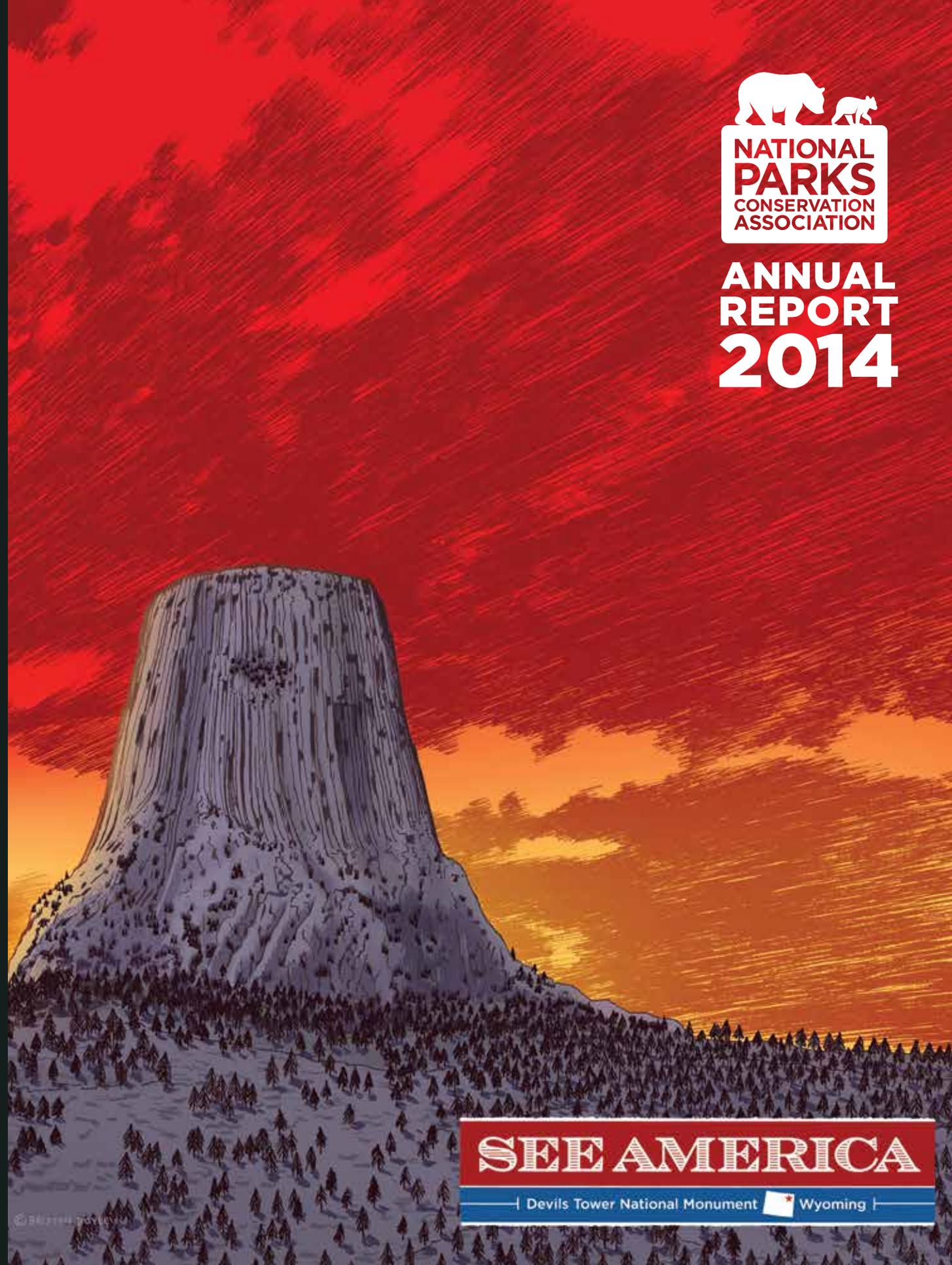


**NATIONAL PARKS CONSERVATION ASSOCIATION**  
 800.628.7275  
 NPCA.ORG  
 777 6TH STREET, NW  
 SUITE 700  
 WASHINGTON, DC 20001



# ANNUAL REPORT 2014



**SEE AMERICA**  
 | Devils Tower National Monument Wyoming |

# SEE AMERICA

# SEE AMERICA

BIG SOUTH FORK

TALLGRASS PRAIRIE NATIONAL PRESERVE

# SEE AMERICA

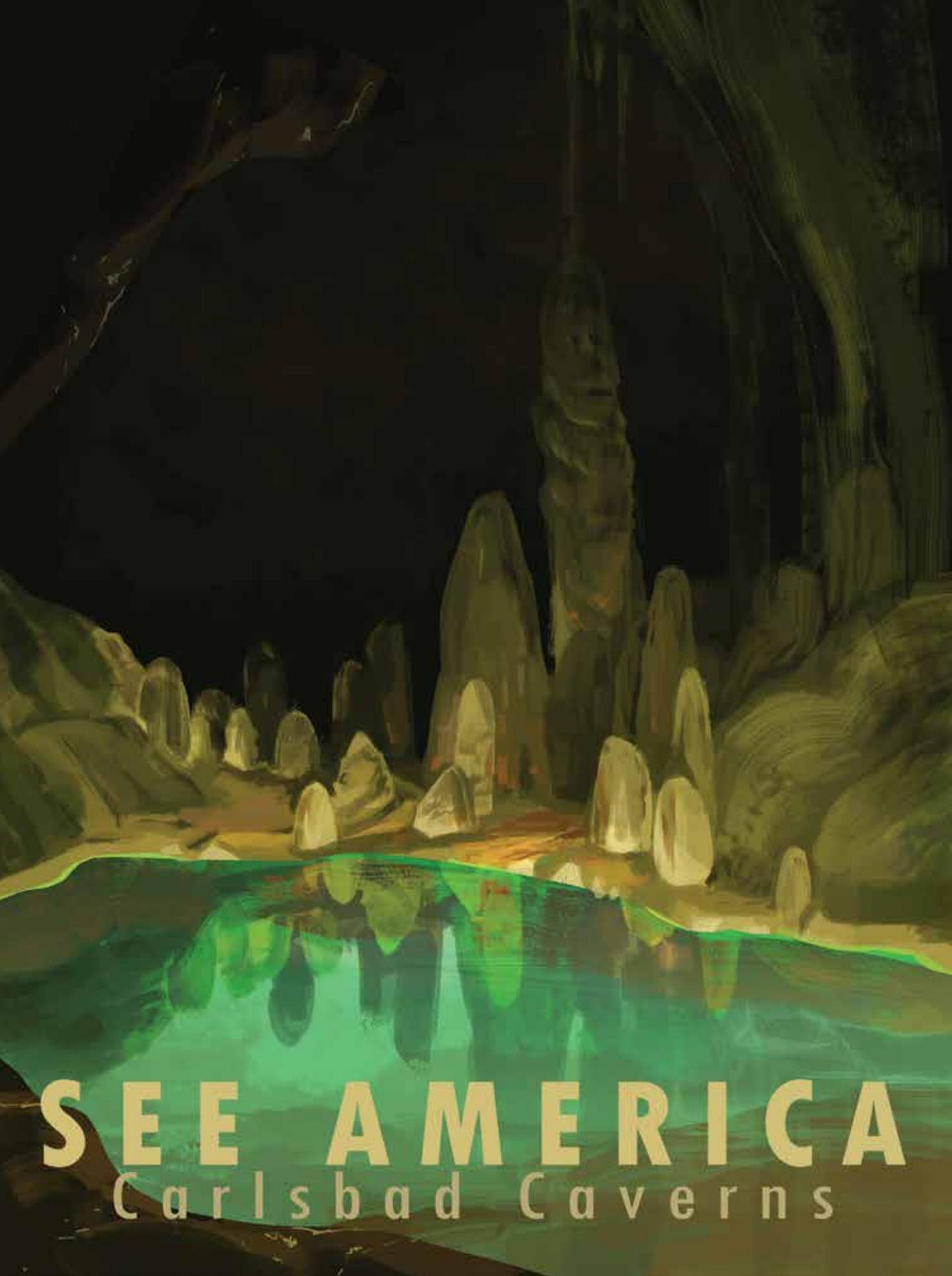
MAMMOTH CAVE NATIONAL PARK

# SEE AMERICA

LEWIS & CLARK NATIONAL HISTORIC TRAIL

## CONTENTS

Letter from Board Chair and President & CEO .....	3
Introduction .....	5
The Victories .....	6
Donor Stories .....	28
Awardees .....	32
Financial Report .....	34
NPCA at a Glance .....	39
Endowments.....	41
Board of Trustees and National & Regional Councils.....	42
How to Give .....	45
Keepsake Posters and Thank You .....	45



# SEE AMERICA

Carlsbad Caverns



## LETTER FROM:

# THE BOARD CHAIR AND PRESIDENT

**Nearly 80 years ago, President Franklin D. Roosevelt launched the Federal Art Project, a New Deal program designed to help put the nation's artists to work. The *See America* program created thousands of posters showcasing our national parks and other beloved landscapes. The hope was to encourage Americans and tourists to literally get out and see the best our country had to offer.**

This year, NPCA partnered with the Creative Action Network to launch a campaign re-imagining the historic *See America* posters for a digital age. In the 21st-century version, anyone can contribute a design featuring a treasured American site. Across the country, the idea struck a chord: To date, 200 artists have contributed more than 650 designs.

*See America* has helped NPCA reach new audiences and reminded people of how precious our parks are. The project illustrates the best of what we do. For 95 years, NPCA has led efforts to ensure that our magnificent national parks stay magnificent and remain open to everyone. Every day, we work to connect people and parks; to expand the park system; to increase park funding; to restore land, water, and air; and to protect wildlife, ecosystems, and cultural and historic treasures.

Last fall, gridlock in Washington culminated in a 16-day government shutdown, which closed national parks across the country. Nonetheless, NPCA helped convince public officials to restore millions of dollars to the parks, and we used the

shutdown as an opportunity to send politicians and all Americans a clear message about the importance of supporting and funding our parks.

In 2014, we also saw cleaner air and clearer skies because of our efforts. NPCA collaborated with partners to protect park ecosystems in states from Alaska to Florida. We played a key role in expanding Petrified Forest National Park and Harpers Ferry National Historical Park. We brought hundreds of young people to the Everglades, the Chesapeake waterways, and other park sites.

That desire to engage and inspire the next generation of park stewards and advocates led us to form the Next Generation Advisory Council. The group includes young rangers, civil servants, public lands advocates, educators, students, and other conservationists and activists—all between the ages of 18 and 34. We're excited to learn from them and see where they lead us as the parks' 2016 centennial approaches.

We had the park system's birthday in mind when we launched the new *See America* campaign. Nearly a century after the birth of America's best idea, we want people to know that it's essential we protect our national parks, now more than ever.

As you page through some of NPCA's key victories this year, you'll find artwork from the *See America* campaign on nearly every page, as well as posters by artists Brixton Doyle and Matt Brass. Please hang up the posters for inspiration and consider them a token of our gratitude for your role in helping to protect, strengthen, and restore our parks.

**Fran Ulmer, Board Chair**  
**Clark Bunting, President and CEO**

SEE AMERICA

GRAND CANYON NATIONAL PARK

## INTRODUCTION

# Conservation

can be a tough business—it takes patience.

An entrepreneur starts building a dam in 1910, recklessly destroying an ecosystem, and 100 years later, the dam comes down at long last. It can take decades, lawsuits, and a great deal of labor to reach agreements about coal-fired plants, vehicle emissions, new park designations, wilderness expansion, and the restoration of land and water. This year, NPCA was thrilled to see results on projects like these that began many, many moons ago. In other cases, however, change was swift: When the government shut down or another potentially harmful bill surfaced, staff immediately jumped in to make a difference. Whether it takes an hour or a century, NPCA keeps working to connect, protect, expand, inspire, and restore. And when it comes, victory is always sweet.

 NPCA plays a crucial role as the voice of the national parks. The national parks sit stoically and silently in many places. Someone needs to be out there bringing the presence of those parks to the people and to Congress, so we make the right decisions about these important places.”

**AJ Grant, Boulder, Colorado**

Southwest Regional Advisory Council Member  
Trustees for the Parks Member

# CONNECTING PEOPLE AND PARKS

# SEE AMERICA

## EVERGLADES NATIONAL PARK

### Parks Are For Everyone

The city of Homestead, Florida, is conveniently tucked between Biscayne and Everglades National Parks in southern Florida. Yet getting to the parks' watery wonders and biological diversity hasn't always been simple, even for people who live next door. To reach the parks, some locals used to walk 10 miles down a dusty road, and tourists staying in nearby Miami Beach occasionally shelled out \$120 each way for taxi rides.

Those days are over.

In January, a free shuttle linking Homestead to the parks began making three daily round-trips on Saturdays and Sundays. The project—conceived by NPCA staff—has brought thousands of visitors to the parks, from European tourists to local students to longtime residents who had never set foot in either park before.

NPCA staff also helped Homestead in its successful effort to declare itself a “gateway community” and recently led a workshop that brought together residents, politicians, business leaders, and educators to discuss ways to deepen the links among the national parks, the city, and the community.

“Our work in Homestead has raised awareness of the economic potential of embracing the national parks,” says Jacqueline Crucet, program analyst for NPCA's Sun Coast Regional Office. “A whole city is

awakening to its most beautiful neighbors.”

Eager to cultivate these sorts of connections, NPCA's Center for Park Management has been hosting similar workshops around the country. Ideas that emerged at San Antonio Missions National Historical Park inspired the Park Service to hire a community liaison to help turn proposals into programs. A Golden Gate National Recreation Area workshop led to a slew of imaginative ideas—such as “pop-up” park visitor centers at subway stations—that may be incorporated into the design of a new Presidio visitor center.

