

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

CENTENNIAL INITIATIVE



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Welcome to the next chapter of the National Park Centennial Initiative! You will read on these pages some of the best and boldest ideas stimulated by the promise of the Centennial Initiative. A brief review is in order.

On the 90th anniversary of the National Park Service – August 25, 2006 – Secretary of the Interior Dirk Kempthorne outlined President George W. Bush’s proposal for the 2016 centennial. It included a challenge for park partners throughout the country to match federal dollars to support the important work of the national parks – the care and sharing of the nation’s treasures. The National Park Service then asked citizens, employees, park partners, and other stakeholders what they envisioned for a second century of park stewardship.

A nationwide series of listening sessions produced more than 6,000 comments, helping us to craft five overarching goals to guide work leading up to the 2016 centennial. We created criteria for centennial projects and programs and consulted with Congress on centennial legislation needed to fund federal matches to private donations.

The ideas came together in *The Future of America’s National Parks, a report that* Secretary Kempthorne transmitted to the president on May 31st. The vision and goals described in the report served as the stimulus for National Park Service leaders to imagine bold new ways to manage our nation’s parks. As they consulted with employees, partners, friends groups, concessioners, and citizens natural links to the centennial goals of stewardship, environmental leadership, education, and professional excellence emerged. Each superintendent submitted a local centennial strategy to Secretary Kempthorne and National Park Service Director Mary Bomar.

National Park Service professionals from across the system reviewed the strategies. Some excerpts are presented in this paper. Taken together, they envision that parks will play a leadership role in connecting the changing face of America and the broader global community with the meaning and value of our shared heritage.

Parks will support the role of America’s national park system as the worldwide leader in conservation, sustainability, and technology. We will research, test, and exchange best practices with protected areas throughout the world.

Park managers say that we must ensure that the quality of our facilities is equal to the unparalleled resources we are charged with protecting. Through the Centennial Initiative, we propose a wide range of projects and programs designed to meet the needs of today’s diverse visitors and set the standard for safe, accessible, and sustainable facilities.

Many parks are proximate to our nation’s most populous cities. And, our work outside of parks to help communities save their treasures, create trails, and preserve open space reach even those who do not live close to national parks. These are tremendous opportunities to reach and inspire new and diverse populations. With this initiative, all of our parks and programs can present new, rich experiences to visitors of all abilities from every background and all generations.

Parks' histories are a rich tapestry of interwoven stories from many cultures. The parks will serve to connect visitors with these compelling chapters in the nation's history, and foster exploration and discussion of the American experience.

Just as our first parks' grand landscapes inspired citizen-leaders to create the national park system, now the parks will enlist a new 21st century constituency as "citizen scientists" passionately engaged in the future of national parks.

Together with our partners, our parks will be integral to the nation's educational system. We will employ new media to capture the imagination of a new generation of learners, applying modern technologies to communicate traditional values, and reverse the increasing divide between the young and the natural world. We will enroll a vast new cadre of Junior Rangers, many of whom are from diverse communities.

We will inspire children to develop a conservation ethic, and strive to inspire an environmental conscience in millions of Americans of all ages. The parks are committed to reaching all park visitors with environmental messages to encourage changes in their daily lives that will better protect the environment. We will provide quality educational experiences to people of all ages, fostering lifelong learning.

Our vision for 2016 can be realized with our strongest assets: the men and women of the National Park Service, and the partners who work side by side with us. National parks benefit from a passionate workforce, and the success of our Centennial vision hinges on a commitment to keeping our workforce vital. The service will recruit and retain a workforce that reflects the face of America, drawn from the best and brightest. We will ensure our employees operate in a strong safety culture. We will provide employees with the tools and training to advance professionally and accomplish the mission.

We will nurture existing partners and seek to broaden our partner base to meet the needs of a growing nation.

Application of the centennial vision at the park level isn't a one time event. Secretary Kempthorne said he, and future Interior secretaries, would report centennial initiative progress to the public each year. He chose August 25th – the National Park Service's anniversary to issue the update. National Park Service leaders across the country will review and update their centennial strategies each year in support of a second century of preservation, conservation, and enjoyment.

STEWARDSHIP

The National Park Service leads America and the world in preserving and restoring treasured resources.

Our national park system concept has been described as "America's best idea" and we are dedicated to setting the global standard for park system management, landscape design, and maintenance. We remain steadfast in sharing the history of our American heritage while

ensuring its preservation for future generations. And we are tenacious in connecting youth to the servicewide missions of conservation and natural and cultural resource stewardship.

