National Park Service Centennial
Final Report

Realizing the Vision For the Second Century

December 2016

A Call to Action: Launching a Second Century for the National Park Service

Stephen Mather, the first Director of the National Park Service, applied his private sector marketing prowess to promoting the idea of a public agency charged with protecting and stewarding the best places our country has to offer. He succeeded by inviting the public to come and experience these extraordinary national parks. Congress responded on August 25, 1916, articulating a mission that has endured for a century, directing the National Park Service to apply "such manner and . . . such means" to our management of the national parks that would leave them "unimpaired for the enjoyment of future generations."

As the nation emerged from World War II and its focus on war time spending, the National Park Service approached its 50th anniversary with a system of parks in disrepair. To reverse this trend, the public was once again invited to see America, and specifically, the returning World War II veterans were invited to come see that for which they fought. They came, and in the back seat of those station wagons, they brought the baby boomer kids, who today are the core of support for our National Parks and public lands. So when we began planning for the National Park Service's 100th anniversary, we looked to the agency's founding and 50th anniversary's success to frame our Centennial: one part celebration for a hundred years of public support and one part invitation to the next generation to become inspired by and engaged with their national parks.

For the last eight years employees, partners, volunteers, friends, Members of Congress, the Administration and the public have been engaged in the activities outlined in this report. To each, I give my deepest appreciation for their efforts. I like to say the NPS is the only federal agency with a mandate to ensure the public has fun, and the Centennial has been a lot of fun. But more importantly, it has inspired and engaged a new generation to take on the mantle of responsibility for the most important places and stories that define us as citizens of the United States of America.

Jonathan B. Jarvis, Director

The National Park Service Centennial: A Snapshot

The National Park Service Centennial has been an enormous success, thanks to the work of tens of thousands of employees, volunteers, and partners. The Find Your Park / Encuentra Tu Parque message reached hundreds of millions of people. A *Call to Action* and the NPS Centennial Legislation are preparing the National Park Service for a new century of service, working closely with the National Park Foundation and partners across the country. This snapshot is only a glimpse into the much larger story. Visitors shared their own experiences in parks, along trails, in heritage areas, and on other public lands in using #FindYourPark / #EncuentraTuParque. And, the story is not ending—the National Park Service invites you to continue to Find Your Park!

5%
increase in visitation (262M) in Jan-Sep 2016 from same period in 2015

3.2k+
events published on the nat'l calendar since launch of Find Your Park campaign

108k
Every Kid in a Park passes redeemed at park sites from Sep 2015 - Aug 2016

161
Congressional Friends of the NPS Centennial

9%
increase in FY16 budget ($236.7M increase) over FY15

$70M
invested in 175+ Centennial Challenge projects ($45M partner, $25M federal)

$10M+
worth of Centennial and Find Your Park merchandise sold through August 2016

1.2M
increase in social media followers on NPS and NPF main accounts

4X
#NPS100 and #FindYourPark trended nationally on social media

16.5B
impressions garnered by the Find Your Park campaign ($250M value)

1 in 4
millennials familiar with the Find Your Park campaign

$341M
donated to the NPF Centennial Campaign through May 2016

Realizing the Vision for the Second Century

The National Park Service Centennial successfully launched the Service and its partners into the next century by creating a groundswell of support among the American public and national park lovers across the world. The collective actions of employees, partners, supporters, and volunteers propelled the National Park Service forward, advancing the NPS mission and formulating our second-century vision. The many initiatives the agency launched to be more relevant, to better serve communities, and to invite new audiences into parks focused on one central Centennial goal: to connect with and create the next generation of park visitors, supporters, and advocates.

Preparing for the Next Century

The National Park Service began the strategic planning process for its second century with President George W. Bush's Centennial Initiative in 2006. That initiative involved a series of listening sessions across the country to hear what the public had to say about parks and public lands. In 2009, an independent commission of conservation, education, science, and civic engagement leaders further developed a vision for the National Park Service's second century. The National Parks Second Century Commission's recommendations—published in a comprehensive report entitled *Advancing the National Park Idea*—focused on charting a course of action that would achieve long-term relevancy and sustained viability of national parks. The report set the stage for expansive preparations, guidance, and strategic actions on the part of NPS employees, the National Park System Advisory Board, stakeholders, and a wide range of national and local partners.

In 2011, Director Jonathan Jarvis launched *A Call to Action,* a comprehensive strategic plan that grew out of the early foundational documents and dialogue. An army of supporters—including national organizations like the National Park Foundation, local nonprofit friends groups, as well as individual philanthropists and volunteers – aligned their support and actions with this plan to help the National Park Service achieve A Call to Action's shared vision. The *Call to Action's* four broad themes—connecting people to parks; advancing the NPS education mission; preserving America's special places; and enhancing professional and organizational excellence – formed the cornerstone of the Centennial.

