# REDSTONE

# National Park Partners

*Glacier National Park*

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*Point Reyes National Seashore*

# Executive Summary


*Tonto National Monument*

This report provides a comprehensive portrait of the diverse set of partners that support national parks. Park partners play a variety of roles in support of national parks and designations, which includes national heritage areas, national trails, and national rivers (generalized as "parks" hereafter). Partners educate youth and other visitors; preserve land, species, and habitat; repair, preserve, and maintain buildings and historic structures; restore trails and waterways; and remove invasive plants, among other roles. Park partners help protect these special places for future generations and provide current visitors with the world-class experiences they have come to appreciate and expect at parks.

We engaged in an extensive research process to update the last Park Partners Status and Trends Report, conducted in 2015, which reviewed the landscape of national park partners. We gathered and analyzed tax forms and surveyed partners to gather detailed and current information from the community. The report is organized around four broad conclusions about the partner community.

**A robust, growing community of over 450 park partners reported over $600 million in estimated park related revenue and over 8,500 park related employees.** Park related revenue, the portion of organizations' revenues aligned with national parks, increased by over 40% between 2013 and 2018, with nearly 30% more groups reporting revenues of more than $1 million in 2018 (most recent tax year available for analysis). The estimated number of employees engaged in this work increased by more than 60% during this same period, owing largely to more activity by service corps organizations, which hire people to work in parks.

**Partners help parks thrive in myriad ways, including providing over $400 million in estimated annual direct and in-kind support to the National Park Service (NPS) and engaging over 100,000 volunteers.** Estimated support to NPS increased by nearly 60% between 2013 and 2019. Partners contribute through direct activities such as running education programs and preserving land and historic facilities, and indirectly through support such as scientific study and helping raise the profile of parks. Additionally, partners are active advocates for the national parks at all levels of government.

**In 2020, COVID-19 substantially impacted many partners.** Some partners reduced their paid staff, cut support to NPS, and are revisiting their business models. These impacts are expected to extend at least through 2021. While most partners that applied for federal assistance received it, the funding was insufficient to prevent major impacts on partner budgets. Many partners have seen an increase in attention to national parks since the emergence of COVID-19, but they lack sufficient resources to manage the expected influx.

**Partners identified important areas where they need additional support and tools.** Currently, fundraising is the top priority for park partners, though many also expressed interest in capacity building in areas such as communications; diversity, equity, and inclusion; and strategy. Partners value collaboration and networking within the community and seek more virtual events to do so. They highlight administrative hurdles and slow turnaround times as challenges in working with NPS, as well as a need for better understanding of philanthropy by NPS staff.

While partners are contributing to parks in impressive and varied ways, with the right resources, the partner community could do even more to support parks. We suggest the following three actions to create a brighter future for park partners and the parks and park visitors they support:

1. **Create a five-year plan to build the capacity of the park partner community, particularly small and medium-sized organizations, with a focus on fundraising, communications, DEI, and strategy.** Partners have appreciated and benefited from previous capacity building such as webinars, peer groups, and mentorship. Longstanding needs for fundraising supports are now increasingly urgent, and partners have identified additional areas where support is needed. A five-year plan allows for the growth needed to help the community become more responsive and resilient.

2. **Strengthen the National Park Service's knowledge and appreciation of philanthropy and continue to improve NPS's processes and rules to enhance collaborative partnerships.** Director's Order 21 brought some clarity and improvements in the relationship between NPS and partners. Continued progress to streamline processes and celebrate philanthropy in parks would help NPS and partners to work together to keep projects moving quickly and smoothly. With the recent passage of the Great American Outdoors Act, generating $6.5 billion over the next five years for deferred maintenance, the opportunity for collaboration and partnership has never been been higher.

3. **Amplify the park partner community's resources to benefit national parks through a nationwide collective campaign.** A collective fundraising campaign can unify the partner community around shared goals, such as protecting and preserving nature and history, creating inspiring and relevant visitor experiences, and building a vibrant parks community. NPS, the National Park Foundation (NPF), the Friends Alliance, donors, and the broader partner community can accomplish more by bringing the full energy, creativity, and resources of the park community together to amplify the community's impact.

Park partners are crucial to helping parks thrive. Better understanding and supporting park partners will ensure the ongoing stewardship of parks for future generations.

# Introduction


*Fort Sumter National Monument, Dawn Kish*

> Since their inception, National Parks have been at the center of the American experience. They remind us of who we are and where we have been. They inspire us with stories of our past, leave us in awe of our surroundings and our history, and bring us together, serving as the common ground that we share as a nation.

A robust community of partners supports these national parks and designations, helping parks thrive now and for future generations. For each of the important roles that parks fill in our society – as places for recreation, introspection, community gathering, learning, historic preservation, research, and more – partners often provide support that makes them possible or enhances our experience.

## Purpose of the report

This report provides several key insights that together create a portrait of the park partner community. It aims to help us all better understand the organizations that comprise the community, the role they play, and the issues they face. The report describes the scale of the community, its impact on parks and designations, and the community's needs. By combining multiple methods of analysis, the report aims to describe both the variability of the community and the nuances of the work that partner organizations perform.

The report is offered as a resource for all members of the park partner community. It offers a glimpse into the challenges, needs, and priorities of aligned organizations. It describes the issues the community faces and opportunities for partnership, capacity building, and support.

For the National Park Service (NPS) specifically, the report provides a comprehensive summary of the value that partners bring and how NPS can continue to build new partnerships and strengthen existing ones.

## What is a park partner?

For this report, we defined the park partner community broadly – we include all groups that support national parks and designations, regardless of whether they have a formal partnership agreement with NPS or work exclusively with national parks. Partner support can take many forms, including improving trails and facilities, educating youth, running scientific studies, managing land resources, running retail operations, fundraising on behalf of parks, and many more. For concision, we use the term "parks" throughout the report to refer to national parks, designations (such as national heritage areas, national trails, and national rivers), and affiliated resources.

The report identifies over 450 park partners, grouping them into four categories: friends groups, cooperating associations, coordinating entities, and other organizations. Each category reflects a slightly different set of typical activities:

> **Friends Groups** provide philanthropic and in-kind support to parks.

> **Cooperating Associations** provide education, products, or services to national park visitors through retail sales and other channels. They may provide philanthropic or in-kind support to parks as well.

> **Coordinating Entities** are designated, often by Congress, as the organization responsible for maintaining a national heritage area, national trail, or national river.

> **Other Organizations** include service corps organizations, environmental and historical education partners, land trusts, and miscellaneous other partners.

See *Appendix C: Groups by category* for a list of groups that comprise each category. While some partners have a formal partnership agreement with NPS, many make substantial contributions to parks without such agreements. In addition, there has been a blending of categories over time. For example, the Conservancy for Cuyahoga Valley National Park runs retail operations and education programs as a Friends Group, while Golden Gate National Parks Conservancy raised over $30 million in philanthropic support in 2018 as a Cooperating Association (categorizations based on NPS listings). The purpose of the categorizations in this report are therefore to provide context for aggregate analysis rather than to make a definitive statement about the operations or activities of any specific partner.

Also, we attempted to be inclusive in defining the partner community and identifying specific partner organizations. However, we have undoubtedly missed park partners who are making valuable contributions to parks in other ways. We encourage these groups to reach out to the National Park Foundation to be included in future reports and activities.

## Contents of the report

The report begins with a methodology section describing the research process and the data gathered. We then introduce the following four conclusions about the park partner community, supplemented by details from the analysis:

> The park partner community is large, robust, and has grown since 2013.

> Partners provide crucial support to help parks thrive.

> COVID-19 and economic tumult have challenged many partners and changed the landscape of opportunities they face.

> Partners urgently need various types of support from NPS, NPF, the Friends Alliance, and other donors and community members.



*Buffalo National River*

After engaging with each of these points and the data that support them, we turn to three recommendations that members of the park partner community could pursue. The appendices include acknowledgements, a list of groups in the park partner cohort by category, additional details about the Form 990 analysis process and a complete list of all survey questions.

# Methodology



*Grand Teton National Park*
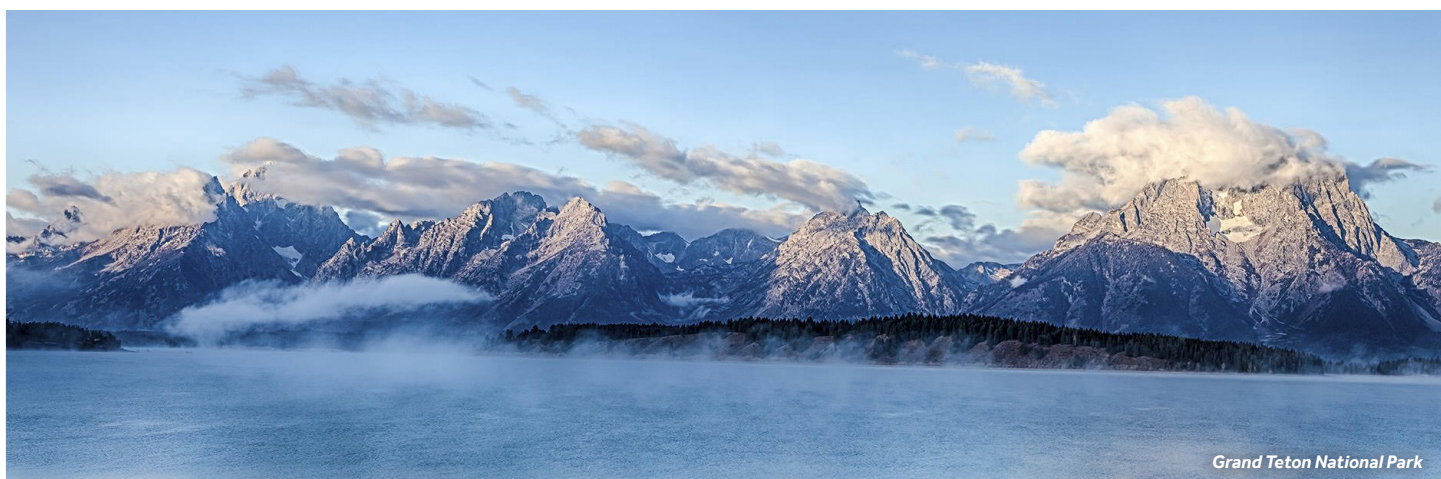
## Identifying and categorizing partners

We identified approximately 470 members of the park partner community. Our aim was to include as many members of this large and diverse community as possible. We compiled the list based on National Park Foundation (NPF) contacts, organizations included in the prior Status and Trends Report, and the National Park Service (NPS) partnership directory. We also consulted the NPS lists of all national designations (national trails, national rivers, and national heritage areas) and sought organizations affiliated with each designation. We used the membership list of the Partnership for the National Trail System (PNTS) to supplement this process.[1]

To categorize each organization, we used a combination of official lists, survey results, and manual evaluation. For organizations that completed the survey, we used the category that they identified for themselves unless they were included on an official list. If organizations selected more than one category on the survey, we used a hierarchy to identify a single category for analytic purposes and selected the categorization that fell first in the following order: coordinating entity, cooperating association, friends group, other. For any remaining groups, we manually reviewed several resources to assign a category: the categorization used in the prior Status and Trends Report, the source that surfaced the organization, the organization name, and organization website if available.

## Form 990 analysis

We collected IRS Form 990 submissions or equivalents (see below) from each organization where available. We collected 990s from fiscal years ending in 2013 and 2018 to analyze organizations' trajectories over time. We used only one tax year for each comparison period to use data as current as possible. For eight organizations where 2018 data was not available at the time of publication, 2017 data was used.

1. There are likely additional partners who support parks in various ways. It is a rich and diverse community, and difficult to identify all active partners. We apologize to any community members we excluded.

When a full Form 990 was not available, we collected either a Form 990-EZ (an abbreviated version) or form 990-PF, which is tailored for foundations (relevant to just two organizations in 2013 and one in 2018). Organizations with under $50,000 in revenue do not file any type of Form 990. Additionally, data was unavailable for organizations that use a fiscal sponsor or have not been established as a 501(c)(3) organization. Organizations not filing tax returns in 2018 where a 2013 990 or equivalent was not available through automated extraction were assumed to be non-filers in 2013 as well. Figure 1 details data availability in each analysis period.

All analysis is in nominal dollars. Inflation from 2013 to 2018 was roughly 8%, which is quite modest relative to the growth in many of the numbers in the report.

## Park partner survey

We also surveyed the park partner community to capture detailed information about the status and outlook of partners. The survey focused on the priorities of the organizations, their organizational capacity and needs, key financial and impact metrics, and the financial and organizational effects of current events. Of the 470 partners, we sent the survey to 447 partners for which we identified contact information. The overall response rate was 35%, with response rates for each category falling between 31% and 42%. Figure 2 details total responses by category. The full list of survey questions is available in the appendices to the report.

**FIGURE 1: DATA AVAILABILITY BY ANALYSIS PERIOD**
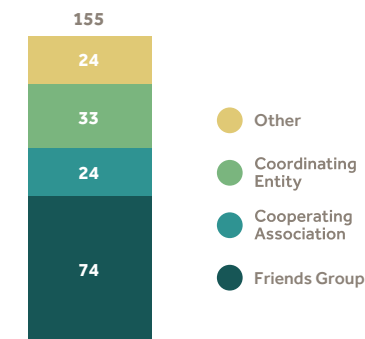*Count of organizations filing each form*
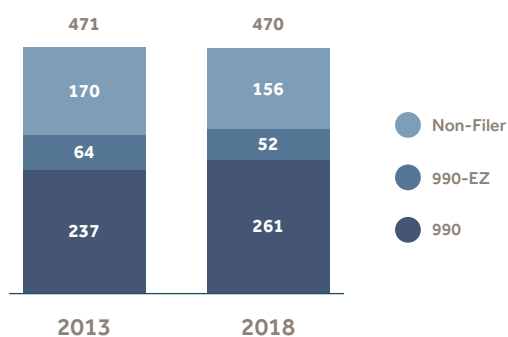


Note: One merger took place in 2015. Two 990-PFs (foundation-specific 990 variants) in 2018 and one in 2013 are not labeled on the chart.

