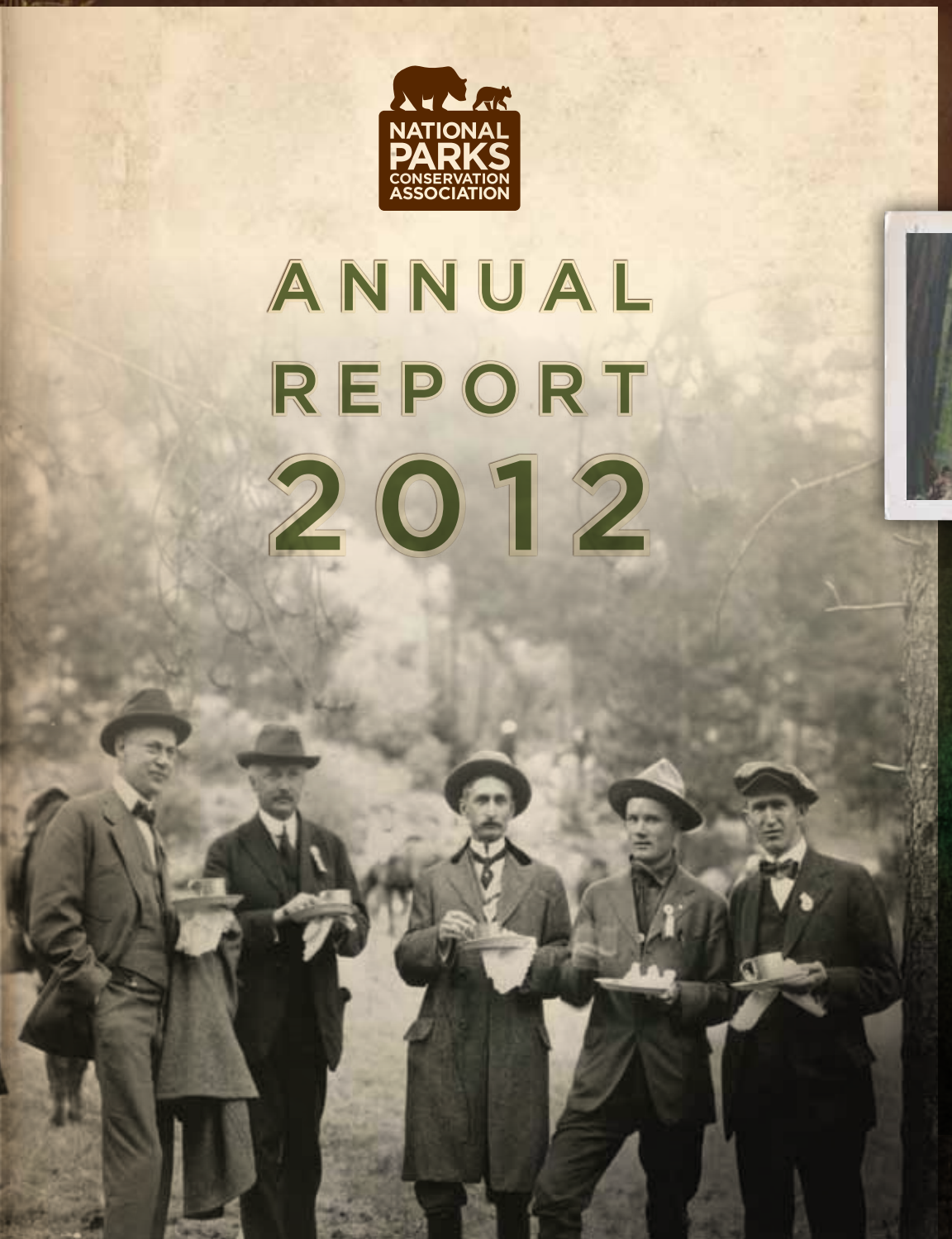
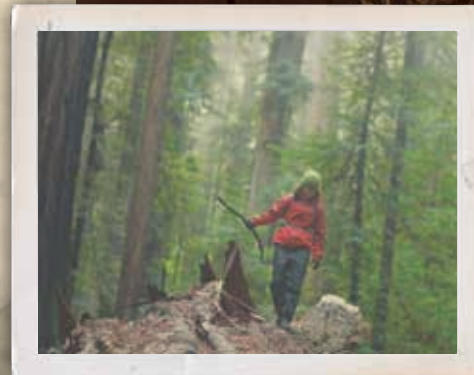
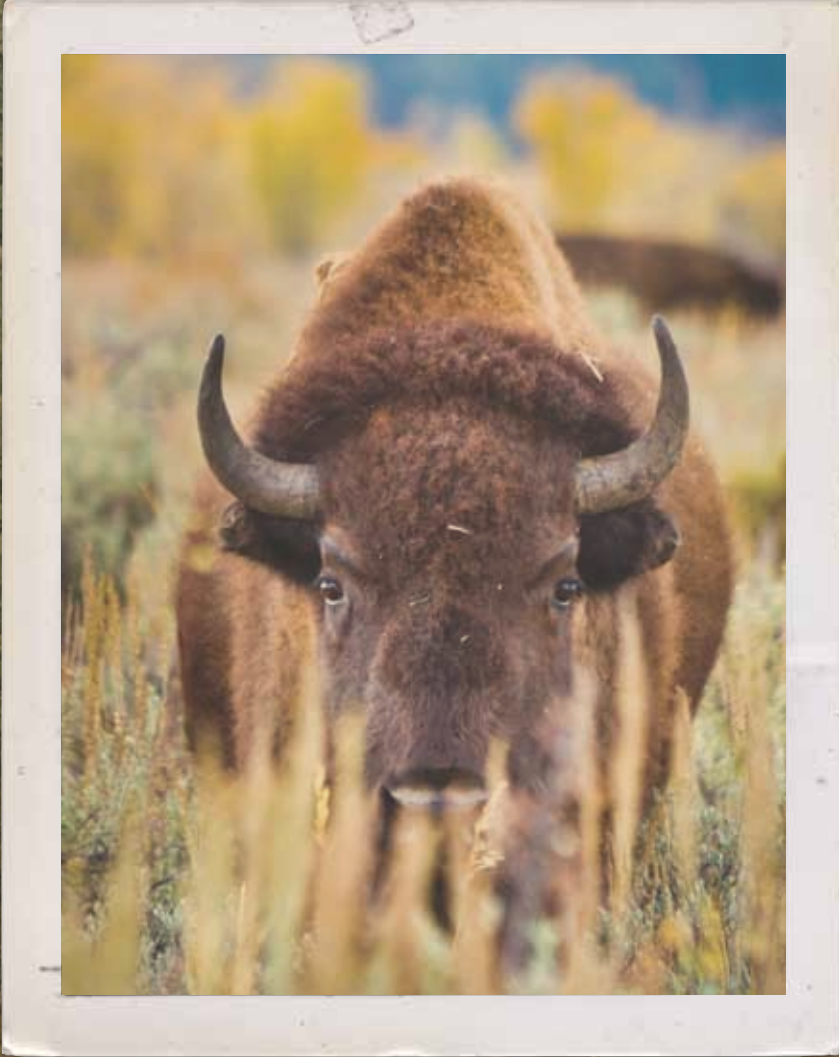




# ANNUAL REPORT 2012



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# LETTER FROM THE BOARD CHAIR AND PRESIDENT

**Birthdays are times for reflection.** They invite us to take stock of how we've passed our days so far and prompt us to adjust our future course so we can come closer to the ideals we hold up for ourselves. As it approaches its centennial in 2016, the National Park Service is looking long and hard at its past and future legacy—and looking to the National Parks Conservation Association to help prepare the parks for their second hundred years of service.



**Last year,** the Park Service released *A Call to Action* outlining its plans for the years leading up to its centennial, which include identifying certain segments of our national and cultural heritage that aren't yet reflected in the National Park System; creating broader and deeper connections between our nation's school systems and nearby parks and historical sites; enhancing public transportation and access to our urban parks; and finding ways for parks to help address major human health issues such as obesity. NPCA was actively engaged in the document's creation, and much of its feedback was incorporated into a second draft, released in August. The newest version includes a commitment to clean air and clean water, and stresses the importance of the agency's new employee-orientation program and its commitment to fostering the next generation of park leaders—work being accomplished through a partnership with NPCA's own Center for Park Management. Our engagement in the process has been quite productive, but we believe the parks can pursue an even more ambitious path as the centennial approaches, and we'll continue to remind the President, Congress, and the Park Service of the need to eye even bigger achievements.

All of this important work on *A Call to Action* was a key impetus for

America's Summit on National Parks, a two-day event held in Washington, D.C., convened by NPCA, the National Park Foundation, and the National Park Hospitality Association. The forum involved the largest and most diverse group of national park leaders ever assembled, including prominent bipartisan members of Congress; Park Service Director Jon Jarvis; Interior Secretary Ken Salazar; former Interior Secretary Dirk Kempthorne; major political advisors from both parties; and leaders from the conservation field, tourism industry, and youth and minority groups. The agreements reached at this event helped shaped the implementation of *A Call to Action*, and out of it emerged a coalition of more than 650 groups representing 10 million Americans now working toward a more expansive and ambitious initiative leading to the 2016 centennial.

But the Park Service won't be able to make those strides without adequate funding, which is why NPCA is leading a campaign to publicize the disastrous impact of the proposed budget sequester now looming in Congress and to propose alternative funding approaches. In the face of the biggest threat that parks have seen in ages, we have been able to rally support from the American public, Congress, and the White House, due, in large part, to the success of our own capital campaign,

*Renewing Our Promise: The Second Century Campaign for the National Parks*, and generous donations from our supporters, which have bolstered our programmatic capacity (see more on page 8). As we've illustrated in the past, every dollar raised for NPCA's advocacy efforts can leverage far more for the agency come annual appropriations.

As you'll learn from the story unfolding on the following pages and the images that decorate this report, NPCA has its advocacy roots in a camping excursion dreamt up by Stephen Mather in July 1915, when a small group of powerful reporters, congressmen, and businessmen set out for the Sierras as part of an ingenious public-relations campaign that Mather had conceived—one that proved successful in August 1916, when the Organic Act created the agency now represented by that iconic arrowhead. By contributing to NPCA, you help strengthen the entire National Park System, much as Stephen Mather did nearly 100 years ago. Mather's "Mountain Party" built allies for not just one park but for all of them, and that's a legacy NPCA is proud to continue—with your help.

Thomas F. Secunda  
Board Chair

Thomas C. Kiernan  
President



# INTRODUCTION

**Over the years**, many people have worked to promote our parks—yet the most powerful advocates have always been the parks themselves. Their astounding beauty and significance touch visitors' very souls and thus win more devotees than any speech or letter.

