# Analysis of Park Operations

This business plan differentiates between two types of expenditures: operational costs and investments. The latter, which represent significant one-time outlays used to acquire new assets, are discussed in the next chapter. In this chapter, attention centers on operational costs, or those expenditures that are incurred to carry out the day-to-day operations of the Golden Gate National Parks.

The NPS business plan format splits park operations across 35 programs, all of which fall into one of the following five functional areas:

- Resource Protection
- Visitor Experience and Enjoyment
- Maintenance
- Facility Operations
- Management and Administration

This section describes each function and highlights some successes and challenges experienced by the parks. The charts at the end of each section show the distribution of resources across programs and the available and total required resources for each function.

Determining the total required resources for the five functions was not a simple task. For each program, park staff developed standards of operation designed to achieve the parks' mandates (as described in applicable law, policy and regulation). In many cases, these standards were based on external benchmarks from the private sector and other public agencies. The parks were able to develop a required cost of meeting each program and function by determining the cost of literally thousands of operational standards.

In order to present a complete picture, all of the resources that contribute to park operations are included in this analysis. Financial support comes from appropriated funds, different types of reimbursements and revenues, and the Golden Gate National Parks Association. Also included is the in-kind support that the parks receive from volunteers and partners.

## SOURCES AND USES OF FUNDS

| SOURCES | FY2000 |
|---|---|
| Appropriated Base (ONPS) | |
| GOGA | $12,551,162 |
| PRES | $5,609,971 |
| FOPO | $341,369 |
| MUWO | $336,308 |
| | $18,838,810 |
| Appropriated Non Base | |
| Line Item Construction | $1,851,161 |
| Land Acquisition | $1,599,062 |
| Repair and Rehabilitation | $1,527,109 |
| Cyclical Maintenance | $443,086 |
| Wildland Fire | $409,714 |
| Natural Resource Preservation Program | $371,888 |
| Cyclical Cultural Resources | $237,653 |
| Federal Highway | $213,851 |
| Fort Baker | $193,766 |
| U S Park Police | $172,381 |
| IDEAS Training | $107,242 |
| Other | $453,983 |
| | $7,580,896 |
| Reimbursements | |
| Other Federal Agencies | $7,409,341 |
| Historic Leasing | $574,298 |
| Utilities | $564,405 |
| Special Use Permits | $533,052 |
| CalTrans | $124,086 |
| Cost Recovery | $63,242 |
| | $9,268,424 |
| Revenues | |
| Fee Demo [1] | $1,110,471 |
| Concession Franchise Fee | $996,165 |
| Concession Special Account | $2,338,325 |
| Park Housing | $535,136 |
| Donations | $126,376 |
| Other | $102,385 |
| | $5,208,858 |
| Parks Association Support [2] | $14,257,576 |
| Volunteer Support [3] | $4,766,176 |
| Partner Support [4] | $3,718,305 |
| **TOTAL SOURCES** | **$63,690,868** |

| USES | FY2000 |
|---|---|
| Operations | |
| Resource Protection | $7,104,360 |
| Visitor Experience and Enjoyment | $17,158,112 |
| Facility Operations | $7,660,910 |
| Maintenance | $6,044,338 |
| Management and Administration | $6,925,784 |
| | $44,893,503 |
| Investments | $18,797,365 |
| **TOTAL USES** | **$63,690,868** |

Appropriations, Reimbursements and Revenues shown in this table do not match the corresponding entries in the Financial Summary. For the most part, this is due to the fact that the Financial Summary only includes operations while the Sources and Uses table includes both operations and investments. In addition, there is a .21% margin of error between the NPS budget data for total of Appropriations, Reimbursements and Revenues and the Financial Summary's total for the same three categories. See the reconciliation on page 31 for further clarification.

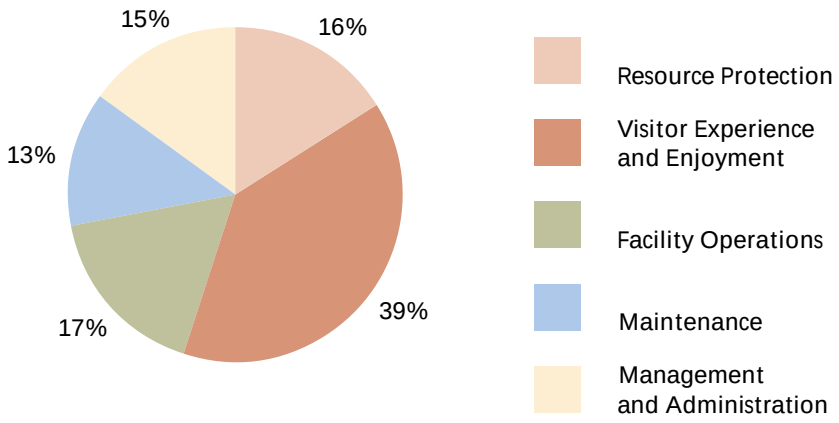
1 Receipts for fee demo were $2,353,328 (80% figure) in FY2000. Revenues not used in FY2000 were set aside for future projects.

2 Parks Association support was valued by evaluating the FY2000 Cooperating Association Annual Report of Aid and Revenue. The number represented here is slightly less than the reported "aid to park."

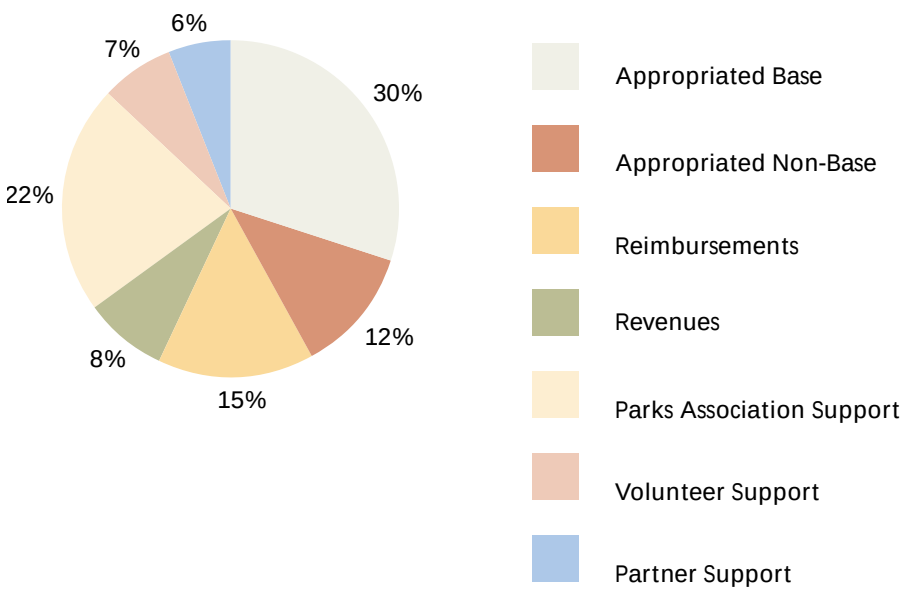
3 The volunteer support provided in FY2000 was valued by identifying the number of volunteer hours that supported the parks' operational needs, and calculating the payroll expenditures that would have been incurred if the parks had hired staff to accomplish the tasks that the volunteers performed.

