

PROPOSED MINUTES
152nd Meeting
National Park System Advisory Board
January 8-9, 2014
Washington, DC

The 152nd meeting of the National Park System Advisory Board was called to order by Chairman Tony Knowles at 8:15 a.m., Eastern Standard Time, in Meeting Room A of the American Geophysical Union, 2000 Florida Avenue, NW, Washington, DC 20009.

BOARD MEMBERS PRESENT

Hon. Tony Knowles, Chairman
Mr. Paul Bardacke
Prof. Linda Bilmes
Ms. Leonore Blitz
Hon. Judy Burke
Dr. Milton Chen
Dr. Rita Colwell (January 8)
Ms. Belinda Faustinos
Dr. Carolyn Finney
Dr. Stephen Pitti
Ms. Gretchen Long

BOARD MEMBER ABSENT

Dr. Margaret Wheatley

OTHERS PRESENT (at least part of the time)

Hon. Jonathan Jarvis, Director, National Park Service
Ms. Margaret O'Dell, Deputy Director, Operations, NPS
Ms. Christine Goldfuss, Deputy Director, Congressional and External Relations, NPS
Dr. Herbert Frost, Associate Director, Natural Resource Stewardship and Science, NPS
Dr. Stephanie Toothman, Associate Director, Cultural Resources, Partnerships and Science, NPS
Dr. Alexandra Lord, Branch Chief, National Historic Landmarks Program, NPS
Dr. Margaret Brooks, Manager, National Natural Landmarks Program, NPS*
Dr. Gary Machlis, Science Advisor to the Director, NPS
Mr. Loran Fraser, Senior Advisor to the Director, NPS
Ms. Alma Ripps, Chief, Office of Policy, NPS
Mr. James Gasser, Chief of Protocol and Events, Office of the Director, NPS
Ms. Roeger Kirk, Office of Policy, NPS
Ms. Shirley Sears, Office of Policy, NPS
Mr. Reginald Chapple, Chief of Partnerships and Philanthropic Stewardship, NPS
Mr. James A. Percoco, Friends of the National World War II Memorial, Washington, DC
Dr. Franklin Odo, Asian American/Pacific Islander Heritage Initiative Coordinator, Wash., DC
Mr. Emmanuel Caudillo, White House Initiative on Educational Excellence for Hispanics Wash, DC
Ms. Berenise Bermudez, White House Initiative on Educational Excellence for Hispanics, Wash., DC
Mr. Elliot Griggs, White House Initiative for Educational Excellence for Hispanics, Wash., DC

- Ms. Yaritza Gonzalez, White House Initiative on Educational Excellence for Hispanics, Wash., DC
- Mr. Ron Lessard, White House Initiative on American Indian and Alaska Native Education
- Mr. Keith Kruger, Consortium of School Networking, Washington, DC
- Dr. Carol Stapp, George Washington University Museum Education Program, Wash., DC
- Mr. Theo Chang, National Park Service
- Mr. Orlando Ortiz, Ubiquis/Nation-Wide Reporting & Convention Coverage, Washington, DC
- Mr. Mario Salinas, Ubiquis/Nation-Wide Reporting & Convention Coverage, Washington, DC
- Ms. Nancy Kotz, Association of People for Public Lands, Wheaton, MD
- Mr. Gordy Kito, National Park Service
- Ms. Patty Henry, National Historic Landmarks Program, NPS
- Ms. Sue Waldron, Assistant Director, Communications, NPS
- Ms. Alexa Viets, Centennial Coordinator, NPS
- Ms. Nana Efua Embil, Assistant Centennial Coordinator, NPS
- Ms. Deepka Sani, Grey Advertising, New York, NY
- Mr. Ken Dowling, Grey Advertising, New York, NY

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

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- 1956 Grand Canyon TWA-United Airlines Aviation Accident Site, Grand Canyon National Park, Coconino County, AZ

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■ Wednesday, January 8, 2014

OPENING THE MEETING

CHAIRMAN TONY KNOWLES called the meeting to order and welcomed Board Members and members of the public to the 152nd meeting of the National Park System Advisory Board. Lorán Fraser reviewed the agenda for the day.

APPROVAL OF THE MINUTES

CHAIRMAN KNOWLES asked for approval of the minutes for the meetings of November 28-29, 2012, and February 28, 2013 (teleconference meeting). Both were approved by unanimous voice vote.

The CHAIRMAN welcomed Secretary of the Interior Sally Jewel, saying it was a privilege for the Board to talk with her about the nation's business. He commended her for the thoughtful manner in which she had managed her responsibilities during the first few months on the job. He proposed that with her concurrence the Board's plan for the morning was to hear from her about her goals and priorities, to summarize key aspects of the Board's own work and explore with her how its agenda can align with her directions. He asked members of the Board to introduce themselves.

INTRODUCTION OF MEMBERS OF THE NATIONAL PARK SYSTEM ADVISORY BOARD

All Board Members introduced themselves by name and professional affiliation.

INTRODUCTION OF THE SECRETARY OF THE INTERIOR BY NATIONAL PARK SERVICE DIRECTOR JONATHAN JARVIS

DIRECTOR JARVIS expressed appreciation that the Secretary had taken time to meet with the Board and recounted the enthusiasm he and his colleagues felt on learning she was to be nominated as Secretary. He said she had a long history of knowledge about and support of the

National Park Service, that previously the NPS enjoyed a public alliance with her when she led REI. He commended REI's expansion into the urban space and said this action fed into the NPS agenda to better connect all Americans to the great outdoors. He noted she served on the National Parks Second Century Commission and led that body's effort to recommend actions aimed at connecting people to the outdoors, particularly young people. He said the Board's meeting was an opportunity to advise the Secretary directly about its work.

REMARKS BY THE SECRETARY OF THE INTERIOR

Honorable Sally Jewell

SECRETARY JEWELL said she had had a wonderful time getting to know Members of the Board who served on the Commission and expressed the hope that the Board experience would become for members not serving on the Commission as powerful and meaningful as it was for those who did serve. She said it was very commendable to see the commitment to the NPS from private citizens who care about the Nation's special places.

The SECRETARY said when it came to the government shutdown, the national parks lived up to their arrowhead designation as the pointy end of a spear. Regarding the parks, people recognized that the Federal government did things they appreciated. A blessing for the NPS was to have probably the strongest brand in the Federal government; people knew about national parks. It would be helpful if Google Earth said: "Brought to you by the U.S. Geological Survey;" and The Weather Channel acknowledged NOAA and the National Weather Service for providing its data. She said many people asked why Landsat and other satellites in the Federal government were needed "when we've got Google?" And, "why do we need the National Weather Service when we've got The Weather Channel?" She said that lack of public knowledge about the work of the government represented a marketing problem.

SECRETARY JEWELL expressed the hope that the NPS Centennial would spark a new level of public interest in the parks. She said, however, the realities in Congress made things more difficult. She said there were many things she was promoting that were yet to be done, that she had learned much from the Commission experience, which was influential not simply for parks, but public lands broadly. She stated that "her heart is still where it was" with regard to parks, though as Secretary she could not be as vocal and visible in that regard as once had been the case.

She said three trends were influencing everything in public lands management now and across the board in society. We are operating in a time of constrained resources and we're not going to see big budget increases in the three years remaining in the President's term. We have to think differently about how we do things, to spend money more wisely, to be more creative about engaging with others. She said she would announce later that day the first major contribution to building a 21st Century Conservation Service Corps, a significant effort to engage the private sector and youth conservation corps nationwide in service on public lands. When people feel ownership, whether its philanthropists or businesses or community networks, they have a deeper connection and commitment to meaningful places. Private philanthropy should provide for margin of excellence. Today, however, with such constrained resources it provides the margin of survival.

She said a second major trend was a generational shift from the large and dominant generation of

the Baby Boom, 76 million people strong, transitioning to the millennial generation, 79 million strong. People 18 to 33 were entering the workforce at a time of limited jobs and opportunity. In the Department of Interior, about a third of the workforce will be eligible to retire within five years. In the Bureau of Reclamation, that's 54 percent within five years. She said she met with operators of the Hoover Dam who are running all three dams from a control center. One operator was her own age and was the younger of the two. The other one was 72, a rehired annuitant, who commutes from Alabama to come and help run the Hoover Dam. There are programs to train young people, but it is difficult to find people with the right kind of experience and training; as is the case in the parks she had visited. With constrained budgets it's harder for DIRECTOR JARVIS and his team to bring people into those entry level positions, to support the internships, to support the seasonal programs. These efforts were hit hardest by the Sequester and yet were the most important amidst this generational transformation. A central question is how to help connect parks with the coming generation, which is more diverse, urban, and technologically enabled. If given opportunity, they will be as interested in the public lands as their parents or grandparents.

