New this year, the Sequoia Award recognizes long-term support of NPCA. Like the namesake trees, which outlive so many species, awardees demonstrate extraordinary longevity in their commitment to the organization and its goals. Such sustained support allows NPCA to foster long-term conservation efforts. Fred Stanback, the first-ever recipient, embodies the Sequoia Award’s emphasis on stalwart involvement. A generous donor, Fred Stanback has contributed financially to NPCA for 21 years, bolstering some of our longest-lasting efforts (such as the 11-year legal battle with the Tennessee Valley Authority to improve park air quality). He’s also helped to inspire and expand the NPCA family. The organization couldn’t function without its hard-working interns, and Fred made many of those connections possible. In 1995, Fred and his wife, Alice, established the Stanback Internship Program within the Nicholas School of the Environment at Duke University, which links talented students with conservation organizations. NPCA in particular has benefited from the influx of energetic youth who’ve lent brainpower and passion to our organization. Several even went on to become full-time employees at NPCA.

Fred serves on the boards of the Nicholas School of the Environment at Duke University, Catawba College, and the Blanche and Julian Robertson Family Foundation. Through his continued support of NPCA, and his cultivation of future stewards of the Earth, he helps extend NPCA’s reach for many years to come.

“A forceful and fearless voice for preservation” is how admirers describe Pam Underhill, who announced her decision to retire after working for 33 years to protect and enhance the Appalachian National Scenic Trail. In her nearly 20 years as the park’s superintendent, she faced many challenging and often controversial battles. She countered threats to the trail’s views in Maine, where proposed windmills on Saddleback Mountain would have marred the scene with energy development. She fought to protect southwest Virginia’s New River corridor from industrial waste pollution and adjacent land development. And in the Roan Highlands of North Carolina and Tennessee, Pam stood up to powerful interests that backed the proposed Putnam gravel mine. That remarkable story gave rise to *Stand Up That Mountain*, an award-winning book written by Pam’s fellow activist, Jay Erskine Leutze. In it, he details how NPCA helped thwart a mining proposal that would have blighted 23 acres of pristine mountainside.

Pam deftly coordinated a vast patchwork of partnerships between federal, state, and local governments and private entities along the Appalachian Trail’s 2,200 miles from Maine to Georgia. She also played a key role in developing “A Trail to Every Classroom,” a program that funds teacher training on how to use the Appalachian Trail in core curricula in nearby communities. The Mather Award, endowed by Booz Allen Hamilton, celebrates Park Service employees who embody the principles and practices of exemplary national park stewardship.
Poetry infuses Terry Tempest Williams’ prose, which articulates the importance of staying connected to the land. “I think a lack of intimacy with the land has initiated a lack of intimacy with each other,” she has said. Her book, *Refuge: An Unnatural History of Family and Place*, is an acknowledged classic of environmental literature. Other works, such as *An Unspoken Hunger: Stories from the Field*, and *Finding Beauty in a Broken World*, link environmental issues to social justice. For example, *Refuge* intertwines Terry’s struggle with her mother’s ovarian cancer (which may have resulted from living downwind from a nuclear test site) with the plight of migratory birds that were ousted when the Great Salt Lake’s wetlands were flooded.

Terry has touched thousands of readers through her books, lectures, and interviews sharing the spiritual value of America’s wild lands, especially those in Utah, where she grew up and still resides. In 2009, she was featured in Ken Burns’ film, *National Parks: America’s Best Idea*. For NPCA’s 80th anniversary, she drafted an eloquent essay on the importance of preserving the national parks.

Her award acknowledges the work of individuals who contribute to public education about national parks through art, media, or academia.

**ROBIN W. WINKS AWARD**

**TERRY TEMPEST WILLIAMS**

**MARJORY STONEMAN DOUGLAS AWARD**

**GORDON BENNETT**

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.