The leadership and counsel of the National Park System Advisory Board—a congressionally chartered body of 12 private citizens appointed by the U.S. Secretary of the Interior, eight of whom served on the Second Century Commission—were critical in the years leading up to the Centennial. All 12 of the Advisory Board's committees undertook key actions to advise the Service in shaping an inclusive and comprehensive system for its second century. They recommended key potential collaborations and opportunities to connect with urban communities through the NPS Urban Agenda, and they offered important guidance through the National Park Service System Plan, identifying gaps in the nation's protected natural and cultural areas.

The Centennial was the capstone of the vast body of bold new ideas, public-private partnerships, field-tested efforts, and a new movement that reintroduced the National Park Service to all Americans and created a wave of support for the future. In 2015, the National Park System welcomed more than 307 million recreational visitors—an increase of 14.4 million over 2014—who spent nearly $17 billion in local gateway communities. Preliminary figures for 2016 show continued high visitation.

In addition, aligned with *A Call to Action #14 Value Added,* a first-of-its-kind study of the total economic value of the National Park System to the American public placed the value of the parks and programs the National Park Service provides at a remarkable $92 billion. This figure includes not only the value attributed by visitors to the parks, but also a significant value from simply knowing that NPS assets are protected for current and future generations.

Such impressive figures underscore the American people's love of national parks and reinforce the Service's deep commitment to preserving them for future generations. Many of the creative contributions and initiatives undertaken by employees for the Centennial are now part of the daily operations of the Service and will undoubtedly continue into the future. Employee and partner collaboration and innovation resulted in the sharing of more than 1,000 success stories since A Call to Action's launch in 2011. Such a large level of effort and engagement further illustrates the resounding answer to the call to renew the Service's commitment to the fundamental stewardship of our nation's stories and treasured places.

DOI / TAMI HEILEMAN

YOSEMITE NATIONAL PARK

We believe in the Centennial goal—this year we designed a program that introduced our local Boys and Girls Club to Shenandoah, their "backyard" national park, to begin what we hope will be a lifelong relationship with national parks.

Susan Sherman, President
The Shenandoah National Park Trust

Connecting PEOPLE TO PARKS

To connect people to parks in the next century, the NPS must:

DEVELOP and nurture lifelong connections between the public and parks—especially for young people—through a continuum of engaging recreational, educational, volunteer, and work experiences.

CONNECT urban communities to parks, trails, waterways, and community green spaces that give people access to fun outdoor experiences close to home.

EXPAND the use of parks as places for healthy outdoor recreation that contributes to people's physical, mental, and social well-being.

WELCOME and engage diverse communities through culturally relevant park stories and experiences that are accessible to all.

Building a Foundation for the Future

Looking toward the next century, the National Park Service Advisory Board developed a comprehensive report to provide a foundation for a new National Park System plan. Adopted by the Board in November 2012, *Planning for a Future National Park System* makes 18 major recommendations. The National Park Service is preparing a system-wide plan that will provide strategic focus and pinpoint gaps in the nation's protected natural and cultural areas, setting priorities for future additions to the system as identified in *A Call to Action #1 Fill in the Blanks*. This framework complements the work of the NPS Advisory Board's Natural National Landmarks and National Historic Landmarks Committees in recommending possible sites for future designation.

The Board also led a series of theme studies, identifying the people, places, and significant stories that are underrepresented in our telling of American history. These studies include: *American Latinos and the Making of the United States, Asian American and Pacific Islander National Historic Landmarks Theme Study, Finding Our Place: Queer Heritage in the United States, and National Historic Landmark Theme Study on the U.S. Reconstruction Era*. The ongoing work to recognize the contributions of diverse Americans to our shared national heritage will continue to shape the National Park Service and the system of nationally recognized sites into the future. This work collectively sets the stage for a more inclusive system, as the Service continues its efforts to connect to new audiences.