The SECRETARY reported that the third major trend was climate change, which was real, obvious, expensive, and difficult to deal with. It's seen in invasive species, droughts, and challenges in maintaining facilities, the species entrusted to our care, the diversity of our landscapes, and protecting historic structures and cultural sites subject to the ravages of extreme weather. She said addressing these trends—constrained resources, generational shifts, and climate change—was a priority for the Department, and the NPS Call to Action. She said the soon-to-be-announced youth conservation corps will bring greater focus on conservation efforts in urban areas and on public lands. Looking forward, the question was how best in a time of fiscal constraints to engage the private sector to connect our citizens to the parks and public lands.

She thanked Board Members for stepping forward to help with work that was very important. She said she had read with considerable interest the history of the Board's evolution and about individuals who had served this mission. She said she was proud of the résumés of each Member and the support they were offering DIRECTOR JARVIS and the NPS. She stressed the importance of education in the Department's youth initiatives and commended the work that MILTON CHEN had done, as well as the accomplishments of all the Members in their respective fields.

NATIONAL PARK SYSTEM ADVISORY BOARD 2013-2016 AGENDA / PRESENTATIONS

Members of the Board; Director Jarvis

CHAIRMAN KNOWLES thanked Secretary Jewell for her report and asked Board Members to describe the work they were doing that was helping to advance the Secretary's directions.

BELINDA FAUSTINOS spoke about the National Natural Landmarks Committee and the NPS NNL function, which though a small program with but limited funding was an exemplar of public private partnerships to care for some magnificent natural sites. She said landmark designations can provide important economic benefits, as well as valuable ecosystem services to local communities. Looking to the future, she hoped the program would be able to better sustain itself with partnerships that included funding through private philanthropy, and thus increase the number of designations. She said she was passing the NNL Committee chair to Board Member

Judy Burke.

CHAIRMAN KNOWLES noted that BELINDA FAUSTINOS was serving as chair of a new initiative to help the NPS develop its role in urban areas and invited that report. BELINDA FAUSTINOS said that much of her work with the NPS over the past 30 years was to encourage urban engagement, and thus she was very enthusiastic to chair a Board Urban Committee. She said growing up in East Los Angeles had inspired an affinity for parks at a very young age. Developing connections for our youth and diverse populations broadly was one of critical importance. Urban areas are where we find the nation's greatest density, and the opportunity to reach out and to connect with significantly large numbers of people who will be future stewards of parks and open spaces. Having a Board committee of people knowledgeable about urban issues can help the NPS accomplish its urban goals. She said the committee must address work that can be implemented, so action priorities were essential, both short-term and long-term objectives. Connecting to urban populations will help ensure the NPS work remains relevant into the future.

The CHAIRMAN then called on MILTON CHEN to speak to the Board's work helping the NPS expand collaboration in education. MILTON CHEN said the 28-member Education Committee was purposefully large to get the diversity of viewpoints needed on education, including K-12, higher education, the non-profit sector, and research groups. He introduced Committee Members Jim Percoco, an award-winning American History teacher from Springfield, Virginia, and Carol Stapp, Director of the Museum Education Program at The George Washington University, both present at the Board's meeting that day. He noted that Carol Stapp had also helped in promoting collaborative work between the NPS and the museum world, organizing a session at the American Alliance of Museums in Baltimore, an example of how federally funded agencies were stepping up to redesign the American educational system.

He said the Internet had changed the ways education was now conducted, and these were changes coming forcefully to higher education and K-12, as well. A number of agencies were stepping up to contribute to this and the NPS in particular. He noted that the SECRETARY speaks of four themes: play, learn, serve, and work. Service learning brings together the service and the learning. Though now something of a sideline activity in education, it was coming more to the forefront and the parks were wonderful forms and settings for this work. He reported that the Education Committee had a subcommittee looking at the role of technology in the parks. Having millennial generation participants helping with that task was an example of service learning. By contributing their technology skills and comfort with digital media, they help light the way for national parks to serve as outdoor classrooms.

CHAIRMAN KNOWLES asked RITA COLWELL to report on the Board's role helping the NPS strengthen its work in science and resource stewardship. RITA COLWELL said it was a pleasure to speak about the activity of the Science Committee, which offers advice on science policy and programs, natural and cultural resource management. The committee numbered 12 distinguished scientists and scholars from a number of disciplines, and included members of the National Academy and a Nobel laureate. The committee was tasked to revisit the 1963 Leopold Report to offer advice and changes to update the science of that time. After the Board submitted this work to the DIRECTOR, the Committee co-sponsored 15 dialogue sessions across the country to introduce its report. She said she was delighted that the DIRECTOR had established an implementation team to consider the report's recommendations. Two additional activities would

be coming before the Committee, to prepare an advisory report on NPS science needs related to the proposed Pebble Mine in Alaska, and to identify places for recognition as potential historic sites that recognize U.S. scientific achievement. Regarding generational shift and climate change, the most important thing that can be done is to ensure that NPS retirements are replaced with young, active scientists committed to resource protection and understanding climate change.

The CHAIRMAN said the next presentation was a video report from Board Member MEG WHEATLEY, who was not able to attend the meeting. He said in the clip to be shown MEG WHEATLEY shares insightful observations of how the Advisory Board was functioning. He said her full written report was provided in the Board's meeting materials.

With that introduction, the video was played:

MEG WHEATLEY said she thought it was an act of political brilliance to appoint people who had already gotten highly engaged in the NPS, the eight of us on the Second Century Commission who had written recommendations, and to give us an invitation with power and authority and the opportunity to work with staff, and be told by DIRECTOR JARVIS "to go do it." Much positive work had been done by the Board, which she said serves an invaluable role because it is free of the distractions and incoherence that now surrounds every Federal agency. She said it was an extra organizational or outside-the-organization function that helps keep eyes on the ball, to keep moving forward on the Call to Action priorities. The Board can act with a certain amount of autonomy working with the NPS, not being part of it. This is becoming more essential as the work within the NPS becomes more intense, influenced by distraction and upheavals in Washington.

She called attention to the fact that over 100 individuals were engaged with the Board addressing its work, serving as volunteers on committees and panels or presenting to the Board. This is because the work is seen as important and the experience meaningful. She said it is remarkable that so many who are invited to support the Board's work agree to do so and with enthusiasm. She observed, too, that that large numbers of NPS employees today were responding to offers to participate in Communities of Practice. Challenging so many today, work has become very busy, but not very meaningful. A great many people don't see things completed, so don't get the benefit of seeing a job well done. When the Board invites people to help, it is offering meaningful work, which is what makes these efforts so very rewarding.

CHAIRMAN KNOWLES, addressing Secretary Jewel, said MEG WHEATLEY's presentation highlights explicitly the leveraging of talent that MILTON CHEN, RITA COLWELL and BELINDA FAUSTINOS had addressed earlier.

CHAIRMAN KNOWLES then asked CAROLYN FINNEY to speak to her task to encourage the building of community relationships. CAROLYN FINNEY spoke about chairing the Board's Relevancy Committee, a panel of the diverse individuals who ranged in age from 20 to 70 years old, from diverse backgrounds racially, ethnically, and geographically in this country. Many of them, she said, were not recognized in the mainstream for their extraordinary contributions. They were the people with whom the NPS wants to connect. A subgroup of the committee worked with the NPS to pilot community meetings at Cuyahoga Valley National Park, the focus to meet with people who may not know about the NPS or particularly care about the parks, unaware of their

benefits. The goal was to build reciprocal relationships. The effort was a great success in generating increased community interest in further engagement with the park. She said the Board's effort in this area has evolved and now was to be more strategic in helping the NPS build capacities for building relationships over the long-term. Conversations with a group of NPS regional directors, superintendents, and program leaders were underway to develop this role. What is considered is that the NPS must change how it thinks about "difference," whether it's generational, ethnic or racial. Building relationships depends on understandings about the reality of life in the United States today. She concluded saying this is a time of opportunity.

CHAIRMAN KNOWLES reported that with the support of DIRECTOR JARVIS, two pilot programs were started by the Board to tell more fully America's story. BELINDA FAUSTINOS and STEVE PITTI will report on an exploration of American Latino heritage and MILTON CHEN on an effort to promote Asian American/Pacific Islanders heritage.