“We're trying to understand the needs and desires of people who aren't coming to the parks, to figure out how to be more welcoming,” says Jodie Riesenberger, a director with Center for Park Management. “We're connecting people to parks in a way that's breaking the mold.”



### Training Future Leaders

NPCA's “Civic Voice Lessons” brought young people from Florida to the parks to learn about habitat and conservation. The most dedicated students participated in advocacy workshops and met with state and national officials to discuss creating a Biscayne National Park visitor center in Miami and honoring Lancelot Jones, a Bahamian American who was a key figure in the creation of the park. NPCA's Center for Park Management has been further developing this innovative curriculum and with regional colleagues, has already replicated the program in Los Angeles and Baltimore.

“We're introducing these parks to underprivileged kids. They think parks are for other people, and now they're realizing the national parks are for them,” says NPCA's Jacqueline Crucet. “National parks provide everyone a connection to something greater than themselves. These youth are now using their voices to help protect what they've come to see as their inheritance.”

# 1,542,526

Total acreage of Everglades National Park. It is the largest subtropical wetland ecosystem in North America.

## THE DREAM OF CLEAN AIR

Every weekday morning as he's driving to work in Knoxville, Tennessee, Don Barger, senior director of NPCA's Southeastern Regional Office, passes a stunning view of Mt. LeConte. It's the third highest peak in Great Smoky Mountains National Park and an awesome sight, but it's hard to be awed when the mountains are shrouded in smog. "For most of the '90s, you could drive around and never know you were in the Smokies because you couldn't see them," Barger says.

But last summer, Barger began to notice a difference: When he looked at the mountain, he frequently could see it glistening in the sunshine. And with every passing season, visibility has noticeably improved. "It's visually evident that the air is getting cleaner," he says. "Those of us who live in the Tennessee Valley are actually getting our mountains back."

This radical change is directly related to the historic agreement NPCA reached with the Tennessee Valley Authority (TVA), the country's largest power utility. In 2011, TVA agreed to retrofit or retire 54 of its 59 coal-fired boilers within 10 years. Already ahead of schedule, the agency announced this year that it will close five of the original 54 boilers early and retire another three instead of retrofitting them.

The TVA agreement is part of NPCA's national effort to use a powerful provision of the Clean Air Act to force antiquated, dirty coal plants polluting national parks to clean up or shut down. These efforts have also led to improved air quality for national parks throughout the country, particularly in the vast region of the Southwest that includes dozens of iconic national parks and wilderness areas.

"Clean air can sometimes seem like an impossible dream akin to world peace," says Barger, "but boiler by boiler and plant by plant, NPCA is helping to make that dream come true."

= GREAT SMOKY MOUNTAINS =  
NATIONAL PARK

75%

of the existing fleet of coal-fired power plants that are not retiring could be forced to cut emissions by the Clean Air Act provision NPCA and allies have been employing to protect the largest and most iconic national parks.

SEE AMERICA

## FILLING IN THE PUZZLE

NPCA is always looking for opportunities to expand national parks and reduce the risk of damaging development on adjacent lands.

# 4,265

Number of acres added to Petrified Forest National Park in Arizona thanks to a generous NPCA donor and The Conservation Fund. The newly acquired acreage is rich with fossils; last year, researchers made several discoveries on land that's now in the park including rare bones at the bottom of a Triassic pond and the well-preserved skull of a phytosaur, a distant ancestor of the modern crocodile.

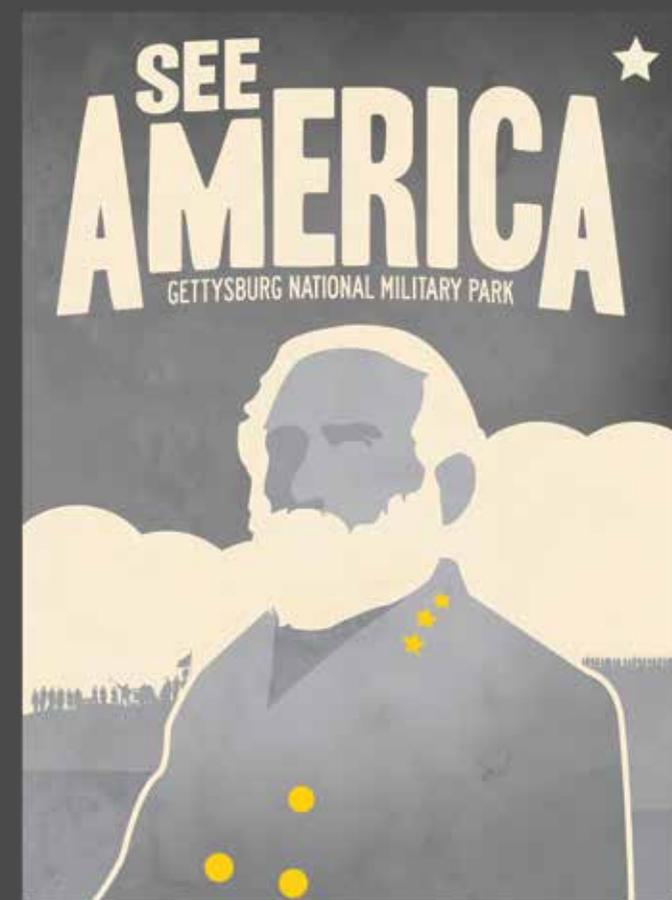


# 644,769

Number of people who visited Petrified Forest last year. This year, visitors are expected to surpass 700,000.

# \$345,000

Amount an anonymous NPCA donor contributed to help purchase nearly four acres of private land to add to Harpers Ferry National Historical Park in West Virginia. Because of the partnership between the donor, the Civil War Trust, and NPCA, these historically significant parcels will be permanently protected from future development. Every year, 250,000 visitors travel to Harpers Ferry to walk in the footsteps of Civil War and civil rights leaders and to contemplate the history and sacrifices made there.



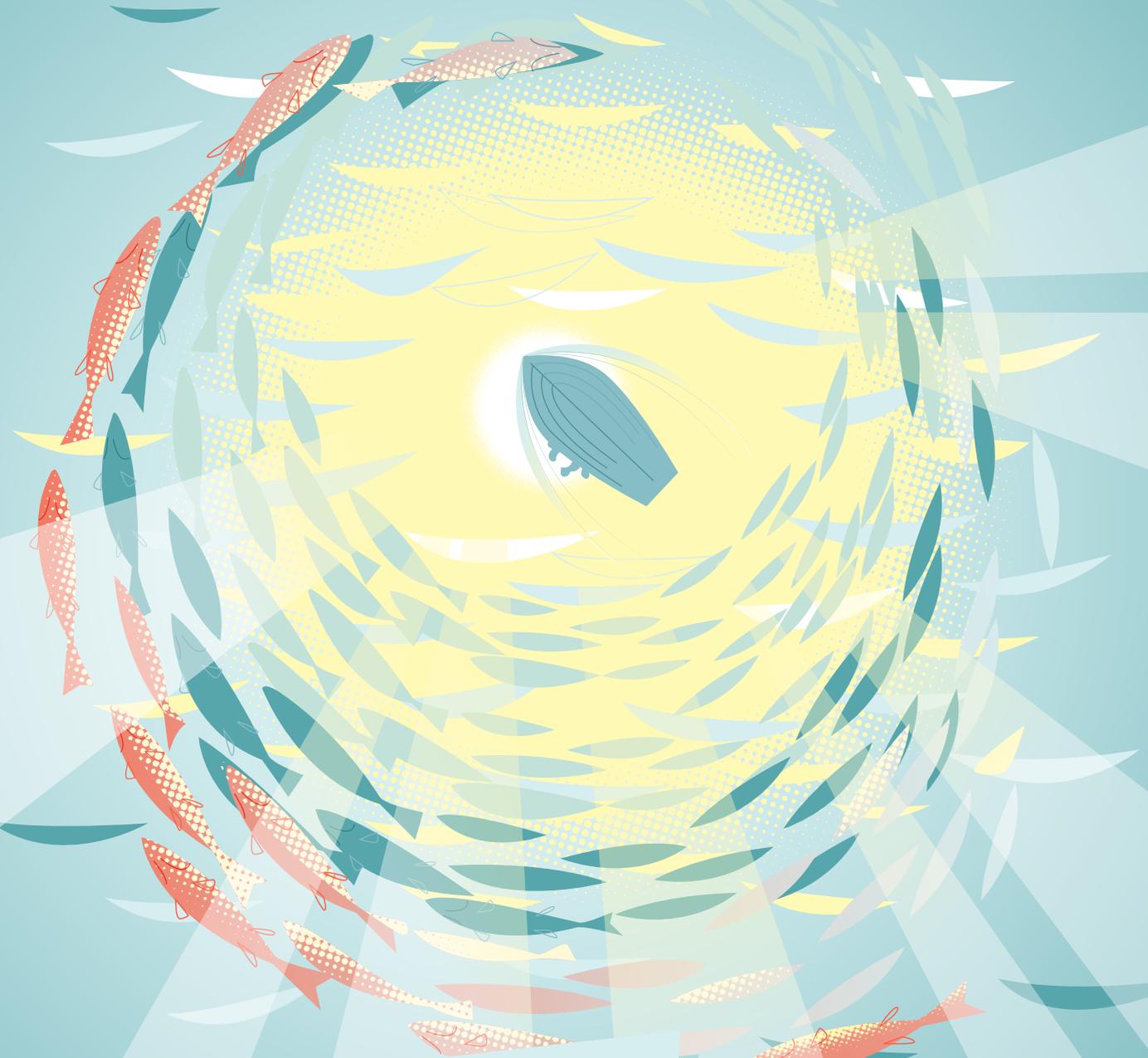
# 32,557

Number of acres at Sleeping Bear Dunes National Lakeshore in Michigan in a new, protected wilderness area designated by Congress in March. It took decades of hard work building consensus among people who use and love the park to achieve this milestone.

“As they say about land: God’s not making any more of it. And NPCA is helping preserve what we have and fighting for what we have not yet protected. Financial support of NPCA is an investment in our past and our future.”

Victor Ashe, Knoxville, Tennessee  
National Council Member

# SEE AMERICA



LAKE CLARK

NATIONAL PARK & PRESERVE

## PRESERVING A WAY OF LIFE

Southwest Alaska's Bristol Bay watershed is home to the last intact, wild salmon fishery in the United States. A keystone of the ecosystem, the culture, and the economy, the fishery produces half the sockeye salmon harvested throughout the world. Alaska Native cultures have depended on the fishery to feed their families for 10,000 years, and the salmon draw sport fishing enthusiasts and bear-viewing tourists to the region.

NPCA and our allies have long opposed the potential construction of a sprawling copper and gold mining district on lands adjacent to Lake Clark National Park and Preserve, which was created in 1980 to help protect a portion of Bristol Bay's wild salmon habitat. The Pebble Mine prospect—which would be the largest open-pit mine in North America—would pose tremendous risk to this legendary salmon run and everyone who relies on it. Pebble Mine would transform the region into a mining district and increase the likelihood of even more mines being built next to the national park.

“Bristol Bay's exceptional fisheries deserve exceptional protections”

This summer brought good news: The Environmental Protection Agency (EPA) proposed restrictions that would greatly limit mining activity, warning that Pebble Mine “is likely to result in a mine pit nearly as deep as the Grand Canyon” and concluding that “Bristol Bay's exceptional fisheries deserve exceptional protections.” In the meantime, two mining giants, Anglo American and Rio Tinto, withdrew financial support from Pebble Mine, saying they would focus on other, lower-risk ventures.

The EPA still must finalize the proposed habitat protections and defend against legal and congressional challenges aimed at keeping the agency from protecting the nation's clean water. This battle isn't over yet, but NPCA and its partners will keep forging ahead to fight for a clean, sustainable future for Bristol Bay.

“I'm so passionate about Denali National Park and Preserve because it's a place I can enjoy, experience, and visit, and I know it will be that way in the future. And that's not the case for many lands in Alaska.”

Andy Moderow, Anchorage, Alaska  
Alaska Regional Leadership Council  
Next Generation Advisory Council Member

**14,000**  
The number of full- and part-time jobs created by the robust fishing economy of Bristol Bay

**\$540 million**  
The investment Anglo American abandoned when it withdrew from Pebble Mine

# 10,000

Number of youth “Freedom to Float” interacted with through park-focused educational programs

# SEE AMERICA



## KAYAKING ON THE CHESAPEAKE BAY

# 200,000

Pieces of debris that NPCA staff and volunteers removed from national park shorelines in the Chesapeake Bay

# 50

Acres of national parks wetland habitat that NPCA helped restore for Chesapeake aquatic species, birds, amphibians, and mammals

# 36

Number of public access sites opened across the watershed

# 1,000

Number of youth from urban areas who have joined NPCA for canoeing trips in national parks



To me, the National Parks are at once deeply personal and gigantic in concept. They embody the heart and soul of America— its history, iconic outdoor beauty, culture, art, and nature. It is a wonder that we had forethought to set aside these places. I couldn't imagine so grand a country without them.”

**AJ Grant, Boulder, Colorado**  
Southwest Regional Advisory Council Member  
Trustees for the Parks Member

## FREEDOM TO FLOAT

There are 11,000 miles of coastline along the Chesapeake Bay, but getting a boat in the water isn't as simple as you would think. Though the Chesapeake watershed is home to 55 national park units and two water trails, just 2 percent of that shoreline is accessible to the region's 17 million residents.

NPCA is on a mission to change that. The “Freedom to Float” campaign aims to expand access to swimming, paddling, and fishing in the watershed, which runs from New York through six states and the District of Columbia.