4 Building maintenance, education, and interpretation support provided by the following park partners is captured in the business plan: Antenna Theater, Bay Area Discovery Museum, Fort Mason Foundation, Foundation for Deep Ecology, Headlands Center for the Arts, Headlands Institute, Home Away From Homelessness, the Marine Mammal Center, the San Francisco Conservation Corps, Slide Ranch, Shelldance, Inc., and YMCA Point Bonita Outdoor and Conference Center. Park partner support was valued by evaluating audited financial statements or reviewing contractual agreements.

## Park Operations
## FY 2000 Resource Allocation by Functional Area




## Park Operations and Investments
## FY 2000 Fund Sources



# Resource Protection

## The Golden Gate National Parks are located in an area replete with contrasts. In the San Francisco Bay Area, city and nature meet, ocean plates collide with the earth's crust and populations of many origins converge. The intersection of these elements has endowed the Bay Area with a rich trove of natural and cultural resources.

In 1989, the United Nations Educational, Scientific and Cultural Organization (UNESCO) designated the parks as part of the Golden Gate Biosphere Reserve. An island in a sea of development, the parks offer refuge to vulnerable species and serve as an important migration corridor and breeding ground for a number of animals. The parks management know that at least 886 plant and 387 vertebrate species live within the confines of park lands or visit them on a seasonal basis.

A variety of other species, including terrestrial and aquatic non-vascular plants and invertebrates, also reside in the parks, but they have not yet been fully inventoried. Of the known species, 34 are officially protected under the Endangered Species Act and listed on the federal endangered or threatened list. These include animals such as the San Francisco garter snake and the California red-legged frog, and plants such as the Raven's manzanita and the Marin dwarf flax. In addition, abiotic natural resources including beaches, estuaries, streams and mudflats make the parklands an ideal location for study, inspiration and recreation.

### Losing Ground with Threatened and Endangered Species

The Golden Gate National Parks are among the most biologically diverse areas on the central California coast. Within park boundaries are 19 separate ecosystems and 12 distinct plant communities. In addition, these lands are home to 34 federally listed threatened and endangered species (one of the highest totals in the national park system) and scores of additional sensitive or rare plant and animal species.

Preserving imperiled species and other natural resources in an urban environment is exceptionally challenging. Intense visitor use and development adjacent to the park significantly contribute to the loss of biodiversity and the influx of non-native plants and wildlife. Moreover, the park does not have the staff or funding to complete scientific research on current park conditions. Significant additional resources are needed to complete the baseline studies necessary to guide the parks' preservation efforts in the future.

*Rodeo Lagoon*

Despite their significant value, the parks' natural resources face threats of degradation. These threats are posed by non-native species invasion, development adjacent to park boundaries, continuing repercussions of past land use practices, erosion, past fire management practices, water diversions, water contamination, and grazing. To determine the impact of these threats and to mitigate their effects, the park staff members monitor water quality, track species abundance and distribution, remove invasive species, and review land development projects for compliance with the National Environmental Policy Act.

Intense participation is sought from community members. Volunteers and the Parks Association play a key role in executing the parks' core mission and serve as natural resource stewards. For example, volunteers donated more than 170,000 hours of their time in 2000, participating in the Presidio Park Stewards program, the Invasive Plant Patrol, the Habitat Restoration Team, the Site Stewardship program, the Golden Gate Raptor Observatory program, and assisting with monitoring activities. Even with these contributions, ground is being lost in the fight to protect the parks' natural resources.

## Presidio Park Stewards

The Presidio Park Stewards Program (PPS), one of several community-based ecological restoration programs in the Golden Gate National Parks, demonstrates how volunteer programs benefit the community and resources alike. Each volunteer receives hands-on training in resource management through organized group programs and weekly drop-in programs. Individual and group volunteers then work together with NPS staff and local conservation corps members on all aspects of native vegetation management.

The Presidio's varied natural habitats and many active restoration projects (including Crissy Field and the Vegetation Management Plan pilot projects) afford volunteers numerous opportunities to participate in meaningful work. Volunteer efforts range from collecting seed, propagating and planting more than 150 species of native plants, removing invasive plants, and assisting in monitoring and education projects. Through this program, volunteers provide the extra person-power needed to complete projects, and contribute to the advocacy and public stewardship necessary for the long-term maintenance of the Presidio's natural areas. Each year, PPS volunteers contribute over 50,000 hours to enhance the park.

The parks' cultural resources also exhibit an impressive richness in variety, capturing the story of several different periods of human history and development. Within the Golden Gate National Parks, visitors can experience over 10,000 years of the region's history, exploring how the area evolved from a rugged coast and sheltered estuary teeming with waterfowl, bears, bobcats, salmon, and whales to a home for Native American villages, Spanish missions, Mexican ranches, Gold Rush cities, Civil War to Cold War military installations, and today's metropolitan area.

With 667, the Golden Gate National Parks system contains the highest concentration of historic buildings in the national park system. It includes five National Historic Landmark Districts, and 12 properties listed and five additional properties determined as eligible for the National Register of Historic Places. In addition, the parks contain 10 cultural landscapes, 358 identified and 500 predicted archeological sites, and the second largest museum collection in the national park system, with a collection of 4.4 million objects. The parks also have the only Nike missile site in the country that has been completely restored.

To preserve the parks' national treasures, park staff enjoy the support of partners, volunteers, and other agencies. All too often, however, cultural resources staff do not have enough time to provide professional oversight and to review project proposals for compliance with the National Historic Preservation Act. As a result, they often find themselves working in a "triage" mode, with their efforts to perform careful planning undermined.



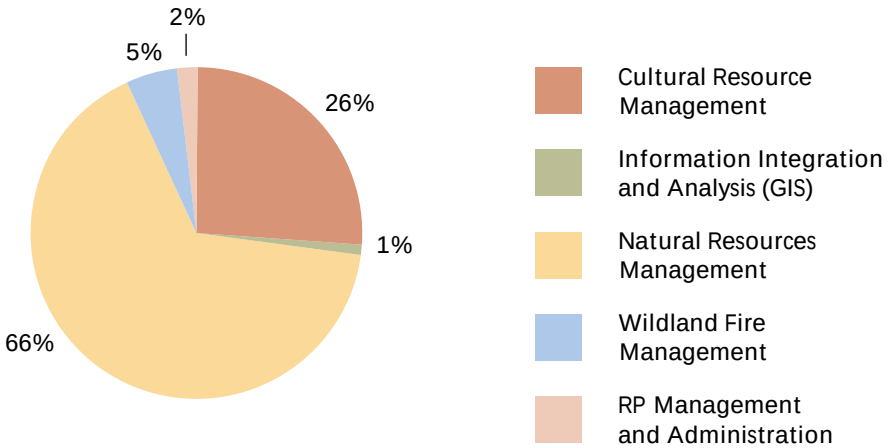
## Compliance Chokepoint

Ensuring compliance with applicable historic preservation laws and regulations is an essential step in the completion of capital improvement projects in the parks. However, due to the sheer volume of work (more than 200 preservation reviews in FY2000) and an insufficient number of park staff to complete these assessments, some projects have not been reviewed or have not been reviewed in a timely fashion.