BELINDA FAUSTINOS stated that a 13-member American Latino Scholars Expert Panel had prepared a report identifying Latino heritage sites with potential for landmark designation or possible park status. She emphasized the importance of preserving places that reflect our diverse culture and history. She noted that less than 3 percent of nationally designated history sites reflect the diversity of our nation. She said the panel had completed a Theme Study identifying significant stories and sites and work was underway to assess them for possible designation and protection. STEVE PITTI said that in preparing this report, 14 essays were commissioned from leading scholars. Its availability provides an opportunity to engage high profile professors at leading places who have influence on their campuses and among young people. The study was already being used in college and high school classrooms, by independent researchers and others. The hope was that it will change the character and culture of research to document the nation's past. MILTON CHEN said he was co-chairing an effort similar in process to the Latino panel that was focusing through scholars' work on developing an Asian American/Pacific Islander theme study, and he was partnered in the effort with Dr. Franklin Odo, a distinguished Asian American/Pacific Islander scholar; in many ways, the dean of scholars in this area. STEVE PITTI said this history is not just for these Americans, but for all Americans, and was the history of our nation not well known or well told.

CHAIRMAN KNOWLES then introduced PAUL BARDACKE who reported on a new Board task to work with the NPS to encourage new philanthropic partnerships. PAUL BARDACKE said the Board was creating a Philanthropy and Partnerships Committee to review and propose revisions to the NPS's donations and fundraising policy, Director's Order #21. He said people within the NPS either like it or hate it, or are somewhere in the middle. One of the difficult things about coming from the private sector to the public sector is the number and detailed rules and regulations about conducting business. It is difficult for people in the private sector when those rules and regulations are often subject to different interpretations. When rules and regulations aren't clear, they often restrain people from giving money to or becoming partners with the NPS. This is what we find in Director's Order #21. The Board's committee will try to simplify the policy, give it flexibility. This is a time of restrained resources, when there is not enough money to enhance, maintain, and protect our national parks. The help of philanthropic partners is needed. The NPS has a wonderful brand and it needs to be protected. At the same time we need an atmosphere of competition for philanthropy to engage people more reasonably, more simply, and

have them excited about keeping our crown jewels, *the* crown jewel of America.

CHAIRMAN KNOWLES asked LINDA BILMES to talk about her work with Colorado State University to conduct an economic valuation of the national park system and Park Service. LINDA BILMES said this is the first time there's been a study of the economic value of both the national park units and all the programs and activities and everything that the NPS does; not simply of visitation, but what people say they are willing to pay to protect parks and the larger mission work of the NPS. There are two parts to the study. A survey of the public (telephone and online), the survey instrument based on focus groups conducted nationwide and rigorously peer reviewed. The point of the survey is to understand what people are willing to pay to have national parks. Preliminary data from the focus groups shows extraordinarily strong, favorable sentiment about national parks as places to bring children to learn, important for their trails, parks, and protected open spaces. Also, those participants had a strong understanding of the role of the Federal government and the inability of the private sector to do these things. The other part of the study is case study work at various parks. The idea is not to profile individual park units, but to create chapters in the book we are planning that focuses on areas like education and ecosystem protection. The case study at Santa Monica Mountains National Recreation Area is focusing on the intellectual property created, an example being an enormous number of blockbuster films produced in parks. The amount earned on national parks permits is absolutely miniscule. A permit is the same whether for a picnic or filming a blockbuster. Case studies will highlight ecosystem protection, including species protection, explaining how endangered plants and animal species fit into the ecosystem, what the NPS does to coordinate with other Federal lands to protect habitat. Education tested more strongly than anything else in the focus groups; and in the pretest in Santa Monica in particular, we're studying higher education links. In all of the case study parks, we're doing some counterfactual of what it would look like if you had not protected this land and what the mixed use development would look like. She concluded saying lots of interesting information will come from the study, including a peer reviewed article, and hopefully the cover of Nature magazine, as well as a popular book, which would be on the stands for the Centennial.

CHAIRMAN KNOWLES thanked LINDA BILMES and said the valuation study would be a powerful tool to promote broader public understanding of NPS benefits and values.

CHAIRMAN KNOWLES then introduced STEVE PITTI, recently appointed to the Board to replace retired Member Ron James, and serving as Chairman of the National Historic Landmarks Committee. STEVE PITTI praised the NHL staff and said much contemporary energy was focused on nominating properties that illustrated the diverse histories of the United States. This work, he said, was central to inspire Americans to preserve and enjoy the nation's heritage in the 21st century. He said he was pleased that the NPS was committing itself to being more inclusive about how the past was represented. He offered that his participation in the Latino theme study over the past several years had exposed him to the great interest many communities have in engaging with the NHL process. He noted that there are some questions about the NHL program's criteria, that the process of getting an NHL nomination may not always be well understood by the broader public, so there's a need to think about how best to guide those interested in the nomination process to engage with the system. He said that looking forward, there were two areas for development: to build on the excellent work of the NHL committee to identify sites that capture important histories of Asian American and Pacific Islanders, of Latinos, of LGBTQ

communities, of women, of African Americans, and others; and secondly to make sure there are no unnecessary obstacles to prevent nominating sites with very high integrity into the system. He said that with that in mind, there were discussions underway about forming a blue ribbon committee to look at the criteria question for NHL nominations and to consider the various viewpoints on these issues.

CHAIRMAN KNOWLES then introduced GRETCHN LONG, who would report on her work chairing a committee to support and assist the National Park Service Centennial in 2016. GRETCHEN LONG stated that all the work her Board colleagues had described was work that would contribute to the success of the Centennial, because all was directly relevant to the anniversary's messaging. She said the Centennial was a quintessential opportunity to build public awareness and support, a platform not only to celebrate what we have and our crown jewels and our history, but more importantly who we are as a people today and the role of national parks in the 21st century. It would be about the work of the Second Century Commission, the NPS Call to Action goals and vision, and four priority areas of focus articulated by DIRECTOR JARVIS. She said the Centennial Advisory Committee included a broad representation of NPS partners and stakeholders and gives dramatic leverage to the NPS to engage the larger universe in this event. The group is committed to outreach and through communicating to their full constituencies and networks, to increase their spheres of influence. She said the Centennial campaign was complex, involving not only the messaging work of Grey Advertising, funded by the National Park Foundation, but also a great number of special communications and projects sponsored by the NPS. The Committee was also looking at funding and legislative initiatives, activating their constituent networks and offering recommendations to ensure the centennial is an inclusive effort.

CHAIRMAN KNOWLES, speaking to SECRETARY JEWELL, said the summaries presented to her that morning constituted the full work of the National Park System Advisory Board, which was functioning with a high degree of teamwork and benefiting greatly from the leadership of DIRECTOR JARVIS. The CHAIRMAN invited the SECRETARY to comment on the Board's agenda and to dialog with Members about how their work could help support her goals.

NATIONAL PARK SYSTEM ADVISORY BOARD 2013-2016 AGENDA / DIALOG

Members of the Board, Secretary Jewell, Director Jarvis

SECRETARY JEWELL said her response to the CHAIRMAN'S invitation to comment was to say "wow and thank you, and what an incredible amount of work the Board was doing," as were the many people working with the Board. She added that she "couldn't be more heartened and excited and encouraged by this ongoing work; so thank you, thank you." She said the DIRECTOR was blessed to have the Members step forward as they had to do this.

The SECRETARY said she was very encouraged to hear from PAUL BARDACKE about plans to review Director's Order #21, which she reported was widely disliked by park superintendents wanting to find an appropriate way to recognize those who were supportive, adding that nobody was imagining a product or corporate logo-fied national park. She observed that everything Board Members had said about their work gave her tremendous hope that the NPS will capture the opportunity of the Centennial. She said she had worked with former Interior Secretary Kempthorne to look toward the Centennial, but the effort did not get traction in Congress.

She said the work LINDA BILMES was doing to assess anew NPS economic values was very important. The NPS and Department of Interior had done that as well, which lends value to the effort. The difference is the Board's is recognizing things well-beyond what the NPS did, or frankly what the Outdoor Industry did around the economic value, which was a simpler formula. With respect to relevancy, work in urban areas, and telling the stories of all Americans, she said this is who we are as a people and society. As we mature as a country and we think about what's happening around the world and some of the divisiveness and tribalism that the human spirit often tends towards, we have an opportunity in this country to rise above that and to show a different path forward, one that embraces and celebrates our differences in a way that can lead the world.

She said the NPS was well endowed by people like the Board Members who really cared and she wished this were true across all Federal land management agencies, but it was not. By way of example, she said the Department's Bureau of Land Management was operating on pretty thin ground and future sites which may qualify to be national parks largely are under the care of other Federal land management agencies operating in a thin way. Raising awareness of the American people so we have a population that cares like Board Members do is very important to the future of our national parks and as an illustration of what we stand for, as a people, and what got us to this point and why this is a different place than any other country on the planet.