**Stephen Mather**, pictured at left, knew this well. A wealthy industrialist who'd worked as a newspaper journalist, Mather was an eloquent writer and speaker, but he realized he'd need more than his own voice to win support for the nation's fledgling national parks and monuments. His mission, as assistant to Interior Secretary Franklin Lane, was to create a new government bureau to manage the parks. To generate the necessary political allies, he organized a camping trip that would become one of the most influential wilderness adventures in American history.

Mather's proposal must have seemed strange to the men he invited. His 15 companions, including Rep. Frederick Gillett (R-MA), writer Emerson Hough of *The Saturday Evening Post*, and Southern Pacific Railroad magnate E.O. McCormick, were accustomed to ballroom dinners—and a two-week tromp through the California Sierra wouldn't exactly seem a red-carpet affair.

Yet Mather knew that 14,505-foot Mt. Whitney and the magnificent "Big Trees" of Sequoia National Park would impress these journalists, politicians, and businessmen as much as they'd touched Mather himself. So on July 17, 1915, Mather's Mountain Party set out by mule train to experience the wilderness firsthand.

Mather cushioned the rigors of the wilds with newfangled air mattresses and lavish meals served with fine silverware. But the Sierras' natural beauty went unbuffered. The group's participants splashed in mountain streams, slept beneath giant redwoods, summited Mt. Whitney, and returned home as changed men. Writers broadcast the need for a National Park Service in *The Saturday Evening Post*

and the *National Geographic Magazine*. McCormick convinced the Western railroads to lend their support. Within the next decade, nearly all of the high country visited by the group was added to Sequoia National Park. And the following year, the Organic Act was passed, creating the Park Service—an achievement that Mather's colleague and fellow park champion Horace Albright credited in large part to the Mountain Party.

The parks' power of persuasion didn't end with Mather. Every day, visitors to our national parks become devotees after experiencing their natural beauty and historical significance as interpreted by park rangers. Carole Hunter, for example, experienced her moment of conversion at Mt. Rushmore, which she'd visited as a third grader. Those stone faces ignited an awe and patriotism in Hunter that continue undimmed: This past summer she returned to Mt. Rushmore with her two granddaughters so that they, too, might feel the sense of amazement she first experienced years ago. Like a miniature Mather Mountain Party, Hunter's trip shared the parks' magic with others and turned them into advocates who can protect these special places in future decades. Hunter also helps to protect the parks by serving as an NPCA board member and donating to the *Renewing Our Promise* capital campaign. (Read more about Hunter and other modern-day Mathers on page 9.)

Like Stephen Mather in 1915, today's park heroes work to support not just Mt. Rushmore or any particular park but a vision for the entire National Park System. These heroes make today's victories possible—and help protect all our parks for the future.

Mather's Mountain Party represented a masterfully chosen cross-section of influence and knowledge. Mather hoped to bring them to one mind about the future of America's national parks.









Dinner was served on a long table, covered with a white linen table cloth. The diners sat on logs and wooden boxes. *National Geographic's* Gilbert Grosvenor took a photograph to commemorate that first meal.

## A PROMISE FULFILLED

**In December 2012**, NPCA will bring to a close its *Renewing Our Promise* campaign. With \$122 million pledged or given through June 20, 2012, we are on track to surpass the five-year goal of \$125 million. We gratefully acknowledge everyone who has participated in this historic effort.

It is the success of the campaign that ensures NPCA's long-term success. What was a strong, effective organization five years ago is now even more influential. We'll use our amplified voice to preserve and protect our national parks from the challenges facing them now and in the coming century. NPCA has made significant strides to clean up park skies, restored crippled waterways, instigated renewal projects, and collaborated with other conservation groups to strengthen its message on behalf of the parks. But the future brings additional threats, such as climate change, which will have an impact on all our protected areas. *Renewing Our Promise* gives NPCA the ability to address such challenges.

Although individual contributions are at the heart of the campaign, additional support from foundations and corporations strengthened our voice this year. A grant from the Robertson Foundation supported NPCA's work with the Park Service to enhance its management capacity (see "Center for Park Management," page 33). Last fall, a gala in New York City honored long-time supporter Steve Denning while raising millions for NPCA's work throughout the country. And a gift from The Tiffany & Co. Foundation fueled NPCA's Urban National Parks Initiative, which is connecting, educating, and energizing urban park supporters all across the country. Initial steps have been to co-host a major conference on urban parks, recruit and engage new urban national park friend's groups, provide capacity-building training, and forge a stronger coalition that will elevate the issues common to urban parks. Ultimately, NPCA's aim is to build a stronger and more diverse coalition to support all national parks, broaden the base of financial support from new and non-traditional sources, and fundamentally enlarge the constituency for America's national parks.

Donations—big and small—are the glue that holds the campaign together and make a difference by building strength on behalf of our parks. Passion comes with being a park advocate and NPCA member, and it's fascinating to hear donors speak of their unique experiences. Here are some of their stories.

## CAROLE AND ANDREW HUNTER HOBE SOUND, FL & WAYZATA, MN

“**Every third grader** in America should get out and see a national park,” declares Carole Hunter, an NPCA board member and donor. Carole herself visited Mt. Rushmore as a youngster, and the experience sparked a childlike obsession for everything presidential. “I had one of those 3-D viewfinders and memorized all the facts about Mt. Rushmore,” she recalls. “It was a ‘Wow!’ moment that I want my grandchildren to experience, too.”

And that’s precisely why Carole contributes to NPCA—to make sure that her grandchildren can feel the parks’ impact as she did. “NPCA is a great watchdog for the national parks,” Carole explains, adding that

she appreciates how the association’s single focus—parks—keeps its efforts from being diluted by sidebar issues. “Parks are big enough,” she says, especially since they support such diverse activities. “Parks serve as science labs, classrooms, inspiration, even promote the United States as a global destination for international visitors,” Carole says. “And NPCA reaches into all of those areas.”

Carole also admires NPCA’s historic roots, which lend the organization strength and contribute to its current influence. “It’s a leader for a lot of improvement projects, so when you contribute to NPCA, you contribute to the primary mover and shaker,” she says. That’s especially true now

that the Park Service centennial is fast approaching. “NPCA takes a visionary approach to the centennial and thinks of it as not just a birthday party but as an opportunity to advance the *idea* of national parks,” Carole says.

The impact of her Mt. Rushmore visit led to subsequent trips to Glacier and Yellowstone, which only deepened Carole’s love of America’s protected places. That’s why she donates to their conservation. And it’s why she made it a priority to take her five- and seven-year-old granddaughters to Mt. Rushmore this past summer. As she says, “Visiting national parks has a wonderful way of encouraging people’s sense of conservation and patriotism.”





**GLENN PADNICK**  
BEVERLY HILLS, CA

**When Glenn Padnick** says he’s “been to a lot of national parks,” he’s guilty of understatement. The NPCA donor and former board member has filled his National Parks Passport with more than 300 stamps. “In 1987, we were on a family vacation to the Grand Canyon when my wife, Eleanor, found the parks passport at the visitor center,” Glenn recalls. So, starting with that trip, the family set off to collect stamps from Wupatki National Monument and other park units in the Grand Canyon vicinity. “It became something of an obsession to visit them all,” admits Glenn. “It’s a quest that takes me to really interesting places where I wouldn’t otherwise go.”

It also fuels his commitment to NPCA. “The staff really, really cares about these places,” explains Glenn. “But

their goal isn’t to make parks off-limits to all. They understand that parks are there for people to enjoy—and they just add the word ‘responsibly.’”

Glenn’s greatest experience came at Sequoia. “Those trees are just unbelievable,” he enthuses. “The majesty of it all, and the sad stories of trees being cut down before the area was protected, really struck me,” he says. But Sequoia is proof of the power of conservation: Thanks to Sequoia’s designation as a national park in 1890, Glenn was able to enjoy those giant trees and share the wonder with his three children. And that’s why he donates to NPCA and hopes others will, too. “With all the other issues we face, I just want to urge people to keep thinking about the parks.”





## MARGARET “MARGO” HART LAKE FOREST, IL

**Margo Hart** is one of the lucky ones. Every year since this NPCA donor and longtime board member was a little girl, her family left their primary home in suburban Chicago for a summer sojourn on their ranch near Yellowstone National Park. Margo explored the mountains and grasslands on horseback, honed her hunting skills, and became familiar with many of the park’s marvels.

The wildlife she saw on those trips—or didn’t see, when she was very young—illustrates how conservation efforts can truly transform our wild places.

“When I was a little girl, there were not many buffalo left in Yellowstone. I remember seeing a few of them in a gated area called the Buffalo Ranch, near the Lamar River. The park was trying to increase the herd size and prevent their extinction,” Margo recalls. She notes that wolves, too, were almost extinct but now number in the hundreds thanks to a park reintroduction program.

Today, when Margo visits Yellowstone’s Lamar Valley and sees a wolf pack or hundreds of buffalo roaming

wild like the Great Plains buffalo of old, she’s reminded that parks deserve our respect and care. “If you want wildflowers and wildlife, there’s only one way to do it—you’ve got to protect it.”

Margo appreciates how NPCA reaches out to the areas and towns surrounding the parks and involves residents in conservation efforts. NPCA dollars also make a difference. “I don’t think many people realize what it costs to run a park,” she says. NPCA support goes a long way toward ensuring the federal funding that provides the parks with needed protections.

And, says Margo, healthy parks can help grow healthy children. “With all these computer games kids are playing now, there’s no question children don’t get out half as much as they used to.” But, Margo says, NPCA encourages people of all ages to get outside and take a walk. Or ride a horse—as she still does at the age of 90. “I support NPCA,” Margo says, “because I want others to be able to have the same opportunities I had.”

# CAMPAIGN DONOR HONOR ROLL

During the last five years, hundreds of supporters, chiefly individuals, have made sacrificial gifts to *Renewing Our Promise: The Second Century Campaign for the National Parks*. Additionally, strong foundation and corporate support has strengthened NPCA's work.

Their contributions—each unique, each deeply appreciated—made this a campaign that will safeguard our treasured national parks for generations. Extraordinary gifts and grants are advancing NPCA's advocacy, public education and awareness, and applied science and management work on behalf of the parks.

The \$125 million campaign has enhanced NPCA's capacity to address multiplying and complex threats to national parks such as chronic underfunding, climate change, disease, water scarcity, invasive species, air quality, noise pollution, inappropriate development, and mining projects. In addition, it is helping to create a stronger national community of park supporters through social media outreach. Further, by increasing endowment, the campaign is helping to ensure that NPCA remains strong into the future as well.

On December 31, 2012, NPCA will close this campaign, the largest and most successful fundraising effort in the history of the organization. As we complete a winning last lap of a long race to the finish line, we wish to acknowledge the donors and leadership volunteers who helped build a legacy that will benefit NPCA and the nation for years to come. We are deeply appreciative of their philanthropic leadership.