**FIGURE 2: SURVEY RESPONSES BY CATEGORY**
*Number of surveyed organizations responding*

# 450-plus partners generate over $600 million in park related revenue



*Sequoia National Park*

The partner community substantially increased both park related revenues and employees between 2013 and 2018. The following sections reflect a period before the COVID-19 pandemic and related economic impacts; later sections of the report capture the impacts of COVID-19 on the park partner community.
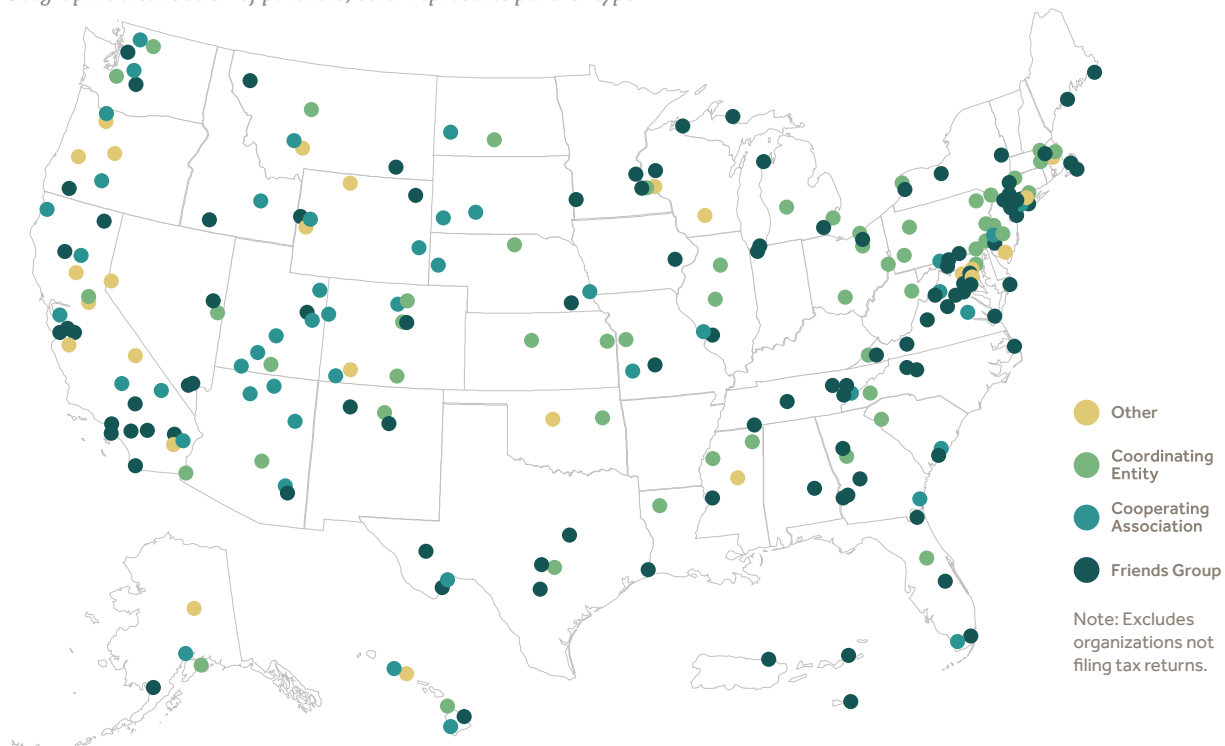
**FIGURE 3: ORGANIZATIONS BY CATEGORY**
*Share of park partner cohort and number in each category, 2018*



Other; 61
Coordinating Entity; 89
Cooperating Association; 61
Friends Group; 259
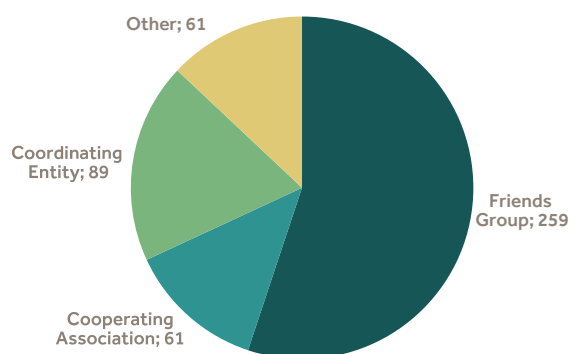
## The partner community includes over 450 organizations

This report covers a diverse set of friends groups, cooperating associations, coordinating entities, and other partners (see figure 3). It includes 470 partners – more than twice as many as were identified in the 2015 Status and Trends report describing the state of the park partner community. This increase is due to a more inclusive definition of park partner, the relationship building NPF conducted over the last five years that helped expand its network, and an intensive organizational identification process. Additionally, 12 park partner organizations were founded or gained independent 501c(3) status since the beginning of 2014.

The partner community is also comprised of organizations from all corners of the country, as seen in Figure 4.

**FIGURE 4: PARTNERS COVER EVERY CORNER OF THE COUNTRY**
*Geographic distribution of partners, color represents partner type*



- Other
- Coordinating Entity
- Cooperating Association
- Friends Group

Note: Excludes organizations not filing tax returns.

## Park related revenues exceed $600 million per year

The park partner community is large not only in numbers but also financially. In 2018, park partners reported an estimated $615 million in national park related revenue, over 60% of which came from contributions. To help place this number in context, the full budget granted to NPS by Congress for 2018 was roughly $3.5 billion. Park related revenue estimates the amount of each organization's work that pertains to NPS; for product sales, park revenues subtract out the cost of goods sold to provide a more apples-to-apples comparison to contributed revenue. Further details of the process of estimating park-related revenue are available in Appendix D.

Park related revenue for park partners in 2018 was over 40% higher than in 2013. Figure 5 breaks down that growth by organization category. All categories had higher revenue in 2018 than in 2013, and cooperating associations had the largest proportional increase of about 75%.

**FIGURE 5: 2018 PARK RELATED REVENUE WAS OVER 40% HIGHER THAN 2013**
*Estimated park related revenue by organization category, $ millions*



| | 2013 Park Specific Revenue | 2018 Park Specific Revenue |
|---|---|---|
| Total | $440 | $620 |
| Other | $78 | $104 |
| Coordinating Entity | $23 | $33 |
| Cooperating Association | $99 | $172 |
| Friends Group | $238 | $309 |

Note: Excludes organizations not filing tax returns.
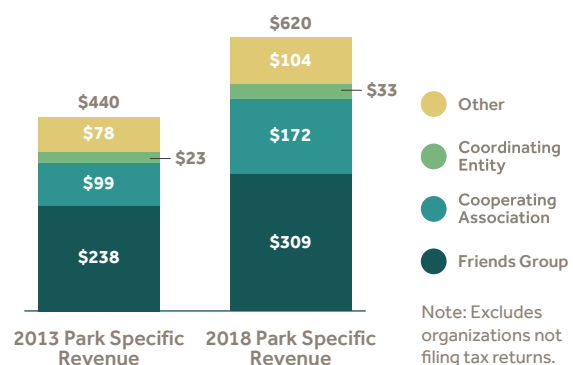
**FIGURE 6: MORE THAN HALF OF PARTNER REVENUE COMES FROM CONTRIBUTIONS**

*Percent of category revenue from each source, 2018*
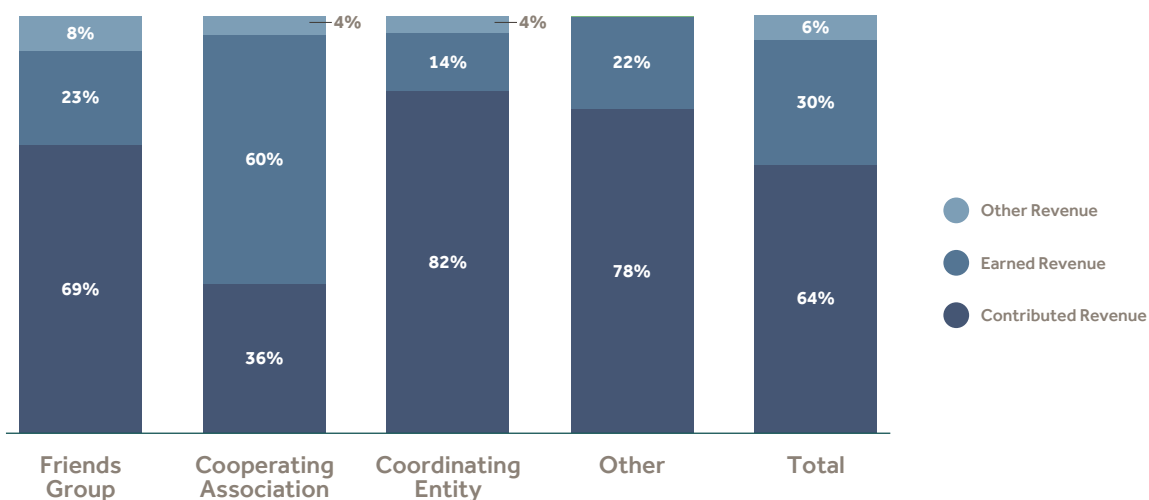


In 2018, over 60% of revenue was contributed rather than earned. Relative amounts of earned and contributed revenue vary substantially by category, as reflected in Figure 6. Contributed revenue includes donations from individuals, grants from the government or foundations, as well as any membership dues. By contrast, earned revenue includes all program service revenue as well as net income from the sale of inventory. The other income category contains investment income, royalties, and miscellaneous income. Appendix D provides more details on the calculation of these figures. There were no major changes in the percentage of earned versus contributed revenue between 2013 and 2018.

## High-revenue groups are spread across partner categories

Revenue increases are spread widely across the park partner community. Nearly 130 park partners generated over $1 million in revenue

in 2018. Figure 7 reports the breakdown of these organizations by category. The number of groups reaching this threshold increased by nearly 30% relative to 2013, reflecting substantial growth. Much of this growth was due to friends groups, 15 more of which reached this threshold in 2018 than did in 2013. One possible explanation for this growth is the additional philanthropic attention that groups were able to attract due to the NPS Centennial in 2016. For coordinating entities, seven additional groups crossed the threshold

**FIGURE 7: SCALE IS SPREAD ACROSS CATEGORIES**

*Number of groups reporting over $1 million in revenue*
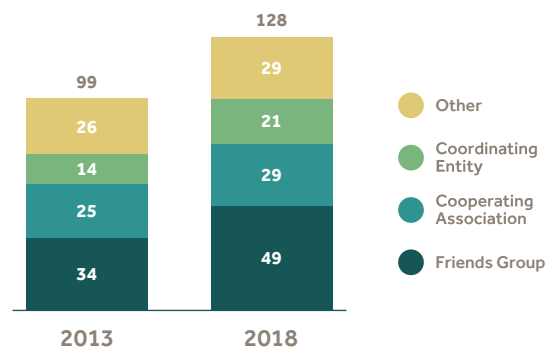
during the same window. Note that Figure 7 includes revenues outside of national parks for organizations work in other areas (most relevant to the Other category).

## There are more than 8,000 employees performing park-related work

Across the partner community, an estimated 8,500 of these employees perform work related to national parks. To place these numbers in context, the NPS budget reported total employees (FTE) of just over 19,000 in 2018. More details on the estimation process to get from the number of aggregate employees to the number of park-specific employees are available in Appendix D.
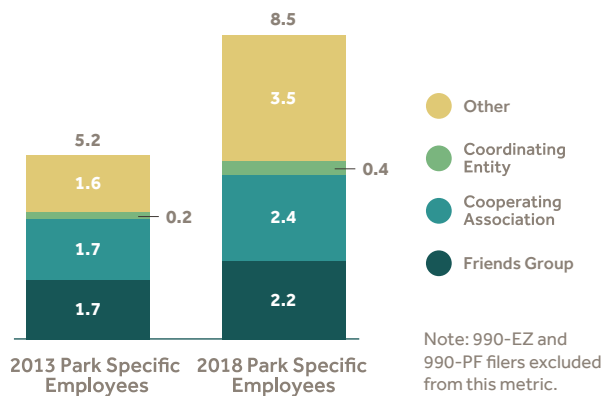
Park related employees among partners increased by over 60% between 2013 and 2018. Figure 8 shows this increase by organization category. Organizations in the other category have a particularly substantial impact on this metric, even when looking at the number of park-related employees specifically. The two largest service corps in our sample (by total employees) more than tripled their number of employees between 2013 and 2018.

Since service corps often include job creation and employment opportunities as a key part of their mission, it stands to reason that their growth would include a higher rate of increase.

Many park partners maintained consistent leadership during this period of growth. Over 60% of park partners responding to the survey question reported that the leader of their organization had been in their position for at least five years. Over 75% of leaders had been in their position for at least three years. This is a promising sign for the maintenance of institutional knowledge and cultural development within park partner organizations.

**FIGURE 8: PARK RELATED EMPLOYEES IN 2018 WERE OVER 60% HIGHER THAN 2013**

*Aggregate reported employees, thousands*



- Other
- Coordinating Entity
- Cooperating Association
- Friends Group

2013 Park Specific Employees: 5.2 (Other 1.6, Coordinating Entity 0.2, Cooperating Association 1.7, Friends Group 1.7)

2018 Park Specific Employees: 8.5 (Other 3.5, Coordinating Entity 0.4, Cooperating Association 2.4, Friends Group 2.2)

Note: 990-EZ and 990-PF filers excluded from this metric.

# Partners help parks thrive in myriad ways

Park partners provide substantial assistance to parks, including direct and indirect support to NPS, engaging volunteers, and providing programs and services that directly benefit parks, among many others.

## The community provides substantial support to NPS



*Kenilworth Park & Aquatic Gardens, NPS/Rachel Hendrix*

In 2019, park partners provided an estimated $410 to $430 million in combined direct and in-kind support to the National Park Service (NPS). Figure 9 reflects the support contributed by each partner category. In-kind support includes gifts of land, conservation and education programs, volunteer management, science, and other activities besides direct financial contribution. The contribution to park estimate is less than the park-related revenue figure of over $600 million because the contribution to parks number 1) is based on expenses rather than revenues, and 2) does not include marketing, fundraising, and other administrative expenses that are part of the cost of running partner organizations but

do not contribute to parks. Further details of how this estimate was calculated are in Appendix D. It is also important to note that this data reflects the fiscal year ending in 2019 since it is sourced primarily from survey data. The current financial data considered earlier in the report generally reflects the fiscal year ending in 2018 due to data availability.

To help place this support in context, NPS's total budget for 2019 was roughly $3.5 billion. This highlights the importance of the park partner community to helping parks thrive. Estimated support from park partners equals over ten percent of all NPS spending in a year.

