Thank you for the invitation to come here, Mr. Chairmen and members of the Committees. I am the Managing Director of the Claude Moore Colonial Farm in McLean, Virginia, however today I speak as a private citizen with a more than 40 year history with Farm. The Farm operates on land within the National Park System and is a part of the George Washington Memorial Parkway in the National Capital Region. The Farm was opened to the public in 1973. It focused on showing the life of a poor family just prior to the Revolutionary War. The dual themes of agriculture and low-income or subsistence living had been highlighted as underrepresented in a mid-1960's NPS survey report about whether the National Parks fully and fairly reflected the entire cultural history of the United States.

In 1972, I was recruited by the GW Parkway to help research, find artifacts and put together an operations plan for what was to be known as Turkey Run Farm. The Farm was to be located on GSA surplus land transferred to the NPS, at their request, as a part of the Legacy of the Parks program in 1971. One of the challenges of establishing the Farm was dealing with the former use of the property as a landfill for both the Federal Highway Research Station and the public. Besides bulldozing and burning trees and brush, the NPS didn't address the problems of erosion, debris left in the soil or crumbling buildings left from before they acquired it. There was a lot of pressure just to get the Farm open in to the public in 1973 and those problems were not addressed until the Farm became privately operated.

I like the simplicity of the Farm's message which is about poor people trying to make a living on the land while being drawn into going to war with the British Government in their fight for freedom. And I've enjoyed the challenge of managing the Farm as a privately operated unit of the National Park Service.

When the Farm opened 40 years ago, it immediately proved to be popular with the visiting public and especially families with children and school groups. The scale was small since we were poor, everything was accessible, there were animals, plants, tools, and most importantly for children - an 18th century child to talk to. The first program that we created was a youth volunteer program for children 10 to 17 years of age. As a visitor to the Farm you saw adults and children working together as they would have done in the 18th century. Since the Farm's focus was and is on learning by doing, we encouraged visitors to help us with the chores such as carrying firewood, hauling buckets of water, weeding, harvesting, building fences, shelling beans and peas - anything and everything that we needed help with and could be done safely.

In 1975, it was announced the Farm would be closed due to lack of NPS funding. When the closure was announced, the public was upset and made their opinions known to our Congressman, Mr. Joe Fisher. Mr. Fisher listened, decided the Farm was worth keeping open and worked with the NPS to make that happen. Ironically, our funding almost doubled the following year to accommodate the increased patronage associated with the U.S Bicentennial Celebrations of 1976.

Less than four years later, in the fall of 1980, I found out that the NPS was planning on shutting down the Farm again even though the officials there denied it to me. Finally, during the winter, I was told the Farm, the Lightship Chesapeake and another site in the National Capital Region were going to be closed to the public but in the Farm's case, funds would be provided to maintain the property and infrastructure. One of our long time volunteers happened to work on the House

Agriculture Committee and after receiving a call from the Farm, went to the office of our newly elected Congressman, Frank Wolf, to see if he could help. Mr. Wolf contacted the NPS and asked them to delay the closure of the Farm to see if something could be worked out to keep the Farm open. The National Park Service agreed with his request but still had not made a public announcement about its intentions. The NPS had learned that making a public statement closing the Farm could have repercussions.

A short time later, a Parkway maintenance crew was sent to the Farm to remove the picnic tables and trash cans, turn off the water fountain and chain the parking lot closed. That same day, we were given notice of either termination or transfer to another park depending on whether you had career or temporary status. This came as a shock to staff and volunteers since we knew the NPS had promised Mr. Wolf that they would work with him and the public to try and keep the Farm open and would inform him before they took any action.

Once again, our faithful Farm volunteer on the Hill told Mr. Wolf what had happened and I believe Mr. Wolf had a conversation with the NPS because two days later the maintenance crew brought the picnic tables and trash cans back, unchained the parking lot and turned on the water fountain and the Farm was allowed to open for its normal winter schedule of Friday, Saturday and Sunday from 10 to 4:30.

