NATIONAL PRESS CLUB LUNCHEON WITH JONATHAN JARVIS

SUBJECT: 100th ANNIVERSARY OF NATION'S SYSTEM OF NATIONAL PARKS

MODERATOR: THOMAS BURR OF THE NATIONAL PRESS CLUB

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THOMAS BURR: [sounds gavel] Good afternoon, and welcome to the National Press Club. My name is Thomas Burr; I'm the Washington correspondent for the *Salt Lake Tribune* and the 109th President of the National Press Club. Our guest today is Jonathan Jarvis, the Director of the National Park Service. I'd like to welcome our C-SPAN and Public Radio audiences, and I would like to remind you that you can follow the action on Twitter using the hashtag #NPClive. That's #NPClive.

Now it's time to introduce our head table guests. I'd ask that each of you stand briefly as your name is announced. Please hold your applause until I have finished introducing the entire table. From your right, Dylan Brown, a reporter from E&E Publishing; Gene Tighe, Director of BBN Technologies, and a longtime National Park volunteer; Maria Recio, a correspondent from McClatchy Newspapers; Will Shafroth, President and CEO of the National Park Foundation; Elizabeth Bumiller, Washington Bureau Chief of the *New York Times*; the Honorable John Warner, former Secretary of the Navy and United States Senator from the Commonwealth of Virginia. [applause] Thank you, Senator. Ferdous al-Faruque, medical device reporter for MedTech Insight and a Press Club board member.

Skipping over our speaker for just a minute, Rod Kurkro, reporter at E&E Publishing and the Press Club Speakers Committee member who organized today's event. Thank you, Rod. Tom Crosson, the Chief of Public Affairs for the National Park Service; Del Wilber, a reporter at the *Los Angeles Times*; April Slayton, Assistant Director for Communications at the National Park Service; and Andy Fisher, Senior Director of Communications for the Pew Charitable Trusts. Thank you all. [applause]

Forty years ago, our speaker put on the uniform of a National Park Service seasonal interpretive arranger and went to work on the National Mall. In that year, our nation's Bicentennial, the National Park Service was a mere 60 years old. Later this month, the Park Service turns 100, and Jonathan Jarvis is still wearing the green-and-gray uniform. He has the hat here he'll put on a minute, I think.

No longer a temporary, summertime employee, Jarvis is the leader of 22,000 employees who interpret, protect and maintain the system of more than 400 National Park units across all 50 states, the District of Columbia and most US territories.

As the National Park Service enters its second century, it faces multiple challenges – balancing the Park's financial needs, even as Congress cuts the $3 billion budget, while demanding the agency do more. A $12 billion maintenance backlog; cultivating a new generation of younger and more diverse Park visitors and volunteers; adapting to the effects of climate change in parks, including the loss of glaciers, coastlines and wildlife habitats; addressing well-publicized occurrences of sexual harassment at the Grand Canyon and other parks; dealing with the effects of energy, mining and other developments and the proximity to the parks.

In this career, Jarvis has worn just about every hat you can wear at the Park Service, even though every hat at the Park Service looks like alike. [laughter] He's been a scientist, ranger, superintendent, regional director, and now director.

I'd also personally like to thank Director Jarvis who agreed last fall to come to my January inauguration and swear me in as the new Press Club president. Of course, that was before we knew about the pending snowzilla storm and the couple feet of snow that crippled Washington. Still, Director Jarvis showed his grit in coming to the hastily moved-up inaugural. Thankfully today, we have slightly better weather.

This is the first time in the history of the National Press Club the Park Service Director has addressed the club. Please welcome to the Press Club podium Jonathan Jarvis, as he tells us of his plans for the centennial year of the National Park Service. [applause]

DIRECTOR JONATHAN JARVIS: Well, welcome, everybody. Thank you, Tommy. It's great to be back in a little warmer weather than the last time we were here. And thank you, Rod, for organizing this as well. And Senator, thank you for joining us this morning.

As was mentioned, this year the National Park Service will be 100 years old, and I will have served for 40 of those years. So I have a few opinions about the second century. Let me start with an excerpt from the *Atlantic* magazine:

> The President wanted all the freedom and solitude possible while in the Park, so all newspaper men and other strangers were excluded. Even

> the Secret Service men and his physician and private secretaries were left at Gardiner. He craved once more to be alone with nature; he was evidently hungry for the wild and the aboriginal – a hunger that seems to come upon him and drives him on his trips to the West.
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> In the morning he had stated his wish to go alone into the wilderness. His security detail very naturally did not quite like that idea. "No," said the President. "Put me up a lunch, and let me go alone. I will surely come back."
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> And back he came. It was about five o'clock when he came briskly down the path from the east to the camp. It came out that he had tramped about18 miles through a very rough country. He came back looking as fresh as when he started, and at night, sitting before the big camp fire, related his adventures.

This is John Burroughs's account of traveling with President Teddy Roosevelt in Yellowstone National Park in the spring of 1903.

In 2013, almost 110 years later, I was hiking out of the same Yellowstone wilderness with my son Ben. We were descending an open forest on a rock stream slope when the ground began to shake. And over the hill right behind us charged a stampeding herd of bison. We jumped behind a large boulder and the giant, furry creatures thundered past, so close I could have run my fingers through their manes.