Provide inspiring, safe, and accessible places for people to enjoy – the standard to which all other park systems aspire.

Padre Island National Seashore enlists “Citizen Scientists” volunteers to save from extinction the endangered Kemp’s ridley sea turtle by increasing nest patrols and collecting data.

Chamizal National Memorial visitors, residents, and staff will seamlessly access park resources, downtown businesses, and cultural attractions in both El Paso and Ciudad Juarez through pedestrian connections to the city’s hiking and biking trails as well as through the promotion of access to its sister park across the U.S. and Mexican border.

Kings Mountain National Military Park’s 1.5-mile battlefield loop trail will be rehabilitated to eliminate steep slopes and severe cross slopes, making the trail accessible to all. The park will work with the City of Kings Mountain, Crowder’s Mountain State Park, and Kings Mountain State Park to complete the Ridgeline Trail. Once completed, the trail will run from the city to the state park to Kings Mountain.

Natchez Trace Parkway will work to prevent motor vehicle crashes, which account for 98 percent of the parkway’s visitor accidents. Safety checkpoints will reduce the number of driving under the influence incidents and the number of seatbelt and driver’s license violations. Safety messages for avoiding wildlife collisions, traffic hazards, obeying traffic regulations, and driving while fatigued will be distributed through interpretive media and conveyed through ranger contacts, interpretive programs, the Parkway Traveler Information System, and materials provided at visitor contact stations.

Improve the condition of park resources and assets.

Grand Teton National Park, in partnership with the National Trust for Historic Preservation, will develop a preservation center at historic White Grass Dude Ranch. The partnership will adaptively re-use the historic ranch and develop a cadre of NPS employees, partners, and volunteer groups skilled in the art of maintaining rustic architecture. The partnership will also yield a historic building reuse plan to assist with asset management for more than 350 historic park buildings.

Statue of Liberty National Monument, with Save Ellis Island, Inc., will implement the Development Concept Plan for the south side of Ellis Island. This will improve the condition of the 28 remaining and yet-to-be-restored buildings on Ellis Island. Partnered with the Statue of Liberty-Ellis Island Foundation, America’s immigration history will come alive through the “Peopling of America” exhibit and a project to rehabilitate the immigrant building and portions of the kitchen and laundry building.

Cape Cod National Seashore will restore the 1,100 acre Herring River estuary, which is compromised by dikes and drains that date to 1909. Those structures resulted in invasion by exotic plants, periodic fish kills, displacement of native species, and impediments to native species dispersal. Restoration of tidal hydrology and vegetation management will restore native salt marsh, remove barriers to native species dispersal, and restore habitat conditions that will favor native species.

Set the standard of excellence in urban park landscape design and maintenance.

National Mall & Memorial Parks will accommodate and welcome visitors through sustainable re-design, and paving civic space and speaker's corners for First Amendment demonstrations and special events. The project will improve pedestrian circulation, eliminate large-scale social trails, protect historic trees, provide utility infrastructure to facilitate events, and reduce the impact of special events on the experience of other visitors. The project will increase efficiency in setting up and removing necessary infrastructure for events, install permanent restrooms, and educational wayside exhibits to tell the history of development and the role of civic space in a democracy.

Jefferson National Expansion Memorial will complete the park's master plan, which includes carrying out memorial arch architect Eero Saarinen's vision for the site. The park will build the Gateway Arch Connector to link the historic Old Courthouse and downtown St. Louis with the arch grounds and Mississippi riverfront.

Assure that no compelling chapter in American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Selma to Montgomery National Historic Trail will restore, develop, and open the Selma Interpretive Center. Special attention will be placed on the role the African American community played in organizing and initiating the voting rights protest, and how a small town became the focus of a movement that changed America's political and social landscape. The exhibits will explore this compelling event through multiple perspectives of those who participated or supported the Selma to Montgomery March as well those who opposed it, allowing visitors to be fully immersed in the climate of the times.

Christiansted National Historic Site will rehabilitate the interior of the main warehouse facility for use as a slave trade museum and restore the complex to a circa 1833 appearance. The availability of extensive historical documentation will afford the park unparalleled opportunity to interpret the human, social, and economic dimensions of the transatlantic slave trade using Christiansted as a case study.