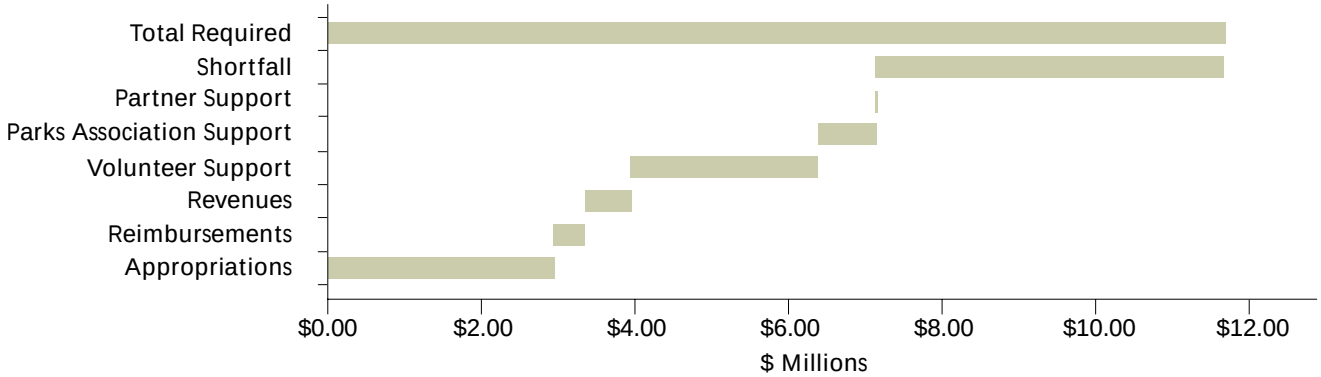
For example, a project to install solar panels on Alcatraz was started before a preservation review was completed. The project had to be delayed so that compliance efforts could take place. Now a series of alternatives for meeting the island's need for a sustainable source of electricity without adversely affecting the National Historic Landmark District are being examined. Once an acceptable alternative is selected, the project will continue.

The Resource Protection functional area encompasses all activities that are performed to protect the parks' natural and cultural resources, along with information integration activities that include the development and maintenance of a Geographical Information System. At the Golden Gate National Parks, a total of $11,564,649 is required for this functional area. Approximately 38% of this need is currently unmet.

**Resource Protection**
**FY 2000 Resource Allocation by Program Area**




**Resource Protection**
**Analysis of Shortfall by Available Resources**




## Nike Missile Site

The volunteer-based restoration and maintenance of the Fort Barry Nike missile site in the Marin Headlands has been a major success story in the park. Contributing thousands of hours, park volunteers restored this site to its original Cold War-era operational condition and appearance. The site includes several restored missiles, wholly functioning elevators, missile carriages, tracks, trucks, generators, radar, and one of the earliest computers to be used in missile guidance and tracking systems. It is the most completely restored Nike missile site in the country.

Today, the Fort Barry Nike missile site hosts thousands of visitors each year who learn about the role of strategic defense strategies during the era of the Cold War between Russia and the United States. In recognition of its significance, the site has been included in two National Historic Landmark District nominations.

# Visitor Experience and Enjoyment

## The Visitor Experience and Enjoyment functional area includes all park activities that are performed to ensure that the public has a safe and educational experience while at the Golden Gate National Parks.

*Fort Point*

While safety services are an integral operation at any national park, the needs at Golden Gate National Parks are particularly intense due to the parks' urban location, its large area, and the fact that it is used for a variety of water- and land-based recreational activities. Law enforcement rangers and the U. S. Park Police are responsible for enforcing laws and protecting the public's safety. A lack of sufficient patrolling units has, however, resulted in adverse impacts to resources at the Golden Gate National Parks. This is evidenced by damage that has been caused by visitors who establish social trails off of the Parks' designated trail system.

Patrol operations are performed in marked and unmarked police cruisers, and on foot, horseback, motorcycles, bicycles, and all-terrain vehicles. Safety services provided throughout the parks include search and rescue, emergency medical services, and structural firefighting. (The Golden Gate National Parks is the only park in the national park system with a structural fire department staffed 24 hours per day.) In addition, professional lifeguards are stationed along 0.6 miles of Stinson Beach, an area that attracts 900,000 people annually and requires approximately 80 surf rescues each year. Patrol units also monitor a 6-mile stretch of Ocean Beach, an area visited by 4 million people each year.

### Trail Degradation

Marin County is the birthplace of the mountain bike, and the sport has been popular in and around the Golden Gate National Parks for more than a decade. Unfortunately, some members of the mountain biking community are involved in building illegal trails in the parks and their actions have significant, negative impacts on park resources and visitors. Over the past three years, rangers have documented 10 miles of illegally constructed bike trails in the Golden Gate National Parks.

Some of the most significant impacts include direct and indirect damage to federally listed threatened and endangered species and soil erosion. In addition, some of these trails are hazardous and compromise the safety of the visiting public. The best way to mitigate these impacts is through increased visibility of park rangers; however, without additional staff, this will not be possible.

*Muir Woods*

The value and significance of the parks' resources are communicated to the public through signs, exhibits, brochures, ranger-led walks, and audio tours. Interpretation programs are offered at Alcatraz Island, Muir Woods, Fort Point, the Presidio, the Fort Funston, the Sutro District, the Marin Headlands, and the Crissy Field Center. In addition, special interpretive programs, such as candlelit tours at the Fort Point National Historic site, moonlight tours at Point Bonita and Muir Woods, and night-time tours at Alcatraz Island are offered to accommodate the schedules of those who are unable to visit the parks during the daytime.

Additionally, a major initiative has been launched to reach out to diverse audiences, to institute culturally sensitive practices, and to make materials available in a number of languages so that the parks' resources can be enjoyed by all.

NPS staff deliver formal curriculum-based educational programs to educate children in the Bay Area about a variety of topics, including habitat restoration, invasive species, marine biology, plate tectonics, geological formations, day-to-day life at Fort Point, the American penal system, the Native American equal rights movement, Buffalo Soldiers, garbology, and the impact that different modes of transportation have on natural habitats.

## Fort Point Closure

Fort Point was once grandly called "The Key to the Whole Pacific Coast." Today, it is key to understanding the Civil War-era history of California as well as the important story of coastal defense. As a result of a staffing reduction at the fort in summer 2000 (from 5.5 FTE to 3.5 FTE), this historic site is now closed to visitors two days each week. This closure policy is necessary because there must be a minimum of two NPS staff on duty during open hours to ensure visitor safety. With just 3.5 FTE, the fort cannot remain open seven days a week.

With Fort Point closed on Tuesdays and Wednesdays, there has been substantial impact on visitation. As a result of the two-day per week closure, annual visitation to Fort Point will be reduced by approximately 45,000, and participation in educational programs will be reduced by approximately 3,500.

*NPS Education Program*

While the parks have developed a rich variety of interpretive and educational programs, the demand for such programs exceeds what the park is currently able to deliver. For example, some park facilities, such as the Fort Point National Historic site and the Point Bonita lighthouse, are not open to the public seven days a week. Similarly, ranger-led tours and educational programs are not offered frequently enough to meet the public's demand. Even though an array of programs currently exists, many of the stories that lie behind the parks' resources remain untold. While park partners, such as the Bay Area Discovery Museum, Headlands Institute, Marine Mammal Center, Point Bonita YMCA and Slide Ranch help to meet the public's demand for educational and interpretive programs, the gap has not yet been closed.

