

# AWARDEES



## SEQUOIA AWARD FRED STANBACK

New this year, the Sequoia Award recognizes long-term support of NPCA. Like the namesake trees, which outlive so many species, awardees demonstrate extraordinary longevity in their commitment to the organization and its goals. Such sustained support allows NPCA to foster long-term conservation efforts. Fred Stanback, the first-ever recipient, embodies the Sequoia Award's emphasis on stalwart involvement.

A generous donor, Fred Stanback has contributed financially to NPCA for 21 years, bolstering some of our longest-lasting efforts (such as the 11-year legal battle with the Tennessee Valley Authority to improve park air quality). He's also helped to inspire and expand the NPCA family. The organization couldn't function without its hard-working interns, and Fred made many of those connections possible. In 1995, Fred and his wife, Alice, established the Stanback Internship Program within the Nicholas School of the Environment at Duke University, which links talented students with conservation organizations. NPCA in particular has benefited from the influx of energetic youth who've lent brainpower and passion to our organization. Several even went on to become full-time employees at NPCA.

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



## STEPHEN TYNG MATHER AWARD PAM UNDERHILL

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

Pam deftly coordinated a vast patchwork of partnerships between federal, state, and local governments and private entities along the Appalachian Trail's 2,200 miles from Maine to Georgia. She also played a key role in developing "A Trail to Every Classroom," a program that funds teacher training on how to use the Appalachian Trail in core curricula in nearby communities. The Mather Award, endowed by Booz Allen Hamilton, celebrates Park Service employees who embody the principles and practices of exemplary national park stewardship.



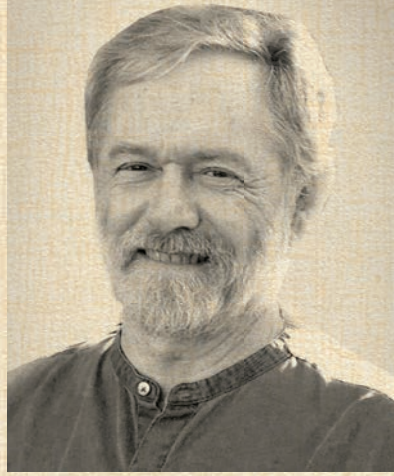


**ROBIN W. WINKS  
AWARD  
TERRY TEMPEST  
WILLIAMS**

Poetry infuses Terry Tempest Williams' prose, which articulates the importance of staying connected to the land. "I think a lack of intimacy with the land has initiated a lack of intimacy with each other," she has said. Her book, *Refuge: An Unnatural History of Family and Place*, is an acknowledged classic of environmental literature. Other works, such as *An Unspoken Hunger: Stories from the Field*, and *Finding Beauty in a Broken World*, link environmental issues to social justice. For example, *Refuge* intertwines Terry's struggle with her mother's ovarian cancer (which may have resulted from living downwind from a nuclear test site) with the plight of migratory birds that were ousted when the Great Salt Lake's wetlands were flooded.

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

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



**MARJORY  
STONEMAN  
DOUGLAS AWARD  
GORDON BENNETT**

Named for Marjory Stoneman Douglas, a lifelong advocate for Everglades National Park, this award recognizes the outstanding efforts of an individual or group that result in the protection of a site or proposed site in the National Park System.

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

As a full-time volunteer, he conducted beach cleanups and site surveys of harbor seals. He traveled extensively to testify at various commission meetings and to lobby representatives in D.C., and he made his voice heard in local and national op-eds examining the Drakes Estero controversy. His extensive research on park policy and on marine mammal science provided key information throughout the debate. His efforts proved essential in defending the national park and promoting wilderness protections for Drakes Estero, the West Coast's first marine wilderness, and make him a worthy recipient of NPCA's Marjory Stoneman Douglas Award.