As the Director of the National Park Service, I have the privilege to not only have some pretty wild experiences, but to sort of put them in context. And I think for a moment, if all of you think for the moment that this nation decided 100 years ago that such extraordinary places like Yellowstone could be set aside for the enjoyment of future generations, that concept that you and I can have a similar experience that Teddy Roosevelt had over 100 years ago.

In 1914, Stephen Mather, who was an independently wealthy Borax Mining Company director observed the deteriorating condition of the national parks, and he wrote a letter to the Secretary of the Interior, Franklin Lane, complaining about that. And Secretary Lane responded, "Dear Steve, if you don't like the way the parks are being run, come down to Washington and run them yourself." [laughter]

Now, I would imagine such challenges have launched many political careers here in Washington. So in order to support the establishment of the National Park Service, Mather knew that if he got the right people into these extraordinary landscapes, they would become converts.

So on July 14, 1915, Mather gathered what became known as the Mather mountain party and he led them for a two-week trip into the High Sierra. The party included writers for the *Saturday Evening Post*, the vice president of the Southern Pacific

Railroad, the ranking Republican Congressman on appropriations, president of the New York Zoological Society, and the publisher of the Visalia newspaper. It had photographers, attorneys and businessmen, California state engineer and Gilbert Grosvenor, the director of the National Geographic Society.

There was one Park ranger and two Chinese cooks. Ty Sing, the Chinese cook, was considered the best camp cook in the West. And he proved that every day with dinners for these folks of soup, salad, fried chicken, venison and gravy, potatoes, apple pie and hot sourdough biscuits warmed on the side of a sweaty mule [laughter] that was laboring up the area we know today as Sequoia and Kings Canyon National Parks.

For two weeks, this group tramped and camped in alpine meadows, plunged into cold streams and reveled under a starlit sky. Cunningly, Mather let the mountains do their magic and the trapping of that busy society, even 100 years ago, sort of swept away and bonds were formed not only with each, but with the land.

And each night around the fire, they talked about conservation and the future of the national parks. In that final bonfire night, as told by one of the travelers, Mather said, "Well, we've had many glorious days together. And I should confess why I wanted you to come. Not only for your interesting company, but to hope that you'd see the significance of these mountains and the whole picture of what we're trying to do. Hopefully you will take this message and spread it through the land in your own avenue and style. These valleys and heights of the Sierra Nevada are just one small part of the majesty of America."

Although Sequoia and Yellowstone and Glacier and Crater Lake were already set aside, just think of the vast areas that should be preserved for the future. Think of the Grand Canyon, not yet protected. Or the wonders of our territories in Alaska and Hawaii.

He said, "Unless we can protect the areas currently held with a separate government agency, we may lose them to selfish interests."

And that evening, every member of the party vowed to go back and provide their active support to the establishment of the National Park Service. Gil Grosvenor vowed that the National Geographic Society would march in step. And he fulfilled that promise by publishing in April of 1916 an entire issue, "The Land of the Best," as a tribute to America.

The press coverage in that period was quite extraordinary, and it influenced Congress when it came to a vote of the establishment of the National Park Service on August 25, 2016[sic], 100 years ago. This year, the National Geographic Society devoted every issue in 2016 to some aspect of the parks, and on the 100th anniversary released their full issue, "Yellowstone: Battle for the West."

And by the way, the media coverage for the NPS centennial has been really unprecedented. I believe we are now over eight billion media impressions for this centennial. So thank you, all, for all the coverage we've gotten.

We cannot take the future of conservation for granted. We must use the magic of our parks and public lands to inspire and empower a new generation of conservation and historic preservation. In many ways, this centennial year has been a national Mather mountain party by inviting every American to find their park, that place that personally inspires them, rejuvenates them and builds some patriotic pride.

And without the least bit of modesty, our centennial goal has been to create the next generation of visitors, supporters and advocates for our national parks and our public lands. If we don't, then in the words of my predecessor, Director Mather, we may lose them to selfish interests who call for our parks and public lands to be developed for short-term private gain.

So I want each of you for the moment to take a little bit of patriotic pride that our nation created this idea of national parks, and today that system embodies our highest ideals, our most symbolic places and stands frankly as the best national park system in the world.

They also tell the American story through place, 412 worthwhile place – places of great inspiration like the Statue of Liberty or Mount Rushmore. Places of great beauty like Yosemite or the Grand Tetons. Places of awe like the Grand Canyon and Everglades. Places of social conscience like Selma to Montgomery, or the home of Frederick Douglass. Or places of great ecological restoration like returning water flows to the Everglades, one of the most ambitious ecological restorations in American history. They are places of great history like Fort McHenry, a national historic site, where our "star-spangled banner yet waved" and inspired Francis Scott Key to pen the poem that will be played at every US gold medal in the Olympics this year.

They're also places of great public health. The father of landscape architecture, Frederick Law Olmsted, after a visit to Yosemite in 1865, said that "if we pursue our business lives without the occasional contemplation of nature and parks, men and women would be prone to a class of disorders including softening of the brain, nervous excitability, monomania, moroseness, melancholy, and irascibility." [laughter]

With all the irascibility in Washington, I am wondering if people here need a prescription for the parks.