Those of us involved with the Farm had learned a good lesson from just two years before. That was, to go to the public and the press with the story and let the NPS answer to them since they had been less than straightforward in their dealings with us. Since the NPS's treatment of the Farm was now public knowledge, they were forced into stating their absolute commitment to keeping the Farm open with the only obstacle being their lack of funding. This NPS position opened the door to the Farm becoming a completely privately operated NPS unit in the system.

And Congressman Wolf took an entirely different route to keep the Farm open, calling a public meeting at Evans Farm Inn in McLean to ask people if they were willing to work for this as the government was no longer capable of doing everything. Out of this meeting was born the Friends of the Farm which since that time has successfully operated the Farm for over 32 years.

The decision was made to start raising money to reimburse the National Park Service for operating the Farm so every two weeks a check was delivered to the Parkway Headquarters to keep the Farm open. Within a few months, two things quickly became obvious to the Friends. One, raising money from the public to hand over to the government meant that citizens were in effect, paying to operate the Farm twice. And, secondly, funds raised would go much further if spent directly on expenses needed to run the Farm. I don't know who came up with the idea first that perhaps a non-profit organization could take over the part of the Farm's operation that the NPS was unable to fund, specifically the 18th century colonial farm and public programs.

One of the Friends, a McLean attorney, took on the job of writing the Friends' charter, creating the non-profit corporation, filing with the state of Virginia and applying for 501(c)(3) status with the IRS. At the same time, he started working with the NPS to develop a Cooperative Agreement to allow us to work together to keep the Farm open to the public.

All of this occurred within a few months of the initial attempt to close the Farm with the end result being a formal transfer from the National Park Service to the Friends of Turkey Run Farm

with the complete responsibility for funding, maintenance, improvements, staffing, etc. On June 6, 1981, the agreement was signed in front of the farm house and on June 7, the Farm opened as usual. But there was nothing usual about the situation. With no history of self-funding the Farm's operation, we suddenly were without vehicles, telephones, utilities, postal privileges, insurance, employees, grass mowing, etc. While scary for me as I was responsible for making this work, it was also liberating. The public came to our rescue with offers of help with equipment, time, materials and labor. It was most encouraging and continues to this day. Soon after our becoming privately operated, Dr. Claude Moore, a Loudoun County preservationist, stepped up to offer financial assistance to create an endowment and with NPS agreement, the Farm's name was changed to reflect his timely contribution.

As an employee of the National Park Service at Turkey Run Farm, I had worked hard for the Farm's survival so I left my career position and went to work for the newly formed Friends Group as the Farm's Managing Director. For more than five years, we had little contact with the Parkway Headquarters. That is not to say that I did not receive plenty of help from members of the maintenance division who understood that I was just trying to keep the Farm open. But the support was never known to nor authorized by their superiors.

It took a change of Superintendents for the Farm to work again with the National Park Service. The previous Superintendent had been the one in charge during the two attempts to close the Farm. The new Superintendent reached out and was honest in her dealings with us. She looked for opportunities for the Farm to maximize its status as part of the NPS so we could purchase items at GSA discounts and acquire Federal surplus items which saved us hundreds of thousands of dollars over the years. In addition, if there were grant opportunities she told us about them. She attended all of our board meetings and even chaired the rewriting of our Mission/Vision/Strategies statement. It was an ideal partnership and completely enjoyable. We were truly partners and working toward the same goals.

When the economy crashed in 1990, the Superintendent came to me because she was concerned about our financial condition. I told her that I wasn't sure we could survive as donations had dropped by 70%. She immediately offered to pay our utilities for the year and she then helped to get an amount added to the Parkway budget which would give the Farm an annual grant to help with the upkeep of the NPS property. Congressman Moran was instrumental in helping the NPS and our board to get this done. The idea was that a small contribution to the Farm could continue to leverage private contributions to keep the Farm in operation. The alternative was that the Parkway might have to assume the entire operation of the Farm once again if the Friends could not survive. Since the NPS budget for the Farm in 1981 was almost $200,000, it was clear it was in the interest of the NPS to help the Farm survive.

