Software Inc., Palo Alto, CA; Oracle Corporation, Burlington, MA; R Foundation for Statistical Computing, Vienna, AUSTRIA; Google, Mountain View, CA; Mango Solutions, Chippenham, Wiltshire, UNITED KINGDOM; Alteryx Inc., Irvine, CA; RStudio Inc., Boston,

## 157th MEETING OF THE NATIONAL PARK SYSTEM ADVISORY BOARD

November 4-5, 2015

MEETING SITE—Boston National Historical Park, Commandant's House, Charlestown Navy Yard, Boston, MA 02139  
617-242-5611

LODGING SITE—Hyatt Regency Cambridge, 575 Memorial Drive, Cambridge, MA 62139  
617-492-1234 / Fax 617-491-6906

### Travel to Boston, Massachusetts, on Tuesday, November 3, 2015

Hotel Check in 4:00 pm | Check out 12:00 noon

Hotel Restaurant: Zephyr on the Charles / Breakfast 6:30-11:00 am / Lunch 11:00 am - 5:00 pm / Dinner 5-11:00 pm

Room Service: Breakfast 6:00 am - 11:00 am / Dinner 5:00 pm - 11:00 pm

### Wednesday

#### **NOVEMBER 4**

*NOTE—Meeting attire is business. The tour will involve some walking and climbing stairs. Remember to bring comfortable shoes suitable for boating and walking, sunglasses, sun screen, hat, raincoat, umbrella, and reusable water bottle.)*

6:00–7:00 am Breakfast on your own

7:15 am Gather in hotel lobby; board van to meeting site

**8:15 am**

#### **CONVENE MEETING**

**Boston National Historical Park, Charlestown Navy Yard, Commandant's House**

CALL TO ORDER / CHECK-IN / APPROVAL OF MINUTES / AGENDA REVIEW

Chairman Knowles and Loran Fraser

9:00 am

WELCOME TO THE NORTHEAST REGION AND THE NATIONAL PARKS OF BOSTON

Regional Director Michael Caldwell (by telephone)

General Superintendent Michael Creasey

9:15 am

REMARKS BY THE DIRECTOR OF THE NATIONAL PARK SERVICE

Honorable Jonathan Jarvis

Discussion

10:00 am

BREAK

10:15 am

REPORT OF THE SCIENCE COMMITTEE

Committee Chair Rita Colwell (by telephone); Dr. Gary Machlis, *Senior Science Advisor*

*to the Director, NPS*; Dr. Stephanie Toothman (by telephone), *Associate Director, Cultural*

*Resources, Partnerships and Science*

11:00 am

NATIONAL PARK SERVICE URBAN AGENDA

• Achieving Relevancy in the Urban Space, *Jonathan Jarvis, Director*

• Overview of Urban Agenda, *Rebecca Stanfield McCown, NPS Stewardship Institute*

• Northeast Region's Approach to Activating the Urban Agenda, *Mike Caldwell (by telephone), NER Regional Director*

• Boston Urban Agenda, *Michael Creasey, General Superintendent, National Parks of Boston*; and *Ruth Raphael, Boston Urban Fellow*

Discussion

**Wednesday**  
**NOVEMBER 4 - cont'd**

- 12:00 pm Adjourn for the Day
- TOUR NATIONAL PARKS OF BOSTON**
- 12:15 pm Walk to Pier One / Board Ferry for tour of Boston Harbor Islands
- 2:00 pm Arrive Long Wharf Pier / Walk to Feneuil Hall / Shuttle along Greenway to Boston Common
- 3:00 pm Walking tour of Black Heritage Trail—Shaw Memorial to African American History Museum, NPS Ranger Ryan McNabb
- 4:00 pm RECEPTION AT THE AFRICAN MEETING HOUSE
- 6:30 pm Dinner and evening on your own

**Thursday**  
**NOVEMBER 5**

- 6:00–7:30 am Breakfast on your own
- 7:45 am Gather in hotel lobby / board van to meeting site
- 8:45 am RECONVENE MEETING**  
 Boston National Historical Park, Charlestown Navy Yard, Commandant's House  
 CALL TO ORDER / AGENDA REVIEW  
 Chairman Knowles
- 8:50 am REPORT ON THE NATIONAL PARK SERVICE VALUATION STUDY  
 Professor Linda Bilmes; Dr. John Loomis (by telephone), *Professor, Department of Agricultural and Resource Economics, Colorado State University*; Dr. Bruce Peacock (by telephone), *Chief, Environmental Quality Division, NPS*; and Dr. Lynn Koontz (by telephone), *Economist, NPS*
- 9:20 am OVERVIEW OF NATIONAL PARK SERVICE ACTIONS ON ADVISORY BOARD RECOMMENDATIONS
- Jonathan Jarvis, *Director*
  - Vic Knox (by telephone), *Associate Director Park Planning, Facilities and Lands*
  - Gary Machlis (by telephone), *Senior Science Advisor to the Director*
  - Ray Sauvajot (by telephone), *Associate Director, Natural Resource Stewardship and Science*
- 10:45 am BREAK
- 11:00 am OVERVIEW OF NATIONAL PARK SERVICE ACTIONS ON ADVISORY BOARD RECOMMENDATIONS—*Continued*
- Stephanie Toothman (by telephone), *Associate Director, Cultural Resources, Partnerships and Science*
  - Dueon "Duey" Kohl, Management Analyst, Division of Interpretation, Education and Volunteers
  - Reginald Chapple (by telephone), *Division Chief, Office of Partnerships and Philanthropic Stewardship*
  - Michael Creasey, *General Superintendent, National Parks of Boston*
  - Alexa Viets (by telephone), *Centennial Coordinator*
- 12:30 pm LUNCH
- 2:00 pm REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE  
 Committee Chair Stephen Pitti; Dr. Stephanie Toothman, *Associate Director for Cultural Resources, Partnerships, and Science, NPS*

**Thursday**  
**NOVEMBER 5 - Cont'd**

- 2:30 pm PLANNING A BOARD SUMMARY REPORT TO THE DIRECTOR, 2016  
Board Members, Director Jarvis, Loran Fraser
- 3:00 pm OTHER BUSINESS
- 3:15 pm BREAK
- 3:30 pm Opportunity for Public Comment
- 3:45 pm Scheduling Future Meetings
- 4:00 pm ADJOURN
- 4:15 pm 1—Taxi to Logan International Airport / Amtrak Train Station (\*)  
for departures on Thursday, November 5  
*(\*2 South Station / Summer Street & Atlantic Avenue / Boston, MA 02110)*
- 2—NPS van drop off at Hyatt Regency Cambridge to overnight  
for departures on Friday, November 6

PROPOSED MINUTES  
156th Meeting  
National Park System Advisory Board  
May 6-7, 2015  
Pensacola Beach, Florida

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The 156th meeting of the National Park System Advisory Board was called to order by Chairman Tony Knowles at 8:00 a.m., Central Daylight Time, in the Crystal Sands Room of the Hampton Inn Pensacola Beach Gulf Front, 2 Vie De Luna Drive, Pensacola Beach, Florida 32561.

**BOARD MEMBERS PRESENT**

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

**BOARD MEMBER ABSENT**

Ms. Leonore Blitz

**OTHERS PRESENT (at least part of the time)**

Hon. Jonathan Jarvis, Director, National Park Service  
Mr. Stanley Austin, Regional Director, Southeast Region, NPS  
Mr. Daniel Brown, Superintendent, Gulf Islands National Seashore  
Mr. Brian Drapeaux, Deputy Superintendent, Grand Canyon National Park  
Mr. Loran Fraser, Senior Advisor to the Director, NPS  
Dr. Stephanie Toothman, Associate Director, Cultural Resources, Partnerships and Science, NPS  
Dr. James Jacobs, Acting Chief, National Historic Landmarks Program, NPS\*  
Dr. Raymond Sauvajot, Associate Director, Natural Resource Stewardship and Science, NPS  
Ms. Heather Eggleston, Regional National Natural Landmarks Coordinator, Intermountain Region, NPS  
Mr. Reginald Chapple, Division Chief, Office of Partnerships and Philanthropic Stewardship, NPS  
Dr. Bruce Peacock, Chief, Environmental Quality Division, NPS  
Dr. John Loomis, Professor, Department of Agricultural and Resource Economics, Colorado State University  
Dr. Joe Watkins, Chief, Tribal Relation and American Cultures Program, Supervisory Cultural Anthropologist, and Chief, American Indian Liaison Office, NPS  
Ms. Lindsey Phillips, Gulf Islands National Seashore  
Ms. Beckie Mims, Gulf Islands National Seashore  
Ms. Tiffany Smith, VWF, Pensacola Beach, FL

- Ms. Sandra Tennyson, Gulf Islands National Seashore
- Mr. Jordan Gilliard, Turtle T.H.i.S., Gulf Breeze, FL\*\*
- Ms. Kaylee Christopher, Turtle T.H.i.S., Gulf Breeze, FL\*\*
- Ms. Juliana Sims, Turtle T.H.i.S., Gulf Breeze, FL\*\*
- Mr. Reid Harwell, Turtle, T.H.i.S., Gulf Breeze, FL\*\*
- Ms. Shelby Butts, Turtle, T.H.i.S., Gulf Breeze, FL\*\*
- Ms. Madison Meyer, Turtle T.H.i.S., Gulf Breeze, FL\*\*
- Ms. Savannah Koontz, Turtle T.H.i.S., Gulf Breeze, FL\*\*
- Ms. Susan Teel, Gulf Island National Seashore
- Ms. Caroline Rohe, Gulf Island National Seashore
- Ms. Ruth Cox, Private Citizen, San Francisco, CA
- Ms. Lisa Enfield, Private Citizen, Santa Fe, NM
- Ms. Liz Smith-Incer, Rivers, Trails Conservation Assistance Program, NPS, Ocean Springs, MS
- 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 by telephone at least part of the time)*

*(\*\*Students participating in Turtle T.H.i.S.—Teens Helping in the Seashore; a curriculum-based citizen science program which provides opportunities for students to be involved with sea turtles.)*

\* \* \* \*

## ORDER OF BUSINESS

### ■ Wednesday, May 6, 2015

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Approval of Minutes—Meeting 154, October 24-25, 2014, and Meeting 155, December 5, 2014.. page 5

Welcome Remarks by the Regional Director of the Southeast Region ..... page 5

Welcome Remarks by the Superintendent of Gulf Islands National Seashore ..... page 5

Remarks of the Director of the National Park Service ..... page 6

Report of the National Park Service Centennial Committee..... page11

Report of the National Historic Landmarks Committee..... page13

#### *Properties Considered—*

- 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
- Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp, Jefferson County, CO
- Lafayette Park, Detroit, MI
- George Washington Masonic National Memorial, Alexandria, VA
- First Peoples Buffalo Jump, Cascade County, MT

- Old Blenheim Bridge, Schoharie County, NY

■ **Thursday, May 7, 2015**

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Report of the Philanthropy and Partnerships Committee ..... page 19

Report of the Science Committee..... page 20

Report of the Education Committee ..... page 21

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Report on Leadership and Organizational Development ..... page 23

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Discussion of the Tribal Programs of the National Park Service ..... page 29

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\* \* \* \*

■ **WEDNESDAY, MAY 6, 2015**

**OPENING THE MEETING**

**Call to Order/Check-In/Approval of Minutes**

CHAIRMAN TONY KNOWLES called the meeting to order, acknowledged NPS Director Jonathan Jarvis’s presence, as well as NPS Southeast Regional Director Stan Austin, and Gulf Islands National Seashore Superintendent Dan Brown. The Chairman said Rita Colwell would join the group later in the day; Linda Bilmes could not attend, but would give a report by phone; and Leonore Blitz was unable to attend, but would participate periodically by phone. He noted that a meeting agenda item was to consider what kind of report in 2016 the Board would prepare for the Director. Recalling that he opened Board meetings with a “check-in” question, providing Members an opportunity to engage with one another immediately, he asked what role the Advisory Board has played in the legacy the NPS is establishing during the years of the current Administration.

BELINDA FAUSTINOS offered that having served on the National Parks Second Century Commission, it was immensely gratifying to participate in the Park Service’s implementation of some of that Commission’s recommendations. She said Board work on the American Latino Heritage Initiative and the recently-launched Urban Agenda address Commission recommendations on diversity and relevance, and were legacy issues. She said it was very encouraging to see and to contribute to critical policy changes coming to the NPS.

PAUL BARDACKE shared that since the Board's last meeting he had visited Zion and Bryce National Parks, remarkable natural wonders, places which provided a welcomed distraction from the country's current political dysfunction. He said it was personally gratifying to have allocated his time to the meaningful work of strengthening NPS philanthropic strategies, critical for supporting these, the other great parks, and all the NPS does.

JUDY BURKE proposed that a Board legacy would be its active support of NPS efforts to reach out to diverse audiences and to get greater numbers of youth involved in the parks, particularly to understand issues of water quality and availability, matters of increasing concern in the future. She said it was critical to impress upon the youth of the country the importance of the parks to their future.

MILTON CHEN said he was very proud of the Board's work to engage more youth in the learning offered in the parks, especially diverse youth, but in this regard there was still a long way to go. With the centennial there's more attention to this and more stories coming out about how young people can learn. This was not only learning about science and STEM and history and culture, but learning about themselves.

CAROLYN FINNEY acknowledged Board concerns about diversity and recalled her work with the NPS to promote relevance and broaden park outreach into surrounding communities. She announced that she was leaving Berkeley's Department of Environmental Science Policy and Management after a dispute over tenure, which ironically involved questions about the relevance of academic work to address and create knowledge about diversity. She said her work's focus was to spotlight the issue of diversity in ways that were accessible and relevant to as many as possible, and an overarching societal goal was to grow and deepen this conversation.

GRETCHEN LONG expressed the hope that the Board's report to the Director would address more than what the various committees had recommended; that it should show how these recommendations have been embedded and institutionalized within the Service; this to indicate that there would be ongoing sustainability of the work that was done. She reported that she had just spent 48 hours experiencing the power, wonder and excellence of the National Park System, visiting parks she had not previously seen in the Southeast, each of which was unique. Regional Director Sue Masica had arranged for park employees to offer her guidance while at these sites. She said she covered 600 miles to visit five parks which together represented the breadth, diversity and wonder of the system. She described visits to Petroglyphs National Monument, Salinas Pueblo Missions, White Sands National Monument, Carlsbad National Park, and finally Guadalupe National Park. The trip was inspiring, and she reported feeling passionate about the importance of these places, patriotic upon seeing the flag at the sites.

MEG WHEATLEY said that while park staff are highly dedicated to the mission, it was becoming more difficult and frustrating to accomplish this noble work in so large and increasingly complex a bureaucracy. Still, the day-to-day experience offers moments of joy and triumph. She said work on the Urban Agenda was an extraordinary accomplishment. When the report to the Director is written, she wanted to emphasize the special opportunity, new in her experience, to fulfill recommendations made in the National Parks Second Century Commission Report.

STEVE PITTI offered that in looking to the Director's report, his role was to channel the energies, expertise, grace, hard work, and artistry of so many other people who have done so much for the NPS—Board Members, other people in the room, the legions of researchers, teachers, rangers, superintendents, public historians, and others who have worked to move the parks to a different kind of understanding of their cultural resource work, to a different kind of understanding of the important of the National Historic Landmarks Program. He hoped the report would acknowledge the hard work that predated the work of the Board, and that it will document the ways in which so much of this work has now been embedded and institutionalized.

CHAIRMAN KNOWLES observed that a common theme all had touched on was that the Board's work has been about the future, what it can and should be, and he thanked the Director and NPS people everywhere who had helped educate Members, encouraged pursuit of that goal, and welcomed the Board to these national treasures all across the country.

### **APPROVAL OF THE MINUTES**

**154th Meeting—October 23-24, 2014**

**155th Meeting—December 5, 2014**

CHAIRMAN KNOWLES said there were minutes from two meetings to be approved, the October 23rd and 24th meeting at the Grand Canyon, and the teleconference meeting of December the 5th. He accepted a motion and a second to approve the minutes.

GRETCHEN LONG noted that in the minutes relating to a report of the Centennial Committee, the narrative reads that Committee Members were to reach *beyond* their respective constituencies in building support for the anniversary, but that word [in italics] is more than what the Board has asked for. Also, the minutes narrative concludes stating that this work is “to make for a new National Park System,” but she would be more comfortable with “to make for a 21st Century National Park System.” Loran Fraser confirmed that the changes requested would be made.

### **WELCOME REMARKS OF THE REGIONAL DIRECTOR, SOUTHEAST REGION**

Regional Director Stan Austin welcomed the Board to the Southeast Region of the National Park Service. He said the region has 4,000 employees, 66 sites in nine states, and a \$250 million operating budget. It is number one among the regions in total visitation with 61 million visitors last year. Referencing recent social unrest in Baltimore, he said as a society we have a long way to go to address the causes behind this public disaffection. He said he was born and grew up in Newark, N.J. During the 1968 riots, his father took the family out of the city to visit national parks, and this opened his eyes to another world. Now, he was a Park Service regional director. He said this is a time of exciting change for the NPS. Commemorating the Selma to Montgomery march, he joined Director Jarvis in walking across the Edmund Pettus Bridge, a statement to the National Park Service's concern for matters of relevance, racial healing and justice.

### **WELCOME REMARKS OF THE SUPERINTENDENT OF GULF ISLANDS NATIONAL SEASHORE**

Superintendent Brown welcomed the Board and said Gulf Islands National Seashore was the country's largest National Seashore, stretching 160 miles from the western tip of Cat Island in Mississippi to the eastern end of the island in Florida, Santa Rosa Island. The park has between

4.5 and 5 million visitors a year, more every year than does Yellowstone, Yosemite, and most years more than the Grand Canyon. The Florida and Mississippi portions of the park are very different from each other. In Florida, virtually all of it is vehicle accessible. In Mississippi, the Islands are seven to 12 miles off the mainland. The only way there is by boat. Besides being a distance off the mainland, it includes two islands that are a congressionally designated wilderness, Horn Island and Petit Bois Island. Petit Bois Island, at some point in the future, will completely disappear, the only wilderness in the System that will go away. It is a barrier island and like all barrier islands it is constantly moving, migrating from the east to the west. Though the park boasts wonderful beaches, the driving force for its establishment was not its beaches, but rather its 19th century historic fortifications. The park has the greatest concentration of coastal fortifications anywhere along the Eastern Seaboard within Gulf Islands. He said the park has major Category 4 or 5 hurricanes on a cycle of about every 10 to maybe 15 years. The last series of hurricanes occurred 10 years ago, in 2004 and 2005, with a regular train of hurricanes starting with Hurricane Ivan, followed by Arlene, Cindy, Dennis, and Katrina, all in a span of about 21 months. They either destroyed or significantly damaged 80 percent of the infrastructure that supports visitor access to the park. So, the NPS spent about four, almost five years and \$78 million basically reconstructing most of the infrastructure in the Park. Just as the finishing touches were put on this work, and the park was opening the roads, in April of 2010 another disaster occurred, the Deep Water Horizon oil spill, 250 million gallons of oil. Over the course of a three-year emergency response effort, 4 million pounds of oil were removed from Gulf Islands National Seashore. Within the states of Mississippi and Florida, 90 percent of the oil came ashore within the National Seashore.

## **REMARKS OF THE DIRECTOR OF THE NATIONAL PARK SERVICE**

Honorable Jonathan Jarvis

DIRECTOR JARVIS recalled that in 2010 he had spent three months as a Lieutenant Commander addressing the Gulf oil spill, leading the Interior Department's recovery plan, directing recovery funding from BP. He thanked Superintendent Brown for his leadership during that crisis. He said his remarks were prepared as an overview of all the things going on related directly to the Board's work. He wanted Members to understand how significant their work was, and how hard the NPS was working to institutionalize these efforts. One effort, the work of Rita Colwell and Gary Machlis, was seen in the Strategic Sciences Group, where the NPS pioneered in engaging scientists at the outset of the oil spill crisis, not afterwards, to really understanding the cascading effects of an event like the Macondo Well. That work guided restoration efforts in early intervention and having measurable results, as well.

The DIRECTOR said that during the spill his focus was on one thing only for three months. Today, the focus was on hundreds of things at the same time, and the previous couple of months had been quite an extraordinary time in that regard. He said his plans in moving the NPS forward can be seen in the Advisory Board's [2001] John Hope Franklin Report, the Second Century Commission Report, tasks set before the Board, and the NPS Call to Action—all integrated as a strategy he said he had been executing over his tenure as the Director. He said many of the pieces were now falling into place, and he would begin his report to the Board with some of that work.

The goal of the Centennial is to connect and create the next generation of park visitors, supporters, and advocates. To do that, the NPS needs to get in front of them, to get into their heads, to make a

deep connection. That has necessitated a public awareness campaign, now off and running. The Find Your Park campaign launch was held in New York City, Los Angeles, and Washington, DC. The Secretary and celebrities were involved and lots of media coverage. There were sponsorships, technologies, web presence, videos with Bill Nye the Science Guy, Michelle Obama, rangers and actresses. It was unlike anything the NPS has ever done. Grey Advertising and the National Park Foundation just reported that as a result of the effort so far in terms of PR impressions where we want to make impressions, within the social media world, we are currently at 1.1 billion PR impressions from the Find Your Park campaign, an enormous penetration into a world where we've never been. And there are thousands of photos being posted too. Even members of Congress are posting their Find Your Park work.

*The Director showed the Board Grey Advertising's Centennial promotional video called "the sizzle reel," as well as a short video produced by actor Joseph Gordon-Levitt, a Centennial sponsor, who runs a popular site called HitRECORD which invites creativity and collaboration with music and the arts.*

The DIRECTOR reported that there were two Honorary Co-Chairs, Michelle Obama and Laura Bush, and he said the President had just announced the Every Kid in a Park initiative, which invites every fourth grader in the nation, around 4 million kids, to participate in field trips to parks. He reported that MILTON CHEN, Ken Burns and he joined together to advocate for the initiative before the Board Certified Teachers Association, and he had talked about it as well to the Children Nature Network. The basic premise is fourth graders, either at home or in the classroom, will participate online, sort of a Web Ranger educational activity. Upon completion, they download a voucher that will be good at a National Park or other public land where fees are charged. They will get a pass when they turn in their voucher, and it is good for them and their family for a year. So, we're connected into families through this effort, too.

He said the NPS was raising funds for the field trips through the National Park Foundation, roughly \$40 million. The President has catapulted attention to this, and to the larger Centennial campaign. He has visited 5 national parks and delivered three of the best speeches given as President, at Pullman when designating the Pullman National Monument, at Selma and Montgomery, and at Everglades National Park. The DIRECTOR read from the President's Pullman speech:

"And that's why I've used my authority to set aside more public lands and waters than any president in history. And that's why starting next month, we're going to encourage every American to find your park because chances are there's one closer than you think. And that's why starting this fall, we're going to help a new generation of Americans experience our God-given grandeur by giving every fourth grader in America what we're calling an Every Kid in a Park pass, a pass good for free admission to all public lands for you, your family for an entire year.

"We want every fourth grader to have the experience of getting out and discovering America. We want them to see the outside of a classroom too, to see all the places that make America great. Put down the smartphone for a second. Put away the video games. Breathe in some fresh air. And see this incredible bounty that's been given to us all. No matter who you are, no matter where you live, our parks and our monuments, our lands and our waters, these places are the birthright of all Americans."

And from his speech at Selma:

"There are places and moments in America where this nation's destiny has been decided. Many are sites of war, Concord, Lexington, Gettysburg, and Appomattox. Others are sites symbolizing the daring of America's character: Independence Hall, Seneca Falls, Kitty Hawk, Cape Canaveral, and Selma."

DIRECTOR JARVIS observed that all these places are units of the Park System, places that the NPS is activating as a part of the Centennial effort to bring-out and keep relevant these stories. He reported that the NPS was partnered to host the Walking Classroom, where 150 students marched from Selma to Montgomery over a one week period, and brought a group of high school students from Ferguson, Missouri, pairing them with a group of high school students from Little Rock, also a unit of the National Park System, to tell their stories. Each night during the visit to D.C., the students stayed in tents at Tent City, which was where many of the African American community lost their homes and were forced to live after the 1965 Voting Rights March. Wireless was set-up for them to participate in social media and share their experiences. The DIRECTOR reported further that in April the President was in Everglades National Park speaking very strongly about climate change, using the impacts that we currently see and know are happening to Everglades. The President also continues to create new national monuments that are far more representative of our collective history, like Pullman, and at the same time, he did Honouliuli, which is a Japanese American internment site on the island of Oahu. That's very consistent with the work of the National Historic Landmarks Committee to find stories more representative of the country.

In Detroit, the NPS is playing an active role as part of our work on the Urban Agenda. The recent NHL designation of the murals of Diego Rivera there brought new attention to our work. So, the Park Service continues to grow. Since 2009, 16 new units have been added to the Park System, bringing the total to 407. These are new parks that tell the stories of African Americans like Harriet Tubman or Colonel Young, Japanese Americans like Honouliuli, the story of Civil Rights. One of the more fascinating ones is the Manhattan Project, where the story is the development and the utilization of the atomic bomb. The NPS is working with the cities of Hiroshima and Nagasaki to ensure that their side of the story is told, as well. And Valles Caldera, a fantastic new natural resource park, has been added, transferred from the US Forest Service. A couple weeks ago, the NPS launched its Urban Agenda at the City Parks Alliance annual meeting. Carefully selected and hired are 10 urban fellows, dispatched to 10 cities across the nation where they will work directly with local communities and elected officials to implement the agenda. We released our economics reports with record visitation in 2014, hitting 292 million. That's more than all of Disney Parks, all of the National Football League, all of the National Baseball, all of National Basketball, all of hockey, and all of NASCAR combined, just to give you a sense of perspective of what 292 million is. That translates to 28 billion into the economy and hundreds of thousands of jobs. The NPS paired that release in terms of straight tourism with the Carbon Sequestration Report that Linda Bilmes did with Harvard. NPS/USGS did a parallel report as well. The National Parks now sequester 14.8 million metric tons of carbon by just protection of those places. That translates into about \$600 million in terms of the economy in terms of sequestration as well. If you caught 60 Minutes that past Sunday evening, it featured David

Rubenstein and his patriotic philanthropy. He has given the NPS through the National Park Foundation \$7.5 million to fix the Washington Monument, \$12.3 million for the Robert E. Lee Memorial, and just last week \$5.3 million for the restoration of the US Marine Corp Memorial of Iwo Jima. The National Park Foundation set a capital campaign goal of \$250 million, currently at \$115 million in funds raised for the Centennial.

The DIRECTOR said the NPS was a major player at the World Parks Congress in Sydney, leading the theme on climate change, the only team at the entire Congress led entirely by women, Dr. Leigh Welling and Mexico's Mariana Bellot were co-leaders. They actually had a whole session on women and climate change. The NPS also co-led with Parks Canada the theme on connecting to the next generation and with Australia on the theme Healthy Parks, Healthy People Program. On Healthy Parks, Healthy People theme, the Park Prescriptions Program, the NPS is the world leader now. There are over 150 pilot projects across the nation. Some entire cities have adopted the Park Rx, the Park Prescriptions Program.

DIRECTOR JARVIS said the Park Public Awareness Campaign will continue to roll out creatives over the next 16 months. Right now you're seeing just the tip of the iceberg. Then a burst of additional events, like the Rose Bowl Parade; the Nationwide Bio Blitz; the IMAX film on the National Parks; the National Endowment for the Arts Grants Program for Arts in the Parks; Robert Redford's A Walk in the Woods release in September, which was all done on the Appalachian Trail; the National Geographic series; and then of course, in each park local events across the system. He said that a month earlier he had assumed the Chairmanship of the Federal Interagency Council on Outdoor Recreation, which included all of the land management agencies in the federal government, all leveraging the big tent around Find Your Park and Every Kid in a Park.

The President has released the 2016 budget, which is the most robust budget for the Park Service in a decade, a 20 percent increase to the operating budget, \$432 million. It was because the Secretary saw the Centennial as her number one priority and was able to convince OMB and the President. She spoke directly to the President about the 2016 budget. Now we just have got to get Congress to pass it, which is another story. We also have a Centennial Legislative Package on the Hill and strong bipartisan support for it. It would accomplish many of our goals, one of which was the idea of the Second Century Commission to establish a robust NPS endowment for the future. There's also an education mandate, an organic act for our programmatic side, protection of our intellectual property rights, and a Centennial Challenge built into this, as well.

The DIRECTOR concluded that he had covered a lot of ground in this briefing, but he wanted Members to know that amazing things are happening across the park system, and the work of the Board has been very important to establish a framework for implementation at a very high level.

MEG WHEATLEY commended DIRECTOR JARVIS for the leadership he demonstrated around the oil spill and for protecting resources in the face of major pushbacks on the part of other government agencies and BP. As such, she said, it became clear that he was illustrating the qualities of leadership that would then move into the Park Service. Instead of a distraction at the outset of his service as Director, she saw that period historically as a formation time for the kind of political skill, perseverance, engagement of staff, and clarity of mission, all the things that make for great leadership. She thanked him for his outstanding work.

BELINDA FAUSTINOS joined in praising the Director, offering congratulations for the requested budget increase. She expressed concern about how challenged many employees are by the amount of work involved in managing the parks, and said it is important to convince the Congress that this is a public function they must fund. It is important, she said, to inform America about what it takes to get this done. She said that passion and aspirational goals for park work are there, the question is does the NPS have adequate staffing?

PAUL BARDACKE said that hearing the Director's report of all the things underway in the Park Service was inspirational. He offered that he'd recently visited the Ai Weiwei exhibit at Alcatraz Prison and was very impressed with what the NPS had done to this site and moved by the exhibit.

MILTON CHEN added that he had recently visited the exhibit and suggested the NPS might contribute to the thinking about where it goes next. He noted that the exhibit raises questions about global and national issues relating to incarceration and detainment, things that young people can relate to. There are a number of great educational programs that go on with young people writing to detainees. As you come out of the exhibit, he said, there are postcards that one can send. One of the things that Ai Weiwei was to create was more than 150 Lego representations of people currently detained in prisons around the world for their political acts. This offers one an opportunity to write a postcard to them. It is more of an interactive exhibit. He chimed in about the inspiring leadership from the team at NPS, adding that the Director encourages people to go even farther. He posed a question about the Urban Agenda, which he said comes at exactly the right time. He and education associate director Julia Washburn in the past few months were going around to foundations to say the NPS has this urban agenda, and they knew efforts are underway across the country to improve urban school systems. But, everyone knows not enough can be done. In a conversation with Ford Foundation, he heard it said: "We're interested in Detroit." You may know that Ford Foundation was a leading foundations that gathered a number of foundations to focus on Detroit with major investment, this thanks to Darren Walker, their new CEO, a new kind of leader. He asked how the NPS can activate foundations to help.

The DIRECTOR responded that the NPS, working with the Park Foundation and other friends groups, was cultivating relationships with potential foundations. He said he had recently met with an heiress to the Hunt brothers' fortune who adores National Parks. She is very science focused, supportive of STEM education. The NPS had never talked to her. He said a role he is increasingly playing, as Director, is to meet with Foundation leaders. He encouraged the Board to identify these leaders for such meetings. In reaching out anew, we are emphasizing that the Urban Agenda's "ONENPS" concept is about bringing to the table all our programmatic assets, historic preservation tax credits, National Historic Landmarks, National Parks, RTCA, Land and Water Conservation Fund, all combined to assist cities in telling their stories, revitalizing community, connecting at a very deep level in terms of relevancy, and branding our work.