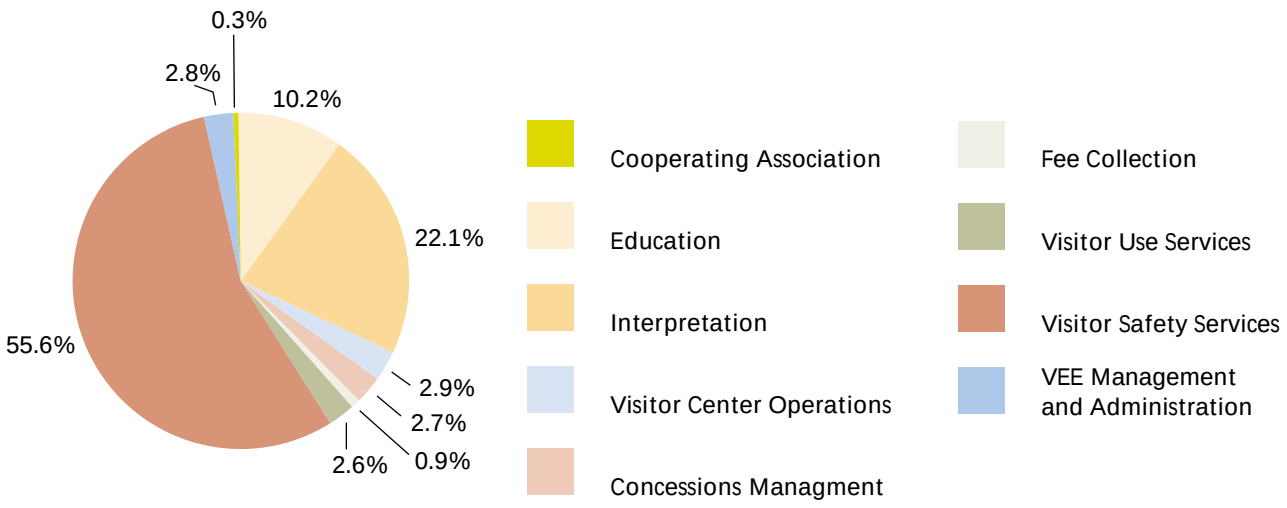
In addition to public safety, interpretation, and educational services, the Visitor Experience and Enjoyment functional area encompasses other activities that impact visitor experience, such as concession management, fee collection, visitor center management, and cooperating association coordination. At the Golden Gate National Parks, a total of $24,302,995 is required to fulfill the Visitor Experience and Enjoyment requirements. This amount includes the Interpretation, Education, Dispatch, U. S. Park Police and Structural Firefighting requirements of the Presidio Trust as well as the Golden Gate National Parks. The current unmet need for the Golden Gate National Parks alone is $5,997,489, or approximately 24% of the total required.

## Educational Contributions from Park Partners

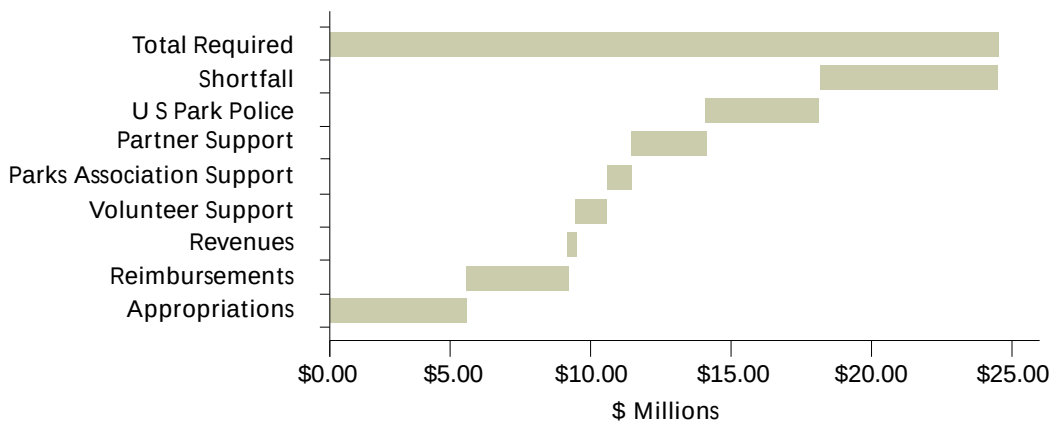
Educators throughout the National Park Service acknowledge the Golden Gate National Parks' NPS-run education programs as among the finest in the country. Supported by the Golden Gate Parks Association, these programs reach thousands of school children annually. However, the NPS is by no means the only education provider at the Golden Gate National Parks. In addition to the formal and informal education programs offered annually by NPS staff and interns to approximately 20,000 students in grades kindergarten through 12, visitors to the Golden Gate National Parks can also participate in education programs provided by dozens of park partners.

Outstanding educational institutions such as the Bay Area Discovery Museum, Headlands Institute, Marine Mammal Center, Point Bonita YMCA, and Slide Ranch provide educational programs for at least another 100,000 school-age and lifelong learners. Many of the nonprofit organizations located at Fort Mason Center in San Francisco also offer a broad range of classes, seminars, and other educational experiences for tens of thousands of people each year. NPS and education partner staff will continue to work together in an effort to fully connect each visitor with the NPS mission and make the "park as a classroom" concept even more of a reality.

## Visitor Experience and Enjoyment
## FY 2000 All Resources Allocation by Program Area




## Visitor Experience and Enjoyment
## Analysis of Shortfall by Available Resources



# Maintenance

## The Maintenance functional area includes activities that are undertaken to prolong the life of park assets and infrastructure through substantial repair, replacement, and rehabilitation.

The Golden Gate National Parks maintain about 185 miles of roads, 65 miles of hiking trails, and a fleet that includes street sweepers, backhoe loaders, high-lift trucks, tractor trailers, and lawn mowers. In addition, approximately 550 historic buildings, 10 non-historic buildings, 23 permanent residential housing units, and five dormitories, as well 8,000 linear feet of high voltage electrical distribution lines, 6 clean water systems, 2 wastewater treatment facilities, 18 wastewater lift stations, 16 septic systems, 36,000 linear feet of sewer lines, and the electrical, plumbing, and HVAC systems associated with each NPS-occupied building fall under the parks' management.

With such a staggering number of assets to maintain, park managers have identified creative approaches to address maintenance demands. For example, through cooperative agreements, park partners are permitted to occupy close to half of the parks' two million square feet of built space in exchange for assuming building maintenance and other responsibilities.