Point Reyes National Seashore is one such site that will enjoy improved protection because of the dogged efforts of Gordon Bennett. As president of Save Our Seashore, Gordon became a central figure during the fight to honor wilderness designation for Drakes Estero, a gloriously scenic stretch of winding coastline known as the “ecological heart” of the national seashore. Throughout the struggle, which exposed park staff to aggressive public attacks, Gordon remained steadfast (and inspired his colleagues to do the same) in his vision of protection for this coastal gem.

As a full-time volunteer, he conducted beach cleanups and site surveys of harbor seals. He traveled extensively to testify at various commission meetings and to lobby representatives in D.C., and he made his voice heard in local and national op-eds examining the Drakes Estero controversy. His extensive research on park policy and on marine mammal science provided key information throughout the debate. His efforts proved essential in defending the national park and promoting wilderness protections for Drakes Estero, the West Coast’s first marine wilderness, and make him a worthy recipient of NPCA’s Marjory Stoneman Douglas Award.
As Yellowstone and other national parks were created in the late 1800s, the federal government realized that these special places required an agency to oversee them—and thus the National Park Service was established in 1916. But preserving the parks while facilitating the public’s enjoyment of them was 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, but now, 94 years later, the National Parks Conservation Association employs 150 staff members working in 23 field offices across the country, with headquarters in Washington, D.C. More than 800,000 members and supporters achieve substantial gains for our national parks, as detailed in this report. And NPCA’s effectiveness has garnered nods from industry watch groups such as Great Nonprofits, which awarded NPCA with top-rated status in 2012 (making it one of only five top-rated environmental nonprofits in Washington, D.C.).

That’s because NPCA holds fast to its core mission: protecting America’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, invaluable partnerships to address them. When necessary, we work through the courts to enforce legal safeguards that protect our national parks. We conduct targeted online outreach to engage the media, 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.
NPCA’s Center for Park Management (CPM) focuses on helping the heroes who dedicate their careers to the National Park Service, protect park resources, and inspire and educate millions of park visitors every year. Over the past year CPM has made some changes in staff structure and in the strategic areas in which it works with the National Park Service. Our team of six provides strategic support to help the Park Service reach new audiences, build and maintain effective partnerships, recruit talented and diverse employees, and play a more meaningful role in enriching communities. Here are some examples of CPM support:

- CPM is partnering with a group of national park superintendents in urban areas who want to find new ways to connect with and contribute to their local communities. These urban innovators want to increase awareness of all of the national parks through a bigger presence locally, inspiring their neighbors to get out and enjoy natural and cultural resources close to home, and across America as well.

- CPM is also helping the Park Service provide its “Healthy Parks, Healthy People” programs to diverse constituents. “Healthy Parks, Healthy People” is a holistic approach to promoting the health and well-being of people and the sustainability of the planet. The Park Service is seeking to enhance its role in this larger initiative to expose more people to the role of parks in local communities.

Established in 2000, the Center for Park Research (CPR) dedicated more than a decade to assessing the threats facing America’s National Park System. CPR researchers interviewed park staff in 80 individual parks, examined resource conditions on the ground, and analyzed park documents to compile reports designed to help park stewards preserve cultural and natural resources. With that task accomplished and the results published in late 2011 as The State of America’s National Parks, CPR focused on explaining the most pressing threats. Having witnessed the positive impact that accurate, up-to-date science and history research can have for park advocacy, NPCA is working to infuse this capacity throughout the organization, rather than concentrating it in a single department.

This year, CPR completed an analysis of hydraulic fracturing (fracking) and its existing and potential impacts on the parks. The culminating report, National Parks and Hydraulic Fracturing: Balancing Energy Needs, Nature, and America’s National Heritage, examines national park units that are threatened by the fracking boom or are already experiencing its effects (including the Big South Fork National River and Recreation Area, Delaware Water Gap National Recreation Area, Glacier National Park, Grand Teton National Park, Obed Wild and Scenic River, Theodore Roosevelt National Park, and the Upper Delaware Scenic and Recreational River). The report examines how drilling rigs could obscure scenic views, vehicles could transport invasive species inside park boundaries, drilling activity could lead to a loss of biodiversity, and gas flaring and drill pad lights could interrupt otherwise stunning night skies. It concludes that some park units are already in peril, and it makes recommendations for how to protect all parks from future harm.
COMMUNICATIONS SPOTLIGHT

With budget cuts threatening to restrict park services and resource protection programs, NPCA launched a strategic communications campaign to send a message to Congress that national parks deserve better funding.