DIRECTOR JARVIS then introduced Susan Teel, Gulf Islands National Seashore's Chief of Resource Education at Gulf Islands, who would brief the Board about the park educational program called Turtle T.H.i.S., an acronym for Teens Helping in the Seashore.

Susan Teel explained that a group of students present in the meeting room were going to demonstrate how measurements are taken of ambient light from built structures near the beach

which negatively impact sea turtle nesting. When this is confirmed, she said, nests are moved to a safer location on the beach. She said sea turtles are charismatic megafauna at Gulf Islands National Seashore and quite loved in the area of the panhandle, especially little hatchling sea turtles. Sea turtle emblems are found throughout the area on family cars and elsewhere. People are amazed to first see full grown sea turtles that can weigh anywhere from 200 to 2,000 pounds. They are immense, yet graceful while underwater, seemingly almost to fly as they swim in the water. When they're on the beach, however, they're huge. You can hear them breathing hard, struggling with the exertion of each step to nest. She said superintendent Brown challenged park staff to find ways to involve youths in our community with the sea turtles such that they will be inspired to protect them. In response, the park developed Turtle T.H.i.S., Teens Helping in the Seashore, a curriculum-based citizen science program providing opportunities for students to be involved with sea turtles. The program is three-pronged, middle school student field trips that are curriculum-based, curriculum-based high school field trips and internships, college-level field trips and internships.

The program provides a continuum of learning from middle school to high school to college and provide advancing levels of responsibility for the students as they move through the program. The park's senior scientists hypothesized that the blue wavelengths from lights on the condos on the beach, the ball fields, the restaurants, were impacting the nesting sea turtles and having them nest low on the beach near the high tide line. In the wild, any nest that is laid below the high tide line would get flooded with the first high tide. And that clutch would be lost. The eggs would die. So, with this program, the nests are relocated to safer ground, higher up on the beach. High school students will visit each of the nests twice this year, once when the nest is laid within 24 hours of the nest being laid, and once while it's hatching. They're going to see baby sea turtles. The middle school students will be on field trips. And they will be employing methods that scientists use in the field to monitor the sea turtles. Turtle T.H.i.S. was also developed with the NPS Call to Action in mind and addresses a number of Call to Action education goals.

## **REPORT OF THE NATIONAL PARK SERVICE CENTENNIAL COMMITTEE**

Committee Chair Gretchen Long

GRETCHEN LONG commended Alexa Viets, the NPS Centennial Coordinator participating by phone in her briefing. She said this was a committee whose members represented partners and stakeholders in all the areas of interest to the Board, and it had been at work for three years, offering suggestions about the Centennial campaign in its early stages and working side-by-side with the NPS in the iterative building process that the Director had described in his remarks. The Committee's focus was to bring into alignment all the campaign pieces in the most constructive and productive way. The Committee met in March with the Park Service's National Leadership Council (NLC) and with NPS regional Centennial Coordinators. The launch in April, as the Director had stated, was a big success.

She summarized major projects in development, saying there were three areas of activity: NPS-sponsored events, like the Find Your Park effort and Every Kid in a Park, big national events; programs that NPS partners were planning, working closely with the Park Service; and a third category, myriad local events taking place with individual parks around the country. The question is how might there be maximum coordination and understanding about what everybody's doing? Much is in development and cannot be managed as a single project. Mutual awareness is the goal.

National Geographic has taken this on as a major 2016 objective. They are coming out with a book and have planned a special eight-part documentary on National Geographic Television. They are dedicating their National Geographic magazine to include coverage every month, with one particular issue to be an all Yellowstone-based issue. National Geographic Traveler will be covering park stories and issues through the year. Brand USA is just finishing filming a production that is expected to get wide-spread coverage. The Centennial Office works closely with NPS partners to promote coordinated message development. The National Association of State Park Directors is developing the equivalent of the NPS Find Your Park campaign. It will be the Find Your Park program in all the state parks. The National Education Association is doing a major national effort in the arts community. Eastern National, another committee member, is working with the Park Service on projects. It has been very helpful in developing the kinds of logos and licensing that's needed to merchandise products, an important means of reaching the public. NPCA is doing a broad scale multimedia campaign on Find Your Voice, which emphasizes working in communities to encourage them to become more involved in Find Your Park, to recognize park needs and to become local activists. The Sierra Club has committed to a national program to create 100 events that are focused on urban kids, particularly African Americans. Our own Advisory Board Education Committee is working with National Geographic to sponsor a National Learning Summit next April during National Park Week. Some of the park Gateway communities are working on events, such as Gardner, Montana, which is working closely with Yellowstone to change the approach into the park, focusing on the iconic Teddy Roosevelt Arch, to ensure this provides the best experience arriving at the park. She said the Committee meets twice a year, the next meeting in October with a focus on coordinating this mass of activity, and there will be more discussion on whether or not there will be one big national event at one point in time? Another area for focus will be measuring the impact for sustainability. This is not simply an effort to have a birthday party. It is a major commitment to embed, to institutionalize avenues of engagement for the years ahead. Measuring the impact of Centennial events is a keen Committee interest.

MEG WHEATLEY commented that for all the different organizations in this committee, the Centennial is an opportunity for everyone to connect, not just with National Parks, but with meaningful work again. It is providing a real booster rocket under people who have been struggling to reach these populations or facing a climate where people are ignoring these issues. The Centennial provides an anchor for moving work forward, promoting benefits well beyond the NPS. It is a focus and direction to motivate people.

DIRECTOR JARVIS stated that no one should underestimate the reach that that group has and the diversity that is there. The Centennial is a call for them to activate their networks. But, not everything that everybody's doing is going to move the needle on the NPS goal about becoming more relevant and to connect with the next generation. That is what the NPS keeps front and center, what we press upon the park and our programmatic side, key to all that we are doing. The Centennial has inspired groups across the board. In the beginning, the NPS was knocking at their doors. Now, people we have never heard from are coming to us wanting to participate. We are saying: "Go for it. We probably can't help you very much. But, we're not stopping you."

GRETCHEN LONG said when she talks about seeking "alignment" among diverse groups supporting the campaign, what we're all looking for is to share and convey the message of

relevancy, to encourage alignment with that goal. MILTON CHEN asked if this effort was collecting data and to evaluate whether it has moved the needle? DIRECTOR JARVIS answered that before work began on the public awareness campaign, a million dollars was spent on both qualitative and quantitative research. This started with a biography, which is the Internet version of a focus group. Then a variety of concepts and ideas were mined from that data for the target market, the millennial generation. They were the bloggers, at their level of understanding, their level of awareness, what motivated them, what didn't, what de-motivated them. That was converted into a quantitative research project. Built into the program is that this will be rerun in 2017 to understand whether we did actually move the needle in terms of public awareness, relevancy, whether or not the NPS is representing a much deeper understanding of the American experience. Discussions have begun, as well, about this fourth grade cohort that will participate in some level of education as part of Every Kid in a Park. MILTON CHEN offered that there were a number of highly-accomplished researchers on the Education Committee who would be glad to help. GRETCHEN LONG added that at its Fall meeting, the Centennial Committee would discuss how it can assist in gathering information for program evaluation.

MEG WHEATLEY asked the Director if regional directors would have a responsibility for gathering data on visitation, as she felt it was individual experiences in parks that would be so important to capture for this evaluation. DIRECTOR JARVIS responded that NPS surveys a set of parks each year, but can't do them all for lack of funding and OPM would never approve the larger activity. She said something simpler would be to direct park staff to pay extra attention to younger visitors to collect data anecdotally, making that part of the informal staff meetings of how to look at the target millennial demographic. There are also ways to track public responses through social media. The DIRECTOR said the Find Your Park Web site can do this. She thought that was national and had in mind monitoring social media by park. Stan Austin offered that at some level this was already happening, saying that at MLK a social media intern was watching what's happening and keeping data. Using barcodes, parks can keep track of who's looking at what and what's going on. It's happening in some of the urban parks..

## **REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE**

Committee Chair Stephen Pitti

STEVE PITTI reported that key program developments had occurred since the last full Board meeting. Dr. Alexandra "Lexi" Lord, Branch Chief of the National Historic Landmarks program, started a new position in January at the Smithsonian's National Museum of American History as Chair of the History of Science and Medicine Division, a big loss for the program. In April, archaeologist Dr. Erika Seibert, who also played a central role in the NHL's program for years, has moved on to become an archaeologist with the Department of Agriculture's Rural Utilities Service Rural Development. She will be missed. And, Carol Shull, the Interim Keeper of the National Register, has retired. This is a group that made great contributions to the NPS cultural resources program.

He said a second major development was the arrival in February of new members of the NHL committee: David Young, Executive Director of Clivedon near Philadelphia; Mary Hopkins, the State Historic Preservation Officer of Wyoming; Sarah Leavitt, Curator at the National Building Museum; Doug Harris, Deputy Tribal Historic Preservation Officer of the Narragansett Nation; Amber Wiley, an architectural and urban historian with an expertise in African American history;

and Yong Chen, an Asian American historian at UC Irvine. At the February meeting of the Committee property nominations were reviewed, the new members were trained, and a variety of ideas and suggestions about Committee's processes were considered.

Third, an NHL subcommittee will be holding an important meeting on May 27th and May 28th in Washington to discuss the NHL process, where leadership will hear from a number of people who have thoughts and observations and suggestions about the existing practices surrounding the National Historic Landmarks. Thanks in part to the support of the Kellogg Foundation, the Committee will hear from staff in Washington, DC, and the various regions; from stakeholders in the process like the National Trust; from representatives of the Heritage Initiatives, LGBT, Latino, Asian American, and more; from historians involved in the NHL process, and others who have interacted with the program in recent years. He said the effort is to look at what might be improved in the nomination process and what the committee's role in that process should be. This will be the Committee's meeting early this year, and no nominations will be reviewed. At the November full Board meeting, he hoped to provide a report on the Committee's deliberations just described. Broadly speaking, he said this is about how we should be understanding the NHL program in the 21st Century. GRETCHEN LONG referred STEVE PITTI to the Board's Planning Committee report, which called for a review of NHL criteria and nomination processes, perspectives that he might wish to consider prior to the upcoming committee meeting.

STEVE PITTI said brief reports on the Latino and Asian American Pacific Islander initiatives would precede Stephanie Toothman's presentation of NHL nominations.

### **American Latino Scholars Expert Panel**

BELINDA FAUSTINOS, identifying NHL criteria as a critical concern, endorsed the suggestion that a review of the Planning Committee's recommendations before the NHL meeting. She said we are a throwaway society, which through urbanization had extensively compromised the nation's built environments. Today, current NHL criteria are such that we often lack the ability to recognize sites of high cultural and historical importance to Latinos, and groups representing LGBT, AAPI and African America interests. She thanked Stephanie Toothman, DIRECTOR JARVIS and STEVE PITTI for zeroing in on the issue. She reported that the Latino panel was working overtime to develop a short list of priority significant sites to bring forward for potential designation, and that recently the California State Parks Commission approved the multiple property listing process. She said a Latino historic preservation group, a new organization, has been established and was scheduled to meet in Tucson in a couple of weeks. She said the Latino scholars' panel is reviewing its membership with an eye to ensure that as terms expire and new membership is considered the group would have the broadest possible representation of all Latino cultures. She said the panel would be looking to collaboration with the Board's Education Committee to look at the interpretive narrative relating to Latinos in our Parks.

### **Asian/Pacific Islander Scholars (AAPI) Expert Panel**

MILTON CHEN recalled that the Asian American Pacific Islanders' (AAPI) panel had in development 18 essays that would be peer reviewed by other scholars and published in 2016. He explained that this was phase one of the project. A second phase is to have this scholarship assist NPS, State Parks, and private citizens with understanding the places of significance to AAPI

history and culture. He called attention to an NPS publication provided to Board that morning about the role of Asian and Pacific Islanders fighting in the Civil War. He said it was a good example of how the panel's work supports scholarship, public stewardship and the demands of the general public interested in reading history. He offered further that these kind of materials are what every classroom student of history should be reading, not textbooks. It is a great example of how the NPS, in doing these heritage theme studies, was helping people understand our histories. He concluded by advising that an AAPI Summit organized by the White House, George Washington University, and the NPS would be held on May 12.

MEG WHEATLEY noted that STEVE PITTI was describing this as a time of change for the NPS cultural resources function, and she wished to commend Stephanie Toothman's leadership, his support of her, and DIRECTOR JARVIS's steadfastness and clarity of vision during a very turbulent period within the program. She said Stephanie Toothman was an extraordinary example of strong woman leadership, and she thanked her for that.

Stephanie Toothman thanked Jamie Jacobs, Paul Loether and the NHL staff for its incredible work for shepherding the group of NHL nominations to be presented through the system. They continue to demonstrate their grace and professionalism under the pressure of four initiatives and staff turnover. We are in the process of rebuilding, moving from a widely held perception that the program is something esoteric and antiquarian to being part of our efforts to engage with a broad American community and on critical issues such as racial healing and environmental justice.

She stated that she would review the various initiatives for the Board, present the Committee's nominations, then identify next steps in moving from initiatives to program, embedding the commitment to be inclusive in telling stories in NPS work. For each of the initiatives, the NPS secured specific funding designated for competitive grants to survey underrepresented groups. Two of the first 13 grants went to the States of Washington and California to survey properties associated with Latino history in those States. We continue to work with the Wing Luke Museum in Seattle through cooperative agreement and sponsored a Youth Summit with Asian American/Pacific Islander youth in the city of Seattle. Supporting the Women's History Initiative, the President announced designation of the Marjorie Stoneman Douglas house during Earth Day. Staff are working with the National Collaborative for Women's History Sites on several more. The Southeast Regional Office is working on a nomination for the childhood home of Rev. Dr. Pauli Murray, a 20th Century leader in women's rights and civil rights. And our Intermountain Region is working on the development of a nomination for Annie Wauneka, an influential member of the Navajo Nation who in the '50s worked to control the spread of tuberculosis on the reservation. The LGBT Initiative is generating great enthusiasm. Steve Pitti chaired a scholars' roundtable last year and leaders have Google group identifying, crowdsourcing, identity of projects and properties. She concluded the review saying the NPS funded two LGBT surveys as part of the Underrepresented Groups Competition and the Kaplan Foundation that helped sponsor the New York City survey proposal is exploring how to host several conversations about heritage in the community partnered with the NPS. The biggest challenges will be to go from initiatives to the program stage.

Next, Stephanie Toothman reported that the Landmarks Committee met on February 11th and 12th in Washington, DC, to review eight new nominations for NHL designation, and one de-designation. The committee gave its support to a labor archaeology theme study.

The first four properties she offered for consideration were under Criteria 1 and 2.

A group of three courthouses were presented which hold exceptional national significance under the NHL Criterion 1 for the preeminent role that the 5th Circuit Court of Appeals played in shaping the South during the modern Civil Rights Movement. The 5th Circuit developed a jurisprudence that effectively dealt with massive Southern resistance to desegregation. Each of the courthouses is also significant under Criterion 2 for their association with the judges critical to the social and political transformation of the segregationist South in the 1950s and 1960s. The 5th Circuit has jurisdiction over Alabama, Florida, Georgia, Louisiana, Mississippi, and Texas. The three courthouses nominated are the **U.S. Court of Appeals—Fifth Circuit (John Minor Wisdom U.S. Court of Appeals Building)**, New Orleans, Louisiana; the **U.S. Post Office and Courthouse (Elbert Parr Tuttle U.S. Court of Appeals Building)**, Atlanta, Georgia; and the **U.S. Post Office and Courthouse (Frank M. Johnson Jr. Federal Building and U. S. Courthouse)**, Montgomery, Alabama.

The next property presented under Criteria 1 and 2 was the **Henry Gerber House** located in Chicago, Illinois. The Henry Gerber House is nationally significant under Criterion 1 for its association with the founding of the first chartered organization in the US dedicated to advocating for the rights of homosexuals, the Society for Human Rights, which only lasted a year. It is also nationally significant under Criterion 2 for its association with Gerber, who founded the Society for Human Rights and is recognized by LGBTQ historians as a critically important advocate for the Civil Rights of Homosexuals. The Gerber House is located in the Old Town neighborhood in Chicago, Illinois, well north of the Loop and the Miracle Mile. Working out of his room, Gerber produced a newsletter to establish general assistance fund for homosexuals. In 1925, he was arrested and personal property confiscated. If the Board recommends this nomination to go forward, it will be the second nomination of an LGBTQ property, second after Stonewall. The next time the Committee presents, it will have a third nomination, a property associated with the poet James Merrill.

Stephanie Toothman said the next two properties were presented under Criteria 1 and 4.

**Red Rocks Park and Mount Morrison Civilian Conservation Corp Camp** in Morrison, Colorado, 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 the Civilian Conservation Corp labor to develop a metropolitan park and is significant under both Criterion 1 and Criterion 4, which are properties that embody the distinguishing characteristics of an architectural type. Located near Denver, Red Rocks is a municipal park that incorporates hiking trails, striking scenery, and the world-renowned Red Rocks Amphitheater.

**Lafayette Park** in Detroit, Michigan, is nationally significant under Criterion 1 as one of the earliest planned, most fully realized, and most successful urban renewal projects in the mid-20th Century. It is nationally significant under Criterion 4 as a collaborative design endeavor between one of the 20th Century's most influential modern architects, Ludwig Mies van der Rohe. Located just to the east of Detroit's downtown central business district, Lafayette Park is a 70-acre project. It embodied many of the most notable characteristics of the American urban renewal experience.

Reflecting the superblock concept as uniquely developed here, there are through streets in the development. Instead, vehicular circulation is limited to roads that connect to perimeter streets and terminate in parking areas and garages for the associated residents.

Stephanie Toothman said the next property **George Washington Masonic National Memorial** in Alexandria, Virginia, was presented under Criteria 1 and 4 (Exception 8). Perched austere on the top of one of the high hills ringing Washington, D.C., the George Washington Masonic Memorial cannot be missed in the landscape. The memorial is nationally significant under Criteria 1 and 4 as a compelling design for an organization dedicated to the memory of George Washington and aspects of his personality and leadership shaped by Freemasonry. The Memorial and the Association created to build and maintain the institution and its building constitute the only major initiative within Freemasonry that was truly national in scope

The next and the last new property was the **First People's Buffalo Jump** in Cascade County, Montana, which is one of the oldest, largest, and best preserved bison mass-procurement cliff jumping localities in North America. Judging by its unusually extensive use, area, and depth of its bison bone deposits during pre-contact times, Native Americans identified First People's Buffalo Jump as an especially effective locale for conducting mass procurement of bison. It is evident that careful planning and design and exact placement of drive lines and bison trip walls enhanced this aspect of the site's topography. The site is being considered under Criterion 6, Archaeology. First People's Buffalo Jump State Park is located 10 miles south of Great Falls, Montana. It comprises the entirety of the First People's Buffalo Jump State Park, or about 1,906 acres.

Stephanie Toothman summarized, saying these were the properties being nominated for designation.

She said the Committee was also presenting a proposal to de-designate the **Old Blenheim Bridge**, in Schoharie County, New York, which was first designated a National Historic Landmark in 1964. It was one of the longest single span wooden covered bridges in the world, stretching 210 feet across Schoharie Creek near the village of North Blenheim in New York State. In late August 2011, record flooding associated with the remnants of Hurricanes Irene and Lee hit the Schoharie River Valley. Classified as a 500-year flood, the Valley sustained unprecedented devastation. And one of the casualties was the Old Blenheim Bridge, which was swept away. The property no longer retains its historic integrity. The NHL designation is recommended to be withdrawn.

GRETCHEN LONG, calling attention to the Masonic Memorial nomination, asked if some description of the masons could be offered. Jamie Jacobs answered that the nomination includes that description. DIRECTOR JARVIS commented that his father was a mason and his recollection was that the group was discriminatory against women; women were not allowed to be Freemasons. He wondered if this was an appropriate NHL action, given that the focus of the program was to be more inclusive, though he offered he did understand the historical significance of the Temple. He said the need was to recognize that the Freemasons discriminate against a variety of groups. They do have Eastern Star, an organization for women. But, you can't become a mason if you're a woman. He said this should be discussed before discussions go forward. Stephanie Toothman said the nomination was based primarily on its architectural and monumental

characteristics, as opposed to any kind of glorification of the Masons themselves. There would be the opportunity to add some discussion to the nomination, and she said she would like to do that. This was an issue that could be deferred to the committee.

CHAIRMAN KNOWLES noted that the Committee report on the nomination states the potential for negative public response on the NHL program is not known. CAROLYN FINNEY thought this story could be presented as part of the designation's narrative. BELINDA FAUSTINOS agreed. GRETGHEN LONG suggested it could speak to the mission and selectivity of the group's membership. STEVE PITTI said that because the focus of the nomination was strictly on the architectural merits of the property, the Committee did not voice concerns and no significant questions were asked about the Mason's politics, or whether the property deserved to be enshrined. The action was to recommend the building on its architectural merits. Jamie Jacobs confirmed this was the case and added that Criterion 1 was included because the association represented only national architectural interest. Stephanie Toothman proposed the listing focus just on this criterion for clarification. DIRECTOR JARVIS offered that just narrowing the nomination misses the opportunity to make the point. That could be done if this was an historical structure and the Masons no longer existed. But, they are an existing organization. So, you can't ignore that. Rather than rejecting the nomination for this concern, capitalize on it, as CAROLYN FINNEY mentioned, that we recognize it for its historical significance and that the larger story under discussion be told.

CHAIRMAN KNOWLES asked if the effort would be served by sending it back to the committee, or to approve it "subject to?" Stephanie Toothman proposed "subject to, and staff could extract from the nomination some discussion of the Freemasonry history. GRETCHEN LONG suggested how this history is depicted might need to be reviewed with the Masons. MILTON CHEN asked what the responsibility was of landmark owners to tell a site's story. Stephanie Toothman answered there was no responsibility to do that, nor provide public access, and both vary from NHL to NHL. BELINDA FAUSTINOS referred back to the Lafayette Park nomination and encouraged the program broadly to be more proactive in distributing site-specific history and stories. GRETCHEN LONG recommended to STEVE PITTI that when the NHL Committee meets later in May that the issue of responsibility, if there is or should be any, for telling site history be brought up. In her view, architectural elements alone are not enough for any designation, that there has to be some other frame of reference, a story that goes with the place. STEVE PITTI agreed, saying we should avoid just putting a plaque on a wall with some fixed meaning attached to a place, understanding that if that had -- in the cases in which that was done 50 or 70 years ago, we don't share the same sense of the meaning of that place today. And that will be true 50 or 70 years from now. We want a system in which meanings are left open for interpretation and reinterpretation by new generations of visitors and experts, as that expertise develops.

GRETCHEN LONG offered a motion to approve the slate of NHL nominations presented and ask the Committee to consider seriously the importance of what the Board has discussed.

A second to this motion was offered, and without objection the motion was approved.

The Board then approved unanimously a motion to recommend to the Secretary withdrawal of the NHL designation for the Old Blenheim Bridge.

The Board adjourned for the day.

■ **THURSDAY, MAY 7, 2015**

**OPENING THE MEETING**

CHAIRMAN KNOWLES called the meeting to order and suggested a communication to the meeting site hotel to encourage attention to its parking lot lights, which, if dimmed, would help advance the community's sea turtle conservation agenda. Loran Fraser agreed to work with the park on such a communication. The CHAIRMAN introduced the Park Service's Liz Smith-Incer, who works the Mississippi side of Gulf Islands National Seashore. Liz Smith-Incer welcomed the Board to the park, said she staffs the RTCA community outreach, and that one of the many programs for which she's responsible is community gardening. She distributed packets of flower seeds and briefed Members on the President's National Pollinator Initiative. DIRECTOR JARVIS gave her a NPS Centennial lapel pin, and distributed the same to all Board Members.

**REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE**

Committee Chair Judy Burke

JUDY BURKE reported that the Committee had no nominations to bring forward, but the new recently-appointed Associate Director for Natural Resource Stewardship and Science, Dr. Ray Sauvajot, who oversees the NNL program, had asked to introduce himself to the Board and speak about the program, generally.

Ray Sauvajot said he came to the Associate Director's position from the NPS Pacific West Regional Office. Before that, he had worked at Santa Monica Mountains National Recreation Area, a cutting-edge partnership park. He said this has been a time of change in the National Natural Landmark's program with the recent retirement of long-time NNL program manager Dr. Margaret "Margi" Brooks. He thanked Heather Eggleston for serving as acting manager, stepping up and keeping the program moving. The goal is to move quickly to fill the position permanently, then have conversations with the NPS Natural Resources Advisory Group and internal stakeholders to promote and reinvigorate the philosophy that NNLs are key tool in the NPS conservation mission.

**REPORT OF THE PHILANTHROPY AND PARTNERSHIPS COMMITTEE**

Committee Chair Paul Bardacke

PAUL BARDACKE thanked Reginald Chapple, Chief of the Office of Partnerships and Philanthropic Stewardship, for his extraordinary support of the Committee's work. He noted that the Board had discussed the draft report at its previous meeting and subsequently in a conference call at the end of the year. He called attention to the final report, which was provided in the Board's read-ahead materials, and reminded Members that the report is offering advice to the Director about giving the NPS more of an opportunity to raise money in an atmosphere where the Service is billions of dollars behind.

DIRECTOR JARVIS thanked PAUL BARDACKE for leading the committee and producing a

solid report. He said that philanthropy was a critical component of the NPS work on entering into the Centennial effort, and having the committee identify, assess, and recommend standard procedures in philanthropy today was very important. It gives the NPS a guide upon which to revise Director's Order 21, which some friends groups and potential donors view more as an impediment to philanthropy than a guide. He said that with this report from the Board, we are rewriting the Director's Order. There are some things in the report we probably won't do and some we can't do, but a lot we can do.

PAUL BARDACKE thanked the Interior Department's Solicitor Hilary Tompkins, who made certain there were lawyers present at all Committee meetings, or participating by phone. This support was of central importance to the Committee's work and very greatly appreciated.

## **REPORT OF THE SCIENCE COMMITTEE**

Committee Chair Rita Colwell

RITA COLWELL recalled that the Board had accepted and conveyed to DIRECTOR JARVIS the Science Committee's report revisiting the 1962 Leopold Report. She reported that the Director had created an implementation team, which was at work outlining strategies to move forward on its recommendations. A new charge from the Director is to identify historically-important sites where individuals have made significant contributions to the welfare of the country in science, engineering, and technology. Tackling this assignment, the Science Committee met in March at the National Geographic Society headquarters and is developing a list of potential sites. She expected a substantial report to the Board on this work at the next meeting. She concluded saying that the Committee was prepared to be supportive in any way with regard concerns about the Pebble Mine (*Alaska*).

STEPHEN PITTI offered that from the NHL perspective, this was an exciting task and special care was being taken to identify sites where the history of women and minorities in science can be told. RITA COLWELL confirmed that this was an objective of the effort, and cited by way of example, that a site in Chicago has been suggested where a woman introduced birth control and family planning. DIRECTOR JARVIS shared that the Revisit Leopold Report was prominently featured at the World Parks Congress in Sydney, Australia. He said it was being looked at as a guide for parks and protected areas around the world, a seminal work.

CHAIRMAN KNOWLES suggested an action for the Science Committee, saying that with the United States, through Secretary John Kerry, now chairing the Arctic Council for two years, and that there's a direction established to look at the effect of climate change, perhaps DIRECTOR JARVIS might wish to articulate a charge to the Board for engagement with the Council. The DIRECTOR said that the NPS Regional Director in Alaska, Dr. Bert Frost, was very focused on the Arctic and the challenges of climate change. Dr. Leigh Welling, the NPS climate scientist, successfully led the theme at the World Parks Congress in Sydney, has been asked by the IUCN to take on a part-time role within in the World Protected Area Commission, and will spend a big portion of her time working in the Arctic. He said he will work with staff to develop a charge that could also include some commentary on Pebble, but more on the Arctic, looking broadly at NPS assets there and the challenges of climate change and growing interest in Arctic oil, gas and mineral extraction.

GRETCHEN LONG returned to the report of the philanthropy committee, thanking PAUL BARDACKE and the committee for breaking the logjam on NPS philanthropic opportunities. She said the committee has outlined a good direction, and in the hands of Director Jarvis the right thing will be done in revising the policy. PAUL BARDACKE thanked her and added that what makes this issue difficult is that while many of us have confidence in this Director, there may be people in his position in the future who don't have his values and priorities.

## **REPORT OF THE EDUCATION COMMITTEE**

Committee Chair Milton Chen

MILTON CHEN reported that the Committee met in February in New York at Federal Hall, enjoying while there a site visit to the African Burial Ground, which is one of the most important sites in the park system. It was very moving and it was inspiring to see what the NPS has done at Wall Street. Committee member Deb Shanley, Dean of Education at Brooklyn College, the College President and a College Department of Science reported on a new Science and Resilience Institute created at Jamaica Bay, a partnership with the NPS. Through this collaboration, college and graduate students, teachers and high school students are getting involved in looking at science and resilience issues in Jamaica Bay. It was very inspiring to see the leadership from Brooklyn College grasping the importance of the issues we're all talking about and making sure that young people are learning about this from the very earliest ages.

He reported that Committee subcommittees have worked over the past four years on technology, professional development, and interpretive skills for 21st century rangers. While subcommittee work will continue, it has been decided members will come together as a committee of the whole on a major endeavor, a national learning summit. Thanks to National Geographic Society for making available its D.C. headquarters auditorium for this event, scheduled on April 20-21, 2016. The concept, yet in development, is for a first day of short TED Talks from a variety of folks, NPS staff, learners, as you saw yesterday, of all ages, middle school, high school, college, graduate students, talking about the value of the National Parks to their learning. Day one would be a high visibility media produced day the press would cover and our message would be: "This is the NPS Centennial year. National Parks offer some of the nation's most important classrooms, outdoor classrooms." Day two, April 21st, would provide a chance for leaders in education from different learning sectors—schools, universities, informal learning, science centers, museums, libraries—to think about how to really engage kids. We think parks offer some of the very best places to do that. There will be discussions about partnerships and how to create a redesign of the American educational system. Schools are beginning to recognize they can't just do it by themselves. Kids need experiences. In the larger educational world, a great many are not aware of this. So, day two of the summit will highlight partnership development. The Board's Education Committee will play an active role in these discussions looking to next steps. The hope is that this can be a shot in the arm for the educational system to highlight National Parks as a major player on this.

MILTON CHEN reported that the DIRECTOR and Ken Burns gave a presentation at the National Board of Professional Teaching Standards. These are our nation's most highly trained and certified National Board teachers, a small percentage of our 3 million teachers, maybe less than 5 percent. They are our very best teachers. He introduced NPS Associate Director for Interpretation, Education and Volunteers Julia Washburn, who joined the meeting by phone.

Julia Washburn said the Board's Education Committee had been a huge source of support for her staff in the Washington Office, and interpreters and educators across the country, providing resources, a lot of hope and excitement about the future over the past several years. She said the learning summit would be a wonderful capstone to the work of the Advisory Board. Education Committee members have been prolific, helping in the areas of digital education, 21st century interpretive skills, family learning, business planning for interpretation and education, and now the learning summit. The plan is to live streaming much of what happens at the learning summit.

DR. WHEATLEY offered a caution about the summit's process, encouraging the Committee to be attentive not simply to replicate the one-way communication of teachers. She said the summit was a wonderful opportunity to form a community of diverse people who are understanding the opportunity that parks present for their own needs. She offered to share ideas about structuring the event.