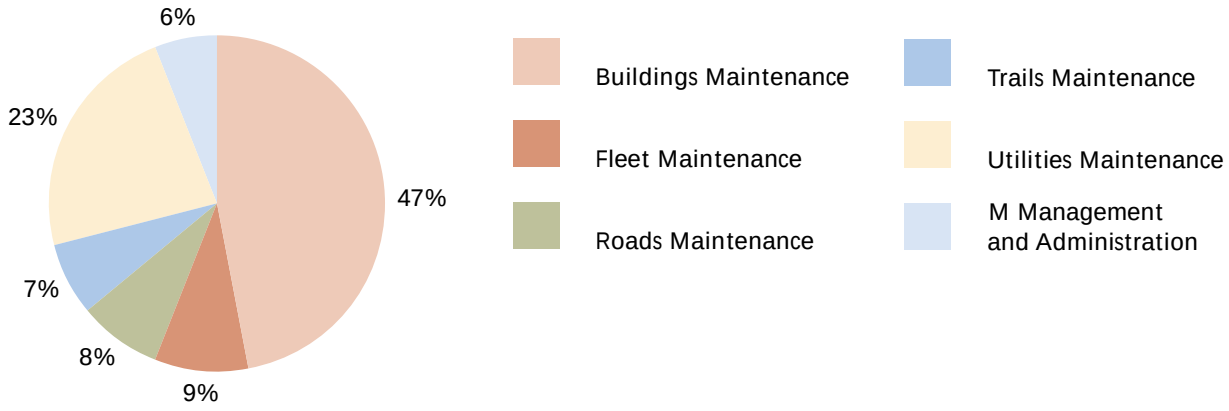
Despite these creative approaches, the workload that falls upon the parks' Maintenance Division still extends beyond available park resources. As a result, staff continually find themselves operating on a reactive, rather than a proactive, basis and being forced to let preventative maintenance fall by the wayside as they focus efforts on "putting out fires."

### Park Partner Contributions to Building Maintenance

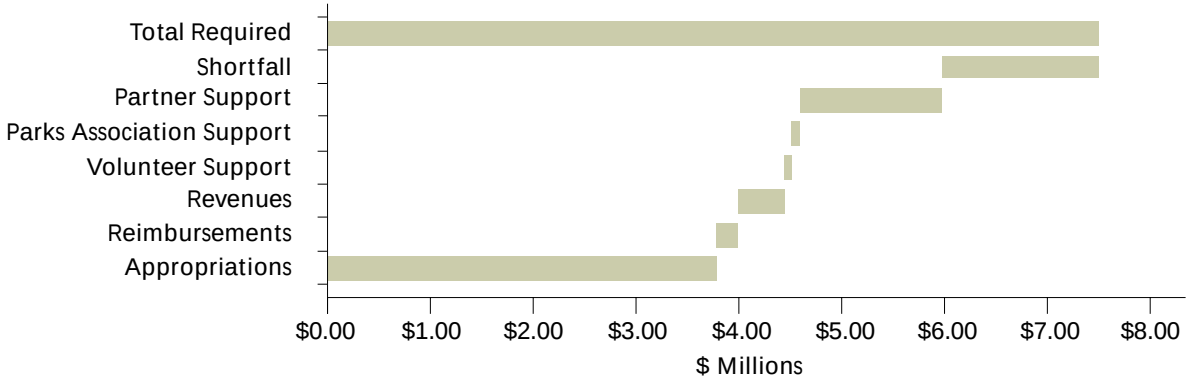
The Golden Gate National Parks use cooperative agreements to enter into partnerships with outside groups. One common objective of these partnerships is the transfer of building maintenance responsibilities to third parties. Currently, partners occupy and maintain close to 50% of the parks' built space. (This figure excludes uninhabitable structures such as historic military fortifications). This arrangement results in substantial savings in maintenance costs and provides the parks with some of their best-maintained buildings. In fiscal year 2000, partners spent $1,471,305 or $1.61 per square foot on buildings that they occupied while the NPS spent $0.81 per square foot on NPS-occupied buildings.

Much of the workload associated with utilities maintenance results because the parks' utility system is aging and in various stages of disrepair. At Golden Gate National Parks, a total of $7,489,613 is required to fulfill Maintenance requirements. Approximately 19% of this need is currently unmet.

## Maintenance
## FY 2000 All Resources Allocation by Program Area




## Maintenance
## Analysis of Shortfall by Available Resources




### Aging Infrastructure

The Golden Gate National Parks inherited their utility infrastructure from the U.S. Army. There are significant problems related to the both maintenance and operation of this infrastructure. Until such time that funding is received to replace it, the parks will continue to be plagued by water line breaks, sewage spills, undersized piping/pumps for water and wastewater delivery, and various electrical and telecommunication problems. To make day-to-day operations and maintenance more difficult, most utility blueprints inherited by the National Park Service are not as-built drawings, but final drafts, so locating underground utilities is a great challenge.

In addition to these issues, the coastal climate (salt, air, fog, sand and wind) creates a harsh environment for any piece of equipment that does not have an indoor storage area. Blowing sand and subsequent salt on exposed metal causes a shorter lifespan for all equipment that cannot be housed indoors.

# Facility Operations

## The Facility Operations functional area includes all services that are required to manage and operate the Golden Gate National Parks' infrastructure on a day-to-day basis. These activities include actions that must be undertaken on a regular basis to ensure smooth operation of park facilities and transportation routes.

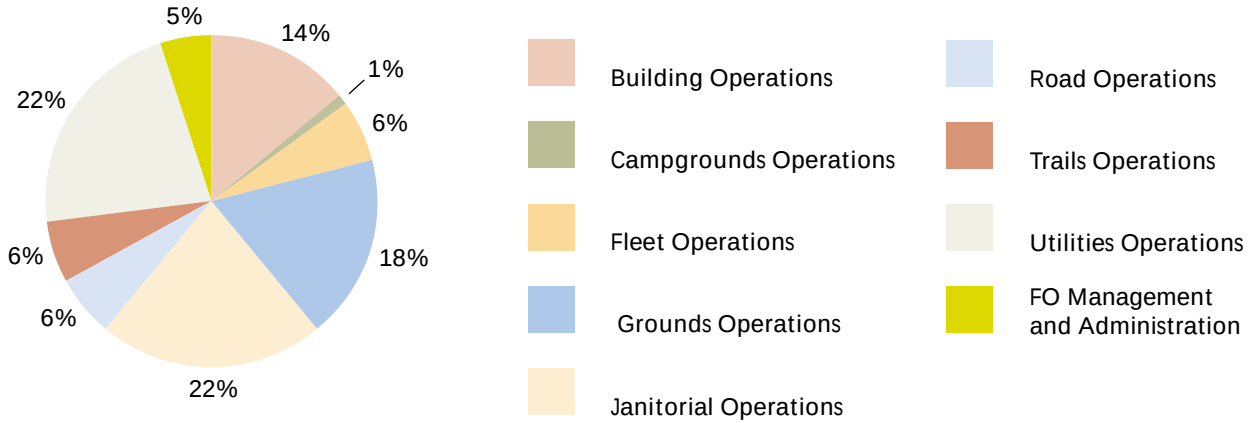
As noted in the previous section, the Golden Gate National Parks system manages a large number of buildings, utility systems, roads, and trails. Operational activities that must be performed to support these assets are numerous. They include painting interior building spaces, performing pest control within buildings, testing fire alarms and sprinkler systems, performing building safety inspections, monitoring potable drinking water supplies, inspecting lift stations and electrical distribution lines, striping roads, patching pot holes, sweeping streets, removing beach sand from trails and roads, grading trails, and maintaining proper directional signage.

In addition, operational activities encompass grounds and janitorial activities. Staff members perform general landscaping duties, such as mowing, edging, trimming, pruning, watering, and flower-bed planting, across 125 acres of manicured grounds. They also clean and stock park restrooms; remove trash, debris, litter and graffiti; mitigate general vandalism, empty approximately 950 park garbage cans, and perform internal building custodial services for 28 buildings. In addition, campground operations, which involves servicing restrooms, camping pads, and storage lockers, are performed at four campsites.