Unfortunately, that Superintendent moved on and her Assistant became Superintendent and our working relationship with the NPS changed again. The next years were some of the worst for the Farm.

During this period, the Farm was deliberately excluded from publicity about Parkway sites and not included in posters or brochures, etc. The new Superintendent, still invited to our Board meetings, came to a January meeting in 1999 and announced that the board had done an awful job. This came as a complete surprise to all of us as the Director of the National Park Service

had been the keynote speaker at our 25th Anniversary just months before where he was effusive in his praise for what we had accomplished. The Superintendent then went to Congressman Moran's staff and told him the Farm's annual grant should be removed from the NPS budget since we didn't need the money. Of course, Congressman Moran's staff asked us if that were true and the grant stayed in the Parkway budget.

One of the worst things this Superintendent did to us was to agree to the FHWA's request to refuse us road access to our office and maintenance areas after 9/11. This roadway, shared by FHWA and the CIA - named Colonial Farm Road - was included in the Legacy of the Parks land transfer to the NPS so they retained control of the road. The first the Farm knew of this secret deal was when one of our older volunteers was made to walk a quarter mile through the woods at 8 am to get to where we were holding a fundraising event for the Farm. I went immediately through our back gate to FHWA to get the problem resolved only to be presented with a signed letter from the Parkway Superintendent agreeing to the action. My next stop was Parkway headquarters and the Acting Superintendent sent a Park Policeman to stand at the FHWA guard booth to protect the Federal Government from the public and volunteers coming to our yard sale.

The Parkway refused to help the Farm in any way and we were left with trying to run the Farm for almost two years with this situation. Every day, we were required to submit a list of people who needed access to the office. Everyone had to show an ID each time to gain access, even if it was a staff member going in and out ten times because the FHWA gate divided our property in half. Parents trying to get in were especially upset about access being denied to them and there were many unpleasant encounters between them and the Federal Agencies involved.

Once again, I turned to our Congressman, Frank Wolf, who helped the NPS expedite their process for an access road which had been long in the planning. Unfortunately, because of the NPS's mishandling of the situation, the construction funds ended up coming out of the NPS budget rather than FHWA. That was in spite of my having the letter written and signed by FHWA in 1973 stating that they would provide access or build an access road for the Farm at their expense whenever needed. I still do not understand why the NPS didn't force FHWA to pay for the road.

While the Farm didn't have to pay for the road, we did have to relocate buildings, pasture fencing, lost $50,000 in plant sales and had to build an entrance facility so we could continue to deal with the public that now could not access our administrative and maintenance facilities. Worse still, was the disruption to staff and volunteers and especially the children who worked on the farm site who sometimes had to sit on a picnic table alone in the visitor parking lot waiting for their parents to pick them up.

Our next interaction with the NPS came in 2004 when we approached the Parkway about changing the visitor access into the Farm so it would be both safe and handicapped accessible. And by that time the Regional Office had created a new position of Deputy Superintendent so there was someone to work with again.

In 2005, we received permission to redesign the visitor entrance so that visitors would not have to cross the circular driveway used as a turn around by our neighboring agencies. The change also gave us handicapped access (including parents with strollers) for the first time. Included in

the compliance documents for the entrance was also the justification and design for flush toilets and hand washing facilities in a restroom building. We have been concerned for the past thirty years about children touching the animals and other things on the Farm and then not having a place to wash their hands before eating lunch. The National Park Service has always agreed with us about the public safety issues presented with only one porta-jon available to the public. We were excited to finally have this badly needed public facility and immediately went about raising almost $140,000 so that we could construct it. The Parkway architect worked with us on the design so it would comply with NPS requirements and it was even going to have the green roof which we wanted.