DIRECTOR JARVIS complimented MILTON CHEN for the remarkable work he and the Education Committee have done, and for their close coordination with Julia Washburn, her team, and the NPS interpretive and education community. He acknowledged the goal to break through the complicated world of education and learning to assert and present ourselves as possessing unique assets, resources and capacities to help. The DIRECTOR praised the learning summit idea and its purpose to help deepen the public's understanding that NPS resources are there for assistance.

## **REPORT OF THE URBAN COMMITTEE**

Committee Chair Belinda Faustinos

BELINDA FAUSTINOS thanked Michael Creasey, Rebecca Stanfield McCown and staff of the Stewardship Institute, Brent Mitchell, and others, who have given strong support to the Board's Urban Committee, work that was over and beyond their responsibilities while developing and activating the Urban Agenda. She said the urban initiative is a game changer, outlining actions and directions to forward NPS goals in relevancy and community engagement. Fundamentally, it's about how the NPS relates to people, not only in urban spaces, but communities everywhere. The principles undergirding and guiding the Urban Agenda apply throughout the NPS.

She called attention to a foundational core of the Urban Agenda, the One NPS concept, the call to the Service to fully utilize the many community-focused programs it administers, which will bring expanded services to the nation. The vision is that these programs could be deployed in coordination with one another, possibly with resources from nearby park units, to expand significantly the support to our communities. Just some of these programs include national landmarks, stateside LWCF grants, RTCA, Historic Preservation Fund grants, historic preservation tax credits, National Register property recognition, and National Heritage Areas. She said the culture of the NPS may be a challenge to overcome to succeed at this, for the organization historically, has given near exclusive focus to park issues, not mission functions outside park boundaries.

BELINDA FAUSTINOS said that a year prior to the Urban Agenda launch, the Board's Urban Committee heard from a panel of NPS program managers presenting summary briefs of their

programs. The Committee’s response—and she said her own—was considerable surprise, because so very little was known about these assets. The Committee advised that this work should be communicated to the public far more energetically. A goal of the Urban Agenda strategy is to make far greater coordinated use of NPS programs. She reported that with support from the Stewardship Institute, each Urban Committee member was interviewed to learn what he or she could do to help prepare the just-hired ten Urban Fellows. The Fellows are to play a facilitating role in ten selected cities—model cities—to pilot Agenda strategies. The Committee’s advice and offers of individual personal assistance were developed into a report and provided to the Fellows at their training program in April.

The Fellow positions were advertised within the NPS regions in which there are Urban Agenda model cities. Some number of applicants and people hired come from the model cities themselves, but not all Fellows do. She said the City Parks Alliance conference and the NPS caucus of senior managers in April were phenomenal; in her 40-odd years attending conferences and workshops, an experience of a lifetime. She said: “All right, it's all crystallizing. It's all happening. And we're really all working collectively towards a common goal.” She reported that the Urban Committee would engage with the Fellows as work commences, sharing ideas and offering advice based on their own considerable experiences. She encouraged Director Jarvis to help ensure sustainability for the program by putting in charge a senior level of leadership in the Washington office. Committee Members will contribute to and participate in the NPS Servicewide urban webinar series. She concluded by reading recommendations of the National Parks Second Century Commission’s Relevancy Committee:

*The National Park Service must engage and serve people of all backgrounds with an urgency and dedication that equals the commitment to preserve park resources. It must serve as an integral and respected partner in achieving larger natural, historical, cultural, and social goals.... The NPS role should be to embrace and collaborate with grassroots efforts outside of the parks around the principles of preservation, environmental consciousness, and cultural heritage.*

BELINDA FAUSTINOS said those were profound principles not only for the work of the Urban Committee, but for the work of this entire Board.

## **REPORT ON LEADERSHIP AND ORGANIZATIONAL DEVELOPMENT**

Meg Wheatley

Regarding the Report to the Director that would be prepared, MEG WHEATLEY said the origins of much of the Board’s work came from the Second Century Commission. She said it was an act of political brilliance when the Director invited those of us who had authored recommendations from the Second Century Commission to serve on the Advisory Board; to give us the authority and backing, then to say: "Go do it." She said it was important to trace back the threads, the dynamics, that got set in motion from that Commission. Early on, she focused on leadership, innovation, and change, noticing that the work that was being done to train superintendents, the Superintendents Roundtable, was an ongoing community of practice. That successful effort has continued and the experience led the Stewardship Institute to operate more this way, a major modality, a way of organizing. She pointed out that on page 29 of the Urban Agenda document is a list of some of the many people participating in the emerging urban community of practice. She

encouraged all members to read the Urban Agenda. She said it was developed by Stewardship Institute, which can be considered the Commission-recommended center for collaboration and innovation, a reservoir of skills around collaborative processes. To develop the Urban Agenda, a call was put out for help with meaningful work, and people stepped forward. This is the work of over 185 people. She said when you give people time to think, then you come up with good recommendations. And you are teaching people the skills of collaboration. This is how you change a large system. What was frustrating about this project was that it needed to be approved. It needed to be understood within the NPS leadership. There was impatience. Pushing leaders to come up with a product when they're actually engaged in a very thoughtful community building, ownership building process is very stressful. In the end, there was great support, and now it's a wonderful embodiment of diversity, inclusion, relevancy, which are working with a future focus. It's extending NPS work to those we want most to reach.

MEG WHEATLEY offered that the NPS needs an organization development function, which does not exist now. She said the power of the bureaucracy to stall new efforts was disheartening. She said she would be communicating with workforce associate director Mike Reynolds to create a development path, especially for younger leaders within NPS, and she hoped the issue would move beyond good pieces of paper that outline leadership skills or lists of priorities. She said she was excited to continue to connect the threads and what got set in motion a long time ago with the Second Century Commission, where we're seeing fruition, and where we're seeing what needs next to change within the system to bring all of these efforts to this.

DIRECTOR JARVIS responded that the NPS was a bureaucracy inside of a bigger bureaucracy, over which it has not a lot control. The human resources function of the Park Service, without going down into the weeds, was broken. In the George W. Bush years, there was a strong emphasis on contracting out fundamental government services. Anything that could be done by the private sector should be done by the private sector. Every agency in the federal government had to put up something. Former NPS Director Mary Bomar put up our human resources as a private sector function. NPS employees had to compete against the private sector for their own jobs, and it destroyed morale. The NPS is an organization that takes a year to hire an employee. Reconnecting and rebuilding that organization is one of our top priorities. It's hard. And government employees have protections. But, the NPS is now on a path towards something that could restore this part of our organization. On the good news side of things, he said the Urban Agenda was a perfect example of how we took a concept that came out of the Second Century Commission and put it into practice and it can be transformative to the organization.

The DIRECTOR said the organization of the Board from the Second Century Commission was key to that. But, the next step was to the work of NPS's Conservation Study Institute. For the NPS, there's wonderful convergence that we're focusing attention on developing our capacities in the urban space at the same time there is this renaissance going on across the country in urban parks. All the pieces are coming together around the Urban Agenda. So, I think we have initiated something that will ultimately result in an institutional change to the Park Service about the way we think about our role in community, our ability to tell story and ability to use all of our assets, not just parks, but the programmatic side, to really—to assist the country. We're off on a new direction, bringing the parks to the people.

GRETCHEN LONG said the role of the Board's Planning Committee should be recognized in the

story of actions that led to the Urban Agenda, noting that it recommended an increased NPS focus on urban work. She said it wasn't recognized in the Urban Agenda document and should have been. She commended the NPS for prominently calling attention to all kinds of parks, state, regional and local, not just NPS units, as part of the Centennial Find Your Park campaign. DIRECTOR JARVIS observed that the Planning Committee recommendations related to park system growth had significantly influenced recent actions to expand the system. He shared that he would be looking into the NPS effort that was underway to develop a plan to direct future growth. MEG WHEATLEY said it will be great to have a report on what's happening with that process at the Board's meeting in the fall.

## **REPORT ON THE NATIONAL PARK SERVICE ECONOMIC VALUATION STUDY**

Linda Bilmes

Loran Fraser announced that both Dr. John Loomis of Colorado State and Dr. Bruce Peacock, Chief of the Environmental Quality Division at NPS, were on the phone to participate in the briefing.

LINDA BILMES reminded the Board that the economic valuation study had two streams of work, case studies and a public opinion survey, leading to two kinds of outputs, a series of academic papers and a book on the value of the parks. She said two additional case studies were in play, one at Minute Man National Historical Park and one at Redwood National Park. A paper on carbon sequestration by Kennedy School of Government student Adam Banasiak had been published, identifying more than \$700 million in annual carbon offsets just from one ecosystem. It was issued about the same time as this separate study by the US Geological Survey/National Park Service that used a slightly different methodology and came up with a similar number. The next paper will be on the work done in Redwood and Minute Man that has to do with using the Natural Capital Accounting Method used in the UK to come up with a baseline appropriation value using the stream of maintenance expenditures as a kind of baseline liability. The third stage of research we're working on will be in the water-based holdings of the National Parks and contiguous lands. John Loomis reported that with some additional funding, a small amount from the Turner Foundation, a second wave of the survey of the general population would take place to get its assessment of the existing value of the parks and NPS programs within and outside of the parks themselves. He said the team has the first 300 surveys from the pilot and is now hoping for another 300 or 400, to give us about 700 or so surveys. He said the goal is to have about 1500 to 1600 surveys, which will give us a more valid representation of the US population, and might allow us to subdivide the data geographically.

LINDA BILMES said that the study had started focusing on the education value based on the case study in Golden Gate. She thanked MILTON CHEN and Julia Washburn for offering counsel to that effort. She said the team was nearing completion of the study done on the films produced in the National Parks, an effort to figure out a number for the value add created by the use of the parks as a location. She concluded recalling that the purpose of all this was to fill a gap in the academic literature about comprehensive park values during the anticipated popular excitement for the parks during the Centennial. She said that the book would not be coming out until 2017, not 2016, later than planned because of the time and resources spent on fundraising. So, after the anniversary, the book can be kind of an information bridge, of sorts, promoting the concept of the parks sustainable, the long-term value of these places and programs. In the interim, the various

pieces or studies supporting the whole will be published independently, a rolling set of studies and papers, each in modified version a chapter of the book.

DIRECTOR JARVIS asked what the bottom line figure of need was to complete the study, both case study work and the public survey, and LINDA BILMES answered about \$400,000, roughly speaking, \$150 for her and \$250 for John Loomis. She asked the Director what his thinking was with regard to a case study focus in the Chesapeake Bay area. DIRECTOR JARVIS said the Bay was a great example of how, with a relatively small amount of investment the NPS Chesapeake Bay office leverages extraordinary resources across that multiple state area. The Park Service owns basically nothing; but, we have the Captain John Smith Trail and leverage grant programs through communities to provide access, do restoration, and work with a whole suite of NGOs there. It will be an interesting, different model than your traditional National Parks. But, it's been very effective. GRETCHEN LONG referred the study team to a case study done for the Planning Committee spotlighting it as a model for that new method of management and leverage.

## **PLANNING A NATIONAL PARK SYSTEM ADVISORY BOARD SUMMARY REPORT TO THE DIRECTOR, 2016**

Chairman Knowles and Director Jarvis

Loran Fraser recalled that DIRECTOR JARVIS had requested that the Board produce a report on what it has done, its accomplishments, and the purpose of this session was to hear from Members their ideas about developing such a report.

The DIRECTOR offered that the Members had served as a working Board, giving enormous energy, time and intelligence to the effort. Not just writing reports, but acting directly to assist the NPS, and making a real difference. It took the charge from the [2001 Advisory Board] John Hope Franklin Report, the Second Century Commission Report, even back as far as the Vail Agenda, and put ideas from those efforts into action. The Board could put a stake in the ground, saying it has achieved many goals, and doing so during a period of opportunity and change for the NPS. He said Members understood the NPS at a level few citizens do, that their experience has been a journey of understanding through the organization. He said laying out some vision based on what's been learned could be a piece of the report, that whomever picks up the mantle in the next round would have something to build upon, and not feel as if they have to start from scratch. "You have raised the bar in terms of what the Advisory Board can do." The report could include a crisp analysis and reporting of your accomplishments. While a lot has already been documented through committee reports, boiling it down in a way that is digestible for the next administration would be important. And: "What's next for the National Park Service at the next level?"

CHAIRMAN KNOWLES shared that the Director's statement on the previous day that at the next Board meeting there would be a report of the actions that the National Park Service had taken on Advisory Board recommendations. The DIRECTOR confirmed that intention, saying that because the Board's output was directed to the NPS, what has been done by the organization suggests all this work has been a combined effort and, in a way, the document now being developed is something of a combined report. First, the Board needs to know what the NPS has done with all its work. He concluded that the Board's actions and recommendations and how the NPS has implemented them should be part of this report.

GRETHEN LONG agreed with the Director's comments, saying the report must show what's been embedded, institutionalized. Otherwise, Members won't have a sense or comfort that these actions will be carried on. A report of Board recommendations is not enough, nor of a vision, though these pieces are important. It's got to convey what's there as a result of work done, how the NPS will be going forward. RITA COLWELL said reporting on the recommendations is central and must be well-thought out, rational, showing that the work was based on a lot of discussion and consideration, that it must provide evidence of the steps followed to arrive at conclusions. Because there are too few visionaries on Capitol Hill, it will be best to be forthright, down to earth, and offer all kinds of practical, economic, societal and other data to provide the rationale for what was done. Conclusions cannot be blue sky portraits, but focused directly on immediate needs.

CAROLYN FINNEY wondered if the report should have wider reach because the public was paying attention. Referring to her colleagues, she said we are citizens first before Advisory Board members. The report can include down-to-earth details and a picture of what's still to do; but also, it should include our own individual stories, because the Board's recommendations, our accomplishments, are based on who we are, on our experiences and roles as citizens. We can do both in this report. We have passions about certain ideas, and these are stories that are relevant to our work and should be told.

DIRECTOR JARVIS agreed, saying Members have learned from and given so much to this process that capturing that experience should be a part of this report, adding "your own citizen perspective could be more powerful than a set of bulleted recommendations."

CAROLYN FINNEY said that in traveling around the country speaking at colleges and environmental organizations, she is always asked what she did on the National Park System Advisory Board. People want to know about this, as they know it's important to protect the National Parks. She reiterated that there's something very powerful in this.

BELINDA FAUSTINOS added that she felt it was very important in this report to comment on the NPS process in acting on the Board's work, citing as an example the Planning Committee's recommendations in offering a framework for a new park system plan that the NPS be very inclusive in developing this plan, that it engaged partners and communities broadly in the effort. She said she was concerned that this might not be how that effort was being pursued. By contrast, the Latino scholars' panel had been very open and inclusive in its work.

GRETCHEN LONG hoped the feel of the report would not be that of a conclusion, but how things have progressed, what is progressing, next steps, and where this effort is going. The CHAIRMAN observed that the report should speak to the Board's success in engaging many experts and specialists in supporting its work, that this is a story not of just the Members, but also a much broader group of citizens; and this gives it a lot more credibility. RITA COLWELL suggested there are at least two audiences, the public and private sectors and foundations to whom this speaks to vision and aspirations, and secondly the incoming Congress and Administration.

MEG WHEATLEY commented that for her, a relevant question in this was what did she have the energy and passion to write about. She offered that each Board Member has a song to sing. She said there was a story she wished to tell, and she was sure others similarly had a story of their own experience and what's been important to them in this effort. She suggested that approach in going forward on this task. She said she did not want her voice to be either limited or targeted to what a

new Congress or President may want to hear. It was her perspective that the Board aroused much passion among citizens, young and old, diverse and such. She said she was interested in writing to our fellow citizens, because we don't know what the next government will be like.

STEVE PITTI offered that the two proposed audiences were linked. In this report, the hope is to set some expectations among future citizens of what they can demand or expect of their government and of the NPS, vis-à-vis youth, diverse communities, education, science, climate change. That's the vision that Board Members may want to say collectively to our fellow citizens, and what the citizenry of the future ought to be demanding of Congress.

PAUL BARDACKE proposed that in this report the Board assume well-intentioned leaders and the tone of the product be very positive. The parks, the NPS mission, these are areas where people on the political right and left can join hands and actually do the right thing. CHAIRMAN KNOWLES posited that this has been—and is—work where the impulse to do things is idealistic and for many citizens oriented toward public service. It would be important to illustrate that point, reporting on how deep this work got into the fabric of the American populous and spirit.

MILTON CHEN referred to an earlier statement by the Director about the Centennial being a chance to set the National Park Service on a new trajectory. The Board's work has helped to do that, and this is a chance to articulate what we think that new trajectory should be, and that it is now being institutionalized. He said he also thought it would be compelling to tell Members's stories as citizen advocates, how we got here, that we've been doing this work for some time, that there are lots of ways in which people he meets from individual teachers to principals to state board members who could get involved, if this report were to lay that out.

GRETCHEN LONG said she was increasingly struck by references in this discussion to the word citizen, saying this is a citizens advisory group, encouraged and embraced by the leadership of the Park Service. It is important to say Members are citizens; but also, as STEVE PITTI suggests that the Board is reporting to the citizenry, hopefully engaging them, promoting involvement and an awareness of public responsibilities for the parks. MEG WHEATLEY concurred, saying she hoped this effort could provide a glimpse of how the Board's work had been systemic, though Members may have focused on different areas, all were connected, and this was a wonderful example of systems thinking and action. She said part of the story to tell is what Members have learned it takes to keep this system going and moving forward.

DIRECTOR JARVIS offered a summary view of the discussion. The report might have three parts. One, the first, is “your stories as citizens, your experience and your impact.” That is a report to the American people, that it is meaningful work, and all Americans can be engaged in this work, as citizens volunteering their time. “This is what you've learned. This is how you've changed as a result of the experience.” The second piece is a report on what's been accomplished and how the Park Service has responded. The principal audience for that is somewhat internal, but within the big tent, the family of all those represented on the committees, all of the various organizations that look to the Board as helping the Service move forward, the Asian American/Pacific Islander community, the Latino community, the education community, and others. How has the Park Service responded? Then, last but not least, would be kind of a charge to the next iteration of players, and this should not be long. It should be practical and doable, but also

visionary in that the Board has helped set the Park Service on this journey. This ship is off and launched. Where is it going? And the report can offer a chart for that path.

CHAIRMAN KNOWLES said he loved the proposed three parts to the report, that the summary the Director had outlined framed the work beautifully. To be emphasized in the report is that this is about meaningful work and the response has been amazing. It should give people hope; and, yes, make very clear that individuals can make a difference.

### **DISCUSSION OF THE TRIBAL PROGRAMS OF THE NATIONAL PARK SERVICE**

Dr. Stephanie Toothman, *Associate Director, Cultural Resources, Partnerships and Science, NPS*;  
Dr. Joe Watkins, *Chief, Tribal Relation and American Cultures Program, Supervisory Cultural Anthropologist, and Chief of the American Indian Liaison Office, NPS*

Loran Fraser recalled that at the previous meeting during discussion of the Fort Smith nomination, the Director asked if there had been Native American community input in the nomination. He was assured there was, and this triggered a wide-ranging conversation among the members about that input and the nature of NPS engagement broadly on Tribal issues. MILTON CHEN expressed interest in the state of education available on the reservations and referred to conversations ongoing between Secretary of Education Duncan and Secretary Jewell about a recent report highly critical of the quality of that work. He said this was an issue needing attention. The Board agreed, expressing interest in exploring the possibility of a specific role for itself in this issue. Loran Fraser said Stephanie Toothman and he reviewed the meeting transcript, determined that the issues of interest were wide-ranging, and decided the best approach to determine a possible Board role was to offer a primer of NPS activities in this area, after which a decision could be made on how specifically the Board wished to proceed.

Stephanie Toothman called attention to the NPS Tribal Programs website for Members wishing to deep dive into the issues. She distributed copies of a 2014 report on activities of the Tribal Preservation Program, and introduced Dr. Joe Watkins (on the phone), a member of the Choctaw Nation of Oklahoma, and NPS Supervisory Anthropologist and Chief of Tribal Relations and American Cultures Program. She said the NPS manages a number of programs that support the preservation of resources and stories important to Native Americans, Native Hawaiians, Alaskan Natives, and other indigenous peoples. Further, the NPS has a number of special responsibilities in carrying out the Secretary's mandates under the National Historic Preservation Act, the Archaeological Resources Protection Act, the Native American Graves Protection and Repatriation Act, and a number of other related policies and regulations. Among NPS core program responsibilities specifically is implementing the National Park System's responsibility to comply with NAGPRA, the Native American Graves Protection and Repatriation Act. She said the NPS also has a Tribal Grants Program that is part of the allocation within the Historic Preservation Fund that provides competitive grants to tribes and other indigenous peoples to document and preserve their cultures. NPS also supports the Tribal Historic Preservation offices through the Historic Preservation Fund, providing an annual allocation to qualified offices to help support their historic preservation programs. She said the American Indian Liaison position is a position that advises the Directorate and, in particular, the Director on a wide range of issues.

Joe Watkins said the NPS was attempting to organize most of the programs that relate to American Indian issues under a single umbrella. At this time, the NPS relies primarily on

compliance issues. One of the things that is problematic is that mostly this office operates within a cultural resource milieu, but there are some areas where within natural resource protection that tribal programs are not quite as centralized. He said the NPS relationships with its tribal partners was flourishing, though there are occasional issues. The Interpretation and Education programs are starting to work more fully with tribal colleges and universities to try to provide additional ways of involving tribal groups, tribal initiatives within particularly focused programs relating to education and interpretation.

DIRECTOR JARVIS said that cultural and programmatic responsibilities are only a piece of the NPS relationship with Native Americans. Hiring Native American employees into the National Park Service is a priority, certainly in Alaska. The NPS has special hiring authority that we've been able to establish and then get Congress to authorize that extends beyond Alaska. Currently out for public comment is a regulation to allow the collecting of plants and plant materials in the parks for traditional cultural practices. It is technically prohibited currently under our regulations, but has been going on for some time. The NPS needs to exert some control over this, but at the same time be respectful of these traditional practices. There are a couple of pilot projects of note with the Bureau of Indian Education (BIE). The Interior Department and the Department of Education run Indian schools across the nation. They are challenging school systems. A pilot project connecting to BIE schools that are within the vicinity to bring the students to parks for reconnecting to their story, their history, their culture, their practices, and their environment. Another project is developing the capacity for tribes to take bison. Another issue of concern is the South Unit of Badlands within the Oglala Sioux Reservation, whose land, was taken away and used as a bombing range by the military. It was mostly cleaned up and given to the NPS, not back to the tribe. This is an opportunity for the first time in the nation's history to create a Tribal National Park

PAUL BARDACKE shared that this work was understandably very complicated, but when the Navajo Nation wants to build a mall at the North Rim of the Grand Canyon, that becomes an issue where sovereign nations can disagree. He asked what, if anything, the Interior Department and the Board might do to work a compromise to keep the Navajo Nation from blighting one of the great wonders of the world. DIRECTOR JARVIS answered that the NPS has been vocally opposed to the project, stating that it is not appropriate either in scale or impact to the Grand Canyon, a World Heritage Site. He said the international community is incensed. However, he said it was not appropriate for the Board to weigh in on the issue, Members could do so as individual citizens, should they wish. It is high on our radar screen in the Department of Interior about how to navigate this. It's not the only challenging issue out there either. There's no water at Tusayan, no water for this kind of development. MEG WHEATLEY commented that there wasn't consensus within the tribe on this issue.

Loran Fraser observed that this overview of tribal community issues was brought forward to help focus interest in a potential role for the Board, and he asked where the Board wished to go. MILTON CHEN said his interest in this was fueled by the report that was delivered to the two secretaries for the Bureau of Indian Education last summer, which detailed how the amount of money that the BIA is spending on these schools would compete with most of the best public school districts in this country, but with very low results. That report said that these students are performing at a level below Native American students in regular public schools, below a level of high minority/low income kids in urban schools. There's a federal investment of about

\$800 million just to operate this sort of shadow school district of about 100 schools. The NPS has a lot to offer. Joe Watkins agreed and added that there's not a lot of educational materials of relevancy to a lot of these tribal schools. The histories that are taught are pretty much about American Indians after the first Thanksgiving. He said the NPS was working to pull together materials that would be beneficial to tribal colleges and universities, as well as secondary schools about the relevancy of American Indians and Indian history within the fabric of American history.

GRETCHEN LONG offered that the discussion had been very informative and she was impressed with the work the NPS was doing and relevant outreach, but she felt the Board's plate was full and lacked the capability to take on another issue at this time. PAUL BARDACKE agreed. STEVE PITTI suggested the Board keep its concern about these issues alive, as discussions develop about all the other things before the Board, whether it's education or climate change, and not take this on as a separate standalone project. CAROLYN FINNEY seconded this proposal, saying that this is a very important issue which she addresses in her classes on American cultures, looking at the history of culture and natural resource management in our country. She said she could not have those conversations without talking about the Native experience.

CHAIRMAN KNOWLES offered that this would seem to be an issue beyond a solution from National Park Advisory Board, but perhaps we can play a role by helping to build the case for proper negotiations. GRETCHEN LONG said that not making a special Board committee or special interest does not mean this conversation hasn't raised our mindfulness. STEVE PITTI proposed, in the spirit of mindfulness, that in the coming couple of meetings the Board ask that the orientation we get to the site, wherever that might be, as appropriate, would include the place of Native people historically. The Board agreed to this proposal.

## **OTHER BUSINESS**

MILTON CHEN asked how Members of the Board's committees might secure tickets to the 2016 Rose Bowl parade, and become aware of other Centennial events. DIRECTOR JARVIS said a calendar of events would soon be produced. He said the NPS was not in charge of the parade and those who are will be making decisions about attendance

## **OPPORTUNITY FOR PUBLIC COMMENT**

No members of the public present wished to speak.

## **SCHEDULING FUTURE MEETINGS**

Loran Fraser announced that the next meeting of the Board would be at Rocky Mountain National Park November 4 and 5. CHAIRMAN KNOWLES asked about meeting sites in 2016, suggesting Alaska as a possibility. GRETCHEN LONG expressed hope that this could be arranged. Loran Fraser advised that two sites had been mentioned, without any decisions, Mount Rushmore in the spring and Zion in the fall for 2016. BELINDA FAUSTINOS recommended a site to focus on the Urban Agenda. GRETCHEN LONG proposed a change in the fall, from Rocky to an urban site, and Alaska in May 2016. DIRECTOR JARVIS concluded that the NPS would take a hard look at these ideas, that an Alaska site would probably be Kenai Fjords or Denali.

**ADJOURNMENT**

There being no further business, Chairman Knowles adjourned the meeting.

**SUMMARY OF DECISIONS AND ACTIONS—page 33**

**National Park System Advisory Board**  
**SUMMARY OF DECISIONS/ACTIONS**

**May 6-7, 2015**

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:
  - 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
  - Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp, Jefferson County, CO
  - Lafayette Park, Detroit, MI
  - George Washington Masonic National Memorial, Alexandria, VA
  - First Peoples Buffalo Jump, Cascade County, MT
  
2. The Board approved the recommendation from its National Historic Landmarks Committee that the Secretary of the Interior withdraw the National Historic Landmark designation for the Old Blenheim Bridge, Schoharie County, NY.
  
3. National Park Service Director Jon Jarvis will develop a charge to the National Park System Advisory Board to consider broadly NPS assets in the Arctic, the challenges of climate change and the growing interests in Arctic oil, gas and mineral extraction.
  
4. The Board decided that at all future meeting sites, appropriate attention will be called to the histories of tribal communities in those areas.

***Recognizing Science:  
American Scientific Achievement and the Role of the National Park Service***

A Report  
of the  
National Park System Advisory Board  
Science Committee

DRAFT

## *Introduction*

Science and scientific achievement have always been a part of the American experience. Many of the Founding Fathers were interested in science and several were skilled in scientific research. Benjamin Franklin, internationally known for scientific studies, in 1743 founded the American Philosophical Society (at the time the nation's most prestigious scientific academy). Thomas Jefferson was elected Vice-President of the United States and President-elect of the American Philosophical Society in the same year (1797), and made significant contributions to natural history. John Adams and James Madison were educated in science, influencing their contributions to the writing of the Constitution.

As the nation grew, so did the role of science in its development. The Lewis and Clark Expedition and its "Corps of Discovery" (1804), the research of George Washington Carver (1860-1943), the "scientific forestry" of Gifford Pinchot (1865-1946), the Manhattan Project of WWII resulting in the atomic bomb (1942-1946), and the environmental science of Rachel Carson (1907-1964) all played a part in the American story. Including science in the telling of the American history is both a responsibility and opportunity; recognizing scientific achievement by preserving historic resources in the United States is a task shared by many institutions.

The National Park Service (NPS)—including its National Park System (408 units) and historic preservation programs and site designations—has a lead responsibility in recognizing science and scientific achievement. Science and scientific achievement are part of existing "themes" that help frame NPS historical conservation. There are already many science-related sites that are formally recognized: Thomas Edison's laboratory is a National Historical Park, Charles Best's home is on the National Register of Historic Places, and John Burroughs' cabin (named Slabsides) is a National Historic Landmark, for example.

Yet recognition of American science through preservation of appropriate historic sites is, as NPS Director Jonathan Jarvis has noted, "significantly incomplete." The achievements of scientists such as Luis Alvarez, Grace Hopper, Richard Feynman, and Barbara McClintock are not yet stories generally known or told through the NPS. Women

and persons of color who have contributed to advancement of American science are under-represented.

The responsibility of the National Park Service is not merely to complete an “inventory” of important scientists and commemorative sites. Such sites, scientists, and their stories offer invaluable opportunities to introduce visitors—particularly young visitors—to science, scientific careers, and the importance of science to the nation’s future. These sites can serve as “transformative portals” to science, technology, engineering, and mathematics (STEM) education—educating and inspiring future generations. Historical sites can help to educate citizens about the methods and limitations of science, as well as increase understanding and support for scientific research, discovery, and education. Expanding recognition of science and scientific achievement in the historic programs of the NPS will advance both the mission of the National Park Service and the civic good.

#### *Scope and Purpose of This Report*

This report recommends two ambitious goals for the NPS: *1) increase recognition, public awareness, and appreciation of the significant contributions of diverse fields of science and diverse scientists to the health, wealth, and quality of life of all Americans, and 2) build public understanding of and support for science.* Both goals can be advanced by recommending additional sites to recognize American science and scientific achievement, and by developing additional educational and interpretive programs that treat these sites as STEM portals.

In this report, *science* refers to the full range of major disciplines including chemistry, physics, astronomy, computer and information science, engineering, life sciences (including medical science), geosciences, mathematics, the social, cultural, and economic sciences, and interdisciplinary science. *Scientific achievement* refers to the accomplishments of a scientist, team of scientists, or scientific institution, where the accomplishments significantly advance science and/or serve society.

The report is organized as follows. Following the introduction, a brief overview of various historical designations available to the NPS is provided. Next, methods used to develop the recommendations are described, as well as the involvement of several scientific

societies. Criteria for selecting a short list of sites to recommend for recognition are explained.

Following the introductory sections, twelve sites are highlighted for consideration by the NPS for recognition or, in cases of existing sites, enhanced recognition. For each site, brief background information is provided to help identify why the site is considered an excellent candidate for recognition of scientific achievement and a transformative STEM portal. Following these site recommendations, additional recommendations on delivering STEM education, engaging scientific societies, and preparing for additional site recognition are presented.

The NPS process for evaluating historic sites for recognition is thorough and detailed. The National Historic Landmarks Committee of the National Park System Advisory Board and the Board itself have significant responsibilities and expertise. This report does not substitute for required engagement with property owners, assessments and evaluations by NPS professionals and program leaders, and recommendations by the National Historic Landmarks Committee. It is complementary to the process, providing advice and guidance from the scientific community on potential historic sites that could be considered for study and possible designation.