Following is an honor roll of donors who have generously committed \$25,000 or more since the campaign's launch on July 1, 2007 through June 30, 2012. A comprehensive honor roll of campaign donors will appear in a commemorative publication after the campaign's conclusion this December.

## Campaign Executive Committee\*

Co-Chair  
**Gene T. Sykes**  
Los Angeles, CA

Co-Chair  
**Greg A. Vital**  
Georgetown, TN

Members  
**Wendy Bennett**  
Minneapolis, MN

**Diana J. Blank**  
Atlanta, GA

**Dorothy A. Canter, Ph.D.**  
Bethesda, MD

**Joyce C. Doria**  
Potomac, MD

**Carole T. Hunter**  
Wayzata, MN

**Alan J. Lacy**  
Lake Forest, IL

**Gretchen Long**  
Wilson, WY

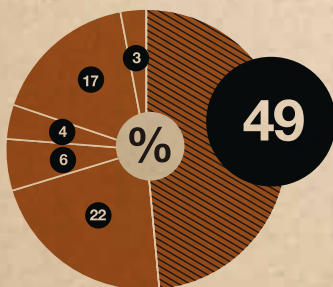
**Carole Ann May**  
Boulder, CO

**William B. Resor**  
Wilson, WY

**Thomas F. Secunda**  
Croton-on-the-Hudson, NY

**H. William Walter**  
Minneapolis, MN

\*Current and past members since July 1, 2007

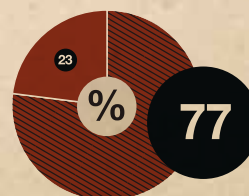


### GIVING PRIORITIES

July 1, 2007 - June 30, 2012

Unrestricted	\$59 Million	49%
Field Programs	\$27 Million	22%
Advocacy	\$8 Million	6%
Strategic Communications	\$4 Million	4%
Park Management	\$21 Million	17%
Park Research	\$3 Million	3%

**TOTAL \$122 Million**



### GIVING USES

July 1, 2007 - June 30, 2012

Current Use*	\$94 Million	77%
Endowment	\$28 Million	23%
<b>TOTAL</b>	<b>\$122 Million</b>	

\*includes operating, new initiatives, and program expansions

The National Parks Conservation Association

RENEWING OUR  
**Promise**  
Campaign | 2007-2012

**\$1,000,000+**

Anonymous  
Diana J. Blank  
Steve and Roberta Denning  
Alan J. and Caron A. Lacy  
Secunda Family Foundation  
Mr. and Mrs. Fred J. Stanback, Jr.  
Sykes Family Foundation  
Bill and Judy Walter & The Heartland Family

**\$500,000 to \$999,999**

Ray and Kristin Bingham  
G.D.S. Legacy Foundation  
Ambassador+ and Mrs. L.W. "Bill" Lane Jr.  
Glenn and Eleanor Padnick  
Greg A. and Carlene Vital

**\$250,000 to \$499,999**

Anonymous  
The Martin Brown Family  
The W.L. Lyons Brown Foundation  
Joyce C. Doria  
Ruth and Benjamin Hammett  
Mrs. Henry Jordan  
Carl W. and Emily Knobloch  
Anthony LaFetra  
Bruce C. Matheson  
Mr. and Mrs. Gilman Ordway  
William and Marcia Pade  
Norman C. Selby and Melissa Vail

**\$100,000 to \$249,999**

Anonymous (2)  
The Anschutz Foundation  
Mr. and Mrs. Donald Ayer  
Mr. and Mrs. Frank A. Bonsal, Jr.  
Catto Charitable Foundation  
Community Foundation of Jackson Hole  
David M. Doyle  
Elliotsville Plantation, Inc.  
The Frankel Foundation  
Florence and Steven Goldby  
John C.+ and Chara C. Haas  
Vince and Amanda Hoenigman  
Sally and Warren Jewell  
Thomas C. and Katherine R. Kiernan  
Sheldon and Marianne Lubar  
Ms. Janine Luke  
Nancy and Duncan MacMillan  
Carole and Michael Marks  
Wendy and Hank Paulson  
Anne Powell  
Bill Resor and Story Clark Resor  
Alec Rhodes  
John and Lois Rogers  
The Seraph Foundation  
The Virginia and L.E. Simmons Foundation  
Jennifer and Randy Speers  
Mr. and Mrs. Edson W. Spencer  
Mr. and Mrs. William Taggart, Jr.  
Lowell and Tay Thomas  
Lucy Waletzky  
Walton Avenue Foundation  
William and Gail Withuhn  
Meryl Snow Zegar and Charles Zegar

**\$50,000 to \$99,999**

Anonymous  
Karen D. Allen  
Thomas and Currie Barron  
Dorothy and Jerome Canter  
Earth Friends Conservation Fund  
Richard and Colleen Fain

Mr. and Mrs. William George  
Mrs. Margaret S. Hart  
Laurie B. and David C. Hodgson  
Carole and Andrew Hunter  
Mr. and Mrs. Paul T. Jones II  
Gretchen Long  
Michael Malaga and Jasmine Stirling  
Sue and Steve Mandel  
Susan and Craig McCaw  
Mr. Gary J. Miller  
Moraine Foundation  
Ms. Barbara O'Connell  
Elizabeth R. and William J. Patterson Foundation  
Katheryn C. Patterson and Thomas L. Kempner Jr.  
Theresa and Robert Pierno  
Ms. Marion S. Searle  
Ms. Jeanie M. Smart  
Mr. and Mrs. Andrew Spangler  
Mark and Joan Strobel

**\$25,000-\$49,999**

Anonymous (6)  
Ambassador and Mrs. Victor H. Ashe  
Mr. and Mrs. Guilford Babcock  
Mrs. Dorothy T. Baker  
Edward P. Bass  
Mr. John Blondel  
Mr. and Mrs. Glen Bruels  
C. Frederick and Judith Buechner  
Robert F. Callahan  
Ms. Nelda Callarman  
John P. and Patricia S. Case  
Lisa and Dick Cashin  
Jane and Worth B. Daniels Jr. Fund  
Jennie L. DeScherer and Richard K. DeScherer  
Jeffrey and Anne Donahue  
Ray and Diana Foote  
Jim and Susan Goodfellow  
Doris M. Haverstick

Lyndon Haviland and Thomas M. Neff  
Steven M. and Anita C. Heller Family Foundation  
Lyda Hill  
Tim and Karen Hixon  
Carroll Ann Hodges  
Gretchen S. Hull  
Mr. and Mrs. Loren A. Jahn  
Ms. Adrienne M. Johns and Mr. James Whiteley  
Mr. and Mrs. Edward M. Lamont, Jr.  
Litterman Family Foundation  
R. James and Jean Macaleer  
Dana and Mario Marino  
Allison and Roberto Mignone  
Mr. Robert B. Millard  
Mr. Dwight C. Minton  
Sandra J. Moss  
The Norcliffe Foundation  
Nancy Nordhoff  
Mrs. Janet M. Pfeiffer  
Linda M. Rancourt and M. Sue Sandmeyer  
Jill and Alan Rappaport  
Doris and George Rodormer  
Michael Roemer and Cathy Schmidt  
Lief D. Rosenblatt  
Bob Sanderson  
Satter Foundation  
Martha L. Shoup  
Lee Skold  
Austin and Susan Smith  
Mina R. Stanard  
The George B. Storer Foundation  
Ms. Elaine Taggart  
Dr. Ernst Volgenau  
Ann Myers Williams  
Mr. and Mrs. Craig Young  
Sarah L. Zimmerman

+ Deceased

Japanese man with grandson,  
Manzanar Relocation Center, 1942



# REVITALIZING NEW YORK'S NEGLECTED COAST



**Gateway National Recreation Area** comprises a swath of the land and water around the New York/New Jersey Harbor, and as a result, its waters are inundated with sewage, floating trash, industrial waste, and toxic sediments. What's more, there has never been a plan for the park; vast areas of open space are unused and inaccessible, and many of the park's historical buildings have been neglected and abandoned. "Gateway has been the poster child for underfunding in the national parks," says Alexander Brash, senior director of NPCA's Northeast Regional Office.

To spark reform, NPCA helped to launch an international public design competition called "Envisioning Gateway," which prompted 100 submissions from 22 countries. The entries provided a wealth of ideas for how to repair this degraded landscape. NPCA then partnered with the Regional Plan Association to produce "The Path Forward," a report summarizing public input in response to the proposals and delineating problems beyond the park's jurisdiction, such as limited public transportation options.

The report prompted Sen. Charles Schumer (D-NY) to call for the Floyd Bennett Field Blue Ribbon Panel, tasked with examining how this site within Gateway might be a cornerstone for a master plan for this sprawling recreation area of 26,000 acres spread across four counties, three New York City boroughs, and two states. NPCA's Chairman Tom Secunda used this momentum to launch a summit engaging New York City's Mayor Michael Bloomberg and Secretary of the Interior Ken Salazar. In July 2012, these key players announced a memorandum of understanding between the city of New York and the National Park Service (NPS). The partnership proposed the merger of both signatories' park lands around Jamaica Bay and the creation of one park that would be co-managed by city and federal jurisdiction, much as Redwood National Park consists of jointly managed state and national lands. Partners also proposed a new science center for the park that would focus on sustainability and climate change issues and suggested launching a new conservancy (modeled on the Golden Gate Conservancy in California) to serve as the park's nonprofit partner.

The plans promise improved public access, new and improved visitor services, and better ecological health for Jamaica Bay and the New York/

**"Gateway has been the poster child for underfunding in the national parks."**

New Jersey Harbor. "Anytime a park's attendance increases, it receives increased support, and the inevitable result is that neighbors and visitors pay more attention and allow less room for abuses in the park," Brash says. Thanks to NPCA's consistent and persistent efforts, Gateway National Recreation Area is finally poised to take its rightful place as one of America's iconic urban landscapes.





## ENSURING SILENCE AT CRATER LAKE

**Scenic views** aren't the only park resource to deserve protection: Songbirds' music, a brook's babble, or profound silence also can shape our visits and deepen our appreciation for America's protected places. Yet many parks have long struggled with the noise pollution from scenic overflights. Visitors in helicopters and airplanes enjoy staggering views of parks such as Great Smokies, Hawaii Volcanoes, and Mount Rushmore—but the drone of their engines robs far more visitors of the serenity that so many of us seek from our national parks.

At Crater Lake, however, the skies will remain quiet for years to come. An amendment to a Federal Aviation Administration reauthorization bill signed by President Barack Obama this year gave Crater Lake National

Park the authority to decide what—if any—overflights are permitted within the park. As a result, Park Superintendent Craig Ackerman now has the power to prohibit scenic helicopter flights in the park, retaining the tranquility found in one of the most serene settings in the world.