The SECRETARY said she was a strong supporter of science and that there were some incredibly capable scientists not only in the NPS, but in other DOI bureaus and the academic community that care deeply about our work. She said Senators Cantwell and Murray from the State of Washington introduced her at her confirmation hearing. Senator Cantwell said that the Secretary's North Star would be science. It's not a view that is universally valued in Congress right now, which is quite frustrating. When one uses the best available science and stands behind it, you stand on the right side of history. Science also changes and that's something not always recognized on the Hill. She said science was the one highly effective tool in the Secretary's toolbox, a big megaphone, which doesn't require congressional authorization.

SECRETARY JEWEL recalled that "necessity was the mother of invention" and noted MEG WHEATLEY'S reporting about innovation and creativity, and added that this was distinctly a time where we must be creative. She concluded her summary comments about the Board's work thanking Members for their dedication, and invited questions.

BELINDA FAUSTINOS asked what more the Board could do to support the SECRETARY'S goals and objectives in advancing an urban agenda.

The SECRETARY referenced that the first time the two had met was in the in the Santa Monica Mountains to observe the NPS working collaboratively with California State Parks, and Ventura Unified and Los Angeles Unified school districts. The partnership was developed to get kids into the park using school buses and provide place-based learning opportunities. During the Second Century Commission, we saw other examples, divers doing work offshore and through technologies beaming it into the classrooms. She noted that MILTON CHEN emphasizes that the use of technology was transforming positively the educational system, and this should be pursued broadly in parks. In places like D.C., and New York City, the NPS and DOI have assets that can be deployed to engage kids to a greater extent. Demonstration projects should be considered to explore new ways in urban areas of utilizing these assets. She shared that Mayor Emanuel in

Chicago is very interested in having a park within a five to ten minute walk of city residents. The NPS might provide its experience and training to help urban areas develop opportunities.

BELINDA FAUSTINOS responded that Chicago was one of ten major U.S. cities that does not have a NPS unit within 50 miles. She said the Park Service's RTCA program is looking into this and in Chicago there is a great organization called Chicago Wilderness, part of a larger Metropolitan Greenspaces Alliance, with which the NPS might leverage efforts in urban areas across the nation to enhance park experiences; and through education, historic landmarks and other programs tie in the Park Service. The RTCA program could be very valuable in regions where we don't have a unit of the park system present. She said this was being considered.

MILTON CHEN added that Mayor Emanuel has promoted museums and different arts organizations to support the learning of youth. He's got something called The Chicago Summer of Learning and created a whole online system so anyone, anywhere can begin to learn by visiting these places, but also participate in their online experiences and create a system of certification for their learning to compete with courses called badging. The McArthur Foundation in Chicago has been trying to create these new hives of learning. One is coming to the Bay Area. The NPS has an opportunity to be part of these hives of learning in cities where it is not the only interested party. It is one of a consortium of arts and science organizations and science centers.

LINDA BILMES stated that higher education is at the beginning of a revolution with massive online courses. She said she put one of her popular courses on the EdX platform, and instead of having 90 students a year she has tens of thousands of students at this work. She said an important outcome of the focus groups conducted to support the NPS Economic Valuation Study was that parks have the ability to amplify. The number of people who can actually visit the parks, the number of kids who can actually go to Gettysburg or where ever is finite; but the amplification of these experiences, whether in terms of curriculum materials or movies or the use of the data that's collected for climate investigations or whatever, that's what makes a big difference. That value added is a very important component of justifying having parks.

SECRETARY JEWELL spoke of the importance of identifying such creative initiatives to imitate and said the NPS was doing a good job beginning to spotlight the people in the organization who are stepping out and doing things, focusing on the positives, and bringing people along. She observed that national parks are a very important driver of tourism and the Department was working on what's called My America, a virtual platform, a way of making data available to the public domain to be published in apps and websites and educational materials. It might be ranger chats, geo tagged information, accessed by everyone, which begins to move in this direction.

LEONORE BLITZ asked the SECRETARY if there was thought about creating a presidential leadership commission for the Centennial. She offered that such a body could play a variety of very useful roles supporting and helping to advance NPS goals.

SECRETARY JEWELL answered that there was real interest on the part of the White House and key players in the White House in the NPS Centennial and national parks, in general. Each cabinet member had an opportunity to provide a memo to the president at the end of the year. She reported that in her communication she stressed the importance of connecting youth to nature and the outdoors through service, though this was not necessarily Centennial specific. She also had

underscored in her memo the need to look at landscapes more holistically as they're conserved and developed. Regarding funding, she said she had made the case for Centennial within OMB.

LEONORE BLITZ offered to draw on her background to help National Park Foundation president Neil Mulholland raise funds for the Centennial. The SECRETARY thanked her for this generous offer.

PAUL BARDACKE stated that it is a very important job and goal to harness the philanthropic attitude and energy of America to help the national parks. What concerned him however, was that as money was raised for the Centennial the NPS would not be penalized by having its budget cut.

SECRETARY JEWELL responded that supplanting what should be the Federal government's responsibility with private philanthropy was not the answer. Philanthropy should not be the margin of survival. She said that having a Secretary's megaphone she intended to raise everyone's awareness of the opportunities to provide philanthropic support, which will actually support the federal contributions that should be made through the budget process because we're building advocates. She said the hope was to inspire a million citizens a year to volunteer in service to public lands. If done right, philanthropy will increase federal support, not decrease it. What the Board is doing in reviewing DO 21 is to find ways to recognize donors. Whether it's their brands or their personal philanthropy, if they choose, they deserve to be recognized; and that can provide support in many ways, public and private. PAUL BARDACKE added that what makes this difficult is that philanthropists have different views about being recognized, or not. Something must be created to fit varied personal interests.

CHAIRMAN KNOWLES noted that time was running short for the SECRETARY, but he wanted in a final word to underscore the importance of sound science in supporting NPS mission work; and, as an Alaskan, totally familiar with Pebble Mine, to state that the situation there cried out for science. He suggested the Advisory Board Science Committee could add to what EPA was currently doing at the proposed mine site. He said a human culture, a natural system of vital nutrition, an entire ecosystem all depended on the world's largest run of wild salmon, that this was why Lake Clark National Park and Katmai National Park were created. He encouraged the Secretary's attention to the issue.

SECRETARY JEWELL acknowledged the CHAIRMAN'S request, said she was proud of the Board Members for their extraordinary commitment and service, and she looked forward to working with the group in the future.

SECRETARY JEWELL departed the meeting.

DIRECTOR JARVIS said he thought the discussion with the SECRETARY was very productive, that the manner in which Members had reported-out was exactly what was requested. He said in his own preparations for the meeting with her, he found that she had read all individual reports. He said he anticipated follow-up from her on this work.

BOARD DISCUSSION

CHAIRMAN KNOWLES shared with the DIRECTOR his pride in the quality of presentations

that were made, and asked Loran Fraser for comment. Loran Fraser suggested the Board look for opportunities to involve the SECRETARY in future activities as they might fit in line with her goals. He noted she spoke about a “megaphone” that the Secretary accesses and, in doing so, seemed to invite Board input to its content.

GRETCHEN LONG observed that the SECRETARY said she was prepared to take a positive stand to influence the White House on the Centennial and that she said the NPS was lucky to have a brand to which people related, while many Department agencies did not enjoy this status. It would be helpful in relation to the Centennial for the Board to think through how to make the NPS Centennial a win/win for the whole Department, that it promotes the good fortunes of all.

DIRECTOR JARVIS agreed and said the American public knows the National Park Service and is greatly appreciative of our work. The point about the other land management agencies—Fish and Wildlife Service, BLM, and the Forest Service—they do not have that kind of constituency, and our state parks, as well and our urban parks that are operated by cities and others. We're all in this together. We all recognize that we need to build a new relationship with the American people and to reflect the diversity of our country, the history of this country, within our portfolios and within our work. DIRECTOR JARVIS said he thinks the work of centennial and the goals that we have established are really not just about us. They are really to raise all boats. This is an opportunity to bring all of that together for the benefit of the American people, for the benefit of conservation, historic preservation; and this is the challenge. He thinks 2014 in particular is the year to pull that off because in 2015 we're launching. This is the time for alignment. This is the time for design and input, for careful articulation of our goals and the brand and the messaging and how our partners can utilize that to feel a part of this; that they will also benefit. By engaging the broad audience of the American people in conservation and getting outdoors through all the different kind of ideas that we have, whether it's social media or sports or health will benefit the National Park Service and will benefit the country. This is an awareness campaign.