In 2013, NPCA helped persuade Maryland to pass a law requiring access to water with the construction of every new bridge, road, or overpass. But NPCA has a broader plan: The project also aims to educate people about the waterways and inspire them to become park proponents. Over the past year, staff has led advocates in the fight for clean water and public access and connected thousands of people with their local rivers or waterways through paddling events, clean-ups, and educational programs.

When NPCA employees brought third- and fourth-graders to Kenilworth Park and Aquatic Gardens in Washington, D.C., for a canoe trip, the students were stunned. Though the Anacostia River is walking distance from their school, some didn't know the river was there. At first, many students were scared to step into a canoe, but once they were gliding through the water, everything changed. “When they get out there and see a beaver or a great blue heron, that fear just goes away. They are mesmerized,” says Ed Stierli, NPCA's Chesapeake field representative.

“We're creating new opportunities and new access for people who may not know there's a national park in their backyard or a river in their community that needs help,” Stierli says. “We're connecting them to their natural resources so they can advocate for them, enjoy them, and love them. It all comes back to that: You can't love a place you've never experienced.”

## BRINGING BACK THE SALMON

**According to local tribal lore**, the Elwha River in Washington's Olympic National Park once ran so thick with salmon that native people could walk across the river on the backs of the fish. Unfortunately, the construction of two dams 100 years ago closed off 70 miles of salmon habitat and had a dismal effect on the region's ecosystem and culture.

But NPCA's advocacy helped lead to the largest dam removal in U.S. history. The \$325 million project was completed in August when the second dam was finally taken down. Now salmon are already returning to the river and its tributaries. A recent count found 3,528 adult Chinook in the river, far more than the average annual run size previously logged.

The salmon provide nutrients to 130 species of wildlife and plants, and their return will have a sweeping impact on the park's entire ecosystem. The dam removal also will boost tourism and increase opportunities for hiking, kayaking, rafting, and fishing.

The job isn't done. NPCA staff is continuing to educate the public while helping the Park Service remove exotic species and transplant 400,000 native plants—including cottonwood, snowberry, and Nootka rose—that will eventually be relocated from a nearby plant center to newly exposed land.

It could take 100 years for the salmon to fully come back and for the ecosystem to be completely restored, but every day, NPCA gets another step closer to reaching that goal.

# 400,000

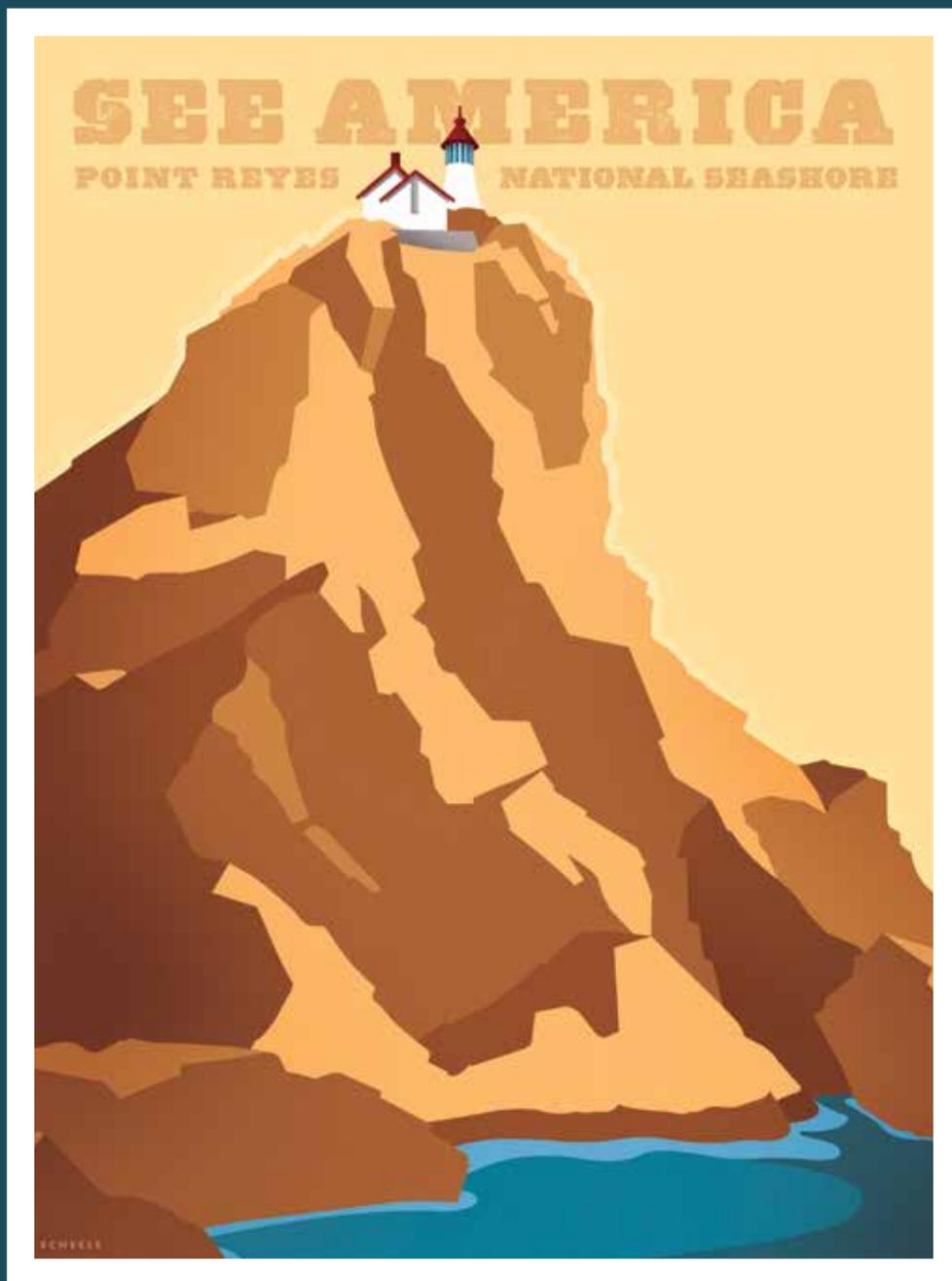
Number of salmon that annually swam upstream to spawn before the dams were built.

# 59

Number of native species at the Matt Albright Native Plant Center in Sequim that will be transplanted to the former reservoirs

# SEE AMERICA

## OLYMPIC NATIONAL PARK



## THE PEOPLE'S ESTUARY

**38** Number of threatened and endangered species at Point Reyes

**Drakes Bay Oyster Company** is out of legal options. For years, NPCA and its allies have fought to get the oyster company out of a rare, protected estuary at California's Point Reyes National Seashore, and the time has finally come for the commercial operation's long-planned departure, which will allow the "ecological heart" of the seashore to become the West Coast's first marine wilderness.

Though its 40-year lease expired in 2012, the oyster outfit had refused to leave Drakes Estero. Then in June, following years of appeals, the U.S. Supreme Court declined to take up the case. In the end, the argument NPCA had proffered for eight years prevailed: The property was purchased by taxpayers to be protected in perpetuity for all Americans, and the federal government must uphold its agreements.

"It's critical when the government makes a commitment to the public to protect our national parks, they don't change their minds based on whatever's fashionable," says Neal Desai, director of field operations in the Pacific Region.

The dismantling of the operation will mean the end of disruptive motorboats and miles of wooden, pressure-treated oyster racks. The plastic oyster-growing bags that cover sandbars will be removed. Non-native Japanese oysters will no longer be planted. Wildlife will prosper. Visitors will be able to hike, kayak, or bird watch peacefully.

"This isn't important just for the ecosystem and wildlife, it's critical for improving the visitor's experience, too," says Desai. "Wilderness isn't just for plants and animals, it's also so people can see nature in its wild form and be inspired by it."

**1,500**

Number of plant and animal species in the park unit

**3,000**

Number of motorboat trips that Drakes Bay Oyster Company used to make through the estuary each year. Motorboat noise disturbs wildlife such as migrating birds and harbor seals and also has a negative impact on hikers and kayakers.

**490**

Number of bird species that have been spotted at Point Reyes. That's nearly half the bird species in North America.



SEE AMERICA

| Yellowstone National Park Wyoming |

100%

of snowmobiles and snowcoaches entering the park will be brand new or retrofitted to meet the sound and emissions requirements once the new rules are fully implemented



## PRESERVING YELLOWSTONE'S WINTERTIME MAJESTY

To visit **Yellowstone National Park** in the winter is to enter a glistening wonderland. Visitors can spy elk and bison slowly plodding through fresh snow, see geyser spray turn to gleaming airborne ice, or hear wolves howl as the sun sets behind snow-covered peaks.

But peace, stillness, and crisp sweet air throughout the park? For decades, that was a distant dream because of the noise and pollution along many park roads from snowmobiles and snowcoaches. At a low point, snowmobiles lined up at park entrances emitted so much exhaust that some park rangers wore respirators to protect themselves.

**For 15 years, NPCA and its partners fought to make the park cleaner, quieter, and more hospitable to both visitors and wildlife, and this year, the coalition finally won the battle.**

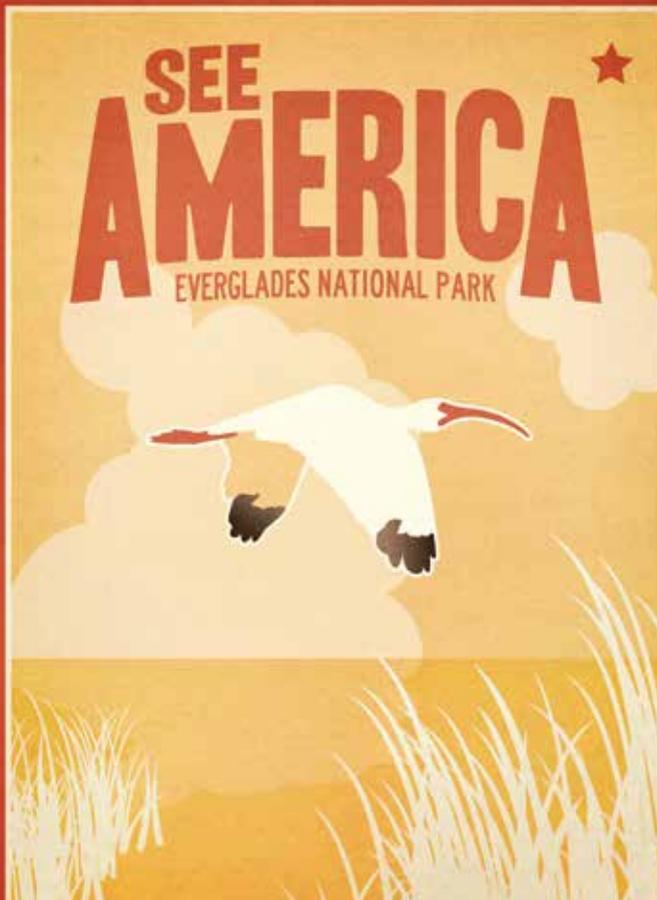
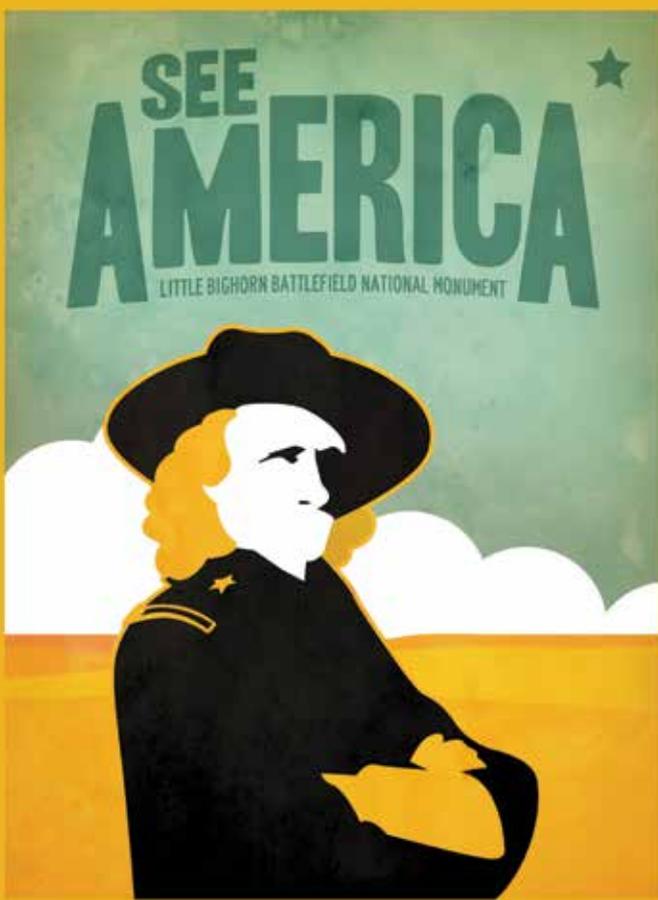
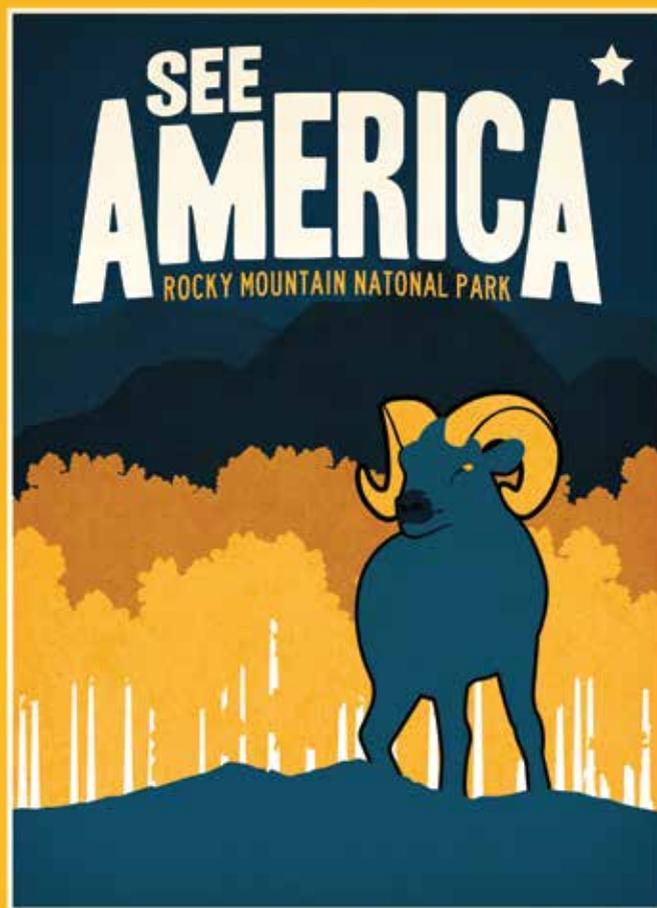
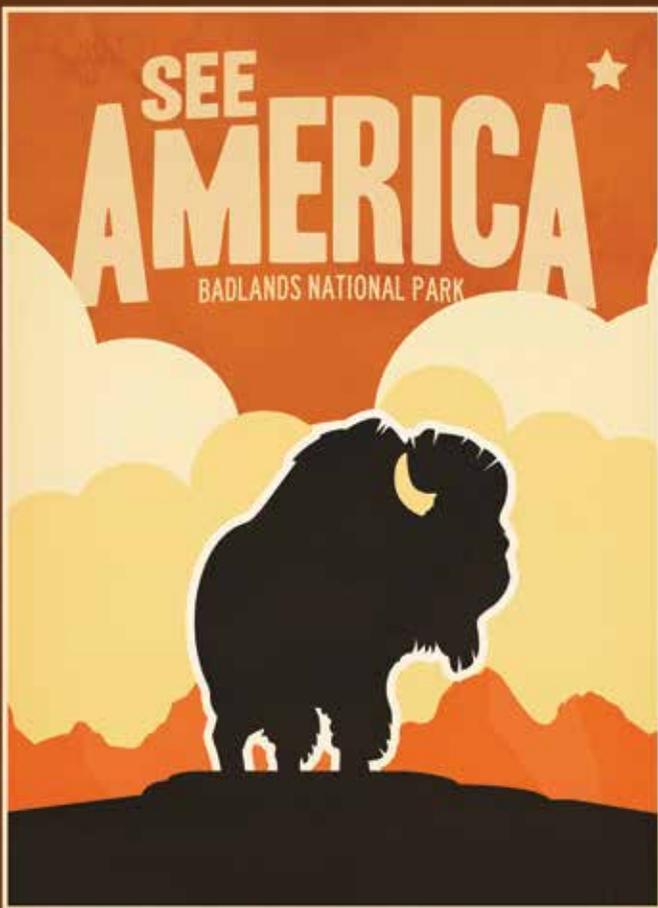
Negotiations with the Park Service and Department of Interior led to a new set of wintertime rules that place limits on emissions and noise. The final rule includes the strongest requirements for snowmobiles and snowcoaches anywhere in the country.