Cape Lookout National Seashore will tell the story of human survival at the edge of the sea by rehabilitating the Cape Lookout Light Station. The park will partner with federal, state and local governments, and the Friends of Cape Lookout National Seashore to open the lighthouse as a public museum, and to set the stage for restoration of the Cape Lookout and Portsmouth Village Historic Districts.

Serve as the pre-eminent resource laboratory by applying excellence in science and scholarship to understand and respond to environmental changes.

Gates of the Arctic National Park and Preserve's arctic environments are known to have some of the most visible impacts due to global climate change. The gateway community of Bettles has offered the Bettles School as a remote laboratory and base from which NPS scientists can study climate change in the Arctic. This center is a logical satellite for the Murie Science and Learning Center at Denali National Park. The program includes multiple partners including area universities, tribal groups, non-profit entities as well as state, local, and other federal agencies.

Big Thicket National Preserve will expand its All Taxa Biodiversity Inventory project to perform a complete inventory of biotic resources in 10 other national parks and eventually to 72 national parks over 10 years. This project will engage preeminent scientists and support their work with "citizen scientists," and promote a greater understanding of the park and the natural world.

Chaco Culture National Historical Park will continue its role in the forefront of American archeology through partnerships with the University of New Mexico and the University of Virginia. Chaco's collection of archives – among the largest in the National Park Service – will be digitized and made available to the world through the Chaco Digital Initiative. Field notes, handwritten reports, and other ephemera that are in danger of disintegration will be posted to the Internet where they will be accessible to scholars throughout the world.

Encourage children to be future conservationists.

Appalachian National Scenic Trail will establish partnerships with neighboring communities and schools through the "Trail to Every Classroom" program. This effort will make the Appalachian Trail a teacher resource for field and classroom. This professional development series for educators will provide inspiration, knowledge, and skills to transform classroom teaching into effective and exciting place-based education. Thousands of students from Maine to Georgia will discover volunteerism, community service projects, and their benefits.

Yellowstone National Park's Old Faithful Visitor Education Center will draw upon biological, geological, and evaluation-based social science to help visitors understand the international significance of Yellowstone as a living scientific laboratory. Students will be encouraged to become "Young Scientists" through on site and field-based activities that will allow them to explore Yellowstone's thermal features. This program develops in youngsters a stewardship ethic and encourages them to consider science as a career path that features a proud history, a vibrant present with ongoing discovery, and a future that includes them.

Environmental Leadership

The National Park Service demonstrates environmental leadership to the nation.

Reduce dependence on fossil fuels, maximize renewable energy sources, and get off the grid. This isn't science fiction but present day possibilities in today's national park system. In the years leading to the 2016 centennial, the National Park Service will continue to demonstrate energy efficiency with hybrid vehicles, hydrogen fuel cells, solar and wind electrical generation, and recycling. The NPS, together with friends and partners, will develop new programs to inspire Americans' environmental conscience.

Reduce environmental impacts of park operations.

Acadia National Park's "Car Free Acadia" project will promote voluntary, multimodal park access for present and future generations. Going "car free" offers visitors the opportunity to explore Acadia by foot, bicycle, shuttle bus, commercial tour bus, or private and commercial vessels. The project includes an inter-modal transportation center on state-owned land four miles north of the park, multiple-use trails to connect gateway communities with the park, and rehabilitation of historic carriage roads surrounding Eagle Lake.

Delaware Water Gap National Recreation Area takes a leadership role to develop a mass transit system to serve park visitors and nearby communities. When complete, this system loops the New Jersey and Pennsylvania sides of the river and links park destinations to resorts and attractions in adjacent communities.

Glacier National Park in the next 10 years will build on the success of micro hydroelectric generators in gravity water systems now in use. Additional generators will be installed at park headquarters, in Polebridge, and at Logan Pass. These generators replace fossil fuel power generation, reduce energy grid demands, and cut noise pollution. The park will also pursue a course to adopt alternative fuels for cold weather environments. Montana's Department of Environmental Quality is a key partner in this project.

Kenai Fjords National Park is climate neutral for park operations. To further its "green" leadership role, the park will move from demonstration to practical application of hydrogen fuel cell technology at a remote, off the grid location called Exit Glacier. This step is possible through a technology exploration partnership that includes the University of Alaska and the Denali Foundation. The park will continue to add hybrid or electric vehicles as the fleet is replaced over time.

Assateague Island National Seashore will eliminate island septic systems in favor of a mainland wastewater treatment system that includes wetlands for final filtration. The park's primary visitor parking lots will be retrofitted to collect and treat storm water run-off.