CHAIRMAN KNOWLES asked about the Board's input to the campaign and if the campaign's focus and goals differed from the action planning of the NPS and Board now in place. The DIRECTOR answered that the NPS Centennial staff and the Grey team would be presenting on the next day and this was an opportunity to question that, but he said the directions should be familiar to the Board. He also said the Board's Centennial Advisory Committee was regularly offering ideas about the campaign. A lot of effort in 2014 is going to be building this on the primary goals of the NPS Call to Action, and infuse it into the organization and our partners. That's really what 2014 is all about.

LINDA BILMES offered that a significant challenge for the economic valuation study was looking at cooperative programming. We had imagined that we would find the parks as the leaders in this programming, the same way parks lead in areas such as education, science and many environmental issues. Instead, we found much more what might be called cooperative arrangements. For example, Santa Monica is affected by 80 jurisdictions. People go to meetings every month. A lot of people are working together. It's sort of an ecosystem. National Parks are not the major player. They're not the leader. There is a role in the study for some communication around this national park ecosystem.

CAROLYN FINNEY commented that in 2015, presidential candidates will announce, which

could spark a potentially tremendous drain on philanthropy in the United States; something to keep in mind in the context of a Centennial goal to increase philanthropy to the parks and park fundraising objectives at that time.

MILTON CHEN noted that in looking to highlight the work of other DOI agencies, the Education Committee actions had helped foster an MOU between the U.S. Department of Education and the Department of the Interior and this had become a DOI-wide initiative. He said we should renew that tie and that it would be useful to the Board to have more understanding of what the Fish and Wildlife Service and Bureau of Land Management were doing.

LEONORE BLITZ asked if some of the key publications seen and referenced during the day might be sent to Board Members. She said it was difficult to know what all the Board Committees were doing and sometimes hard to read the material online. Loran Fraser responded saying that the Board was somewhat stove piped in how it operated, with many committees and task groups working independently of one another. He said a horizontal system of communication was needed to inform members of what other committees were doing and what their schedules for action were. He said staff had previously proposed a Board-access only web page, but the idea did not take hold. He said staff would look into establishing an online feature for Members to post periodic reports on their activities. LINDA BILMES suggested a group drop box to put working materials into like is done at most academic collaborations. With regard to our cousin agencies, she thought it would be helpful at times to have designated cousin contacts.

DIRECTOR JARVIS said he meets routinely with his counter parts from other land managing agencies and periodically with Directors of all national park and protected area systems, opportunities to share what we're doing. There's not an equivalency to our Advisory Board in other land management agencies, though they have philanthropic boards. He said he's been sharing about the work of the Board as all parties are moving towards the centennial. They are looking to the centennial as an opportunity for them, because they see that in many cases the American public doesn't care where they are recreating. Some are very specific about it, but many are just looking for a place to go ride their bike or be outside. That's going to benefit everybody.

■ Thursday, January 9, 2014

OPENING THE MEETING

CHAIRMAN KNOWLES invited DIRECTOR JARVIS to share his perspectives on key issues and developments affecting the NPS.

REMARKS OF THE DIRECTOR OF THE NATIONAL PARK SERVICE

Honorable Jonathan Jarvis

The DIRECTOR thanked Board Members for a great start to the meeting, with the Secretary participating and reporting that she was very impressed by the Board's work. He again thanked the Board for its excellent work.

He said he wished to reflect back on 2013, a year he was happy to say was in the rearview mirror, then look at 2014 through 2016, which was leading up to the centennial. In 2013, the NPS had to

deal with the impacts of super storm Hurricane Sandy. NPS assets were front and center along the Atlantic seaboard, particularly in New York and New Jersey. Parks at Gateway and in New York, such as the Statue of Liberty and Ellis Island, all were hammered. He reported the NPS did get a Federal appropriation, an emergency supplemental appropriation. The NPS spent about \$450 million to repair and reopen the beaches and concession facilities and areas at Fire Island and Gateway. The Statute of Liberty was reopened again. Ellis Island is still closed. Secretary Salazar asked him to serve as his representative on the Hurricane Sandy task force led by Secretary Donovan from HUD; and he spent six months representing the Department of the Interior. We played a key role to get green infrastructure for long-term sustainability for our coastlines. The communities along the eastern seaboard with green infrastructure fared better than those without—wetlands, sand dunes, coastal, natural resources. We are now allocating the remainder of that funding through a variety of organizations to restore these areas. There could be a lot of local hiring to get young people reengaged in the restoration of these areas. He said the NPS had allocated \$50 million to repair properties on the National Register of Historic Places and national historic landmarks by Hurricane Sandy. That was the beginning of 2013.

The DIRECTOR said the budget sequestration was a \$153 million cut to the NPS operations. Every park had to develop an implementation plan for sequestration that included reduced hours, closed facilities. We put a hiring freeze on 900 permanent positions, cut 1,000 seasonal positions and furloughed our U.S. Park Police officers because their budget lacked flexibility. This impacted visitors across the system, as well as our employees throughout the operations of 2013. He said the Department of Interior had experienced the leadership transition of Secretary Salazar and many of his team moving on and Secretary Jewell arriving. It was a typically chaotic transition when senior agency leadership departs.

He said in October the NPS experienced the 16-day government shutdown. On October 1, 2013, when Congress failed to pass an appropriations budget, and in compliance with the Anti-Deficiency Act, he was required to furlough 21,000 employees. We closed down all the parks, shutdown our concessions. We gave occupants of the campground hotels 24 hours to clear out; and we gated the National Park System. It was high season for many of our parks in October. The NPS became the point of the spear. In the 16 days, there were 30,000 news articles about the National Park Service and the closure. He said he didn't think there was an evening news report that didn't have a picture of the National Park Service somewhere. We were down to a skeleton crew in the Department, just a few of us working every day; many of them very, very long days to deal with incoming fire over the closure of places like the Grand Canyon and Zion, Rocky Mountain, Shenandoah, and particularly the World War II and other monuments and memorials on the Mall.

In spite of what you may have heard in the press, veterans were never denied access to these memorials. The NPS had staff on hand to pass out first amendment permits. He said his closure notice to the Park Service made an exception for first amendment activities on the National Mall, because we anticipated people would be coming to protest the closure. There's no greater place in America than the National Mall to exercise first amendment rights. We allowed veterans in and out of the World War II, Vietnam and Korea memorials. It became a point of high emotion. We had Sarah Palin and Glen Beck and Members of Congress and other unrelated protests and all kinds of things going on down there at the Mall throughout this whole thing. About halfway through the shutdown, the NPS got extraordinary pressure to reopen some of the parks through the

States. In particular, in Utah, the local counties voted and empowered the local sheriffs to reopen the parks by force. We had a clear indication through our intel that there was going to be the potential for what we would call a blue on blue, which is law enforcement fighting law enforcement at the gates of Zion, Bryce, Capital Reef and others. We made the decision to go forward in discussion with some States to reopen with State money. There was a 1995 precedent. We set a standard that they would pay the full amount for park operations. They had to run the full park or pay us to run it. They couldn't run it themselves. We were not going to allow the States to operate a national park. Only the National Park Service can do that. We negotiated agreements with Utah, Colorado, New York, and South Dakota, and were very close with Virginia and Tennessee when the shutdown ended. We did reopen some parks with State money. In terms of economic impact, there was a loss of about \$398 million in visitor spending. Forty gateway communities experienced a loss of more than \$2 million each for the month of October. The desire of the States to reopen was a strong indicator of the importance of these economic assets.

DIRECTOR JARVIS said despite these challenges, a lot was done in 2013. The NPS recorded hundreds of accomplishments across the park system to work identified in the Call to Action program. The president used his powers under the Antiquities Act to add three new units to the National Park System, which provide more relevant stories of the American people. The First State, established in Delaware, and Harriet Tubman, in Maryland, and then to Colonel Charles, a young iconic leader of the Buffalo Soldiers in Ohio. All three units are the result of land donations from our many partners. NPS achieved a final decision on winter use in Yellowstone after 20 years of litigation and four tries and an EIS. We have what he believes is an extraordinarily sustainable decision about winter use that will result in significant quiet, clean air and access for the public to Yellowstone.