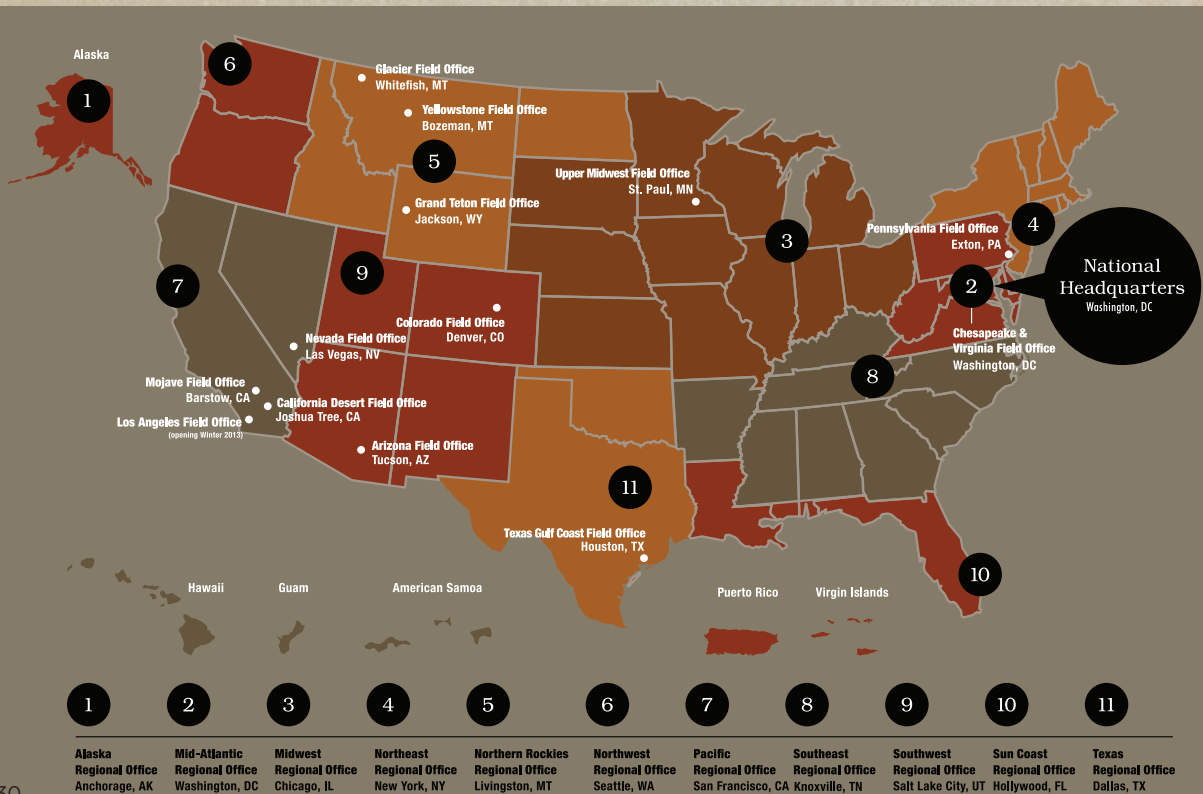


# NPCA AT A GLANCE

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 the appreciation of future generations.

The group began by producing newsletters for a few dozen members, but now, 94 years later, the National Parks Conservation Association employs 150 staff members working in 23 field offices across the country, with headquarters in Washington, D.C. More than 800,000 members and supporters achieve substantial gains for our national parks, as detailed in this report. And NPCA’s effectiveness has garnered nods from industry watch groups such as Great Nonprofits, which awarded NPCA with top-rated status in 2012 (making it one of only five top-rated environmental nonprofits in Washington, D.C.).

That’s because NPCA holds fast to its core mission: protecting America’s parks. From the halls of Congress to town halls across the country, NPCA works to educate decision-makers and opinion leaders about the most pressing issues facing national parks. Our regional and field offices (see map, below) serve as our eyes and ears, detecting threats and forming strong, invaluable partnerships to address them. When necessary, we work through the courts to enforce legal safeguards that protect our national parks. We conduct targeted online outreach to engage the media, shine a light on park issues, and build momentum on a national level. Just as Stephen Mather once watched over our parks to protect them from abuses, modern-day Mathers in today’s NPCA stand guard over these sacred places to preserve them for generations to come.