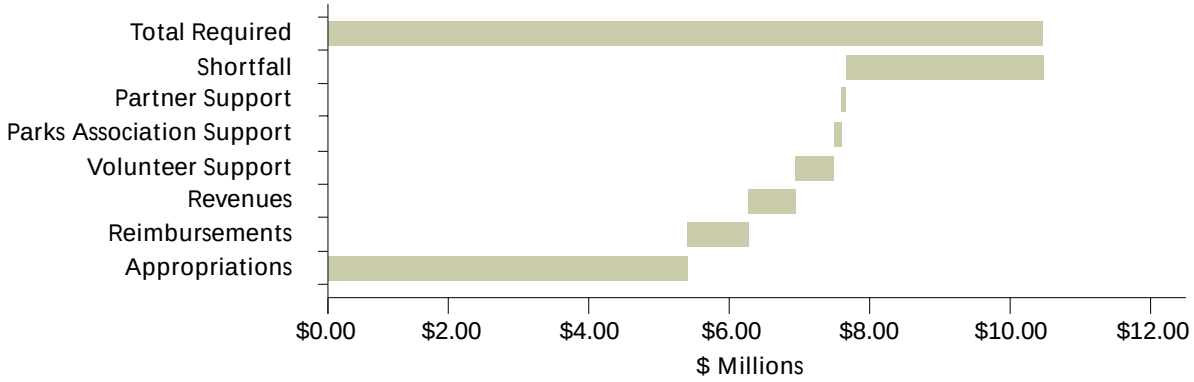
At the Golden Gate National Parks, a total of $10,411,214 is needed to fulfill the Facility Operations requirements. About 26% of this need is currently unmet.

*Tennessee Valley Trail*

## Facility Operations
## FY 2000 All Resources Allocation by Program Area




## Facility Operations
## Analysis of Shortfall by Available Resources



# Management and Administration

**The Golden Gate National Parks are located in an urban area that is well known as a hotspot for environmental consciousness and a rich source of philanthropic support. Thus, the Golden Gate National Parks system is well positioned to tap into the passion of the surrounding community, and to act as an "innovation laboratory," or a place where new ideas for accomplishing the parks' mission can be explored.**

Over the years, the parks have embraced this strategic position, absorbing suggestions from a number of outside entities and other NPS park units, forging cooperative agreements with park partners, developing the largest park volunteer program in the nation, establishing an extensive historic leasing program and implementing various cost recovery programs. While all of these elements contribute significant resources or in-kind services to the parks, they also raise the level of complexity associated with park management and administration.

Additionally, the high degree of community participation and interest, though vitally important to the parks' success, also adds a layer of complexity that management must address. The Golden Gate National Parks are subject to intense public scrutiny, with diverse sets of user groups holding a stake in park management's decisions. It is one of the few parks in the national park system that has an Advisory Commission, a group that exists to facilitate dialogue between management and the public.

In addition, the Golden Gate National Parks have been and will continue to be a "project driven" park with enormous responsibilities related both to current and long-range planning and related environmental compliance for the next 20 years. Adequate planning staff is critical for achieving the parks' vision, maintaining positive relationships with the public and meeting the high expectations set internally by the NPS and externally by the community.

## Volunteer Management

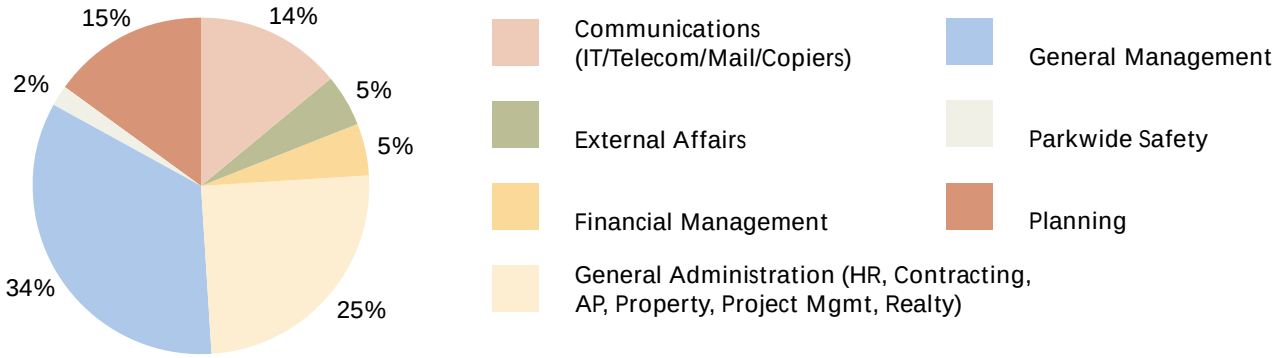
With over 11,000 volunteers contributing nearly 350,000 hours of service per year to the parks, volunteers are — in many ways — the lifeblood of the Golden Gate National Parks. From recruitment to placement, training to recognition, NPS and Golden Gate National Parks Association staff have done an excellent job in attracting and retaining a high-quality cadre of dedicated volunteers. To date, the return on investment associated with NPS staff assigned to manage the volunteer program has been exceptional.

The parks would like to increase the level of volunteer contributions, however, the volunteer program can only grow if there are adequate staff available to manage the work of volunteers. In the past several years, the parks have not been able to assign additional staff to volunteer management. As a result, the Golden Gate National Parks' exemplary volunteer program has not grown and the potential for volunteer contributions has not been fully realized.

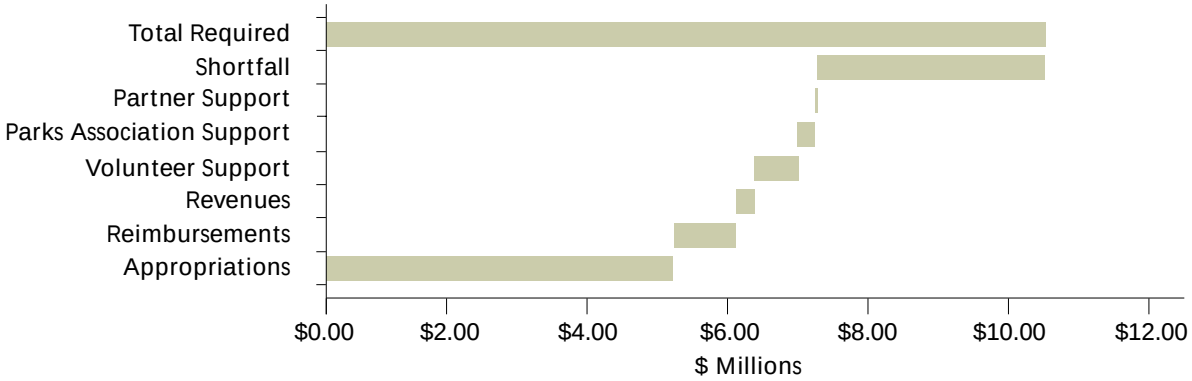
Furthermore, the parks' ability to benefit from the philanthropic capacity of the Bay Area will continue to rely heavily on their ability to plan for and approve projects and programs.

At the Golden Gate National Parks, a total of $10,572,338 is required to fulfill the Management and Administration requirements. Approximately 35% of this need is currently unmet.