#### *Alternative Opportunities for Recognition*

There are several opportunities under federal law for gaining national recognition for historic sites of significant scientific achievement in America. These forms of recognition provide several designation alternatives to the NPS for recognizing science.

The *National Register of Historic Places* (NRHP) was authorized by the National Historic Preservation Act of 1966 (NHPA) to serve as America's official list of historic properties recognized as worthy of preservation. The National Register program is administered by the NPS, in cooperation with federal, state, and tribal Historic Preservation Officers. Currently there are approximately 90,000 historic districts and properties listed on the National Register. Properties can be nominated to the Register by anyone. A nomination includes extensive documentation that is prepared for submission to the appropriate nominating official (a Historic Preservation Officer), who determines that the

property is qualified, and transmits the nomination to NPS for possible listing in the Register. Such sites are determined to be of local, state, or national significance through the review process. If nominated sites are on private lands, landowner permission is required prior to official listing, though a site may be “determined eligible” for listing regardless.

*National Historic Landmarks* are the nationally significant historic sites listed on the National Register. Under the National Historic Preservation Act, the Secretary of the Interior makes the final determination of site qualification and national significance, based upon recommendation of the Historic Landmarks Committee of the National Park System Advisory Board, which undertakes an extensive review of nomination data compiled by NPS professionals and others.

*National Historic Sites* are historic places of national significance on federal lands. National Historic Sites can be designated by an act of Congress, and the Secretary of the Interior can make this designation administratively through issuance of a Secretarial Order, under authority granted by the Historic Sites Act of 1935. Most sites designated by the Secretary have later become units of the National Park System by acts of Congress.

*National Monuments* are proclaimed by the President under authority granted exclusively to that Office by the Antiquities Act of 1906. Such sites occur only on federal lands, though these may be donated to the federal government by state governments, local governments, or private individuals prior to such national monument proclamation.

*National Parks* or a variety of other nomenclature designations, such as National Historic Park, occur by individual Acts of Congress and signed into law by the President. Prior to designation, Congress may authorize NPS to conduct a “special resources study” of the proposed site, in order to determine national significance, feasibility and suitability for management as a unit of the National Park System.

Individual sites may be appropriate for only one of these designations; other sites may be appropriate for multiple designations. Often a site is first recognized on the National Register, then as a National Landmark, and sometimes a National Historic Site or even

National Park status. All of these alternatives for designation are opportunities for recognizing scientific achievement in the United States.

### *Identifying Potential Candidate Sites*

To help identify potential candidate sites, the Science Committee engaged representatives of professional scientific societies, the historic preservation community, and historians of science. NPS historical preservation staff provided technical assistance. The Committee (and its expanded group of representatives, see Appendix 1) met by phone and in person to discuss the Director's charge, criteria for selection, and initial candidate sites. Committee members were encouraged to submit additional candidates via email, and a list of approximately 180 potential sites was assembled. In some cases, a scientist was identified as worthy of recognition but a specific site linked to that scientist is to be decided after additional study. Each site or scientist was placed in an appropriate major scientific discipline, based on categories of the National Science Foundation Supported Disciplines: 1) chemistry, 2) computer and information science and engineering, 3) engineering, 4) geosciences, 5) life sciences, 6) mathematical sciences, 7) physics and astronomy, 8) psychology, and 9) social sciences (see Appendix 2).

The committee agreed on criteria to be used to select a short list of sites and/or scientists for possible recognition. The criteria reflect the charge to the National Park System Advisory Board and the Science Committee by NPS Director Jarvis. Three criteria were used:

*Criterion A: The site represents significant American scientific achievement.*

- Significant scientific achievement reflects application of the scientific method, theoretical and/or applied research, and lasting influence upon science and/or society.
- Scientific achievement in the full range of physical sciences, life sciences, engineering and computer sciences, mathematics, and social sciences were eligible.

- The achievement could reflect theory, methods, empirical results, and/or application.

Criterion B: *The site has potential for advancing STEM education in multiple fields of science.*

- Potential for STEM education reflects opportunities provided by the site for:
  - Engaging young people
  - Increasing public understanding and support for science, encouraging careers in science, and linking the site to multiple fields of science.

Criterion C: *The site represents diversity in American scientific achievement.*

- Diversity in scientific achievement reflects the contribution of:
  - Women
  - Persons of color
  - Members of the LGBT community
  - Other underrepresented groups

Each committee member evaluated the list of potential sites and/or scientists, evaluating those sites within their particular discipline and other sites about for which they had knowledge. From this evaluation, a short list of 20 sites was established. The committee met by telephone conference to discuss each site and/or scientist on the short list, after which the committee members recommended their top candidates. The final list of twelve candidate sites and/or scientists reflects these recommendations, for which there was strong consensus among committee members.

### *Recommended Sites and/or Scientists*

#### **Alice Hamilton, Hull House, IL (Social Sciences)**



Alice Hamilton (1869-1970) was a physician and activist. She lived and worked at Hull House, the famous settlement house in Chicago, while a Professor of Pathology at Northwestern University's Women's Medical School. Hamilton treated poor immigrants and members of the working class for diseases that were often the result of poor working conditions. Inspired to treat these ailments at their source, she surveyed the extent of industrial sickness from hazardous materials and dangerous occupational procedures through membership and leadership of various commissions. She focused on lead-based industries. Her reports spurred state and federal laws to increase safety of workers and expand measures and medical examinations for workers at risk. She soon became known as the leading authority on industrial diseases, particularly lead poisoning. She lectured as an assistant professor of Industrial Medicine at the Harvard Medical School beginning in 1919, making her the first woman to be on the Harvard faculty, more than 30 years before Harvard admitted women as students. She received a Lasker Award for Public Service in 1947.

#### **Barbara McClintock, Cold Spring Harbor, NY (Life Sciences)**



Barbara McClintock (1902-1992) was a distinguished cytogeneticist. She carried out much of her work as part of the staff of the Carnegie Institution of Washington in Cold Spring Harbor, New York, a laboratory (now called Cold Spring Harbor Laboratory) with research programs that focus on cancer, neuroscience, plant genetics, genomics, and quantitative biology. Starting as an undergraduate at Cornell, she studied the genetics of maize (corn). Her observations of mutation in kernels led her to the discovery of transposable or "jumping" genes: genes that can move within and between chromosomes. Initially, her finding that genes are not stable was discounted because it challenged conventional thinking. It was later confirmed and "jumping genes" were found in microorganisms and insects. Practical implications of her research are widespread, and transposable genes explain many phenomena, such as how resistance to antibiotics can be transmitted between bacteria types that are different. For her groundbreaking work, she won a Lasker Award for Basic Medical Research in 1981 and the Nobel Prize in Physiology or Medicine in 1983.

### **Bell Telephone Laboratories, NJ (Engineering)**



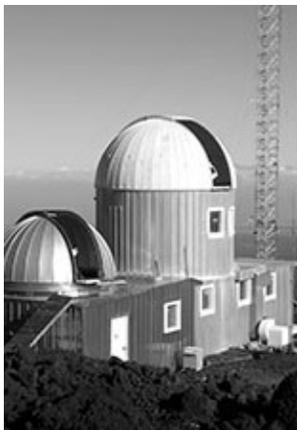
Bell Telephone Laboratories is a leading research organization in information technology and communications headquartered in New Jersey. Now owned by Alcatel-Lucent, it was originally formed as an amalgamation of engineering departments within AT&T and the Western Electric Company. Researchers were tasked with engineering a communications network built for the national scale. Once the network was established and the telephone industry took hold in the 1920s, the institution turned its focus to the future of information technology and communications and the areas of science most likely to be integral to the future of communications. The organization has since served as a source of significant innovation. Researchers working at Bell Labs are credited with inventing radio astronomy, the transistor, lasers, information theory, the C, S, and C++ programming languages, microchips, UNIX, mobile phones, and mobile networks, among others. Eight Nobel Prizes have been awarded for research undertaken or begun at Bell Labs since 1925.

### **Kinsey Institute for Research in Sex, Gender, and Reproduction, IN (Social Sciences)**



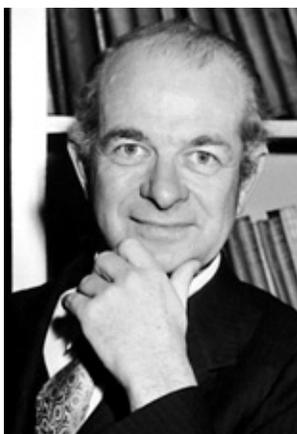
The Kinsey Institute for Research in Sex, Gender, and Reproduction (originally the “Institute for Sex Research” and also known as “The Kinsey Institute”) was established by Alfred Kinsey at Indiana University in 1947 to increase knowledge related to sex and advance sexual health. As first director through 1956, Kinsey and his Institute sparked controversy for openly discussing sexuality and their use of erotic materials in research. The research Kinsey collected through interviews was published in two books, one on sexual behavior in human males and the other on females, commonly referred to as the “Kinsey Reports.” The institute has since continued interview-based research and publishing the results as significant works. Under Director June Machover Reinisch (1982-1993), the name was changed to indicate the Institute’s expanded focus from sex to include gender and reproduction research. Research has been conducted on at-risk sexual behavior, prenatal exposure to medications and its effects on sexual and psychosexual development, the psychology of sexual behavior, hormonal effects on sex, condom usage, sex in long-term relationships, and hormones and reproduction.

### Mauna Loa Observatory, HI (Geosciences)



Mauna Loa Observatory (MLO) is a research station primarily focused on monitoring the atmosphere. The location of MLO is particularly suited for monitoring because of its altitude. It is now part of the Earth System Research Laboratory, a branch of the National Oceanic and Atmospheric Administration (NOAA). Charles David Keeling began overseeing frequent, regular measurements of atmospheric carbon dioxide ( $\text{CO}_2$ ) at MLO in 1958, and readings have continued for over 56 years. The measurements of MLO scientists are the basis of the global atmospheric  $\text{CO}_2$  record commonly utilized by climate scientists. Keeling's plotting of this data showing progressive growth in the concentration of  $\text{CO}_2$  in the atmosphere is known as the "Keeling Curve." This was the first hard evidence of rapidly increasing  $\text{CO}_2$  levels in the atmosphere and provided the basis for initial concern about the possibility of anthropogenic global warming and climate change. Keeling also showed atmospheric carbon dioxide concentrations to be correlated with fossil fuel combustion (and thereby global warming due to the greenhouse effect).

### Linus Pauling (Site TBD) (Chemistry)



Linus Pauling (1901-1994) was a chemist and activist. As an undergraduate, he studied how the electronic structure of atoms and molecules is related to physical and chemical properties, and his subsequent work largely stemmed from this original interest. Throughout his career, he pioneered the application of quantum theory to the structure of molecules and studied the molecular structures of many substances. Pauling introduced the concept of orbital hybridization and he proposed a scale of electronegativity in 1932, known as the "Pauling Scale," which is still the most commonly used method of calculation and relates to how bonds between atoms and molecules function. Pauling's research on the nature of the chemical bond and its usefulness for understanding molecular structure, for which he won the Nobel Prize in Chemistry in 1954, is largely compiled in *The Nature of the Chemical Bond*. This book is still considered a foundational work in chemistry. He was awarded the Nobel Peace Prize in 1962 for his work to stop nuclear testing, especially concerned about resulting long-term genetic effects. He is the only person to ever have been awarded two unshared Nobel Prizes and one of only two people to be awarded Nobel Prizes in different fields.

### Sapelo Island, GA (Life Sciences)



Sapelo Island is a barrier Island seven miles off the coast of Georgia, now jointly owned by the Georgia Department of Natural Resources and National Oceanic and Atmospheric Administration (NOAA). R.J. Reynolds, the tobacco heir, bought the island from its previous owner in 1934 and founded the Sapelo Island Research Foundation in 1949. Subsequently, he funded the research of Eugene Odum and the University of Georgia. Odum's research on Sapelo Island helped him launch modern systems ecology, not yet a well-accepted field of study. He is credited with advancing the term "ecosystem," and advocating for a holistic approach to biological training. He was awarded the Tyler Prize for Environmental Achievement in 1977 and the Crafoord Prize in 1987. The public can now visit Sapelo with an appointment, and the Georgia Department of Natural Resources offers scheduled tours throughout the week.

### Gertrude Belle Elion (Site TBD) (Life Sciences)



Gertrude Belle Elion (1918 – 1999) was a chemist by training. After completing her master's degree, she began work with George H. Hitchings at the Burroughs-Wellcome pharmaceutical company in North Carolina and subsequently held the position of research professor at Duke University. Her and Hitchings' investigation of pyrimidine and purine as parts of DNA aided in their work to develop many new drugs, including those for AIDS, leukemia, malaria, kidney stones, herpes, and gout. Additionally, Elion aided in the early development of immunosuppressant drugs, which enable patients to receive organs from donors they are not related to. For her work in developing many of these drugs, she was jointly awarded the Nobel Prize for Physiology or Medicine in 1988 along with her colleague George Herbert Hitchings and Joseph Black. She was elected to the National Academy of Science in 1990 and awarded the National Medal of Science in 1991.

**Ernest Everett Just, Wood's Hole, Massachusetts (Life Sciences)**



Ernest Everett Just (1883-1941) was trained as biologist. He began his career at Howard University in Washington, D.C., in 1907 and held the position of Head of the Department of Zoology from 1912 until 1929, and again in 1940 until his death. Frank R. Lillie, head of the University of Chicago's Department of Zoology and director of the Marine Biological Laboratory (MBL) at Wood's Hole, MA, invited Just to be his research assistant at MBL in 1909. Just spent summers thereafter until 1929 at MBL conducting research, focusing mainly on experimental embryology of marine invertebrate eggs. He received a Ph.D. in zoology from the University of Chicago in 1916, while also upholding his duties at Howard. Just spent the years 1929-1940 in Europe conducting research, largely motivated by experiences with limitations imposed on him due to racism. Just was regarded as the leading authority on the embryology of marine mammals. He advocated for the use of whole cells in research, arguing that the ectoplasm, to which he focused his attention, was of equal importance to the nucleus. Extrapolating this to a broader scale, his lab experiments sought to as closely as possible recreate natural conditions of the phenomena he studied.

**Louis Alvarez (Site TBD) (Physics and Astronomy)**



Louis Alvarez (1911-1988) was an experimental physicist. He worked on a number of WWII radar projects, including what are now known as transponders. He is best known for the radar system, "Ground Controlled Approach" (GCA). He worked with both Enrico Fermi at the University of Chicago on nuclear reactors and Robert Oppenheimer at Los Alamos on the Manhattan Project. He also worked as a member of Project Alberta and observed both the Trinity nuclear test and the bombing of Hiroshima. After WWII, he contributed to work on a liquid hydrogen bubble chamber, which allowed him and co-workers to discover many short-lived particles and resonance states. For this work he was awarded the Nobel Prize in Physics in 1968. In addition, Alvarez is known for breakthroughs in accelerators. With his son Walter and two nuclear chemists, he is also responsible for introducing the hypothesis that the cause for the Cretaceous-Paleogene extinction of the dinosaurs was a meteorite that crashed into Earth 70 million years ago.

**Alice Evans** (Site TBD) (Life Sciences)



Alice Evans (1881-1975) was a microbiologist. After studying at Cornell University and the University of Wisconsin, she began her career as a part of the United States Department of Agriculture. She studied the bacteriology of milk and milk products, which led her to the discovery of brucellosis in milk. She published her findings in 1918, overturning the supposition that brucellosis in humans was a different disease than in cattle, and increasing awareness about the danger of unpasteurized milk. In the 1930s, when the dairy industry instituted the pasteurization of all milk due to Evans' research, the number of cases of brucellosis decreased dramatically. Evans next worked for the United States Public Health Service beginning in 1918. There, she aided in the study of infectious diseases, including epidemic meningitis and influenza. At the department's Hygienic Laboratories, where she undertook most of her research, she became infected with brucellosis in 1922 and suffered from it for twenty years. She was elected as the first President of the Society of Microbiology in 1929 and continued work in the field when possible.

**Margaret Mead** (Site TBD) (Social Sciences)



Margaret Mead (1901-1978) was a cultural anthropologist who largely popularized the field in America. Mead focused her research on the ways adolescents are shaped by adult society, child-rearing, and mental and sexual development in different cultures. She sought to understand the human experience holistically, and applied the knowledge she gained through fieldwork to a wide range of issues in modern life. Throughout her career, Mead held many positions, including executive secretary of the National Research Council's Committee on Food Habits, curator of ethnology at the American Museum of Natural History, lecturer at The New School, adjunct professor at Columbia University, Professor of Anthropology and Chair of the Division of Social Sciences at Fordham University's Lincoln Center Campus, and Distinguished Professor of Sociology and Anthropology at the University of Rhode Island. She was elected to the American Academy of Arts and Sciences in 1948 and both the president and chair of the executive committee of the board of directors of the American Association for the Advancement of Science.

### *Recommended Actions*

Advancing recognition of science and scientific achievement in the United States is and should continue to be an important responsibility of the National Park Service. The scientific community—including professional scientific societies, historians of science, and individual practicing scientists—should be enthusiastic advocates and partners for such recognition of science, as well as NPS historic preservation and educational programs. The following are recommended actions.

1. *The National Park Service should carefully review the 12 recommended sites and/or scientists, and select some or all of the sites for detailed review and study for possible listing on the National Register of Historic Places, National Landmark status, or inclusion in the National Park System.* This review, study, and formal nomination process will require resources, and the NPS should provide the necessary support as appropriate and available. In some cases, scientific societies may be able to partner with the NPS and provide technical assistance or other resources in support of the nomination process. In all cases, early engagement of current property owners to assess support for recognition of the potential site will be essential, and should be led by NPs professionals.

2. *The NPS should examine the larger list of candidate sites for additional sites for future review and study, leading to possible designation.* This list should be updated periodically by the NPS with engagement of the scientific community, historians of science, and property owners, and be publicly available.

3. *The NPS should examine its current interpretative and educational programs at existing sites recognizing science and scientific achievement, and develop expanded, new, and additional programs to use such sites as “transformative portals” for STEM education.* Emphasis should be placed on STEM education for underrepresented youth, to increase the long-term diversity of the scientific community and the National Park Service.

4. *The NPS should prepare and distribute to the public one or more of its regional “heritage travel itineraries” focused on American scientific achievement.* Such an itinerary, with accompanying maps, phone apps, and other interpretive material, can

encourage the public (and especially youth and young adults) to visit science sites and learn about the role of science in American history and culture.

5. *The NPS should develop active, on-going engagement and partnerships with professional scientific societies, focused on both recognition of scientific achievement and STEM education within NPS parks and programs.* Possible partners are the American Association for the Advancement of Science, the Ecological Society of America, the American Geophysical Society, and more. These partnerships can and should create an advocate community for recognizing science within NPS parks and programs, as well as support for science in parks. The professional societies can provide their own and distinctive recognition to selected sites, and can contribute to interpretive and educational programs.

6. *The NPS and the National Park System Advisory Board should prepare and distribute outreach materials to develop support for increased historical recognition of scientific achievement.* This could include distribution of this report, preparation of op-ed pieces and articles for scientific magazines and journals, and commentary through the social media of professional scientific societies.

7. *The NPS should work to complete recognition of selected sites recommended in this report as part of its Centennial Year.* 2016 is the centennial of the NPS, and recognizing scientific achievement can contribute to the NPS centennial goal “*to connect with and create the next generation of park visitors, supporters, and advocates*”.

### *Conclusion*

Science plays an important role in the American story. Currently, advances in genomics, climate change research, bioengineering, and other scientific fields will influence industry, business, education, culture, and government, as well as the lives of individual Americans. New discoveries will lead to new questions, for science is a process of “perpetual discovery”. In addition, a new generation of young scientists (necessarily more diverse to reflect the American population) is now preparing to conduct innovative research, lead scientific teams and laboratories, and apply their science to the complex challenges of the times.

Historic sites and their interpretation can inspire and educate this next generation, and build public support for science. Hence, recognizing historical scientific achievement through the important role of the National Park Service is both a continuation of the American story, and critical investment in the future of our nation.

**Appendix 1****National Park System Advisory Board  
Science Committee****Dr. Rita Colwell** (*Committee Chair*)\*

Distinguished University Professor, University of Maryland College Park and Johns Hopkins University Bloomberg School of Public Health; Chairman and Chief Scientific Officer, CosmosID, Inc., College Park, MD

**Dr. Susan Avery**

President and Director, Woods Hole Oceanographic Institution, Woods Hole, MA

**Dr. Joel Berger**

John J. Craighead Chair and Professor, Wildlife Biology Program, University of Montana, Missoula, MT; Senior Scientist, North American Program, Wildlife Conservation Society, Bronx, NY

**Dr. Gary E. Davis**

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**Dr. Healy Hamilton\***

Chief Scientist, NatureServe, Arlington, VA

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University Professor, Environmental Science and Policy, George Mason University; Biodiversity Chair, The Heinz Center for Science, Economics and the Environment, Washington, DC

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**Dr. Ann McMullen**

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**Dr. Michael Novacek**

Senior Vice President, Provost of Science, Curator at the American Museum of Natural History, New York, NY

**Sir Richard J. Roberts, Ph.D.**

1993 Nobel Laureate in Physiology or Medicine, Chief Scientific Officer, New England Biolabs, Ipswich, MA

**Dr. Richard Tapia**

University Professor, Director of the Center for Excellence and Equity in Education; Director of Alliances for Graduate Education and the Professoriate, Maxfield and Oshman Professor in Engineering, Rice University, Houston, TX

**Dr. Gary Machlis** (*Liaison to the Committee*)\*

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## Appendix 2 Suggested Historic Science Sites

(Sites included in this appendix are in addition to the 12 sites recommended in the report. Sites are listed within NSF Supported Disciplines (see <http://umaine.edu/advancerisingtide/files/2011/03/NSF-Supported-Disciplines.pdf>). Only NSF Supported Disciplines that had suggested sites categorized within them are included. Disciplines and sites are listed in alphabetical, not priority order.)

### Chemistry

1. **Russell Henry Chittenden House, CT**  
Home; Known as the "father of American biochemistry"; Professor at Yale University.
2. **Herbert Henry Dow House, MO**  
Canadian chemical industrialist; founded Dow Chemical Company in 1897; remembered as a prolific inventor of chemical processes, compounds, and products, as well as a successful businessman.
3. **John William Draper House, NY**  
Home; chemist, first President of American Chemical Society; credited with producing first clear photo of a female face and first detailed photo of the moon; founded NYU School of Medicine.
4. **Irving Langmuir House, NY**  
Home; physicist-chemist; winner of the 1932 Nobel Prize in Chemistry for his work in surface chemistry during his career at GE. Advanced several basic fields of both chemistry and physics, invented the gas- filled incandescent lamp and the hydrogen welding technique.
5. **Willard Libby (Site TBD)**  
Physical chemist; role in developing radiocarbon dating; Nobel Prize in Chemistry for contributions to team that developed radiocarbon dating in 1960.
6. **Joseph Priestley House, PA**  
Home; In 1774, discovered oxygen in his laboratory in England; developed the carbonation process; identified carbon monoxide and other gases; early experiments in electricity; achieved an early understanding of the interrelationship of plants and animals mediated by gases.
7. **University of Virginia Rotunda, VA**  
An early example of publicly funded secular education in the US. Remains of an early chemistry oven can still be seen in what was once a chemistry classroom on the bottom floor (the current Rotunda is the third incarnation of the original).

### Engineering

8. **Alexander Dallas Bache (Site TBD)**  
Engineer; West Point graduate; head of US Coastal Survey; erected coastal fortifications and conducted a detailed survey mapping of the US coastline; AAAS & NAS.
9. **John Bardeen (Site TBD)**  
Electrical engineer/physicist; Bell Labs; won two Nobel Prizes, 1956 for invention of the transistor, and 1972 for superconductivity.
10. **Alexander Graham Bell (Site TBD)**  
Inventor of first practical telephone, metal detector, groundbreaking work in optical telecommunications, hydrofoils, and aeronautics; one of the founding members of National Geographic Society.
11. **Cruft Laboratory, MA**  
Harvard Physics Department's radar lab during World War II; First Navy Radio Training School was established here. In the 1940s, the staff participated in training the armed forces in electronics and communications; associated with Grace Hopper, first computers.

12. **George Eastman House, NY**  
House and museum, the George Eastman House International Museum of Photography and Film; mission has been to collect, preserve, and present the history of photography and film.
13. **R.A. Fessenden House, MA**  
House; inventor; performed pioneering experiments in radio, including use of continuous waves and possibly first radio transmissions of voice and music; hundreds of patents.
14. **General Electric Research Laboratory, NY**  
First industrial research facility in the United States, established in 1900; home to the early technological breakthroughs of General Electric (earliest project was perfecting the incandescent bulb).
15. **The Harvard Computation Laboratory, MA**  
Dr. An Wang; core memory of computers.
16. **The machine room, a building on Olden Lane near the Institute for Advanced Study in Princeton, NJ**  
John Von Norman; IAS computer.
17. **Samuel P. Morse House, NY**  
Inventor; co-developed Morse code; contributed to invention of the single-wire telegraph system; helped develop commercial use of telegraphy.
18. **Research Laboratory of Physics, Harvard (later the Lyman Laboratory of Physics), MA**  
Grace Hopper, Aiken and their colleagues worked on the ASSC Mark I computer during World II.
19. **Count Rumford Birthplace, MA**  
Physicist and inventor; development of Rumford stove which was more efficient at retaining heat than models that existed; performed groundbreaking research into the design of heating systems.
20. **Charles H. Townes (Site TBD)**  
Physicist; created the maser with Basov and Prokhorov, for which they won the Nobel Prize in Physics in 1964; pioneered use of masers and lasers in astronomy; part of team that discovered first complex molecules in space and determined the mass of the supermassive black hole at center of the Milky Way; worked on radar bombing systems at Bell Labs during WWII.
21. **Trinity Site, NM**  
Site of the first detonation of a nuclear weapon test (code named Trinity), conducted by the United States Army on July 16, 1945, as part of the Manhattan Project.

## Geosciences

22. **Cleveland Abbe House, DC**  
House; founder of the US Weather Bureau who lived in the house from 1877-1909. James Monroe, America's fifth president, Henry Adams, and Charles Francis also lived in this house at various times.
23. **Agassiz Bedrock Outcrop Research site, ME**  
Research site of Louis Agassiz; geographic feature significant in the history of geology - an outcrop of the Ellsworth schist marked with striations created by glacial action between 25,000 and 13,000 years ago.
24. **Atomic Energy Commission Geophysical Laboratory, Carnegie Institution of Washington, DC**  
Laboratory of Phil Abelson, Director. Abelson, a leader in chemistry, physics, geophysics, and geochemistry, was instrumental in uranium-isotope separation for the first atomic bomb.

25. **Beecher's Trilobite Bed, NY**  
Charles Emerson Beecher. Exceptionally preserved trilobites from the bed facilitated soft tissue study.
26. **Nathaniel Bowditch House, MA**  
House; founder of modern navigation.
27. **Channeled Scablands, WA**  
Scouring from the cataclysmic Missoula Floods; investigated by J Harlen Bretz.
28. **Cosmos Club, DC**  
Founded by John Wesley Powell, this social club facilitated scientific discussions. The National Geographic Society was founded here in 1888, and the Wilderness Society was founded here in 1935. (Members have included Clarence Dutton, Alexander Graham Bell, Herbert Hoover, and multiple other important scientists, politicians, and Supreme Court Judges).
29. **Reginald Aldworth Daly House, MA**  
Canadian geologist. Head of Department of Geology at Harvard from 1912-1942; formulated a theory on the origins of igneous rocks and later published his seminal work, *Igneous Rocks and Their Origin* in 1914; early proponent of continental drift theory; anticipated aspects of plate tectonics; proposed the impact theory of lunar creation in 1946.
30. **James Dwight Dana House, CT**  
Home; Yale University geology professor, produced the first published works emphasizing that the study of geology was a much broader discipline than the examination of individual rocks.
31. **George Davidson (Site TBD)**  
US Coast & Geodetic Survey, Pacific Division, California – Alaska; American Association for the Advancement of Science & National Academies of Science.
32. **William Morris Davis House, MA**  
Home; Professor of geology at Harvard and influential figure in the development of meteorology and geomorphology as scientific disciplines.
33. **Max Delbruck, (Site TBD)**  
Biophysicist; Nobel Prize in Physiology 1969 for study of bacteria resistance to viruses through mutation.
34. **Garden Park, CO "Bone Wars" site, CO**  
Edward Drinker Cope, Othneil Charles Marsh; famous Jurassic dinosaur site that was included in the "Bone Wars" dispute between Cope and Marsh. Several important dinosaur specimens have been recovered here.
35. **George Brown Goode (Site TBD)**  
Oceanic Ichthyologist, founder of American Historical Society; head of Smithsonian Institution; member of American Association for the Advancement of Science and the National Academies of Science.
36. **Ice Age Floods Sites, WA**  
Site of cataclysmic floods that swept periodically across E WA and down the Columbia River Gorge at the end of the last ice age; researched since the 1920s.
37. **James Hall (Site TBD)**  
Office and lab of James Hall, leading paleontologist who led geological research in North America in the 1800s.
38. **Hubbard Brook Forest, NH**  
Where acid rain was first discovered, biogeochemistry budgets were first put together; long-term ecological research site.

39. **Lamont-Doherty Earth Observatory, NY**  
 Research unit of Columbia University; observatory scientists provided the first definitive evidence to support the theory of plate tectonics and continental drift; first explained the role of large-scale ocean circulation systems in abrupt climate change; provided the first evidence that the Earth's inner core is spinning faster than the rest of the planet; demonstrated that changes in the Earth's past climate were linked to changes in the planet's rotation and orbit as well as the sun's output.
40. **Lewiston, ID**  
 Missoula flood deposits overlie Bonneville flood conglomerates, documenting two mega flood sequences.
41. **The Los Angeles City Oil Field (2<sup>nd</sup> Street Park site), CA**  
 Edward Doheny, discoverer. Marked the birthplace of the petroleum industry we know today due to not only the discovery of oil beneath what is now downtown Los Angeles, but also the creation of a market for the product (via the conversion from coal to oil combustion engines).
42. **O.C. Marsh House, CT**  
 Home; preeminent paleontologist - discovered and described dozens of new species and theories on the origins of birds. Known for Bone Wars; competing expeditions with rival Edward Dinker Cope.
43. **Edward W. Morley House, CT**  
 Home; known for his collaboration with Albert A. Michelson on the Michelson-Morley experiment (along with two other experiments the fundamental tests of special relativity theory) and for his work on the atomic weights of hydrogen and oxygen.
44. **Museum of Comparative Zoology, Harvard, MA**  
 Louis Agassiz, Steve Gould, and others. Founded through efforts of Louis Agassiz, the museum collection illustrates comparative relationships of organisms.
45. **New Harmony Historic District, IN**  
 Utopian community; a center of reform for mathematics education.
46. **Old Naval Observatory, DC**  
 Between 1844 and 1861 under leadership of Matthew Fontaine Maury (father of modern oceanography; made his greatest contributions during these years). Observatory became widely known as a world center for advances in oceanography and navigational information.
47. **Pleistocene Lakes, UT**  
 Many of the unique geological characteristics of the Great Basin are due to the effects of Lake Bonneville, a prehistoric pluvial lake that covered much of Great Basin region. It was nearly as large as Lake Michigan and significantly deeper. With the change in climate, the lake began drying up, leaving behind Great Salt Lake, Utah Lake, Sevier Lake, Rush lake, and Little Salt Lake as remnants.
48. **Project Faultless, Nevada Test Site, NV**  
 Site where Atomic Energy Commission tested Project Faultless; the first calibration test for a series of underground thermonuclear tests, more powerful than any undertaken before, intended to determine geological impact; created a significant fault scarp and the completely unpredicted disastrous geological damage led to cancellation of the entire project.
49. **San Andreas Fault, CA**  
 William Phipps Blake. As geologist/mineralogist for the 1854 Pacific Railroad Survey, Blake noted indication of mass dislocation along what would later be referred to as the San Andreas Fault, origin of pebble-covered plains and the discoloration (desert varnish) of rocks, discovery of ancient Lake Cahuilla and the lowest elevation in the conterminous U.S., discovery of recent volcanism, and agricultural potential. The resultant geologic report prepared by Blake was instrumental in the migration westward and development of the region.