From August 2012 through April 2013, the multiplatform campaign used paid advertising, online messaging, and editorial slots on radio and TV and in print media to evoke what would happen to the individual park visitor in the event of budget cuts. A front-page Washington Post article kicked off the campaign in August 2012. For the first time, NPCA circulated an infographic to visually convey key points online and over social media. NPCA’s design team created a full-page advertisement for The New York Times, which also ran a digital component directing viewers to NPCA’s website. As the sequester neared, Craig Obey, NPCA’s senior vice president for government affairs, appeared in two segments on The Weather Channel to discuss impacts to parks and travel season. CNN featured John Garder, NPCA’s budget and appropriations legislative representative, in four different stories on the potential sequestration impacts. And after years of pitching, NPCA achieved a spot on The Today Show, which aired an interview with NPCA’s director of clean air and climate programs, Mark Wenzler.

Many more blog posts, tweets, letters to the editor, and other messages contributed to the success of the campaign. By showing that park vacations could be affected, as well as the local businesses that depend on national parks, NPCA was able to appeal to people’s emotions in a way that budget numbers alone aren’t often able to do. In fact, NPCA learned from Capitol Hill and White House staff ers that this campaign succeeded in breaking through the budget noise following the election and was among the most effective in the fiscal conversation.
After two years of declining funding, national parks now face the prospect of additional cuts, including the looming threat of the "sequester" scheduled for January 2013. If Congress doesn’t agree on a deficit-reduction plan, the Park Service could face cuts of more than 8 percent. That would likely mean closed visitor centers, closed campgrounds, closed parks, and thousands of park staff out of a job.

NPRA’s funding campaign paired paid ads with earned media and social networking sites to deliver the message to millions of people, including key decision makers.
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, 2012, and June 30, 2013, 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 800,000 members and supporters—ensure that NPCA continues to serve as America’s leading voice for the parks.

* In fiscal year 2013, these donors made payments on multi-year pledges. We extend our special thanks for their far-reaching investments in our mission.

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Stephen Tyng Mather, the first director of the National Park Service, was one of NPCA's founders 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 2013 are noted in bold.

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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, 2012, and June 30, 2013. 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.

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Ms. Marjorie L. Felser  
Mr. Grover V. Martin  
Mr. Robert and Mrs. Keena Northrop  
Ms. Bonnie D. Peters  
Ms. Anne Powell (5)  
Mr. John Mosby Russell (4)  
Ms. Joan Stano Tenedine (3)  
Ms. Isabel Wayrick

**BEQUESTS**

Bequests provide critical support for NPCA's work. In fiscal year 2013, we received bequests totaling more than $2.3 million from the estates of the following individuals.