Inspire an environmental conscience in Americans.

Marsh-Billings-Rockefeller National Historical Park will inspire an environmental conscience with "Stewardship Begins with People," a series of regional publications to assist friends and neighbors of national parks, heritage areas, and historic landmarks in their efforts to promote a stewardship ethic and a commitment to sustainability. In partnership with schools and educators, the park will engage high school students in a "Youth Conservation Rangers" program. This

service learning program will create opportunities for local high school students to care for park resources while developing their leadership skills.

Engage partners, communities, and visitors in shared environmental stewardship.

Biscayne National Park will start a coral reef nursery to cultivate coral to restore and enhance reefs in the park. Volunteer divers and snorkelers will rescue coral fragments from imperiled reefs, move them into a controlled environment where they are raised to a size that will maximize their viability when they are returned to a natural coral reef environment.

Appalachian National Scenic Trail will engage more than 100 partners, 40 communities, and 1,000 volunteers in environmental trail monitoring. The A.T. Environmental Mega-Transect partnership includes the Appalachian Trail Conservancy, the USGS, the USDA Forest Service, area schools, and universities. The partners cooperatively will design and implement programs for monitoring water quality, air quality, forest health, rare plant species, animals and animal habitat, land use, and other vital signs in a manner that emphasizes and provides critical roles for citizen scientist volunteers.

Big Bend National Park tackles invasive species with a partner program to restore the Rio Grande watershed. This project will remove exotic species, re-establish native plant communities, and restore natural sediment transport.

Recreational Experience

National parks are superior recreational destinations where visitors have fun, explore nature and history, find inspiration, and improve health and wellness.

The National Park Service will provide opportunities for people to be physically active through hiking, biking and other outdoor activities, mentally engaged through creative place-based education activities, spiritually inspired by a sense of solitude and wildness, and culturally stimulated by the stories of our ancestral homeland, and of early explorers, scientists, writers, artists and others.

Encourage collaboration among and assist park and recreation systems at every level - federal, regional, state, local - to help build an outdoor recreation network accessible to all Americans.

Aztec Ruins National Monument with the City of Aztec, Aztec Trails & Open Space, and additional local partners will develop a trail system to link significant and unique assets of northwest New Mexico. The ethic to preserve the cultural landscape within and beyond park borders will drive trail development. Visitors will transition from modern city to ancient city along the contemporary trail and the route of the Old Spanish Trail.

The National Trails System Office will create models for other trails and parks with a greenway corridor along the route of the Santa Fe, Oregon, and California National Historic Trails. In Tennessee, trails and parks will link together through greenway development using the

coordinated partner efforts including the state of Tennessee, Tennessee Greenway Foundation, and Friends of Moccasin Bend.

Establish “volun-tourism” excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

To further the goal of offering a variety of accessible experiences that meet the needs of diverse constituents, **Cabrillo National Monument** will establish a “Senior Ranger” program that offers joint education and resource stewardship activities for the ever-expanding number of retirees in the United States.

Glen Canyon National Recreation Area will expand its successful volunteer program known as True GRIT. Members of True GRIT sign up for five-day houseboat trips (working vacations) and travel to all parts of Lake Powell to remove unsightly graffiti along canyon walls.

National Capital Parks – East will establish formal agreements with organizations such as American Hiking Society, International Mountain Bicycling Association, American Heart Association, and Trips For Kids-Metro DC to maintain existing trail systems and promote healthy recreation to new visitors.

Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children’s lives.

Glacier Bay National Park and Preserve will initiate the “Healthy Heart-Healthy Park” program to provide field trips connecting children physically, mentally, culturally, and spiritually to the park. For Tlingit people this program will have a profound effect on the health of their children and the preservation of their culture. The program will consist of day camps, culture camps, boat trips, and wilderness kayaking. Youth in this program will have a greater appreciation and understanding of themselves and the park, leading to a greater stewardship of our national parks and their wellbeing as healthier citizens.

Gateway National Recreation Area buildings will be used by a park partner, the New York City Department of Education, to support teacher-training and science programs in schools throughout the city. Because the rehabilitated facilities will be used by thousands of students, teachers, and parents, this project will create new opportunities to attract junior rangers.

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Big Bend National Park and its partner, Friends of Big Bend National Park, propose a new multi-experience complex called “Remember the Alamosaurus.” It will link Big Bend to the major natural history museums of Texas and to many national museums that contain dinosaur fossil specimens from Big Bend National Park.