**Management and Administration**
**FY 2000 All Resources Allocation by Program**




**Management and Administration**
**Analysis of Shortfall by Available Resources**



# Financial Summary

The following table shows required resources, available resources and the shortfall for each of the 35 programs. The total amount required to operate the parks in accordance with their mandates is $64,340,809. The current shortfall is $19,447,306.

**FINANCIAL SUMMARY TABLE**

| | REQUIRED RESOURCES | | AVAILABLE RESOURCES | | | | | | | | | SHORTFALL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | APPROPRIATED | | | NON-APPROPRIATED | | | |
| **RESOURCE PROTECTION** | FTE | Total $ | FTE | Vols. | GOGA Base | PRES Base | FOPO Base | MUWO Base | Non-Base | Reimbursable | Revenue | FTE | Total $ |
| Cultural Resource Management | 37.1 | 2,964,880 | 15.3 | 0.6 | 210,463 | 627,496 | | | 290,673 | 123,104 | 572,484 | 21.2 | 1,140,661 |
| Information Integration and Analysis (GIS) | 10.0 | 605,265 | 1.1 | | 55,753 | 12,958 | | | 5,776 | | 210 | 8.9 | 530,568 |
| Wildland Fire Management | 18.3 | 897,897 | 7.9 | | | | | | 366,354 | | | 10.4 | 531,543 |
| Natural Resources Management | 148.6 | 6,789,521 | 21.1 | 82.9 | 371,871 | 504,638 | | | 433,731 | 189,349 | 3,184,259 | 44.6 | 2,105,673 |
| RP Management and Administration | 5.3 | 307,085 | 1.8 | | 109,915 | 20,356 | | | 24,152 | 818 | | 3.5 | 151,843 |
| **Subtotal** | 219.2 | 11,564,649 | 47.2 | 83.5 | 748,002 | 1,165,448 | | | 1,120,686 | 313,271 | 3,756,953 | 88.5 | 4,460,289 |

| | REQUIRED RESOURCES | | AVAILABLE RESOURCES | | | | | | | | | SHORTFALL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | APPROPRIATED | | | NON-APPROPRIATED | | | |
| **VISITOR EXPERIENCE & ENJOYMENT** | FTE | Total $ | FTE | Vols. | GOGA Base | PRES Base | FOPO Base | MUWO Base | Non-Base | Reimbursable | Revenue | FTE | Total $ |
| Concessions Management (Includes CA, ROW and Leasing) | 9.8 | 721,746 | 7.2 | | 289,753 | 116,505 | | | | 51,759 | | 2.6 | 263,729 |
| Cooperating Association Coordination | 0.5 | 55,249 | 0.4 | | 36,551 | 10,561 | | | | | | 0.1 | 8,136 |
| Education | 25.6 | 2,305,738 | 8.3 | 7.7 | 254,640 | 49,624 | 50,616 | 53,127 | 3,378 | 1,161 | 1,340,347 | 9.6 | 552,844 |
| Fee collection | 0.9 | 159,873 | 0.9 | | 34,562 | | | | | | 115,335 | (0.0) | 9,976 |
| Interpretation | 76.3 | 5,285,496 | 30.3 | 22.6 | 572,332 | 353,040 | 201,439 | 151,529 | 12,565 | 14,228 | 2,493,397 | 23.4 | 1,486,967 |
| Visitor Center Operations | 10.8 | 650,333 | 3.1 | 4.8 | 118,917 | 31,899 | 2,536 | 5,794 | 22,427 | 558 | 310,018 | 2.9 | 158,184 |
| Visitor Safety -Structural Fire/EMS | 40.1 | 3,142,369 | 38.1 | | | 604,739 | | | | 2,187,748 | | 2.0 | 349,882 |
| Visitor Safety -Dispatch | 21.4 | 1,359,258 | 11.2 | | 61,879 | 138,358 | | | 10,926 | 491,891 | | 10.2 | 656,204 |
| Visitor Safety -Beach Patrol / Life Guard | 18.1 | 649,802 | 8.8 | | 305,886 | | | | | | | 9.3 | 343,916 |
| Visitor Safety -LE and SAR Rangers | 51.1 | 3,562,539 | 26.4 | 0.9 | 1,163,105 | 386,951 | | 69,452 | 12,691 | 22,687 | 116,063 | 23.8 | 1,791,590 |
| Visitor Safety -U.S. Park Police | 67.5 | 5,084,096 | 58.9 | | | | | | | 3,970,780 | | 8.5 | 1,113,315 |
| Visitor Use Services (SPUG, SUP. IBP CUA) | 11.0 | 659,490 | 8.5 | | 32,906 | 4,433 | | | | 403,073 | | 2.5 | 219,079 |
| VEE Management and Administration | 7.9 | 667,005 | 4.8 | 1.0 | 300,702 | | | | | | 175,242 | 2.1 | 191,061 |
| **Subtotal** | 340.9 | 24,302,995 | 207.0 | 36.9 | 3,171,235 | 1,696,110 | 254,592 | 279,901 | 61,987 | 7,143,886 | 4,550,401 | 96.9 | 7,144,883 |

| | REQUIRED RESOURCES | | AVAILABLE RESOURCES | | | | | | | | | SHORTFALL | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | APPROPRIATED | | | NON-APPROPRIATED | | | |
| **MAINTENANCE** | FTE | Total $ | FTE | Vols. | GOGA Base | PRES Base | FOPO Base | MUWO Base | Non-Base | Reimbursable | Revenue | FTE | Total $ |
| Buildings Maintenance | 24.2 | 3,484,565 | 14.9 | | 588,763 | 72,558 | | 47,247 | 231,633 | 130,098 | 1,816,047 | 9.3 | 598,219 |
| Fleet Maintenance | 2.5 | 636,425 | 1.4 | | 337,513 | 110,443 | 1,155 | 6,630 | 22,142 | 80,578 | 4,131 | 1.1 | 73,832 |
| Roads Maintenance | 6.9 | 649,005 | 3.8 | | 218,314 | 795 | | | 154,627 | | 105,095 | 3.1 | 170,174 |
| Trails / Tree Maintenance | 8.8 | 568,812 | 3.1 | 2.6 | 107,556 | 5,504 | | 3,151 | 160,089 | | 119,730 | 3.2 | 172,782 |
| Utilities Maintenance | 7.5 | 1,629,277 | 3.7 | | 263,464 | 10,067 | | | 1,077,607 | 12,000 | 1,412 | 3.8 | 264,726 |
| M Management and Administration | 7.5 | 521,529 | 5.1 | | 333,749 | 1,347 | | | | | 20,890 | 2.4 | 165,543 |
| **Subtotal** | 57.4 | 7,489,613 | 31.9 | 2.6 | 1,849,359 | 200,715 | 1,155 | 57,028 | 1,646,099 | 222,676 | 2,067,305 | 22.9 | 1,445,276 |

This financial summary was prepared from NPS budget records. The available resources reflect total operations expenditures during fiscal year 2000. The required resources represent the funding needed to operate the parks in accordance with park-defined operational standards. These requirements are based on fiscal year 2001 salary & wage tables, inflated non-labor operating costs using the Congressional Budget Office's fiscal year 2001 inflation estimate of 2.8%, and the parks' inventory and infrastructure as of September 2001 (plus the soon-to-be-added San Mateo County lands and Fort Baker). The revenue column incorporates the following: Parks Association aid to parks, the value of in-kind support provided by partners, and an amount which represents NPS staff replacement costs for volunteer contributions. The FTE deficit includes approximately 35 FTE which the parks plan to fill through volunteers and cost recovered positions. The dollar deficit has already been adjusted downward to reflect these no-cost FTE's.