These are also places of social action, like the steps of the Lincoln Memorial, where in 1939, just as Hitler invaded Europe, the extraordinary singer Marian Anderson, denied an inside venue because of her race, sang "My Country Tis of Thee" to a crowd of thousands on the Mall. And on those same steps, Dr. Martin Luther King delivered "I Have a Dream" speech in 1963, inspiring the civil rights movement to carry on to the Promised Land. You can go to that spot today and stand in the very footsteps of Dr. King.

There are sections and sentiments of Dr. King's speech that really speak to different people in different ways. And I particularly find a connection with his closing, when he called for "freedom to ring from every mountainside," and repeated the line from "My Country Tis of Thee," "land where my fathers died, land of pilgrims' pride."

These lands, believe it or not, are national parks and are public lands, like Gettysburg, the Freedom Trail, the Smokies or Yosemite. These are parks and public lands that the bells of freedom are calling us to come and experience the healing, educational and transformative powers of nature and history. They are also ringing the bells of freedom and justice, respect truth and calling us to live up to the values of our nation.

The National Park Service is unlike any other federal agency. We serve not only as stewards of the nation's greatest landscapes, but also as keepers of its cultural memory. And that recognizing that the American narrative is not one narrative but many means telling that story in its entirety.

So when I became Director in 2009 with the encouragement of many individuals in this administration, and from the outside as well, we recognized that there are gaps in the American narrative as told by the national parks. And we just recommend to the President new designations to fill those gaps to realize the inclusiveness and equality that have been part of the American vision, if not always the reality, we needed to start from the beginning.

One summer day in 1619, a ship appeared off what was known as Port Comfort and an English fort overlooking the Chesapeake Bay. That ship later became to be known as the African *Mayflower* because it carried the first enslaved Africans to the colonies. By the time of the Civil War, Point Comfort had become the Union stronghold known as Fort Monroe, the only Union fort to stand through the Civil War south of the Mason-Dixon line.

In the middle of the night, three escaped slaves appeared at Fort Monroe looking for sanctuary. General Benjamin Butler was at the command, and when the Southern slaveowners demanded the return of their property, Butler refused, acting only on his own. Butler's reasoning was that the slaves were Confederate contraband and could be confiscated by Union troops. This became known as the Contraband Decision and President Abraham Lincoln traveled down to Fort Monroe, spent the evening with Butler, probably over a brandy or two, and traded their legal views. Lincoln returned to DC inspired with his own legal theory and penned the first draft of the Emancipation Proclamation.

The three Fort Monroe fugitives were the first slaves freed in the Civil Wear, and many more would follow. And so, Fort Monroe bookends the beginning and the end of slavery in the United States. And on November 1, 2011, acting under the authority of the

Antiquities Act, President Obama designed Fort Monroe and made it part of the national park system.

During its struggle for independence, in a colonial courthouse in New Castle, Delaware, this nation set itself on a course unprecedented in the world. It was here that Delaware ratified the Constitution, the first state to do so, and asserted that, under the laws of this new nation we were creating, all people had inalienable rights. And in March of 2013, President Obama designed First State National Monument as part of the National Park System.

Nearly 100 years after Delaware ratified the Constitution, we were still a long way from liberty and justice envisioned by the founding fathers. No one knew this better than Harriet Tubman, who for 12 years and at great personal risk repeatedly led fugitive slaves into secret places of the Tidewater region and onto safety via the Underground Railroad. And in March of 2013, President Obama designated Harriet Tubman National Monument.

A generation later, Charles Young was a rarity at west Point in the 1880s. He was only the third African American to attend the Academy. He rose to colonel, but was denied the rank of general due to discrimination in the military. Nonetheless, his distinguished career took him from that famous Calvary unit known as the Buffalo Soldiers to the Philippine insurrection, to the purpose of Pancho Villa, and ultimately to be buried at Arlington Cemetery.

At one point, Colonel Young served as the superintendent of Sequoia and Kings Canyon National Park. When the US Army Buffalo Soldiers looked over our national parks. And in March 25, 2013, President Obama designated the Colonel Charles Young National Monument as part of the national park system.

George Pullman of Chicago decided in 1862 on a new business model, to build and lease fancy train cars that could be coupled to the fleet of trains across the country as we entered the 20th century. Pullman staffed those cars with African Americans, especially the descendants of slaves, because he felt they would be the most subservient. He trained them, paid them a living wage, provided uniforms and a code of conduct. While still subject to racism, these men developed pride in their work as porters, emphasized education in their children, and seeded the growth of the black middle class.

They were also organized by a young A. Philip Randolph and were part of the major railroad workers strike that resulted in the creation of what we know today as Labor Day. A. Philip Randolph's organizational skills would be applied to the civil rights movement that swept the nation in the '50s and '60s, including the bravery of those at Little Rock Nine. And on February 19, 2015, President Obama designed Pullman National Monument.

Now, all of us know that the struggle for civil rights has not just been limited to African Americans, but to others who have been discriminated against because of the

color of their skin, their religion or this sexual orientation. Seventy-five years ago next year, at the outset of World War II, President Franklin D. Roosevelt issued Executive Order 9066 ordering all residents of the western United States who were of Japanese ethnicity to be rounded up by the military and imprisoned in confinement camps, hastily constructed.