The **USS Arizona Memorial** will establish a satellite “mobile” park to tour in the lower 48 states to promote awareness of the park. It will visit urban and rural areas serving diverse audiences

across the country. Oral histories of the attack on Pearl Harbor will be gathered during these tours. Mobile parks such as this will increase visitation throughout the national park system. Exposure to parks will initiate greater interest and encourage the public to visit parks to learn more. Over time, it could also increase employee diversity within the parks.

Education

The National Park Service fosters exceptional learning opportunities that connect people to parks.

Education is a cornerstone of the centennial vision. We share our commitment as leaders in protecting the environment through education. We help connect this generation to both our past and our future through education, and we will inspire new, diverse generations of park stewards.

We will employ new technology and provide a broad array of dynamic experiential learning opportunities. We will share our passion for the national park system by implementing high quality comprehensive programs, providing curriculum materials, and park-based on-line learning. We will help to foster understanding by telling the stories and honoring the cultures of a great and diverse nation.

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Marsh-Billings-Rockefeller National Historical Park will create the National Park Service Centennial Teacher Fellows Program. This community-based education strategy will result in a network of teachers dedicated to connecting youth to the NPS, and cultivate opportunities for student participation in park stewardship. Educators and park interpreters will become part of a “Fellows Network” and receive on-going access to educational resources, training, and an active network of peers and community resource liaisons to support and advance their work.

In anticipation of the upcoming Civil War Sesquicentennial, **Monocacy National Battlefield** and three other sites in central Maryland – Antietam National Battlefield, Harpers Ferry National Historical Park, and Chesapeake and Ohio Canal National Historical Park – will partner with the Catoctin Center for Regional Studies at Frederick Community College, the Heart of the Civil War Maryland State Heritage Area, the Maryland Office of Tourism, and others to create a comprehensive web site, a series of public programs, and educational projects to place the local story of the Civil War in a broader regional perspective.

Glacier Bay National Park and Preserve will produce education and outreach programs through partnerships including a long-distance learning curriculum, electronic, and on-site field trips and school programs. This program will introduce students to the natural and cultural scientific research conducted at the park. Scientists, native elders, and teachers will collaborate to make activities exciting and relevant. The park will continue to sponsor Tlingit cultural field trips for grades 4-12 so that each generation experiences meaningful connections to their homeland in the company of elders. The students will experience Tlingit culture as a living thing, preparing them to pass their culture along to future generations.

Introduce young people and their families to national parks by using exciting media and technology.

Black Canyon of the Gunnison National Park will provide a park-based web and podcast tour of the Black Canyon by producing 48 narrated videos. The MP3 player and cellular phone media will contain ranger narrated two-minute stories on four themes: recreation, history, life, and geology. Four stories will be produced for each of the 12 overlooks on the South Rim Drive. The park will also provide Internet-fed programming from NASA and the Space Telescope and Science Institute in both major visitor centers, which demonstrate the significance of dark sky preservation in national parks.

Juan Bautista de Anza National Historic Trail's interactive virtual tour of the Anza Trail will use Google Earth as the tour platform where web site visitors can download a small Anza Trail file. With this technology a visitor can zoom in and out of locations along the Anza Trail, explore the Anza Trail historic corridor and driving route, locate Anza campsites and other historic sites, access the Anza journals, access information on other historic sites, get directions, and view a 3-D model of Mission Dolores in San Francisco.

Promote life-long learning to connect through park experiences.

Lewis and Clark National Historical Park, together with its partner the Lewis and Clark National Park Association, will develop Students to Stewards, a local school program to “Adopt the Class of 2016” and make national parks part of their experience as they grow up. Students will be introduced to web logs and podcasts they create to document their experiences. The project will support more children in completing their Junior Ranger training, and promote the Junior Ranger program peer-to-peer. Children and caregivers will be encouraged to repeat their Junior Ranger experiences at other national parks. Students will complete service learning projects that help the park achieve natural and cultural resource protection goals, and create relationships that demonstrate positive national park experiences and their impact on children.

The opening of the **Selma to Montgomery National Historic Trail** Interpretive Center will provide students at all grade levels and college students, an opportunity for on-site education programs, using state-of-the-art exhibits and digital media. The trail will also embark on a partnership event called “A Ribbon of History” with several other Civil Rights museums.