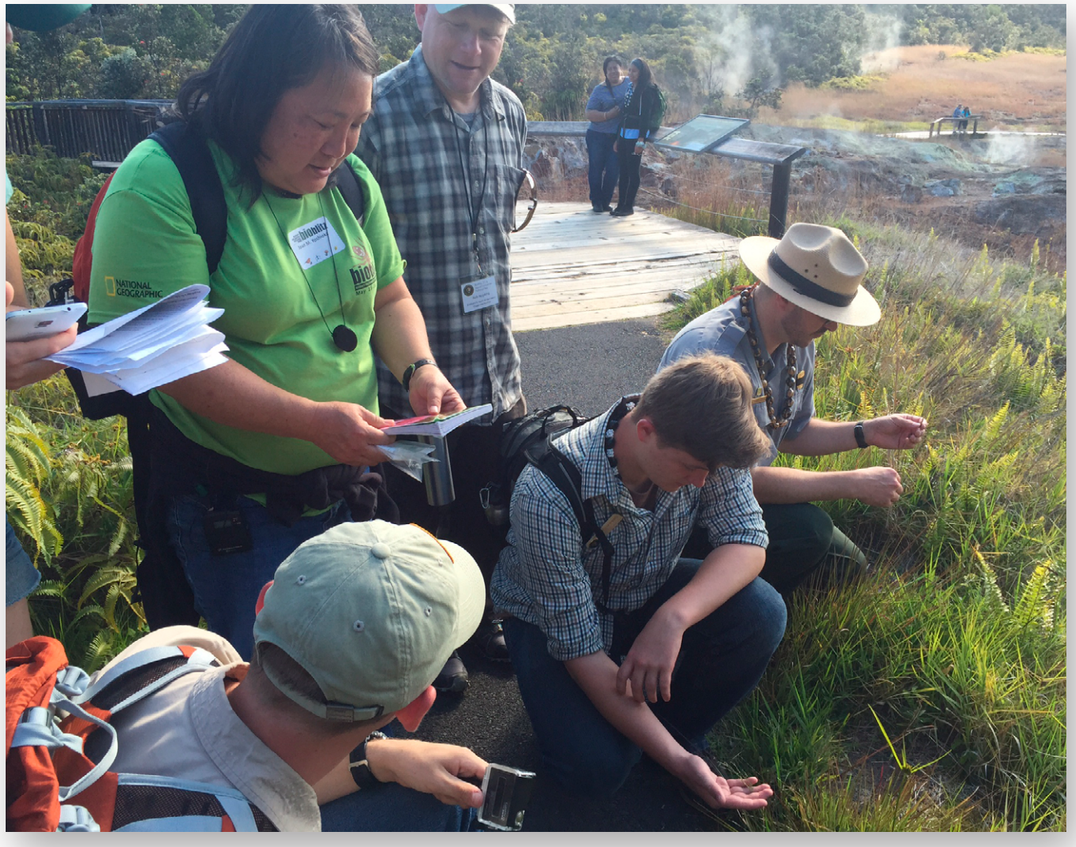
Find Your Park / Encuentra Tu Parque Campaign

The Find Your Park / Encuentra Tu Parque public awareness campaign is an invitation to all people to rediscover America's parks and public lands. Launched in 2015, the campaign generated unprecedented visibility and support both nationally and internationally for the National Park Service, the National Park Foundation, and the broader parks community. The campaign was made possible through the generous support of the National Park Foundation. With its strong focus on reaching millennial, multicultural, diverse audiences, the Find Your Park campaign rapidly transformed into a movement across traditional and social media. One simple, unifying invitation—Find Your Park—helped redefine and broaden public understanding of the breadth of the public lands system, the role of the National Park Service in communities, and the vast impact of our partners.

Throughout the campaign, the NPS and NPF galvanized and aligned national use of social media like never before. With the assistance of Find Your Park Honorary co-chairs Michele Obama and Laura Bush, celebrity ambassadors, and social media influencers, both the Service and the Foundation set records for social media engagement, one of the leading ways to connect with the next generation. Using social media, parks, programs, and partners flexed their collective muscle across the system and reached people all over the world. The coordinated use of social media platforms at key moments united individual voices in a powerful and synchronized chorus. Since the launch of the campaign, the NPS has added an average of 134,000 new social media followers each quarter on the national accounts alone, and thousands have shared their own photos, videos, and messages spotlighting their personal stories. With billions of public relations/media impressions and exposure, the movement helped the next generation connect to and value national parks and public lands. Equally important was the tremendous collaboration generated between parks, programs, regional offices, and partners.

The National Park Foundation also added the support of media partners and new corporate sponsors. Top-tier corporate sponsors backed the Find Your Park movement through volunteerism, philanthropy, national media, and special events, as well as across their own platforms and products. The National Park Service and the National Park Foundation chose these corporations because they are strong American brands that align closely with our mission and goals. They also help us expand our reach to new, younger, more urban, diverse audiences. Some of them have a strong commitment to health and well-being, while others focus on volunteering and youth development and employment. Their participation and significant financial backing helped propel the campaign to a national level and significantly raised the profile of both the Service and Foundation.
In addition, a national merchandise licensing program netted more than $10 million in retail sales of Centennial- and Find Your Park-branded products.

Cooperating associations, concessioners, and friends groups participated enthusiastically, bringing the Centennial to life for park visitors and gateway communities through Centennial-themed fundraising initiatives and special events and programs. Cooperating associations and concessioners promoted the Find Your Park campaign, sold Centennial souvenirs, and supported



a variety of Centennial projects and programs. Their contributions significantly increased the visibility, reach, and impact of Find Your Park and the Centennial commemoration.

Since the beginning of the national park idea, the travel and tourism industry has been an extension of the visitor experience. Working with gateway communities and travel industry organizations such as Brand USA, Travel South and the American Indian Alaska Native Tourism Association, the National Park Service extended the reach of Find Your Park. **Projects like** *National Parks Adventure,* **produced in association with** Brand USA, showcased the beauty of national parks on an international scale. This

giant-screen film has been seen more than 2.4 million times in 98 markets worldwide and was the top-grossing documentary of 2016.