Ms. Elaine N. Alber  
Ms. Aileen T. Allen  
Ms. Mary V. Allen  
Miss Beatrice A. Askman  
Ms. Jeana Aubinger and Ms. Jo-Anne Stately  
Ms. Mary E. Bane  
Mr. Thomas O. Brown  
Ms. Barbara Busse  
Ms. Catherine M. Butler  
Miss Grace Caines  
Ms. Mary Elizabeth Cason  
Ms. Ercille I. Christmas  
Ms. Cheryl Claybrook  
Trust of Dorothy D. Conkey  
Mr. John R. Costello  
Mrs. Marjorie B. Dannenbring  
Virginia and William Page Douglas  
Mr. John F. Fallon  
Mrs. L. S. Fellows  
Dr. Grace K. Fischer  
Ms. Lucile J. Fox  
Mr. Anthony Geiss  
Ms. Elisabeth V. Gentieu  
Mr. Reese C. V. Goffe  
Mr. Gerald Haugh  
Ms. Patricia Hayes  
Mr. Gerhard D. Heiter  
Ms. Ellen K. Hunnkin  
Ms. Violet K. Ilenfeld  
Ms. Leona J. Jacobs  
Ms. Allison Kingston  
Betty A. Lewis Environmental Trust  
Mr. Harry A. Marshall, III  
Ms. Elizabeth Mayer  
Dr. and Mrs. Herman Medwin  
Mrs. Margaret M. Murdoch  
Ms. Lois Niemann  
Ms. Ellen D. Pattin  
Ms. Jeannette M. Pearson  
Ms. Eleanor M. Santic  
Jack and Nan Schwemm  
Ms. Faith A. Searle  
Trust of Edith B. Smith  
Ms. Harriet Spencer  
Mr. Louis Sperka  
Paul N. and Hilda E. Sperry Charitable Trust  
Grace C. Stubbins Trust  
Ms. Joyce J. Stephens  
Hempstead Texas  
Miss Norma Woodger  
Mr. William C. Woods

**NPCA CORPORATE PARTNERS**

We salute our cause marketing and sponsorship partners, which offer our members an array of products and services while helping to preserve and protect America’s natural and cultural treasures for future generations.

Airstream 2 Go  
Aramark Parks and Destinations  
Burger King Corporation  
Capital One  
Chevron  
Consumer Cellular  
Custom Direct, Inc.  
Delaware North Companies Parks & Resorts  
General Electric  
Guest Services, Inc.  
Haier America  
Hi-Tec Sports USA, Inc.  
Holland America Line, Inc.  
J.P. Morgan  
Macy’s  
Microsoft Corporation  
National Parks Revealed  
Nature Valley  
Pfizer Inc.  
Princess Cruises & Tours  
REI  
Surgevetry  
The J. M. Smucker Company  
Time Home Entertainment, Inc.  
U.S. Bank  
Vanasse Hangen Brustlin, Inc.  
Wells Fargo Bank  
Wolverine World Wide Inc.

**IN-KIND GIFTS AND SERVICES**

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

Arnold & Porter LLP  
Don and Anne Ayer  
Hank Bates, Carney Bates & Pulliam PLLC  
Columbia University School of Law, Environmental Law Clinic  
Denali National Park Wilderness Centers  
Dutton-Goldfield Winery  
Earthjustice  
Earthrise Law Center at Lewis & Clark Law School  
Environmental Law and Policy Center  
Gemstone Vineyard  
Google Inc.  
George E. Hays, Esq.  
Bob Howen  
Robert L. Jennings, Jr., Esq.  
James Lifshutz  
Hogan Lovells US LLP  
The Meadows Foundation  
Law Offices of William Moore  
Stephen Naris  
Natural Resources Defense Counsel

**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.

Mr. and Mrs. Donald Ayer  
Ray Bingham  
Glen Bruels  
Dorothy A. Cantor, Ph.D.  
Roberta Katz  
Alma Lantz  
Gretchen Long  
Robert D. Rosenbaum, Esq.  
Matt and Amy Rudolf  
Mr. and Mrs. Craig Young

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George E. Hays, Esq.  
Bob Howen  
Robert L. Jennings, Jr., Esq.  
James Lifshutz  
Hogan Lovells US LLP  
The Meadows Foundation  
Law Offices of William Moore  
Stephen Naris  
Natural Resources Defense Counsel
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.

**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 Chair, 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 of Trustees Chair 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.

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

**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.
Every gift really does matter. A little goes a long way at NPCA. When you make a gift, you join hundreds of thousands of individuals, foundations, and corporations that help advance NPCA’s work to protect our national parks. All of those gifts add up in a big way. Also, because 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
- 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, DC, 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 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 payment plan, please contact the Development Department at 1.800.628.7275 ext. 241.