50. **San Juan Basin, NM**  
Edward Drinker Cope; Edward Drinker Cope of the “Bone Wars” fame investigated mammalian paleofauna, oldest Paleocene assemblage was found here.
51. **Sauk County, Sloss type locality, WI**  
Lawrence Sloss. Location of the first of six cratonic sequences identified by Sloss. This formed the basis of sequence stratigraphy.
52. **George Gaylord Simpson (Site TBD)**  
Paleontologist/paleogeography; “the most influential in the 20th century”; Columbia University professor of zoology; American Museum of Natural History geology and paleontology curator.
53. **Stockton Bar, Lake Bonneville, UT**  
G.K. Gilbert. Bonneville beach terraces document Lake Bonneville, a large freshwater lake of western Utah during the last Ice Age. Gilbert recognized Stockton Bar as a huge sandbar, which contains unique deposits that document a nearly continuous record of geologic history of Utah during the last Ice Age.
54. **Temple Mountain, San Rafael Swell, UT**  
Atomic Energy Commission. The area has a rich history of mining; Temple Mountain ore sent to Marie Curie for her experiments; site supplied radium for World War I, and its uranium was used in World War II.
55. **Willapa Bay (Southwest Washington State), WA**  
Brian Atwater. Peat swamps and drowned forests documented that the Pacific Northwest is prone to tsunamis during major earthquakes along the Cascadia subduction zone.

#### Life Sciences

56. **Alexander Agassiz (Site TBD)**  
Chemist, engineer by training; specialist in marine ichthyology; American Association for the Advancement of Science; assistant in museum of natural history his father founded at Harvard; president of National Academies of Science; curator of Harvard Museum of Comparative Ecology.
57. **Anatomy Hall, Maryland, MD**  
Devidge Hall; oldest medical facility in the U.S. continually used for medical education.
58. **Archbold Biological Station at Red Hill Research Site, FL**  
5000 acre research site built by biologist Richard Archbold.
59. **Army Medical Museum, MD**  
Built to house the Army Medical Museum, the Library of the Surgeon General's Office, and Army medical records. Between 1893 and 1910, it also housed the Army Medical School; old building was razed and replaced by the Smithsonian's Hirshhorn Museum and Sculpture Garden in 1969.
60. **Arnold Arboretum, MA**  
One of the earliest botanic gardens in the United States.
61. **Spencer Fullerton Baird (Site TBD)**  
Naturalist/ornithologist; First curator of Smithsonian Institute, 2nd Secretary of the Smithsonian Institute; dedicated to expanding Smithsonian Institute's natural history collections: from 6,000 in 1850 to over 2 million by the time of his death; possible sites in Port Deposit, MD and Dickinson College.
62. **Charles Herbert Best Home, ME**  
Home; worked with Frederick Banting to isolate insulin for the treatment of diabetes while a still medical student. Banting was recognized for this work with the Nobel Prize in Physiology or Medicine in 1923 along with J.J. Macleod. Banting shared half of his monetary prize with Best for his contributions, feeling he also should have been recognized.

63. **Liberty Hyde Bailey Birthplace, MI**  
Birthplace; botanist/horticulturist; most significant and lasting contributions were in the botanical study of cultivated plants.
64. **John Bartram House, PA**  
Home; botanist and horticulturalist; his garden is oldest surviving botanic garden in North America; one of co- founders of the American Philosophical Society.
65. **Willis Blatchley House, FL**  
House; entomologist, malacologist; made contributions to the study of Coleoptera, Orthoptera, Hemiptera, and the freshwater mollusks of Indiana.
66. **Body Farm, University of Tennessee, TN**  
Cadavers used to develop forensic analysis, leading to more accurate convictions and acquittals.
67. **Norman Borlaug (Site TBD)**  
Studied wheat production; one of only 7 to win the Nobel Prize, the Medal of Freedom and the Congressional Gold Medal; Father of the Green Revolution.
68. **Luther Burbank House, CA**  
City park containing the former home, greenhouse, gardens, and grave of noted American horticulturist/botanist Luther Burbank; developed more than 800 strains and varieties of plants over his 55-year career. Burbank's varied creations included fruits, flowers, grains, grasses, and vegetables.
69. **John Burroughs (Site TBD)**  
Naturalist and nature essayist; popularizer of nature; active in US conservation movement.
70. **Rachel Carson House, ME**  
Childhood home; her book, *Silent Spring* described the harmful effects of pesticides on the environment. *Silent Spring* and other writings are credited with advancing the global environmental movement.
71. **College of Medicine Maryland, MD**  
Est. 1807, first public and fifth oldest medical school in the US, and the first to institute a residency training program. Devidge Hall is the oldest building in the US still used for medical education.
72. **Connecticut Agricultural Experiment Station, CT**  
State government component that engages in scientific research and public outreach in agriculture and related fields. Founded in 1875, it is the oldest state experiment station in the United States.
73. **Edward Drinker Cope House, PA**  
Home; prolific paleontologist, noted herpetologist. Contributions helped to define the field of American paleontology; founder of Neo-Lamarckism school of thought.
74. **Gerty Cori (Site TBD)**  
Nobel prize with her husband; studied how glycogen is broken down in muscle; how body breaks down carbohydrates.
75. **Elliott Coues House, DC**  
Home; ornithologist; his work was instrumental in establishing the currently accepted standards of trinomial nomenclature - the taxonomic classification of subspecies - in ornithology, and ultimately the whole of zoology.
76. **Theodosius Dobzhansky (Site TBD)**  
Evolutionary biologist; National Medal of Science 1964; Franklin Medal 1973; Columbia University & California Institute of Technology.

77. **Charles Richard Drew House, VA**  
Home of doctor Charles Richard Drew, whose leadership on stockpiling of blood plasma saved lives during World War II.
78. **Paul R. Erlich** (Site TBD)  
Biologist; best known for decades of dire predictions about population growth and resource exhaustion, particularly in his controversial book, *The Population Bomb*, which asserted that the world's human population would soon increase to the point where mass starvation ensued.
79. **Asa Gray House, MA**  
Residence of several Harvard luminaries; most notably Asa Gray, a leading botanist who published the first complete work on American flora.
80. **Percy Lavon Julian** (Site TBD)  
Research chemist who pioneered the synthesis of medical drugs from plants; one of the first African American PhDs in Chemistry; second African American inducted into National Academies of Science from any field.
81. **Robert Kennicott House & Grove, IL**  
House and grave; naturalist and explorer; founded the Chicago Academy of Sciences.
82. **Mary Claire King** (Site TBD)  
Geneticist; identified breast cancer gene; demonstrated humans and chimps are 99% genetically identical; applied genomic sequencing to identify victims of human rights abuse.
83. **Lab at Rockefeller University, NY**  
Prominent laboratory dedicated to the advancement of science for human good. Where Rebecca Lancefield did her work on streptococcal infections.
84. **Karl Landsteiner** (Site TBD)  
Biologist and physician; co-discoverer of polio virus; Nobel Prize in Medicine in 1930.
85. **Aldo Leopold “shack” (Aldo Leopold Foundation, Baraboo, WI), WI**  
Conservationist; his book, *Sand County Almanac* (1949) is regarded as one of the founding books of modern environmentalism. In it, he puts forward his “land ethic,” an ecocentric/holistic ethics regarding land); influential in development of modern environmental ethics and in the movement for wilderness conservation; a founder wildlife management field.
86. **James Logan House, PA**  
Plantation house designed and built by Logan. Logan discovered the vital role of pollen in the fertilization of corn.
87. **Robert MacArthur** (Site TBD)  
Ecologist; made a major impact on many areas of community and population ecology; played an important role in the development of niche partitioning; co-authored *The Theory of Island Biogeography*, a work which changed the field of biogeography, drove community ecology, and led to the development of modern landscape ecology. His emphasis on hypothesis testing helped change ecology from a primarily descriptive field into an experimental field, and drove the development of theoretical ecology.
88. **Lynn Margulis** (Site TBD)  
Biologist; developed endosymbiotic theory; National Medal of Science in 1999; elected to the National Academy of Sciences in 1983.
89. **Mayo Clinic, MN**  
Development of wonder drugs of 1940; Philip Hench studied effects on arthritis.
90. **Ernst Mayr** (Site TBD)  
Evolutionary biologist; ornithologist; also a renowned taxonomist, tropical explorer, ornithologist, and historian of science; his work contributed to the conceptual revolution that led to the modern evolutionary synthesis of Mendelian genetics, systematics and Darwinian

evolution, and to the development of the biological species concept; Darwin-Wallace Medal 1958; Crafoord Prize 1967.

91. **C. Hart Merriam Base Camp, AZ**  
Base Camp of Clinton Hart Merriam, the United States' first eco-biologist.
92. **Missouri Botanical Garden, MO**  
Founded in 1859, one of the oldest botanical institutions in the United States.
93. **Thomas Hunt Morgan (Site TBD)**  
Evolutionary biologist; Nobel Prize in Physiology or Medicine in 1933 for work on role of the chromosome in heredity.
94. **New York Botanical Gardens, NY**  
Botanical garden and National Historic Landmark. The 250-acre (100 ha) site's verdant landscape supports over one million living plants in extensive collections. Each year over 965,000 visitors visit the garden, which is also a major educational institution; operates one of the world's largest plant research and conservation programs, with nearly 200 staff members. The Pfizer Plant Research Laboratory - a pure research institution with projects more diverse than research in universities and pharmaceutical companies built added in 2006; Founded in 1899, the LuEsther T. Mertz Library on grounds is largest, most comprehensive botanical library in the Americas.
95. **Old Scripps Building, CA**  
Oldest oceanographic research building in continuous use in the United States.
96. **Parke-Davis Research Laboratory, MI**  
Subsidiary of the pharmaceutical company Pfizer. Although no longer an independent corporation, it was once the world's largest pharmaceutical company, and is credited with building the first modern pharmaceutical laboratory and developing the first systematic methods of performing clinical trials of new medications.
97. **Ellen Swallow Richards Residence, MA**  
First woman to graduate from the Massachusetts Institute of Technology, its first female instructor; introduced revolutionary ideas about home sanitation, and conducted pioneering work (some of it in this house) that led to the establishment of the field of home economics.
98. **Jonas Salk (Site TBD)**  
Medical researcher and virologist; developed first polio vaccine; discovered Type B influenza virus; Presidential Medal of Freedom 1977.
99. **Margaret Sanger Clinic, NY**  
Housed the Clinical Research Bureau, where Margaret Sanger and her successors provided contraception services and conducted research from 1930 to 1973.
100. **Saranac Lake, NY**  
Tuberculosis research undertaken that contributed to understanding diseases.
101. **Shedd Aquarium, IL**  
An indoor public aquarium opened on May 30, 1930.
102. **Tuskegee Institute, AL**  
United States Public Health Service Syphilis experiment; 399 poor, African American sharecroppers were part of a study on the non-treatment and natural history of syphilis; led to measures regulating the protection of human subjects.
103. **James D. Watson (Site TBD)**  
Molecular biologist; co-discoverer of DNA; Nobel Prize in Physiology or Medicine in 1953.
104. **Whitesbog, NJ**  
Elizabeth White; commercially viable blueberry; Whitesbog genetic testing.

105. **Worcester Foundation**, MA  
Gregory Pincus, Catherine McCormack, John Rock; work on oral contraceptives.
106. **Jane Wright** (Site TBD)  
Pioneering cancer researcher and surgeon noted for her contributions to chemotherapy; credited with developing the technique of using human tissue culture rather than laboratory mice to test the effects of potential drugs on cancer cells; also pioneered the use of the drug methotrexate to treat breast cancer and skin cancer.

### Mathematical Sciences

107. **Henry Barnard House**, CT  
Home; Barnard was an early champion of free public elementary education (common schools). He also was an advocate of the metric system.
108. **G.D. Birkhoff House**, MA  
Home; American mathematician best known for what is now called "ergodic theorem." Considered by many the preeminent American mathematician of his time.
109. **Sabbathday Lake Shaker Village**, ME  
Last active Shaker community, with only three members as of 2009; established in either 1782, 1783 or 1793, an early center for the production of teaching apparatus relating to the metric system.
110. **United States Military Academy**, NY  
A center of mathematics education in the early 1800s.

### Physics and Astronomy

111. **Adler Planetarium**, IL  
America's first planetarium and part of Chicago's Museum Campus, which includes the John G. Shedd Aquarium and The Field Museum; mission is to inspire exploration and understanding of the Universe.
112. **Alabama Redstone Test Stand**, AL  
Used to develop and test fire the Redstone missile (first missile to detonate a nuclear weapon), Jupiter-C sounding rocket, Juno I launch vehicle (put first American satellite, Explorer 1 into orbit) and Mercury-Redstone launch vehicle (carried first American astronaut, Alan Shepard into space).
113. **Benjamin Banneker** (Site TBD)  
18th C. African American astronomer; published Almanacs.
114. **Hans Bethe** (Site TBD)  
Physicist; Nobel Prize 1957; Manhattan Project on implosion method.
115. **Niels Bohr** (Site TBD)  
Nobel Prize in Physics in 1922 "for his services in the investigation of the structure of atoms and of the radiation emanating from them."
116. **Percy Williams Bridgman House**, MA  
House; physicist, 1946 Nobel Prize for his work on the physics of high pressures.
117. **Cape Canaveral Air Force Station**, FL  
A number of American space exploration "firsts" were launched from CCAFS, including the first U.S. Earth satellite (1958), first U.S. astronaut (1961), first U.S. astronaut in orbit (1962), first two-man U.S. spacecraft (1965), first U.S. unmanned lunar landing (1966), and first three-man U.S. spacecraft (1968); also the launch site for all of the first spacecraft to (separately) fly past each of the planets in the Solar System (1962–1977), the first spacecraft to orbit Mars (1971) and roam its surface (1996), the first American spacecraft to orbit and land on Venus

(1978), the first spacecraft to orbit Saturn (2004), and to orbit Mercury (2011), and the first spacecraft to leave the Solar System (1977).

118. **Cincinnati Observatory, OH**  
Oldest professional observatory in the US; currently operates as a 19th-century observatory.
119. **Cinder Field, Astronaut Training Center, AZ**  
Roger Chaffee, Mike Collins, Ed White, etc. Astronaut training sites were used in preparation for lunar mission. Alternative sites exist, including Big Bend, TX; Bend, OR; Philmont Ranch, NM.
120. **Arthur H. Compton House, IL**  
Physicist; discovered the Compton Effect, proving that light has both a particle and a wave aspect.
121. **Cornell University Laboratory for Planetary Studies, NY**  
Carl Sagan; popularizer of science.
122. **Albert Einstein House, NJ**  
Home; theoretical physicist; developed general theory of relativity (one of two pillars of modern physics alongside quantum mechanics); work known for its influence on the philosophy of science. Best known in pop culture for  $E=mc^2$  ("world's most famous equation"); received the 1921 Nobel Prize in Physics for his "services to theoretical physics", in particular his discovery of the law of the photoelectric effect, a pivotal step in the evolution of quantum theory.
123. **Experimental Breeder Reactor No. 1, ID**  
Became the world's first electricity-generating nuclear power plant when it produced sufficient electricity to illuminate four 200-watt light bulbs.
124. **Enrico Fermi (Site TBD)**  
Physicist; 1938 Nobel Prize in Physics for his work on induced radioactivity by neutron bombardment and the discovery of transuranic elements; credited with creation of first nuclear reactor, the Chicago Pile-1; made significant contributions to the development of quantum theory, nuclear and particle physics, and statistical mechanics; one of the men referred to as the "father of the atomic bomb"; held several patents related to the use of nuclear power; widely regarded as one of the very few physicists to excel both theoretically and experimentally.
125. **William Ferrel (Site TBD)**  
Atmospheric physics; oceanography. Coast & Geodetic Survey.
126. **Richard Feynman (Site TBD)**  
Theoretical physicist; quantum mechanics; Nobel Prize in Physics in 1965; popularized physics through books and lectures.
127. **Gaithersburg Latitude Observatory, ME**  
One of six observatories — and one of the four original observatories built by 1899— tracking the degree of "wobble" occurring on the earth's north-south axis and resultant variation of latitude.
128. **Murray Gell-Mann (Site TBD)**  
Physicist; Nobel Prize in Physics 1969; named the quark.
129. **Sheldon Lee Glashow (Site TBD)**  
Theoretical physicist; Nobel Prize in Physics 1979; known for electroweak theory.
130. **Goddard Rocket Launching Site, MA**  
Launch site of the world's first successful liquid-fueled rocket by Robert H Goddard. Goddard's final launch from the site was also a historic first -- the 11-foot (3.4 m) rocket carried an aneroid barometer, thermometer, and a camera triggered when the parachute opened. All three instruments operated successfully and were recovered.

131. **Hale Solar Observatory, CA**  
Lab of astronomer George Ellery Hale; known for inventing the spectrohelioscope (as an undergraduate at MIT), with which he made his discovery of solar vortices; established that sunspots are magnetic; played key role in founding the National Research Council.
132. **Edwin Hubble House, CA**  
Home; American astronomer; played a crucial role in establishing the field of extragalactic astronomy and is generally regarded as one of the most important observational cosmologists of the 20th century; known for showing that the recessional velocity of a galaxy increases with its distance from the earth, implying the universe is expanding, known as "Hubble's law" although this relation had been discovered previously by Georges Lemaitre.
133. **Henry Joseph House, NJ**  
Home; designed and lived in by Joseph Henry, prominent American physicist; discovered electromagnetic phenomenon of self-inductance; first secretary of the Smithsonian Institution; discovered mutual independence independently of Michael Faraday (Faraday was first to make discovery and publish his results); developed electromagnet into a practical device; invented a precursor to the American doorbell.
134. **Kennedy Space Center, FL**  
NASA's Launch Operations Center, which supports Launch Complex 39, originally built for the Saturn V, the largest and most powerful operational launch vehicle in history, for the Apollo manned Moon landing program; since the end of the Apollo program in 1972, has been used to launch every NASA human space flight; also has a facility which was used for landing the reusable Space Shuttle orbiters when weather permitted; continues to manage and operate unmanned rocket launch facilities for the U.S. government's civilian space program from three pads at the adjoining Cape Canaveral Air Force Station.
135. **Los Alamos Scientific Laboratory, NM**  
Housed scientific research of the Manhattan Project; the only laboratory in the United States where classified work towards the design of nuclear weapons has been undertaken besides the Lawrence Livermore National Laboratory; one of the largest science and technology institutions in the world.
136. **Robert A. Millikan House, IL**  
Home; American physicist; awarded the Nobel Prize in Physics in 1923 for his measurement of the elementary electronic charge and his work on the photoelectric effect.
137. **Maria Mitchell (Site TBD)**  
Rocketed to the forefront of American astronomy in 1847 when she spotted a blurry streak—a comet—through her telescope. First woman to be elected to the American Academy of Arts and Sciences; first female astronomy professor in the United States (hired by Vassar College in 1865).
138. **John von Neumann (Site TBD)**  
Mathematician/physicist; Manhattan Project & the hydrogen bomb.
139. **Oak Ridge National Laboratory, TN**  
X-10 Reactor.
140. **J. Robert Oppenheimer (Site TBD)**  
Theoretical physicist; father of the atomic bomb as head of Manhattan Project; advisor to AEC and arms control advocate.
141. **Portland Observatory, ME**  
Historic maritime signal tower in Portland, ME. Built in 1807, only known surviving tower of its type in the US. Using both a telescope and signal flags, two-way communication between ship and shore was possible several hours before an incoming vessel reached the docks.

142. **Propulsion and Structural Test Facility, AL**  
Site where the first single-stage rockets with multiple engines were tested. The Saturn Family of launch vehicles was developed here - The Saturn V remains the most powerful launch vehicle ever brought to operational status, from a height, weight and payload standpoint.
143. **Pupin Physics Laboratory, Columbia, NY**  
Significant for its association with experiments relating to the splitting of the atom, achieved in connection with the Manhattan Project.
144. **H.A. Rowland House, ME**  
Home; Physicist; first president of the American Physical Society; remembered for the high quality of the diffraction gratings he made and for work he did with them on the solar spectrum.
145. **Site of First Self-Sustaining Nuclear Reaction, IL**  
Chicago Pile-1 (CP-1) was the world's first artificial nuclear reactor, construction was part of the Manhattan Project; the first man-made self-sustaining nuclear chain reaction was initiated in CP-1 on 2 December 1942, under the supervision of Enrico Fermi.
146. **Edward Teller (Site TBD)**  
Theoretical physics; father of the hydrogen bomb; "Dr. Strangelove"
147. **Unitary Plan Wind Tunnel, CA**  
Research facility used extensively to design and test new generations of aircraft, both commercial and military, as well as NASA space vehicles, including the Space Shuttle
148. **University of Illinois Observatory, IL**  
Still contains a 12" Brashear refractor; observatory played a key role in the development astronomy as it was home to a key innovation in the area of astronomical photometry; was directed at different times by notables such as Joel Stebbins and Robert Horace Baker.
149. **U.S. Naval Academy, MD**  
Includes site of an early experiment of Michelson (of Michelson-Morley experiment, referred to as "the moving-off point for the theoretical aspects of the Second Scientific Revolution"; forms one of the fundamental tests of special relativity theory).
150. **Vassar College Observatory, NY**  
Maria Mitchell; first widely known female astronomer in the US.

### Social Sciences

151. **Administrative Building, Carnegie Institution of Washington, DC**  
Founded and endowed by Andrew Carnegie in 1902 to encourage scientific "investigation, research and discovery" that would lead "to the improvement of mankind."
152. **American Philosophical Society Hall, PA**  
Now a museum, original home of the eminent scholarly organization of international reputation that promotes useful knowledge in the sciences and humanities through excellence in scholarly research, professional meetings, publications, library resources, and community outreach.
153. **Arts & Industries Building, Smithsonian, DC**  
Second oldest of the Smithsonian museums on the National Mall in Washington, D.C; initially named the National Museum, it was built to provide the Smithsonian with its first proper facility for public display of its growing collections.
154. **Beginning Point of the U.S. Public Lands Survey, OH**  
Public Land Survey System was performed, starting in 1785, which would open what was then the Northwest Territory for settlement - the survey was "the first mathematically designed

system and nationally conducted cadastral survey in any modern country" and is "an object of study by public officials of foreign countries as a basis for land reform."

155. **Franz Boas** (Site TBD)  
Father of American Anthropology.
156. **Noam Chomsky** (Site TBD)  
Linguistics & philosophy; political ethics.
157. **Kenneth and Mamie Phipps Clark** (Site TBD)  
Doll experiment - major impact in Brown decision (effects of democracy).
158. **Daniel C. Gilman Summer Home**, ME  
Summer home; first president of Johns Hopkins University, the first university founded in the US to with the express purpose of encouraging advanced scientific research.
159. **Owenite Community**, IN  
Robert Owen, William Maclure; site of Robert Owen's utopian experiment. Renowned teachers and scientists were assembled, including geologist William Maclure and zoologist and entomologist Thomas Say; though the site was closed after two years, several important outgrowths resulted, including the first US kindergarten, trade school, library, and public school system to offer equal educational opportunities for both girls and boys; also the original headquarters of the US Geological Survey.
160. **Charles Wilson Peale House**, PA  
Home of CWP, who organized first US expedition in 1801.  
Founded Philadelphia Museum, later known as Peale's American Museum (which would eventually fail), a museum of natural history.
161. **Peale's Baltimore Museum**, MD  
First building to be designed and built specifically as a museum (for paintings and natural history). Est. by Charles Wilson Peale.
162. **Robbers Cave State Park**, OK  
Muzafer Sherif.
163. **Elihu Root House**, NY  
Statesman. Served as Secretary of War under McKinley and TDR. Established the US Army War College and created the General Staff. Secretary of State from 1905-1909. Instrumental in improving relations with Japan and Latin America. Won the Nobel Peace Prize in 1912
164. **B.F. Skinner** (Site TBD)  
Psychologist, behaviorist, and social philosopher; National Medal of Science 1968.
165. **Smithsonian Institution Building**, DC  
Houses the Smithsonian Institution's administrative offices and information center; main Smithsonian visitor center is also located here, with interactive displays and maps. Computers electronically answer most common questions. A crypt just inside the north entrance houses the tomb of James Smithson.
166. **Sunwatch Site**, OH  
Reconstructed Fort Ancient Native American village in Dayton. Scholars have named it Sun Watch because they believe that a complex of posts in the plaza is related to astronomical measurements. The Fort Ancient culture people, whose society was based on agriculture, would have planned rituals around a solar calendar; Archaeological excavations are ongoing in the area.
167. **Telfair Academy of Arts and Sciences**, GA  
First public art museum in the Southern United States.

2016

National Park Service  
CENTENNIAL

# Urban Agenda

CALL TO ACTION INITIATIVE



# Urban Matters: The Call to [Urban] Action

MARCH 2015

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## ON THE COVER

The imagery on the cover is a collage of iconic images of urban national parks and programs – the industrial backdrop of the “new” Lowell demonstrates the power of preservation and relevancy; the New Orleans Jazz trumpeter suggesting a clarion call that urban matters; the MLK Memorial as a beacon of hope; millennial urban rangers recognizing the next generations of stewards; the Gateway Arch as a symbol for pioneering efforts and innovation; Lady Liberty as a symbol for inclusion and strength; the Liberty Bell ringing from above reminds us of our liberties for all; and the Golden Gate Bridge acts as a connector of urban landscapes to places of beauty and nature.



# Foreword

The father of American landscape architecture, Frederick Law Olmsted, and a key contributor to the establishment of the National Park System, said of urban parks:

*It is one great purpose of the Park to supply to the hundreds of thousands of tired workers, who have no opportunity to spend their summers in the country, a specimen of God's handiwork that shall be to them, inexpensively, what a month or two in the White Mountains or the Adirondacks is, at great cost, to those in easier circumstances.*

Olmsted understood the relevance of urban parks to all city residents, especially those who may not be able to access the more distant park lands like Yellowstone, Yosemite, and the Grand Canyon, the kind of places for which the National Park Service (NPS) is well known. We are less known for our work in the urban space and therefore are less relevant to the lives of an increasingly urban America. The arch at the entrance of Yellowstone states, "For the Benefit and Enjoyment of the People" and those who visit certainly benefit and enjoy this natural wonder. But those who live near Golden Gate National Recreation Area in San Francisco benefit and enjoy that national park every day, as it is an integral part of their urban life.

Urban environments present a higher density and more diverse population, lands that often have past industrial or disturbance legacies, and a complex set of overlapping jurisdictions. These challenge

the NPS to look for new models, policies and approaches beyond the traditional experiences born of the large western landscapes. As the NPS looks to its second century of stewardship and public engagement, some of the greatest innovations are now occurring in urban spaces. The NPS, through its many programs and parks, has much to offer the urban dweller: a sense of place, an escape from cubicle confines, recognition that everyone's history is important, a restored and accessible waterfront, and a threshold experience to a greater outdoors.

It is time that the NPS strategically organize its many urban parks and programs towards building relevancy for all Americans, to connect with their lives where they live, rather than only where some may spend their vacation. Extraordinary innovation is already out there, with mayors and city leaders, businesses and NGOs all investing in new parks, new park designs, and new ways to engage communities in creating healthy and livable cities. This is an exciting time for the NPS to join in this national movement, to offer our assistance and active participation, to listen to new perspectives and help build communities across the urban landscape. There are pioneers within the National Park Service and many partners pushing us forward to embrace our urban mission as a critical component of our second century. I invite you to engage in this Agenda for the benefit of the National Park Service and especially for the benefit of the people.

*Jonathan B. Jarvis, Director*





# Introduction

*Why do urban environments matter to the National Park Service?* In many ways, the environmental, economic and social well-being of the nation hinges on the vitality and prosperity of its cities. Cities are dynamic cultural and information hubs constantly driving new ideas, trends and innovation out across the nation. They have enormous influence on shaping the lifestyles, preferences and values of new generations of Americans.

Since the creation of New York City's Central Park in the mid-19th century, urban parks have been essential cornerstones to building and maintaining healthier and more livable cities and communities.

The National Park Service has been part of a larger urban parks movement from the earliest days of the agency's founding in 1916. Starting with the nation's capital city in the early 1930s, Congress has gradually expanded the urban footprint of the National Park Service by authorizing more programs to serve urban communities and establish units of the national park system in 40 of the country's 50 most populated metropolitan areas.

Not only are urban national parks and programs an essential component to the social fabric of a city, but they, as never before, represent an essential component of the national park system itself. Urban national parks are particularly well positioned as places where young people, many from diverse and often underserved communities, can experience

close-to-home outdoor recreation and nature; arts, culture and history; and perhaps most importantly, gain some sense of confidence and encouragement about their own future.

While the National Park Service Urban Agenda is focused on the work of the NPS in metropolitan areas, ultimately the relevancy and sustainability of every national park can be strengthened by this work. It reaches beyond city limits, seeking to strengthen the intersection between urban populations and more remote national parks. The Agenda challenges national parks and programs operating in both cities and more distant locations to creatively rethink how we can connect to the 80% of Americans residing in urban areas. It is critical to ensure that all national parks, both urban and rural, are accessible, relevant, and meaningful to urban audiences.

The NPS Urban Agenda contains a number of specific strategies, but most importantly it puts forth a way of working that is more intentional, collaborative and ultimately more sustainable. The Agenda recommends an unprecedented strategic alignment of parks, programs and partners—a mobilization and coordination of all NPS resources. Success is dependent on keeping focused, improving lateral communication, messaging and setting shared objectives and priorities.

This Agenda is for everyone!

## CRAFTING THE URBAN AGENDA

This Urban Agenda is derived from the voices of many National Park Service (NPS) professionals and partners across the nation with deep passion for and experience in engaging with urban America. These voices are represented in this living document and each of us has an opportunity to put these principles into practice in our respective parks, cities, and programs. The principles and priorities of the Agenda originate from those who will utilize it to strengthen the urban parks and communities they serve.

The genesis for the Urban Agenda was in 2012 when a small group of NPS leaders met as a caucus at the City Parks Alliance conference in New York City. Together, these leaders identified the foundational elements of the NPS Urban Agenda. That initial group of 39 went on to enlist over 350 people from within and outside NPS, representing almost every state and over 40 park units, to help create the NPS Urban Agenda. This process relied upon highly intentional actions to create channels of connection between urban practitioners. It included multiple modes of communication (websites, face-to-face, webinar, conference call, and social media) and facilitated discussions on key urban topics, beginning with those identified at the initial NPS urban caucus.