We were ready to go but when I contacted Falls Church City Water about connecting to the sewer line along Colonial Farm Road, I was told there wasn't one. All along, we had assumed the NPS was correct that we could tie into a line that apparently did not now exist. That brought the project to a standstill for a couple of years until another Superintendent tried to get 2008 stimulus funding for putting in a sewer line to Georgetown Pike. The Parkway didn't have funding for a formal project proposal so the Friends hired Dewberry Company to produce what the NPS needed. We were willing to spend the funds as we were told the funding was "all but guaranteed" since compliance had been done, justification had been accepted, archaeological work completed and the bathroom facility was fully funded. The Regional Office didn't even consider the project for funding and we were out almost $20,000 with no hope of a bathroom for the public.

This project has been "in process" for almost 13 years now. The latest idea was to try and run a line to FHWA, who agreed to the idea, as their line empties into the CIA treatment facility. Congressmen Wolf and Moran sent a joint letter to CIA Director, John Brennan on August 2 of this year asking if this would be possible but we have not yet received a response. In the meantime, we have almost given up on getting any help and are looking into some of the newer, more innovative treatment processes that might be feasible for the Farm. Of course, we only have money to build the bathroom facility not a processing facility or sewer line.

At a meeting we had this summer with the new Parkway Superintendent and seven of his staff about the lack of a sewer line, he told us that he understood why a restroom was needed but said "I can see how this would benefit your foundation but I can't see any benefit to the National Park Service." After 32 years of operating the Farm for the National Park Service, that attitude left me speechless.

As another example of NPS treatment of the Farm, we have just noticed that Public Meeting signs have been posted related to a new management plan for Langley Fork Park which is part of the NPS land the Farm sits on. About 25 years ago, the NPS entered into an agreement with Fairfax County to manage the old CIA ball fields that became known as Langley Fork Park. All of this property was originally part of the Farm and in fact, I used to mow the ball fields until the CIA stopped using them. The Farm did not take issue with giving Fairfax County use of the existing fields for their youth sports activities and still considers it a good low-impact use of that part of the property.

However, last winter, the Parkway land planner called me and said he wanted to go over a possible transfer of that land to county ownership. We set up a meeting and I went over to the

Parkway to view the maps and discuss this possibility. Much to my surprise, the NPS was considering giving the county not only the existing ball fields but all of the land originally designated in 1973, as a natural buffer for the Farm. When I told the planner we would never agree with that, he thanked me for my time and I left. At the Farm's next board meeting I told the board what could be on the horizon, and the decision was made to send a letter to the NPS stating our opposition to the transfer. On July 25, 2012 the Board President and I hand delivered a letter from the Board to the Acting Superintendent of the Parkway outlining our objections. At the same time, we sent letters to Congressmen Wolf and Moran and Senators Webb and Warner. We have yet to receive a written response from the NPS but Fairfax County has scheduled a meeting for Oct. 17 for public comment on their plans for Langley Fork Park. According to articles in the local papers, the county has been in negotiation with the NPS on this transfer for over ten years.

It makes me wonder what is going on with the NPS that they would secretly try to transfer National Park land to Fairfax County, a transfer which clearly would have an adverse impact on their own park site. The county has been very clear that their desire is to clear and develop this natural area for more ball fields, paved parking, night lighting and perhaps an indoor sports complex. All of which the county plans to rent to sports groups as they do now with the existing sports fields.

In our letter to the NPS in July of this year, we offered to take responsibility for the rehabilitation of this buffer which has been allowed to be taken over by invasive plant species. We even created a project called the Woodland Husbandry Project and received a $250,000 grant to start reclaiming one of McLean's last natural areas. After more than a year of written and verbal requests I still have not received the GWMP's catalogue of native and invasive plants (which they told me they have). I thought it would be a good idea to build on what they had already done rather than start from scratch. You would think I was asking for state secrets.

The latest insult the Farm received from the NPS was the illegal closure of the Farm to the public during the recent Government shutdown. In spite of the Farm never being included in previous shutdowns, we were forced to close and visitors were escorted from the property by armed Park Police on Oct. 1. The following Tuesday, Oct. 8, I had a visit from the Park Police telling me that I could not have the Press Conference with the Congressmen they apparently believed we were hosting or they would be forced to arrest all of us. Since I had no idea what they were referring to, I assured them that a Press Conference was not on my schedule for the day and if they wanted to arrest Congressmen, they should do whatever they felt necessary.