NPCA will track the park's progress to make sure the new rules are fully implemented, as planned, by 2015, but the hardest part is over. "We've come a long way," says Bart Melton, NPCA's Yellowstone senior program manager. "It's a huge, exciting step that will improve the Yellowstone experience for all visitors for decades to come."

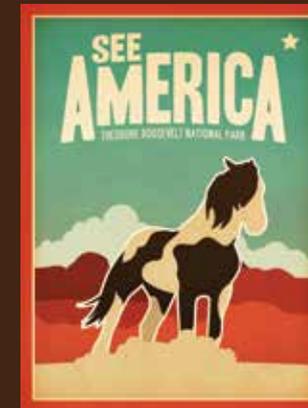


Yellowstone symbolizes so much about wild places and about the vision of the National Park Service... We live in the shadow of Yellowstone's Roosevelt Arch with the iconic inscription: 'For the benefit and enjoyment of the people.' The parks really are our best gift to the world."

**Bill Berg, Gardiner, Montana**  
Northern Rockies Regional Council Member  
Trustees for the Parks Member



## #KEEPPARKSOPEN



### Gridlock in Washington, D.C.

Across-the-board budget cuts. A government shutdown. It was a hard year to secure funding and keep attention focused on the pressing needs of the national parks.

But NPCA charged into the fray.

When the indiscriminate federal sequester cut more than \$180 million from the Park Service, NPCA led a successful effort to pressure Congress to restore funding.

And when the federal government shut down, furloughing thousands of Park Service employees, shuttering national parks, disappointing visitors, and costing local economies a half-billion dollars in lost revenue, NPCA sprang into action. Staff moved quickly to keep up with shifting news and public sentiment and responded with a clear message: It's critical to support our beloved national parks, the rangers who protect them, and the communities that rely on them.

During the 16-day shutdown, NPCA and its staff members were mentioned in more than 700 news stories across the country, reaching hundreds of millions of people. Millions more saw our blog posts, website messages, and tweets and our powerful original video from the perspective of frustrated park rangers.

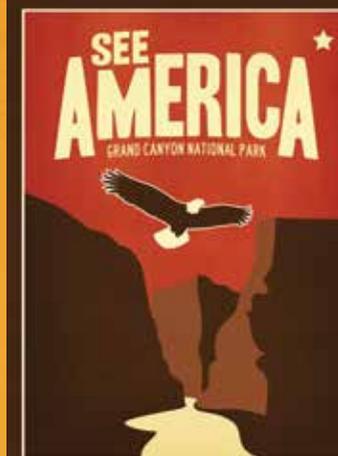
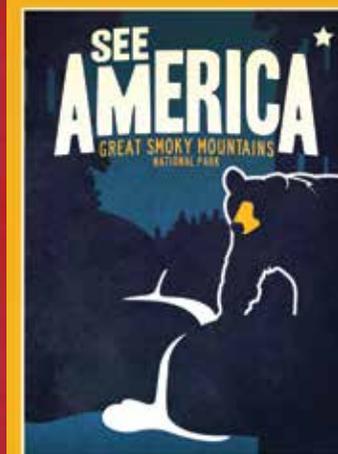
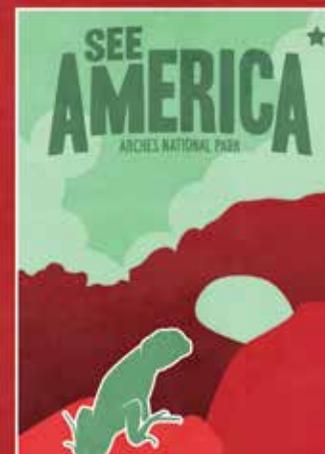
The massive effort increased public awareness of the critical role NPCA plays in protecting our national parks. It also reminded Americans and politicians of the parks' tremendous popularity and importance and of the urgent need to defend, preserve, and fund parks now and always.

# 659

Number of retweets of NPCA's most popular tweet. The missive—which began “#SHUTDOWN ENDS! Parks to reopen! Don't let Congress off the hook”—had seven times the normal reach.

## \$500 million

Amount lost in visitor spending nationwide during the shutdown



## 21,379

Number of Park Service staff furloughed during the shutdown

## 750,000

Number of visitors turned away from parks daily during the shutdown

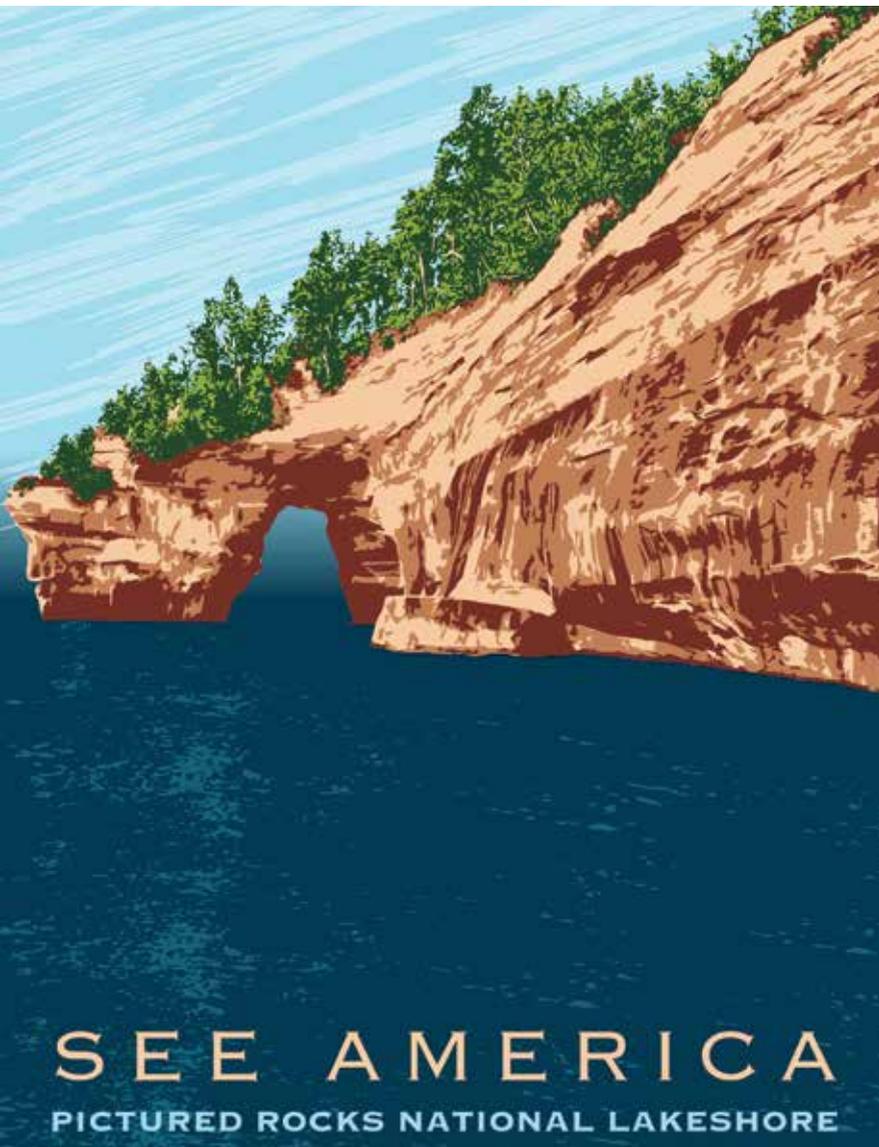
# 2,645,306

Number of unique individuals who viewed NPCA's Facebook posts during the shutdown

# SEE AMERICA

YELLOWSTONE NATIONAL PARK

# FINDING FUNDING IN HARD TIMES



**NPCA led a campaign** to raise awareness about the dire impact of the sequester on national parks, mobilizing allies and the public and ultimately restoring more than \$180 million of funding for parks. Despite ongoing deadlock in Washington, that was hardly NPCA's only funding victory this year.

## Funding for Maintenance

**Congress passed** and the President signed the Responsible Helium Administration Stewardship Act, a rare, revenue-generating bill that includes a provision to help reduce the National Park Service's deferred maintenance backlog, estimated at \$11.5 billion. The law will bring in as much as \$100 million to fix crumbling roofs, decaying roads, trails, and bridges, and degraded water and wastewater systems across the country.

## GOLDEN GATE NATIONAL RECREATION AREA



## Funding for Great Lakes Restoration

**As leaders of the Healing Our Waters Coalition**, NPCA pressed Congress to renew Great Lakes restoration funding, which the House of Representatives had threatened to cut by nearly 80 percent. The \$300 million that was eventually restored will be used for cleaning up toxic hot spots, restoring wetlands and other habitat, and preventing farm pollution.



**“Parks are great. But parks need advocates. And NPCA is at the core of making sure that parks have people who will go to bat for them.”**

**Andy Moderow, Anchorage, Alaska**  
Alaska Regional Leadership Council  
Next Generation Advisory Council Member

## Funding after Superstorm Sandy

**In 2012, Superstorm Sandy** had a brutal impact on the national parks of New York Harbor from the Statue of Liberty to Ellis Island, Governors Island, and Gateway National Recreation Area. Gateway alone sustained \$180 million worth of damage. The storm forced a newly renovated Lady Liberty to close just a day after re-opening. Beaches, boat ramps, mechanical systems, and parking lots were wiped out.

It was bleak, but then something very unusual happened: In response to pressure from environmental advocates, including NPCA, Democrats and Republicans found a way to work together to start the rebuilding. Congress approved a historic funding bill to repair the national parks, restore natural resources, and help nearby communities. The Sandy bill included \$348 million for Park Service construction and \$50 million for the agency's Historic Preservation Fund.

“People from all over America came here through Ellis Island. The Statue of Liberty represents freedom to individuals across the country, and Gateway is considered one of the front doors to the National Park System,” says Oliver Spellman, senior program manager for the Northeast Regional Office. “We didn't want the parks to get caught up in political stalemate. We had to remind Congress that these are national parks that represent national ideals and need national congressional support.”

## PAUL AND REBECCA WALLACE MATHER LEGACY SOCIETY MEMBERS LOVELAND, OH

Paul Wallace didn't travel much as a child, but when he was 9, his family took a trip to Carlsbad Caverns National Park in New Mexico. One night at sunset, he marveled as millions of bats streamed out of the caverns. "I was in the cave earlier that day but had no clue that they were there, and it gave me the feeling that there was a lot more out there than what I'd seen and experienced in my life," he says. "It was just one of those drop-your-jaw types of events. That sense of awe has repeated itself hundreds of times in my life, every time I visit a national monument or park."