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**FIGURE 9: ESTIMATED SUPPORT TO NPS SURPASSES $400 MILLION IN 2019**
*Estimated aggregate support to NPS, $ millions*



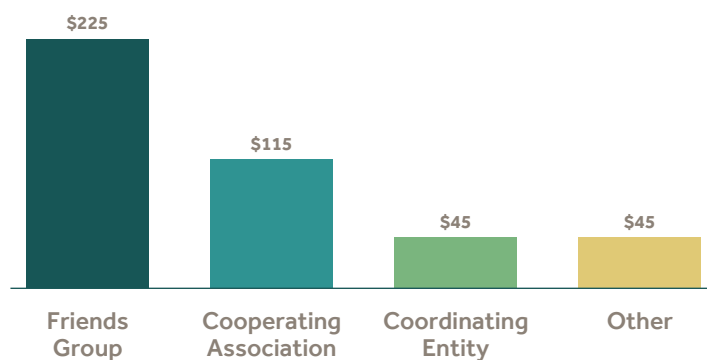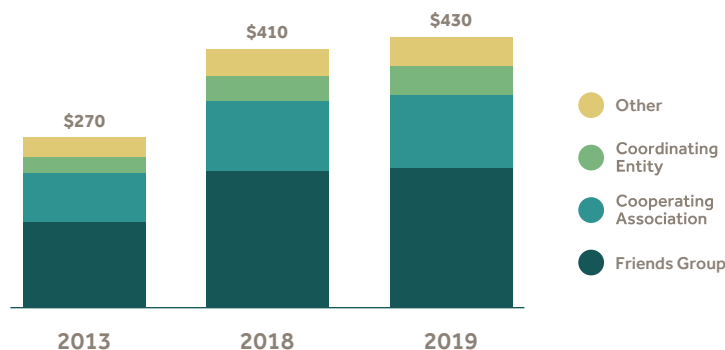| Friends Group | Cooperating Association | Coordinating Entity | Other |
|---|---|---|---|
| $225 | $115 | $45 | $45 |

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**FIGURE 10: NEARLY 60% INCREASE IN ESTIMATED SUPPORT TO NPS**
*Estimated support to NPS, $ millions*



Increases in support to NPS exceeded growth in revenue across the park partner community. Estimated support to NPS was nearly 60% higher in 2019 than in 2013. Figure 10 breaks this support down by partner category. Friends groups were responsible for much of this growth in absolute dollars, while coordinating entities saw the largest proportional increase at nearly 75%. The growth rate between 2013 and 2018 was over 50%. Notably, this increase is greater than the roughly 40% increase in NPS-related revenue in the community over a similar period. This suggests that organizations with proportionally higher amounts of support to NPS grew more quickly than others.

## Increase in large groups bolsters support to NPS

Figure 11 defines revenue bands across the park partner community. Groups in the large and very large bands tend to provide a substantial portion of support to NPS, so increases in these categories can help explain the increases in support to NPS over the analysis period. Figure 12 reports

the overall distribution across the revenue bands in 2018 and 2013, highlighting the increases in the higher-revenue bands and the decreases in the lower-revenue bands. Growing into larger revenue categories also affords organizations access to resources that can further their development. According to survey results, over 10% of large partners and 35% of very large partners had more than 5 full-time equivalent employees focused on fundraising. No groups in smaller revenue categories crossed that threshold. Larger groups have a clear advantage in the number of staff to make direct appeals to support parks.

**FIGURE 11: DEFINING REVENUE BANDS**
*Total revenue ranges for each category*

| Emerging | Less than $50,000 |
|---|---|
| Small | $50,000 to $250,000 |
| Medium | $250,001 to $1,000,000 |
| Large | $1,000,001 to $5,000,000 |
| Very Large | Over $5,000,000 |

Note: Organizations not filing tax returns assumed to be in emerging category.

**FIGURE 12: INCREASED NUMBERS OF LARGE GROUPS DRIVE SUPPORT TO NPS**

*Count of organizations by revenue category*
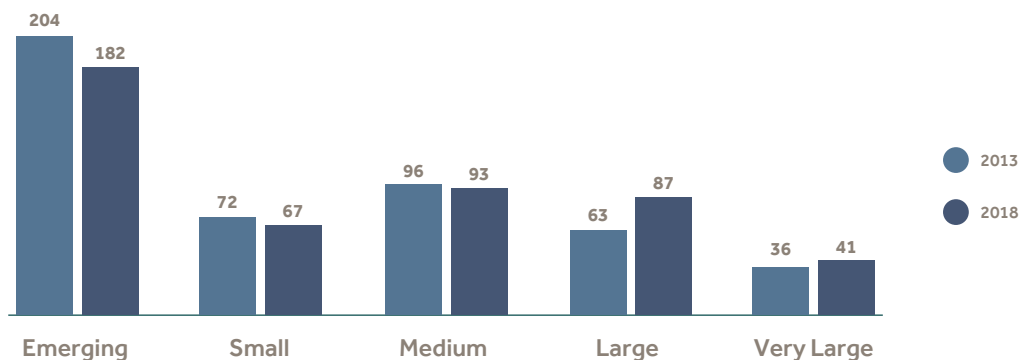


## Partners engage over 100,000 volunteers

Park partners engaged over 100,000 volunteers in 2018. Figure 13 presents total reported volunteers by category. Since organizations in the other category work non-exclusively with NPS, we excluded them from this analysis. These estimates include some volunteers from the NPS Volunteers-In-Parks (VIP) program since many partner organizations reported comingling their own volunteer program with the VIP program. The total number of volunteers reported by the NPS VIP program from 2018 was 302,000.

The number of total volunteers did not change substantially between 2013 and 2018. Figure 14 reports the changes over the period and breakdown by category. While the number increased slightly overall, this is primarily due to slight increases within the coordinating entity and friends group categories, offsetting a decrease among cooperating associations. This is a notable contrast to other metrics, including the revenue and employee metrics discussed above, which indicate growth across the community. One possible explanation is that NPS may have

**FIGURE 13: STRONG VOLUNTEER ENGAGEMENT CROSSES CATEGORIES**

*Total volunteers reported in 2018, thousands*
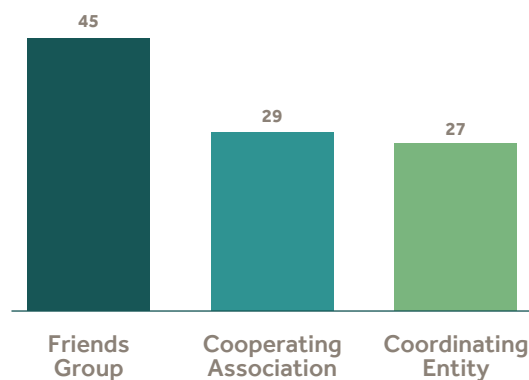


Note: Organizations in other category excluded.

**FIGURE 14: VOLUNTEER ENGAGEMENT BUCKS GROWTH TREND**

*Total volunteers reported, thousands*
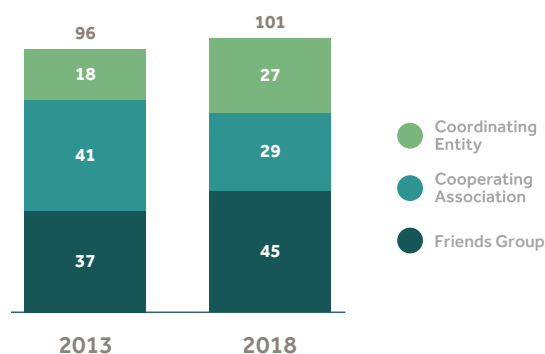


Note: Organizations in other category excluded.

**FIGURE 15: PARTNERS PROVIDE VARIED TYPES OF DIRECT SUPPORT**

*Number of organizations performing each activity per survey results*
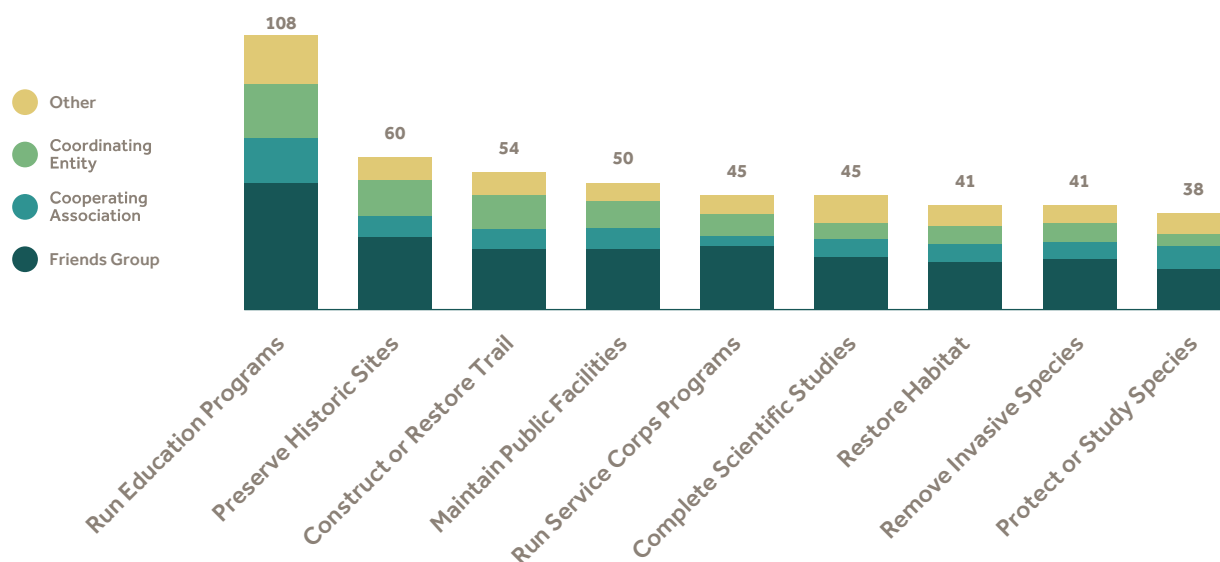


taken on a larger volunteer management role during this period. The 302,000 NPS VIP volunteers reported in 2018 represent an increase of over 20% compared to the 246,000 reported in 2013. Thus, it is possible that volunteerism within parks did increase during this period even as the number of volunteers accessing parks through partner organizations remained relatively constant.

## Partners provide education programs along with other activities

Partners provide several key services directly in parks, further enhancing visitors' experiences. The survey asked respondents to choose whether they performed each of several possible services. 108 partners reported that they provide education programs in parks, which was over 70% of those responding to the question.

Figure 15 presents several of the most common activities undertaken by partners.

## Partners advocate for parks at the local and national level

Many partners report advocating for parks, from supporting national legislation to tracking and influencing local ordinances that impact parks and visitors. The most common legislative priority was support for the Great American Outdoors Act (GAOA); over 60% of question respondents also identified state or local policy matters. The recent passage of the GAOA highlights the power of the partner community when aligning its efforts. Over 25% of responding coordinating entities wrote in their interest in a bill relating to the formalization of national heritage areas within the National Park Service. Figure 16 reports the most common legislative priorities identified by partners.

**FIGURE 16: GREAT AMERICAN OUTDOORS ACT TOP LEGISLATIVE PRIORITIES FOR PARTNERS**
*Percent of organizations identifying a priority (124 respondents)*

| | |
|---|---|
| 73% | Supporting the Great American Outdoors Act |
| 62% | State or local policies pertaining directly to areas your organization supports |
| 40% | Other legislative or policy matters |
| 31% | Department of the Interior policies around land use and recreational activities |
| 23% | Supporting federal recognition of new park(s) or NPS unit(s) |
| 10% | General Budget Allocations |
| 7% | NHA Bill |
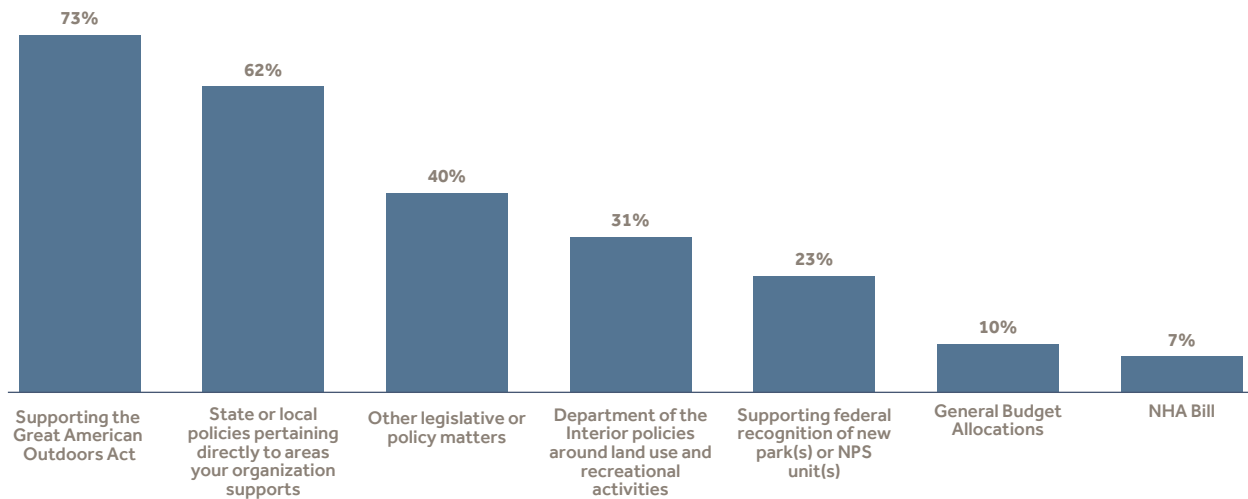
Note: General budget allocations and NHA bill are both generalized from open-ended responses. Other common open-ended responses include specific NHA reauthorizations (4%), a national service corps bill (2%), and the Land and Water Conservation Fund bill (2%).
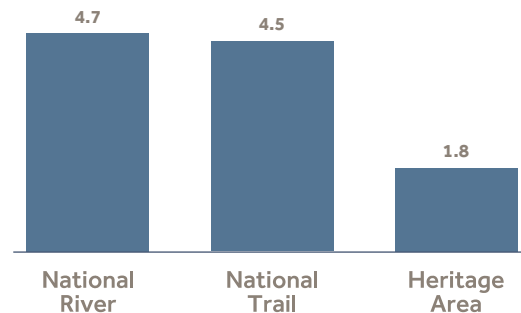
## Coordinating entities leverage the government funding they receive

Many coordinating entities have specific management responsibilities. In the case of national heritage areas, the coordinating entity is typically the only organization administering the area and controls all aspects of the heritage area's operations. Coordinating entities often receive government grants to perform these functions.

Coordinating entities tend to leverage these government grants to generate revenue from other sources as well. Figure 17 reports average leverage rates of government dollars. In the case of national river and national trail coordinating

**FIGURE 17: PARTNERS LEVERAGE GOVERNMENT FUNDS**
*Average government funding leverage by type*

| National River | National Trail | Heritage Area |
|---|---|---|
| 4.7 | 4.5 | 1.8 |

entities, the impact of each dollar effectively quadruples relative to direct administration. While this form of impact is unique to coordinating entities, it reflects the broader power of philanthropy to bolster government funds.

# The Many Faces of Partner Impact

Park partners support parks in countless innovative and unique ways.