## CENTER FOR PARK MANAGEMENT

NPCA's Center for Park Management (CPM) focuses on helping the heroes who dedicate their careers to the National Park Service, protect park resources, and inspire and educate millions of park visitors every year. Over the past year CPM has made some changes in staff structure and in the strategic areas in which it works with the National Park Service. Our team of six provides strategic support to help the Park Service reach new audiences, build and maintain effective partnerships, recruit talented and diverse employees, and play a more meaningful role in enriching communities. Here are some examples of CPM support:

- CPM is partnering with a group of national park superintendents in urban areas who want to find new ways to connect with and contribute to their local communities. These urban innovators want to increase awareness of all of the national parks through a bigger presence locally, inspiring their neighbors to get out and enjoy natural and cultural resources close to home, and across America as well.
- CPM is also helping the Park Service provide its "Healthy Parks, Healthy People" programs to diverse constituents. "Healthy Parks, Healthy People" is a holistic approach to promoting the health and well-being of people and the sustainability of the planet. The Park Service is seeking to enhance its role in this larger initiative to expose more people to the role of parks in local communities.



## CENTER FOR PARK RESEARCH

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

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



## COMMUNICATIONS SPOTLIGHT

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

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

Many more blog posts, tweets, letters to the editor, and other messages contributed to the success of the campaign. By showing that park vacations could be affected, as well as the local businesses that depend on national parks, NPCA was able to appeal to people's emotions in a way that budget numbers alone aren't often able to do. In fact, NPCA learned from Capitol Hill and White House staffers that this campaign succeeded in breaking through the budget noise following the election and was among the most effective in the fiscal conversation.



# PARKS IN JEOPARDY



After two years of declining funding, national parks now face the prospect of additional cuts, including the looming threat of the "sequester" scheduled for January 2013. If Congress doesn't agree on a deficit-reduction plan, the Park Service could face cuts of more than 8 percent. That would likely mean closed visitor centers, closed campgrounds, closed parks, and thousands of park staff out of a job.

**Hundreds of campfire stories.**

**Thousands of history lessons.**

**Billions of dollars for local economies.**

These are some of the reasons why 90% of Republican and Democratic voters believe that at least 1/14th of the federal budget, national park funding should not be cut any further. Our national parks generate \$31 billion from tourism and recreation, alone—a fantastic return on our \$28B investment. Cutting our parks costs American jobs. Where is the line? 90% of Democrats and Republicans agreed on anything?

[npca.org/billions](http://npca.org/billions)

**NATIONAL PARKS CONSERVATION ASSOCIATION**

## SMALL COST, BIG IMPACT



The Park Service budget is **1/14th** of 1% of the nation's budget. Slicing it would have a serious impact on the **258,000 Jobs** in surrounding communities.

## AN OPEN & SHUT CASE



Proposed cuts to NPS budget would be equivalent to closing more than **150** parks with the smallest budgets.

## A POPULAR MOVE



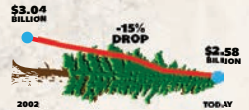
**92%** of Americans believe that park funding should be increased or remain at current levels.

## ONE GEORGE = TWO ABES



Every dollar invested in park operations generates about **\$10** for local communities, and every two Park Service jobs yield one job outside the park.

## THE WRONG DIRECTION



In today's dollars, the budget for the Park Service is **\$465 million** less — or 15 percent below what it was 10 years ago.

## ECONOMIC GENERATORS



Parks generate **\$31 billion** for local economies each year, comparable to the revenue of many Fortune 500 companies.