Strengthening the NPS and NPF Brands

In preparation for the Centennial, the National Park Service and the National Park Foundation developed new tools and methods to raise the visibility, identity, and brand of both organizations. A suite of flexible new graphics to complement the NPS Arrowhead unified the campaign and helped identify Centennial events and programs. A pair of new, permanent NPS and NPF logos will be unveiled soon to help the two organizations better align visually, and the licensing program has given visitors an opportunity to show their affinity and support for national parks.

Reaching People Where They Live

According to a 2014 United Nations report, more than 84 percent of the U.S. population is projected to be living in cities by 2030, underscoring the valuable role national parks and open spaces play in urban areas. Functioning as "One NPS," we contribute to a better quality of life for communities by expanding the use of parks for health, improving access to close-to-home recreation, creating a national system of water trails, and helping communities tap into the resources of NPS parks and programs.

To foster collaboration with communities and better leverage the resources of parks and programs in communities, the NPS Advisory Board's Urban Committee and the NPS Stewardship Institute helped launch the Urban Agenda in 2015. NPS Urban Fellows are working with community leaders, businesses, and many new partners in 10 model cities to create healthier and more livable cities, emphasizing the interconnected role that the larger network of parks and public lands play in communities.

The NPS also established or strengthened partnerships with groups such as Latino Outdoors, Outdoor Afro, Hispanic Access Foundation, Hispanic Federation, and others to increase our relevancy to the next generation that will most influence our nation's future, and which is one of the most diverse, multicultural generations in our nation's history.

For the last 10 years, the NPS and the National Geographic Society have partnered to create a new generation of citizen scientists through BioBlitz events in parks. This model was replicated nationwide, and millions of people have worked in tandem with scientists to document thousands of species of plant and animal life. The collaborative program culminated in more than 100 wide-ranging events for a nationwide BioBlitz in 2016, fulfilling *A Call to Action #7 Next Generation Stewards*. Additionally, several parks held cultural blitzes to invite the public to help identify cultural resources this year, including Hawai`i Volcanoes National Park, First State National Historical Park, and a first-of-its-kind Archeoblitz at Knife River Indian Villages National Historic Site.

The NPS Healthy Parks Healthy People program and formal partnerships with the health community have continued to grow as part of *A Call to Action #6 Take a Hike*, Call Me in the Morning. The Centers for Disease Control and Prevention and the U.S. Surgeon General now champion the NPS Park Rx program as a model for advancing community health. Humana, the official health care sponsor of the NPS Centennial, collaborated with parks to help visitors achieve their best health through programs such as Park Rx, Senior Skip Day, and Bring the Parks to You.

Since the launch of the national water trail system, the NPS has added more than 20 trails for *A Call to Action #12 Follow the Flow*. NPS programs, such as the Rivers, Trails, and Conservation Assistance Program (RTCA) and the stateside Land and Water Conservation Fund (LWCF), play a vital role in the development and expansion of community recreation and outdoor spaces. LWCF funding provided to states for matching grants in urban areas are just one way that the NPS engages with communities to advance *A Call to Action #5 Parks for People* and *#11 Focus the Fund*.

Celebrating National Parks through Art

From popular NPS Artist-in Residence programs, to new collaborations

and creative expressions for *A Call to Action #10 Arts Afire,* to a National Endowment for the Arts grants program, the arts community expanded a rich history of finding inspiration in national parks in our Centennial year. Creative expressions included symphonic concerts and dance performances; mural paintings and sculptures; photography and quilt exhibits; art and poetry contests; and park-to-park sketch crawls to name just a few.

To commemorate its 50th anniversary and the NPS Centennial, the National Endowment for the Arts awarded nearly $2 million in grants to 84 local arts and community organizations in 35 states, territories, and the District of Columbia. The Imagine Your Parks grant program—which emphasizes engagement with youth and urban areas—celebrates and interprets national parks while raising awareness of the extensiveness of the National Park System. Projects range from civic dialogue in communities to connecting youth to their tribal heritage.

Strengthening Native and Tribal Voices in Parks

The National Park Service also collaborated with our tribal partners to present a more complete story. Opportunities to expand public understanding of the significance of these special places as homelands was presented through joint interpretive programs, special events and even the dedication of new traditional features, such as the Hunan Tribal House at Glacier Bay National Park and Preserve or the Coast Salish totem pole and story boards at San Juan Islands National Historical Park. The American Indian Alaska Native Tourism Association, in concert with several local tribes and Grand Canyon National Park, redesigned the space of an historic building to be fully dedicated to presenting tribal traditions and meaning.

Congressional Friends Group Helps Constituents Connect

Members of the U.S. Congress were another key constituency to engage in the NPS Centennial. More than a quarter of all Members of Congress responded to NPS Director Jarvis's invitation to join the Friends of the NPS Centennial, an honorary group co-chaired by Congressmen Rob Bishop (R-UT-1), Raul Grijalva (D-AZ-3), Ron Kind (D-WI-3), and Dave Reichert (R-WA-8) in the House and Senators Barbara Boxer (D-CA) and Rob Portman (R-OH) in the Senate. These Members of Congress highlighted parks and public lands in and near their districts, participated in Centennial events and programs, and connected to the National Park Service on social media. Elected officials provide the Service with an extended reach to help the public discover recreational, educational, volunteer, and work opportunities available to them in parks and public lands across the country.