## Protect and Preserve Nature and History:

Partners help protect critical habitats, ecosystems, and native wildlife as well as preserve landscape vistas, historic sites and collections that hold our shared history. Examples:



*Gateway Arch National Park*

> **Gateway Arch Park Foundation:** Completed the $380 million renovation of Gateway Arch National Park, one of the largest public-private partnerships ever undertaken by NPS

> **Yosemite Conservancy:** Made the multiyear NPS-led restoration of the Mariposa Grove, Yosemite's largest grove of Giant Sequoias, possible by matching $20 million in federal funds

## Create Inspiring and Relevant Visitor Experiences:

Partners expand interpretation, cross-park programming, and accessibility for all audiences. Examples:

> **Rosie the Riveter Trust:** Produced *No Time to Waste: The Urgent Mission of Betty Reid Soskin*, a documentary that examines a 98 year old national park ranger's work to ensure civil rights stories and critical chapters of America's history are included for all to learn

> **Yuma Crossing National Heritage Area:** Partnered with the Quechan Indian Tribe and others to transform a former trash dump into a mosaic of marsh, mesquite, cottonwood, and willows, with a thriving riparian habitat along the Lower Colorado River

## Build a Vibrant Parks Community:

Partners expand the community of national park champions by creating inspirational experiences for diverse audiences and by helping the Park Service innovate. Examples:

> **Friends of Arches and Canyonlands:** Purchased a nine-bedroom home for NPS seasonal housing

> **Conservation Legacy:** Provides successful service corps experiences to over 1,000 diverse participants annually at over 190 NPS locations while developing the next generation of stewards with a deep appreciation for our parks and public lands

# COVID-19 has substantially challenged partners

The economic woes caused by the COVID-19 pandemic beginning in March 2020 disrupted the community of park partners. As a result, a substantial portion of the community predicts, or has already made, cuts to spending, even after many received federal assistance. In the face of these new challenges, organizations are hoping to capitalize on a few common opportunities to adapt to as the pandemic continues.

## Partners project substantial budget reductions going forward

Several survey questions specifically focused on assessing the impact of the pandemic on organizations' finances. Over 30% of respondents to these questions expect to make or have already made some reduction to their paid staff.

Cooperating associations are most impacted, with over 75% of question respondents projecting at least some reduction in paid staff and 36% projecting cuts to over 30% of their staff. Since cooperating associations typically rely on earned revenue more highly than other groups (see Figure 6 above), this suggests that organizations heavily dependent on earned revenue models are facing additional pressure to adapt. Figure 18 reports the expected staff reductions based on survey results.

The economic challenges causing partners to reduce staff are also impacting their support to NPS. Support to NPS in 2020 is expected to decrease for 40% of question respondents. Cooperating associations are again impacted most severely, with over 90% of question respondents expecting to reduce support to NPS in 2020.

**FIGURE 18:** **COVID DRIVES SUBSTANTIAL REDUCTIONS TO PARTNER STAFF**
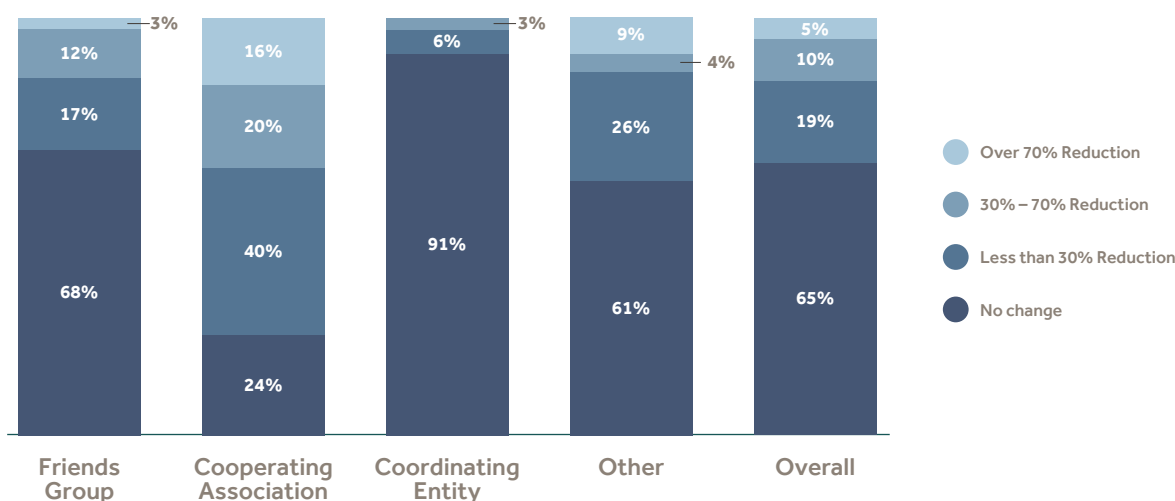*Expected/enacted cuts to staff in 2020, percent of category reporting (159 respondents)*

**FIGURE 19: SUPPORT TO NPS PROJECTED TO FALL IN 2020**
*Expected/enacted cuts to NPS support for 2020, percent of category reporting (160 respondents)*



Friends Group: 3%, 13%, 26%, 58%
Cooperating Association: 40%, 36%, 16%, 8%
Coordinating Entity: 9%, 6%, 86%
Other: 4%, 9%, 26%, 61%
Overall: 8%, 15%, 20%, 57%

Legend:
- Over 70% Reduction
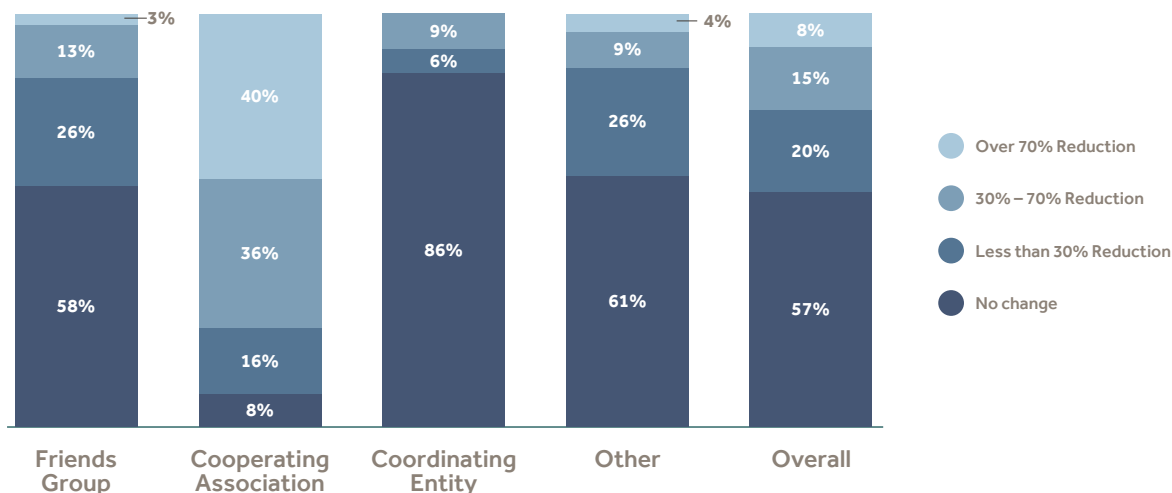- 30% – 70% Reduction
- Less than 30% Reduction
- No change

Figure 19 reports expected reductions in NPS support by category based on survey results.

While these metrics reflect serious impacts, the effects could be even larger than the data suggests. Specifically, a few organizations expressed that challenges associated with COVID-19 prevented them from answering the survey.



*White Sands National Park*

## Most partners who requested government support received some

Federal support through the Paycheck Protection Program (PPP) proved a popular option for park partners in the immediate aftermath of COVID-19. Over 60% of park partners responding to the question applied for and received support through PPP. Among cooperating associations, over 90% of question respondents applied to the program. Notably, no organization reported that their PPP application was rejected. Organizations that did not apply were primarily the smallest organizations in the community, many of which are fully volunteer operations. Figure 20 reports the frequency of PPP applications within each revenue band.

**FIGURE 20: MORE THAN HALF OF PARK PARTNERS APPLIED FOR FEDERAL ASSISTANCE**
*Relationship to PPP program, percent of revenue band reporting (154 respondents)*
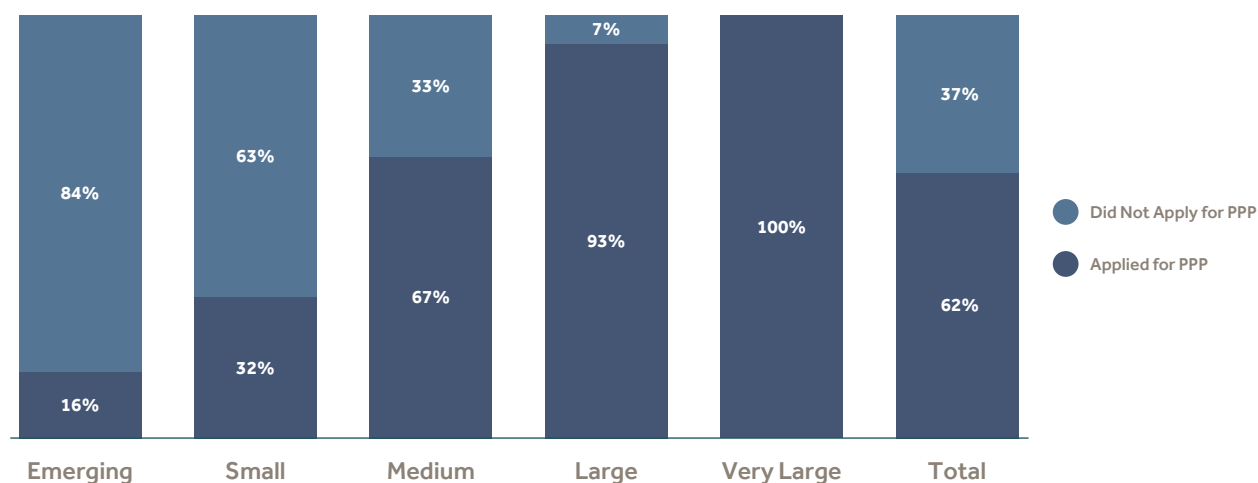


Figure 21 reports typical ranges for PPP receipts. While it is challenging to interpret the significance of these numbers to any specific group, the fact that over 30% of the community still plans to reduce their paid staff suggests that PPP loans were not sufficient to cover anticipated budget shortfalls. Partners are clearly still in need of additional support to respond to these unprecedented challenges.

**FIGURE 21: HALF OF PARK PARTNERS RECEIVED LESS THAN $100,000 FROM PPP**
*PPP amount received, percent of category reporting (84 respondents)*
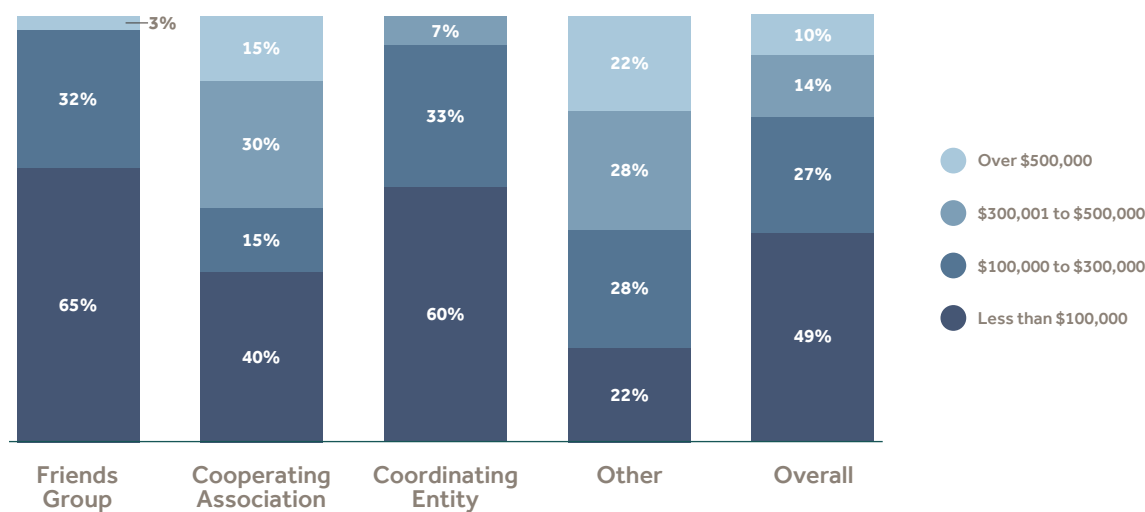
## Partners expect an increased appreciation for parks

The survey sought to pinpoint the opportunities that partners have identified in response to the challenges presented by the pandemic. Over 75% of question respondents expect to see increased appreciation for parks and outdoor spaces because of the pandemic. Other common opportunities include virtual visits and online content, increased awareness of the need for park philanthropy, and legislation to address deferred maintenance in parks. Figure 22 presents the most frequently identified opportunities emerging across the community.
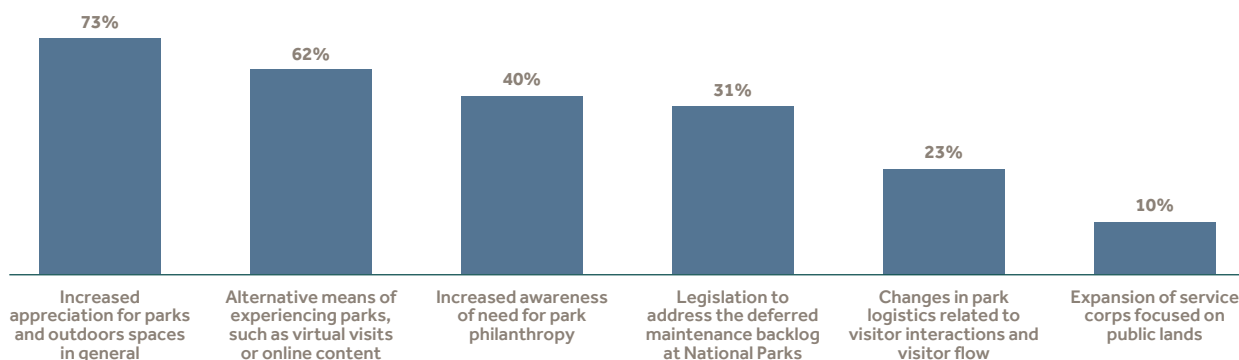
The expected increase in park popularity is particularly interesting; while partners anticipate increased interest in parks, they do not anticipate their own revenues to increase proportionally. Now, when their work and supports are most critical, park partners are falling short of the resources they need to operate. This paradoxical relationship brings into focus the fact that partners typically lack access to park visitor information, causing partners to struggle to engage most visitors who enjoy the parks they support.

**FIGURE 22: INCREASED APPRECIATION FOR PARKS LEADS EMERGING OPPORTUNITIES**

*Percent of organizations identifying the opportunity (147 respondents)*



| 73% | 62% | 40% | 31% | 23% | 10% |
|---|---|---|---|---|---|
| Increased appreciation for parks and outdoors spaces in general | Alternative means of experiencing parks, such as virtual visits or online content | Increased awareness of need for park philanthropy | Legislation to address the deferred maintenance backlog at National Parks | Changes in park logistics related to visitor interactions and visitor flow | Expansion of service corps focused on public lands |

# Partners articulate common needs in fundraising and capacity building

Just as the community of park partners supports parks, a diverse community of stakeholders supports those partners. In this moment of unprecedented challenge, park partners are calling on this community for support. Partners have articulated several areas where additional support is needed, including fundraising, improved communication and collaboration, and a clearer understanding of organizational structures, processes, and missions, especially of NPS and NPF.