9/19/12

**AN OPEN-AND-SHUT CASE.**

National park budgets will be slashed if Congress and the President fail to craft a balanced approach to address the country's growing deficit, and that could mean closing as many as 200 of America's favorite places. Our parks represent 1/14th of one percent of the federal budget and generate \$30 billion in economic activity. And if you've ever set foot in a park, you already know that's the proceeds. Help us persuade our leaders to do the right thing.

Take action at [npca.org/keepparksopen](http://npca.org/keepparksopen) #KeepParksOpen

**NATIONAL PARKS CONSERVATION ASSOCIATION**

**From a memory to a movement**

The national parks represent the best of America — our rich natural, historical and cultural heritage. But without proper funding, our parks are in peril. What's at stake? Priceless memories — and the mountains we haven't yet made. Let's remind our leaders why parks matter. Share your park story now or remind yourself to share it later.

**Our national parks matter — Share your park story!**

321 people have already shared their story.

- NEVA EDWIN FORD:** I run a 18 year-old desert magazine, and this year we launched a special issue on PDS as well. I not only visit many of our national parks, monuments, and preserves every year, but I also take their preservation and encourage visitation. On a personal...
- NEVA EDWIN FORD:** Well, you don't really say "Oleolupe Peak." You have to say "Steering Into Being There." Because like Reynolds National Park doesn't get the credit it deserves. And that's the point of being on the magazine. I want to see what this place really is like...
- NEVA EDWIN FORD:** The main focus of Olympic National Park are a unique attitude on the National Park System. On Oct 1st the area begins its transition to the well means and is also the last time of the year to visit. The board included here above up for the C&S&S lands...
- NEVA EDWIN FORD:** I am the meeting and editor bureau director for Los Angeles, MI, and the National Trust is a premier attraction that our local haven includes revenue upon. The Vigna C&S&S National Trust is about a major attraction to our area...
- NEVA EDWIN FORD:** North Cascades is my national choice, after a premier experience. It's everywhere in Central, Living just west of the Park now, she me help provide a National Park quality visit for those choosing to camp in our...
- NEVA EDWIN FORD:** I spent a full year planning a longer course around the Olympic National Park, including a lot of camp and hiking. The situation happened just 5 days before we were to leave campsite. I was clear we would have no access at all to the p...
- NEVA EDWIN FORD:** The author at the order in Hualapai was spectacular and a special way for us to celebrate our 100th anniversary. What a lovely and well-attended. I have a huge diversity of flora and geologic formations...
- NEVA EDWIN FORD:** We had been along to the very end of the park to the bridge some miles and the people are making it. It was dark and we were looking forward to seeing it. It was a long drive when a rough team out of the underground and cleared the road in 2000...
- NEVA EDWIN FORD:** I had been dealing with quite a bit of stress prior to my vacation in California. In the point that was questioning my whole direction in life. I spent several hours in the Reynolds being and being watching. The day before I left, I took out early to...
- NEVA EDWIN FORD:** We were at Chocolate National Monument when the closure happened. We have traveled all over Utah and have never been here, and were so grateful to have spent 3 days in this beautiful place. As we will the origin was including the geographical down. We had...

NPCA's funding campaign paired paid ads with earned media and social networking sites to deliver the message to millions of people, including key decision makers.



## TRUSTEES FOR THE PARKS

We gratefully acknowledge the following individuals, foundations, and corporations whose generous contributions and pledge payments of \$1,000 or more between July 1, 2012, and June 30, 2013, brought to life our research, advocacy, park protection, and public education programs. Known as "Trustees for the Parks," these donors—along with the rest of our more than 800,000 members and supporters—ensure that NPCA continues to serve as America's leading voice for the parks.

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

^ These annual donors also have included NPCA in their estate plans and are members of the Mather Legacy Society. To view the full list of Mather Legacy Society members, please see page 39.