Given only a few days, over 120,000 people, most of whom were American citizens, were forced into trains, buses, and leaving behind homes, businesses and most of their worldly possessions. They were transported to remote locations like the Owens Valley of California, the Snake River Plain of Idaho, and a bug-infested gulch in Hawaii, where they were imprisoned for three years.

And on February 24, 2015, recognizing the tragedy of racial profiling and injustice during wartime and its relevance to today, President Obama designed Honouliuli National Monument as a part of the national park system.

From the social upheaval of the 1960s, along with Dr. Martin Luther King, Jr., another figure rose above others to carry the banner of civil rights. That was Cesar Chavez. Chavez fought for the exploited Latino and Filipino workers in central California who had endured persistent racism and unsafe working conditions. On October 8, 2012, to immortalize this great man's sacrifice for farm workers, President Obama designed Cesar Chavez National Monument.

Here in Washington, in a rambling historic home, a group of women led by Alice Paul and Alva Belmont determined that the liberty and opportunity granted to citizens of this nation should be applied to the other 50% of the population who were female. There, the National Women's Party drafted and helped pass hundreds of pieces of legislation that changed the status of women in America.

And in April of 2016, President Obama designed the Belmont-Paul's Women's Equality National Monument here in DC.

And on June 28, 1969, at Stonewall Inn in Greenwich Village in New York City, events shaped the modern LGBTQ civil rights movement. It was at this site that New York City police conducted a raid that had become routine at gay bars, and often resulted in harassment and arrests. Unlike previous raids, the corrals held their ground in demanding civil rights and refused to disperse. The protest expanded into neighboring streets and into nearby Christopher Park and grew as many as several thousand people, lasted for six days, and marked a significant turning point in the struggle for LGBTQ rights.

Within a few years, LGBTQ people across the country had formed gay rights groups in almost every major city. And on June 24, 21016, President Obama designed Stonewall Inn National Monument as part of the national park system.

These nine new national monuments in the national park system represent people who believed in the aspirations of our country and the places where they acted upon their faith, their spirit and their convictions. Their stories are now part of the national park system, where they will inspire future generations, carry on the message that the blessings of liberty must be defended from all threats, whether they are external or from within.

Our centennial mission in the National Park Service amounts to a promise to America that we will keep not only its sacred places, but the memory of its most defining moments. A few months ago, I shared the dais with the poet laureate of the National Park Service centennial, Dr. Sonia Sanchez. She reminded us all about truth. A quote: "I cannot tell the truth about anything unless I confess being a student, growing and learning something new every day. The more I learn, the clearer my view of the world becomes."

So I invite all of you here with the press and all of you out there in our country to come to the national parks and gain a clearer view of the world.

Thank you. [applause]

MR. BURR: Thank you, Director Jarvis. We have a lot of questions to get through.

DIRECTOR JARVIS: Not surprising.

MR. BURR: Thank you for not making us a national park, by the way. We were a little worried coming into that.

DIRECTOR JARVIS: That's in the future.

MR. BURR: There you go. So you talked about new designations. You talked a little bit of the challenges of maintenance backlog. So the first question I have to ask is, with all the added new designations, the new area, the acres, hundreds of thousands of acres added to your portfolio, does that benefit the Park Service or does it become more of a challenge because you already have a $12 billion backlog.

DIRECTOR JARVIS: So the approach that we've taken in adding new units to the National Park Service– and let me just clarify. We're up 22 new units to the national park system since I came on as the Director in this administration. That is both through Congress and through presidential act under the Antiquities Act. In most cases, we have– in almost every case, we have minimized our footprint, the actual amount of land or resource that we need to take care of. And we have brought in, through particularly the work of the National Park Foundation, philanthropic partners to assist with that. And have been actually, frankly, quite successful at raising funds.

So on one hand, it does add to our overall responsibility. But I think we've been very judicious in ensuring that it does not add significantly to our maintenance backlog.

MR. BURR: So how are you going to tackle that backlog? We're celebrating the 100-year anniversary. We have crumbling roads and bridges, deteriorating trails, outdated electrical and sewer systems. How are you going to tackle that $12 billion backlog?

DIRECTOR JARVIS: Let me characterize the maintenance backlog. We understand our maintenance backlog at sort of an excruciating level of detail. We really, really know this down to the brick. So about half of our backlog is in what I would call the transportation side. So that is the roads and bridges piece. That is not an easy thing to raise philanthropic money for; that's something that is a responsibility of appropriators. And we do get a significant amount of funding out of the transportation bill. And there is not a five-year bill to address high priority roads and bridges in the national park system.

The other half, which I call non-transportation assets, about half of that are what I call high priority assets. These are those that are directly related to visitor experience or of high significance value. The Lincoln Memorial, for instance, is a nice little asset that you might consider a high priority asset of the Park Service. In some cases, those we can raise philanthropic dollars for and certainly all of you know that we've had significant contributions from individuals like David Rubinstein to repair those as well.

And we have a campaign with the National Park Foundation to address many of those issues. But we are also going to need a steady supply of federal appropriations. And we have asked the Congress to respond to that. We have centennial legislation before them that would give us greater flexibility with our existing revenues, such as fees, and generate some new revenues that we could address the maintenance backlog.