## Fundraising capacity is partners' top priority

Fundraising support dominated the priorities, both when thinking about current barriers and new tools requested. This clearly stated priority informs the action steps detailed in Recommendations below. Figure 23 presents organizations' biggest barriers to success. The barriers relating to NPS are addressed in the next sub-section below.

## More capacity building is needed across a range of areas

Beyond fundraising, organizations identified a variety of areas where capacity building would be beneficial. Figure 24 presents the most common new tool areas requested by partners. While fundraising supports dominate the list, over 40% of respondents identified each of three other areas: marketing and communications, diversity, equity, and inclusion (DEI), and strategy.

While not reflected in Figure 24, partners' inability to report on quantitative impact metrics suggests that many partners lack tools to track and tell the story of their impact on parks. For example, only 44% of partners that work on restoring habitat were able to report their acres restored for 2019. Preservation of historic structures presented the best impact tracking, with 72% of participants in a related activity providing their impact. Restoration of waterways had the lowest tracking rates at only 38% of participants.

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**FIGURE 23: FUNDRAISING CAPACITY MOST COMMON BARRIER TO SUCCESS FOR PARTNERS**
*Percent of organizations identifying each barrier (168 respondents)*

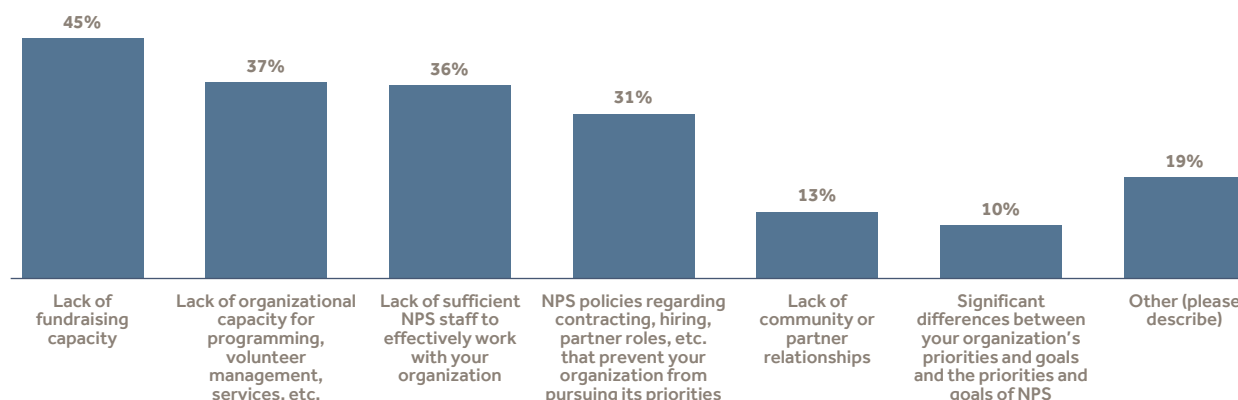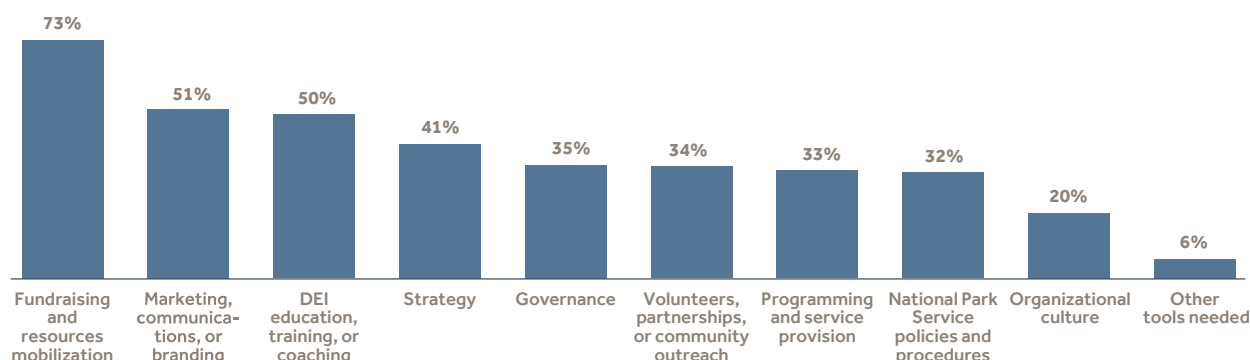| Barrier | Percent |
|---|---|
| Lack of fundraising capacity | 45% |
| Lack of organizational capacity for programming, volunteer management, services, etc. | 37% |
| Lack of sufficient NPS staff to effectively work with your organization | 36% |
| NPS policies regarding contracting, hiring, partner roles, etc. that prevent your organization from pursuing its priorities | 31% |
| Lack of community or partner relationships | 13% |
| Significant differences between your organization's priorities and goals and the priorities and goals of NPS | 10% |
| Other (please describe) | 19% |

**FIGURE 24: PARTNERS REQUEST NEW TOOLS ACROSS SEVERAL FUNCTIONAL AREAS**

*Percent of organizations identifying each area as a priority for new tools (171 respondents)*

| Fundraising and resources mobilization | Marketing, communications, or branding | DEI education, training, or coaching | Strategy | Governance | Volunteers, partnerships, or community outreach | Programming and service provision | National Park Service policies and procedures | Organizational culture | Other tools needed |
|---|---|---|---|---|---|---|---|---|---|
| 73% | 51% | 50% | 41% | 35% | 34% | 33% | 32% | 20% | 6% |

## Fundraising and staffing lead suggestions to NPF

Specific suggestions or feedback to the National Park Foundation (NPF), provided through open responses, largely tracked with priorities articulated above, with a heavy emphasis on fundraising and several types of capacity building also frequently mentioned. Figure 25 reports the most common suggestions.

While not reflected in Figure 25, additional staffing capacity appears to be an area of interest for support from NPF. Over 70% of responding partners that are not currently partnered with a service corps expressed interest in a partnership, and over 55% of responding partners expressed interest in partnering with NPF to host an AmeriCorps volunteer.
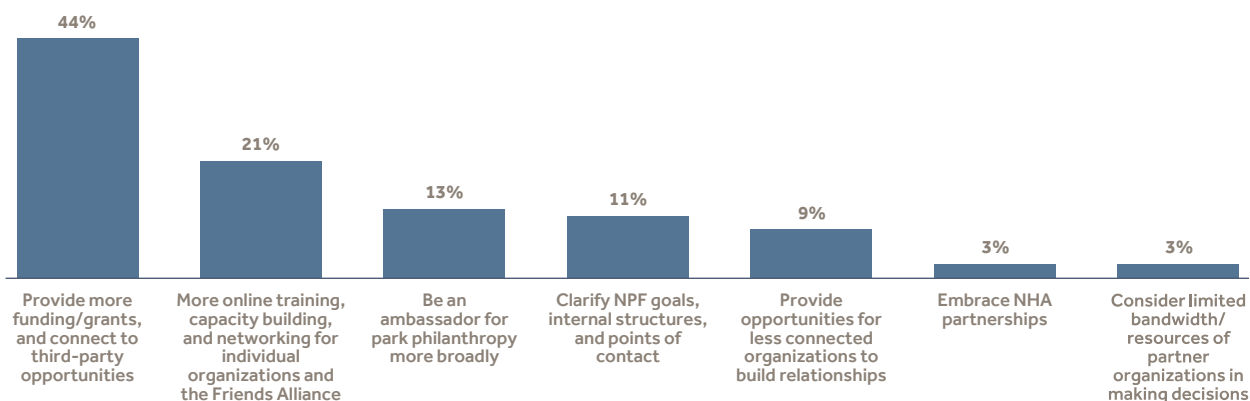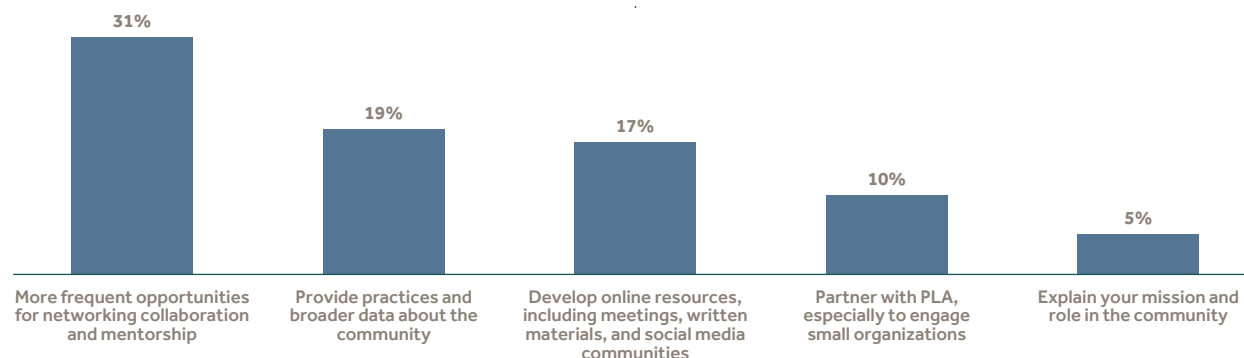
**FIGURE 25: PARTNERS REQUEST NPF INCREASE FUNDING OPPORTUNITIES AND TRAININGS**

*Percent of responses mentioning each area (80 respondents)*

| Provide more funding/grants, and connect to third-party opportunities | More online training, capacity building, and networking for individual organizations and the Friends Alliance | Be an ambassador for park philanthropy more broadly | Clarify NPF goals, internal structures, and points of contact | Provide opportunities for less connected organizations to build relationships | Embrace NHA partnerships | Consider limited bandwidth/ resources of partner organizations in making decisions |
|---|---|---|---|---|---|---|
| 44% | 21% | 13% | 11% | 9% | 3% | 3% |

**FIGURE 26: PARTNERS REQUEST MORE FRIENDS ALLIANCE COLLABORATION OPPORTUNITIES**

*Percent of responses mentioning each are (58 respondents)*



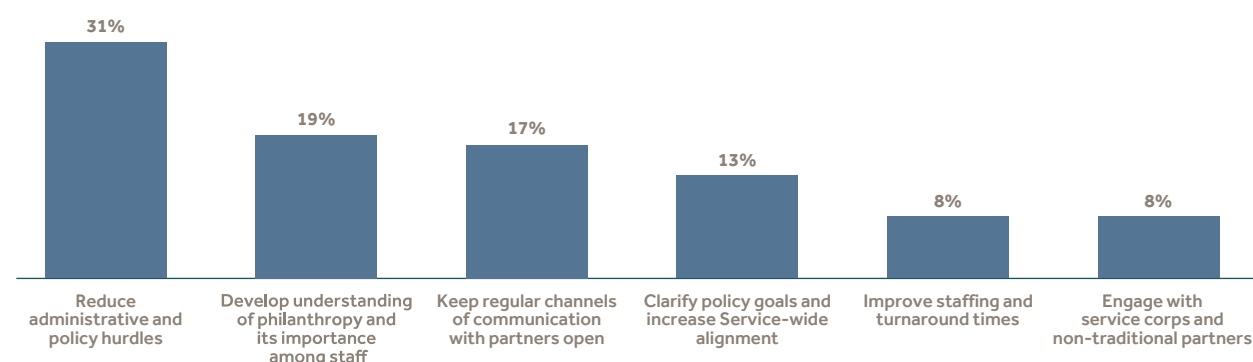| More frequent opportunities for networking collaboration and mentorship | Provide practices and broader data about the community | Develop online resources, including meetings, written materials, and social media communities | Partner with PLA, especially to engage small organizations | Explain your mission and role in the community |
|---|---|---|---|---|
| 31% | 19% | 17% | 10% | 5% |

## Friends Alliance feedback focused on collaboration and mentorship

For the Friends Alliance Steering Committee (FASC), most suggestions focused on networking, collaboration, and membership rather than fundraising. Figure 26 reports these and other common suggestions to the FASC, based on open-ended responses.

## Partners suggest NPS improve processes, communication, and increase understanding of philanthropy

Two of the most common barriers to success, summarized in Figure 23 above, were the lack of

NPS staff to collaborate with and NPS policies that restrict organizations' actions. Partners' suggestions to NPS tracks closely with these reported barriers. Partners called for NPS to reduce administrative and policy hurdles and to improve understanding of philanthropy and the importance of partnerships among staff. Partners mentioned several specific policies and processes in the survey, including reducing the burden of partner reporting requirements, facilitating partner access to park documents and materials, issuing guidance on lodging and other topics, and including partners in training of new staff to maintain relationships through personnel changes. Figure 27 presents these suggestions and others for what partners are asking of NPS.

**FIGURE 27: NPS ADMINISTRATIVE HURDLES, COMMUNICATION TOP AREAS FOR GROWTH**

*Percent of responses mentioning each area (75 respondents)*



| Reduce administrative and policy hurdles | Develop understanding of philanthropy and its importance among staff | Keep regular channels of communication with partners open | Clarify policy goals and increase Service-wide alignment | Improve staffing and turnaround times | Engage with service corps and non-traditional partners |
|---|---|---|---|---|---|
| 31% | 19% | 17% | 13% | 8% | 8% |

# Recommendations


*Zion National Park*

As described in this report, there is a robust community of over 450 park partners that provide tremendous support to national parks. They provide over $400 million in direct and in-kind support, including running education programs, preserving land and historic structures, and restoring habitat, among other activities. They engage over 100,000 volunteers, building champions and stewards of national parks. They also serve as advocates for parks at the local, state, and national levels, with major successes including helping to pass the National Park Service Centennial Act in 2016 and the Great American Outdoors Act in 2020.

At the same time, the analysis makes clear that, with the right resources, the partner community could do even more to support parks. And of immediate concern, many partners are struggling due to the economic impacts of the COVID-19 pandemic.  As a result, parks and park visitors are feeling the effects.

The community has demonstrated that it can bring significant benefits to parks when it unifies around shared goals. We propose three actions to seize the opportunity and create a brighter future for park partners, and for the parks and park visitors they support.

**Create a five-year plan to build the capacity of the park partner community, particularly small and medium-sized organizations, with an emphasis on fundraising, communications, DEI, and strategy.**

Partners spoke highly of the capacity building that NPF and the Friends Alliance have deployed in the past, such as webinars and trainings, networking events and affinity groups, capacity building grants, travel assistance grants, individual professional development, AmeriCorps VISTA support, and customized technical assistance. These efforts contributed to the growth of the community in important ways over the last five years.

However, there is more still to do. Partners see a critical need to expand their fundraising capacity, a need which predates, and has been exacer-

bated by, the pandemic. In the resulting economic tumult, organizations with diverse sources of contributed revenue are faring better than those relying primarily on earned income. Partners need assistance scaling to the point where they can pursue contributions from a range of sources to balance earned revenue streams. Networking and fundraising support are key aspects of this capacity building, including training and assistance on grant writing, donor stewardship, and direct connections to new donors and funding sources as well as developing and expanding membership in friends groups.