+ Deceased

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C. Frederick and Judith Buechner  
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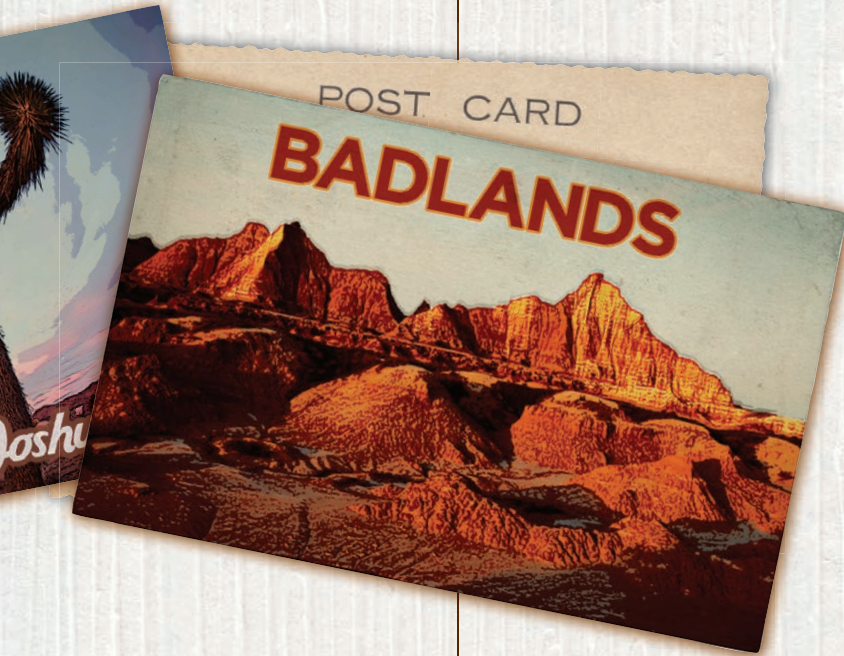
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## CHARITABLE GIFT ANNUITIES

We recognize the following individuals who chose to participate in our Charitable Gift Annuity program by making a gift of cash or securities of \$10,000 or more between July 1, 2012, and June 30, 2013. By choosing to commit their assets to NPCA during their lifetime, they receive guaranteed and predictable income payments for life and multiple tax advantages, including a sizable charitable tax deduction in the year the gift is made. The numbers following some of the names indicate the number of annuity gifts the donor has completed with NPCA.

Mr. Lawrence and Ms. Kathleen Anderson  
Ms. Maggi Butterfield-Brown  
Ms. Marjorie L. Felser  
Mr. Grover V. Martin  
Mr. Robert and Mrs. Keena Northrop  
Ms. Bonnie D. Peters  
Ms. Anne Powell (5)  
Mr. John Mosby Russell (4)  
Ms. Joan Stanio Tenedine (3)  
Ms. Isobel Wayrick

## BEQUESTS

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

Ms. Elaine N. Alber  
Ms. Aileen T. Allen  
Ms. Mary V. Allen  
Miss Beatrice A. Askman  
Ms. Jeana Aubinger and Ms. Jo-Anne Stately  
Ms. Mary E. Bane  
Mr. Thomas O. Brown  
Ms. Barbara Busse  
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We salute our cause marketing and sponsorship partners, which offer our members an array of products and services while helping to preserve and protect America's natural and cultural treasures for future generations.

Airstream 2 Go  
Aramark Parks and Destinations  
Burger King Corporation  
Capital One  
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## IN-KIND GIFTS AND SERVICES

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

Arnold & Porter LLP  
Don and Anne Ayer  
Hank Bates, Carney Bates & Pulliam PLLC  
Columbia University School of Law,  
Environmental Law Clinic  
Denali National Park Wilderness Centers  
Dutton-Goldfield Winery  
Earthjustice  
Earthrise Law Center at Lewis & Clark Law School  
Environmental Law and Policy Center  
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Reed Zars, Attorney at Law

## EVENT HOSTS

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

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







# ENDOWMENTS

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

## ENDOWMENTS AND BOARD RESERVE FUNDS

### **The General Endowment**

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

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

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

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

This fund provides unrestricted support for park protection programs.