This Agenda is just the beginning. Continuing to exchange experience and broaden understanding of the full NPS portfolio across departments will help to move the Agenda forward, improve decision-making, and enhance problem-solving in times of challenge and change. The team that convened the urban community of practice will continue to provide opportunities to develop skills, curricula, webinars and other opportunities to spread good practice. To activate the Urban Agenda go to: [www.nps.gov/urban](http://www.nps.gov/urban)





## Why Urban Matters

The landscapes and stories of the national park system have evolved and diversified in dramatic and inspiring ways. The work of the NPS now represents American art forms, traverses multiple jurisdictions along water and overland trails, reaches deep into the oceans, extends into urban centers and connects people to places that are expressions of who we are as a nation.

Since the National Park Service was established, the demographics of the U.S. have changed dramatically. In 1916, the nation was 50% urbanized compared to today at over 80%. These demographic changes affect how parks are valued, how they are visited, what kinds of development are appropriate, and who will support the parks. Indisputably, much of the success of the National Park Service in coming years will depend on its ability to diversify and prove its relevancy to new populations. Strengthening the agency's external relationships, diversifying its workforce, and aligning with community-driven agendas that relate to the NPS mission are among the many strategies required to help NPS create relationships with new audiences.

In addition to protecting this NPS legacy, the diverse system of park units and the extensive portfolio of community, cultural, and land conservation assistance programs within the NPS can be leveraged to address challenges cities presently face. While there is still more to uncover about the potential of NPS urban parks and programs, the following graphics take a compelling look at ways the National Park Service is poised to pivot toward an increasingly urban and diverse citizenry.



# OUR CHANGING NATION

Increasingly, the communities where the majority of Americans live are more economically diverse and multicultural. The National Park Service must stay relevant in order to serve them.



Median household income has **decreased 6.6%** since 2000.



**Over 80%** of the nation's population now lives in urban areas, with cities growing faster than suburbs.



**Over half** of all newborns in the U.S. are racially diverse.



Median age is steadily **rising**.



And people of color are already the majority in **California, District of Columbia, Hawaii, New Mexico, and Texas.**

## WE NEED TO KEEP UP

36% of the U.S. population are people of color vs. only 18.6% of the National Park Service workforce.

36%

18.6%



Millennials are less likely than previous generations to value spending time outdoors.

Recent visitors to national parks are disproportionately white and non-Hispanic.



## NOW THAT WE KNOW

It is time to join the leading edge of urban park practice, stay relevant to a critical base of supporters, and step into our power to enhance the economic welfare of our nation. Visit [www.urbannps.com](http://www.urbannps.com) to connect with peers and take action.

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# URBAN MATTERS

The National Park Service is already more urban-oriented than you might think.

## OUR URBAN PRESENCE

- The National Park Service has sites in 40 out of 50 of the most populous cities in the U.S.
- More than one third of all national park sites are located in metro areas.
- Comprising 37% of NPS's operating budget.
- 36% of all NPS visitation takes place in our urban units.
- Which are home to 17% of NPS employees.
- NPS's urban park sites alone generate an estimated \$1.8 billion in labor income and \$4.7 billion in economic output.
- 26% of the total economic output of National Parks visitation.

## LEVERAGING NPS RESOURCES

In addition to our urban park sites:

- Land & Water Conservation Fund (LWCF) State and Local Assistance grants have created close-to-home parks, playgrounds, ball fields in over 42,000 communities across the country.
- Over 40 NPS programs serve urban communities.
- NPS's Rivers, Trails, and Conservation Assistance (RTCA) program catalyzes 300+ community-led projects in over 8,000 communities across the country.
- More than 1,520 park and recreation areas have been touched by Urban Parks and Recreation Recovery money in 43 States, the District of Columbia and Puerto Rico.
- The Federal Historic Preservation Tax Incentives Program, administered by the NPS, has generated over \$69 billion in private investment in historic rehabilitation and created over 2.4 million jobs.

This presence serves as a great frontier to reach Americans where they live.

## JOIN THE COMMUNITY

Our contributions to urban communities are core to our service, and should be well known and well understood by the American public.

Get involved by visiting [www.urbannps.net](http://www.urbannps.net) and team up to help urban parks step into their power.

Illustration: Arinag. "The Urban Agenda." National Journal, March 20, 2012. © City of New York Department of Parks & Recreation. "Reaching on the Margin: Fiscal 2013 Preliminary Budget & the Fiscal 2012 National Marine Management Report." March 2012. © Department of the Interior. © Eric Peterson. "Local Urban Parks." Urban Agenda and Access in the Inner City. National Environmental and Planning Council. Environment and Planning, July 2011. 13, 142-151. © Eric Peterson. © and William T. Sullivan. "Investment and Access to the Inner-City: Does Urbanization Reduce Crime?" Environment & Behavior, May 2011 2025. 343-367. © National Park Conservation Association. "National Park Service Public Use Statistics Office." National Park Service. Comprehensive Survey of the American Public. 2008-2009. © National Park Service FY 2012 Commerce Budget. "Visit the Public Land." City Park Facts Report. 2012. © US Census Bureau.





# Urban Agenda

A tremendous amount of innovation and political will went into the establishment of what are considered to be early models for how the NPS responded to America's growing urban needs for parks, open space and community revitalization. The traditional park model was twisted and rewired in the 1960s-70s into places like San Francisco's Golden Gate National Recreation Area, Los Angeles' Santa Monica Mountains National Recreation Area, Massachusetts' Lowell National Historical Park and Atlanta's Chattahoochee River National Recreation Area. These are places that required collaboration, persistence, leveraging public and private funds, and creative responses to traditional ways of thinking. In addition to new types of parks, new programs such as Rivers, Trails and Conservation Assistance called for the NPS to be more accessible to communities.

These models, and others illuminated in the Urban Agenda, continue to evolve and respond to dynamic urban environments and our national priorities. Most importantly, they seek inclusive ways of building relationships that blend National Park Service and community values—approaches that can serve the NPS as a whole. The method for engaging employees and partners in crafting the NPS Urban Agenda has been to look at pioneering actions and innovative examples within the NPS as well as models around the nation that the NPS can emulate. However, the Urban Agenda suggests that we do more to unite parks, programs and partnerships with greater intentionality and demonstrate how a coherent system can work with an urban landscape.

It is clear from the many people who engaged in conversations over the last several years that the NPS is ready to activate an urban agenda to fulfill its mission and obligations to the American people.

## The Call to [Urban] Action

The National Park Service's *Call to Action* commenced new and expanded thinking about ways to better connect urban communities to their heritage, parks, recreational assets, waterways, and neighborhood ecosystems. The NPS Urban Caucus that convened in New York City at the City Parks Alliance meeting in 2012 reinforced a calling for urban parks and programs to “*step into their power.*” The discussions also revealed some of the obstacles facing the NPS. People described the organizational structure as siloed, hierarchical and risk-averse. There was general agreement that greater interdisciplinarity, expanded partnerships and better communications are critical to the agency's ability to address complex issues and present a more coherent system of parks and programs to the public. If the NPS can effectively reach across divisions, breaking down silos and traditional hierarchies, the extensive and diverse portfolio of the NPS can provide unique value-added services and support to urban populations and communities.

**The NPS Urban Agenda sets out three bold principles:**

- 1. Be Relevant to All Americans**
- 2. Activate “ONE NPS”**
- 3. Nurture a Culture of Collaboration**



# 1 Be Relevant to All Americans

*Relevancy to All Americans* — a bold challenge for the National Park Service, and not an easy undertaking. It is complex and assumes that the NPS and its partners have the ability and resources to uphold this goal. However, as demonstrated earlier in the Business Case, it is clear that within 30 years more than half the nation will be people of color; about one-third will be Hispanic. This demographic shift is not represented in the NPS workforce, themes interpreted in its parks, or in its visitors.

The late John Hope Franklin, a former chairman of the National Park System Advisory Board, stated in the report, *Rethinking the National Parks for the 21st Century*:

*The public looks upon national parks almost as a metaphor for America itself. But there is another image emerging here, a picture of the National Park Service as a sleeping giant—beloved and*

*respected, yes; but perhaps too cautious, too resistant to change, too reluctant to engage the challenges that must be addressed in the 21st century. The Park Service must ensure that the American story is told faithfully, completely, and accurately. The story is often noble, but sometimes shameful and sad. In an age of growing cultural diversity, the Service must continually ask whether the way in which it tells these stories has meaning for all our citizens.*

Now considered an imperative, the NPS is retooling its strategy to address relevancy, diversity and inclusion (RDI) as a multi-dimensional approach in all its parks and programs. The strategy recognizes the need to address underrepresented people in national parks as well as the importance of workforce diversity and the role of national parks in the social fabric of local communities. While disparities in visitation and employment have been identified before,

commitment needs to be made to address the underlying institutional barriers that go beyond the NPS (i.e. hiring processes). To be inclusive as an agency and further develop long-term and dynamic relationships with local communities, the NPS will require a culturally competent workforce. Greater diversity in the NPS workforce will bring a broader spectrum of perspectives into decision-making.

## Stewards for the Future

Innovation is flourishing within youth programs that reach across all program areas including science, interpretation, natural resources, law enforcement, cultural resources, and administration. Dynamic new programs are emerging that create not just one-time experiences but instead build “ladders of engagement.” Santa Monica Mountains and Boston Harbor Islands national recreation areas have developed programs to engage youth of diverse backgrounds that go beyond short-term outreach activities to provide a continuing pathway for deepening park-community relationships (i.e., service learning experiences in parks and communities, summer work opportunities for young adults, or internships). Collaborating closely with community partners, these parks are building strong connections through long-term, carefully crafted initiatives that complement the more common short-term experiences and result in deeper engagement. These programs are being integrated into the RDI strategy for enhancing workforce diversity and building a growing constituency that supports the NPS mission.

*The following examples exemplify this principle:*

### Bridging the Gap Between Urban and Rural

#### NORTH COAST AND CASCADES NETWORK

Many of our nation’s more rural parks are already taking steps to build meaningful connections to urban populations. The city of Seattle represents an ideal entry point to an array of NPS parks and programs. This metropolitan area is surrounded by eight national parks, all within two to four hours of the city. These national parks are invaluable interfaces between urban and rural. Many Seattle youth are aware of the existence of Mount Rainier because they can see it from the

city, but few knew it was part of a national park or had ever visited any national parks in the Pacific Northwest.

A recent project initiated by the North Coast and Cascades Network (NCCN), a network that includes the eight national parks surrounding Seattle, looks at how these national parks can reach audiences in the Seattle metro area. The project sought to enhance connections between urban youth and national parks and looked to urban youth organizations as potential connectors between youth and the more rural national parks. To determine effective ways to build these connections, the project identified youth organizations that would benefit from programs offered by the region’s national parks. Organizations like the YMCA, nonprofits, and parks and recreation community centers represented valuable partners for the NPS to work side by side as they built a ladder of engagement with urban youth.



### Connecting Urban Youth to Nature

#### CANOEMOBILE

Canoemobile is a national program aimed to meet urban youth where they are, literally and figuratively, with high quality environmental education and outdoor learning experiences in their own backyard.

The Canoemobile event catalyzes federal, state, and local governments, school districts, and non-profit service providers to come together to provide environmental education “where it is least expected”—in locations close to neighborhoods and schools. Local partners continue to provide overnight and multi-day outdoor experiences for urban youth following the event,



making routine efforts to incorporate the families of the students into the relationship building process. Canoemobile works to complete the cycle of engagement by establishing an Outdoor Jobs Council made up of members of the community and leaders in public-private organizations that provide employment and education in environment and outdoor-related jobs. Coordinated by Wilderness Inquiry, Canoemobile has

reached over 7,000 youth in 20 cities including Chicago, Milwaukee, Michigan City, Louisville, Cincinnati, Philadelphia, and New York.

## 21st Century Parks: Change and Continuity

Progressive cities across America are recognizing the importance that parks, open space, historic preservation and protected natural areas have in elevating economic vitality, public health, recreational benefits, educational experiences, and a sense of place. In places where public spaces are scarce, people are reimagining underutilized spaces for new and creative uses. For example, in New York City, the “High Line,” a 1930s elevated freight line, outlived its functionality and became derelict. When it was proposed to be demolished, a group of local activists challenged the proposal and ultimately developed a vision to reclaim the rail line as a public space. Now considered to be one of the great transformations of an urban space in the U.S., the High Line integrated historic preservation and creative design into a remarkable outdoor space. But it was the overarching vision and shared values that made this *adaptive reuse* approach viable, embracing both change and continuity.

As in the case of the High Line, the NPS can point to models that demonstrate the value of integrated multi-objective city/park design. For example, the redesign of the St. Louis waterfront connects the Gateway Arch with the Mississippi River, the east bank in Illinois and the greater St. Louis region; Golden Gate’s Crissy Field connects San Franciscans with their industrial waterfront heritage while restoring and conserving

### PARTNER ORGANIZATIONS LEND SUPPORT

Some examples that are making a difference:

- The National Park Foundation is funding innovation grants and creative programs that directly address park needs and engage new diverse audiences;
- The Student Conservation Association in partnership with the NPS has created the NPS Academy, a program that is targeting minority college students; and developed inner-city programs in places like Detroit, Baltimore and Chicago to provide career exploration in park management and conservation;
- The National Parks Conservation Association – Center for Park Management is working directly with urban parks on spawning innovative ways for civic engagement and design thinking tools that can assist park leaders in building relationships with communities; and
- The Greening Youth Foundation is partnering with the NPS to connect Historically Black Colleges and Universities to provide career exploration and NPS experiences to students.

its natural and ecological values; and, the restored canalways and redeveloped mills of Lowell are all stunning examples of public lands designed for the dual purpose of preservation and increased community use. All of these projects have taken an entrepreneurial approach to refresh existing assets, leverage partnerships to activate these sites with programming, and have depended on community insights to ensure they stay relevant and well used.

For the NPS to achieve greater relevancy is a complex but vital challenge. The NPS is making progress in its quest for greater relevancy, but there is still a long way to go. The National Park System Advisory Board pointed to many occasions when the NPS was not willing to work toward consensus with municipalities and nonprofit organizations on the grounds that it would set a poor precedent elsewhere for the Service. The Advisory Board reported, “this is probably the single most common reason for strife between the NPS and its potential partners in urban areas.” The Urban Agenda calls for a bold approach that adapts traditional park models to urban environments by using inclusive, collaborative methods and structures in order to best serve the communities living around national parks. Success in this area is deeply tied to strengthening a culture of collaboration through outreach, building relationships, and forging equitable, transparent partnerships.

*The following examples exemplify this principle:*

### Reimagining Urban Spaces ST. LOUIS GATEWAY ARCH

Since the completion of the Arch in 1965, local leaders have been discussing ways to better connect the iconic structure to the city it represents. In 2009, a collaborative approach to the park’s General Management Plan was leveraged into an opportunity for NPS to pivot its efforts toward shared community goals, create an added \$367 million dollar impact and generate 4,400 jobs for the region. CityArchRiver 2015—a partnership among local, state and federal government entities, civic organizations, private businesses, and citizens—created a new design for the park and surrounding grounds and is now constructing the project. These plans will not only increase visitation and make new

connections to underserved communities, but will have an economic impact on the overall city.

### National Heritage Areas RIVERS OF STEEL, PITTSBURGH, PENNSYLVANIA

National Heritage Areas (NHAs) further the mission of the NPS. Distinctively different from national parks, NHAs typically do not own land, do not possess regulatory powers and are required to leverage federal funds. NHAs are lived-in landscapes. Consequently, NHA entities collaborate with communities to determine how to make heritage relevant to local interests and needs.

Located in western Pennsylvania, the Rivers of Steel National Heritage Corridor’s mission integrates conservation, preservation, interpretation, recreation, and economic revitalization, with a community-based focus that emphasizes the importance of the Corridor’s heritage story. This broad mandate, established by Congress in the authorizing legislation, helps to ensure the relevancy of Corridor programs and provides a “big tent” for collaboration and building partnerships. The planning completed at the local level led to support from state and federal agencies to support projects such as rail trails, the development of museums and visitor centers, river landings for community development and recreational boating, a branding and wayfinding system, historic restoration of mills and historic properties, oral history projects and more.





## 2 Activate "One NPS"

*Engaging the Entirety of the National Park Service* – Imagine the collective power the agency would have if the National Park Service truly performed as a “system” of national parks and programs – an integrated conservation, education, economic and recreation strategy for the nation. By proximity, urban parks and programs hold the potential to connect to more Americans—and more underserved Americans—than perhaps any other segment of the National Park System. The Service has a tremendous opportunity to expand people’s understanding of its national parks and program offerings as a whole by reaching into metropolitan regions where most Americans live, work and play.

### An Evolving System of Parks and Programs

As the American landscape and its narrative have evolved, so has the National Park Service. It reflects both our vast natural and cultural heritage, but also the many powerful stories of its people. Today, the NPS is the steward of over 400 diverse park units and more than 40 programs that serve communities across the country.

The lesser known parts of this portfolio include the many programs that expand its conservation reach

into communities and beyond the boundaries of the National Park System. National Park Service programs, like the parks and themes represented in the national park system, are diverse in their purpose, scope, and history. Some programs, such as the Historic American Buildings Survey and Historic American Engineering Record, have long histories as part of the federal historic preservation movement. Others, like the Land and Water Conservation Fund Program, enhance immeasurably the quality of life in local communities. Still others, such as the National Heritage Areas program, empower citizens to protect the natural and cultural heritage of their region.

Working together, the NPS portfolio has the power to:

- **Engage the Next Generation:** The millennial generation is one of the most important stakeholders for the future of the United States. This cohort will be the next generation of advocates and stewards for the NPS. The Department of the Interior’s “Play, Learn, Serve, Work” initiative reflects the continuum of experiences that the NPS seeks as young people develop in their lives and find opportunities in parks, places and programs.

- **Expand Engagement and Support of Communities:** Through a diverse system of park areas and extensive community, cultural resource and lands assistance programs, the National Park Service substantially contributes to the social, health, environmental and economic goals of urban communities.
- **Collaborate through Partnership:** The NPS includes more than two dozen unique community, cultural, and resource assistance programs which are built on collaboration and excel in community partnerships. To achieve success, the NPS needs to focus on collaborating with others, building partnerships, and defining the agency's unique complementary role in the urban arena.
- **Promote Healthy, Active Outdoor Recreation:** The positive connection between levels of physical outdoor activity, and access to parks and public health is now highly documented. Programs such as Healthy Parks Healthy People and Park Prescriptions demonstrate how the NPS can work with national, state, and local parks, as well as healthcare providers, foundations, and advocacy organizations to provide people with equal access to green space and expand the health-related role that parks can have in our society.
- **Build Relevancy and Value:** In order for the NPS to remain relevant to an increasingly diverse American population, it must reach out to urban areas, diverse communities, and youth. Utilizing parks and programs to reach diverse communities, enhance educational opportunities, and foster partnerships and relationships will be critical to fulfilling the mission in the second century of the Service.
- **Provide Leadership in Heritage Conservation and Restoration:** Natural spaces and cultural resources are of high value for education, recreation, economic and ecological benefits. As places to experience nature and act as natural buffers to the effects of climate change, natural spaces in urban areas are increasingly important as the NPS and partners develop management and mitigation

plans. NPS cultural resource programs, working with preservation partners, provide additional opportunities to support preservation of historic resources, economic revitalization, tourism, and sustainability.

*The following examples exemplify this principle:*

### Urban Ecology and Resilience GATEWAY NATIONAL RECREATION AREA

In recent years the National Park Service and the City of New York have created a productive partnership to plan for the future in an era of climate change. The City of New York and the National Parks of New York Harbor are united in recognizing that simply managing the resources within each agency's respective boundaries no longer guarantees the resilience of natural resources. Adaptive management approaches to account for factors beyond park borders such as surrounding development, air quality, water pollution, climate change, and political conditions are needed. Managing the impacts of Hurricane Sandy has already challenged traditional strategies and posed difficult questions such as how much to intervene in habitat creation and the park's responsibility to protect neighboring communities from future weather events. Gateway and local partners increasingly rely on each other to balance community and political agendas with resource protection goals. A new Science and Resilience Institute at Jamaica Bay coordinates local stakeholders in the metro area to share knowledge, planning efforts and progress, and taps global expertise in resilience planning and urban ecology to enrich local efforts.





### Blending Park and Community Values LOWELL NATIONAL HISTORICAL PARK

Lowell National Historical Park has found a way to balance park and community values that leverages the full arsenal of NPS programs with local, state, and federal resources. Lowell's moniker, "the City is the Park and the Park is the City," describes the level of collaboration that has been embedded in Lowell since the Park's establishment. Through this partnership, Lowell has attracted more than \$1 billion in private investment and nearly 500 buildings have been restored with technical and/or financial assistance from the National Park Service over the Park's 36-year history. The vast improvement in community pride and self-confidence is

evident in the many initiatives that have revitalized this city—characteristics that were in short supply when the Park was authorized by Congress in 1978. In addition to the preservation and rehabilitation of Lowell's infrastructure, programmatic partnerships in cultural heritage, education, and tourism have also been important to Lowell's economic development. Events co-produced by the Lowell Festival Foundation attract 100,000 – 150,000 people each summer. The award-winning Tsongas Industrial Center and the Center for Lowell History, managed in collaboration with University of Massachusetts Lowell, host some 50,000 students annually and have been essential to the Park's success in historic research and educational outreach.



## 3 Nurture a Culture of Collaboration

*Engaging in a National Movement* – The upcoming NPS Centennial provides a platform to engage in a national movement with local and national leaders that are looking at parks and conservation as a strategy for creating healthy and liveable cities. It will, however, require some internal reflection to envision the systemic changes needed for acting upon the NPS Urban Agenda.

The complex mission of the National Park Service in many ways reflects many of the core values of most American cities – education, economy, environment, culture, and health. Taken in sum, the offerings of national parks and programs can be thought of as critical factors in building a sense of community. Much like that of a city, national parks also have a responsibility to provide infrastructure and resources to be vital while also supporting activities that serve the human spirit. The jurisdictional boundary of a city, or a park, is defined for political and management purposes. Within these boundaries, they connect with a myriad of other jurisdictions and systems that help to define who is responsible for what. But when we get to the edges, boundaries need to find connection and context – e.g., transportation systems, ecological systems (air, water, wildlife, trails, etc.) It is at these intersections

that the need for interdependency becomes apparent. Working in dynamic urban environments and in an era of financial constraint means that no one division, program, park, or the agency itself, has sufficient resources or knowledge to address problems on their own.

A culture of collaboration that fosters mutual respect, strong working relationships, and shared operational goals is required to deploy One NPS successfully. Internally, the NPS will need to support collaborative leadership and experiment with new management structures that break down silos and make full use of the Service’s skills, authorities, and programs. Leadership can help facilitate cross-departmental understanding of NPS and its parts, empowering and resourcing staff to reach out for information across the system and with partners that can aid decision-making or leverage resources toward common goals.

Externally, the NPS will need to find its place on a crowded stage of social and economic development actors. Put simply, the National Park Service cannot go it alone, and this is especially true in urban areas. To be successful, the NPS will need to re-tool itself to add value in complex partnerships.



**2,540**  
National Historic Landmarks

**6,800**  
Historic Preservation Fund Grants

**45,939**  
Historic American Buildings Survey (HABS) / Historic American Engineering Record (HAER) Sites

**40,400**  
Historic Tax Incentives

**49**  
National Heritage Areas

**90,540**  
National Register of Historic Places

**7,500**  
Rivers & Trails Assistance (RTCA) Projects

**42,000**  
Land & Water Conservation Fund Projects

**1,500**  
Urban Park Recovery Projects



*The following examples exemplify this principle:*

### Blurring Jurisdictions to Serve Common Goals

#### HEALTHY PARKS, HEALTHY PEOPLE

Golden Gate National Recreation Area partners with over forty public health, healthcare, land management, and community organizations in a collaboration called Healthy Parks Healthy People: Bay Area (HPHP Bay Area). Together, these organizations provide a suite of culturally-relevant programs that supports communities with high health needs to access and enjoy parks. HPHP Bay Area programs now take place in 35 parks, serving over 100 new park users in the Bay Area each month. Before taking action, NPS staff attended a series of meetings with pediatricians and public health personnel to better understand the needs of San Francisco's most underserved communities. The NPS also collaborates with other park agencies, such as East Bay Regional Park District and San Francisco Recreation and Parks, to map recreation offerings in the region. A nonprofit partner, the Institute at the Golden Gate, serves as a neutral facilitator to help partners across fields identify a common agenda and continues to coordinate action and collect program data that informs collective decision-making.

### Connecting Urban Residents to Public Lands

#### EL PUEBLO DE LOS ANGELES

El Pueblo de Los Angeles Historical Monument is located in one of the nation's most densely populated, diverse, and historic neighborhoods. It is a hub for cultural preservation, with nearby partners including the La Plaza de Cultura y Artes, Avila Adobe, the Chinese American Museum, and America Tropical. El Pueblo is also strategically located for developing public lands engagement, located one half mile from the Los Angeles River, a half mile from Los Angeles State Historic Park, and blocks away from the Los Angeles Conservation Corps office. A new Urban Outreach and Education office located in the historic Quon Building at El Pueblo is a partnership between the National Park Service, California State Parks, the City of Los Angeles, the US Forest Service and the Western National Parks Association. The outreach office serves as an introduction for local urban residents to nearby public lands. It provides a home for traditional programming in non-traditional urban settings, such as a recent Los Angeles River campout; volunteer and service-learning projects; and is a launch point for excursions to lands within Santa Monica Mountains. The outreach office sits directly across from Union Station at the intersection of Los Angeles's public transportation networks.







The NPS will demonstrate how a *coherent system* of national parks, programs and partnerships can be deployed in 8-10 in urban landscapes. Feedback has been received from people at all levels of the agency—from the directorate to superintendents to partners—that parks are not fully aware of what NPS programs are doing just down the street, and vice versa. Partners are confused about who to turn to for assistance. Application of scarce resources is more diffuse, and therefore less effectual than it needs to be. The NPS models will be designed to link national and regional resources and people at local scale. Applying its full portfolio of resources in strategic ways, these models will test opportunities for organizational shifts that promote and promulgate individual and park/program successes that can be shared across the system. It will also allow the Service to more effectively communicate the value of its work and brand at the community level. Model cities will be chosen to reflect the challenges and opportunities the NPS experiences in the following areas:

### 1. A Park Within a City

This is the most obvious case—urban park(s) embedded in a city. Model projects will develop strategies for alignment of park, program and partner resources to serve and pilot in major urban areas. This strategy will target coordinated NPS work in metropolitan areas or other locations where the agency already has significant on-the-ground resources that can be coupled with agency programs and regional partners to significantly contribute

to the quality of life, economy and conservation agendas of urban areas. Pilot efforts would focus on opportunities for community engagement and resource leveraging; joint or cooperative management of parks, sustainable services and facility operations; planning and implementation of access and transportation enhancements, and other ways that both parks and programs can better serve and support common park and community goals.

### 2. Larger Regional Landscape that Includes Urban-Rural Interface

Although many national parks or other designated areas (heritage areas) are not embedded in cities, they are—or could be—serving urban populations. The NPS would explore a new paradigm for the NPS role and engagement in these peripheral parks/areas and encourage and develop a professional cadre of staff community outreach and relations, including: expanding collaboration with local, state or regional entities on coordination of urban roles and agendas, and improving coordination with other Federal entities that complement priorities of the NPS in select urban areas.

### 3. City Without a Physical NPS Presence

The models will develop strategies for the alignment of park programs in coordination with partners to create viable and effective service capacity in urban areas with little or no physical park presence. This strategic approach would target high potential urban areas where park unit presence is minimal but park programs—including technical and financial

assistance from the agency’s community, cultural and historic programs—could be aligned to complement and assist existing regional collaborative or partnership efforts across the country.

## Activating the Urban Models

As the urban models are developed they will employ entrepreneurialism and engagement so that there is agency ownership built into their creation. A backbone support team will provide operational and communication support.

Each model area will employ an “Urban Fellow” to collaborate with park and program leaders and partners. The fellows will act as a broker and facilitator in the park/city, helping to develop and maintain partnerships between the NPS, other agencies, city, and community organizations.

The goal for each model area will be to enhance the NPS role in:

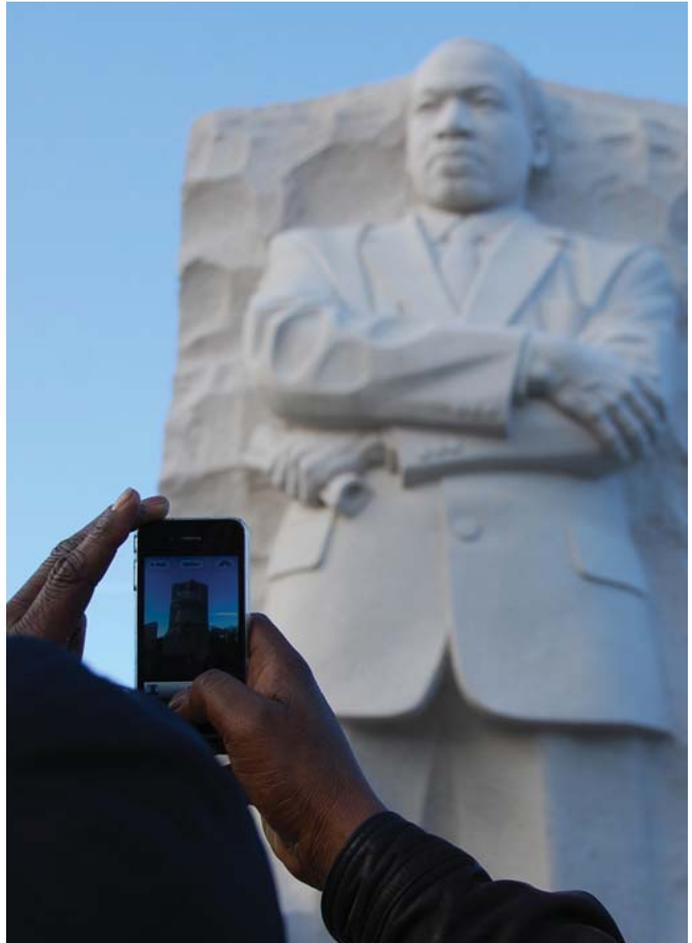
1. Engaging NPS programs in identifying values and strategic interests in their assigned model city through asset mapping processes and other innovative tools to assess opportunities and align resources;
2. Building alliances with federal, state and local agencies that help to identify shared goals and accelerate interagency collaboration and complementary action;
3. Building alliances with local non-profits, educational institutions, foundations, and others to help identify and achieve shared goals;
4. Designing and launching city-specific initiative(s) that leverage the full suite of NPS programmatic and park assets designed to protect resources and improve quality of life for urban residents; and
5. Developing consistent and comparable data resources that define measurable outcomes for evaluating models and sharing results with the national *Urban Matters* community of practice.



The role of the Urban Fellow in the model cities is not meant to be prescriptive but tailored by the parks, programs, and communities in which they will work. Given the unique opportunities, challenges, and landscapes of the model cities, the fellow position is designed to be flexible and address the needs of the model city.

Strengthening collaborative leadership skills across the NPS will help employees to partner with communities, other agencies, and mission-aligned organizations in recognition that “we are all in this together” socially, economically, culturally, and environmentally. Along with opportunities to model best practices in partnership, the urban models are intended to develop a pipeline of talented, 21st century leaders for the NPS who are primed to advance collaborative leadership within the NPS.