Capacity building is needed in areas beyond fundraising as well, including communications and branding; diversity, equity, and inclusion; and strategy. A five-year plan could strengthen capacity in these areas through webinars, peer-based affinity groups, and mentorship. In addition to broadly available resources, NPF's Strategic Growth Initiative, which provides customized technical assistance, has been a valuable way for partners to address their areas of greatest need; this kind of customized support could be expanded to benefit a larger number of partners over time.

Lastly, partners are looking to expand their staff. Sponsorship of AmeriCorps VISTA volunteers and service corps partnerships are both opportunities that can provide a high-quality staff member for a low cost and the potential to build life-long supporters of parks.

Capacity building takes time and resources. The National Park Foundation and Friends Alliance should develop a five-year plan as a next step to address these important and ongoing needs.

## Strengthen the National Park Service's knowledge and appreciation of philanthropy and continue to improve NPS's processes and rules to enhance collaborative partnerships.

Partners view the National Park Service staff as their most important collaborators, and they have highlighted areas where changes to NPS policies could help strengthen their partnership. And while progress has already been made, such as the 2016 revision of Director's Order 21 which increased clarity of partner roles, partners identified several areas where policies and processes could continue to improve to give partners an ability to achieve even more for the parks.

And with the recently passed Great American Outdoors Act generating an additional $6.5 billion for deferred maintenance projects over the next five years, partners can be a valuable resource for NPS in leveraging public dollars and providing additional capacity to move projects forward.

Specific areas to explore where additional NPS/partner efficiencies could be achieved include contracting policies, reporting requirements, and opportunities for collaborative decision making.

Increased collaboration could also include involving partners in helping NPS staff to better understand and appreciate the roles and benefits of partner organizations. These kinds of dialogues could begin during the NPS Fundamentals training and could be provided on a regular basis to Superintendents and others responsible

for working with partners. This would have the additional benefit of helping partners maintain relationships with relevant NPS staff through times of transition.



*Canyon de Chelly National Monument*

## Amplify the park partner community's resources to benefit national parks through a nationwide collective campaign.

When the community works together towards a common goal, its impact is magnified. The community represents hundreds of organizations that work side-by-side with NPS, represents thousands of employees, and includes some of the greatest champions for parks outside of the National Park Service. We saw this with the community's contributions to the 2016 National Parks Centennial Act, revisions to Director's Order 21, and the recently enacted Great American Outdoors Act.

A "collective campaign" in support of national parks – involving possibly hundreds of organizations with a focus on raising support and expanding impact in national parks – could further galvanize and demonstrate the collective impact of the park community. As the community is just beginning its work in a second century of national parks, the need to ensure parks continue to be relevant, resilient, and inspirational places for all has never been greater. National Parks' natural and cultural treasures need safeguarding, park infrastructure needs improvements, and the experience should be engaging for all guests; to accomplish this will take the collective effort of the full partner community.

This campaign and its impact on parks will both benefit from and accelerate the suggested efforts to build the capacity of the partner community and to strengthen collaboration between partners and NPS.

# Appendix A: Acknowledgements

The combined time and effort of many individuals made this report possible. We are grateful to each of these individuals and their affiliated organizations. While we list a few here, there are many more than we could acknowledge.

At the National Park Foundation, may thanks to the core team providing guidance throughout the project: Will Shafroth, Chrystal Morris-Murphy, Dieter Fenkart-Froeschl, and Sarah Unz. We appreciated the partnership of Reggie Chapple at the National Park Service and David MacDonald at the Friends of Acadia and Chair of the Friends Alliance. Other contributors at NPF included Shannon Fino, Farah Anwar, Katherine Chesson, and Jason Corzine.

Several people participated in interviews to help develop and refine the survey and methodological approach. Thank you to Deb Yandala of Conservancy for Cuyahoga Valley National Park, Amy Sovocool of Conservation Legacy, and Mary Ellen Sprenkel of The Corps Network, as well as David MacDonald and Reggie Chapple. Many of this group also completed a pilot version of the survey, along with Jim Cook of Western National Parks Association, Mike Wollmer of the Ice Age Trail Alliance, and Frank Dean of Yosemite Conservancy. Thank you all for your contributions.

Lastly, we wish to thank all groups that completed the survey amid a very challenging time for many. The names of these groups are included below:

*Abraham Lincoln National Heritage Area*
*Accokeek Foundation*
*Adventure Cycling Association*

*Anacostia Watershed Society*
*Appalachian Trail Conservancy*
*Aviation Heritage Foundation Inc.*
*Big Bend Conservancy*
*Black Hills Parks and Forest Association*
*Blue Ridge Parkway Foundation*
*C&O Canal Trust*
*Cabrillo National Monument Foundation*
*Catoctin Forest Alliance, Inc.*
*Chattahoochee Parks Conservancy, Inc.*
*Christopher Park Alliance*
*Conservancy of Cuyahoga Valley National Park*
*Conservation Legacy*
*Crater Lake National Park Trust*
*Crater Lake Natural History Association*
*Crossroads of the American Revolution National Heritage Area*

*Death Valley Conservancy*
*Delta Protection Commission*
*Denali Education Center*
*Discover Your Northwest*
*First Flight Foundation*
*Fort Frederica Association*
*Fort Monroe Foundation*
*Freedom's Frontier National Heritage Area*
*Friends of Acadia*
*Friends of Arches and the Canyonlands Parks: The Bates Wilson Legacy Fund*

*Friends of Chevy Chase Circle*
*Friends of Congaree Swamp*
*Friends of DeSoto National Memorial, Inc.*
*Friends of Dick Proenneke and Lake Clark National Park*
*Friends of Flight 93 National Memorial*
*Friends of Fort Vancouver NHS*
*Friends of Great Smoky Mountain National Park*
*Friends of Green Spring*
*Friends of Haleakala National Park Inc*

Friends of Hawaii Volcanoes National Park

Friends of Historic Great Falls Tavern

Friends of Indiana Dunes Inc

Friends of Jimmy Carter National Historic Site

Friends of Katadhin Woods and Waters

Friends of Minute Man National Park

Friends of Monuments

Friends of Peirce Mill Inc.

Friends of Petrified Forest NP

Friends of Port Chicago National Memorial

Friends of Sagamore Hill - Home (TRA)

Friends of Salinas Pueblo Missions

Friends of Sleeping Bear Dunes

Friends of the Longfellow House Washington Headquarters, Inc

Friends of the Oregon Caves and Chateau

Friends of the St. Croix USVI National Parks

Friends of Virgin Islands National Park

Friends of Weir Farm National Historic Site

Gateway Arch Park Foundation

Gettysburg Foundation

Glen Canyon Conservancy

Glen Echo Park Partnership for Arts and Culture Inc.

Grand Canyon Conservancy

Grand Teton Association

Grand Teton National Park Foundation

Great Basin National Heritage Area

Great Basin National Park Foundation

Great Smoky Mountains Association

Great Smoky Mountains Institute at Tremont

Groundwork USA

Gullah Geechee Cultural Heritage Corridor

Hamilton Partnership for Paterson

Hawaii Pacific Parks Association

Ice Age Trail Alliance

Jamaica Bay-Rockaway Parks Conservancy

Jefferson National Parks Association

John H. Chafee Blackstone River Valley National Heritage Corridor

Joshua Tree National Park Association

Korean War Veteran's Memorial Foundation

Lackawanna Heritage Valley Association

Lassen Park Foundation

Latino Outdoors

Maggie L. Walker Historical Foundation

Mississippi Delta National Heritage Area

Mississippi Park Connection

Missouri River Basin Lewis and Clark Interp. Trail and Visitor Center

Montana Conservation Corps

Mormon Pioneer National Heritage Area

Mormon Trails Association

MotorCities National Heritage Area

Mountains to Sound Greenway Trust

Muir Heritage Land Trust

Musconetcong Watershed Association

Na Aikane o Pu'ukohola Heiau (Friends of Pu'ukohola Heiau)

National Association for Olmsted Parks

National Park Foundation

National Park Partners- Chickamauga - Chattanooga - Moccasin Bend

National Park Trust

NatureBridge

Nez Perce Trail Foundation

North Cascades Institute

North Country Trail Association

Northwest Youth Corps

Oil Region National Heritage Area

Oklahoma City Memorial and Museum

Oregon-California Trail Association

Outdoor Afro

Pacific Crest Trail Association

Pacific Historic Parks

Partnership for the National Trails System

Pea Ridge National Military Park Foundation

Pinnacles National Park Foundation

Protectors of Tule Springs

*River Raisin National Battlefield Foundation*

*Rivers of Steel National Heritage Area*

*Rock Creek Conservancy*

*Rocky Mountain Conservancy*

*Rosie the Riveter Trust*

*Saint-Gaudens Memorial*

*Sangre de Cristo NHA Steering Committee*

*Santa Cruz Valley Heritage Alliance, Inc.*

*Santa Monica Mountains Fund*

*Save the Dunes Conservation Fund*

*Schoodic Institute (formerly Acadia Partners for Science and Learning)*

*Schuylkill River National Heritage Area*

*Sequoia Parks Conservancy*

*Shenandoah National Park Trust*

*South Carolina National Heritage Corridor*

*South Florida National Parks Trust*

*St. Croix Valley Foundation*

*Student Conservation Association*

*Susquehanna Heritage Corporation*

*Teton Science Schools*

*The Corps Network*

*The Encampment Store*

*The Friends of the Klondike Corridor, Inc.*

*The Last Green Valley National Heritage Corridor*

*The National Chavez Center*

*The National Washington-Rochambeau Revolutionary Route Association, Inc.*

*The Poudre Heritage Alliance*

*The Trust for Public Land*

*Theodore Roosevelt Association*

*Theodore Roosevelt Inaugural Site Foundation*

*Theodore Roosevelt Nature and History Association*

*Trust for the National Mall*

*Upper Housatonic Valley National Heritage Area*

*Upper Missisquoi and Trout Rivers Wild & Scenic River Committee*

*Voyageurs National Park Association*

*Waco Mammoth Foundation*

*Washington Parks & People*

*Western National Parks Association*

*Wheeling National Heritage Area*

*Wing Luke Museum*

*Wolf Trap Foundation for the Performing Arts*

*Yosemite Conservancy*

*Yuma Crossing National Heritage Area*

*Zion National Park Forever Project*

# Appendix B: Glossary of terms

**Cooperating Association:**
A category of park partner that primarily provides education, products, or services to national park visitors through retail sales and other channels. Cooperating associations may provide philanthropic or in-kind support to parks as part of their cooperating agreements.

**Coordinating Entity:**
A category of park partner that is designated, often by Congress, as the entity responsible for maintaining a national heritage area, national trail, or national river.

**Form 990:**
A tax return form that most registered 501(c)3 nonprofit organizations are required to file and make public each tax year. It provides basic financial information about the organization, including data on revenue and expenses. Organizations regularly earning under $50,000 in revenue are typically not required to file a Form 990.

**Form 990-EZ:**
A shorter variant of the Form 990, typically filled out by organizations with under $200,000 in annual revenue.

**Form 990-PF:**
A variant of the Form 990 which is specifically tailored toward private foundations.

**The Friends Alliance:**
A coordinating body for friends groups and other organizations working in partnership with national parks, primarily providing community organization and networking opportunities.

**Friends Group:**
A category of park partner that primarily provides philanthropic and in-kind support to parks.

**NPF:**
The National Park Foundation, the official charitable partner of the National Park Service, generates private support and builds strategic partnerships to protect and enhance America's national parks for present and future generations.

**NPS:**
The National Park Service, a US government agency within the Department of the Interior that is responsible for the administration of national parks and other natural and historical resources.

**Other Organization:**
A category of park partner that includes service corps organizations, environmental and historical education partners, land trusts, and miscellaneous other partners.

**Parks:**
Used in this report to refer to all national parks; national designations such as national heritage areas, national rivers, and national trails; and affiliated national park resources that partners work to support.

# Appendix C: List of organizations by type

## Friends Groups

Accokeek Foundation

Alliance to Preserve the Civil War Defenses of Washington

American Battlefield Trust

Appalachian Trail Conservancy

Appomattox 1865 Foundation

Assateague Coastal Trust

Assateague Island Alliance

Badlands National Park Conservancy

Battle of Kings Mountain Brigade of Friends

Beatrix Farrand Garden Association

Benton-Franklin River Heritage Fund

Big Bend Conservancy

Big Thicket Association

Blue Ridge Parkway Foundation

Boston Harbor Now

C&O Canal Trust

Cabrillo National Monument Conservancy

Catoctin Forest Alliance, Inc.

Channel Islands Park Foundation

Channel Islands Restoration Trust

Chattahoochee Parks Conservancy, Inc.

Chesapeake & Ohio Canal Association

Christopher Park Alliance

Conservancy of Cuyahoga Valley National Park

Crater Lake National Park Trust

Death Valley Conservancy

Devils Tower Natural History Association

Dumbarton Oaks Park Conservancy

Dunes National Park Association

Edison Innovation Foundation

Eleanor Roosevelt Center at Val-Kill Inc.

Eleanor Roosevelt Val-Kill Partnership

Eugene O'Neill Foundation, Tao House

First Flight Foundation

Ford's Theatre Society

Fort Larned Old Guard Inc.

Fort Mason Center

Fort Monroe Foundation

Fort Sumter and Fort Moultrie Historic Trust

Frederick W. Vanderbilt Garden Association

Friends of Acadia

Friends of Andersonville

Friends of Arches and the Canyonlands Parks: The Bates Wilson Legacy Fund

Friends of Aztec Ruins

Friends of Bandelier, Inc.

Friends of Bear Paw, Big Hole, and Canyon Creek Battlefields

Friends of Booker T. Washington National Monument

Friends of Canaveral National Seashore

Friends of Cape Lookout National Seashore

Friends of Carl Sandburg at Connemara

Friends of Casa Grande Ruins

Friends of Chaco, Inc.

Friends of Chatham

Friends of Chevy Chase Circle

Friends of Chickasaw NRA

Friends of Claude Moore Colonial Farm at Turkey Run, Inc.

Friends of Cockspur Island Lighthouse Inc

Friends of Congaree Swamp

Friends of Crater Lake National Park

Friends of Cumberland Gap National Historical Park, Inc.

Friends of Delaware Water Gap Recreation Area

Friends of DeSoto National Memorial, Inc.

Friends of Dick Proenneke and Lake Clark National Park

Friends of Dyke Marsh Inc.