MR. BURR: Let's talk about the public/private partnerships in some form. How do we ensure that we don't end up with the Exxon Tram and the Disney Trail of some sort? And with these partnerships, how do you avoid the situation where Congress may say, Well, you've got this private money from corporations; we don't need to give you as much.

DIRECTOR JARVIS: I'll address the first one. First of all, as a young woman here who spoke to me earlier and talked about the railroad industry, we have always had relationships with corporate America from the very beginning of the national parks. It was the railroads that built most of the major lodges, the old historic lodges, like the El Tovar and others that you're familiar with. And throughout my 40 years, we've had long-term relationships with corporate America without selling out, without renaming or "this park brought to you by."

We just don't do that. We sit down with corporate America and say, What are your goals? These are our goals. This is an area you can't go and we're not going to allow that.

So I think you should trust us, that we are protecting these assets from branding and labeling. It is not the direction we're headed. What we're trying to do is modernize

our philanthropic capability, both for the service, the National Park Foundation and all of the friends groups that raise money for us.

MR. BURR: The second part of that was, what if Congress looks at that and says, Hey, look, you're getting a lot of money from corporate America, we don't need to give you as much.

DIRECTOR JARVIS: We've always defined a line in the sand, a bright line between what philanthropic support is, whether it's corporate or individual or foundation. And what is the responsibility of the federal taxpayer, of the US appropriations process. And we feel that the basic operation of a national park is a responsibility of appropriators. And then philanthropy, it gives us that sort of margin of excellence on top of that. And they are not replaceable, one over the other.

MR. BURR: What about user fees? Do you see a reason to raise entrance fees or fees for things like campgrounds or lodges, tour operators to help winnow down that backlog?

DIRECTOR JARVIS: We have a fee program. We raise about $220 million a year in our fee program. We have the authority to retain all of that money in the National Park Service. A fee-collecting park retains 80%; 20% is pooled for the non-fee parks.

And we would never be able to run the national parks on our fee program, first of all. We never want our fees to be so high that they exclude some component of the American public. The parks are for everyone, not just for the rich or the elite. That was the whole point of the way we created the national parks in this country. In Europe where some of our ancestors came from, they were the special places were just for the rich. And not here in the US. So we will always keep our fees low enough that they can be affordable.

MR. BURR: So you're not going to say whether we'll see an increase in the next couple of years?

DIRECTOR JARVIS: Well, we already have– let me back up for a second. So in 2009, I put a moratorium on fee increases. And I retained that moratorium until 2015. So we froze fees at their current level. And in 2015, I allowed the national parks across the system to consider and to go into public comment period for fee increases. And we did allow some to increase. But we'll probably hold it there for a while.

As you do implement a fee program, you get pushback from the public. It's still a great deal, but I'm not planning on raising them again any time soon. [applause]

MR. BURR: Applause for that. By the way, I always note at these moments that the general public is allowed at our luncheons here at the Press Club. So if you hear applause, it's not necessarily from the journalists covering the event. [laughter]

I did have a question that I don't have in front of me, from a senior who is a little concerned that you might raise the golden pass. Is it still ten dollars? Is that going to raise?

DIRECTOR JARVIS: This shows my age. I have one of these. This is the senior pass. It is ten dollars for life. I would say it's a little undervalued. [laughter] But this price was set by Congress. I don't have the authority to change it. We do have a proposal before Congress to increase this pass. It'll still be lifetime, but to make it equal to the America the Beautiful pass, which is $80. So you pay $80 once for life.

That delta between $10 and $80 would generate about $35 million for us because we sell a lot of these. And that would all be used for the maintenance backlog.

MR. BURR: This is a good question from the audience. For most of the Park Service's 100 years, support from Congress in preserving wilderness, national landmarks, battlefields and other unique natural wonders was strong and bipartisan. In recent years, that support seems to have unraveled. How's the Park Service going to repair that political rift? And why is there a political rift?

DIRECTOR JARVIS: Well, I'll probably get in trouble for telling this story, but when I go on the Hill regularly to meet with members of Congress, there has been historically bipartisan support for the national parks, a long tradition of great support, both sides of the aisle. Sometimes different priorities, but– and when I go and testify before a committee, there's a lot of finger pointing and accusations made about the national parks. But when I go into the office for certain individuals, they pull down the shades and they get out their park pass and want me to sign it. [laughter] And they tell me their latest national park trip story.

So part of the issue, in my estimation, is that there is a sort of political agenda around, that nothing in government is good. And it's hard to admit that if you say that, that there is this aspect of government that they actually like, which is the national parks. And so, what we've been trying to do through the centennial is reintroduce ourselves to the American people, the ones that don't necessarily know who we are, they don't know the depth and breadth of the work that we complete, and have that translate into support across the aisle, something that we enjoyed for much of our first 100 years, and certainly would help to enjoy in our second 100.

MR. BURR: I'm not going to ask you to name those members of Congress. [laughter] We talked about this a little before. I was noting that I plan to go to Arches National Park later this month. What are you doing as part of the celebration to control the overcrowding that we're seeing at some of the national parks, like at Arches?