On December 10, 2016 Congress took another important step to provide new tools, revenue and authorities to the NPS to meet the challenges of its second century with the passage of the National Park Service Centennial Act. Signed into law by President Barack Obama, the act establishes an endowment and a National Park Centennial Challenge Fund to provide funding to address deficiencies in NPS infrastructure and facilities. Among other provisions, the act also allows expansion of the volunteers-in-parks program, extends the age and non-competitive hiring eligibility of participating youth in the Public Land Corps, provides new authorities for managing commercial services, and affirms the importance of interpretation and education in pursuit of the NPS mission.

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NORTH CASCADES NATIONAL PARK

My internship during the Centennial gave me a great sense of empowerment and determination towards future goals, along with a sense of pride in my Native American heritage.

Carrie Billie, Ancestral Lands Conservation Corps Intern
Mesa Verde National Park

Advancing the NPS EDUCATION MISSION

To advance the NPS Education Mission in the next century, the NPS must:

STRENGTHEN the Service as an education institution and parks as places of learning that develop American values, civic engagement, and citizen stewardship.

USE leading-edge technologies and social media to effectively communicate with and capture the interest of the public.

COLLABORATE with partners and education institutions to expand NPS education programs and the use of parks as places of learning.

Parks, programs, and partners are contributing to America's educational landscape, providing enriching experiences in parks, online resources for teachers and classrooms, and free access to parks for more than 100,000 4th graders and their families. Parks established new relationships with local schools and students of all ages for *A Call to Action #15 A Class Act* and *#16 Live and Learn.*

Every Kid in a Park

The Every Kid in a Park program—which will continue beyond 2016—introduces 4th grade students nationwide to their public lands and waters by providing them with a free pass to more than 2,000 federally managed lands and waters. Many territories, states, and local governments and businesses honored or added value to the pass either by waiving admission fees or offering discounts on services for passholders and their families.

The National Park Foundation relaunched an expanded transportation grants program for *A Call to Action #18 Ticket to Ride,* awarding $4.8 million in field trip grants to schools in 2015 and 2016. The Outdoor Industry Association and Outdoor Foundation unveiled Parks4Kids, a crowd-funding initiative that allows companies and individuals to raise money to fund local projects that connect young people to the country's national parks. In helping to accomplish *A Call to Action #16 Live and Learn,* Every Kid in a Park is proving to be a powerful tool for shaping the national park and public lands experiences of kids at a crucial age.

Learning From the Outside In

The NPS continues to embrace its role as a key contributor to America's educational system, ensuring that parks are places for formal education and lifelong learning for all ages. Through the leadership of the National

Advancing the NPS Education Mission

Park System Advisory Board Education Committee, the NPS held the first National Learning Summit in partnership with the National Geographic Society in 2016. The summit hosted hundreds of civic and education leaders, and stakeholders to explore the evolving learning landscape in America and place-based interpretive approaches.

The Centennial has provided new and traditional partners the opportunity to build on creative educational programs that connect the work of the National Park Service to hands-on and digital learning. The Boy Scouts of America and Girl Scouts USA expanded and affirmed their long-standing partnerships with the NPS with new programs featuring Centennial commemorative certificates and special patches. Google created new interactive virtual reality videos and an online exhibit highlighting the breadth of thousands of historically and culturally significant objects in the NPS collections on the Google Arts and Cultural Institute platform. Camp Google gave kids an online experience that included science and adventure, pairing NPS distance-learning resources with a high-profile platform that also featured National Geographic and NASA.

In such a digitally connected world, the NPS must be an integral part of the digital experience in order to be relevant to the next generation. To meet that goal, the NPS redesigned its website to be mobile-responsive and easier to navigate. NPS.gov provides users an increasingly cutting-edge experience on all devices with features such as improved trip-planning tools, shareable essential information across platforms, and foreign-language content for non-English readers.

With the launch of Every Kid in a Park, the NPS also revamped its online education portal to give teachers more usable and accessible resources that are better aligned to new educational standards. In conjunction with the exponential growth in NPS followers on social media, the Centennial has been a digital launch pad under *A Call to Action #17 Go Digital.*

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FLIGHT 93 NATIONAL MEMORIAL

The highlight of my Centennial internship was visiting African American historical sites and supporting the National Park Service's work to preserve not only important landscapes but also places that connect me with my history.

Adrienne Norwood, Intern
Historically Black Colleges and Universities Initiative
NPS Office of Communications

Preserving AMERICA'S SPECIAL PLACES

To Preserve Americas Special Places in the Next Century, the NPS must:

MANAGE the natural and cultural resources of the National Park System to increase resilience in the face of climate change and other stressors.