Friends of Ebey's Landing National Historical Reserve

*Friends of Edison National Historic Site*

*Friends of Fairsted*

*Friends of Fire Island National Seashore*

*Friends of Flight 93 National Memorial*

*Friends of Fordyce*

*Friends of Fort Davis National Historic Site Inc.*

*Friends of Fort Hunt Park, Inc.*

*Friends of Fort McHenry*

*Friends of Fort Union*

*Friends of Fort Vancouver NHS*

*Friends of Fredericksburg Area Battlefields*

*Friends of Georgetown Waterfront Park*

*Friends of Glacier Bay*

*Friends of Golden Spike/Golden Spike Association*

*Friends of Great Smoky Mountain National Park*

*Friends of Green Spring*

*Friends of Gulf Islands National Seashore Inc*

*Friends of Haleakala National Park Inc*

*Friends of Hawaii Volcanoes National Park*

*Friends of Historic Great Falls Tavern*

*Friends of Homestead National Monument of America*

*Friends of Hopewell Culture National Historical Park*

*Friends of Hopewell Furnace National Historic Site*

*Friends of Horseshoe Bend*

*Friends of Hot Springs National Park*

*Friends of Hubbell Trading Post NHS, Inc.*

*Friends of Independence National Historical Park*

*Friends of Indiana Dunes Inc*

*Friends of James A. Garfield NHS*

*Friends of Jimmy Carter National Historic Site*

*Friends of Johnstown Flood National Memorial*

*Friends of Katadhin Woods and Waters*

*Friends of Kenilworth Park & Aquatic Gardens*

*Friends of Kennicott, Inc.*

*Friends of Lake Meredith and Alibates*

*Friends of Lindenwald*

*Friends of Lyndon B. Johnson National Historical Park*

*Friends of Mammoth Cave National Park, Inc.*

*Friends of Minidoka*

*Friends of Minute Man National Park*

*Friends of Montrose Park*

*Friends of Monuments*

*Friends of Mount Rogers*

*Friends of Ozark Riverways*

*Friends of Pecos National Historical Park*

*Friends of Peirce Mill Inc.*

*Friends of Perry's Victory and International Peace Memorial Inc.*

*Friends of Petrified Forest NP*

*Friends of Pipestone National Monument*

*Friends of Port Chicago National Memorial*

*Friends of Portsmouth Island Inc.*

*Friends of Prince William Forest Park*

*Friends of Sagamore Hill - Home (TRA)*

*Friends of Saguaro National Park Inc.*

*Friends of Salinas Pueblo Missions*

*Friends of San Juan National Historic Site*

*Friends of Saratoga Battlefield*

*Friends of Shiloh National Military Park Inc*

*Friends of Sitka National Historical Park*

*Friends of Sleeping Bear Dunes*

*Friends of Still Creek*

*Friends of Stones River National Battlefield, Inc.*

*Friends of the Apostle Islands National Lakeshore*

*Friends of the Badlands*

*Friends of the Black Canyon of the Gunnison National Park*

*Friends of the Blue Ridge Parkway, Inc.*

*Friends of the Cape Cod National Seashore, Inc.*

*Friends of the Dunes, Inc.*

*Friends of the Florissant Fossil Beds, Inc.*

*Friends of the Little Bighorn Battlefield*

*Friends of the Longfellow House Washington Headquarters, Inc*

*Friends of the National Arboretum*

*Friends of the National World War II Memorial, Inc.*

*Friends of the Oregon Caves and Chateau*

*Friends of the Preserve at Little River Canyon*

*Friends of the Siege and Battle of Corinth*

*Friends of the St. Croix USVI National Parks*

*Friends of the Vicksburg National Military Park and Campaign*

*Friends of the Wekiva River, Inc.*

*Friends of Theodore Roosevelt Island*

*Friends of Theodore Roosevelt National Park*

*Friends of Timpanogos Cave*

*Friends of Titanic Memorial Park*

*Friends of Tumacacori*

*Friends of Tuskegee Airmen NHS*

*Friends of Virgin Islands National Park*

*Friends of Watch Hill at Fire Island, Inc*

*Friends of Weir Farm National Historic Site*

*Friends of Whiskeytown*

*Friends of Wilderness Battlefield, Inc.*

*Friends of William Howard Taft Birthplace*

*Friends of Wind Cave*

*Friends of Wolf Trap*

*Friends of Women's Rights National Historical Park, Inc.*

*Friendship Hill Association*

*Gateway Arch Park Foundation*

*Get Outdoors Nevada*

*Gettysburg Foundation*

*Glacier National Park Conservancy*

*Glen Echo Park Partnership for Arts and Culture Inc.*

*Grand Teton National Park Foundation*

*Grant-Kohrs Ranch Foundation*

*Great Basin National Park Foundation*

*Great Smoky Mountains Institute at Tremont*

*Guilford Battleground Company*

*Hagerman Fossil Council Inc*

*Hamilton Partnership for Paterson*

*Harriet Tubman House, Inc.*

*Herbert Hoover Presidential Library Association, Inc.*

*Historic Philadelphia Inc.*

*Historic Pullman Foundation*

*Independence Visitor Center*

*Jamaica Bay-Rockaway Parks Conservancy*

*James A. Garfield Alliance*

*John Muir Memorial Association*

*Joshua Tree National Park Council of the Arts*

*Katmai Conservancy*

*Kennesaw Mountain Trail Club*

*Knife River Indian Heritage Foundation*

*Korean War Veteran's Memorial Foundation*

*Lassen Park Foundation*

*Lava Beds Natural History Association*

*Los Amigos de los Fuertes del Viejo San Juan [Friends of the Forts of Old San Juan]*

*Los Amigos de Valles Caldera*

*Los Paisanos de El Chamizal Inc.*

*Manassas Battlefield Trust*

*Manhattan Project National Historical Park*

*Marine Corps War Memorial Foundation Inc.*

*Mesa Verde Foundation*

*Mission Heritage Partners*

*Mississippi Park Connection*

*Mojave National Preserve Artists Foundation*

*Monocacy National Battlefield Foundation*

*Moore's Creek Battleground Association*

*Mount Rushmore National Memorial Society*

*Na Aikane o Pu'ukohola Heiau (Friends of Pu'ukohola Heiau)*

*Natchez Trace Parkway Association*

*National Japanese American Memorial Foundation*

*National Park Foundation*

*National Park Partners- Chickamauga - Chattanooga - Moccasin Bend*

*National Parks of Lake Superior Foundation*

*Nature Fund for National Parks*

*Ocmulgee National Monument Association*

*Outer Banks Forever*

*Pea Ridge National Military Park Foundation*

*Pinnacles National Park Foundation*

*Pipestone Indian Shrine Association*

*Potomac Appalachian Trail Club, Inc.*

*Preserve Historic Sleeping Bear*

*Protectors of Tule Springs*

*Provincetown Community Compact, Inc.*

*River Raisin National Battlefield Foundation*

*Rock Creek Conservancy*

*Rome Historical Society (Friends of Fort Stanwix)*

*Roosevelt-Vanderbilt Conservancy*

*Rural Plains Foundation*

*Saint-Gaudens Memorial*

*San Francisco Maritime National Park Association*

*Santa Monica Mountains Fund*

*Save Ellis Island Inc.*

*Save Historic Arlington House Inc.*

*Save the Dunes Conservation Fund*

*Save the Redwoods League*

*Shenandoah National Park Trust*

*Shenandoah Valley Battlefields Foundation*

*South Florida National Parks Trust*

*Southern Nevada Conservancy*

*St. Croix River Association*

*St. Thomas Historical Trust Inc.*

*Statue of Liberty - Ellis Island Foundation, Inc.*

*The Friends of the Klondike Corridor, Inc.*

*The Glacier Institute*

*The National Chavez Center*

*The Sandy Hook Foundation*

*Theodore Roosevelt Inaugural Site Foundation*

*Theodore Roosevelt Legacy Partnership*

*Timucuan Parks Foundation*

*Trust for the National Mall*

*Tule Lake Committee*

*U.S. Navy Memorial Foundation*

*Valley Forge Park Alliance*

*Vietnam Veterans Memorial Fund*

*Volunteers 96*

*Volunteers and Friends of the Boston Harbor Islands*

*Voyageurs National Park Association*

*Waco Mammoth Foundation*

*Washington Association of New Jersey*

*Washington Parks & People*

*Washington's National Park Fund*

*Whaling Park Alliance*

*Wilson's Creek National Battlefield Foundation*

*Wolf Trap Foundation for the Performing Arts*

*Women in Military Service for America Memorial Foundation, Inc.*

*Wrangell-St. Elias National Park*

## Cooperating Association

Death Valley Natural History Association

Alaska Geographic

Association for the Preservation of Virginia Antiquities

Badlands Natural History Association

Big Bend Natural History Association

Black Hills Parks and Forest Association

Bryce Canyon Natural History Association

Cabrillo National Monument Foundation

Canyonlands Natural History Association

Capitol Reef Natural History Association

Carver Birthplace Association

Colorado National Monument Association

Crater Lake Natural History Association

Craters of the Moon Natural History Association

Discover Your Northwest

Eastern National

Fire Island Lighthouse Preservation Society

Florida National Parks Association

Fort Frederica Association

Fort Laramie Historical Association

Fort Union Association

Friends of the San Francisco Maritime Museum Library

Glen Canyon Conservancy

Golden Gate National Parks Conservancy

Grand Canyon Conservancy

Grand Teton Association

Great Smoky Mountains Association

Harpers Ferry Park Association

Hawaii Pacific Parks Association

Historic Hampton Inc.

Intermountain Natural History Association

Isle Royale and Keweenaw Parks Association

Jefferson National Parks Association

Joshua Tree National Park Association

Lassen Association

Lewis and Clark National Park Association (Fort Clatsop Bookstore)

Mesa Verde Museum Association

Missouri River Basin Lewis and Clark Interp. Trail and Visitor Center

National Museum of Civil War Medicine

National Parks of New York Harbor Conservancy

North Cascades Institute

Oregon Trail Museum Association

Pacific Historic Parks

Petrified Forest Museum Association

Point Reyes National Seashore Association

Redwood Parks Conservancy

Rocky Mountain Conservancy

Roosevelt-Vanderbilt Historical Association

Rosie the Riveter Trust

Sequoia Parks Conservancy

Shenandoah National Park Association

The Encampment Store

The Historic Trust (Fort Vancouver National Trust)

The White House Historical Association

Theodore Roosevelt Association

Theodore Roosevelt Nature and History Association

Western Maryland Interpretive Association

Western National Parks Association

Yellowstone Forever

Yosemite Conservancy

Zion National Park Forever Project

## Coordinating Entities

Abraham Lincoln National Heritage Area

Ala Kahakai Trail Association

Anza Trail Coalition of Arizona

Anza Trail Foundation

Appalachian Forest Heritage Area, Inc.

Arabia Mountain National Heritage Area

Arizona Trail Association

Atchafalaya National Heritage Area

Augusta Canal National Heritage Area

Aviation Heritage Foundation Inc.

Baltimore National Heritage Area

Blue Ridge National Heritage Area

Buffalo National River Partners Inc

Canalway Partners

Cane River National Heritage Area

Champlain Valley National Heritage Partnership

Connecticut Forest and Park Association

Continental Divide Trail Coalition, Continental Divide Trail Society

Crossroads of the American Revolution National Heritage Area

Delaware & Lehigh National Heritage Corridor

Delta Protection Commission

El Camino De Los Tejas National Historic Trail Association

El Camino Real de Tierra Adentro Trail Association

Essex National Heritage Area

Florida Trail Association

Freedom's Frontier National Heritage Area

Freedom's Way National Heritage Area

Friends of the Mississippi River

Friends of the Missouri National Recreational River

Friends of the New River Gorge National River

Georgetown Heritage

Great Basin National Heritage Area

Gullah Geechee Cultural Heritage Corridor

Hudson River Valley National Heritage Area

Ice Age Trail Alliance

Iditarod Historic Trail Alliance

Illinois & Michigan Canal National Heritage Corridor

John H. Chafee Blackstone River Valley National Heritage Corridor

Journey Through Hallowed Ground National Heritage Area

Kenai Turnagain Arm National Heritage Area

Lackawanna Heritage Valley Association

Lamprey River Advisory Committee

Lewis and Clark Trail Heritage Foundation

Lower Delaware Wild & Scenic River Management Council

Mississippi Delta National Heritage Area

Mississippi Gulf Coast National Heritage Area

Mississippi Hills National Heritage Area

Mormon Pioneer National Heritage Area

Mormon Trails Association

MotorCities National Heritage Area

Mountains to Sound Greenway Trust

Muscle Shoals National Heritage Area

Musconetcong Watershed Association

National Coal Heritage Area Authority

National Pony Express Association

Nez Perce Trail Foundation

Niagara Falls National Heritage Area

Niobrara Council

North Country Trail Association

Northern Plains National Heritage Area

Northern Rio Grande National Heritage Area

Ohio & Erie Canalway National Heritage Area

Oil Region National Heritage Area

Old Spanish Trail Association

Oregon-California Trail Association

Overmountain Victory Trail Association

Pacific Crest Trail Association

Pacific Northwest Trail Association

Potomac Heritage Trail Association

Rivers of Steel National Heritage Area

*Sangre de Cristo NHA Steering Committee*

*Santa Cruz Valley Heritage Alliance, Inc.*

*Santa Fe Trail Association*

*Schuylkill River National Heritage Area*

*Selma to Montgomery NHT Association*

*Silos and Smokestacks National Heritage Area*

*South Carolina National Heritage Corridor*

*South Park National Heritage Area*

*Susquehanna Heritage Corporation*

*Tennessee Civil War National Heritage Area*

*The Last Green Valley National Heritage Corridor*

*The Poudre Heritage Alliance*

*Trail of Tears Association*

*Upper Delaware Council*

*Upper Housatonic Valley National Heritage Area*

*Upper Missisquoi and Trout Rivers Wild & Scenic River Committee*

*Washington Trust for Historic Preservation*

*Wheeling National Heritage Area*

*Yuma Crossing National Heritage Area*

## Other Organizations

Adventure Cycling Association

Alice Ferguson Foundation

Alliance of National Heritage Areas

Anacostia Watershed Society

Appalachian Mountain Club

Atomic Heritage Foundation

Blue Ridge Parkway Association

California Parks and Recreation Society

Chesapeake Conservancy

CityWILD

Concrete Preservation Institute

Conservation Legacy

CU Maurice River

Denali Education Center

Eastern Sierra Interpretive Association

Freedom Trail Foundation

Friends of Yellow Barn Studio at Glen Echo Park

Great Basin Institute

Great Egg Harbor Watershed Association

Green 2.0

Groundwork Anacostia

Groundwork USA

Heart Mountain Wyoming Foundation

Hispanic Access Foundation

Japanese Cultural Center of Hawai'i

Keweenaw National Historical Park Advisory Commission

Latino Outdoors

Little River Canyon Center

Living Classrooms Foundation

Maggie L. Walker Historical Foundation

Manitou Island Memorial Society

Mojave Desert Land Trust

Mojave National Preserve Conservancy

Montana Conservation Corps

Muir Heritage Land Trust

Natchez Trace Tourism Compact, Inc.