But it doesn't stop at the model cities. While the model cities are learning labs—places where the Service and partners can explore what it means and what it takes to truly activate One NPS—it will be through sharing the experiences of everyone working to bring forth the principles of the Agenda that will foster a culture of collaboration across the Service and beyond.







## A Call for Collective Action

*Urban matters to us all* – With over 80% of Americans now living in cities, there has never been a clearer call to strengthen our urban presence and broaden the base of understanding and support for the NPS. Connecting with Americans where they live is in the interest of all units and programs within the National Park System, as its ability to engage with urban residents and build relationships with new audiences will affect how parks are valued and supported. Urban areas also represent the clearest channel for engaging with the next generation of conservationists, preservationists, environmental leaders and stewards of the nation’s cultural heritage.

The NPS Urban Agenda recommends an unprecedented strategic alignment of parks, programs and partnerships to leverage the full portfolio of the NPS resources within urban areas. Collaboration is important everywhere, but the density and social complexity in urban areas make it imperative. Urban practitioners from across the National Park System have provided their experience and insight to illuminate three bold principles: Be Relevant to All Americans – Activate One NPS – and Nurture a Culture of Collaboration. These principles are not confined to urban work. This Agenda calls for modeling their adoption first in urban areas but ultimately across the Service.

The NPS is committed to supporting the principles of the NPS Urban Agenda and to providing resources that will help them take hold across the Service. Urban Fellows in model cities across the U.S. will employ facilitative leadership to increase alignment

within the NPS and the communities it serves. A community of urban practitioners continues to convene and champion key urban topics, including specific strategies and recommendations for enacting the Agenda. A central meeting space is online at [www.nps.gov/urban](http://www.nps.gov/urban). Partners are also encouraged to learn more about the NPS Urban Agenda by joining the online community of practice and by reaching out to local NPS staff.

The NPS Urban Agenda challenges employees across the entirety of its diverse divisions and departments to embrace a fundamentally different way of working. The Agenda invites the NPS to embrace the inherent tensions between preserve and serve, between protect and extend, and to enroll the expertise of other agencies, partners, and community stakeholders to interpret the best-fit solutions that meet shared goals and community needs. The NPS Urban Agenda shines light on innovators who have embraced a culture of shared responsibility and shared success, who have leveraged the many assets of the NPS to tackle complex challenges, and who have demonstrated a community commitment that is genuine and long-term. These bright spots across the nation demonstrate the potential of a more collaborative, facilitative, and entrepreneurial approach to fulfilling the mission of the National Park Service. It is the aim of the Urban Agenda that these practices become the new business as usual.

**To engage in the National Park Service Urban Agenda, go to: [www.nps.gov/urban](http://www.nps.gov/urban)**





# Appendix

The National Park Service Urban Agenda was derived from many voices – NPS professionals, partners, city planners, park enthusiasts and others who saw new and enhanced opportunities for the National Park Service in urban landscapes. To activate the NPS Urban Agenda we encourage your continued involvement by going to [www.nps.gov/urban](http://www.nps.gov/urban).

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Alma Ripps, Chief of Policy

Tim Reid, 2014 Albright Fellow

## **NPS Urban Strategists (2012-2014)**

*Following the 2012 Urban Caucus several urban leaders were identified to design a process for engaging a large number of NPS and partners in a conversation on the National Parks Service in urban environments.*

*Participants included:*

Stan Austin, Regional Director, Southeast Region

Celeste Bernardo, Superintendent, Lowell

Mike Caldwell, Regional Director, Northeast Region

Frank Dean, Superintendent, Golden Gate

Mickey Fearn, former Deputy Director

Bruce Jacobson, Superintendent, Boston Harbor Islands  
(retired)

Paul Labovitz, Superintendent, Indiana Dunes

Robert Ratcliffe, Chief, Conservation & Outdoor Recreation

Patty Wissinger, Superintendent, Chattahoochee River

### Urban Agenda Support Team

*The Stewardship Institute (formerly the Conservation Study Institute) and the Rivers, Trails and Conservation Assistance Program provided the organizing support for the follow-up to the 2012 Urban Caucus where the Urban Matters Community of Practice was initiated. These conversations became the foundational elements for the Urban Agenda. The team includes both NPS and partner organizations:*

#### NPS Support

Michael Creasey, Director, Stewardship Institute  
 Rebecca Stanfield McCown, Program Manager, Stewardship Institute  
 Robert Ratcliffe, Chief, Conservation & Outdoor Recreation  
 Steve Golden, Projects Manager, Conservation & Outdoor Recreation (retired)  
 Stephan Nofield, Program Manager, Conservation & Outdoor Recreation  
 Elle O'Casey, Project Specialist, Stewardship Institute & RTCA

#### NPS Urban Advisors

Brian Goeken, Chief, Technical Preservation Services  
 Wendy O'Sullivan, Associate Regional Director, National Capital Region  
 Martha Raymond, National Coordinator, National Heritage Areas

#### Partnership Support

Brent Mitchell, Senior Vice President, Stewardship, Quebec-Labrador Foundation  
 Hayley Mortimer, Vice President, Center for Park Management, National Parks Conservation Association  
 Chris Spence, Director, Institute at the Golden Gate  
 Rolf Diamant, Adjunct Professor, University of Vermont  
 Delia Clark, Facilitator, Confluence Associates  
 Catherine Carlton, Program Manager, Institute at the Golden Gate  
 Stephanie Duncan, Consultant, Center for Park Management  
 Jesse Littlewood, Project Manager, EchoDitto - A Digital Strategy Firm

### National Park Service Urban Advisory Board

*The committee will help the National Park Service explore policy and organizational changes to support developing a robust urban agenda. It will offer counsel on strategies to align more effectively its park, tax, and grant and technical assistance programs to serve urban communities, to forge new relationships, and to design and manage a select number of projects in urban areas to pilot these and other approaches to strengthen National Park Service urban connections and enhance the value the National Park Service brings to urban Americans.*

Belinda Faustinos, Chair  
 Loran Fraser, Senior Advisor to NPS Director  
 Carlos Alcazar, President and CEO of Hispanic Communications Network  
 Adrian Benepe, Senior VP/President and Director of City Park Development, The Trust for Public Land  
 Alvin Brown, Mayor, Jacksonville, Florida  
 Stephen Burrington, Executive Director, Groundwork USA  
 Mick Cornett, Mayor, Oklahoma City, Oklahoma  
 Dennis Frenchman, Professor, Urban Design and Planning, MIT  
 Catherine Nagel, Executive Director, City Parks Alliance  
 Melinda Pruettt-Jones, Executive Director, American Ornithologists' Union  
 Kevin Shanley, CEO, SWA Landscape Architecture, Planning and Urban Design  
 Fritz Steiner, Dean, School of Architecture, University of Texas – Austin  
 Michael Suk, Chair, Orthopedic Surgery, Geisinger Health System  
 Stacey Triplett, Senior Managing Analyst, Metro (Portland, OR)  
 Jennifer Wolch, Dean, College of Environmental Design, UC Berkeley

## Urban Matters Community of Practice Participants

Abbett, Chris	Efua Embil, Nana	King, James	Obleschuk, Leslie	Smith, Lucy
Abbott, Sue	Ellin, Phyllis	Kish, Meghan	O'Connell, Jim	Smith, Morgan
Ahern, Jane	English, Kelli	Kolarova, Rada	Okazaki, Lisa	Snow, Susan
Anderson, Elizabeth	Evans, Douglas	Krueger, Mary	Oliveros, Lina	Solorio, Antonio
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Arce, Mardi	Ezeilo, Angelou	Kuykendall, Kate	O'Neill, Ricky	Spellman, Oliver
Arguelles, Dennis	Faustinos, Belinda	Laird, Joshua	Palmer, Stacy	Stakely, Tracy
Ashwell, Jacqueline	Fellner, Kelly	Lais, Greg	Pannell, Joe	Stancil, Beverly
Auer, Michael	Ferro, Karyn	Land, George	Pelstring, Lisa	Staples, Necola
Avrin, Dave	Fields, Nigel	Lange, David	Pendleton, Jerry	Staroska, Jenny
Aylesworth, Howard	Fisher, Chuck	Lawliss, Lucy	Perez, Ricardo	Stein, Chris
Baca, Mauricia	Floyd, Myron F.	Leatherman, Tom	Pittleman, Karen	Sternlieb, Joe
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Cash, Cassius	Hill, Carolyn	May, Peter	Robinson, Noemi	Vaise, Vince
Cassetta, Brianne	Hodgin, Jo	McEntee, Patsy	Robinson, Paula	Villalba, Fernando
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Edwards, Jessica		O'Neill, Anne		

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**Learn more about the NPS Urban Agenda at [www.nps.gov/urban](http://www.nps.gov/urban)**

The Urban Agenda is the product of a collaborative effort that emanated from the NPS Urban Caucus held in New York City in 2012. The National Park Service Stewardship Institute was asked to lead an effort that would engage a broad and diverse segment of the National Park Service and partners in defining the role of the NPS in urban areas and connect with urban residents on the mission of the National Park Service. The Institute is a small team with a large network, advancing learning through cultivating networks of inspired people. This report was developed by the Stewardship Institute in collaboration with the Quebec-Labrador Foundation, Atlantic Center for the Environment, Center for Park Management and the Institute at the Golden Gate.

Learn more about Stewardship Institute by visiting us at [www.nps.gov/stewardshipinstitute](http://www.nps.gov/stewardshipinstitute).

National Park Service  
**Stewardship**  
INSTITUTE





DEDICATED TO  
PATTY WISSINGER

The National Park Service Urban Agenda is dedicated to the late Patty Wissinger. Patty was the Superintendent of Chattahoochee River National Recreation Area during the development of the Urban Agenda and played a vital role as an “urban strategist.” Her years of experience as an exemplary national park manager and her passion for youth, diversity and innovation influenced the direction of both the engagement process and the strategies for this report. She was calm, wise and a spirited force in the urban agenda building process. We are very grateful for Patty’s expertise, her network of partners, her vision and her friendship.



## National Park System Advisory Board

### ADVANCING COMPREHENSIVE ECONOMIC VALUATION OF THE NPS MISSION

November 4-5, 2015

This first-ever, truly comprehensive economic valuation of National Park System units and National Park Service programs quantifies the wide range of public benefits that flow from the NPS. Co-led by Professor Linda Bilmes of Harvard and Professor John Loomis of Colorado State University, the privately-managed and funded study is being done to coincide with the NPS Centennial in 2016. The team is proceeding at a fast pace to roll out a series of working papers and journal publications. Some additional funds have been raised from the National Park Foundation, but additional funds are being sought to complete and disseminate the work, prepare for journal publications and ensure wide distribution.

#### CURRENT SCHEDULE OF PUBLICATIONS

##### 2015

Published: *February 2015*

##### **"Carbon Sequestration in the U.S. National Parks: A Value beyond Visitation"**

Discussion Paper 2015-66, [Harvard Project on Climate Agreements, Belfer Center for Science and International Affairs, Harvard Kennedy School](#)

Authors: [Adam Banasiak](#), [Linda Bilmes](#), [John Loomis](#)

For an excellent 2-page summary of this paper see:

[http://belfercenter.ksg.harvard.edu/files/dp66\\_banasiak-et-al\\_two-page-summary.pdf](http://belfercenter.ksg.harvard.edu/files/dp66_banasiak-et-al_two-page-summary.pdf)

##### Forthcoming

###### December

- ***The Value of Education in the US National Parks***
- Valuation of NPS curriculum design, and historical websites as well as direct analysis of economic value of domain hits on educational websites. Currently working on the domain analysis, based on academic studies of value of people's time spent on the web.
- NPS holdings cited: Golden Gate National Recreation Area, Ellis Island Museum at the Statue of Liberty National Monument, Gettysburg National Military Park
- Authors: Linda Bilmes/Tim Marlowe/John Loomis

##### 2016

###### January/February

- ***The Value of America's Best Idea*** (Willingness-to-pay survey results)
- This is a major result. We are on target to estimate that the amount Americans are *genuinely willing to pay* for the NPS and its programs is very high, conservatively in the range of >15x multiple of NPS appropriations). This study has been peer-reviewed at every stage (survey design, survey analysis, statistical analysis) and we are finalizing the statistical analysis now.
- NPS holdings cited: All holdings and some programs.
- Authors: John Loomis/Michele Haefele/Linda Bilmes

###### March

- ***"Hollywood and the National Parks: The Contribution of the US National Parks to Intellectual Property in America's Top Exporting Industry"***

- Documents NPS contribution to cultural icons/intellectual property and >\$10 billion in exports from thousands of films/television shows/videos and other entertainment produced or filmed in park locations.
- NPS holdings cited: Santa Monica Mountains National Recreation Area, Arches National Park, Death Valley National Park, Grand Canyon National Park, Saguaro National Park, other iconic landscapes.
- Authors: Linda Bilmes/Thomas Liu/John Loomis

#### June/July [tentative]

- *“Value of Cooperative Programming activities of NPS”*.
- Activities regarding cooperative programming, and focusing primarily on water ecosystems; (Watershed protection, coordination of water policies, streams, waters).
- NPS holdings cited: Everglades National Park, Chesapeake Bay Gateways and Watertrails Network, others (not confirmed)

#### Autumn 2016 [Pending funding]

- *“Accounting for Natural Capital in the National Parks”*
- Adapts British Department of Environment method for valuing public land to NPS, based on analysis of NPS lands and accounting methods. Expected to show that NPS valuations of its land is far too low, even on an accounting/maintenance method.
- NPS holdings cited: Redwoods National Park and Minute Man National Historical Park

### **2017**

The book will bring together these and supplementary materials to explain and illustrate the full range of economic values provided by NPS, including non-visitation benefits of ecosystem services and public appreciation for the value of NPS stewardship.

## **BACKGROUND**

### **(a) Total Economic Value Survey of the American Public**

A peer-reviewed nationwide survey designed through nine focus groups was conducted at various locations throughout the U.S. Two waves of the mail/internet survey were sent to a sample of all Americans (whether they are visitors or not). We achieved an 18% response rate and obtained the minimum data necessary to estimate the total economic value to American households from National Park System units and National Park Service programs. This has been analyzed, peer-reviewed, with the assistance of Professor John Duffield (University of Montana) and the team at Colorado State University is now incorporating peer review comments into the analysis.

### **(b) Case studies**

Case studies have been conducted in Minute Man, Redwoods, Santa Monica, Joshua Tree, Everglades, Ellis Island, Golden Gate, and Saguaro and are currently underway in Chesapeake Bay. The purpose of this research is to document and explain some of the values identified in the survey and to provide data and input for the studies of ecosystem services and other publications. We are working aggressively now to gather the data, peer review our analyses and move to publications.

## **CONTACTS**

Professor Linda Bilmes ([Linda\\_Bilmes@hks.harvard.edu](mailto:Linda_Bilmes@hks.harvard.edu)) and Professor John Loomis ([John.Loomis@colostate.edu](mailto:John.Loomis@colostate.edu)) are available to answer any questions.

For the paper on carbon sequestration in NPS see:

<https://research.hks.harvard.edu/publications/workingpapers/citation.aspx?PubId=9652&type=WPN>

[http://belfercenter.ksg.harvard.edu/publication/25038/carbon\\_sequestration\\_in\\_the\\_us\\_national\\_parks.html?breadcrumb=%2Fexperts%2F3226%2Flinda\\_bilmes](http://belfercenter.ksg.harvard.edu/publication/25038/carbon_sequestration_in_the_us_national_parks.html?breadcrumb=%2Fexperts%2F3226%2Flinda_bilmes)

For a discussion of the survey development see the Phase IB Report:

<http://webdoc.agsci.colostate.edu/DARE/Loomis/NPSPhase1B.pdf>

Funding has been provided by the National Park Foundation, the S.D. Bechtel Jr. Foundation, the Turner Foundation, and the Summit Foundation.

Respectfully submitted,

Linda Bilmes

Member, National Park System Advisory Board

## **OVERVIEW OF NATIONAL PARK SERVICE ACTIONS ON ADVISORY BOARD RECOMMENDATIONS**

- Planning for a Future National Park System
- Strengthening NPS Science and Resource Stewardship
- Recommending National Natural Landmarks
- Recommending National Historic Landmarks
- Asian American Pacific Islander, Latino and LGBT Heritage Initiatives
- Expanding Collaboration in Education
- Encouraging New Philanthropic Partnerships
- Developing Leadership and Nurturing Innovation
- Supporting the National Park Service Centennial Campaign

## National Park Service

### Report to the National Park System Advisory Board

## **PLANNING FOR A FUTURE NATIONAL PARK SYSTEM**

November 4-5, 2015

*“National Park Service responsibilities for managing parks and programs have grown over the past century in response to opportunities rather than a clear design. An agency of the scope, scale, and influence of the NPS must implement its own system wide, long-term plan to meet the needs of a rapidly changing 21<sup>st</sup>-century and safeguard a full representation of the nation’s resources. A new, comprehensive plan is needed to integrate all NPS units and programs, tell multiple stories, and engage all Americans in their shared heritage.”* (2013 National Park System Advisory Board Report)

The National Park Service identified the need for a system plan in Call to Action as item number one, “Fill in the Blanks.” In May 2013, the National Leadership Council (NLC) approved the establishment of a steering committee to guide the development of the plan. The committee was set up in June 2013 and is composed of one representative from each region and representatives from the directorates. Members have a wide range of experience in the agency and disciplines.

The draft plan was developed with the following main inputs:

- Internal scoping in 2014: steering committee members hosted 24 scoping meetings from 10/13/14 to 1/14/15 with NPS staff service wide.
- Advisory Board 2012 and 2013 reports. ([Engaging Independent Perspectives](#) and [Planning for a Future National Park System](#)).
- National Parks Second Century Commission Report.
- Review of system plans from other countries, states, and counties that manage parks.

Draft document summary:

- **Chapter One.** The first chapter introduces the problem addressed by the plan: The incremental approach to growth in the system, while driven by passionate individuals, has unintentionally resulted in gaps in the protection of some themes and resources.
- **Chapter Two.** Chapter two explains the complexity of the National Park Service and provides an overview of the agency today. It outlines the differences between the legal NPS System (designated units) and the many programs that make up conservation support provided by the National Park Service. The importance of partnerships, community involvement, and outreach are emphasized. The chapter also summarizes the various pathways to potential unit designation.
- **Chapter Three.** The focus of chapter three is on opportunities for greater and more effective preservation and conservation within the system, including identifying gaps in resources and values that the system does not currently protect, while also working beyond boundaries to enhance relationships, and preserve and restore landscape connectivity. The chapter identifies underrepresented cultural resources and values, as well as underrepresented natural resources, but stresses that an identified gap does not necessarily mean a new unit is required. It states that the National Park Service does not, and cannot, protect all of America’s important resources and stories within the national park system.
- **Chapter Four.** Chapter four outlines goals and key actions of the plan. Each goal has a number of key actions, the four overarching goals are:

1. Support continuous gap analysis.
2. Improve process for consideration of new units.
3. Embrace new conservation roles.
4. Bring parks to people.

## **STATUS**

A draft plan is in place and is currently undergoing high level leadership reviews. A Directorate briefing was held on September 30, 2015 and the plan will be presented to the NLC November 17. Input from leadership reviews will be integrated into the document this fall/winter. Full NPS staff and targeted partner reviews will be conducted in early 2016. The final plan will be released no later than the 2016 NPS Anniversary.

## **BOARD ENGAGEMENT**

The steering committee relied heavily on the 2012 board document [\*Planning for a Future National Park System\*](#). All major recommendations from that document were considered and many carried forward into the plan.

## **SPECIFIC EXAMPLES**

- The plan sets forth a need for redundancy to conserve natural resources in the face of climate change. This is a shift from previous thinking models that emphasized preserving ‘one’ of each type of ecosystem.
- The plan recommends a simplification in park nomenclature by limiting the number of unit titles. Park names would be suggested when affirmative SRS findings are transmitted to Congress. Titles recommended by the plan are still under consideration.
- The plan recommends enhancing the use of existing special resource study criteria by further emphasizing suitability, feasibility and direct management, in addition to national significance.

## **NEXT STEPS**

- NLC discussion; November 2015
- NPS staff and targeted partner review; early 2016
- Plan publication/distribution; August 2016
- Implementation of goals and key actions of the plan; August 2016 and beyond

## **POTENTIAL FUTURE ADVISORY BOARD ENGAGEMENT**

The plan identifies specific natural resource and cultural resource gaps, but recognizes that these change over time. One plan goal is to support continuous gap analysis. Key actions identified to accomplish this include engaging an Advisory Board subcommittee to recommend additional gaps every five years.

National Park Service

Report to the National Park System Advisory Board

**STRENGTHENING SCIENCE AND RESOURCE STEWARDSHIP**

November 4-5, 2015

**INTRODUCTION**

In 2010, National Park Service Director Jon Jarvis asked the Board to establish a Science Committee and proposed a charter to guide its work. The Committee includes scientists from a range of scientific disciplines. Committee members are currently in their second term on the Committee.

**PRINCIPAL TASKS, TO DATE, AND RECOMMENDATIONS**

The Committee was charged with re-visiting the 1963 report “Wildlife Management in the National Parks”, often referred to as the Leopold Report for its key author A. Starker Leopold. The Leopold Report has guided NPS natural resource management for four decades. However, climate change, dynamic environmental shifts, demographic change within visitors and the general population, as well as new scientific methods and findings, all suggested a re-thinking of key resource management policies was needed and valuable, and could inform policy and management. The charge from the Director included examining needed revisions to both natural and cultural resource management, as well as the science that serves as a foundation for stewardship.

The Director also charged the committee to recommend how the NPS can advance historic recognition of scientific achievement in the United States, and identify 10 sites for some form of recognition within the National Historic Landmark Program or National Park System. The charge included an emphasis on recognizing diversity in American science, and advancing science, technology, engineering, and mathematics education (STEM) in the nation.

**STATUS**

The Science Committee met in Acadia National Park, Everglades National Park, and Washington, D.C. The Science Committee’s report, [\*Revisiting Leopold: Resource Stewardship in the National Parks\*](#), was completed, and presented to Director Jarvis. The NPS formed a Leopold Implementation Team, composed of NPS scientists, superintendents, Associate Directors, and others. The charge to the team was to create a policy memo that provided interim policy guidance, and a Director’s Order that provided more permanent guidance on policy. The team has met repeatedly, and a draft policy memo has been created entitled Resource Stewardship for the 21st Century. The draft policy memo has been reviewed by the Director and NPS Office of Policy, and will soon go out for wider NPS review. Once the policy memo is approved, work will begin on Director’s Order 100, which will include additional detail and guidance documents.

The Science Committee met in Washington D.C., to work on the Historic Science Sites Project, and included representatives from the science history community, preservation professionals, and professional scientific societies. A total of 180 potential sites were identified, and the committee has identified a short list of 20 sites. The final report *Recognizing Science in America* is being prepared, and should be completed November 2015.

## **BOARD INVOLVEMENT**

The Science Committee developed its recommendations and wrote *Revisiting Leopold: Resource Stewardship in the National Parks*. Members of the committee joined NPS Science Advisor to the Director Gary Machlis at several workshops and presentations to share the report and its recommendations with the scientific community, NPS employees, and the general public. Members of the Science committee helped present the report and its recommendations at the World Parks Congress in Australia, with all participants from around the world receiving a copy of the report published in *Parks Magazine*. Committee members continue to provide advice to the Leopold Implementation Team.

## **ON THE GROUND ACTION EXAMPLE**

The NPS held 15 listening sessions to share the *Revisiting Leopold* report with employees, formed a Leopold Implementation Team, and has developed an interim policy document to act on the recommendations in *Revisiting Leopold*.

## **NEXT STEPS**

The NPS will adopt the Policy Memo acting on recommendations in *Revisiting Leopold*, and develop and adopt Director's Order 100 on resource stewardship and science.

Once accepted by the full National Park System Advisory Board and transmitted to the Director, the NPS will evaluate the list of 10 historic science sites identified for consideration by the Committee, and initiate site studies and Landmark applications as appropriate.

## **POTENTIAL ENGAGEMENT BY THE BOARD**

The Science Committee could treat the 2016 Centennial as an opportunity to evaluate NPS progress in implementing the recommendations in *Revisiting Leopold*. The Science Committee could work with the scientific community to support additional recognition for sites of scientific achievement in the nation.

## National Park Service

### Report to the National Park System Advisory Board

## **RECOMMENDING NATIONAL NATURAL LANDMARKS**

November 4-5, 2015

The National Natural Landmarks (NNL) Program encourages the preservation of the best remaining examples of the major biotic communities and geologic features composing the nation's natural landscapes. It is the only natural areas program of national scope that identifies and recognizes the best examples of biological and geological features in both public and private ownership.

### **TASKS**

To provide review and recommendations to the Secretary of the Interior regarding new landmark sites and boundary changes for existing landmarks.

### **STATUS OF ACTIVITIES**

Since the inception of this Board in 2010, 11 new NNL sites and two boundary expansions have been reviewed by the National Park System Advisory Board, positively recommended to the Secretary and subsequently officially approved and designated. This brings the total number of NNLs across the country to 597.

Most recently, at the October 2014 Board meeting, the Board reviewed and provided comment on Mount Howard, a site in eastern Oregon proposed for NNL designation, and the proposed expansion of the Cosumnes River Riparian Woodlands boundary, an existing NNL located in northern California. The Board was in support of the proposed actions and voted to recommend as such to the Secretary. The final package from the NPS Director to the Secretary is being compiled.

Seven sites are currently going through the evaluation process to determine if they meet the criteria for NNL designation. These evaluations will be peer reviewed, each by three scientists familiar with the resources. Sites that appear to meet national significance criteria, will go out for public comment, followed by review by the National Park System Advisory Board. The Board's recommendations are forwarded to the Secretary for consideration and final designation. Several agreements with various academic institutions have also been established that will allow for evaluation of up to an additional 11 sites within the next 4-5 years. Specific sites will be selected and landowner permissions received prior to commencing evaluation reports.

Evaluations to determine boundary revisions at existing landmarks are also underway, including Joshua Tree Natural Area, UT and Cleveland-Lloyd Dinosaur Quarry, UT. Boundary adjustments greater than 5 percent of the existing NNL, will also be offered for public review and review by the Board prior to being submitted for the Secretary's consideration.

NNL Program staff continues to maintain ongoing relationships with the owners and managers of designated landmarks through periodic site visits (as required in the program regulations). These visits allow program staff to determine whether the sites have retained the values that initially qualified them for landmark designation, provide opportunities to collect information on the NNL resources, learn of any projects at the sites or threats to the resources, and identify possible opportunities for NPS advocacy or conservation assistance to landowners.

All seven existing members of the NNL Committee were re-appointed in June 2015 to serve another four-year term. Advisory Board Member Judy Burke remains the NNL Committee Chair.

### **BOARD INVOLVEMENT**

The NNL Committee provides review of each proposed site or boundary change, forwarding its recommendations to the full Board. This important step involves an in-depth review of the evaluation report, peer reviews and any public comment received, followed by a conference call with the site evaluator. These conference calls provide an opportunity for any questions of the evaluator to be answered and open scientific discourse regarding a particular site's resources and their merit in light of NNL significance criteria.

### **NEXT STEPS**

NNL Program staff will begin a strategic review of the program to look for new and different ways the program can be used as a mechanism to advance NPS goals of conservation and stewardship, especially beyond park boundaries.

### **POTENTIAL ADVISORY BOARD ENGAGEMENT**

Input and recommendations regarding conservation partnerships, opportunities for engaging landmark sites and the NNL Program in larger landscape-scale conservation issues, and possible new strategic approaches for the program may be sought from NNL Committee members. Review and comment on draft versions of a strategic plan/framework, as well as seeking approval for any final strategic program documents will be sought from the Board.

## National Park Service

### Report to the National Park System Advisory Board

## **RECOMMENDING NATIONAL HISTORIC LANDMARKS**

November 4-5, 2015

National Historic Landmarks (NHL) make tangible the American experience. They are places where nationally significant historical events occurred, that are associated with prominent Americans, that represent those pivotal ideas that shaped the nation, that teach us about our ancient past, or that are premier examples of design or construction. National Historic Landmarks help us to understand nationally significant patterns, movements, and themes in American history, ensuring that the nation's heritage will be accessible to future generations.

The National Park Service administers the National Historic Landmarks Program for the Secretary of the Interior. National Park Service NHL Program staff advises federal, state, tribal, or local preservation officials, the academic community, independent scholars, interested parties, and the general public on the preparation of NHL nominations and they evaluate potential NHL nominees for their ability to meet the specific NHL criteria. Once a nomination is completed, owners and other interested parties are given an opportunity to comment on the proposed designation. The NHL Committee of the National Park System Advisory Board reviews the nominations and makes recommendations to the full Board. The nomination is then reviewed by the Board which sends a recommendation to the Secretary of the Interior. The Secretary considers the recommendation and makes the designation.