To make this victory possible, NPCA built public support for quiet skies and worked closely with Sen. Ron Wyden (D-OR), who crafted the amendment's language. "I see this as a first step in keeping our national parks free of noise pollution that can ruin visitors' experience of our national treasures," Wyden said of the amendment. "From today on, the precious quiet of Crater Lake will be something future generations can count on as much as we do today."

# PRESERVING FRAGILE TUNDRA AT WRANGELL-ST. ELIAS

The mere mention of off-road vehicles (ORVs) incenses many park visitors, who assume they have no place in protected landscapes. But Wrangell-St. Elias National Park and Preserve works a little differently. First off, these two units are enormous: Wrangell-St. Elias National Park contains more than 8 million acres, and the preserve measures nearly 5 million acres, making this the largest protected area in the world. Building roads here would be impractical, so the hundreds of residents who predate its 1980 creation use ORVs to hunt and gather food.

But on the Alaskan tundra, the passage of even one ORV can turn sensitive wetlands into ugly mud bogs, and as subsequent motorists skirt the mess, muddy scars widen to the size of football fields. Meanwhile, the national park had invested little toward long-term trail care.

Although park regulations allow ORV use by local residents living off the land, NPCA charged that the Park Service had been violating federal law by issuing permits for recreational ORV use.

To stop the damage, NPCA partnered with the Alaska Center for the Environment and The Wilderness Society to file a lawsuit against the Park Service. The case never went to trial. Instead, NPS agreed to a settlement that significantly curtailed recreational ORV use and created a long-term management plan. Completed in August 2011, the plan promises to improve damaged trails by relocating some routes to firmer ground and reinforcing sensitive sections to make them more sustainable.

Repairing and rerouting some 66 miles of ORV routes will take years and is expected to cost about \$4 million. But the park has already organized a volunteer work day

to engage locals' help in restoring damaged routes, and more volunteer projects are planned for 2013. "We're really pleased that our litigation

"This announcement ushers in a new approach to trail management."

led the Park Service to roll up its sleeves and tackle the trail problems that were so evident to everyone," says Jim Stratton, senior director of NPCA's Alaska Regional Office. "This announcement ushers in a new approach to trail management, one that is focused on protecting the fragile tundra and wetlands of the Wrangells while improving access for local folks using these trails for hunting, fishing, berry-picking, and traveling to their remote cabins."



85-1-28  
1958 04-1-58



## INTRODUCING TWO NEW PARK UNITS

**NPCA helped expand** the National Park System with two brand-new additions: Fort Monroe National Monument in Virginia and Paterson Great Falls National Historic Park in New Jersey brought the total number of national park units to 397. Both protect valuable historic elements and preserve pockets of the East Coast’s natural beauty.

A Chesapeake Bay stronghold nicknamed “Freedom’s Fortress” because of the sanctuary it offered thousands of enslaved people during the Civil War, Fort Monroe became one of the nation’s first self-contained African-American communities with its own schools, churches, businesses, and financial institutions. In November 2011, after the U.S. Army left Fort Monroe due to base closures,

President Obama used his executive powers under the Antiquities Act to establish Fort Monroe as a national monument. Strong support by the Citizens for Fort Monroe National Park, community leaders, and elected officials (including Mayor Molly Ward of Hampton, U.S. Rep. Scott Rigell (R-VA), and both U.S. senators) paved the way for the designation. The new national monument contains nearly three miles of Chesapeake Bay shoreline and offers prime boating and birding.

At Great Falls, second only to Niagara in the East, the Passaic River tumbles for 77 feet through the city of Paterson. The sluiceways built around Paterson Great Falls (which played a major role during the Industrial Revolution) were cited by Alexander Hamilton

as an example of American growth and innovation. In fact, Hamilton founded Paterson in 1792 with a vision of transforming America’s agrarian society based on slavery into a modern economy based in freedom.

Together, these new park units increase the Park Service presence along the populous Eastern Seaboard and add two more gems to the NPS crown.



FORT MONROE, OLD FORT GEORGE AND HYDEA HOTEL, VI



## RESTORING CHANNEL ISLANDS TO THE PUBLIC

**The National Park Service** purchased Santa Rosa Island from the Vail & Vickers cattle ranching company in 1986, but that didn't automatically make it accessible to the public. One issue is location: As part of the Channel Islands, located 100 miles north of Los Angeles, Santa Rosa isn't exactly on the beaten path. And after the purchase, Vail & Vickers' deer and elk hunts

kept 90 percent of the island off-limits to the public for up to five months a year. Even scientists were prevented from conducting research there during hunting season.

In addition, the Park Service was issuing special-use permits allowing Vail & Vickers to continue grazing 6,500 cattle, which were fouling waterways and destroying native plant habitat. In response, NPCA



filed a lawsuit maintaining that the ranching and hunting operations were harming water quality (in violation of the Clean Water Act) and threatening endangered species (in violation of the Endangered Species Act). The suit's 1998 settlement called for the end of grazing and hunting, but it wasn't until 2011 that the last non-native deer and elk were removed from the island.

The removal of those non-native species is a major step toward restoring ecological health to the Channel Islands. Already Santa Rosa's oaks and riparian areas have begun to rebound, and other species are expected to regenerate as well. Known by some as North America's Galapagos, the Channel Islands and their surrounding waters provide habitat for more

than 2,000 species of plants and animals, including 150 endemic species uniquely adapted to their island ecosystems and found nowhere else in the world. This year's victory allows for the full natural diversity of plants and wildlife to flourish and at long last, provides the public with unhindered access to this beautifully isolated place.



## CLEARING PARKS' AIR

**Many park visitors** take crystal-clear blue skies and clean air for granted, but pollutants from dirty coal-fired power plants and other sources contribute to the haze that is dangerous to breathe and sometimes dims vistas in Shenandoah, Sequoia, Mt. Rainier, and other national parks. This year, NPCA took a huge step in securing cleaner air in parks by obtaining a consent decree between the Environmental Protection Agency (EPA) and park advocacy groups. The agreement establishes firm, enforceable deadlines for action on plans to clean up air pollution in 37 states as well as the District of Columbia and U.S. Virgin Islands.

“Decades of pollution have sullied our skies and hampered the health of our families and beloved natural places like Grand Canyon National Park,” said NPCA attorney Stephanie Kodish. “This decree obligates states and EPA to complete air plans; if they do their job properly, when our children visit our national parks and wilderness areas they will experience clean, healthy air, not murky skies.”

The consent decree is hardly the first attempt anyone’s made to protect park skies. In 1977, Congress adopted amendments to the Clean Air Act that would protect the visibility visitors expect in our parks. But progress has been slow. With the consent decree, however, NPCA has firm deadlines that it can use to compel states and EPA to complete air quality plans. For example, in April 2011, as part of a stakeholder negotiation process involving NPCA, the Centralia power plant near Mt. Rainier agreed to retire one of its

coal units in 2020 and another in 2025; the plant also will install new technology by 2013 to reduce nitrogen oxide emissions.

“The big stuff is messy, and it can take a long time,” admits Mark Wenzler, who leads NPCA’s national clean air and climate programs. “But NPCA has been there at every turn—building coalitions, fighting off delays, and filing lawsuits when necessary.”





## RESTORING THE ELWHA RIVER'S FLOW

**The Elwha** was once the mightiest river on Washington's Olympic Peninsula. Chinook, coho, pink, chum, and sockeye salmon—some weighing up to 100 pounds—all once swam up the Elwha to spawn in what is now Olympic National Park. But two dams on the river, Lower Elwha Dam (completed in 1913) and Glines Canyon Dam (built in 1927), blocked the fishes' migrations, until a landmark victory by NPCA and its allies resulted in the dams' removal. In September 2011, the National Park Service began the largest dam-removal project in U.S. history, and for the first time in a century, the Elwha River flows more freely through its native channel.

NPCA had spent years working with Rep. Norm Dicks (D-WA) and other members of Congress to fund the river's restoration. In the meantime, NPCA's Northwest Regional Office also led volunteer projects to remove invasive species before the dams were removed, conducted tours of the Elwha River to show the ecological benefits of dam removal, and touted the proposal to other advocacy organizations and key decisionmakers.

As a result of this tremendous effort, salmon populations are predicted to swell over time from 3,000 to nearly 400,000 as all five

species of Pacific salmon return to more than 70 miles of river and stream that fish had been unable to reach. They will provide bears, eagles, and other animals with a vital food source—one that has been absent from the ecosystem for 100 years. Sediment from the mountains can once more flow to the coast and rebuild wetlands, beaches, and the estuary at the river's mouth. Just as the dams played a vital role in the history and development of the area, removing them will create new opportunities for economic growth and outdoor recreation such as fishing, hiking, and kayaking.





## BUILDING SOLIDARITY ALONG THE COLORADO RIVER

**No single entity** can manage or protect one of America's Great Waters, the Colorado River. It's simply too vast. Its waters flow for 1,450 miles and connect nine national park units: Arches, Black Canyon of the Gunnison, Canyonlands, Curecanti, Dinosaur, Glen Canyon, Grand Canyon, Lake Mead, and Rocky Mountain. Joining other successful coalition efforts NPCA leads to coordinate conservation efforts of mighty waterways, such as the Great Lakes and Everglades, NPCA formed the Colorado River Program, an ambitious project that advocates for river management reform along the entire Colorado River Basin.

Reform is long overdue. NPCA's assessments of the Colorado River region found that dams on the river pose serious problems to the natural and cultural resources of some of America's best-known national parks. These impacts include loss of habitat for native fish and wildlife, invasion of non-native vegetation, loss of archaeological sites and cultural resources, and erosion of river sandbars.

The new program builds coalitions among nonpark entities and brings many diverse voices to the table, including local environmental groups and business owners who depend on the parks for their livelihoods. Communities of the Colorado

River Basin have never before been assembled to discuss their shared river. Through this effort, NPCA aims to reach out to more than 250 businesses that rely on the health of the river, informing them about threats to the parks and recruiting their help in lobbying lawmakers.

The Colorado River Program strives to bring the supporters of all the Colorado River parks together into one strong, interwoven voice for conservation. By advocating together, parks can create a whole, healthy river ecosystem that transcends individual park boundaries and preserves them all for years to come.