Since that childhood glimpse of the big, wide world, Paul has spent more than 80 weeks in parks and wilderness areas across the country. He and his wife, Rebecca, hiked and backpacked in the West for 12 weeks after their college graduation in 1977. They have returned again and again to the red rocks and slot canyons of southern Utah. On a canoe trip down the Colorado and Green Rivers, they survived rapids and a flash flood, and they have taken many unguided four-wheel-drive trips into the backcountry in Canyonlands.

The couple claims they're a mite slower at 60, but they still walk a dozen miles on a typical hiking day. Last summer, they circumnavigated Lake Superior, making stops at Pictured Rocks National Lakeshore and nearby



Sleeping Bear Dunes. They have already sketched out future trips to Alaska, Colorado, and the Pacific Northwest.

The serenity they found on that first trip out West stayed with the Wallaces, who began donating to NPCA in 1990. A dozen years later, before a particularly adventurous vacation, Rebecca insisted that they create a will and make a bequest to NPCA.

"We don't have children and we're not big spenders, so we ended up saving a lot of money," says Paul, a chemical engineer. (Rebecca retired from her job as a pediatric nurse in 2002.) **"Being in the national parks has given our lives so much fullness—more than simply pleasure—and has made us better people. So we felt a responsibility to do whatever we could to protect them for the future."**

**NPCA established the Mather Legacy Society to recognize and honor those individuals who care deeply about preserving our national parks for future generations and have expressed their support by making a gift to NPCA in their estate plans.**

**For additional information, please call Morgan Dodd, senior director of gift planning, toll-free at 877.468.5775, or visit [npca.org/giftplanning](http://npca.org/giftplanning).**

© NICHOLAS MOEGLY

## CRITICAL SUPPORT FROM THE HOUSTON ENDOWMENT

**After Hurricane Ike** tore through the upper Texas Gulf Coast in 2008, obliterating entire communities, Texans were left to wonder: What could they do in the future to prevent such widespread devastation?

One answer: The Lone Star Coastal National Recreation Area.

Dreamed up in the wake of that storm, the proposed park unit has appealed to a huge swath of Texans, from politicians and conservationists to landowners, historians, economists, and business leaders. These stakeholders appreciate that the park unit includes undeveloped land that stores surge water and could help reduce damage in communities that face frequent hurricanes. They like the idea of officially tying together an array of estuaries, rookeries, marshlands, bays, coastline, islands, and historic towns to promote tourism and help diversify the economy. They are eager to protect the natural and cultural resources in these 1.6 million square acres.

The idea for the recreation area originated at Rice University's Severe Storm Prediction, Education, and Evacuation from Disasters (SSPEED) Center—a research organization created after Hurricane Ike, with support from the Houston Endowment, a Texas-based foundation. "From the beginning, the intention was to hand the baton to a capable partner who could take the center's ideas and turn them into reality," says Elizabeth Love, a program officer at the Houston Endowment, which was established in 1937 by Jesse H. and Mary Gibbs Jones to improve life for the people of greater Houston.

Enter NPCA. As NPCA has led this important project forward, the Houston Endowment has continued to lend critical financial support. In 2014, the foundation doubled its commitment to NPCA's Lone Star campaign with a \$225,000 grant. In all, the endowment has given \$425,000 to the campaign over the last three years.

"The project is win-win. It brings environmental, social, and economic benefits to greater Houston, and those are goals we are very passionate about," Love says. "We believe it will transform the region."

The proposed park, an hour's drive from Houston, includes towns rich with cultural, architectural, military, and maritime history as well as places for kayaking, hiking, fishing, and world-class birding.

"Many people in Houston and the surrounding area may not realize the treasures we have in our own backyard," Love says. "Tying them all together with a national park designation will enable us to share the unique aspects of our region with folks locally and nationally."

# 1.5 million

Number of  
annual visitors  
Lone Star  
Coastal National  
Recreation Area  
is expected to  
attract by its  
10th year

# \$192 million

Revenue that visitor  
spending is expected  
to generate by the  
park's 10th year

SOURCE: "Opportunity Knocks: How the Proposed Lone Star Coastal National Recreation Area Could Attract Visitors, Boost Business, and Create Jobs," commissioned by NPCA, Houston Wilderness, and the SSPEED Center.

## A NATURAL PARTNERSHIP

The J.M. Smucker Company knows that the health of our national parks is directly linked to the health of the lands and waters that surround them. That's why the company and its Smucker's®, Adams®, and Laura Scudder's® Natural Peanut Butter brands has supported NPCA programs such as America's Great Waters. And that's why Smucker and NPCA are encouraging people to take small steps to help the environment through the "Make a Natural Difference" campaign.

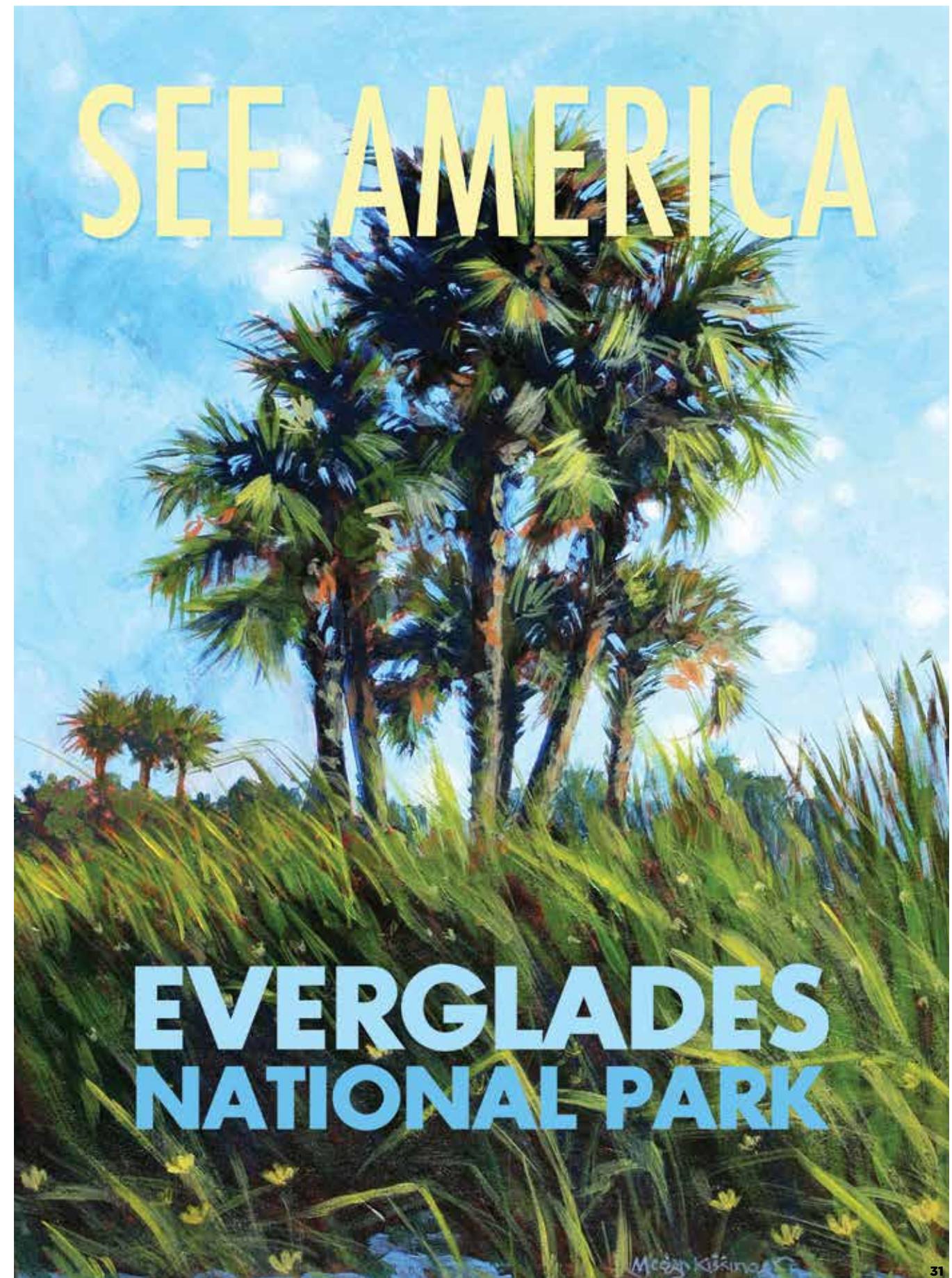
Since the launch of the partnership in 2009, Smucker has encouraged nature lovers to explore the outdoors and our national parks. They have introduced innovative promotions such as the "Cause a Stir" essay contest, which invited people to describe ways they were creatively contributing to the health of the planet. In 2013, the company donated \$1 to NPCA each time a consumer redeemed a coupon for one of its natural peanut butter products. This year, Smucker is encouraging nature lovers to explore a national or local park and share photos of their adventures for a chance to win great prizes.

The growing partnership has helped raise awareness of the important work NPCA is doing, including the protection of national parks and nearby waters in the Chesapeake Bay, the Everglades, the Great Lakes, and the Colorado River.

“NPCA leadership and staff are a group of people who are incredibly special. I have noticed how much they really care about protecting our parks. Their core values are a reflection of my own core values, and I admire them very much. They have inspired me to do more.”

**Marjorie Adams, Dallas, Texas**

Texas Regional Advisory Council Member  
Trustees for the Parks Member



# AWARDEES

Every year, NPCA applauds a few individuals for their achievements as national parks advocates and protectors. Though our organization's strength comes from the commitment of its one million members and supporters, these awardees demonstrate the difference a single person can make.



## ROBIN W. WINKS AWARD **MILTON CHEN**

Milton Chen, the senior fellow and executive director emeritus of the George Lucas Educational Foundation, was honored with the Robin W. Winks Award for enhancing the public's understanding of our national parks. A member of the National Park System Advisory Board who served on the National Parks Second Century Commission, Chen recognizes the value of using national parks for place-based learning. In spots such as Golden Gate National Recreation Area, he has helped develop innovative programs that connect students to history and foster a conservation ethic. This critically important work encourages a new generation of leaders to step forward and get involved in the pressing environmental issues of their times.



## STEPHEN TYNG MATHER AWARD **VALERIE NAYLOR**

Valerie Naylor, the superintendent of Theodore Roosevelt National Park, was honored for her steadfast dedication to protecting the park from the harmful impacts of energy development. Theodore Roosevelt National Park is adjacent to land that has seen the biggest hydraulic fracturing boom in the country, and Naylor has been relentless in her effort to safeguard the park's historic sites, stunning views, visitor safety, night skies, and wildlife habitat. Among several victories, Naylor helped prevent development near the historic Elkhorn Ranch, Theodore Roosevelt's original ranch site and the place where historians say he formed his deep concern for conservation. Naylor's leadership and determination during a time of wrenching transformation have been inspirational.

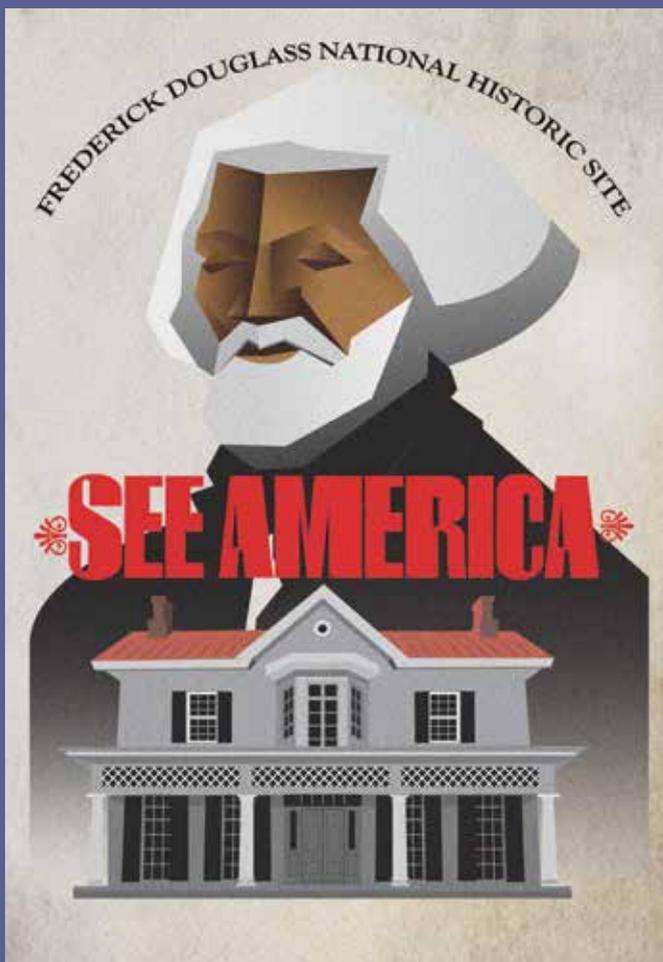


## MARJORY STONEMAN DOUGLAS AWARD **PETER GOVE**

A tireless park advocate since working for the National Park Service early in his career, Peter Gove was recognized for his efforts to establish the Mississippi National River and Recreation Area and protect the Saint Croix National Scenic Riverway from cell-tower construction and gravel mines. The chair of NPCA's Upper Midwest Regional Council, Gove was instrumental in NPCA's hard-fought (though ultimately unsuccessful) campaign against a mega-bridge spanning the St. Croix from Minnesota to Wisconsin. He is currently working to keep invasive Asian carp from destroying habitat and ruining recreation opportunities. These battles cap decades of Gove's efforts to protect national parks, essentially earning this award many times over.