CULTIVATE excellence in science and scholarship as a foundation for park planning, policy, decision making, and education.

ACHIEVE a standard of excellence in cultural and natural resource stewardship that serves as a model throughout the world.

COLLABORATE with other land managers and partners to create, restore, and maintain landscape-scale connectivity

Moving into its second century, the NPS faces new and previously unimagined threats to natural and cultural landscapes. Such challenges demand large-scale solutions carried out in collaboration with partners. Significant work has been accomplished to build new cooperative management models for view sheds, aquatic habitats, and dark skies preservation. Based on the recommendations of the NPS Advisory Board Science Committee's *Revisiting Leopold* report, the NPS also established a new Director's Order #100 for natural and cultural resource stewardship within national parks that more fully adapt to the changing climate and complexities of our ecosystems. New guidance for climate change and disaster resilience for the Secretary of the Interior's Standards for the Treatment of Historic Properties will soon join the Illustrated Guidelines on Sustainability for Rehabilitating Historic Buildings.

Ecosystem Restoration and Landscape-Scale Conservation

A Call to Action tasked the NPS to manage natural and cultural resources to increase resilience in the face of climate change and other stressors. Key to this goal has been resolution of long-standing resource challenges and implementation of critical restoration projects across the system. Through partnerships and collaboration, good science and active public involvement, the NPS was able to restore quiet and air quality during winter use in Yellowstone National Park, complete the protection of the Merced River in Yosemite National Park, and bridge the Tamiami Trail to allow passive water flows into Everglades National Park. The NPS successfully removed the dams on the Elwha River in Olympic National Park and removed the oyster operation in Drakes Estero of Point Reyes National Seashore. Interior Sec-

retary Sally Jewell withdrew lands from mining adjacent to Grand Canyon, Joshua Tree, and Glacier National Parks. Together these efforts exemplify the landscape-scale perspective advanced by *A Call to Action #22: Scaling Up* which is so important for long-term protection of park resources.

New Parks Telling America's Diverse Stories

In 2016, President Obama established four new NPS-managed national monuments that continue the NPS commitment to tell a more complete American story through our national parks, and that preserve for the enjoyment of visitors today and for future generations some remarkable American landscapes.

In February, the President designated Castle Mountains National Monument in California, showcasing some of the most unique elements of the Mojave Desert. The Washington, DC, home of the National Woman's Party was established in April as the Belmont-Paul Women's Equality National Monument to commemorate the women's rights movement in the United States. In June, the Stonewall National Monument in New York was established to tell the story of the civil rights struggle of LGBTQ Americans. During the National Park Service's birthday week in August, the President designated Katahdin Woods and Waters National Monument in Maine, the first national monument to preserve the landscape and honor the history and culture of Maine's North Woods.

Philanthropic support was a key part of most of these newly designated parks. In the case of Katahdin Woods and Waters National Monument, the 87,500 acre property was donated to the National Park Service by Elliotsville Plantation, Inc., a nonprofit foundation established by Roxanne Quimby, and it was accompanied by a $20 million endowment to supplement federal funds for initial park operational needs and a commitment of an additional $20 million pledge to the park. In the eight years leading up to the Centennial, 22 new units were added to the National Park System.

Posterity Partners

Private philanthropy has been an integral part of park and resource preservation since the inception of the agency. Philanthropic partners played a significant role for the Centennial, raising unprecedented amounts of money and working collaboratively with the NPS to pilot new approaches to donor recognition. The power of philanthropy will continue to help leverage NPS resources to build the next generation of supporters as identified in *A Call to Action #29 Posterity Partners*.

With the recommendations of the National Park System Advisory Board Committee on Philanthropy and Stewardship, the NPS evaluated these pilot efforts and revised its donation and fundraising policies, known as Director's Order #21. Last updated in 2008, the revisions and the Centennial experiences of the Service have prepared the agency and its partners to better understand the NPS brand value and engage with corporate partnerships in the 21st century. Ultimately, these new relationships will continue to generate more support to preserve our nation's heritage and to inspire future generations.

The National Park Foundation announced a five-year $500 million Centennial Campaign for America's National Parks in 2016. With more than $341 million already raised as of September 2016—more than half of that from individuals and family foundations—significant investment in parks is underway. The campaign has helped to purchase lands inside park boundaries, provide transportation for schools to parks, launch new parks such as the Pullman National Monument and Stonewall National Monument, restore Drakes Estero in Point Reyes National Park, and build capacity for local friends groups across the country.

In preparation for the NPS' second century, Congress appropriated $10 million in 2015 and $15 million in 2016 for the Centennial Challenge program to provide the federal match to complete signature projects and programs targeted at enhancing visitor services while improving cultural and natural resources. The funding reinvigorated the Centennial Challenge program, which last received funds in 2008 and 2010. The NPS more than doubled federal funds of $39.6 million in those years through private contributions, which resulted in combined benefits of over $88.3 million to national parks and their visitors. Through non-federal philanthropy, the funds appropriated in 2015 and 2016 were matched at more than the required one-to-one ratio, resulting in a total investment of $70 million in 115 parks. Mississippi National River and Recreation Area in Minnesota, for example, leveraged partner support to redesign its visitor center, while Sequoia, Kings Canyon, and Glacier National Parks undertook trail accessibility improvements. Pueblo Indian and Hispanic youth engaged in hands-on learning around forest restoration monitoring that expanded the successful Valles Caldera National Preserve program to Bandelier National Monument.