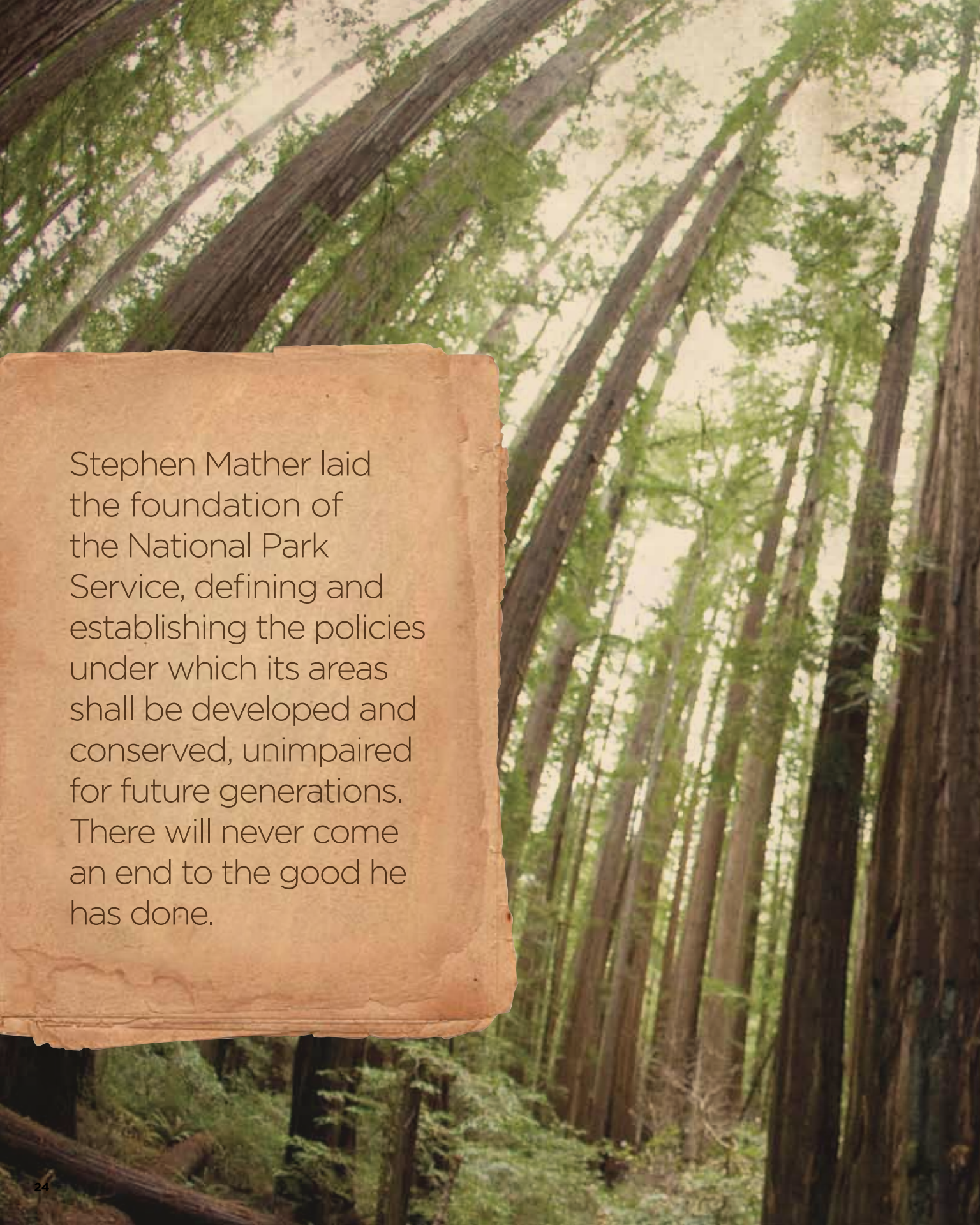
## RESTORING THE EVERGLADES

**Tough economic times** had dealt a hard blow to Everglades National Park. Florida's newly elected governor had threatened to slash funding for pivotal restoration work, which would have brought eight valuable projects to a screeching halt. NPCA responded by educating state legislators and the public about the Everglades' tremendous ecological and economic value.

Those efforts paid off: State legislators agreed to funding increases that would keep existing restoration projects on track. One continuing initiative is returning water to coastal wetlands that feed into Biscayne National Park; another is modifying water flow so that new spreader canals would redistribute water through the marshes into Florida Bay rather than channel it directly to the ocean. NPCA also initiated legislation that designated an annual "Everglades

Day" to unite land managers, preservationists, and politicians in Tallahassee for an education session designed to raise the park's profile among policy-makers.

Thanks to NPCA's leadership in Everglades restoration, the federal government continues to fund crucial work in the region, even as other federal programs experience budget cuts. For years, a portion of Highway 41 dubbed the Tamiami Trail has acted as a dam on the north side of Everglades National Park, obstructing the flow of water for miles. NPCA helped obtain congressional authorization for the \$330 million Tamiami Trail Next Steps Project, which adds to the first one-mile stretch of the elevated road already being built. Funding has yet to be secured for the elevation of another 5.5 miles of highway, but with congressional go-ahead, the River of Grass may flow once again.



Stephen Mather laid the foundation of the National Park Service, defining and establishing the policies under which its areas shall be developed and conserved, unimpaired for future generations. There will never come an end to the good he has done.



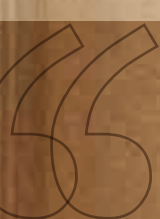


## JOINING FORCES WITH NATURE VALLEY

**For the third year in a row**, NPCA has partnered with Nature Valley to promote national parks and raise money for their protection. This year, the company is making a guaranteed donation of \$300,000 to NPCA, and purchases of Nature Valley granola bars can generate even greater contributions: When consumers visit the Nature Valley PreserveTheParks.com website and enter the UPC code from specially marked packages of Nature Valley granola bars, the company donates \$1 to NPCA—up to \$200,000, for a possible total contribution of \$500,000. To date,

the program has helped raise more than \$1 million for NPCA and provides funding for restoration projects that support America's national parks.

Already, good work is being funded: From protecting the pronghorn of Yellowstone and constructing trails for better access to Acadia to removing invasive species around the Smokies and restoring native plants to aid Biscayne National Park, Nature Valley has completed volunteer restoration projects in support of eight national parks.



Though the terrain was rugged, these soldiers found solace in the magnificent scenery that surrounded them.

Buffalo Soldiers served as some of the first park rangers and, as a result, were among the parks' greatest protectors. This group, stationed in Montana, rode the very first mountain bikes from Missoula to Yellowstone in 1897.



## AWARDS: NPCA'S HEROES

**NPCA is proof** of the impact that's possible when 300,000 members unite in support of one cause. But a handful of individuals have performed heroic work on behalf of our national parks. These annual awards applaud individual achievements.

### CENTENNIAL LEADERSHIP AWARD ROB PORTMAN

**Despite the tough economic climate** that Americans now face, Ohio Sen. Rob Portman has defended park funding and fought to increase it. His understanding of the serious financial issues confronting our national parks and his desire to address them were instrumental in creating the George W. Bush Administration's signature National Parks Centennial Initiative, which plotted an innovative strategy to dramatically increase funding for national parks and eliminate the parks' operating shortfall by their 2016 Centennial. Elected to the United States Senate in 2010, Portman serves on the Committee on Energy and Natural Resources and is a member of that committee's National Parks Subcommittee. He consistently reaches across the political aisle to promote conservation of the world's unspoiled natural landscapes—which he regularly explores by canoe and kayak. The Centennial Leadership Award, created in anticipation of the forthcoming 100th anniversary of the National Park Service, honors outstanding contributions that ensure the national parks are well prepared for their second century of service to Americans.



### STEVEN TYNG MATHER AWARD JOAN ANZELMO

**As superintendent of Colorado National Monument**, Joan Anzelmo faced a difficult decision: Should she deny a permit for a private, commercial cycling race through the monument that would close it to the visiting public for most of a day? Or should she approve it and accept the negative impacts to the park's visitation and resources? Anzelmo chose the former, and by doing so, took a stand against overt commercialization of our national parks.

Anzelmo served as the superintendent at Colorado National Monument from May 2007 until her retirement from the National Park Service this July. Previously, she served as chief of public affairs for Yellowstone and Grand Teton National Parks, and demonstrated outstanding leadership with her handling of Yellowstone's 1988 wildfires. Anzelmo has also served as chief of public affairs for the entire Park Service, and her expertise in crisis communications took her to some of the country's most complex national emergencies: In May 2010, she was assigned to the Unified Area Command for the National Park Service in response to the BP Oil Spill in the Gulf of Mexico. The Mather Award celebrates Park Service employees who embody the principles and practices of exemplary national park stewardship—as Anzelmo demonstrated in her protection of Colorado National Monument.

## ROBIN W. WINKS AWARD SHELTON JOHNSON

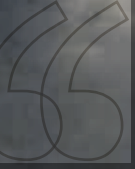
Many Americans first met park ranger Shelton Johnson in Ken Burns's documentary film, *The National Parks: America's Best Idea*, in which Johnson discussed the Buffalo Soldiers who once patrolled Yosemite National Park. But the 25-year park veteran has been bringing this story to Yosemite visitors since 1998, after he discovered a faded photo in the park's archive. Johnson has since told the tale in print, on camera, and in front of classrooms throughout the country. He has tracked down descendants of the soldiers, written material for an award-winning website on the topic, and been lauded by the National Park Service, which awarded Johnson the 28th Annual National Freeman Tilden Award—the highest honor for excellence in interpretation. Through his efforts, the Detroit-born African American hopes to attract other urban youngsters to the parks and reveal the diversity of stories parks can tell. The Winks award acknowledges the work of individuals who contribute to public education about national parks through art, media, or academia.



## MARJORY STONEMAN DOUGLAS AWARD THE CITIZENS FOR A FORT MONROE NATIONAL PARK

Named for Marjory Stoneman Douglas, a lifelong advocate for Everglades National Park, this award recognizes the outstanding efforts of an individual or group that result in the protection of a site or proposed site in the National Park System. The Citizens for a Fort Monroe National Park did just that: When the Department of Defense announced that the U.S. Army would close the military base at Fort Monroe in 2005, the Citizens for Fort Monroe National Park became the driving force to establish a new national monument.

Fort Monroe combines a rich history with miles of scenic beachfront. Here, on the Old Point Comfort Peninsula, the first Africans were traded into slavery in 1619. Some 240 years later, Fort Monroe served as “Freedom’s Fortress” when enslaved people sought refuge within its walls. Recognizing the iconic value of this place, the Citizens for a Fort Monroe National Park doggedly pursued their national park vision with years of hard work that resulted in this year’s designation of Fort Monroe National Monument.



If you want wildflowers and wildlife,  
there's only one way to do it—you've got  
to protect it. 