He said the NPS reopened the border crossing in Big Bend with Mexico at Boquillas, closed since 9/11, implemented a new Colorado River operating agreement that allows the NPS to open up the dams at Glen Canyon and allow high water flow through the Colorado when needed. We hosted the international team that's planning the World Park's Congress in Australia this year, where the NPS is co-leading the conference theme on climate change with our friends in Canada, Mexico and Australia. Two other themes are healthy parks healthy people and connecting people to parks. In 2013, there was a great deal of press attention to the Civil War with many events across the country commemorating battles and the 150th year since the Gettysburg Address, which the National Park Service hosted at Gettysburg. We completed the first one-mile bridge on the Tamiami Trail in the Everglades, allowing for the first time passive water flow into the Everglades; and we have an agreement with the State to move forward on the rest of that bridge. We purchased the first lands in the State of Wyoming at the Grand Tetons and have negotiated an agreement for a land exchange for the remainder of the lands threatened for development in the Tetons. We removed both dams on the Elwha River and Olympic, hosted the 50th anniversary of the March on Washington, the "I Have a Dream" speech, and fixed the quote on the Martin Luther King Memorial.

The DIRECTOR said the NPS launched the education portal, the product of work by MILTON CHEN and others; a one-stop shop for teachers to access over 900 different education curriculum and materials. He said the NPS had fixed the Washington Monument with the vital assist from a donation of \$7.5 million by David Rubenstein. Last but not least of course the incredible work of this Board. There were several comments yesterday that I think are spot on

that the Board can operate somewhat separate from the chaos and craziness that goes on here in Washington in and around the National Park Service. The Board's ability to move us forward on the issues of relevancy and organizational excellence in urban areas and education, science, economics, and partners and the centennial have all been absolutely fantastic work, work that is essential to our second century.

He said there is evidence that support for parks is flattening out and a new younger generation of energy and support is needed. The Millennials are that generation and the Centennial will be a marketing campaign to connect to that new generation to the parks. He said much of his attention now is on this effort and that 2014 was a critical year. The groundwork has been laid, with the goal to connect to this next generation to inspire them and build support. Support can translate into visitation, philanthropy, volunteerism, and advocacy. The National Park Service is launching its capital campaign in 2014, looking for approximately \$250 million in fundraising. Our great hope is that the 2015 budget will restore the NPS budget and have a Centennial component. The DIRECTOR concluded saying he was looking to 2014 to be great year.

CHAIRMAN KNOWLES invited comments and questions for the DIRECTOR.

GRETCHEN LONG shared that the Board's Centennial Advisory Committee felt as did the DIRECTOR that 2014 is a pivotal year in developing the public information campaign. The Committee Members, representing almost three dozen stakeholder organizations, would be finalizing communications within their constituencies preparing to carry the Centennial mark and messages to the public. When we think about collaboration the Centennial Advisory Committee is central to the sense of partnerships. It is sort of an über partnership group. Regarding the upcoming review of Director's Order 21 she hoped the thinking was to loosen up procedures for philanthropic purposes and applied to all partnerships.

DIRECTOR JARVIS responded that this was a spot on observation, but there are mixed experiences in this regard; inconsistencies across the system depending on which contracting officer and solicitor is working the issue. The Centennial is an opportunity to test the waters for change, to be more entrepreneurial, more willing to partner. This is an opportunity to revise our policies, to provide the kind of training necessary for folks to be willing to take the risk. It's all about how much risk the government is willing to take. We're looking at cooperative agreements, at different kinds of models.

PAUL BARDACKE inquired about a controversy involving oyster farming at Point Reyes National Seashore and was it resolved favorably for the National Park System? The DIRECTOR said the issue was again in court. He recalled that Secretary Salazar made a decision not to renew the permit for Drakes Bay Oyster Company at Point Reyes so it would have to be removed. A series of court decisions led to this. Pending now is the prospect of an en banc review.

LINDA BILMES said she had long promoted the concept of a core ring organization, a group of institutions neither full-time government nor regular partners and contractors; but a formalized group of partners. To some extent this is used every decennial period when preparing the census requires lots of close cooperation among local governments and a huge array of neighborhood and community partners. She said she thought about this in the context of the NPS Centennial. The DIRECTOR thought the NPS would never get a special authority to do this, but it already has lots

of authorities, more than the other land management agencies. He reiterated that the Centennial was a time to try new things, but specifically a new interpretation and greater consistency in getting work done.

LEONORE BLITZ observed that the National Park Foundation had developed additional professional capacities, as the DIRECTOR had shared, and made good forward progress on the Centennial campaign. She asked if Advisory Board Members might be able to offer an assist to the Foundation in its fundraising, given the connections and relationships Board Members enjoyed.

DIRECTOR JARVIS answered that the Board could recommend whether it wishes to get involved in that aspect of the campaign. He confirmed that the Foundation had hired a consulting firm to design a capital campaign and some 50 interviews, not asks are being organized with individuals and companies including Jeff Bezos to Google to Facebook to Anheuser-Busch to GM and Disney. He said he had participated in about a dozen such meetings. He offered that the Advisory Board had the potential to offer ideas that perhaps open doors for the Foundation.

LEONORE BLITZ reiterated that she would like to help and thought other Board Members might be willing, as well. She proposed that should the Foundation share its top 50 asks for its silent campaign to raise a third of the capital campaign target before announcing, that would be a time to offer some support. CHAIRMAN KNOWLES commented that Foundation president Neil Mulholland had mentioned the previous day that he wanted to work with the Advisory Board and opportunities to do so should be considered.

GRETCHEN LONG recalled discussion in the past about having the National Park Foundation Board and the Advisory Board meet and wondered about that possibility looking ahead. DIRECTOR JARVIS said the Foundation meets four times a year; one time in Washington and three in the field. He said they were already scheduled for 2014, but we could look at some opportunity to have a co-location meeting. The Advisory Board would have its meeting, the Foundation its own meeting, but there would be opportunity for interface perhaps in one of the parks. PAUL BARDACKE suggested that the first step in moving this idea forward would be to learn if they were interested in doing this. The DIRECTOR agreed, and reported that a number of years ago a joint meeting was held and it was not productive. He thought, however, that an opportunity to bring each group up to speed on the others goals and objectives could be useful, as there was overlap in what is being done, and he cited the Centennial Advisory Committee as an example.

MILTON CHEN recalled that that the NPF invited a presentation from him and NPS Education Associate Director Julia Washburn at its quarterly Board meeting in February a year ago, and he had been gratified to learn of its interest in our youth programs, wanting to understand more.

STEPHEN PITTI commended NPS efforts to commemorate major events related to the Civil War and the 1963 March on Washington, which he said had been spot on and impressive. He said it's been quite something to see the growth and development, the professionalization and the modernization of the history that's been told by NPS over the last five or ten years and he wished to express his gratitude and those of students, independent scholars, university faculty, and others who recognize the great work done to date. He said the Centennial was a moment to tell stories

and was wondering what kinds of stories the NPS will tell about itself, its growth, its development, and about America in 2016. As the agency thinks about the effects national parks will have at that time in shaping the stories that interpreters tell, that school kids will be learning on trips, that will engage educators, what ought the NPS be saying?

DIRECTOR JARVIS thanked STEPHEN PITTI for his appraisal of positive changes in NPS education and said that much progress in the direction, growth and professionalization of our cultural resources was attributable to Dr. Stephanie Toothman and her team, Lexi Lord and others. Grey Advertising, the outside marketing firm for the Centennial campaign views the National Park Service as an excellent story teller, and much of the campaign will be using NPS assets to tell stories over social media and traditional media. He said the NPS also deepens stories, and cited Civil War narratives that connect the war to the Civil Rights effort, the role of Latinos in the Civil War and assertion that slavery was the cause of the Civil War. The NPS is recognizing the fine work and history of American Latinos and Asian American/Pacific Islanders and a next effort would be associated with the LGBT story and how all demographics have contributed to building the nation. The NPS has an opportunity to use its assets to help the nation heal some of its divides.

Stephanie Toothman added that the NPS was responding to a 2012 Organization of American Historians report, *Imperiled Promise*, which identified areas in our history programs requiring greater attention. Collaborating with that organization, the NPS is addressing key issues. Under consideration was asking the Board to create a history panel to offer advice in continuing forward.

PAUL BARDACKE commended Stephanie Toothman for a very interesting and readable NPS pamphlet on slavery he obtained at the Fredrick Douglass Visitor Center. Stephanie Toothman responded by speaking to NPS history and commitment to addressing the story of slavery and saying its work involved renowned scholars. She also said Congress had encouraged the effort. CAROLYN FINNEY expressed strong support for this work and work in other areas, saying the NPS can tell a more expansive environmental story to address the science of climate change and the role of parks in the larger context and environment. DIRECTOR JARVIS confirmed that NPS interpretive staff is highly focused on talking about climate change, doing so in a very open way, just here are the facts. He said you can see climate change in the parks. The NPS was leading the team at the World Parks Congress.