# SEE AMERICA =BLUE RIDGE PARKWAY=





## FINANCIAL REPORT

This year, NPCA reached a new milestone, topping the one million mark for members and supporters. Those individuals contributed nearly \$25 million in support of NPCA's strategic advocacy and programmatic work aimed at protecting our national parks. Support from individual donors continues to be our single largest source of unrestricted revenue and is essential to our continued success.

Total revenue for our fiscal year ending June 30, 2014, was \$33.1 million, which includes \$5.1 million of investment income on our endowment and reserve accounts. The accompanying financial data show that NPCA ended the year with a small net loss of \$194,000, but the organization's financial position remains strong. Operating cash and the board project fund total \$7.9 million, while our combined investment accounts for our endowments and board reserve are at an all-time high of \$36.3 million.

NPCA is well prepared for the future. The organization continues to advance new revenue initiatives, which have begun to bear fruit, and remains vigilant about wisely using its financial resources to achieve its goals.

	(Unaudited)	(Audited)
<b>REVENUE, GAINS, AND OTHER SUPPORT</b>		
	<b>2014</b>	<b>2013</b>
Membership dues	1,095,423	1,165,675
Contributions	20,734,445	24,418,544
Grants and contracts	2,085,000	4,872,025
Proceeds from special events	1,498,050	608,610
Marketing income	1,225,646	1,460,706
Bequests	1,333,959	2,305,163
Other income	193	152,109
Investment return	5,114,762	2,513,229
<b>Total revenue, gains, and other support</b>	<b>33,087,478</b>	<b>37,496,061</b>
<b>EXPENSES</b>		
<b>PROGRAM SERVICES</b>		
Protect and restore	10,816,217	11,898,189
Engage, educate, and empower Americans	11,098,742	10,932,616
Strengthen and enhance	2,318,572	3,278,084
<b>Total program services</b>	<b>24,233,531</b>	<b>26,108,889</b>
<b>SUPPORTING SERVICES</b>		
Management and general	1,786,141	507,172
Fundraising	7,262,103	7,870,733
<b>Total supporting services</b>	<b>9,048,244</b>	<b>8,377,905</b>
<b>Total expenses</b>	<b>33,281,775</b>	<b>34,486,794</b>
<b>Changes in net assets</b>	<b>(194,297)</b>	<b>3,009,267</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	4,710,834	5,720,695
Short-term investments	3,159,867	4,079,824
Grants and contributions receivable, net	2,899,734	3,355,853
Accounts receivable	57,943	62,042
Prepaid expenses	377,757	236,204
<b>Total current assets</b>	<b>11,206,135</b>	<b>13,454,618</b>
<b>OTHER ASSETS</b>		
Deposits	23,096	24,745
Investments	36,256,681	32,046,119
Property and equipment, net	2,040,687	2,421,233
Grants and contributions receivable, less current portion	2,282,125	4,137,350
<b>Total other assets</b>	<b>40,602,589</b>	<b>38,629,447</b>
<b>Total assets</b>	<b>51,808,724</b>	<b>52,084,065</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and other accrued expenses	2,703,594	2,891,196
Deferred revenue	567,860	582,173
Deferred rent, current portion	263,832	263,832
Charitable gift annuities, current portion	266,962	238,272
<b>Total current liabilities</b>	<b>3,802,248</b>	<b>3,975,473</b>
<b>NONCURRENT LIABILITIES</b>		
Deferred rent, less current portion	2,547,985	2,707,974
Charitable gift annuities, less current portion	1,963,172	1,711,002
<b>Total noncurrent liabilities</b>	<b>4,511,157</b>	<b>4,418,976</b>
<b>Total liabilities</b>	<b>8,313,405</b>	<b>8,394,449</b>
<b>NET ASSETS</b>		
Unrestricted	15,726,888	16,313,778
Temporarily restricted	12,989,374	12,496,331
Permanently restricted	14,779,057	14,879,507
<b>Total net assets</b>	<b>43,495,319</b>	<b>43,689,616</b>
<b>Total liabilities and net assets</b>	<b>51,808,724</b>	<b>52,084,065</b>

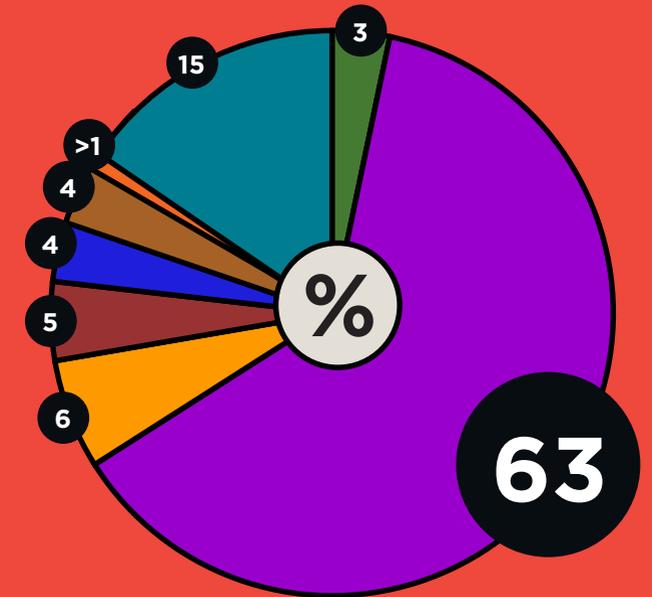
# SEE AMERICA

Saguaro National Park

## FINANCIAL REPORT

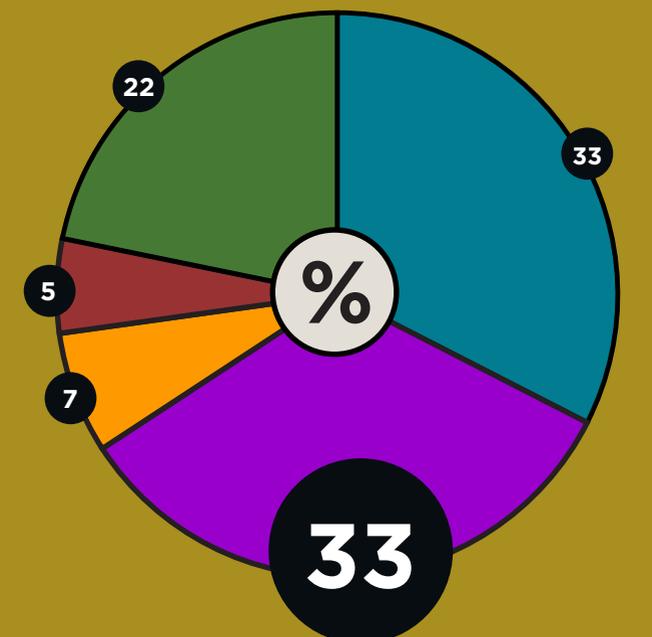
### SUPPORT AND REVENUE

Membership Dues	1,095,423
Contributions	20,734,445
Grants and Contracts	2,085,000
Proceeds from Special Events	1,498,050
Marketing income	1,225,646
Bequests	1,333,959
Other Income	193
Investment Return	5,114,762
<b>Total Revenue, Gains, and Other Support</b>	<b>33,087,478</b>



### PROGRAM EXPENSES

Protect and Restore	10,816,217
Engage, Educate, and Empower Americans	11,098,742
Strengthen and Enhance	2,318,572
<b>Total program services</b>	<b>24,233,531</b>
<b>SUPPORTING SERVICES</b>	
Management and General	1,786,141
Fundraising	7,262,103
<b>Total supporting services</b>	<b>9,048,244</b>
<b>Total expenses</b>	<b>33,281,775</b>
<b>Changes in net assets</b>	<b>(194,297)</b>