-Margo Hart, campaign donor







# NPCA AT A GLANCE

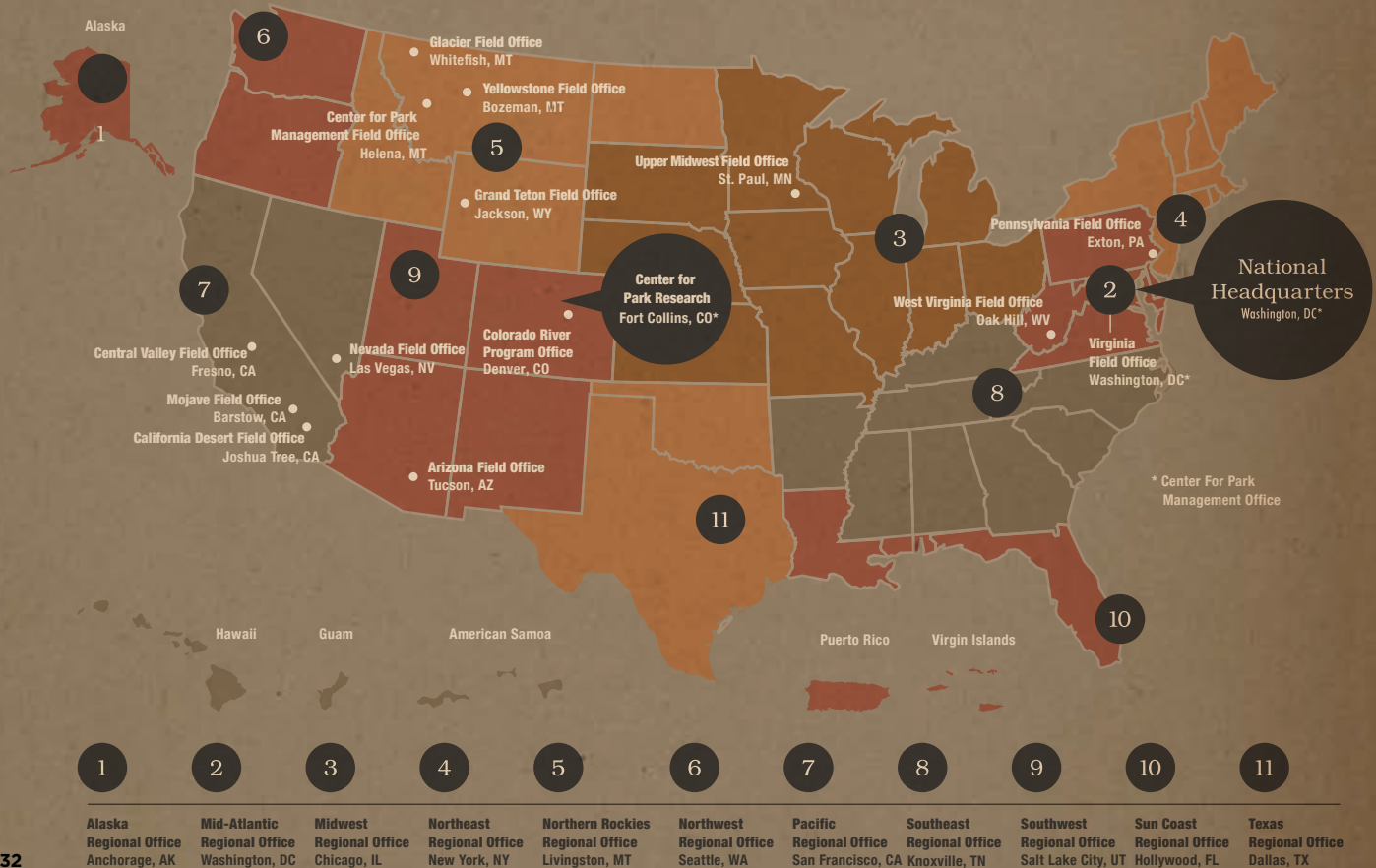
As **Yellowstone** and other brand-new national parks were created in the late 1800s, the federal government recognized that these special places required an agency to oversee them, and the National Park Service was established in 1916. From the beginning, the twin goals of preserving the parks while facilitating the public's enjoyment of them were fraught with challenges and contradictions, so in 1919, Stephen Mather (the first director of the Park Service), journalist Robert Sterling Yard, and other concerned park supporters formed an independent advocacy group. Their goal: to protect the parks and preserve their long-term health for the appreciation of future generations.

The group began by producing newsletters for a few dozen members. Now, more than 90 years later,

the National Parks Conservation Association employs 165 staff members working in 24 regional and field offices across the nation, with headquarters in Washington, D.C. More than 750,000 members and supporters achieve substantial gains for our national parks, as this report details.

As NPCA has grown, it has evolved to keep pace with changing times and media. We redesigned our website this year to make it more interactive, with an improved map for exploring the parks and an expanded section detailing NPCA's protection efforts. It also invites site visitors to share their stories through social media. Our logo received an overhaul as well: The new design still depicts grizzlies (which have long been NPCA's symbol) but now presents them in clearer outline while also enlarging the text for better readability at a glance.

NPCA may update how it communicates, but it hasn't changed what the organization works for: protecting the nation's parks. From the halls of Congress to town halls across the country, NPCA works to educate decision-makers and opinion leaders about the most pressing issues facing national parks. Our regional and field offices (see map, below) serve as our eyes and ears, detecting threats and forming strong partnerships to address them. When necessary, we work through the courts to enforce legal safeguards to protect national parks. We conduct targeted online outreach to engage the media to shine a light on park issues and build momentum on a national level. Just as Stephen Mather once watched over our parks to protect them from abuses, modern-day Mathers in today's NPCA stand guard over these sacred places to preserve them for generations to come.



## CENTER FOR PARK MANAGEMENT

**NPCA's Center for Park Management (CPM)** helps the National Park Service achieve professional and organizational excellence. In many ways, CPM's priorities parallel those defined and pursued by the agency's founder, Stephen Mather. The goal of the "Mather Mountain Party" was to generate support for a service to manage the national parks—people whose job it would be to be the stewards of the resource and the ambassadors to the visitors. From the beginning, Mather recognized that in order to be well protected and appreciated by the public, the parks needed passionate people to oversee the day to day. Today CPM is helping the Park Service ensure that the men and women who have dedicated their careers to the national parks have the skills and tools to best manage the 398 units within the park system.

Nearly 100 years ago, Mather made leadership one of his top priorities—by professionalizing his corps of superintendents and park rangers with his assistant, Horace Albright. Today, CPM is helping the Park Service ensure that it has a strong cadre of leaders for its second century. Working on leadership-development programs run through the two primary NPS training centers—the Horace Albright Center and Stephen Mather Center—CPM is helping current and future Park Service leaders develop the critical skills that will help them partner well with a broad set of stakeholders, create an inclusive culture where America's parks are seen as relevant to all, and strategically deploy their resources within budget constraints.

## CENTER FOR PARK RESEARCH

**Established in 2000**, the Center for Park Research (CPR) investigates timely and relevant topics related to park resources. Such topics currently include the potential effects of large-scale solar developments on national parks in the desert Southwest, strategies for preserving historic structures in the face of insufficient park budgets, and the resource impacts associated with hydraulic fracturing. CPR's subject-matter experts educate decision-makers and the public about park resource issues and concerns, and provide the information used to drive NPCA's fact-based advocacy.

**TRUSTEES FOR THE PARKS**

We gratefully acknowledge the following individuals, foundations, and corporations whose generous contributions and pledge payments of \$1,000 or more between July 1, 2011, and June 30, 2012, brought to life our research, advocacy, park protection, and public education programs. Known as “Trustees for the Parks,” these donors—along with the rest of our more than 750,000 members and supporters—ensure that NPCA continues to serve as America’s leading voice for the parks.

\*In fiscal year 2012, these donors and funders made payments on multiyear pledges. We extend our special thanks for their far-reaching investment in our mission.

\* These annual donors also have included NPCA in their estate plans and are members of the Mather Legacy Society.

To view the full list of Mather Legacy Society members, please see page 40.

+ Deceased

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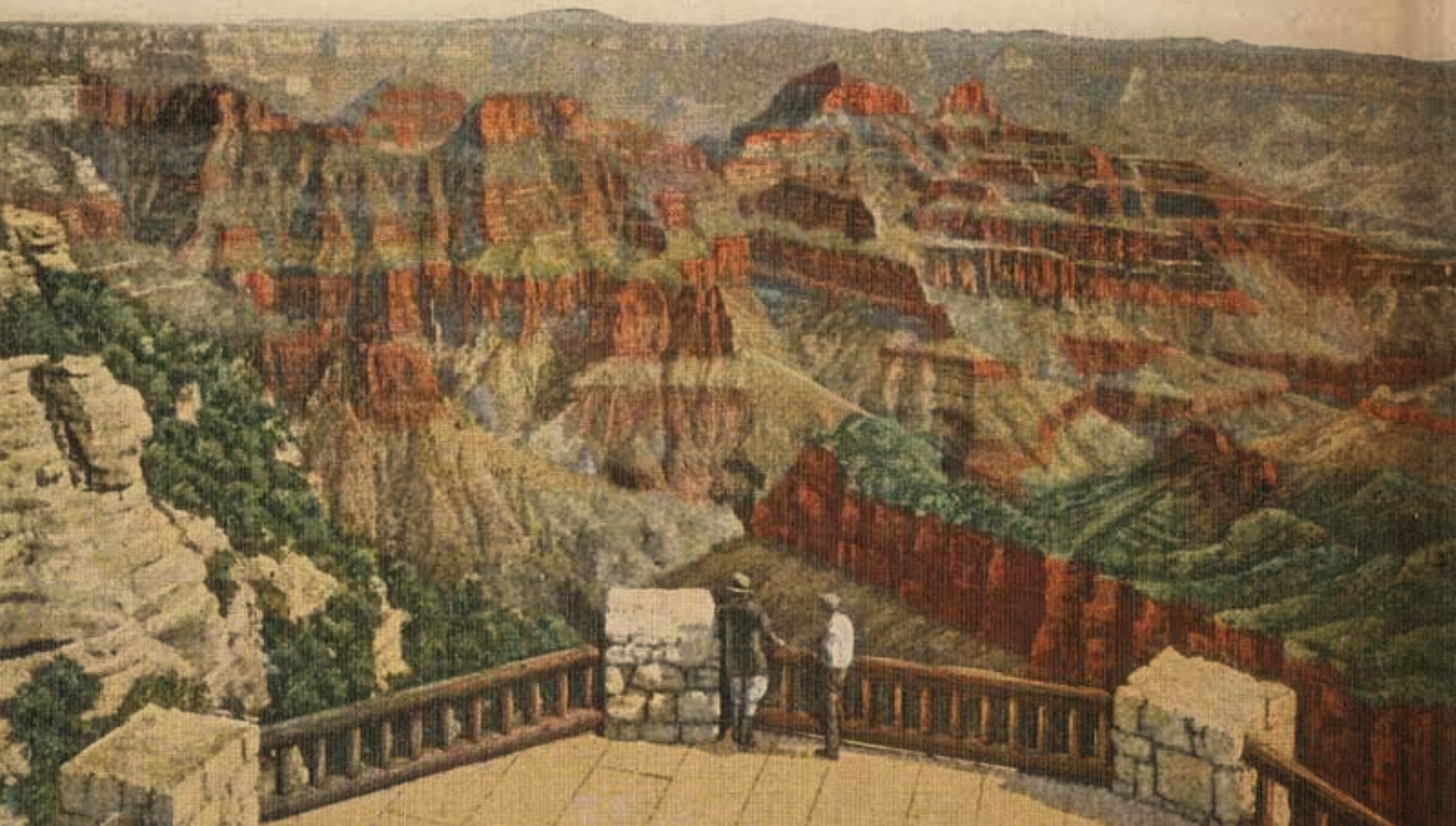
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Stephen Tyng Mather, the first director of the National Park Service, founded NPCA in 1919. We recognize his visionary leadership in the name of our Mather Legacy Society. The society consists of individuals who have included NPCA in their estate plans (including wills, trusts, and gift annuities). We thank the following members whose long-range commitment demonstrates their passion for protecting and enhancing our national parks for today and for generations to come. Members who joined the society in fiscal year 2012 are noted in bold.