| FACILITY OPERATIONS | REQUIRED RESOURCES FTE | REQUIRED RESOURCES Total $ | AVAILABLE RESOURCES FTE | Vols. | APPROPRIATED GOGA Base | PRES Base | FOPO Base | MUWO Base | Non-Base | NON-APPROPRIATED Reimbursable | Revenue | SHORTFALL FTE | SHORTFALL Total $ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Buildings Operations | 13.7 | 1,417,992 | 9.2 | | 355,011 | 60,560 | | 16,351 | 19,663 | 111,913 | 529,024 | 4.5 | 325,471 |
| Campgrounds Operations | 1.4 | 51,123 | 0.3 | 1.2 | 7,780 | | | | | | 41,683 | 0.0 | 1,661 |
| Fleet Operations | 1.6 | 457,535 | 1.4 | | 257,316 | 88,773 | 1,155 | 6,423 | 8,198 | 73,380 | 5,115 | 0.1 | 17,175 |
| Grounds Operations | 33.9 | 2,170,476 | 20.0 | 1.2 | 768,819 | 183,966 | 11,051 | 26,398 | 275,159 | 54,239. | 85,965 | 12.7 | 764,879 |
| Janitorial Operations | 49.3 | 2,419,370 | 27.8 | 9.0 | 1,108,864 | 228,676 | 27,561 | 11,789 | 12,158 | 5,255 | 316,795 | 12.5 | 708,272 |
| Roads Operations | 11.5 | 653,691 | 7.4 | | 426,028 | 1,446 | | | 5,759 | | 2,387 | 4.1 | 218,070 |
| Trails / Tree Operations | 14.3 | 686,727 | 5.4 | 5.1 | 166,913 | 1,288 | | 7,352 | 125,011 | | 179,720 | 3.8 | 206,442 |
| Utilities Operations | 8.7 | 1,992,343 | 3.9 | | 573,880 | 222,943 | | | 15,578 | 652,232 | 183,287 | 4.9 | 344,423 |
| FO Management and Administration | 7.9 | 561,957 | 5.6 | | 375,810 | 1,347 | | | | | 20,890 | 2.3 | 163,911 |
| **Subtotal** | 142.3 | 10,411,214 | 81.0 | 16.5 | 4,040,420 | 788,998 | 39,767 | 68,314 | 461,527 | 897,019 | 1,364,866 | 44.9 | 2,750,304 |

| MANAGEMENT & ADMINISTRATION | REQUIRED RESOURCES FTE | REQUIRED RESOURCES Total $ | AVAILABLE RESOURCES FTE | Vols. | APPROPRIATED GOGA Base | PRES Base | FOPO Base | MUWO Base | Non-Base | NON-APPROPRIATED Reimbursable | Revenue | SHORTFALL FTE | SHORTFALL Total $ |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Communications ( IT/Teleom/Mail/Copiers ) | 10.8 | 1,197,988 | 6.8 | 1.0 | 509,332 | 350,380 | | | 2,871 | 51,567 | 52,149 | 3.0 | 231,688 |
| External Affairs | 9.1 | 599,900 | 4.4 | 2.0 | 211,610 | 69,224 | | | | 8,042 | 56,484 | 2.8 | 254,539 |
| Financial Management | 10.2 | 597,004 | 6.2 | | 171,216 | 196,288 | | | | | | 4.0 | 229,500 |
| General Administration (Includes Realty & Proj Mgmt) | 32.8 | 2,487,143 | 23.2 | | 1,138,150 | 400,171 | | | 106,964 | 37,600 | 29,475 | 9.6 | 774,783 |
| General Management | 41.1 | 3,539,244 | 9.6 | 25.0 | 742,634 | 546,034 | | | 160,411 | 158,775 | 789,929 | 6.5 | 1,141,461 |
| Parkwide Safety | 6.0 | 385,766 | 1.6 | | 48,498 | 65,839 | | | | | | 4.4 | 271,429 |
| Planning | 24.6 | 1,765,292 | 10.1 | 0.5 | 284,796 | 110,966 | | | 59,993 | 324,374 | 242,009 | 14.1 | 743,154 |
| **Subtotal** | 134.6 | 10,572,338 | 61.8 | 28.5 | 3,106,236 | 1,738,902 | | | 330,240 | 580,358 | 1,170,047 | 44.3 | 3,646,554 |
| **GRAND TOTAL** | **894.5** | **64,340,809** | **428.9** | **168.1** | **12,915,252** | **5,590,174** | **295,514** | **405,243** | **3,620,538** | **9,157,211** | **12,909,571** | **297.5** | **19,447,306** |

## RECONCILIATION OF FINANCIAL SUMMARY TO SOURCES AND USES OF FUNDS

| FINANCIAL SUMMARY DATA | APPROPRIATED BASE | APPROPRIATED NON-BASE | REIMBURSEMENTS | REVENUES | TOTALS |
|---|---|---|---|---|---|
| Financial Summary Totals | $19,206,183 | $3,620,538 | $9,157,211 | $12,909,571 | $44,893,503 |
| plus Non Labor Investment Totals | $55,704 | $3,736,659 | | $633,285 | $4,425,648 |
| plus Labor Investment Totals | | $5,255 | $25,311 | | $30,566 |
| plus Concession Special Account Investement Totals | | | | $2,338,325 | $2,338,325 |
| plus NOAA Accounts | | | $206,145 | | $206,145 |
| plus USPP | | $14,203 | $2,434,997 | | $2,449,200 |
| plus Unclassified Journal Labor | $59,810 | | | | $59,810 |
| less GGNPA Operations Support | | | | $(2,304,750) | $(2,304,750) |
| less Volunteer Operations Support | | | | $(4,766,176) | $(4,766,176) |
| less Partner Operations Support | | | | $(3,668,305) | $(3,668,305) |
| less USPP estimated resources | | | $(3,970,780) | | $(3,970,780) |
| **Totals** | $19,321,697 | $7,376,654 | $7,852,884 | $5,141,950 | $39,693,185 |

| SOURCES AND USES DATA | APPROPRIATED BASE | APPROPRIATED NON-BASE | REIMBURSEMENTS | REVENUES | TOTALS |
|---|---|---|---|---|---|
| AFS Data from Washington | $18,838,810 | $7,580,896 | $8,149,549 | $5,208,858 | $39,778,113 |
| Error: | $482,886.99 | $(204,241.30) | $(296,665.27) | $(66,907.88) | $(84,927.47) |
| Margin of Error: | 2.56% | -2.69% | -3.64% | -1.28% | -0.21% |

The allocation method used to distribute funds between Appropriated Base, Appropriated Non-Base, Reimbursements and Revenues was not completely accurate. While the individual allocations had a margin of error as high as 3.64%, the overall margin of error was only 0.21%. Therefore, the fund source distribution may not be completely correct, but the total is within a negligible margin of error.

Please note that the AFS data does not track the following categories: Utilities Reimbursements, Special Use Permits Reimbursements, and Cost Recovery Reimbursements.

*Fort Point*