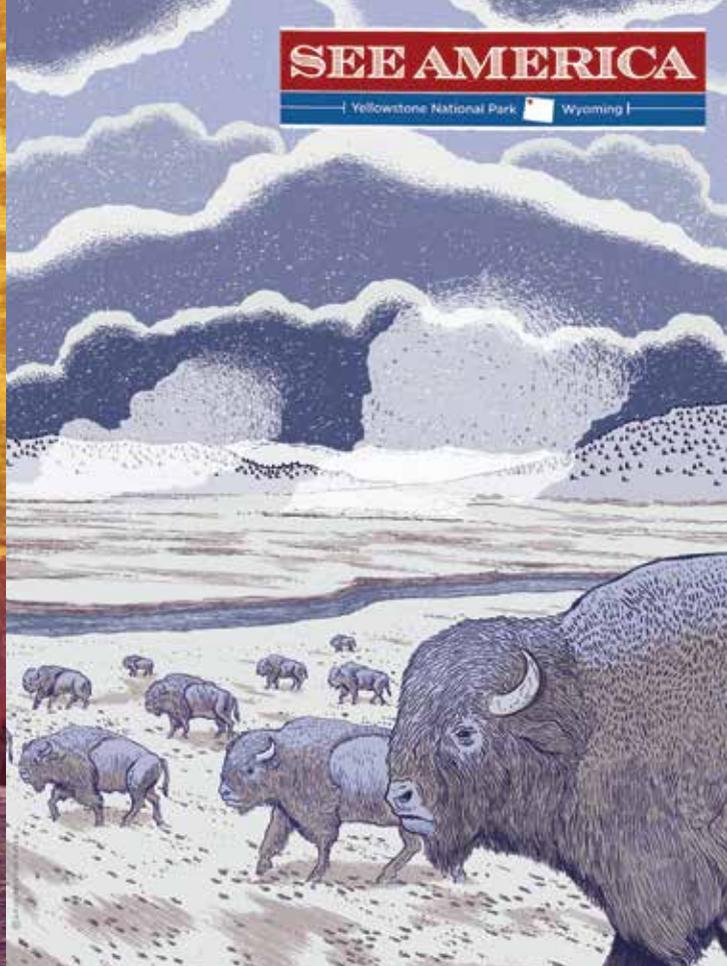
**SEE AMERICA**

Statue of Liberty National Monument | New York



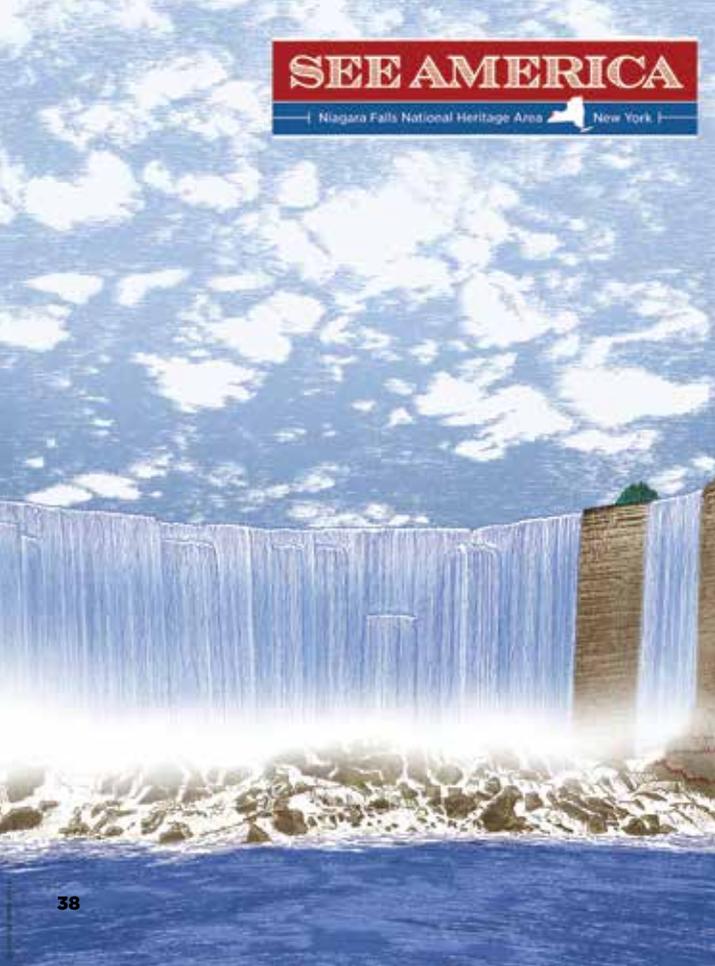
**SEE AMERICA**

Yellowstone National Park | Wyoming



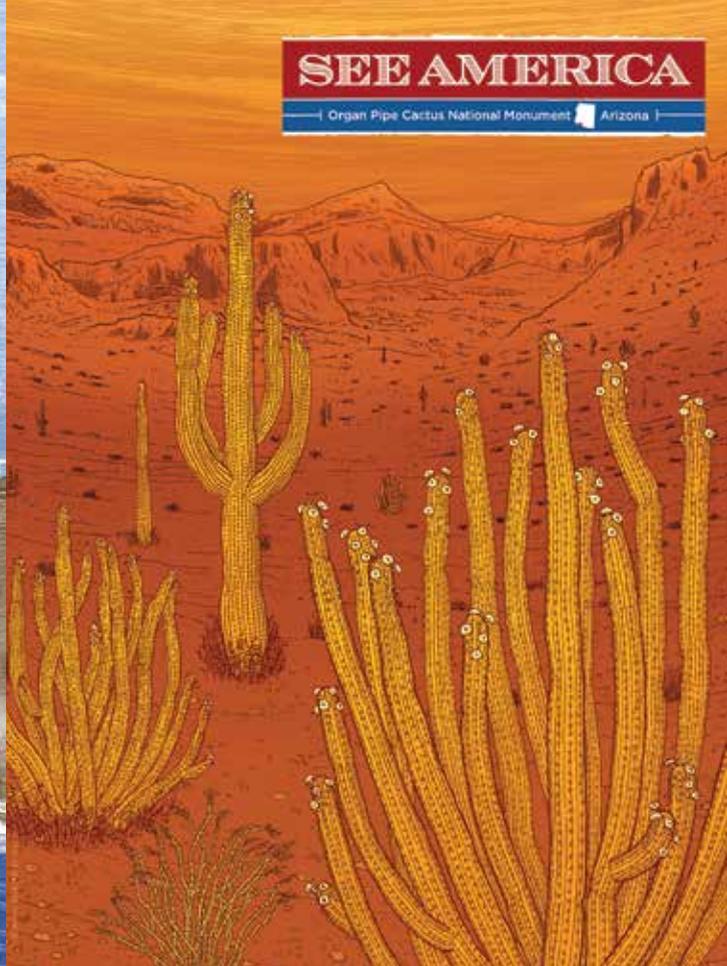
**SEE AMERICA**

Niagara Falls National Heritage Area | New York

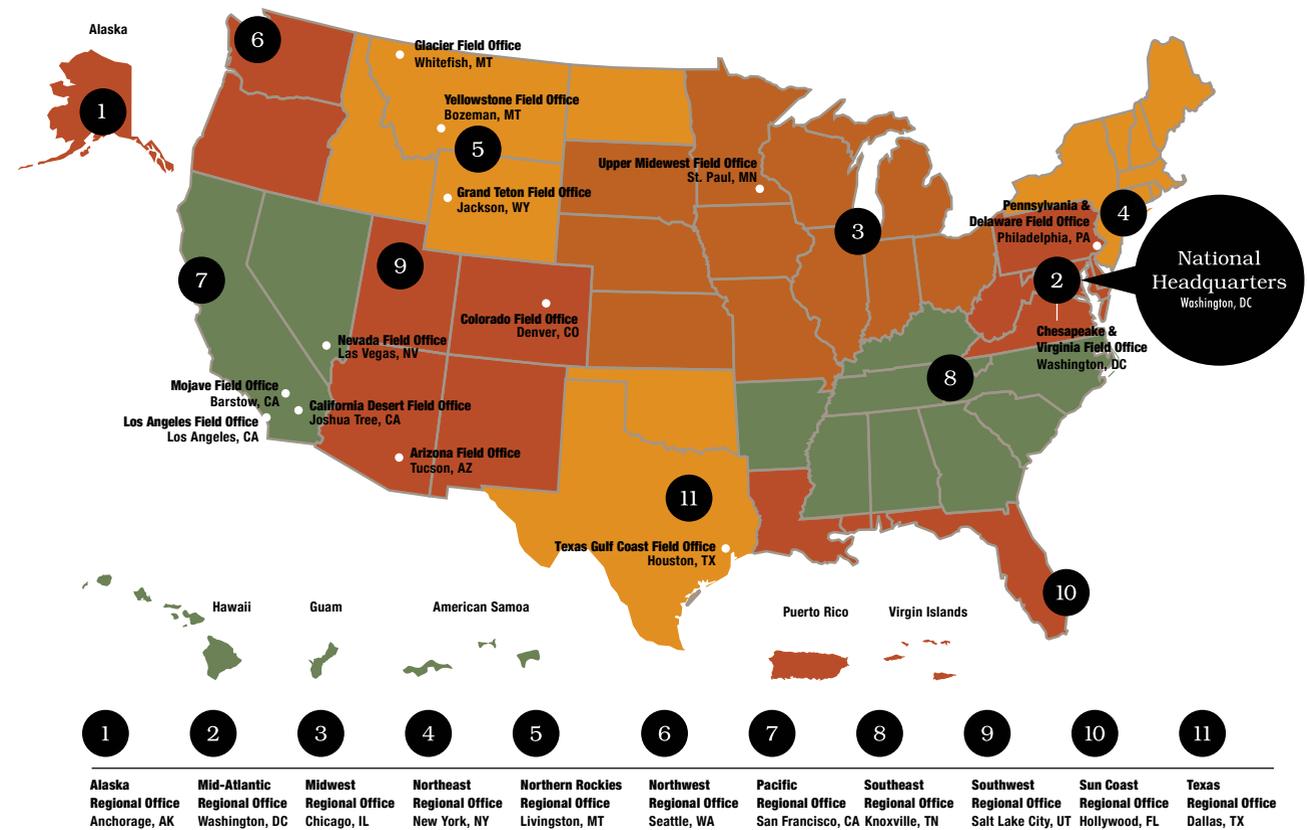


**SEE AMERICA**

Organ Pipe Cactus National Monument | Arizona



**NPCA AT A GLANCE**



**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 future generations.

The group began by producing newsletters for a few dozen members, but now, 95 years later, the National Parks Conservation Association employs 150 staff members working from the Washington, D.C. headquarters and 24 regional and field offices across the country. One million members and supporters have helped the organization amass important victories for our national parks, some of which are

detailed in this report. And NPCA's effectiveness has garnered nods from industry watch groups such as Guidestar, Charity Navigator, and Great Nonprofits, which awarded NPCA with top-rated status in 2013 (making it one of only four 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. Regional staff (see field office map above) 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 use traditional, online, and social 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.

SEE AMERICA

NEW ORLEANS JAZZ



NATIONAL HISTORICAL PARK

HEAR AMERICA

# ENDOWMENTS

Over the years, donors have sought to provide for the long-term fiscal stability of the National Parks Conservation Association and its work protecting 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 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.

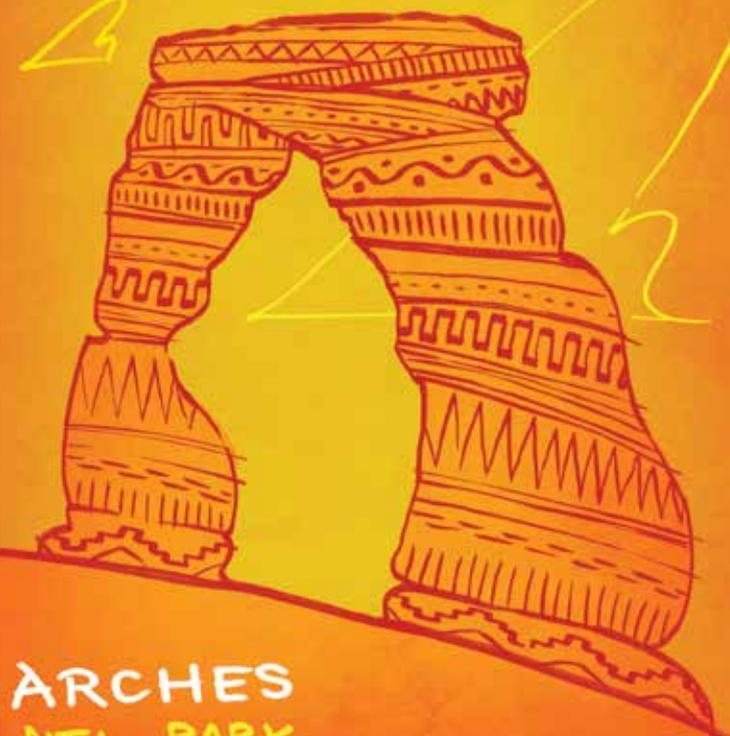
### H. William Walter Endowed Internship Fund

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.

SEE AMERICA



ARCHES NTL. PARK

“I don't have a single favorite park. I've been to the Smokies and the Tetons this year, and I'm overdue for time in Big Bend. All the parks are beautiful. For me, being in nature is an emotional and spiritual experience. It's restorative.”

Alec Rhodes, Austin, Texas  
National and Texas Regional Advisory Council Member  
Trustees for the Parks Member

# NATIONAL AND REGIONAL COUNCILS

## NATIONAL COUNCIL

Greg A. Vital, Chairman, *Georgetown, TN*  
 Diane E. Albert, Ph.D., *Albuquerque, NM*  
 Victor Ashe, *Knoxville, TN*  
 Susan Babcock, *Pasadena, CA*  
 Nevada Barr, *New Orleans, LA*  
 D. Dean Bibles, *San Antonio, TX*  
 Steve Bickerstaff, *Austin, TX*  
 James E. Bostic, *Sandy Springs, GA*  
 Randy Boyd, *Knoxville, TN*  
 Martin Brown, *Brentwood, TN*  
 William L. Bryan, Jr., *Bozeman, MT*  
 Dorothy A. Canter, Ph.D., *Bethesda, MD*  
 Chuck Cloninger, *Asheville, NC*  
 Wallace and Jerryne Cole, *Denali NP, AK*  
 K.C. DenDooven, *Wickenburg, AZ*  
 Henry L. Diamond, *Washington, DC*  
 Joyce C. Doria, *Potomac, MD*  
 Rick Flory, *Jackson, WY*  
 Caroline D. Gabel, *Chestertown, MD*  
 Margaret S. Hart, *Lake Forest, IL*  
 C. Wolcott Henry, *Washington, DC*  
 Jean Hocker, *Alexandria, VA*  
 Torrence M. Hunt, Jr., *Pittsburgh, PA*  
 Terrence D. Jones, *Santa Fe, NM*  
 Bruce Judd, *Seaside, FL*  
 Bob Kaufman, *Anchorage, AK*  
 Ellen Harvey Kelly, *Baltimore, MD*  
 Dallas Kelley-Kerr, *Round Rock, TX*  
 G. Robert Kerr, *Atlanta, GA*  
 Robert A. Kinsley, *York, PA*  
 Nancy Lampton, *Louisville, KY*  
 Robert K. Lane, *McLean, VA*  
 Robert and Dee Leggett, *Great Falls, VA*  
 Sheldon Lubar, *Milwaukee, WI*  
 Michael Malaga, *San Francisco, CA*  
 Michael Marks, *Woodside, CA*  
 Bruce Matheson, *Miami, FL*  
 Charles T. McCullough, Jr., M.D., *Asheville, NC*  
 Stephen M. McPherson, *Hobe Sound, FL*  
 Robert B. Millard, *New York, NY*  
 Chris Monson, *Tucson, AZ*  
 Rodman W. Moorhead, III, *New York, NY*  
 Mike and Trina Overlock, *Greenwich, CT*  
 Robert C. Pohlad, *Minneapolis, MN*  
 Nathaniel P. Reed, *Hobe Sound, FL*  
 William Reilly, *San Francisco, CA*  
 Alec Rhodes, *Austin, TX*  
 Marie Ridder, *McLean, VA*  
 Theodore Roosevelt, IV, *New York, NY*  
 Marion S. "Scotty" Searle, *Lake Forest, IL*  
 J. Rutheford Seydel II, Esq., *Atlanta, GA*  
 Laura Turner Seydel, *Atlanta, GA*  
 Will Skelton, *Knoxville, TN*  
 Diana Wege Sherogan, *New Canaan, CT*  
 Austin C. Smith, *Eastham, MA*  
 Fred Stanback, *Salisbury, NC*  
 Mark Strobel, *St. Paul, MN*  
 Clint Stretch, *Arlington, VA*  
 William Taggart, Jr., *Madison, NJ*  
 Doug Walker, *Seattle, WA*  
 Rob Wallace, *McLean, VA*  
 Peter Wege+, *Grand Rapids, MI*  
 Terry Tempest Williams, *Moose, WY*  
 Avril Winks, *New Haven, CT*  
 William L. Withuhn, *Burson, CA*  
 Craig S. Young, *Cincinnati, OH*

## ALASKA REGION ADVISORY COUNCIL

John Binkley, *Anchorage, AK*  
 Jerryne Cole, *Denali National Park, AK*  
 Wallace Cole, *Denali National Park, AK*  
 Sally Gibert, *Anchorage, AK*  
 Cathy Hart, *Anchorage, AK*  
 Bob Kaufman, *Anchorage, AK*  
 Sarah Leonard, *Anchorage, AK*  
 Thomas E. Meacham, *Anchorage, AK*  
 Andy Moderow, *Anchorage, AK*  
 John W. Schoen, *Anchorage, AK*  
 Page Spencer, *Anchorage, AK*  
 Lowell Thomas Jr., *Anchorage, AK*  
 Fran Ulmer, *Anchorage, AK*

## MID-ATLANTIC REGION LEADERSHIP COUNCIL

Calvert Armbrrecht, *Charleston, WV*  
 E. C. Armbrrecht, Jr., *Charleston, WV*  
 Donald B. Ayer, *Washington, DC*  
 Amy Jean Boebel, *Baltimore, MD*  
 Lloyd Brown, *Devon, PA*  
 Dorothy A. Canter Ph.D., *Bethesda, MD*  
 Anne Donahue, *Baltimore, MD*  
 Edwin L. Fountain, *Arlington, VA*  
 Robert K. Lane, *McLean, VA*  
 John Maounis, *Baltimore, MD*  
 Mark Perreault, *Norfolk, VA*  
 Robert D. Rosenbaum, *Bethesda, MD*

## MIDWEST LEADERSHIP COUNCIL AND UPPER MIDWEST COUNCIL

Wendy Bennett, *Golden Valley, MN*  
 George Covington, *Lake Forest, IL*  
 Matthew Dobry, *Chicago, IL*  
 Josh Ellis, *Chicago, IL*  
 Dale B. Engquist, *Michigan City, IN*  
 Forrest M. Flint, *Edina, MN*  
 Kendra Fogarty, *Chicago, IL*  
 Peter Gove, *Saint Paul, MN*  
 David P. Hackett, *Wilmette, IL*  
 Carole Hunter, *Hobe Sound, FL*  
 Christopher G. Kennedy, *Kenilworth, IL*  
 Alan J. Lacy, *Lake Forest, IL*  
 Heather Loebner, *Chicago, IL*  
 Megan O'Hara, *Minneapolis, MN*  
 Michael Miller, *Ashland, WI*  
 Wendy M. Paulson, *Chicago, IL*  
 Jean Rudd, *Beverly Shores, IN*  
 Tracey Shafrath, *Saugatuck, MI*  
 Joan Strobel, *Saint Paul, MN*  
 Mark A. Strobel, *Saint Paul, MN*  
 H. William Walter, *Minneapolis, MN*  
 Antoinette Wright, *Chicago, IL*  
 Michael Zechmeister, *Plymouth, MN*