In 2016, Congress increased support for the National Park Service with the largest annual appropriation in its 100-year history. The appropriation included support for Centennial staffing and volunteers, as well as funds for maintenance and improvements to the visitor experience. With the passage of the National Park Service Centennial Act, additional fee revenue will provide ongoing support for two key funds: the Centennial Challenge Fund, addressing deferred maintenance and projects that improve visitor experience; and a permanent NPS endowment for a broad array of projects that support the NPS mission.

Many partners also leveraged resources to support the NPS with special programs for the Centennial, both locally and nationally. In 2015, the University of California-Berkeley kicked-off the public dialogue by hosting a summit honoring the shared legacy between the National Park Service and many of the earliest leaders in conservation and public lands, including George Melendez Wright, Stephen Mather, and Horace Albright. Students, scientific leaders, conservation organizations, and public land managers explored strategic solutions to major issues facing national parks, including climate change, urban encroachment, and invasive species.

In 2014, the National Trust for Historic Preservation (NTHP) launched Hands-On Preservation Experience (HOPE) crews—youth crews led by historic preservation technical experts—to tackle historic preservation projects across the country, including 24 projects in national parks. Students restored a variety of historic masonry, headstones, horse stables, and other structures while simultaneously learning about the history of the park's resources.

In honor of the NPS Centennial, the NTHP also joined forces with American Express and National Geographic on a $2 million Partners in Preservation program. Winning historic preservation projects ranged from the restoration of iconic Clingmans Dome Observation Tower in Great Smoky Mountains National Park to the Mooring Quays of Pearl Harbor's Battleship Row at World War II Valor in the Pacific National Monument.

Volunteers Making an Impact

The NPS led the charge on the Department of Interior's goal to encourage more volunteerism on public lands. Volunteers donated 8 million hours of service—the equivalent of 3,850 full-time employees—and more than 2,200 volunteers earned Centennial Volunteer Challenge Coins by serving at least 201.6 hours during 2016.

Find Your Park campaign sponsor American Express joined with the Student Conservation Association to deploy 185 Centennial Volunteer Ambassadors to parks in 30 states during 2015–16. These volunteers—a majority of whom were under the age of 35 and were serving in parks they had never visited—helped connect people to national parks through expanded service learning and community engagement programs and activities. New national-level partners, such as The Mission Continues, provided opportunities for veterans to continue serving their country in meaningful ways by connecting them to volunteer activities in national parks.

NPS / ROLF DIAMANT

MARSH-BILLINGS-ROCKEFELLER NATIONAL HISTORICAL PARK

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The Centennial gave us a great opportunity to grow our partnership with the NPS around Latino Conservation Week, and to encourage more Latinos to access and enjoy our nation's parks, which is critical to building future stewards and advocates for these treasured spaces.

Maite Arce, President/CEO
Hispanic Access Foundation

Enhancing Professional and ORGANIZATIONAL EXCELLENCE

To enhance professional and organizational excellence in the next century, the NPS must:

DEVELOP and recruit NPS leaders at all levels with the skills to lead change, collaborate with partners, ensure employee safety, and seek new ways to accomplish goals.

BUILD a more flexible and adaptive organization with a culture that encourages innovation, collaboration, and entrepreneurship.

RECRUIT and retain a workforce that reflects the diversity of the nation, from entry level employees to senior leaders.

MODERNIZE and streamline NPS business systems and use leading-edge technology to enhance communication.

Creating an Inclusive Workplace

Across the country, more than 20,000 dedicated employees serve the public every day. The NPS undertook numerous initiatives during the Centennial to improve and streamline hiring practices; bolster employee learning and development resources; and foster a diverse, inclusive, welcoming workplace where harassment of any kind is not tolerated. The Relevancy, Diversity, and Inclusion office helped form six Employee Resource Groups in support of *A Call to Action #36 Value Diversity.*

Field-level discussions on the topics of race and ethnicity, sexual orientation, abilities, gender privilege, veteran status, youth, and other issues were facilitated by employees in the Allies for Inclusion group. It has held more than 40 employee discussions since 2012, and produced a dialogue guide and video for parks and programs to use in their discussions on inclusion.

Other employee resource groups include: Council for Indigenous, Relevance, Communication, Leadership and Excellence (CIRCLE); Employee Empowerment Collective addressing the needs of African American employees; Hispanic Organization on Relevancy, Advising, Leadership, and Excellence (HORALE); Innovative Leadership Network (ILN); and the LGBTQ Employee Resource Group.