Since I had the Park Police in the Farm office that morning, I took the opportunity to share why we no longer relied on them as the "first line of defense" for the Farm. For the last few years, there has been a homeless man living on the property west of the 18th century farm. Many people knew he was there and occasionally someone would call the Park Police to have him removed. It wasn't a problem for us until he started breaking in to our buildings during the winter. When we called the Park Police, we were told there was really nothing they could do because our sign didn't say "permit required". After about 6 months, we finally acquired one the NPS signs but then were told "that our homeless population has every right to enjoy our National Parks" which didn't really address the issue of breaking and entering, illegal camping on NPS land, and destruction of property. At that point, we gave up on the Park Police and made friends

with Jeffrey, the homeless man. Jeffrey didn't move away and on April 2, 2010, the Park Police apparently received one phone call too many about "the homeless black man" in the woods west of the Farm. Before 7 pm that evening the Park Police responded by driving on to the 18th century farm and arresting a fair haired, blue eyed guy wearing a t-shirt that said "Claude Moore Colonial Farm Volunteer." He was maced, handcuffed and dragged face down across the ground. All of this happened in spite of the volunteer asking the officers repeatedly if they were looking for the "homeless man" since that was the only reason we ever saw the Park Police. The Park Police never answered that question but after the volunteer was allowed to sit up, one of the officers called someone on his cell phone and was heard saying, "so we should let him go?" The officers then took the cuffs off and left the property.

After about 20 minutes, as the volunteer headed back to the Farm office to wash the mace off, he was accosted by two more Park Police in two separate vehicles who threatened him with arrest again for trespassing but after a tense ten minutes they too left the Farm.

Horrified that this had happened to one of our best volunteers, I met with the Parkway Superintendent early the following week. I believe the Superintendent was sorry that this had happened because she gave me a plastic Junior Ranger badge for our Farm volunteer who had been the victim of the assault. She also called the Park Police Lieutenant in charge of the Parkway substation in to meet with us. The Lieutenant was extremely defensive and never expressed any concern that a Farm volunteer had been attacked by her officers. She said it was the responsibility of the Park Police to remove people who shouldn't be in the park "after hours". This volunteer was on the farm site trying to finish up a project before 7 pm as we were opening for the season within a few days. We told her that we believed it was wrong to treat any person in that way - homeless, after hours or not - unless the Park Police were actually being threatened with force which they were not. At the end of my sharing this story with the Park Police on Oct. 8, they expressed their concern and asked me to pull my copy of the incident report so they could follow up.

As the two Park Police officers left the Farm about 10 am that day, they closed and latched our office gate and ordered barricades erected with staff and volunteers left inside. Later that same day at about 9:30 pm, our board president received a phone call from the Parkway Superintendent informing us we could open on the following morning, Wednesday, Oct. 9. There was no explanation offered as to why last week we were closed and this week we could open when the government shutdown was still in place. Living under such arbitrary and capricious decision-making by the NPS makes it almost impossible to conduct business in a sane manner.

We once again have lost money and other resources, the volunteers and staff are rightfully angry, the public and press are on the Farm's side and the National Park Service looks incompetent, vindictive or both.

Our interactions with National Park employees individually has almost always been positive and pleasant, at least as far as we are concerned. Many of them would like to work with us on joint projects that could benefit their efforts on the Parkway. For example, we have offered many times to the Tree Crew that they could bring logs and chips to the Farm that are now being dumped at Daingerfield Island or hauled to a landfill which requires paying a disposal fee. The

employees tasked with making repairs along the Parkway were excited about the idea of milling the downed trees into lumber instead of having to purchase it with their scarce funding. I have mentioned the idea to their supervisors and two Superintendents but no one ever takes us up on the offer. There are lots of areas where we could cooperate and I would be happy to help the maintenance division, whose employees were once so good to me.