## NORTHEAST REGIONAL COUNCIL

Adrian Benepe, *New York, NY*  
 William R. Berkley, *Greenwich, CT*  
 Robert F. Callahan, *Greenwich, CT*  
 Louis Capozzi, *New York, NY*  
 Lisa Capuano, *Brooklyn, NY*  
 Richard K. DeScherer, *New York, NY*  
 Martin Geller, *New York, NY*  
 Jim Goodfellow, *Tuxedo Park, NY*  
 George W. Gowen, *New York, NY*  
 Olivia J. Greer, *New York, NY*  
 Bradford A. Hill, *Jersey City, NJ*  
 Alexandra Kerry, *New York, NY*  
 Sophia C. Koven, *Riverside, CT*  
 Gretchen Long, *Boston, MA*  
 Trina Overlock, *Greenwich, CT*  
 Eliza Rockefeller, *New York, NY*  
 Michael Roemer, *Montvale, NJ*  
 Theodore Roosevelt IV, *New York, NY*  
 Marie Salerno, *New York, NY*  
 Edward Samek, *Edison, NJ*  
 Dave Santucci, *Boston, MA*  
 Thomas F. Secunda, *Croton-on-Hudson, NY*  
 Norman C. Selby, *Mount Kisco, NY*  
 William T. Taggart Jr., *Madison, NJ*

## NORTHERN ROCKIES REGIONAL COUNCIL

Bill Berg, *Gardiner, MT*  
 Diana J. Blank, *Bozeman, MT*  
 Stephen J. Connolly, *Tucson, AZ*  
 George Corn, *Hamilton, MT*  
 Colette Daigle-Berg, *Gardiner, MT*  
 Ellen Fales, *Wilson, WY*  
 Daniel C. Fazendin, *Minneapolis, MN*  
 Lynn M. Fazendin, *Minneapolis, MN*  
 Margaret S. Hart, *Lake Forest, IL*  
 Marne Hayes, *Big Sky, MT*  
 Michael O. Holm, *Columbia Falls, MT*  
 Peter Jorgensen, *Jackson, WY*  
 Gretchen Long, *Wilson, WY*  
 Marian Meyers, *Moose, WY*  
 Trina Overlock, *Jackson, WY*  
 William B. Resor, *Wilson, WY*  
 Randy Roberts, *Wilson, WY*  
 Andrew H. Salter, *Jackson, WY*  
 Sandy Schultz Hessler, *Jackson, WY*  
 L.E. Simmons, *Houston, TX*  
 Gene Tremblay, *Marblehead, MA*  
 H. William Walter, *Minneapolis, MN*  
 Rebecca S. Woods Bloom, *Jackson, WY*

## NORTHWEST REGION ADVISORY COUNCIL

Glen Bruels, *Friday Harbor, WA*  
 Lisa Eschenbach, *Seattle, WA*  
 Bruce W. Fears, *Sammamish, WA*  
 Robyn Grad, *Seattle, WA*  
 Paula Houston, *Seattle, WA*  
 Peter Jackson, *Seattle, WA*  
 Jaime Martin, *Snoqualmie, WA*  
 Lisa Mighetto, *Seattle, WA*  
 Clarence Moriwaki, *Seattle, WA*  
 Matthew C. Rudolf, *Mercer Island, WA*  
 Douglas W. Walker, *Shoreline, WA*

## PACIFIC REGION ADVISORY COUNCIL

Craig Blum, *Manhattan Beach, CA*  
 Matthias Blume, *San Diego, CA*  
 Stewart C. Cushman, *Hermosa Beach, CA*  
 Burton M. Goldfield, *Palo Alto, CA*  
 Coke Hallowell, *Friant, CA*  
 Benjamin C. Hammett, *Palo Alto, CA*  
 Marvin Heinze, *Coronado, CA*  
 Vince E. Hoenigman, *San Francisco, CA*

Anthony LaFetra, *Glendora, CA*  
 Michael Malaga, *San Francisco, CA*  
 Mary Martin, *Palo Cedro, CA*  
 David S. Scott, *Menlo Park, CA*  
 William L. Withuhn, *Burson, CA*

## SOUTHEAST REGIONAL COUNCIL

Steve Bartlett, *Waverly, TN*  
 Rebecca Bryant, *Knoxville, TN*  
 Chuck Cloninger, *Asheville, NC*  
 Ron Davis, *Louisville, TN*  
 Mary English, *Knoxville, TN*  
 Phil Francis, *Sevierville, TN*  
 Beaty Jackson, *Oak Ridge, TN*  
 Gary Johnson, *Asheville, NC*  
 Carol Adams Kirshner, *Nashville, TN*  
 Charles Maynard, *Maryville, TN*  
 Marsha Merrell, *Mentone, AL*  
 Milton Russell, *Knoxville, TN*  
 Will Skelton, *Knoxville, TN*  
 Greg A. Vital, *Georgetown, TN*  
 Anne Mitchell Whisnant, *Chapel Hill, NC*  
 Dennis Winner, *Asheville, NC*

## SOUTHWEST REGIONAL ADVISORY COUNCIL

Diane E. Albert, Ph.D., *Albuquerque, NM*  
 Robert H. Allison, *Denver, CO*  
 Celia Barotz, *Flagstaff, AZ*  
 Brad T. Barber, *Salt Lake City, UT*  
 Colin Fryer, *Moab, UT*  
 Andrea J. Grant, *Boulder, CO*  
 Donna House, *Ohkay Owingeh, NM*  
 Peter McBride, *Basalt, CO*  
 Daniel C. McCool, *Ogden, UT*  
 Christina McVie, *Tucson, AZ*  
 Chris Monson, *Tucson, AZ*  
 Katrina Peterson, *Nederland, CO*  
 Luther Propst, *Tucson, AZ*  
 Jerry L. Rogers, *Santa Fe, NM*  
 Bob Sanderson, *Tempe, AZ*  
 David Simon, *Albuquerque, NM*  
 Andrew L. Spielman, *Denver, CO*  
 Douglas L. Sporn, *Placitas, NM*  
 Leigh von der Esch, *Salt Lake City, UT*  
 Margaret Wheatley, *Provo, UT*

## SUN COAST REGIONAL COUNCIL

Irela Bague, *Miami, FL*  
 Mary Barley, *Islamorada, FL*  
 Sara Fain, *Miami, FL*  
 Bruce Garrison, *Miami, FL*  
 Pamela Garrison, *Miami, FL*  
 Andrew D.W. Hill, *Naples, FL*  
 Carole Hunter, *Hobe Sound, FL*  
 Paul Martin, *Coral Gables, FL*  
 Bruce C. Matheson, *Miami, FL*  
 Olga Melin, *Sunny Isles Beach, FL*  
 George W. Rodormer, *Lighthouse Point, FL*  
 Joann Tredennick, *Jacksonville, FL*

## TEXAS REGIONAL ADVISORY COUNCIL

Marjorie Adams, *Dallas, TX*  
 Joe Aldridge, *San Antonio, TX*  
 Estela Avery, *San Antonio, TX*  
 Anthony Beverley, *San Antonio, TX*  
 D. Dean Bibles, *San Antonio, TX*  
 Joye Bibles, *Burnet, TX*  
 Steve Bickerstaff, *Austin, TX*  
 Betty Bueche, *San Antonio, TX*  
 Claire P. Caudill, *Houston, TX*  
 Katy Drechsel, *Dallas, TX*  
 Ruth Flournoy, *Houston, TX*  
 Sarah Flournoy, *Houston, TX*  
 Cullen Geiselman, *Houston, TX*  
 Steve Hixon, *San Antonio, TX*  
 Tim Hixon, *San Antonio, TX*  
 Bob Howen, *San Antonio, TX*  
 Sean Kelleher, *Lewisville, TX*  
 Dallas Kelley-Kerr, *Round Rock, TX*  
 Vicki Lange, *Houston, TX*  
 James G. Lifshutz, *San Antonio, TX*  
 John Lujan, *San Antonio, TX*  
 Casey Martin, *Houston, TX*  
 Kristen McConnell, *Austin, TX*  
 Rachel Perry, *Austin, TX*  
 Alec Rhodes, *Austin, TX*  
 Brenda Kelly Rowe, *San Antonio, TX*  
 Simon Salas, *San Antonio, TX*  
 Chula Ross Sanchez, *Galveston, TX*  
 Suzanne Scott, *San Antonio, TX*  
 L.E. Simmons, *Houston, TX*  
 Cindy Taylor, *San Antonio, TX*  
 Vivian Todd, *Beaumont, TX*  
 Elizabeth Waddill, *Beaumont, TX*  
 Sue White, *Houston, TX*

+ Deceased

# BOARD OF TRUSTEES

## CHAIR

\*Fran Ulmer, *Anchorage, Alaska*

## VICE CHAIRS

\*Robert B. Keiter, *Salt Lake City, Utah*  
 \*Stephen Lockhart, M.D., Ph.D., *Oakland, California*  
 \*Greg A. Vital, *Georgetown, Tennessee*

## SECRETARY

\*Wendy Bennett, *Golden Valley, Minnesota*

## TREASURER

\*Roberta Reiff Katz, *Palo Alto, California*

## TRUSTEES

\*Donald B. Ayer, *Washington, D.C.*  
 Mary L. Barley, *Islamorada, Florida*  
 William R. Berkley, *Greenwich, Connecticut*  
 \*H. Raymond Bingham, *Woodside, California*  
 Robert F. Callahan, *Greenwich, Connecticut*  
 Victor H. Fazio, *Washington, D.C.*  
 Denis P. Galvin, *McLean, Virginia*  
 John E. Huerta, *Elkins, West Virginia*  
 Carole T. Hunter, *Hobe Sound, Florida*  
 \*Alan J. Lacy, *Lake Forest, Illinois*  
 Ed Lewis, *Bozeman, Montana*  
 William J. Pade, *Menlo Park, California*  
 Audrey Peterman, *Fort Lauderdale, Florida*  
 William B. Resor, *Wilson, Wyoming*  
 James T. Reynolds, *Henderson, Nevada*  
 Lauret Savoy, Ph.D., *Leverett, Massachusetts*  
 \*Thomas F. Secunda, *Croton-on-Hudson, New York*  
 Norman C. Selby, *New York, New York*  
 Kevin Sharer, *Boston, Massachusetts*  
 Peter Vitousek, Ph.D., *Stanford, California*  
 Elizabeth Waddill, *Beaumont, Texas*  
 H. William Walter, *Minneapolis, Minnesota*  
 \*Executive Committee

## TRUSTEES EMERITUS

Diana J. Blank, *Bozeman, Montana*  
 Steven A. Denning, *Greenwich, Connecticut*  
 Gretchen Long, *Wilson, Wyoming*  
 Gene T. Sykes, *Los Angeles, California*

Design: Annie Riker  
 Writing: Rona Marech  
 Editing: Rona Marech and Scott Kirkwood  
 Printing: Colorcraft



# SEE AMERICA

GREAT SMOKY MOUNTAINS NATIONAL PARK

## To see or purchase



the art  
 in the  
 annual  
 report—  
 or to  
 learn  
 more—  
 go to

seeamericaproject.com

## CONTRIBUTING ARTISTS

Eleanor Beeden  
 Roberlan Borges  
 Matt Brass  
 Jon Cain  
 Sawsan Chalabi  
 Liz Cook  
 Michael Czerniawski  
 Design By Goats  
 Brixton Doyle  
 Kwesi Ferebee  
 Victoria Fernandez  
 Mark Forton  
 Zack Frank  
 David Garcia  
 Kara Gunter  
 David Hays  
 Kendall

Emily Kelley  
 Brandon Kish  
 Megan Kissinger  
 Alexis Lampley  
 Mr. Furious  
 Vikram Nongmaithem  
 Hanna Norris  
 Luis Prado  
 J.D. Reeves  
 Kjell-Roger Ringstad  
 Annie Riker  
 Jonathan Scheele  
 Jessica Tobias  
 Philip Vetter  
 Cody Willems  
 Alyssa Winans



**STRENGTHEN NPCA  
AND SUPPORT THE  
NATIONAL PARKS**

Building the future of our National Park System requires dedication—dedication to the issues and opportunities facing the national parks and dedication to NPCA. As the sole organization focused on protecting and strengthening the national parks, NPCA has depended on the commitment and strength of its loyal funders for its achievements over the last 95 years.

**LEND YOUR VOICE TO HELP OUR NATIONAL PARKS.  
MAKE AN IMPACT.  
JOIN OUR COMMUNITY.**

**IMMEDIATE IMPACT**

Make a gift today and support NPCA's most critical programs. Visit [npsa.org/waystogive](https://nps.org/waystogive) or send a contribution to:

National Parks Conservation Association  
Attn: Development Department  
777 6th Street, NW, Suite 700  
Washington, DC 20001

**LASTING LONG-TERM IMPACT**

Planned gifts can marry your philanthropic objectives and financial goals while providing long-term support for NPCA. With numerous ways to make and fund a planned gift, you can increase your current income, diversify your holdings, reduce your taxes, and avoid probate costs. For additional information, please contact Morgan Dodd, senior director of gift planning, toll-free at **877.468.5775** or at [mdodd@npsa.org](mailto:mdodd@npsa.org).

**EVERY GIFT MATTERS TO NPCA.  
MAKE YOURS TODAY.**

[npsa.org/waystogive](https://npsa.org/waystogive)

Sign up for NPCA's Park Notes to stay informed and take action to protect our national parks.

[npsa.org/join](https://npsa.org/join)