Give a Stock Gift
Giving appreciated stock may be a wise choice 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.

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.

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.

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 nonprofit environmental and conservation organizations. If your employer does not have an EarthShare campaign, contact Jim Thomson at 1.800.628.7275 ext. 215 or 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.
NPCA had another successful year during a challenging period for the organization. We are pleased to report that the closeout of NPCA’s FY13 (June 30, 2013) is in line with our Board of Trustees’ approved strategic and financial plan. NPCA recorded net income of $3.009 million in the fiscal year ended June 30, 2013. NPCA’s Investment Portfolio, which includes our Endowment and Reserve Accounts, contributed $2.62 million to profit, while the functional operations contributed a surplus of $389,000. NPCA continues to work diligently to use its financial strength in a programmatically cost-effective manner. New revenue initiatives in both Membership and Development, along with effective cost controls, position the organization for consistent positive financial performance that continue to support our strategic advocacy and programmatic endeavors.

NPCA’s Balance Sheet is strong. Our available Operating Cash and Board Project Fund now total $9.8 million. As a result of our strong financial performance and positive future outlook, the Board of Trustees authorized a transfer from our Reserve Account to our Endowment Account totaling $9.45 million. As of June 30, 2013, NPCA’s Endowment Account has total assets in excess of $25.7 million. Total Net Assets of the Association are $43.69 million—an increase of approximately $3 million for the year.

As we prepare for the future, our strong financial position will allow us to continue our successful advocacy and programmatic activities. This is particularly important as we confront head on the challenges that clearly affect our national parks resulting from the current dysfunctional governmental appropriation process. Our deepest thanks to all of you for your continued steadfast support, which is essential in sustaining NPCA’s critical mission.
### Revenue, Gains, and Other Support

<table>
<thead>
<tr>
<th>Source</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership dues</td>
<td>1,165,675</td>
<td>1,246,173</td>
</tr>
<tr>
<td>Contributions</td>
<td>24,367,101</td>
<td>18,745,233</td>
</tr>
<tr>
<td>Grants and contracts</td>
<td>4,872,025</td>
<td>2,603,541</td>
</tr>
<tr>
<td>Proceeds from special events</td>
<td>608,610</td>
<td>2,058,616</td>
</tr>
<tr>
<td>Marketing income</td>
<td>1,460,706</td>
<td>852,209</td>
</tr>
<tr>
<td>Bequests</td>
<td>2,305,163</td>
<td>1,386,542</td>
</tr>
<tr>
<td>Other income</td>
<td>152,109</td>
<td>209,102</td>
</tr>
<tr>
<td>Investment return</td>
<td>2,513,229</td>
<td>(195,613)</td>
</tr>
<tr>
<td><strong>Total revenue, gains, and other support</strong></td>
<td>37,444,618</td>
<td>26,907,803</td>
</tr>
</tbody>
</table>

### Expenses

#### Program Services

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect and Enhance Natural and Cultural Resources</td>
<td>11,846,746</td>
<td>12,761,321</td>
</tr>
<tr>
<td>Engage, Educate, and Empower Americans</td>
<td>10,932,616</td>
<td>11,037,772</td>
</tr>
<tr>
<td>Park Funding and Management</td>
<td>3,278,084</td>
<td>5,059,353</td>
</tr>
<tr>
<td><strong>Total program services</strong></td>
<td>26,057,446</td>
<td>28,858,446</td>
</tr>
</tbody>
</table>

#### Supporting Services

<table>
<thead>
<tr>
<th>Service</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management and general</td>
<td>507,172</td>
<td>542,028</td>
</tr>
<tr>
<td>Fundraising</td>
<td>7,870,733</td>
<td>8,731,458</td>
</tr>
<tr>
<td><strong>Total supporting services</strong></td>
<td>8,377,905</td>
<td>9,273,486</td>
</tr>
</tbody>
</table>