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 Mr. Charles R. Webster  
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**Scott Woodward and Pamela Woodward**  
 Mr. Terry G. Worden  
 Bob and Evelyn Wrin  
 Mr. John Wurr and Dr. Elizabeth L. Simpson

**CHARITABLE GIFT ANNUITIES**

We recognize the following individuals who chose to participate in our Charitable Gift Annuity program by making a gift of cash or securities of \$10,000 or more between July 1, 2011, and June 30, 2012. By choosing to commit their assets to NPCA during their lifetime, they receive guaranteed and predictable income payments for life and multiple tax advantages, including a sizable charitable tax deduction in the year the gift is made. The numbers following some of the names indicate the number of annuity gifts the donor has completed with NPCA.

Anonymous (3)  
 Mr. Wayne A. Brandt  
 Arthur and Barbara Daniels (2)  
 Charles T. DeWoody  
 John W. Gintell  
 Ms. Cora Hahn  
 Roger G. Hewlett  
 Mr. Steve Huppert (2)  
 Anne Powell (4)  
 John Mosby Russell (3)  
 Kenneth A. and Muriel Wemmer (5)  
 Mr. E. Andrew Wilde, Jr.  
 John and Johanna Will (3)

**BEQUESTS**

Bequests provide critical support for NPCA's conservation work. In fiscal year 2012, we received bequests totaling more than \$1.4 million from the estates of the following individuals:

Anonymous  
 Mr. and Mrs. Lynvol Arthur  
 Miss Beatrice A. Askman  
 Mr. Charles Baptie  
 Miss Gloria T. Bernath  
 Ms. Roberta Blair  
 Dr. Anna A. Bossers  
 Miss Wilma A. Buchman  
 Ms. Barbara Busse  
 Trust of Dorothy D. Conkey  
 Ms. Mary C. Drazy  
 Ms. Martha C. Duff  
 Mr. Herschel Engler  
 Charlotte Erickson  
 Ms. Irene B. Fabrikant  
 Ms. Sarah M. Ferguson  
 Mr. Robert K. Gerloff  
 Patricia Glassing  
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 Ms. Pearl B. Jones  
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 Dr. Edward J. Lautner  
 Betty A. Lewis Environmental Trust  
 Margaret M. Murdoch  
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 Mrs. Marie H. Sandler  
 Mrs. Lynn Schreiber  
 Mrs. Catherine H. Schumann  
 Elizabeth Schutt  
 Faith A. Searle  
 Mr. Adolph M. Segal  
 Ms. Nelda Simpkins  
 Amy Smith  
 Edith B. Smith Trust  
 Paul N. and Hilda E. Sperry Charitable Trust  
 Grace C. Stebbins Trust  
 Mr. Gordon Studebaker  
 Mrs. Joseph Vergara  
 Robert Vorwith  
 Muriel S. Wiessner  
 Mr. Richard J. Wightman  
 Elliott and Chizuko Williams  
 Mrs. Rosalie J. Williams  
 Mr. William C. Woods

**NPCA MARKETING PARTNERS**

We salute our cause marketing and sponsorship partners, which offer our members an array of products and help preserve and protect America's natural and cultural treasures for future generations. We thank our partners and our members for their continued support of NPCA programs, products, services, and events.

Burger King Corporation  
 Capital One  
 Coins of America  
 Consumer Cellular  
 Custom Direct, Inc.  
 The Gale Group  
 Haier America  
 Nature Valley  
 Pacifico  
 United States Ski & Snowboard Association  
 Westward Leaning

**IN-KIND GIFTS AND SERVICES**

NPCA gratefully acknowledges the following individuals and organizations for their in-kind gifts and services.

Arnold and Porter LLP  
 John Barth, Esq.  
 Center for Biological Diversity  
 Clif Bar  
 Columbia University School of Law,  
 Environmental Law Clinic  
 Copilevitz & Canter, LLC  
 Earthjustice  
 Environmental Defense Center  
 Deny Galvin  
 Google Inc.  
 Kathy Harmon-Stokes, Esq.  
 George E. Hays, Esq.  
 Hogan Lovells US LLP  
 Bob Howen Photography  
 Robert Jordan, Esq.  
 KCTS  
 King 5  
 Langdon Morris, PwC Growth & Innovation  
 Law Offices of Ritchie, Dillard & Davies  
 Law Offices of William J. Moore III, PA  
 William L. Miller, Esq.  
 New Belgium Brewery  
 Our Children's Earth  
 Pop Chips  
 Production Solutions, Inc.  
 Red Tricycle  
 Robert D. Rosenbaum, Esq.  
 Seattle Parks and Recreation  
 Sierra Club  
 Southern Environmental Law Center  
 Southern Utah Wilderness Alliance  
 Staglin Family Vineyard  
 Stanford Environmental Law Clinic  
 Michael Stephens  
 Gene and Tracy Sykes  
 Talking Rain  
 Trustees for Alaska  
 Robert Ukeiley PSC  
 Venable LLP  
 Western Environmental Law Center  
 Wild Collective  
 WilmerHale  
 Zach Zipfel, Esq.  
 Reed Zars, Esq.

**EVENT HOSTS**

We extend special thanks to the following individuals for hosting receptions that introduced the work of NPCA to a great many new friends.

Henry Catto  
 Jim Goodfellow  
 George Gowen  
 Scott Gutting  
 Andy and Carole Hunter  
 Bob Keiter  
 Alan and Caron Lacy  
 Chris Lane  
 Gretchen Long  
 Ed Marston  
 Dan McCool and Jan Winniford  
 Stephen McPherson  
 Norman Selby  
 Andy Spielman  
 Gene and Tracy Sykes  
 Leigh von der Esch  
 Olene Walker



# ENDOWMENTS

**Over the years,** donors have sought to provide for the long-term fiscal stability of the National Parks Conservation Association and its work to protect America's National Park System. Some endowed funds have been created with special gifts in honor of or in memory of special individuals. Endowed funds may be restricted for specific programs or aspects of NPCA's conservation work. Such gifts are invested, and only a portion of the annual earnings is available for program expenses each year, as directed by the Board of Trustees. Individuals are encouraged to contact Director of Gift Planning Morgan Dodd at 1.877.468.5775 to explore opportunities to support NPCA's Endowments and Board Reserve Funds.

## ENDOWMENTS AND BOARD RESERVE FUNDS

### **The General Endowment**

This fund provides perpetual support for NPCA's current programs and park protection initiatives.

### **The Norman G. Cohen Fund for Education**

This fund, in honor of a past Board of Trustees chairman, provides youth in the Washington, D.C., area with educational activities that help them appreciate and understand the parks.

### **Frank H. Filley and Family Endowment Fund**

This fund provides unrestricted support for park protection programs.

### **Gretchen Long Board Reserve Fund**

Members of the Board of Trustees established this fund to honor former Board Chairman Gretchen Long for her outstanding voluntary leadership and service to NPCA.

### **The Stephen T. Mather Award for Excellence Endowment Fund**

This fund provides yearly cash awards to employees of the National Park Service for exemplary service.

### **H. William Walter Endowed Internship Fund**

This fund was created as a permanently restricted endowment for the purpose of supporting NPCA's work in and on behalf of the Midwest region.

### **Yellowstone Conservation Fund**

This fund was created as a permanently restricted endowment for the purpose of supporting, broadly, NPCA's work to protect the greater Yellowstone ecosystem.

### **Kathryn B. Sehy Memorial Endowed Internship**

This endowed internship was established in memory of Kathryn B. Sehy by her husband, Lawrence Sehy.



## **Want to learn more about leadership giving? Talk to the experts.**

Development staff are trained to work closely with administrators to identify key areas of need and connect them to donors whose philanthropic interests are reflected in NPCA's strategic priorities. Leadership giving provides unparalleled opportunities to strengthen NPCA's programs and become involved in our work personally. We are always happy to discuss opportunities that might best serve both your interests and the needs of NPCA. To learn more, contact Ray Foote, vice president of development, at 202.454.3304. Ray can help you or refer you to a regional development director who can provide assistance.

# EVERY GIFT MATTERS

## MAKE YOURS TODAY

**Every gift really does matter.** A little goes a long way at NPCA. When you make a gift, you join thousands of members, foundations, and corporate partners who help advance NPCA and protect our national parks. All of those gifts add up in a big way. Also, since you can designate your contribution for a specific program, you can support what matters most to you.

### **Make a Gift Now**

The easiest and most direct way to benefit NPCA is through an outright gift. This can be done online, through a personal check made out to National Parks Conservation Association, or by phone.

- Give online at [npca.org](http://npca.org)
- Give by phone—please call 1.800.628.7275 ext. 241 to make your contribution now.
- Give by mail—send your check to:

National Parks Conservation Association  
Development Department  
777 6th Street NW, Suite 700  
Washington, D.C., 20001

### **Make a Monthly Gift**

Joining the Partners for the Parks program with a monthly gift will sustain park protection efforts year round. Monthly giving is simple, easy to set up, and ensures the dependable support we need to protect our national parks from immediate threats. For more information, please contact the Membership Department at 1.800.628.7275, or visit [npca.org/monthlygiving](http://npca.org/monthlygiving) to sign up.

### **Make a Gift Payable over Time**

NPCA welcomes pledges of \$5,000 or more payable over time, which may enable you to give more generously than you originally considered. To acquire a pledge form or design a payout plan, please contact the Development Department at 1.800.628.7275 ext. 241.

### **Give a Stock Gift**

Giving appreciated stock is a brilliant move because you avoid taxes on the gains, and it's remarkably easy. If you have held securities for a year or more, please contact us at 1.800.628.7275 ext. 241.