DIRECTOR JARVIS: So we are experiencing record levels of visitation as a result of the centennial, the find-your-park campaign, our outreach, the media coverage, all of that. So this past year, 2015, which is the last year we kept record, we surpassed 312 million visitors. And let me put that in perspective: That is more than all of Disney,

more than all of national football, national baseball, national basketball, soccer, NASCAR, combined. [applause] And we do it on the budget of the city of Austin, Texas, which you did fact check, and that is correct.

So the way I view this is that when the public come to national parks, something happens. Yes, it can be somewhat overwhelming for our employees and that's sort of the state of the art right now. But you're deepening that connection. And that connection translates into support as a volunteer, as an advocate, through a variety of advocacy groups out there that they can translate, fringe groups at the local level, support to Congress. And so, I think there is an upside to the visitation side.

And it also is inviting a generation that perhaps didn't know about these places. Our goal is not to just raise the numbers, but to increase the diversity of that visitation as well.

MR. BURR: Thank you, sir. So when the centennial is over, what is in the works to try to keep this energy and excitement about the parks going past this centennial?

DIRECTOR JARVIS: We've been having a lot of discussions about what do we do when we blow out the candles this year, because there has been a huge push. I know many of my staff are like, whew, we're through.

Our goal really has been to, as I said, to connect with this next generation and inspire them. And I think the next phase is empowering them to being the concept of conservation, historic preservation back into their own communities, within their social networks, to give them the tools and the power to execute on that from what they have learned about the national parks as well.

So many of the initiatives that we have launched, the theme studies around the contributions of Latinos and women and Asian American Pacific Islanders and LGBT we'll be carrying on into the next administration. We'll be looking for new sites that recognize that as well.

So I don't see a lot of this stuff just ending.

MR. BURR: Speaking of the new Smithsonian Museum of African American History is opening up on the Mall very soon. Is there an effort now to try to educate visitors about such milestones, such history at national parks, especially around the Washington or Northeast Corridor?

DIRECTOR JARVIS: Well, education has always been a core of our mission. And we like to say, Come to the national parks, have a good time and learn something at the same time. And as Danny would say, don't fall down either. [laughter]

Yes, absolutely. And in partnership with the Department of Education, programs that we've created like Teacher Ranger Teacher, where schoolteachers serve as rangers in

the summer and go back to the classroom, we have over 600 curriculum that we've developed around whether it's plate tectonics, or civil rights, or endangered species. You can learn something in the national parks. And in some ways it may actually stick with you a little longer than you learn in a classroom.

MR. BURR: This question is of particular interest to my home state of Utah, but what is the Park Service's, or yours personally, thoughts on the efforts to turn federal land over to some Western states? Some say this could open up federal land to mining and drilling. Some states say they could manage these federal lands better.

DIRECTOR JARVIS: I think we need to step back and sort of look historically at the portfolio of how states were established and the goals of establishing really the four big land management agencies. There are four land management agencies that manage on behalf of the American people the public land estate. They are the National Park Service, the Bureau of Land Management, US Forest Service and the US Fish and Wildlife Service. And we each have different mandates. And particularly the Forest Service and the BLM have a multiple use mandate. And they provide for energy development, sand and gravel, timber, as well as the US Forest Service as well.

So these lands are already working landscapes. And they're already benefiting the entire American people, not just one specific state. And so, I think we've got to think very, very hard about retaining the public land estate and the national parks as well for the benefit of all the people and not just those within one state boundary.

MR. BURR: Do you have a specific reaction to some states who say they can manage the parks better than the federal government can?

DIRECTOR JARVIS: I have a lot of friends in the National Association of State Park Directors who are the state park directors. And many of them are struggling significantly financially, that they have lost a lot of state legislative appropriations as well. And so, I would say that the public land estate is being well managed and would continue to be best managed under the federal government.

MR. BURR: Let's switch gears here a little bit. There were a number of high profile cases of wild animal attacks of people this summer; the alligator killing a baby on the Disney beach in Florida, for example. What message do you have for people enjoying wildlife this summer visiting national parks and for companies, organizations, rangers overseeing recreational opportunities that involve wildlife?

DIRECTOR JARVIS: The thing about wildlife is that they're wild. I think there is this, on one hand, we try in the National Park Service to let the public know that that bison laying down over there is not tame. It's not behind a fence and it can outrun a horse. And you really shouldn't go over and pat it on the head.

And there are risks in these wild places. And we want the public to be educated about those risks and learn how to experience them, which can be a fantastic, incredible

experience, to be in those environments. But there is a risk element and we're working very hard to help educate the public about those.

MR. BURR: Florida officials said recently they were investigating, I believe this morning they said ten cases of locally transmitted Zika virus. As the summer continues, do you see a threat of the virus spreading? And to the point where you may have to close some parks in the Southern United States?

DIRECTOR JARVIS: We certainly haven't gotten to the point of considering closure, but we definitely feel that Zika is going to be a significant problem in the Southern tier parks. I mean, the Everglades, Biscayne, Big Thicket, a number of these areas, Dry Tortugas. These are all Southern tier parks that have large mosquito populations.

This particular species, Aedes aegypti, is not really a species that breeds in the waters of the Everglades. It's much more of a human contact species. But we have been working with the Centers for Disease Control and Prevention specifically on information for the public and information for our own employees that work in those environments as well.

MR. BURR: A questioner wants to know: there's only one Jamestown in America. Why isn't the administration pushing back harder on Dominion Power's proposal to build massive transmission lines within the historic view of Jamestown?