#### Total expenses

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total expenses</strong></td>
<td>34,435,351</td>
<td>38,131,932</td>
</tr>
</tbody>
</table>

#### Changes in net assets

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Changes in net assets</strong></td>
<td>3,009,267</td>
<td>(11,224,129)</td>
</tr>
</tbody>
</table>

### Assets

#### Current Assets

<table>
<thead>
<tr>
<th>Asset</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>5,720,695</td>
<td>8,338,357</td>
</tr>
<tr>
<td>Short-term investments</td>
<td>4,079,824</td>
<td>3,444,618</td>
</tr>
<tr>
<td>Grants and contributions receivable, net</td>
<td>3,355,853</td>
<td>4,202,939</td>
</tr>
<tr>
<td>Accounts receivable</td>
<td>62,042</td>
<td>281,558</td>
</tr>
<tr>
<td>Prepaid expenses</td>
<td>236,204</td>
<td>321,561</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>13,454,618</td>
<td>16,599,033</td>
</tr>
</tbody>
</table>

#### Other Assets

<table>
<thead>
<tr>
<th>Asset</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposits</td>
<td>24,745</td>
<td>25,251</td>
</tr>
<tr>
<td>Investments</td>
<td>32,046,119</td>
<td>29,570,143</td>
</tr>
<tr>
<td>Property and equipment, net</td>
<td>2,421,233</td>
<td>2,658,601</td>
</tr>
<tr>
<td>Grants and contributions receivable, less current portion</td>
<td>4,137,350</td>
<td>1,202,273</td>
</tr>
<tr>
<td><strong>Total other assets</strong></td>
<td>38,629,447</td>
<td>33,656,268</td>
</tr>
</tbody>
</table>

#### Total assets

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total assets</strong></td>
<td>52,084,065</td>
<td>50,255,301</td>
</tr>
</tbody>
</table>

### Liabilities and Net Assets

#### Current Liabilities

<table>
<thead>
<tr>
<th>Liability</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounts payable and other accrued expenses</td>
<td>2,891,196</td>
<td>3,867,914</td>
</tr>
<tr>
<td>Deferred revenue</td>
<td>582,173</td>
<td>639,694</td>
</tr>
<tr>
<td>Deferred rent, current portion</td>
<td>263,832</td>
<td>263,832</td>
</tr>
<tr>
<td>Charitable gift annuities, current portion</td>
<td>238,272</td>
<td>238,192</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>3,975,473</td>
<td>5,009,632</td>
</tr>
</tbody>
</table>

#### Noncurrent Liabilities

<table>
<thead>
<tr>
<th>Liability</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deferred rent, less current portion</td>
<td>2,707,974</td>
<td>2,828,242</td>
</tr>
<tr>
<td>Charitable gift annuities, less current portion</td>
<td>1,711,002</td>
<td>1,726,653</td>
</tr>
<tr>
<td>Deposits</td>
<td>0</td>
<td>10,425</td>
</tr>
<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td>4,418,976</td>
<td>4,565,320</td>
</tr>
</tbody>
</table>

#### Total liabilities

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities</strong></td>
<td>8,394,449</td>
<td>9,574,952</td>
</tr>
</tbody>
</table>

### Net Assets

<table>
<thead>
<tr>
<th>Type</th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unrestricted</td>
<td>16,313,778</td>
<td>13,140,485</td>
</tr>
<tr>
<td>Temporarily restricted</td>
<td>12,496,331</td>
<td>13,049,282</td>
</tr>
<tr>
<td>Permanently restricted</td>
<td>14,879,507</td>
<td>14,490,582</td>
</tr>
<tr>
<td><strong>Total net assets</strong></td>
<td>43,699,616</td>
<td>40,680,349</td>
</tr>
</tbody>
</table>

#### Total liabilities and net assets

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total liabilities and net assets</strong></td>
<td>52,084,065</td>
<td>50,255,301</td>
</tr>
</tbody>
</table>