I have always been proud of being a part of the National Park System and have resisted efforts to have the Farm removed from the system. In addition to visiting our parks as a child, my first contact with NPS staff was when my brother got a summer seasonal job during college at the Civil War battlefields in Richmond, Virginia. I became friends with the Southeast Regional historian who later convinced me to come to Turkey Run to help start the Farm. I had planned to stay for four months and I'm still there. I was initially interested in the both the simplicity of the message and the challenge of creating the physical site and visitor experience. Living History can be really awful or really good but it is just another educational tool to get people thinking about their own lives and where they fit in the history of our nation. Early on, we committed ourselves to being respectful of the lives we were trying to represent. As new historical information became available we improved the infrastructure, tools and details of the family. The Farm is absolutely committed to serving the history of the common man and woman and the contributions of agriculture to the building of the new nation.

Thirty two years ago, I was a career employee of the National Park Service and I had a choice. I could stay with the NPS which would mean that by now I could be retiring with my 40 year pension and health care for life. Or I could stay with the park site that I had learned to love and was in a unique position to protect with all the risks associated with that choice. Within months of going private in 1981, the Farm laid off its entire staff for the winter and I worked 7 days a week alone and for free so that we could raise money/save money and reopen in the spring. I have never regretted my choice and still enjoy working with the Farm and the people it attracts.

The Farm hasn't merely survived and unlike every other National Park site, it doesn't have a huge backlog of unfunded maintenance projects. When we identify a need, we enlist volunteer help, raise money, ask for donated materials and equipment and do whatever we need to do to get the project completed. The expression heard most often at the Farm is "You know what we could do?"

We discovered early on that the public's involvement in the operation of the Farm was necessary and desirable. Every good idea about improvements, programs and opportunities has come from our volunteers and supporters. Paid staff comes and goes but the true soul of the Farm is with those citizens - paid or unpaid - who have committed to the ideas that the Farm represents.

The Farm is not just about telling the story of an eighteenth century poor farm family eking out an existence while the country is about to go to war with its own government in London. It's also the story of a group of people committed to an idea and willing to work and sacrifice for what they believe in. The protesters who were going to march outside the Department of the Interior last week are young adults who all started out as ten year old volunteers at the Farm. It never occurred to them to ask permission of anyone to march and I am so proud of them that they care so much that they would risk arrest for their beliefs. We give our children volunteers as much responsibility as they can handle which is an extraordinary amount, just as it was in the

18th century. Their ideas are given as much weight as adults because their vision is usually unclouded and they don't mince words. If they learned to think for themselves while working at the Farm, that is reason enough to continue what we do.

We certainly don't dislike the entire Federal Government as some have suggested, but we do want to be treated fairly and with honesty. Our relationship with our closest neighbor, the CIA, has always been very cordial and they have been very good to us over the years - especially the security they provide to us by being next door. We also trade favors occasionally with our other neighbor, the FHWA. And we have worked happily and productively over the years with the Departments of Agriculture and Energy as well as FDA and EPA.

I believe that the future of the National Park System lies in a real partnership with groups such as ours. The National Park Service does not need to be threatened by the Farm. If I were in charge of the NPS, I would use the Farm as a perfect example of how public-private partnerships for managing public lands can succeed. Every time someone came to Washington to lobby to get their little piece of natural or cultural history into the NPS, I would trot them out to the Farm on the Parkway to see how they could do the same thing. We were willing to trust the public with the Farm and it has been a fantastic ride. I suggest the National Park Service try giving up a little control and work with the public to protect and preserve the National Park System.

We don't know what the future holds for the Farm since our NPS agreement is up for renewal in 2016. I have been told the process of developing a new agreement will take at least three years and agreements now only last for five years. That means almost as soon as we sign a new agreement we will have to start negotiating the next one. In addition, the loss of the NPS maintenance contribution to the Farm this year will have to be made up somewhere. And of course we will have to make up the revenue that was lost because of the most recent closure of the Farm. But we are hopeful that we can find our way through these latest difficulties and that the Farm will emerge stronger and more committed than ever.

Thank you for this opportunity to tell the Farm's story.

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