DIRECTOR JARVIS: I know whose question that was. [laughter] Well, I'll tell you one thing – I am pushing back really hard on it, and there are a number of folks in this room that are pushing hard on that. You're absolutely right. There is only one Jamestown. And it should not be marred with a transmission line.

MR. BURR: We'll stick on that subject for a second. There's oil and gas exploration in close proximity of some parks – the Everglades, for example. Do you believe seismic testing, equipment and trucks used to perform exploratory cause no harm to the Everglades' ecosystem?

DIRECTOR JARVIS: Well, I don't think it causes *no* harm. I think there can be harm from any of that type of activity. We are in litigation over that right now so I really can't go into the details of that specific case. But it is something that when we have a split estate and individuals have rights to explore that state, it puts us in a bind.

MR. BURR: On the same subject, what threat does mining, or any threat, if at all, does mining pose to the park system; for example, gold and uranium exploration near Yellowstone and the Grand Canyon?

DIRECTOR JARVIS: As you may know, Secretary Salazar withdrew about a million acres adjacent to the Grand Canyon for a 20-year withdrawal for uranium mining. And without getting down in the weeds too deeply, the concept of how you mine for

uranium is you drill down and as you do, you penetrate impermeable geologic layers and allow water to infiltrate. You stand at the Grand Canyon and you look across, you can see springs and seeps where water comes out. And the potential for uranium mining is that that uranium radioactive ore could come out of those springs and into the Colorado River and downstream into the potable water systems of millions of people in the southern half of the Colorado River system. So it's a pretty significant concern for so.

So mining on adjacent lands can have significant impacts to national parks. And we spend a lot of time working with those individuals to mitigate those.

MR. BURR: This happens in my home state and in the West. This is also happening in Maine right now. Often, local residents are hostile or are against the idea of creating a new national park; for example, the North Woods Park in Maine. What assurances do you give local residents that this would actually be a benefit to them rather than a detriment?

DIRECTOR JARVIS: It's interesting. If you look historically at the establishment of many of these national parks, there was always a fight. There was a fight over the Grand Canyon. And ultimately, the President had to use the Antiquities Act to protect the Grand Canyon because there were many people opposed to its establishment early on.

I think if you look at history and past practice– I was just recently in Seward, Alaska, and for those of you that were around during the Alaska Lands Act days, the city of Seward passed a resolution, total opposition of the establishment of Kenai Fjords National Park. And here recently, the city council rescinded that resolution unanimously in support of Kenai Fjords National Park.

So if you look at Estes Park and Moab and Seward and even Forks, Washington, outside of Olympic, you'll see communities that have benefited economically, quality of life, their kids can find work, all of that, from the establishment of national parks adjacent.

MR. BURR: This questioner wants to know the organization he or she works for is ready to present the Park Service with a petition with over 200,000 signatures from citizens who feel that the revision of Director's Order No. 21 will overcommercialize our parks. Maybe you could quickly explain what Director's Order No. 21 is, and when will the Park Service make a final decision regarding the revision of this order?

DIRECTOR JARVIS: Director's Order 21 is the policy document that governs the relationship with private philanthropy, both corporate, individual and foundation philanthropy, and how that is recognized. I have a citizens advisory board, the National Park System Advisory Board, and I commissioned them to essentially give us a state-of-the-art report on how philanthropy is done in this country today, how donor recognition is done.

And they made a recommendation to me for a revision of DO 21, Director's Order 21, so that the Park Service could consider a range of options to increase the potential for philanthropy but do it in a way that is respectful of the stewardship that we have for these places. And they have done so. We've taken public comment on that. And we are in the process of finalizing that, and we will have DO 21 completed and signed by me by the end of the year.

MR. BURR: Thank you, sir. Some tougher questions: Members of Congress on both sides of the aisle have criticized the Park Service for complaints about sexual misconduct, harassment and other unethical behavior. What actions specifically have you taken to address those concerns?

DIRECTOR JARVIS: I think most of you know that there was an Inspector General report specific to the Grand Canyon River District where there was a horrible sexual harassment by our Park Service employees. We fully recognize and admit to that. And there have been other cases that have emerged here most recently in a few other parks around the system.

So a couple things that we have done right away to address this. In the Canyon specifically, we have a new superintendent on the ground, Chris Lehnertz, first woman in the history of Grand Canyon is the new superintendent. And I traveled out there with the Secretary last week and introduced her to the staff. She was the former superintendent at Golden Gate, and she'll do a fantastic job there, first and foremost of addressing right in the Canyon how they both root this out and restart the relationship with the community and their employees.

Service-wide, we have engaged a number of other organizations that have been dealing with this; specifically the Department of Defense, who has had both its own troubled history around harassment and abuse. And so, we've learned a lot from them.

And first and foremast, we need to establish a baseline of understanding of how prevalent this is in the National Park Service. I honestly don't know. And we're not going to know until we do a well-crafted survey of all employees. That's done with protection of anonymity. Once we establish that baseline, then we can understand more specifically how to take action.

We are jumping on top of any, obviously, reports right now. And I've set a standard with my senior leadership of what I expect, how to implement a zero-tolerance policy in terms of quick action, protection of the victim and zero tolerance for this work for this horrible component.