CHAIRMAN KNOWLES introduced Gary Machlis, Senior Science Advisor to the Director, to deliver a report for RITA COLWELL, who was not able to be present. Gary Machlis reported that among Science Committee Members there was enthusiasm for the prospect that the DIRECTOR may ask the Board for a report on the science needs of Pebble Mine. Should that occur, the plan would be for a subset of the Science Committee to visit the area. The thought was that the charge to the Board would be narrow, not to weigh in on the pros and cons of the mine, but rather to identify the science needs that the NPS, Interior Department and stakeholders will have to decide for themselves whether Pebble Mine is an appropriate activity. He concluded by saying he thought RITA COLWELL would like him to offer that she was a strong supporter of travel for scientists.

CHAIRMAN KNOWLES asked what science story the NPS would be telling in going forward. Gary Machlis said discussions were underway to develop lists of potential science sites, historic

sites that would commemorate and recognize scientific achievement in the United States. For example, the year coming is the hundredth anniversary of the Ecological Society of America. The CHAIRMAN asked if a Pebble Mine science inquiry by the Board would set a standard to fulfill the NPS mission, and Gary Machlis offered that that question should be deferred to RITA COLWELL. He said the entire exercise would take about a year to get substantively underway.

MILTON CHEN observed that the NPS had many stories to tell and the centennial was an extraordinary opportunity for NPS interpretation and education, and that how these messages were curated was extremely important.

REPORT OF THE NATIONAL HISTORIC LANDMARKS COMMITTEE

Committee Chair Stephen Pitti

STEPHEN PITTI introduced Associate Director for Cultural Resources Stephanie Toothman who was going to present three properties to recommend for designation and provide information on new initiatives in development. He said the three properties were addressed by the Landmarks Committee on April 9, 2013.

Stephanie Toothman said the first two properties were presented under both National Landmark Criterion 1 for their association with events that have made a significant contribution to American history and Criterion 2 for their association with nationally significant events. The first, **The Detroit Industry Murals**, are located in Detroit Michigan. Under Criterion 1 they are being recommended for their association with the emergence of Mexican Mural Art Movement in the United States, as well as for their influence on the emergence and development of the Mid-20th Century American Murals Movement. The murals were also presented under Criterion 2 for their association with Diego Rivera, the Mexican muralist and artist. The murals are located in the Detroit Institute of Art. The period of significance begins in November 1932 when Diego Rivera arrived in Detroit and began his research on the city's varied industries, and ends in March 1933 when Rivera completed the Detroit Industry Murals.

She said in the history of mural painting in the United States, the most commanding and vivid works came from the hands of three Mexican artists: Jose Clemente Orozco, whose murals at Dartmouth College were recommended for NHL designation by the Board in a previous meeting; David Alfaro Siqueiros; and Diego Rivera. With the nomination of this property, the works of two of the three artists would be represented by NHL designations. The panels depict industry and technology as the heart of Detroit and stress the relationship between man and the machine and the continuous lifecycle. During the New Deal, three art programs were developed. The Public Works of Art Project/1933 to 1934, the Treasury Section of Painting and Sculpture/1934 to 1938, and the Works Progress Administration Federal Art Project/1935 to 1943 aimed at providing relief to artists and art to the nation. These programs created new roles and responsibilities for artists that emphasized the democratization of art and reconnection of art and society.

Stephanie Toothman said the second property to be considered was the **Adlai E. Stevenson II Farm** in Mettawa, Illinois, also being presented under Criteria 1 and 2. The farm was presented under Criterion 1 for its association with Cold War politics. Adlai Stevenson was nationally

significant for his association with mid-20th century diplomatic and political history. He is best known as the twice nominated democratic candidate for the presidency during the 1950s running against the war hero, Dwight D. Eisenhower; and as Ambassador to the United Nations during the most dangerous conflict in Cold War history, the 1962 Cuban Missile Crisis. Stevenson also became embroiled in Cold War politics playing a major role in debates over the admission of Communist China, the rise of the Berlin Wall, the testing of nuclear weapons, and ultimately played a major role in representing the U.S. during the Cuban Missile Crisis.

Stephanie Toothman reported that the third property the **George Nakashima Woodworker Complex** in Bucks County, Pennsylvania, was being presented under Criteria 2, properties associated with important individuals and Criterion 4, properties that embody the distinguishing characteristics of an architectural type exceptionally valuable for a study of a period style or method of construction. George Nakashima was one of America's most eminent furniture designer craftsmen, a significant force within the American Crafts Movement of the mid-20th century, a seminal period for woodworking in the United States. The George Nakashima woodworker's site is located on the Aquetong Road, Solebury Township, Bucks County, Pennsylvania. The complex is also significant under Criterion 4 for its architecture. George Nakashima began his professional career as an architect working in the Vanguard of international modernism in Japan before turning to furniture design. As a result, Nakashima designed and was responsible for the construction of structures that comprise the Nakashima Woodworker Complex.

She said the NHL Committee had also expressed unanimous support for the **proposed Butterfield Overland National Historic Trail**. In 2009, under Public Law 111-11, the Omnibus Public Land Management Act, the Secretary of the Interior was directed to conduct a special resource study along the route known as the Oxbow Route of the Butterfield Overland Trail in the States of Missouri, Tennessee, Arkansas, Oklahoma, Texas, New Mexico, Arizona, and California to evaluate the range of alternatives for protecting and interpreting the resources of the route including alternatives for potential additions of the trail to the National Trail System; and secondly to look at methods and means for protection and interpretation of the route by the NPS, as well as other Federal, State, and local entities. In March 1857, Congress granted a six year contract to the Overland Mail Company, which called for biweekly service between San Francisco and St. Louis to deliver the mail. This trail is nationally significant because it helped tie the country together through year round passenger and mail service between the Mississippi River and the West Coast.

Stephanie Toothman recalled that the 1956 Grand Canyon TWA-United Airlines midair collision site was presented to the Advisory Board in 2012. Based on the Board's discussion, the NPS was asked to work with the park to see how many descendants of the crash victims could be contacted to let them know of the proposed designation as a NHL and the associated publicity that might result. As a result of that the park has successfully made contact with descendant family members and continues to conduct outreach and inquiries. Staff has mailed letters of notification to and followed up with 20 family members of the Grand Canyon staff, members of the TWA crash victims, and 16 United Airlines crash victims. The park has followed up and corrected notification letter errors and notified family members of the corrections. The staff was recommending that with great sensitivity it proceed with the nomination and asks for the Board's support.

THE CHAIRMAN moved the Board to decisions on the proposed nominations of the Overland Trail and the TWA crash site and to recommend for NHL designation the Diego Rivera murals at the Detroit Institute of Arts, the Adlai E. Stevenson II Farm, and the George Nakashima Woodworker Complex.

All recommendations were approved unanimously.

CHAIRMAN KNOWLES thanked Stephanie Toothman and STEVE PITTI, saying these sites and events were stories of America that would attract interest and connect people to the NPS during the Centennial.

Stephanie Toothman concluded her presentation calling attention to a folder provided to each Member with examples of some of the information the NPS was distributing, all of which was online.

STEPHEN PITTI said that he, the NHL program staff, and Committee Members were discussing the need for some sort of a blue ribbon effort that might begin to look at questions about possible obstacles to the nomination process, keeping in mind the need for very high integrity widely understood about these buildings and properties.

REPORT OF THE NATIONAL NATURAL LANDMARKS COMMITTEE

Committee Chair Belinda Faustinos

BELINDA FAUSTINOS introduced Dr. Herbert “Bert” Frost, Associate NPS Director of Natural Resource Stewardship and Science, to present the committee’s recommendations. She acknowledged the active participation of Members Judy Burke and Paul Bardacke in the work of the committee. Bert Frost introduced Dr. Margaret “Margi” Brooks, Manager of the NNL program, who was participating by phone. He identified the NNL Committee’s proposed NNL, **Albany Pine Bush**, near Albany, New York, on the border of two different physiographic ranges; the Appalachian Plateau and the Valley in a Ridge Range, managed by the Albany Pine Bush commission, which was established in 1988. It has multiple owners, including the State of New York, the City of Albany, the Nature Conservancy, a couple of different townships, and private property owners, as well. The site was first identified as a potential NNL in 1982. It has taken 30 some odd years to get it actually to the point where it's a nomination. He said it was a nugget of ecological integrity in a sea of humanity, a unique site with a lot of ecological integrity next to a large metropolitan area. It has both unique geologic, as well as biological features. It is home to an incredible amount of biological diversity with over 1,300 species of plants, and over 100 species of butterflies and skippers, 33 species of ants, many uniquely adapted to live in only this type of habitat. Margi Brooks added that the property was unanimously recommended by the NNL Committee at its meeting in September 2013, and the owners and managers all are very anxious for this designation after so many years.