To help identify successful models for individual teams and managers, and in support of *A Call to Action #39 Lead the Way,* the NPS assessed the leadership efforts of the national parks receiving the highest results in the Fed-

eral Employee Viewpoint Survey (EVS) in 2012. Since then, EVS results have been available to managers at the work group level for those offices and units with at least eight survey respondents, allowing for a more localized strategy to improve employee engagement. Because leadership is a key to successful employee engagement, a service-wide employee group has been created to recommend improvements to the ways that NPS develops leaders.

In addition, two online sites have been created to support and engage the NPS workforce into the next century. In 2015, the NPS launched an online Employee Resource Center to provide easy access to a wide array of information on employee benefits, equal employment, career development, and more. On Founders Day, 2016, the Learning and Development community launched an interactive learning site called the Common Learning Portal (CLP) *(A Call to Action #30 Tools of the Trade)*. Through this online portal NPS employees can engage with, empower, and inform each other through sharing a wide range of media and training events, connecting with partners and peers, and accessing information on learning and performance topics. The site will open soon to the public and will continue to evolve with the needs of the Service and its extended community.

A Call to Action #32 Operational Leadership gives all employees the tools to assess and implement workplace safety practices and decision-making. Since its launch in 2008, total workplace safety incidents (known as Days Away Restricted or Transferred, or DART) have significantly decreased, and 24,500 permanent and seasonal employees have completed training. This innovative program, along with initiatives led by the Office of Risk Management, are just a few examples of the efforts within the NPS to foster and grow models of success.

Nurturing the Next Generation of Employees

The NPS employs an array of initiatives to improve and expand programs that engage and employ young people. This work is embedded deeply in many strategic goals within *A Call to Action* and aligns seamlessly with the Secretary of the Interior's Play, Learn, Serve, Work initiative.

Internship programs, including the Historically Black Colleges and Universities Internship Program (HBCUI), the Latino Heritage Internship Program (LHIP), the Cultural Resources Diversity Internship Program, the Ancestral Lands Conservation Corps, Mosaics in Science Internship Program, and the SCA NPS Academy are just a few of the national programs designed to provide hands-on learning and job experience for diverse youth. Partnerships with organizations like the Student Conservation Association, Groundwork USA, the Greening Youth Foundation, Hispanic Access Foundation, Environment for the Americas, Hispanic Federation, and many more across the country help support hundreds of youth employment opportunities.

The youth internship programs are all innovative, experiential learning programs designed to introduce undergraduate and graduate students, ages 18–35, from under-represented communities to career opportunities with the National Park Service. In 2016, more than 180 interns attended a week-long pre-internship orientation or post-internship career workshop in addition to their 10–12 week internships. With a renewed focus on fully utilizing the Public Lands Corps (PLC) hiring authority to increase the number of youth eligible for noncompetitive hiring, the NPS has expanded the number of PLC-authorized programs. The Service also launched new resources for NPS supervisors to ensure that youth who complete rigorous programs and skill building have opportunities for federal employment.

The National Park Service took additional steps to raise the profile of the agency as a potential career option for diverse youth. The Youth Programs office deployed social and digital media content to reach youth affinity groups, academic programs, and other communities to promote internship opportunities. A new national recruiting office was launched to focus resources on creative recruitment strategies, including social media outreach.

The NPS Stewardship Institute (formerly the NPS Conservation Study Institute) serves as an incubator for pioneering work, including building collaborative employee resource groups for youth and urban engagement. The Stewardship Institute leads training for all new national park superintendents to foster the next generation of collaborative, adaptive, and resilient leadership *(A Call to Action #31 Destination Innovation)*.

All of these efforts are yielding results: total youth hiring is increasing, exceeding *A Call to Action #2 Step by Step's* target of more than 10,000 per year from 2011–16.

Conclusion: Our Next Century

The National Park Service is launching its second century with significant momentum. Public awareness, visitation, public and private support, and investment are at an all-time high. Millions of students are learning about history, science, and the natural world through programs connecting classrooms and youth to parks. Many more young adults are gaining job skills and finding new opportunities through internships and hiring programs. New and expanded partnerships are connecting a younger generation to their public lands, raising public awareness, and supporting critical investments in visitor experience and resource management. Innovative scholarship is advancing management practices and parks are more integrated in our lives than ever before through digital tools.

NPS investments in communities and technical assistance programs are increasing local and state recreational opportunities, stimulating economic development, and supporting the larger network of public lands. Building and expanding relationships with communities further ensures that parks and public lands remain relevant to all. This work must be sustained into the future. As the agency charts a course forward, a continued commitment to professional excellence, best practices and sustainable resource management, and a system that reflects the diversity—both natural and cultural—of the nation is vital.

The magnitude of effort, reach, collaboration, and coordination achieved for this tremendous beginning to National Park Service's second century cannot be overstated. Thousands of employees and partners—big and small—collaborated to build this movement and engage the public. This successful beginning is an indication of the positive impacts that the national park system and its partners will have on the public and conservation community with sustained effort and commitment into the next 100 years.

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