### **The following 97 properties have been designated as NHLs since 2010:**

- Lightship LV-118 (OVERFALLS), Lewes, DE
- Congressional Cemetery, Washington, DC
- Northwestern Branch, National Home for Disabled Volunteer Soldiers, Milwaukee, WI
- Western Branch, National Home for Disabled Volunteer Soldiers, Leavenworth, KS
- Mountain Branch, National Home for Disabled Volunteer Soldiers, Johnson City, TN
- Battle Mountain Sanitarium, National Home for Disabled Volunteer Soldiers, Hot Springs, SD
- Pennsylvania Railroad Depot and Baggage Room, Dennison, OH
- Arch Street Friends Meeting House, Philadelphia, PA
- Grand Mound, Koochiching County, MN
- Olson House, Cushing, ME
- Mountain Meadow Massacre Site, Washington County, UT
- Split Rock Light Station, Lake County, MN
- Woodlawn Cemetery, Bronx, New York City, NY
- Platt National Park Historic District, Murray County, OK
- Lynch Knife River Flint Quarry, Dunn County, ND
- Aubrey Watzek House, Portland, OR
- Schaeffer House, Schaefferstown, PA
- Montauk Point Lighthouse, Suffolk County, NY
- Braddock Carnegie Library, Braddock, PA
- The Town Hall, New York City, NY

- Fort Apache and Theodore Roosevelt School, Fort Apache, AZ
- Deer Medicine Rocks, Rosebud County, MT
- Akima Pinsiwa Awiiki (Chief Jean-Baptiste de Richardville House), Fort Wayne, IN
- St. Peter's Parish Church, New Kent County, VA
- Eyre Hall, Northampton County, VA
- Gardner Earl Memorial Chapel and Crematorium, Troy, NY
- Meadow Brook Hall, Rochester, MI
- Florida Southern College Historic District, Lakeland, FL
- USS *Slater*, Albany, NY
- Carrizo Plain Archeological District, San Luis Obispo County, CA
- Nuestra Senora Reina de la Paz, Kern County, CA
- Central Branch, National Home for Disabled Volunteer Soldiers/Dayton Veterans Administration Home, Dayton, OH
- McKean Motor Car #70 (Virginia & Truckee Railway Motor Car #22), Carson City, NV
- Denver & Rio Grande Railroad San Juan Extension (Cumbres & Toltec Scenic Railroad), Conejos and Archuleta Counties, CO and Rio Arriba County, NM
- Poston Elementary School, Unit 1, Colorado River Relocation Center, La Paz County, AZ
- Camp Evans, Wall Township, NJ
- Black Jack Battlefield, Douglas County, KS
- Dr. Bob's Home (Dr. Robert and Anne Smith House), Akron, OH
- Stepping Stones (Bill and Lois Wilson House), Katonah, NY
- Central Congregational Church, Boston, MA
- United Congregational Church, Newport, RI
- University Heights Campus (Bronx Community College of The City University of New York), Bronx, NY
- Knight's Ferry Bridge, Stanislaus County, CA
- Humpback Bridge, Allegheny County, VA
- U.S. Post Office and Court House (James R. Browning U.S. Court of Appeals), San Francisco, CA
- The Republic, Columbus, IN
- Historic Moravian Bethlehem Historic District, Bethlehem, PA
- Denver Civic Center, Denver, CO
- Greendale Historic District, Village of Greendale, WI
- Davis Oriole Earthlodge Site, Mills County, IA
- Murray Springs Clovis Site, Cochise County, AZ
- Admiral David Glasgow Farragut Gravesite, Bronx, NY
- The Hispanic Society of American Complex, New York, NY
- United States Post Office and Court House (Court House for the Central District of California), Los Angeles, CA
- Drakes Bay Historic and Archeological District, Marin County, CA
- San Jose de los Jemez Mission and Giusewa Pueblo Site, Sandoval County, NM
- Hinchliffe Stadium, Paterson, NJ
- Honey Springs Battlefield, McIntosh and Muskogee Counties, OK
- Edmund Pettus Bridge, Selma, Dallas County, AL
- Yaddo, Saratoga Springs, NY
- *The Epic of American Civilization* Murals, Baker Library, Dartmouth College, Hanover, NH
- Casa Dra. Concha Melendez Ramirez, San Juan, PR
- George T. Stagg Distillery, Franklin County, KY

- Old San Juan Historic District/Distrito Historico del Viejo San Juan, San Juan, PR
- Camden Amphitheatre and Public Library, Camden, ME
- Camp Nelson Historic and Archeological District, Jessamine County, KY
- Harriet Beecher Stowe House, Hartford, CT
- Pear Valley, Northampton County, VA
- Second Presbyterian Church, Chicago, IL
- The *Detroit Industry* Murals, Detroit Institute of Arts, Detroit, MI
- Adlai E. Stevenson II Farm, Mettawa, IL
- George Nakashima Woodworker Complex, Bucks County, PA
- 1956 Grand Canyon TWA-United Airlines Aviation Accident Site, Grand Canyon National Park, Coconino County, AZ
- Lydia Pinkham House, Lynn, MA
- The St. Charles Line, New Orleans, LA
- Perkins Homestead, Newcastle, ME
- Eagle Island (Admiral Robert E. Peary Summer Home), Harpswell, ME
- Baltusrol Golf Club, Springfield, NJ
- The Research Studio (Maitland Art Center), Maitland, FL
- General Motors Technical Center, Warren, MI
- Duck Creek Aqueduct, Metamora, Franklin County, IN
- Brown Bridge, Shrewsbury, VT
- Andrew Wyeth Studio and Kuerner Farm, Chadds Ford, PA
- 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
- 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
- Red Rocks Park and Mount Morrison Civilian Conservation Corps Camp, Jefferson County, CO
- Lafayette Park, Detroit, MI
- George Washington Masonic National Memorial, Alexandria, VA
- First Peoples Buffalo Jump, Cascade County, MT

National Park Service

Report to the National Park System Advisory Board

**ASIAN AMERICAN PACIFIC ISLANDER, LATINO AND LGBT HERITAGE INITIATIVES**

November 4-5, 2015

**HERITAGE INITIATIVES**

**Asian American Pacific Islander Heritage initiative**

In February 2013, Secretary of the Interior Ken Salazar directed the NPS to undertake an Asian American Pacific Islander theme study to investigate the stories, places, and people of Asian American and Pacific Islander heritage. In May 2013, a White House Forum on Asian American and Pacific Islander heritage was convened at DOI and a panel of authors and scholars was formed to develop a theme study.

- **Theme Study.** Thirteen out of 18 essayists have turned in first drafts. Franklin Odo, AAPI Scholars Expert Panel co-chair, is in the process of identifying essay reviewers who will provide input to essayists on essay content. The NPS team is in the process of securing an editor who will work with essayists to ensure that each document is free of grammatical and spelling errors, and stylistically ties into the overall document. The goal is to release the theme study in May 2016, which is Asian American & Pacific Islander Heritage Month.
- **APIs and the Civil War Book.** The *Asians and Pacific Islanders and the Civil War* (2015) book has been distributed to over 30 Asian American, Native American & Pacific Islander-Serving Institutions ([AANAPISIs](#)) and received positive feedback. A number of faculty members said they will use the book in their Asian American Studies classes. The NPS team is also working with these colleges and universities to identify potential AAPI site nominations.
- **Iolani Palace lesson plan.** This Teaching with Historic Places lesson plan for upper middle to high school students is in the editing stage. The plan focuses on late 19th century American colonialism/expansion and Hawaiian politics, centered at the very majestic Iolani Palace NHL in Honolulu.
- **Historic Preservation Case Study.** The Cultural Resources Office of Outreach has developed a new case study of the preservation of the Harada House in Riverside, California. The case study also includes preservation resources to help communities in their path to preservation. This document will soon be available online.
- **NHL designations.** One property, The Steward's House, Foreign Mission School, Cornwall, CT, will be considered at the fall 2015 NHL committee meeting.

## American Latino Heritage initiative

In 2011, Secretary of the Interior Ken Salazar directed the NPS to develop a theme study to explore the contributions of Latinos in modern American history. A panel of scholars, authors, and professors was convened at the White House forum on Latino Heritage at the DOI to develop a theme study. NHLs designations and other projects have followed the publication of the theme study.

- **Addition to the theme study.** *The American Latinos and the Making of the United States: A Theme Study* will be supplemented by the completion of registration requirements that will be completed by December 31, 2015. This document will include a targeted list of other properties that may be eligible for NHL designation following more in-depth study.
- **NHL designations.** Four properties (including an historic district) are in preparation for 2016.
- **Context statement from SurveyLA.** The Los Angeles' Office of Historic Resources has released a [historic context document](#) covering 20th century resources. The document was partially funded by an NPS Certified Local Government grant through the California Office of Historic Preservation.
- **Spanish Missions travel itinerary.** A bilingual travel itinerary, [Spanish Colonial Missions of the Southwest](#), was recently launched. The itinerary includes essays for historic context, an extensive list of sites in Arizona, New Mexico, and Texas, and map.
- **LHIP.** During the summer of 2015, 40 interns participated in the pilot, [Latino Heritage Internship Program](#). LHIP was administered in partnership with the Hispanic Access Foundation and the Environment for the Americas. Projects included cultural resources work, interpretation, and outreach activities. Interns with EFTA participated in a 2.5 day career workshop in Denver. Planning has begun for a 2016 program.

## LGBTQ Heritage initiative

In May 2015, Secretary of the Interior Sally Jewell announced a new theme study to highlight places and events associated with the LGBTQ story. A group of scholars and experts met for a one-day roundtable at the DOI to discuss the development of a theme study and how the initiative might be as inclusive as possible.

- **NHL designations.** One property, the James Merrill House, Stonington, CT, is scheduled for review at the fall 2015 NHL committee meeting.
- **Updated LGBTQ theme study pamphlet.** At the request of the White House the "Lesbian, Gay, Bisexual and Transgender Theme Study" (June 2014) was updated in June 2015. The new version reflects the change in the theme study name to the Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ) theme study and incorporates the new website

address. These pamphlets have been distributed at the White House and at various Pride Month events, including New York City.

- **Promotional materials.** In September 2015, the NPS released a Find Your Park rack card for the LGBTQ Initiative and a [“Get Involved” booklet](#) that highlights the number of ways members of the public can get engaged with the initiative.
- **Theme Study.** Drafts of 21 of the 30 theme study chapters have been received and five chapters are fully complete, including image permissions. NPS is on track to have the theme study completed by mid-2016.
- **Community developed map.** The [map of places](#) with LGBTQ history and heritage continues to be updated based on community input. There are now more than 750 places on the map, and we continue to receive information about new places from community members. The authors of the theme study chapters have been, in part, using the places on the map.
- **Internal outreach.** The LGBTQ initiative has been working with the Urban Fellows program and the NPS LGBTQ Service-Wide Employee Resource Group to do additional community outreach and to work with parks on interpreting LGBTQ history at their locations.
- **NPS webinar.** On September 23, 2015, the initiative offered a Servicewide webinar about the Heritage Initiatives with a special focus on the LGBTQ initiative. The webinar was attended by over 60 employees from across the country, representing all areas of NPS.

### **Women’s History initiative**

In May 2012, Secretary of the Interior Ken Salazar introduced a new Secretarial initiative focusing on women’s history. The NPS and the [National Collaborative for Women’s History Sites \(NCWHS\)](#) co-sponsored a workshop in December 2012 on “Telling the Whole Story: Women and the Making of the United States.” NCWHS is an organizations dedicated to preserving women’s history. NHL nominations and expanded interpretation have been the focus of the initiative.

- **Women’s History Collaborative.** The NCWHS was contracted to prepare three nominations. One has been designated and two nominations have been contracted.
- **NHL designations.** A nomination has been contracted through one of the regions and will be reviewed in 2016.

## National Park Service

### Report to the National Park System Advisory Board

## **EXPANDING COLLABORATION IN EDUCATION**

November 4-5, 2015

The influence of the National Park System Advisory Board's Education Committee on the National Park Service (NPS) Interpretation and Education programs and management has been profound. Since 2010, the National Park Service has worked collaboratively and extensively with the Advisory Board's Education Committee to identify future NPS needs and directions, specifically to develop broader contacts with educational institutions and others to promote expanded collaboration with K-12 and higher education systems, and to craft strategies that support innovation, creativity, and sustainable partnerships in formal and informal learning.

### **RECENT ACTIONS**

The National Park Service is moving forward with planning to convene a *2016 Learning Summit: Learning from the Inside Out*. This two-day event is scheduled to be held on April 20 and 21, 2016, in Washington, D.C. The first day of this national meeting will be held at the National Geographic Society and be a large-scale, media-rich event which will include key press, policy makers and educational leaders. The event will accommodate upwards of 300 participants live, and thousands more via live-streaming video. The second day of this national meeting will be held at the headquarters of the National Park Service and will be a small-scale, invitation-only event for approximately 50-60 participants.

With guidance from the Education Committee members and the Institute at the Golden Gate, Washington Office of Interpretation, Education, and Volunteers (WASO IE&V) is exploring alternative funding models and new business practices to sustain I&E into the future. This is a work in progress.

In response to the jointly-produced NPS and Education Committee *21st Century Interpretive Skills* vision paper, and the Committee's *Free-choice Family Learning: A Literature Review for the National Park Service*, published in the *Journey of Interpretation Research, Volume 19, Number 1*, the NPS's Mather Training Center initiated a process to revise the entire NPS training and development curriculum using new training tools and resources. In partnership with Clemson University, the NPS launched a *Servicewide Training Needs Assessment* project. The results of a 2014 Needs Assessment were used to inform development of the Benchmark Interpretive Competencies and to prioritize learning opportunities to meet the evolving needs of interpretation and education practitioners. The vision paper also served as a foundational document guiding the development of a *servicewide strategic plan for Interpretation, Education and Volunteers: Achieving Relevance in Our Second Century*.

Using the vision paper and strategic plan as guiding documents, Regional Offices and the Washington Office of Interpretation, Education and Volunteers staff joined Mather Training Center to offer face-to-face training for all Interpretation and Education Chiefs and Managers. During these three-day, regionally-based training events chiefs and managers will participate in site-based

experiential learning, discuss how new practices can reach new audiences, gather data on their current program outputs, use planning and evaluation tools to examine their own programs and resource allocation, and begin re-prioritizing based on emerging needs and best practices.

Building on recommendations from the Education Committee's *Technology White Paper*, which described the current state of NPS technology, suggested basic virtual services for the future, and proposed aspirational virtual services, the National Park Service is moving forward on new technology initiatives in the coming year. In September, the NPS named Education Committee technology subcommittee co-chair Dr. Allison Druin as a Special Advisor to support development of a National Digital Strategy. A professor at the University of Maryland's iSchool, Dr. Druin is taking a two year leave of absence to serve as visiting scholar to guide development of a digital strategy for the upcoming 2016 Centennial and beyond. Dr. Druin's most recent partnership project with the NPS is *Every Kid in a Park*, an interagency partnership that invites all fourth graders and their guests to federal lands and waters free of charge.

## **LOOKING FORWARD**

Future activities will include assessing the impact of the 2016 Learning Summit; continue efforts to build deep connections with educational institutions and create a Servicewide digital strategy.

## **ACTIONS OF NOTE/ACCOMPLISHMENTS 2011-2015**

- Signed Memorandum of Understanding between the Departments of Interior and Education
- Signed Cooperative Agreement with Sesame Workshop and developed six short videos and activities for young children, parents and teachers
- Hired a national education evaluation coordinator
- Implemented recommendations in the *21st Century Interpretive Skills* vision paper
- In the process of implementing recommendations in the Committee's *Technology White Paper*
- Cooperatively researched and published Free-choice Family Learning: A Literature Review for the National Park Service in *Journey of Interpretation Research, Volume 19, Number 1*
- Participated in producing 50th Anniversary of the March on Washington mobile app
- Produced a servicewide strategic plan for Interpretation, Education and Volunteers: *Achieving Relevance in Our Second Century*
- Developed an Interpretation and Education Business Plan (in progress)
- Engaged elementary school kids to help design digital elements of the *Every Kid in a Park* initiative
- Will develop and implement Learning Summit: *Learning from the Outside In*.

## National Park Service

### Report to the National Park System Advisory Board

## ENCOURAGING NEW PHILANTHROPIC PARTNERSHIPS

November 4-5, 2015

The Advisory Board's Philanthropy and Partnerships Committee was created to recommend improvements in the capacity of the National Park Service (NPS or Service) for partnership with current and new philanthropic partners, and to identify opportunities to drive greater private support through philanthropy. Committee membership was selected based on understanding of current challenges with the NPS practices, and expertise in the fields of partnership and philanthropy.

### RECOMMENDATIONS

In 2014, the National Park System Advisory Board approved and adopted the Committee report, [\*Toward a New Era of Philanthropy and Partnerships\*](#). The report identified four areas for improving NPS philanthropic partnership practices and key changes to the current donations and fundraising policy:

#### ▪ *Increasing Donor Centricity*

- The Committee 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 the NPS leaders and nonprofit partners, and empowering park superintendents and managers, along with their nonprofit boards of directors and management, to appropriately assess 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.

▪ ***Update Director's Order #21: Donations and Fundraising***

- 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.

**STATUS**

The NPS Office of Partnerships and Philanthropic Stewardship (Partnerships Office) is currently updating the policy, Director's Order #21: Donations and Fundraising. The policy update process should be completed in the first quarter of 2016. The Partnerships Office is using the Committee's report to, in part, guide the revision of the policy. The Committee's report and recommendations have played a key role in the NPS philanthropic partnership community feeling like they have been heard by the NPS and that the resulting policy will incorporate the necessary changes to encourage philanthropic partnerships, as well as, create an alignment with the larger philanthropic sector.

**BOARD INVOLVEMENT**

The Board brought together a Committee of 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. The Committee's work is complete with the publishing of the report and recommendations.

**ON THE GROUND ACTION**

The policy revision of Director's Order #21: Donations and Fundraising is in process. The Committee report is being used as a key guide to inform the revision process. The revised Director's Order will be renamed Director's Order #21: Philanthropic Partnerships. The new policy should be available in the first quarter of 2016.

## **NEXT STEPS**

The Committee report also identified the need for a Brand Management Strategy. The Partnerships Office is evaluating how the NPS Brand was used in philanthropic partnerships through the first half of the 2016 Centennial Campaign. The information gathered will be used to inform content on Brand Management relative to philanthropy for the new reference manual of Director's Order #21: Philanthropic Partnerships. This will include use of the Arrowhead in cause-related marketing campaigns and other philanthropic efforts.

## **POTENTIAL FUTURE ADVISORY COUNCIL ENGAGEMENT**

The work of the Committee is complete. There will be no further engagement.

National Park Service

Report to the National Park System Advisory Board

**DEVELOPING LEADERSHIP AND NURTURING INNOVATION**

November 4-5, 2016

**In 2010, National Park Service Director Jon Jarvis asked the National Park System Advisory Board to help the NPS “shape an organizational culture and workforce for leadership in the 21st Century.” The initial NPS action toward accomplishing that goal was to create a “Network for Creativity and Innovation,” an idea spawned by work of the National Parks Second Century Commission, which recommended that:**

*[T]he National Park Service should establish a Center for Innovation to gather and share lessons learned quickly throughout the organization. Place-based education, leadership, public engagement, and collaboration should receive particular attention. The Center should form communities of practice, connecting people engaged in similar work so that they can more easily share ideas and experiences. As a public-private consortium, the center could include the Park Service, universities, foundations, school systems, corporations, and professional organizations.*

**STATUS**

Supporting work to establish the Network, Board Member Meg Wheatley led a series of workshops advising the NPS Stewardship Institute on organizational change, developing communities of practice, and leadership development. <http://www.nps.gov/orgs/1412/index.htm>. The report, *The Collaborative for Innovative Leadership*, guided much of this effort from 2010–2015. Other supportive products included a three part video series for the Superintendents’ Leadership Roundtable.

**BOARD INVOLVEMENT**

Meg Wheatley’s book, *Leadership and the New Science*, served as the foundation for NPS organizational shifts necessary to become more innovative and engaged and to identify characteristics of the desired future culture. The first workshop to define the Center for Innovation and Creativity was held in 2010 and involved 30 NPS leaders. Meg Wheatley facilitated discussions that provided the strategic direction for advancing the concept of a Center. That strategy focused on supporting positive actions occurring in the NPS that can be replicated and broadly supported. The principles include: (1) Identify people doing good work—the “pioneers;” (2) Connect the pioneers; (3) Nourish/Support the pioneers by aligning systems, removing impediments and rewarding work; (4) Illuminate pioneering work to show people the future and encourage behaviors to expand. Follow-up meetings were designed to organize around these principles.

The NPS Call to Action (C2A) goal, “Destination Innovation” became the national framework to encourage a more innovative workplace. The NPS Stewardship Institute, with Meg Wheatley’s guidance, was asked to carry out three objectives: to accelerate the spread of ideas, to inspire peer-to-peer collaboration and to create a network of innovators to solve mission critical problems. An organizational model that encouraged shared leadership based on these principles emerged as the “Collaborative for Innovative Leadership.” <http://www.nps.gov/orgs/1412/the-collaborative.htm>.

**Example: Activating the Collaborative** — An innovation organizing committee presented the recommendations from the numerous meetings and workshops that led to the *Collaborative for Innovative Leadership* report to the NPS directorate. The Director asked that the Institute

“operationalize” the Collaborative. In 2012, an urban caucus was formed to explore ways the NPS can be more relevant in urban environments and to a more diverse demographic. The Stewardship Institute was asked to lead the development of an Urban Agenda for the NPS. Utilizing the Collaborative principles, a team of pioneering urban park strategists was assembled to find innovative ways to reach across geography and include parks, programs and partners in a conversation on the issue of urban relevance. The strategists met for a series of 3 workshops to develop a crowd sourced engagement scheme that would illuminate creative people and approaches to address urban issues. These urban innovators were asked to facilitate a series of online workshops. “Urban Matters” emerged as an online community of practice that allowed the NPS to enlist over 350 people representing almost every state and 42 parks, 10 program offices, 6 regional offices and 23 partner organizations. A backbone support team was created among the Institute and several non-profit partner organizations that brought in diverse skill sets and perspectives. The process relied upon highly intentional actions to create channels of connection between urban practitioners engaging technology, facilitated dialogue and pioneering case studies. The team also undertook a business case study that revealed critical information on US demographics and the NPS. The community of practice was constantly being evaluated for how it was effectively reaching more people and more diverse participants in the process.

In 2015, the NPS Urban Agenda was drafted and publicly launched in front of 1,000 people at the City Parks Alliance Conference. The Urban Agenda remained true to its collaborative process and commitment to supporting pioneers. More importantly, NPS leadership recognized that it was not ready to effectively activate the Urban Agenda without addressing the need for the agency to shift its organizational culture. The Agenda contains a number of specific strategies, but most importantly it puts forth a way of working that is more intentional, collaborative and ultimately sustainable. The Urban Agenda sets forth 3 principles: Be Relevant to All Americans; activate One NPS,” an unprecedented strategic alignment of parks, programs and partnerships; and Nurture a Culture of Collaborations. <http://www.nps.gov/orgs/1412/collaboration-and-engagement.htm>

The Agenda also built in a field testing component that identified 10 model cities and hired Urban Fellows to test ways to activate the principles. It also keeps in place a backbone support team that facilitates a national community of practice and provides wrap-around support services for the Fellows. The Fellows were selected because of their desire to be agents of change. They are set up to function as a community of practice and were on-boarded as a collaborative to encourage innovation and creative problem solving. The two-year timeframe was to encourage experimentation/prototyping, networking and risk taking. Over the next two years, the University of Vermont will be conducting an evaluation on the impact of the Urban Agenda on the agency.

**Looking Ahead** — The Urban Agenda was a test case for scaling up organizational shifts to address critical issues. The Urban Agenda is the outcome of a process that can have implications for the agency as a whole. Meg Wheatley’s experience brought critical knowledge and support to an issue that the NPS greatly needed. The NPS needed to have deep conversations at many levels in the organization. It was critical to have leadership embrace both the process and the time needed to test new ways of working. The Stewardship Institute has directly benefitted from the mentoring and guidance provided over the last several years by Meg Wheatley. Furthering the work related to leadership development, building communities of practice, and organizational change will be critical to continue. Using the broad network that Meg Wheatley and other members of the Advisory Board have will enhance NPS abilities to advance these objectives. The establishment of the National Park System Advisory Board’s Urban Committee has great potential to elevate the Urban Agenda and provide different perspectives needed to better serve cities, reach new audiences and ensure NPS relevance.

## National Park Service

### Report to the National Park System Advisory Board

#### **SUPPORTING THE NPS CENTENNIAL**

November 4-5, 2015

In 2013, the NPSAB Centennial Advisory Committee (the Committee) was established to catalyze and align the National Park Service partner community for the agency's 100th anniversary. The Committee serviced a vital function for the NPS in engaging this community in support of the Centennial. Chaired by Gretchen Long, it offered guidance and recommendations on centennial strategies and products. The thirty-one members of varied expertise and representing a wide array of NPS partners met ten times, including six in-person meetings and four conference calls.

During this two and half year period, the Committee successfully served to bring a diversity of park partners' perspectives, interests and recommendations forward to help shape the centennial initiative. The committee helped to build alignment among NPS partners around the complexity of the many components of the centennial initiative— its focal goal, public message, events, legislative and funding opportunities, etc. Development of these aspects was an iterative process that involved the advice and input of the committee throughout.

Key to the centennial initiative was defining and creating strategic alignment around the central goal—to focus on reaching millennials—while still including the base of current visitors, largely boomers; broadening awareness of the role of NPS; speaking of all parks; and bringing the message close to home. The alignment created around this central principal helped to shape the efforts of the many partners represented by the Committee.

The input of the Committee assisted the National Park Service and the National Park Foundation to craft the public messages, graphic appearance and communications tools of the centennial Find Your Park campaign. The Committee helped specifically refine the centennial logo and associated graphic materials; provided input on campaign print ads and videos; and shape the toolkits the NPS and NPF provided to all park partners to leverage the Find Your Park campaign across many sectors. Specifically members provided recommendations on the contents of the toolkits, as well as, effective methods for distribution. While the National Park Service and the National Park Foundation also consulted other national representative organizations, such as the Association of Partners for Public Lands, for broad input in developing the campaign, the Centennial Advisory Committee was the most instrumental in bringing a broad cross-cut of partner feedback to the table, and through its engagement able to provide the most well informed advice.

Among the tools the Committee helped to specifically shape was the design of a centennial logo licensing program, including both the NPS Centennial logo and the Find Your Park logo. The Committee advised the NPS and NPF in crafting a licensing structure and guidelines that provided broad opportunities for participation by park commercial and educational partners, while also defining noncommercial uses of the logos for programmatic and partnership purposes. This is the first effort of its kind for the National Park Service to manage its brand for commercial and public awareness purposes with the support of the National Park Foundation. The National Park Service

hopes to gain valuable insight from this pilot licensing effort to determine the future value of such a program for NPS marks and other intellectual property.

The Committee continues to discuss and review a wide range of NPS and independent centennial activities. This on-going effort assisted the National Park Service in identifying the broad breath of activities underway and understand the role NPS and partners could play in providing activities for public enjoyment during the centennial. This iterative process also helped shape a broad and inclusive approach to defining centennial events without the designation of tiered layers of significance or approval. In reviewing the range of planned activities, the Committee identified the further need for initiatives with a focus on education, volunteerism, and health. From these conversations, the National Park Service worked with other stakeholders and gave priority focus to the Every Kid in a Park program for the centennial.

Key feedback on centennial initiatives also included review and discussion of closely related work of the Urban, Education, and Partnerships and Philanthropy committees of the National Park System Advisory Board. Among the more significant centennial activities presented, the committee, along with the NPSAB Education committee, advised on the Every Kid in a Park program which provides free access to all federal public lands for every fourth grader and their family. The program was developed and launched with the support of the White House, but the Committee helped provide a key perspective of the partners who would be in a position to help implement the program, including support from youth program partners, cooperating associations, friends groups and concessioners. The Committee helped to provide focus for the initiative on a single age group and to advise on the avenues in which the park partner community could align, support and collaborate on this initiative.

The Committee will continue to provide feedback to the National Park Service on creating alignment around the centennial initiative through 2016, and deliberate on how to sustain the momentum of the public and stakeholder engagement engendered by centennial efforts.

## Meeting Report

National Park System Advisory Board

### **NATIONAL HISTORIC LANDMARKS COMMITTEE**

May 27-29, 2015

From May 27 to May 29, 2015, the National Historic Landmarks Committee convened WASO and regional staffs, and several dozen stakeholders and other public history professionals, at a gathering in Alexandria, Virginia, entitled “Multiple Voices: The National Historic Landmark Program in the 21st Century.” We did not review nominations of new properties for National Historic Landmark status at that meeting, and we therefore do not have new properties for potential designation to present to the National Park System Advisory Board at this time. The “Multiple Voices” conference instead provided Committee members and NHL staff the opportunity to learn from other practitioners and experts, to discuss existing Program priorities, and to consider possible changes to NHL procedures. New Committee members brought energy and expertise to these discussions, and attendees explored obstacles to the nomination Program, how regional offices and WASO might best cooperate, how the NHL staff might take advantage of committee members’ expertise, how future priorities of the Program will be set, and other important matters.

In the coming months, the National Historic Landmarks Committee and both WASO and regional staffs will continue these efforts. The NHL Committee will also review eleven new potential designations and two updated documentations of existing designations at its November 16-17, 2015 meeting. They include properties associated with African American history, education, pre-historic archaeology, the history of utopian communities, LGBTQ histories, and the history of Asian Americans and Pacific Islanders.

We expect to review important nominations in 2016, as well, including four related to the Latino Americans Initiative and one related to the Women’s Cultural Initiative. Other efforts should also move forward, including the writing of both the AAPI Theme Study and the LGBTQ Theme Study. The National Collaborative for Women’s History Sites will continue working to prepare two nominations; and a contractor will soon be identified to prepare registration requirements for the recently-updated Labor Theme Study. Committee members for the Cold War History initiative have been reappointed and are arranging their future meetings and work plans, and NHL staff will work with the Historic Science Sites Project Committee to identify and evaluate potential nominations related to that effort.

In the coming months we therefore anticipate advancing the important efforts of the NHL Program; continuing to discuss new policies, procedures, workflows, and priorities; and reviewing significant sites that reflect our nation’s diverse history.

Respectfully submitted,

Stephen Pitti  
Chair, National Historic Landmarks Committee



# National Park System Advisory Board

## 2016 Accomplishments Report

- Purpose:** Communicate the Board's stories, experiences, and accomplishments as independent citizens engaged in a journey of understanding in support of the National Park System and its values.
- Audience:** All Americans, especially the broader parks and conservation community, committee members involved in the Board's work, Congress, stakeholders, heritage initiative groups, and NPS employees.
- Theme:** A Citizen's Journey of Understanding (personal perspectives, setting the stage, etc..)
- Schedule:** November – Videography; February – Complete editing videos; December – March-Finalize text and design; April – Print report; May – Release report and post videos and report online
- Outline:** Cover – Wraparound selection of photos reflects the "Journey of Understanding" theme of report.

Foreword – Letter from Chairman Tony Knowles identifies this document as a report to the American people about the Board's work and the NPS response to that work; emphasizes citizen engagement and volunteerism; presents a charge to the next Board, NPS, and the broader parks and conservation community to address the challenges included in this report and to continue this visionary journey.

Introduction – Two-page spread with graphics showing the progression of NPSAB milestones. Content emphasizes the citizen engagement of Board members; a brief history of the Board; findings of the Board; the Board's work and the NPS response to this work. Includes a call to action for continued and increased citizen support and volunteer opportunities.

Accomplishments – Body of the report will follow the organization of the 2013 "Engaging Independent Perspectives" document, but emphasize accomplishments and challenges instead of progress reports and priorities. Each topic will be accented by a colorful sidebar graphic that links to a short video highlighting the personal perspective of each Board member.

- Planning – framework for a plan, next steps, challenges
- Landmarks – new landmarks (NHLs and>NNLs), broadening stories, conservation function, inclusivity (Latinos, Asian American PI, etc.)
- Economic Valuation – first-ever comprehensive measures to include cooperative programs, communicating to the public
- The Sciences – *Leopold Revisited*, science landmark sites, next steps, challenges
- Education – facilitation of new partnerships, direct assistance to NPS Interpretation and Education Division, advocacy
- NPS Centennial – broad engagement of stakeholders, individuals, and organizations
- Community Relationships – increasing relevancy, understanding changing social landscape
- Innovation and Leadership Development – communities of practice, employee engagement
- Urban Initiative – expand engagement in the urban space, new modes of mission work

Conclusion – Present a charge to the public to engage in the future of their National Park System; identify roles for all citizens, the NPS, the next Administration, and Congress. Revisit the larger purpose of the NPS Mission: "...to build a citizenry that is committed to conserving its heritage and its home on Earth."

# 2016 Accomplishments Report (continued)

**Videos:** The purpose of the video interviews is to communicate each Board member's commitment, enthusiasm, and productivity. Comments by Board members will highlight the success of the Board in creating connections with a broad range of additional experts who have volunteered their time and energy to support the NPS mission. Videos will capture each individual's passion for the NPS and allow Board members to describe their personal journey of understanding since the start of their work with the Board. Board members may identify challenges that they see ahead in the next century for NPS and how the NPS Advisory Board can help address them.

Videos will be approximately 1.5 minutes in length, closed captioned, and appear (along with the report) on the NPSAB website at: <http://www.nps.gov/resources/advisoryboard.htm>. Hyperlinks to the videos will be included in the interactive, accessible PDF of the report. Screenshots of each Board member's video will be prominently featured in the corresponding sections of the report.



Report graphics will include screenshots that link to online videos.

**Layout:** The report will feature a design that is compatible with "Engaging Independent Perspectives" and "Planning for a Future National Park System." A limited number of reports will be printed through GPO. Primary distribution of the report will be an interactive, accessible PDF posted on the NPSAB website at <http://www.nps.gov/resources/advisoryboard.htm>. Upon publication, the home page of NPS.gov (<http://www.nps.gov/index.htm>) will feature a prominent banner photograph and caption that leads to the online report.



Report layout follows the graphic design of recent NPSAB reports.