The vision for the **Andrew Johnson National Historic Site** is to educate every child in the local county and city school systems, youth, adults, and potential new visitors about the site. The park's education goal is to teach visitors about the political decisions made by President Andrew Johnson, our 17th president, and how these decisions affected the rebuilding of the United States after the Civil War and how they impact our lives today.

Impart to every American a sense of their citizen ownership of their national parks.

The Ozark National Scenic Riverways educational curriculum at Camp Current River will teach middle school children the importance of environmental stewardship and build the next

generation of conservationists. The values these students will learn through the camp experience will lay the foundation for their lives and teach how each person has a responsibility for protection of natural and cultural resources.

The Andersonville National Historic Site traveling exhibition, "Echoes of Captivity: A Moving Tribute to the American Prisoner of War Experience" will raise awareness through education to a larger and more diverse audience by telling the story of America's Prisoners-of-War. The exhibit media and informational program will increase the viewer's knowledge surrounding the stories of both Andersonville and Prisoners-of-War.

Professional Excellence

The National Park Service demonstrates management excellence worthy of the treasures entrusted to our care.

National Park Service employees must have the skills necessary to manage the nation's treasures in today's world. Our workforce must reflect the face of America. We must diversify and train our workforce, and build the next generation of leaders. The National Park Service will have the right people, in the right place, at the right time. Partnerships are integral to the success of the National Park Centennial Initiative. We must demonstrate to donors the value of their investment.

Be one of the top 10 places to work in America.

The **Office of Workforce Management** will work to permeate all decisions with a strong sense of fairness to people and develop a culture of respect for employees and their contributions. Our anticipated result is that the National Park Service will have a well-trained, motivated, and productive workforce – a workforce with the belief that the NPS is a great place to work.

Bandelier National Monument will use the Intermountain Region's Native Voices Program to recruit Pueblo interpreters, and to recruit staff from diverse backgrounds from surrounding communities. The park will continue to build relationships with leaders in these communities that will encourage youth to consider working for the National Park Service.

Use strategic planning to promote management excellence.

The **National Park Service** will work in partnership with the Hartzog Institute for Parks at Clemson University to conduct a comprehensive program of research and education that enhances management of the world's parks and protected areas. The Institute will identify training needed to promote partnerships as a strategic management tool, prepare park leaders of the future, and illuminate our understanding of the connections and disconnections between humans and their environments.

The **Conservation Study Institute at Marsh-Billings-Rockefeller National Historical Park** will contribute to management excellence with a curriculum to educate the next generation of National Park Service leaders. The program builds a national leadership network that reflects the face of America. The curriculum and training also prepare future leaders to negotiate

complicated issues, embrace innovation, and build community relationships that enhance national parks stewardship.

Promote a safety and health culture for all employees and visitors.

Kenai Fjords National Park will join with other national parks in Alaska to implement a statewide dispatch program. A joint dispatch center will improve safety in the parks for both employees and the public in a harsh, unrelenting climate.

The park will continue to develop an employee wellness program to encourage personal fitness through flexible work schedules, group gym memberships, reimbursement of some fitness costs, provision of limited fitness equipment, and monthly wellness activities.

Cape Hatteras National Seashore will develop partnerships with local communities to provide an enhanced educational lifesaving program. This program will provide roving beach ambassadors, add life-guarded beach areas in partnership with neighboring villages, and educate the visiting public about potentially hazardous beach conditions.

Model what it means to work in partnership.

Yosemite National Park and its partners will demonstrate a culture of collaboration and strategic focus through quarterly park partner meetings. The park's five major partners and park managers will gather to share resources and to coordinate objectives and activities.

Cedar Breaks National Monument will work with the Color Country Cooperative Conservation Institute to create a regional partnership based at Southern Utah University. The partners will come from the private sector, state and local government, education, and conservation interests. The institute will create and coordinate programs and activities in the fields of science, student internships, junior ranger programs, teacher education, and night sky observation.

Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

Jefferson National Expansion Memorial will create a sustainable funding model through support from Congress and collaboration with the philanthropic community to establish an endowment.

Golden Gate National Recreation Area attracts philanthropic giving because donors equate the park with quality of life in the Bay Area. This is a result of a strategy to raise the profile of parks in the region and nation by effective marketing and sustained messaging. For the years leading up to the centennial, the park offers leadership as part of the national tourism industry as a key member of the bureau's National Tourism Council and by providing tourism industry familiarization events at key sites like Alcatraz Island. The park also integrates NPS messaging into all park and partner brochures, communications and projects, and develops key trailhead signs to point out specific health benefits of outdoor activities.