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

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

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

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

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

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

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

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

### **Yellowstone Conservation Fund**

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





# EVERY GIFT MATTERS. MAKE YOURS TODAY.

Every gift really does matter. A little goes a long way at NPCA. When you make a gift, you join hundreds of thousands of individuals, foundations, and corporations that help advance NPCA's work to protect our national parks. All of those gifts add up in a big way. Also, because you can designate your contribution for a specific program, you can support what matters most to you.

## Make a Gift Now

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

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

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

## Make a Monthly Gift

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

## Make a Gift Payable over Time

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

## Give a Stock Gift

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

## Become a Trustee for the Parks

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

## Enhance the Value of Your Estate

Planned gifts can help increase your current

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

## Double Your Contribution

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

## Give at Work

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

## Donate Professional Services or Equipment

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

## Join Us as a Corporate Partner

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



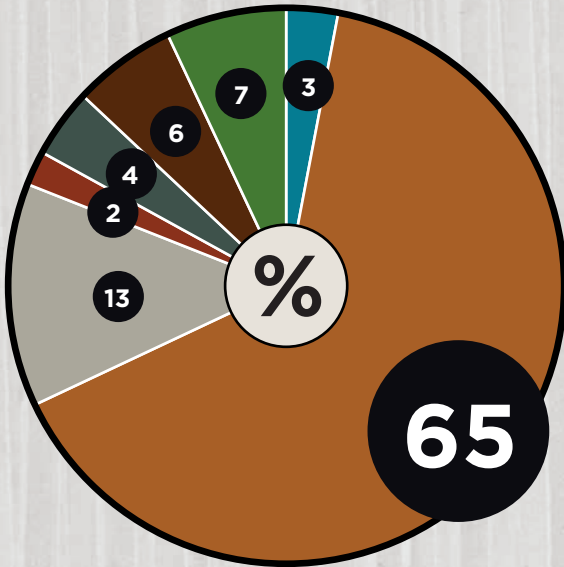
# FINANCIAL REPORT

NPCA had another successful year during a challenging period for the organization. We are pleased to report that the closeout of NPCA's FY13 (June 30, 2013) is in line with our Board of Trustees' approved strategic and financial plan. NPCA recorded net income of \$3.009 million in the fiscal year ended June 30, 2013. NPCA's Investment Portfolio, which includes our Endowment and Reserve Accounts, contributed \$2.62 million to profit, while the functional operations contributed a surplus of \$389,000. NPCA continues to work diligently to use its financial strength in a programmatically cost-effective manner. New revenue initiatives in both Membership and Development, along with effective cost controls, position the organization for consistent positive financial performance that continue to support our strategic advocacy and programmatic endeavors.

NPCA's Balance Sheet is strong. Our available Operating Cash and Board Project Fund now total

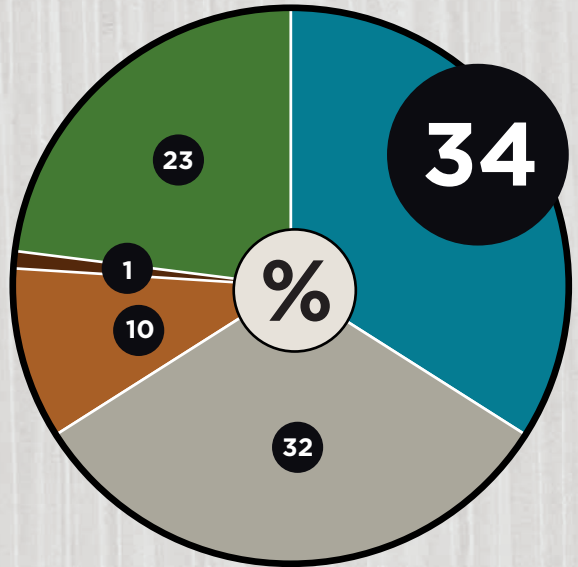
\$9.8 million. As a result of our strong financial performance and positive future outlook, the Board of Trustees authorized a transfer from our Reserve Account to our Endowment Account totaling \$9.45 million. As of June 30, 2013, NPCA's Endowment Account has total assets in excess of \$25.7 million.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