National Association for Olmsted Parks

National Park Trust

National Trust for Historic Preservation

National Wilderness Stewardship Alliance

NatureBridge

Northwest Youth Corps

Oklahoma City Memorial and Museum

Oregon State Parks Foundation

Outdoor Afro

Partnership for the National Trails System

Payomet Performing Arts Center

Petersburg Battlefields Foundation

Piscataway Park

Potomac Conservancy

Public Lands Alliance

Santa Monica Mountains Conservancy

Schoodic Institute (formerly Acadia Partners for Science and Learning)

St. Croix Valley Foundation

Student Conservation Association

Teton Science Schools

The Association of American Cultures

The Corps Network

The National Washington-Rochambeau Revolutionary Route Association, Inc.

The Trust for Public Land

Wing Luke Museum

# Appendix D: Process details for Form 990 analysis

## Overview

The process for analyzing Form 990s included identifying employer identification numbers for all groups where they were available, and then searching for Form 990 tax returns from both 2018 and 2013. We used a combination of automated and manual methods to gather data. We then analyzed the data using a variety of aggregate methods, some of which involved cross-referencing survey data. This section provides additional detail on each stage of the analysis process.

## Gathering EINs

Starting with the list of park partners as described in Methodology, we sought to identify a Federal Employer Identification Number (EIN) for each organization. This process involved searching the IRS database of employers as well as third party sources such as Charity Navigator, GuideStar, and ProPublica. Some organizations also listed their EIN on their website. Some organizations had never established a 501(c)3, and therefore lacked EINs. Some organizations accept donations through a fiscal sponsor, while others had no capacity to accept formal donations.

## Automated 990 Gathering

Beginning with a basic R script published by Open Data for Nonprofit Research (https://github.com/lecy/Open-Data-for-Nonprofit-Research),

we built a script that queries the IRS database of e-filed Form 990 returns and pulled data from the tax year ending in 2018. This was the most recent tax year available for most organizations. Other sources, such as the Nonprofit Explorer API published by ProPublica, typically did not have 2018 data available yet. For 2018 data, this scripted approach returned results for 230 organizations. For 2013 data, it returned results for 199 organizations. Knowing that this approach was likely missing some organizations since it included only e-filers, we also applied a different scripted approach using the Python coding language. This script queried the ProPublica Nonprofit Explorer API repeatedly for each EIN that had not yet been found. The Python script approach returned an additional 62 results.

## Manual 990 Gathering

For organizations that did not return results through a scripted approach, we undertook a manual search for any 990 forms that were available. The Charity Navigator database was the primary search tool, supplemented with ProPublica and GuideStar. When an appropriate 990 was found, we transcribed several key fields directly into the analysis spreadsheet. This approach yielded an additional 84 results for 2018, and 40 results for 2013. In most cases when a Form 990 was not identified, the organization was confirmed to be a non-filer by one of the source websites. This was the case for 156 organizations in 2018 and 170 organizations in 2013. In some cases where no Form 990 could be

identified, the organization was assumed to be non-filer even if the databases did not explicitly list them as one. All organizations that were non-filers in 2018 and did not return results through either of the automated methods for 2013 were also assumed to be non-filers in 2013. Several organizations filed tax returns in 2017 but did not have 2018 data available at the time this research was conducted. These organizations were contacted directly to enquire about the availability of their 2018 Form 990, which yielded updated information in seven cases. For eight organizations that did not respond to the message, 2017 data was used instead.

## Analysis Process

As the 990 data was gathered from various sources, it was combined in master sheets for both 2018 and 2013. Form 990 records were linked to specific park partners by EIN number. We then performed aggregate analyses of metrics that are explicitly included in Form 990, such as total revenue or total employees. Support to NPS was a particularly challenging metric to calculate, and the process is detailed below.

## Calculating Support to NPS

Creating an accurate estimate of overall support to NPS was a challenging but crucial analysis, involving both survey results and Form 990 data. The survey asked for each respondent's support to NPS for 2019, and that figure was used for all organizations that provided it. We also used that data to calculate an average percentage of expenses that went toward supporting NPS

for each category (friends group, coordinating entity, etc.). For non-responders in the friends group, coordinating entity, and other categories, their 2019 total expenses figure was multiplied by the relevant category's average to estimate 2019 support to NPS. In cases where 2019 total expenses were not available, they were estimated by multiplying 2018 total expenses by the average growth rate in total expenses between 2018 and 2019 for the category. The table below presents the average percentage of expenses supporting NPS as well as the average expense change rate for each category. Amounts of support to NPS exceeding 200% of total expenses were excluded from the average calculation.

For cooperating associations, a different approach was used to reflect the high variability of support to NPS within the category. For each non-responding cooperating association, their estimated or actual 2019 expenses were multiplied by the percentage of their revenue that was contributed. This reflects a conservative assumption that cooperating associations' contributed dollars are likely to be spent in support of NPS, where their earned revenue may not be in most cases.



*Acadia National Park*

| CATEGORY | AVERAGE PERCENT OF EXPENSES SUPPORTING NPS | AVERAGE CHANGE IN AGGREGATE EXPENSES, 2018 TO 2019 |
|---|---|---|
| Friends Group | 59% | +12% |
| Cooperating Association | 50% (contributed percentage used) | +17% |
| Coordinating Entity | 72% | +10% |
| Other | 13% | 0% |

## Calculating NPS specific revenue and employees

Organizations that filled out the survey reported the percentage of their work that pertains to national parks. For those organizations, we estimated their NPS-specific numbers of employees and revenue by multiplying the total number of employees and revenue by the percentage provided. For organizations that did not fill out the survey, we multiplied revenue and employees by the average percentage of expenses that go toward supporting NPS for their category. The details of the calculation of this percentage, as well as the percentage itself, are included in the Calculating Support to NPS section above.

## Calculating earned and contributed revenue

Earned revenue and contributed revenue were both sourced from specific fields of the 990 for each organization. Contributed revenue is from the Total Current Contributions field of the Form 990. Earned revenue is a combination of Total Program Service Revenue and Net Income from Sale of Inventory. While the latter is technically considered "other" revenue by the sections of the Form 990, we consider it earned revenue. The other revenue percentage reported by our report simply accounts for all dollars that do not fall into either of the other more specific categories, which are typically investment returns, royalties, and other miscellaneous income.

# Appendix E: Survey questions

## Basic information

1.  Please provide the following identifying information about yourself:
    - First Name
    - Last Name
    - Work Email Address

2.  Please provide the following identifying information about your organization
    - Organization Name
    - Federal Employer Identification Number (if available)
    - Your Position at Organization/Job Title

**Throughout the survey we use "NPS" to refer to the National Parks Service and all NPS units and designations. National park units include parks, monuments, historic sites, battlefields, etc. National park designations include heritage areas, trails, wild and scenic rivers, etc.**

3.  What type of NPS units or designations does your organization support? Select all that apply.
    - National Park Unit
    - National Heritage Area
    - National Trail System
    - National River System
    - Other (please describe)

4.  Which of the following best describes your organization? Select all that apply.
    - Friends Group
    - Cooperating Association
    - Service Corps
    - Land Trust
    - Management entity for a trail/river/heritage area
    - Other (please describe)

5.  Does your organization work exclusively with NPS? [Skip question 6 if yes]
    - Yes
    - No

6.  What percentage of your organization's work would you estimate pertains to NPS? [Estimate one to 100]

# Organizational priorities

**7.** What was your biggest success related to NPS over the past three years?

**8.** What is your organization's top goal related to NPS for the next three years?

**9.** What are your organization's biggest limitations to maximizing your impact on NPS? Note that a later section in the survey covers the impacts of COVID-19 specifically. Select all that apply, and please describe your answers. [List order randomized for each respondent]
- Lack of fundraising capacity
- Lack of internal organizational capacity for programming, volunteer management, services, etc.
- Lack of community or partner relationships
- Lack of sufficient NPS staff to effectively work with your organization
- NPS policies regarding contracting, hiring, partner roles, etc. that prevent your organization from pursuing its priorities
- Significant differences between your organization's priorities and goals and the priorities and goals of NPS
- Other (please describe)

**10.** Is your organization actively engaged on any of the following legislative or policy matters?  Select all that apply.
- Supporting the Great American Outdoors Act
- Supporting federal recognition of new park(s) or NPS unit(s)
- Department of the Interior policies around land use and recreational activities
- State or local policies pertaining directly to areas your organization supports
- Other federal, state, or local legislative and policy matters (please describe)

# Organizational capacity

**11.** Which of the following best describes the position held by the leader of your organization? Please select one.
- Full-time paid
- Part-time paid
- Full-time volunteer
- Part-time volunteer
- N/A

**12.** How many years has the leader of your organization been in that position?

**13.** How many staff members did your organization employ on January 1, 2020? If your organization works on projects or programs outside of NPS, please estimate for work related to NPS specifically. [count by: Full-time paid, Part-time paid]

**14.** How many full-time equivalents did your organization have focused on fundraising as of January 1, 2020?

## Tools for organizations

**15.** In which of the following areas would your organization benefit from training or new tools over the next twelve months? Select up to five. [List order randomized for each respondent]
  • Diversity, equity, and inclusion education, training or coaching
  • Fundraising/resource mobilization
  • Governance (board engagement, composition, structure, priorities)
  • Marketing/communications/branding
  • National Park Service policies and procedures
  • Organizational culture
  • Programming and service provision (education, conservation, citizen science, etc.)
  • Strategy (vision, goals, strategies, business plan, success metrics)
  • Volunteer management, partnerships, and/or community outreach
  • Others (Please describe)

**16.** The National Park Foundation, National Park Service, and the Friends Alliance want to strengthen the collective efforts of the national park partner community. What suggestions do you have for us to do that more effectively? Please answer as many as are applicable to you. [Text box for each]
  • National Park Foundation
  • National Park Service
  • Friends Alliance
  • General/other

## Financial metrics

**17.** Were your organization's 2019 revenues related to NPS more than $50,000? [If no, ask only for total revenues and then skip the remainder of the questions in the financial metrics section]

**For all of the following questions, please use data for your fiscal year ending in calendar year 2019. If you do not yet have final or near-final data, please leave the fields blank. It may be easiest to answer these questions if you have your most recent IRS Form 990 and audited financials in front of you. Please enter whole numbers with no dollar signs, commas, or decimals.**

### REVENUE

**18.** Please provide the following information about your organization's revenue related to NPS. Enter a zero if you have no revenue in that category.

|  | 2019 |
|---|---|
| **Total revenue** |  |
| **Contributed revenue** – Government grants and other government revenue |  |
| **Contributed revenue** – All other contributed sources, including private foundations, individuals, corporate sources, and net revenue from fundraising events |  |
| **Earned revenue** – Net income from sale of inventory |  |
| **Earned revenue** – All other earned sources, including program services/fee-for-service |  |

### SUPPORT TO THE NATIONAL PARK SERVICE

**19.** Did you provide at least $50,000 in financial or in-kind support to the National Park Service in your fiscal year ending in 2019? Note: volunteer and service corps hours should not be included here [If no, skip the following question]

**20.** Which of the following types of support did your organization provide to the National Park Service in your fiscal year ending in 2019? [enter amount/estimated value]

|  | 2019 ACTUAL |
|---|---|
| **Total aid to the National Park Service** |  |
| Direct funds to NPS |  |
| In-kind contributions to NPS including land, conservation programs, and education programs (volunteer hours detailed below) |  |
| Other aid to NPS (please describe) |  |

**21.** What were your organization's total expenses for your fiscal year ending in 2019?

**22.** Does your organization work with volunteers? Exclude board members.
   • No
   • Yes, and the number of volunteer hours that individuals affiliated with your organization contributed to NPS in 2019 is: [Text Box]

## Effects of COVID-19

**23.** What percentage reduction to paid staff do you expect to make, or have you already made in the aftermath of the COVID-19 epidemic? Reductions can include furloughs, layoffs, or reductions in hours and wages. [Select from ranges: we expect to see an increase in paid staff, less than 10% reduction, 10 to 30% reduction, etc.]

**24.** What do you expect will be the percentage change in your financial contributions to NPS over the next year?  [Select from ranges: we expect to increase our contributions, less than 10% decrease, 10 to 30% decrease, etc.]

**25.** Did your organization apply for federal COVID-19 response assistance through the Paycheck Protection Program or any other government response funding?
   • No
   • Yes, but our application was rejected
   • Yes, but our application is pending review
   • Yes, but we opted to decline or return our support to the government
   • Yes, and we received the following amount [Text box]

**26.** Do you expect any of the following developments to add value to your organization in the wake of COVID-19? Select all that apply. [List order will be randomized]
   • Increased appreciation for parks and outdoor spaces in general
   • Alternative means of experiencing parks, such as virtual visits or online content
   • Changes in park logistics related to visitor interactions and visitor flow
   • Expansion of service corps focused on public lands
   • Legislation to address the deferred maintenance backlog at National Parks
   • Increased awareness of need for park philanthropy
   • Other (please describe)

# Impact on parks

Please fill out the following metrics for your organization's efforts with NPS as completely as possible.

**ACTIVITIES WITH THE NATIONAL PARK SERVICE**

**27.** For each of the following *education and interpretation* metrics, please provide your organization's impact on NPS during your tracking period ending in 2019. [For each, choose between "We do not perform any activity related to this metric," "We perform a related activity but do not track this metric," and "We perform a related activity. Our estimated number for this metric for 2019 is in the box below" with a box to enter the number].
- Number of education programs provided:
- Total participants in education programs:
- Youth (under 18) participants in education programs:
- Total participants in service corps programs:
- Youth (under 18) participants in service corps programs:
- Total service corps hours from affiliated individuals:
- Other (please describe)

**28.** For each of the following *conservation and restoration* metrics, please provide your organization's impact on NPS during your tracking period ending in 2019. [For each, choose between "We do not perform any activity related to this metric," "We perform a related activity but do not track metrics," and "We perform a related activity and tracked the following metric for 2019" with a box to enter the number].
- Acres of land preserved:
- Historic structures rehabilitated or preserved:
- Public facilities constructed or restored:
- Public facilities maintained:
- Scientific studies completed:
- Miles of trails constructed or restored:
- Acres of habitat restored:
- Species studied or protected:
- Miles of waterway restored:
- Acres of invasive species removed:
- Other (please describe)

## Additional staff capacity

**29.** Which of the following best describes your organization's relationship to the AmeriCorps VISTA program? Select all that apply.
- We have hosted AmeriCorps VISTA members on our own
- We have hosted AmeriCorps VISTA members through support from NPF
- We would be interested in hosting/sponsoring an AmeriCorps VISTA member in the future
- We are not interested in the AmeriCorps VISTA program

**30.** Which of the following best describes your organization's interest in service corps partnerships? Please select one.
- We are a service corps
- We would be interested in partnering with a service corps in the future
- We are not interested in service corps partnerships
- We are currently partnered with the following service corps (please list all): [text box]

## Contact permission

**31.** Over the course of this survey, we have tried to identify areas where your organization may be interested in new tools or support. Are you open to NPF contacting you to follow up on these areas of interest?
- Yes
- No