I will say that our employees will be stepping up. Once they see that we are taking action, I expect the numbers of reported incidents to increase. Not that there are more cases, but I think employees are now feeling more empowered to speak up and step up. And I expect that to occur not only in the National Park Service, but within other agencies that are seeing what's happened to the Park Service and are following our lead.

MR. BURR: Just to follow on that: Are there protections? And have you communicated those protections for whistleblowers, for people who have been victims of this to make sure they can raise their concerns above the person who may be stationed with them that they're worried about talking to?

DIRECTOR JARVIS: Yes, we're in the process of standing up an anonymous hotline that will allow individuals, if they are caught in a situation where the harasser may be their direct line supervisor or within the reporting chain, that they can go around that chain and get immediate response.

MR. BURR: Thank you, sir. Earlier this year, the Interior Department Inspector General faulted you personally for writing a book about the national parks to be sold in national parks shops without getting clearance from ethics officials because of the concern that you may have given an appearance of a conflict of interest even though you were not apparently benefiting financially. Why did you not go through the ethics officials to write this book?

DIRECTOR JARVIS: Good question. And I have apologized to the Department of Interior, to the Secretary and to my own employees for that lapse in judgment. And 20/20 hindsight is often perfect. I would ask next time.

MR. BURR: Can you talk about the perceptible effects of climate change on any specific national parks or monuments or any of your units? And what can be done, if anything, to address those concerns?

MR. BURR: So I've said many times that climate change is probably the most threatening aspect of the future of the national parks, and we are already seeing direct effect to specific parks. And I can give you an example.

I was the superintendent at Mount Rainier National Park. And that's the Cascades, right outside of Seattle. And typically, historically, if you look at climate records for Mount Rainier, gets a lot of snow. One of the snowiest places in the Lower 48. And usually you would get snow in the fall and rain in the spring. And that rain would just come down on the snow like a big sponge and soak it up, and then let it out through the spring.

It's shifted now to snow starts and then it converts to rain in the fall. And so, you get rain on snow in the fall. You don't have enough snow pack to absorb it and it creates a flood. And so, we had about $35 million worth of damage in one event in the fall of Mount Rainier just sweeping down one of the river valleys and wiping out a campground that had been there for 100 years.

Glaciers disappearing in Glacier National Park. Predictions are they'll all be gone within a couple of decades. Fires burning longer, a month longer on either end of the season. Much hotter. We're seeing post-fire situations with vegetation not coming back in

the same way as well. Migratory species arriving earlier or later, species moving up the mountain to stay cooler.

So we're seeing effects all across the system.

MR. BURR: Thanks. So if you had a magic wand or a magic hat, whatever it may be– there you go, he has one. [laughter] What would you ask for? Rangers? Scientists? Maintenance? Money? What would you ask for?

DIRECTOR JARVIS: I would ask for public support. I think all of those things that you mention come from public support. And I want the public to love their national parks. I want them to see their national parks and to feel that their story is represented in the national parks. And if they feel that in a deep way, that will translate into funding, advocacy, support for our mission to be accomplished in our second century.

MR. BURR: Thank you, sir. Before I ask the final question, I have a few announcements. A quick reminder: The National Press Club is the world's leading professional organization for journalists, and we fight for a free press worldwide. For more information about the Club, please visit our website, *www.press.org.* That's *press.org*.

I'd also like to remind you about some upcoming programs. On Thursday, the National Press Club will hold its annual awards dinner to honor journalism's best reporting. And on August 14, award-winning actor Michael York will address the Club.

Now I'd like to present our guest with the traditional National Press Club mug. [applause]

I'm going to give you two options for your last question, so you can't walk away yet. Only because one of the questions I know is a tough one. I'm going to ask you to, out of your 400 or so units, name your favorite national park. [laughter] Or, you've been with the Park Service for 40 years. So I'd like to know, if not name your favorite national park, what was your scariest moment at a national park?

DIRECTOR JARVIS: I love all my children, so I can't name my favorite. But I will tell you a great scary moment. I worked in Alaska; I was at Katmai National Park. And if you've seen those pictures with the bears and the waterfalls, there's only two places in Alaska that you can really go to see that, and one of them is Brooks Falls in Katmai.

It was late in September. I was above the falls in the river fly fishing, which I like to do. And I had a fish on. And one of those gigantic coastal brown bears jumped out of the bushes onto my fish. And I snapped my line off. And that bear took a very strong interest in me. [laughter] And for about the next two hours, I was probably never more than about 15 feet from that bear who followed me through the woods, across the stream, three or four times.

I wound up swimming across the mouth of the lake. And the bear swam right behind me the whole way. [laughter] And I finally got to my cabin, which was hard-sided, fortunately. And sort of crashed through the door. And my brother was sitting inside, sitting in front of a fire reading a book, of course. [laughter] I'm completely soaking wet and out of breath, and he said, "What happened to you?" I said, "Come here. Look out there." And the bear was standing on the porch. [laughter] [applause]

MR. BURR: Thank you, Director Jarvis for being here. Thank you all for being here. Thank you for watching. And thanks to the staff of the National Press Club, the National Press Club Journalism Institute. We are adjourned. [sounds gavel] [applause]

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