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



## SUPPORT AND REVENUE

- Membership Dues
- Marketing Income
- Contributions
- Bequests
- Grants and Contracts
- Investment Return
- Proceeds from Special Events



## PROGRAM EXPENSES

- Protect and Enhance Natural Cultural Resources
- Management and General
- Engage, Educate and Empower Americans
- Fundraising
- Park Funding and Management



<b>REVENUE, GAINS, AND OTHER SUPPORT</b>	<b>2013</b>	<b>2012</b>
Membership dues	1,165,675	1,246,173
Contributions	24,367,101	18,745,233
Grants and contracts	4,872,025	2,603,541
Proceeds from special events	608,610	2,058,616
Marketing income	1,460,706	852,209
Bequests	2,305,163	1,388,542
Other income	152,109	209,102
Investment return	2,513,229	(195,613)
<b>Total revenue, gains, and other support</b>	<b>37,444,618</b>	<b>26,907,803</b>
<b>EXPENSES</b>		
<b>PROGRAM SERVICES</b>		
Protect and Enhance Natural and Cultural Resources	11,846,746	12,761,321
Engage, Educate, and Empower Americans	10,932,616	11,037,772
Park Funding and Management	3,278,084	5,059,353
<b>Total program services</b>	<b>26,057,446</b>	<b>28,858,446</b>
<b>SUPPORTING SERVICES</b>		
Management and general	507,172	542,028
Fundraising	7,870,733	8,731,458
<b>Total supporting services</b>	<b>8,377,905</b>	<b>9,273,486</b>
<b>Total expenses</b>	<b>34,435,351</b>	<b>38,131,932</b>
<b>Changes in net assets</b>	<b>3,009,267</b>	<b>(11,224,129)</b>
<b>ASSETS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	5,720,695	8,338,357
Short-term investments	4,079,824	3,444,618
Grants and contributions receivable, net	3,355,853	4,202,939
Accounts receivable	62,042	291,558
Prepaid expenses	236,204	321,561
<b>Total current assets</b>	<b>13,454,618</b>	<b>16,599,033</b>
<b>OTHER ASSETS</b>		
Deposits	24,745	25,251
Investments	32,046,119	29,570,143
Property and equipment, net	2,421,233	2,858,601
Grants and contributions receivable, less current portion	4,137,350	1,202,273
<b>Total other assets</b>	<b>38,629,447</b>	<b>33,656,268</b>
<b>Total assets</b>	<b>52,084,065</b>	<b>50,255,301</b>
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and other accrued expenses	2,891,196	3,867,914
Deferred revenue	582,173	639,694
Deferred rent, current portion	263,832	263,832
Charitable gift annuities, current portion	238,272	238,192
<b>Total current liabilities</b>	<b>3,975,473</b>	<b>5,009,632</b>
<b>NONCURRENT LIABILITIES</b>		
Deferred rent, less current portion	2,707,974	2,828,242
Charitable gift annuities, less current portion	1,711,002	1,726,653
Deposits	0	10,425
<b>Total noncurrent liabilities</b>	<b>4,418,976</b>	<b>4,565,320</b>
<b>Total liabilities</b>	<b>8,394,449</b>	<b>9,574,952</b>
<b>NET ASSETS</b>		
Unrestricted	16,313,778	13,140,485
Temporarily restricted	12,496,331	13,049,282
Permanently restricted	14,879,507	14,490,582
<b>Total net assets</b>	<b>43,689,616</b>	<b>40,680,349</b>
<b>Total liabilities and net assets</b>	<b>52,084,065</b>	<b>50,255,301</b>



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