### **Become a Trustee for the Parks**

When you make an annual gift of \$1,000 or more, you are recognized as a Trustee for the Parks. This special community of donors, dedicated to the advancement of NPCA and the national parks, offers incredible benefits and opportunities to become more personally involved in our park protection activities. To learn more, please contact Eric Olson at 1.800.628.7275 ext. 171 or [eolson@npca.org](mailto:eolson@npca.org).

### **Enhance the Value of Your Estate**

Planned gifts can help increase your current income, diversify your holdings, reduce taxes, and avoid probate

costs. When you inform us of your intention to include NPCA in your estate plans through a bequest, trust, or charitable gift annuity, you are recognized as a member of our Mather Legacy Society, named for the first director of the National Park Service and a founder of NPCA. For information about gift planning, please contact Morgan Dodd at 1.800.628.7275 ext. 145 or [mdodd@npca.org](mailto:mdodd@npca.org).

### **Double Your Contribution**

Many employers match charitable contributions made by their employees. Check with your personnel or human resources office to find out about your organization's program and what you can do to have your gift doubled! If your employer does not have a matching-gift program, NPCA can help you encourage the organization to start one. For a list of companies that matched their employees' contributions to NPCA between July 1, 2011, and June 30, 2012, please visit [npca.org/matchinglist](http://npca.org/matchinglist).

### **Give at Work**

Choose NPCA in your workplace's charitable giving campaign. NPCA participates in the Combined Federal Campaign (CFC# 12069) and in many other payroll deduction campaigns through EarthShare, an alliance of the country's leading non-profit environmental and conservation organizations, working under one name to safeguard public health and the environment. If your employer does not have an Earth Share campaign, contact Jim Thomson at 1.800.628.7275 ext. 215 or [jthomson@npca.org](mailto:jthomson@npca.org) to find out how you can help launch a program in your workplace.

### **Donate Professional Services or Equipment**

NPCA accepts gifts-in-kind, such as services or equipment, when they fulfill the needs and mission of the organization. In-kind gifts support and build our programs, contributing to our overall success.

### **Join Us as a Corporate Partner**

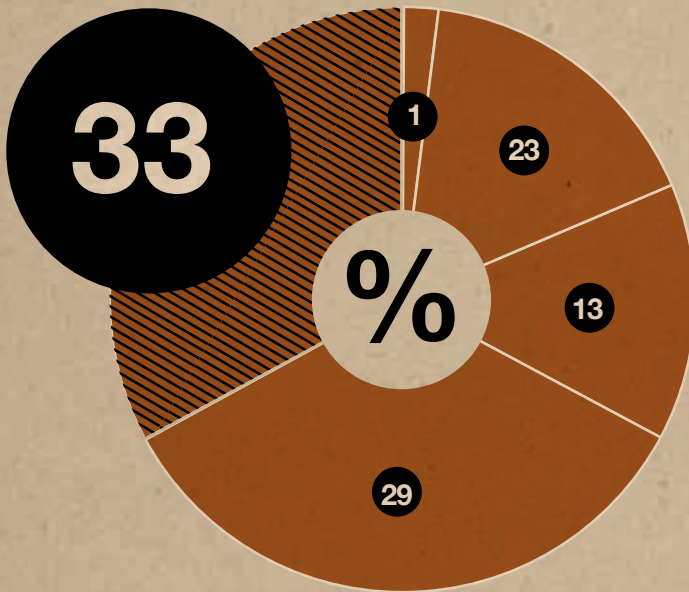
NPCA works with corporate and philanthropic partners to create long-term, mutually beneficial relationships. Sponsorships and cause-related marketing programs offer opportunities for collaboration and innovative arrangements that benefit NPCA while enhancing your business image and good reputation. To learn more, please contact Russ Hornbeck at 1.800.628.7275 ext. 265 or [rhornbeck@npca.org](mailto:rhornbeck@npca.org).

# FINANCIAL REPORT

**NPCA had another successful** year despite trying economic times and a downturn in the world of philanthropy. Although NPCA experienced a net book loss for FY12, that loss can be attributed to the nuances of the accounting world: In FY10, NPCA received a large multi-year grant to be spent over several years, through the first half of FY13; however, the entire grant revenue was required to be recorded in FY10 in accordance with Generally Accepted Accounting Principles (GAAP), leaving the appearance of a negative cash flow.

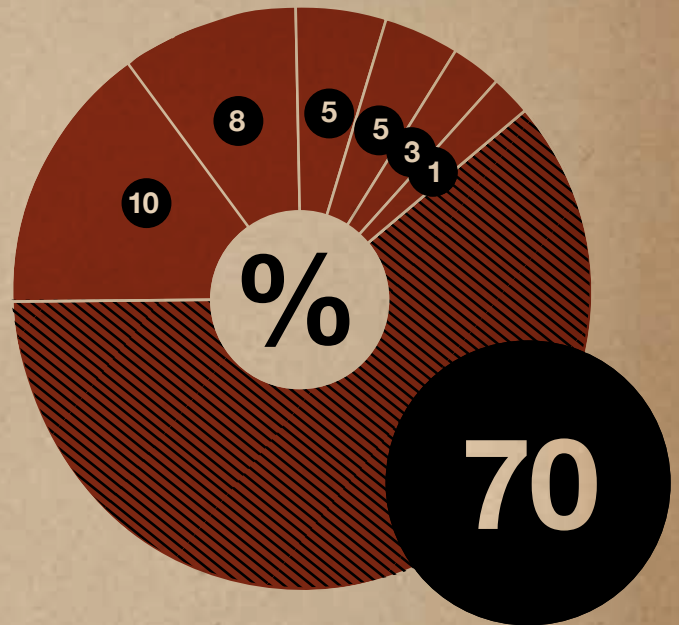
More importantly during FY12, NPCA experienced an increase in net cash flows of \$630,000. Generous gifts and bequests as well as solid investment performance boosted our total investment portfolio by \$450,000 to an all-time high of \$29,570,000. Our Endowment and Reserves continue to support a strong financial position that enhances our ability to continue pursuing our mission. Even so, the conclusion of our Capital Campaign and the sizable 2010 grant noted above required NPCA to reduce our operating budget by \$2,600,000. Fortunately, the economic climate allowed NPCA to minimize the impact by dramatically lowering the costs of contract terms with banks, credit-card processors, equipment vendors, insurance brokers, office suppliers, and printers.

NPCA is well-prepared for the future. We have a number of promising grant applications in the works, and our members and supporters have now grown from 640,000 to 750,000 during the past fiscal year, positioning the organization for continued success.



## PROGRAM EXPENSES

- 33% PROTECT & ENHANCE NATURAL & CULTURAL RESOURCES
- 29% ENGAGE, EDUCATE & EMPOWER AMERICANS
- 13% PARK FUNDING & MANAGEMENT
- 23% FUNDRAISING
- 1% MANAGEMENT & GENERAL



## SUPPORT AND REVENUE

- 70% CONTRIBUTIONS
- 10% GRANTS & CONTRACTS
- 8% SPECIAL EVENTS
- 5% BEQUESTS
- 5% MEMBERSHIP DUES
- 3% MARKETING
- 1% OTHER INCOME
- 1% INVESTMENT RETURN



<b>REVENUE, GAINS, AND OTHER SUPPORT</b>	<b>2012</b>	<b>2011</b>
Membership dues	1,246,173	1,416,355
Contributions	18,745,233	19,893,143
Grants and contracts	2,603,541	3,714,150
Proceeds from special events	2,058,616	499,803
Marketing income	852,209	472,133
Bequests	1,388,542	877,509
Other income	209,102	979,746
Investment return	(195,613)	4,385,572
<b>Total Revenue, Gains, and Other Support</b>	<b>26,907,803</b>	<b>32,238,411</b>
<b>EXPENSES</b>		
<b>PROGRAM SERVICES</b>		
Protect and Enhance Natural and Cultural Resources	12,761,321	11,518,496
Engage, Educate, and Empower Americans	11,037,772	10,872,755
Park Funding and Management	5,059,353	4,858,166
<b>Total program services</b>	<b>28,858,446</b>	<b>27,249,417</b>
<b>SUPPORTING SERVICES</b>		
Management and general	542,028	463,520
Fundraising	8,731,458	7,689,839
<b>Total supporting services</b>	<b>9,273,486</b>	<b>8,153,359</b>
<b>Total expenses</b>	<b>38,131,932</b>	<b>35,402,776</b>
<b>Changes in net assets</b>	<b>(11,224,129)</b>	<b>(3,164,365)</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	8,338,357	7,705,922
Short-term investments	3,444,618	2,292,700
Grants and contributions receivable, net	4,202,939	14,801,838
Accounts receivable	291,558	33,147
Prepaid expenses	321,561	216,072
<b>Total current assets</b>	<b>16,599,033</b>	<b>25,049,679</b>
<b>OTHER ASSETS</b>		
Deposits	25,251	39,817
Investments	29,570,143	29,114,226
Property and equipment, net	2,858,601	3,312,826
Grants and contributions receivable, less current portion	1,202,273	2,222,788
<b>Total other Assets</b>	<b>33,656,268</b>	<b>34,689,657</b>
<b>Total Assets</b>	<b>50,255,301</b>	<b>59,739,336</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and other accrued expenses	3,867,914	2,771,766
Deferred revenue	639,694	665,196
Deferred rent, current portion	263,832	263,832
Charitable gift annuities, current portion	238,192	223,350
<b>Total current liabilities</b>	<b>5,009,632</b>	<b>3,924,144</b>
<b>NONCURRENT LIABILITIES</b>		
Deferred rent, less current portion	2,828,242	2,655,333
Charitable gift annuities, less current portion	1,726,653	1,255,381
Deposits	10,425	-
<b>Total Noncurrent Liabilities</b>	<b>4,565,320</b>	<b>3,910,714</b>
<b>Total Liabilities</b>	<b>9,574,952</b>	<b>7,834,858</b>
<b>NET ASSETS</b>		
Unrestricted	13,140,485	12,939,104
Temporarily restricted	13,049,282	24,626,064
Permanently restricted	14,490,582	14,339,310
<b>Total Net Assets</b>	<b>40,680,349</b>	<b>51,904,478</b>
<b>Total Liabilities and Net Assets</b>	<b>50,255,301</b>	<b>59,739,336</b>

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# MAP OF MOUNT DESERT ISLAND MAINE

Compiled for the  
Flora of Mt. Desert Island  
by Edward L. Rand.

Scale 1:50,000  
Nautical Miles  
Statute Miles

Topography adapted from the  
United States Coast Survey.  
Figures on hills show heights in feet.  
Contours of equal elevation are given for  
every 20 ft. difference in level. Datum is  
High Water Mark.  
Mean low water mark is shown by a  
dashed line.  
Navigation based on the most  
recent survey authorities.  
June 1908



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Published by the  
SOUTHERN PACIFIC R.R. CO. & CO.

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1000 Market Street, San Francisco, Cal.  
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