The Board voted unanimously to recommend the property for designation the Secretary.

NATIONAL PARK SERVICE PLANNING FOR THE 2016 CENTENNIAL

Alexa Viets, NPS Centennial Coordinator

CHAIRMAN KNOWLES introduced Alexa Viets, the NPS Centennial Coordinator, who thanked the Board and specifically GRETCHEN LONG, chair of the Board's Centennial Advisory Committee, for the support given to the NPS in planning the Centennial. She recalled that on the previous day, Secretary Jewell said this anniversary was an opportunity to reinvent the NPS. She said the Director emphasizes that marking the NPS centennial was also a way to elevate attention to all public lands. She said all work is aimed at advancing the goals of the NPS Call to Action program, and the National Park Foundation is mobilized by the goal to expand philanthropic support for the NPS. She said the NPS is working with partner groups to build a portfolio of national programs and events highlighting the work that we collectively are doing. In discussion is a marketing campaign, design of a logo and a brand to go with that campaign and a licensing program, which would be outside the experience of the National Park Service. She reported that a legislative package was being considered with ideas addressed by the Second Century Commission. A centennial endowment has been mentioned and adjusting authorities broadly.

She concluded by introducing Ken Dowling, a senior partner at Grey Advertising.

Ken Dowling said Grey Advertising was tasked to put together a proposal and a campaign to celebrate the centennial for the National Park Service in 2016. He said the activities and communications, the awareness it generates, and the celebration that is going to happen around this centennial is a platform to reintroduce and redefine what the Park Service is to a new generation of diverse Americans, while elevating and amplifying the role and support of the parks.

He said Grey developed key performance indicators, KPIs, to get started. They're very simple, three, guideposts that we're looking at. The campaign must create relevancy. People must be engaged. Millennials are a primary audience, a generation 18 to 35 of age that looks to connect on a personal and emotional level with brands, products, services, everything in their life. First, are we really making sure they are aware and understand who we are and what we do, and is that relevant to them in creating a connection and an engagement with that brand experience? This should lead to increased support. But the Millennials don't know much about parks. He said over the past year Grey had done a lot of research that will support developing some creative work. Not surprisingly, we heard that the Park Service is synonymous with the big parks. If people know about the Park Service, they know Yosemite. They know Grand Canyon and things like that. There was not much understanding of what the Service does outside of protecting those parks. When you start getting into different programs, other elements that the Park Service is doing, it just went right over people's heads.

Ken Dowling said that people were enthusiastic to learn that there were Park Service activities in their local communities. There was a similarly strong and positive response upon learning the NPS has a distinct education mission. On the downside there was the belief that all this is done by the government, so why should I be involved? On the connection side, people thought the parks were very pure. These are pristine, almost sacred places. They felt they should be celebrated. We asked people to imagine if the parks went away. It was amazing how much that ramped up the emotional responses of people. They just can't imagine if you took these parks away what

would happen. Memories and experiences strengthen the reasons to believe. People who have been there have had transformative experiences. It may not be essential that everybody understands every single one of the 401, but they need to understand the diversity that is out there and the urban, suburban, etcetera. That's part of what we've been factoring in as we think about creative development. Parks are seen as big vacation places. We need to instill again that they're right at your doorstep, and that breadth of what the Service does.

People who are really connected to the Park Service think of this as a brand and it's never been marketed as a brand. It's never been built as a brand; but the public sees it as an incredible brand, and we agree completely. We just need to start thinking about it that way and how do we strengthen that brand, because it has depth to it once we put that together.

He said Grey was examining three general themes: bringing the American spirit to life, protecting America's treasures, and keeping our stories of what the parks are and what they celebrate alive. Protecting America's treasures was the most appealing concept. Those words helped elevate the role of the parks in people's minds that these are America's treasures and they need to be protected or preserved. It was really important for them to hear that and it really helped separate from the other two. That one was the most relevant. Bringing the American spirit to life went well, as did communicating the breadth of NPS responsibilities. All three did well in moving the NPS image from maintenance to preservation. Future generations was language that was very appealing. All three increase the likelihood of visitation and virtual engagement.

Ken Dowling said that for Grey, the concept of “shift” was a core concept, the core strategic idea. In this instances, it was to facilitate a shift in perceptions from large, iconic government agency that owns parks to an organization that inspires us about special places and their meanings. It's about ideas. This appeals broadly. The more that a message can be boiled down to a simple thought and that thought expressed in very simple language and brought alive through visuals—all the better. There are multiple different communication channels that it needs to be blown out into. Traditional stuff, TV and radio, are the obvious, the print, digital, social. Telling stories and getting people involved is going to be a huge part of this campaign. Corporate partners we're looking at as well to help fund some of this, but also amplify our story on a much bigger scale, an incredible public relations campaign, not just a birthday but that vision beyond.

GRETCHEN LONG commended Ken Dowling for his thorough report, referenced the familiarity so many have with the descriptive language used about parks and the NPS mission, and offered one word he had used jumped-out at her, and it was “irreplaceable.”

STEPHEN PITTI expressed particular interest in the demographic data so important to the campaign, and asked if Grey was projecting out to the America of 2050, or at the America of 2013, and was there a multilingual communications strategy. Ken Dowling answered that their thinking was about the 2050 crowd. He said Grey approaches its work with “multicultural sitting at the table.”

LEONORE BLITZ asked in round numbers what the budget for this campaign could be. Ken Dowling answered that it depended on the reach of what the NPS and NPF were looking to do, but a sizable figure. He said other people and money is needed to help amplify this message. One could spend five million dollars over four to five years, coming-out meekly, but ten to twenty

five million is probably depending on the level of involvement from different corporate partners. He volunteered that the model might be like the Olympics, licensing and connecting to different elements of the action, and there are cultural pieces, some of the stories that Alexa Viets is soliciting from within the NPS. They could be brought to life through corporate partners, celebrity involvement, etcetera. Criteria is being put together.

LINDA BILMES proposed contact between her work on an economic evaluation and Grey to share information and connect dots, and Ken Dowling agreed that would be useful.

MILTON CHEN asked about the messaging concept of preservation and whether the idea of the more personal message about finding yourself, the moments I think you said, the events and things that happen to you and your family when you're there, whether that more personal connection to the parks also came through in the research. Parks can change people. Ken Dowling responded that this figures strongly in the messaging. The unique stories and those unique connections are what will power this. Social media is powered by people wanting to tell those stories. Whether we start that with an advertising campaign and then it gets picked up there or not we feel like we're going to light the fuse and this is just going to take off.

OTHER BUSINESS

Loran Fraser observed that with the Board involved in so much work, it would be useful to have the means to keep Members informed between meetings. He asked that Board Members let him know before committee or workgroup meetings are scheduled to ensure that they do not conflict with other Board activities. LINDA BILMES suggested a Drop Box be set up, a join file in which all kinds of information can be placed. Loran Fraser said staff would explore that and other opportunities to move information horizontally among members and tasks.

Director Jarvis suggested that at a future meeting, Stephanie Toothman have an opportunity to brief Members about NPS heritage studies in development.

OPPORTUNITY FOR PUBLIC COMMENTS

No member of the public asked to offer comments

SCHEDULING FUTURE MEETINGS

It was agreed that the spring meeting of the Board would take place at Mesa Verde National Park and meeting in the fall at Grand Canyon National Park. Staff will follow-up to develop schedules for these meetings.

ADJOURNMENT

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

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National Park System Advisory Board
SUMMARY OF DECISIONS/ACTIONS

January 8-9, 2014

1. The Board approved recommendations from its National Historic Landmarks Committee that the following properties be sent to the Secretary of the Interior with the Board's recommendations that they be designated National Historic Landmarks.
 - The *Detroit Industry* Murals, Detroit Institute of Arts, Detroit, MI
 - Adlai E. Stevenson II Farm, Mettawa, IL
 - George Nakashima Woodworker Complex, Bucks County, PA
 - The 1956 Grand Canyon TWA-United Airlines Mid-Air Collision site, Grand Canyon, Arizona.
2. In addition, the Board expressed unanimous support for the proposed Butterfield Overland National Historic Trail.
3. The Board approved the National Natural Landmarks Committee recommendation to send the following property to the Secretary of the Interior with the Board's recommendation that it be designated a National Natural Landmark.
 - Albany Pine Bush, Albany County, New York.