The mission of the Golden Gate National Parks interpretive and education programs is to share our national parks with an increasingly diverse America—and build a sense of ownership and civic engagement in the care of our parks, our environment and our communities.
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Message from the Superintendent

Golden Gate National Recreation Area is truly a people’s park. Established almost 40 years ago in 1972, it was part of a national movement to bring parks to people in their own communities. Since then, Golden Gate has grown into one of the world’s largest and most visited national parks in an urban area. Dedicated to preserving the exquisite scenery, unique ecologies, and important historic resources of the San Francisco Bay Area, Golden Gate is host to nearly 20 million visitors annually.

**We believe that people need parks, and parks need people.** Embracing that belief, we strive to be an active contributing member of the many Bay Area communities, and welcome community members in helping care for the park.

The natural and cultural resources and related visitor experiences of GGNRA are dazzling in their number, variety and complexity. The park’s team of professional interpreters, as well as other education partners, is critically important in delivering high quality and innovative programs and materials that help park visitors comprehend the full meaning and contemporary relevance of the resources of this extraordinary national park.

This park is blessed with a nonprofit support organization, the Golden Gate National Parks Conservancy. In Interpretation and Education in particular, the Parks Conservancy supports and directly delivers a variety of outstanding programs to inform, educate, and engage our park visitors and inspire the next generation of park stewards.

We invite your active engagement in carrying out the goals of this ten-year vision for interpretation and education at Golden Gate.

**This is your park — please join us in the adventure.**

Frank Dean
Acting General Superintendent
About the Long-Range Interpretive Plan

This Long-Range Interpretive Plan is the first component of GGNRA’s Comprehensive Interpretive Plan (CIP). Also included in the CIP are the park’s Annual Implementation Plan and Interpretive Database.

A Long-Range Interpretive Plan describes a ten-year vision for a national park’s interpretation and education program. It details foundational information that forms the basis of the plan, and the actions necessary to achieve the vision. Through a series of workshops, park staff, Parks Conservancy staff, partners, stakeholders, and the consulting firm Trillium Resources Group, LLC collaboratively developed this plan.

It is composed of two key elements:
- Foundational Information
- Direction for the Next Decade — Parkwide Recommendations and Strategies

This plan is a “living document” to be reviewed often and adjusted accordingly. Please refer to the enclosed CD for the complete Long-Range Interpretive Plan, as well as the park’s Annual Implementation Plan for 2010–11.

About The Park

Golden Gate National Recreation Area’s mission is to preserve and enhance the natural, historic and scenic resources of the lands north and south of the Golden Gate for education, recreation and inspiration of people today and in the future. In the spirit of bringing national parks to people, we reach out to a diverse urban community; promote the richness and breadth of the national park system to many who are experiencing a national park for the first time and foster broad-based public stewardship through various volunteer and partnership programs.

One of the world’s largest and most visited national parks, GGNRA hugs the California coastline for nearly 80 miles in and around San Francisco. Established by Congress in 1972 as part of a movement known as “Parks to the People,” the GGNRA has grown into
the largest national park in an urban area in the U.S., and includes under its management two additional NPS units — Fort Point National Historic Site and Muir Woods National Monument. The park’s lands span across three counties — Marin, San Francisco, and San Mateo. Upwards of 20 million people a year visit this remarkable park, located in the midst of a highly diverse and densely populated metropolitan area of 7 million people.

GGNRA is spread across 80 miles of coastal lands, with in-holdings by other agencies and private owners incorporated into the park’s legislative boundaries. Because of the multiple landowners, many Bay Area residents and park visitors think of the park in terms of discrete sites such as Muir Woods, Stinson Beach, Crissy Field, the Marin Headlands, and the Presidio. The bigger picture is one of wildlife corridors, secret nature spots, and refuges for more rare, threatened and endangered species than any other national park on the continent. Traveling through the park connects people with diverse coastal areas, including windswept beaches, dramatic cliffs, coastal chaparral, low mountains, swaths of prairie, live oak woodlands, salt marshes, freshwater wetlands and creeks, and redwood forests.

The Presidio provides iconic views and layers of history.
GGNRA chronicles thousands of years of history, from Native American culture, Spanish Empire frontier and Mexican Republic, to maritime history, California Gold Rush, American coastal fortifications, and the growth of urban San Francisco. The park additionally includes world-renowned visitor destinations such as Alcatraz Island, one of the largest collections of historic buildings of any national park, and dozens of plants and animal species that are accorded state or federal protected status.

The park is part of the United Nations-designated Golden Gate International Biosphere Reserve, and is supported by the Golden Gate National Parks Conservancy, a nonprofit membership organization. Park management includes a General Superintendent, Deputy General Superintendent, and a number of operating and administrative divisions. The park’s budget includes annual federal appropriations; capital and special purpose project funding, fee funds, and donated funds. Park staffing is augmented by a high level of volunteerism, generally exceeding 400,000 hours of volunteer service each year.

Vision for Interpretation and Education

Interpretation and Education encourage people to form deep personal connections with the meanings of park resources and provide opportunities to be actively involved in conservation and preservation. While professional interpreters and educators take the

Golden Gate lands offer opportunities for contemplation.
lead in this important work, every staff member, partner, and volunteer has a role to play in helping people connect and engage with the park in meaningful and memorable ways.

The park’s future stewards are younger generations, so our overall interpretive program will emphasize service to youth. This includes keeping abreast of current pedagogy and sustaining relationships with schools and institutions of higher learning. In addition, because a high percentage of future stewards will come from diverse groups who have not historically visited national parks in numbers proportional to their percentage of the overall population, we will continually seek ways to invite participation from these new audiences.

We will provide enriched opportunities for all audiences by creating a dynamic venue where important themes, including the potential impacts of global climate change, and threats to our oceans, among many others, are addressed in depth, and where real learning can take place.

Park programs will demonstrate respect for the intelligence and multiple perspectives of our visitors, who have different reasons for visiting parks, and arrive with varying levels of knowledge, interest, and abilities. We will exercise the highest standards of professionalism in inspiring visitors to think about things in new ways and by challenging their own thinking.

Inner city youth programs encourage future park stewardship.
This plan comes at a time of extraordinary challenge. A diminishing percentage of the general population experiences nature; park visitation doesn’t accurately reflect the changing complexion and demographics of the highly diverse Bay Area; there are numerous alarming environmental and geopolitical trends; and budgetary constraints persist and intensify for the foreseeable future.

**Parkwide Visitor Experience Goals**

Visitors to Golden Gate National Recreation Area should have opportunities to:

- Easily obtain accurate, up-to-date information about the various attractions, trails, safety precautions and pertinent park regulations needed to help plan their visits to the park.
- Choose from a varied menu of educational, recreation and conservation programs and activities offered by the NPS and park partners within a broad array of park-based resource themes.
- Learn about park stories and resources through compelling exhibits, printed materials and electronic media that are user-friendly and conveniently accessible.
- Participate in park management through public involvement and convenient feedback mechanisms.
- Become personally involved in park stewardship, resource education and visitor services through the Volunteers-in-Parks program.
- Feel welcome in the park through encounters with staff that are courteous, knowledgeable and professional.
- Use facilities that are inviting, safe, clean, helpful and conveniently located.
- Pursue interests inspired by the park experience by referring to sources of additional information or related park sites.

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*True civic engagement is a continuous, dynamic conversation with the public that informs and enriches our interpretive endeavors.*

All of this forces us to be bold, realistic, strategic, creative, and efficient, and to use evolving technology and innovative practices. It also requires us to consistently evaluate the effectiveness of our programs and services in enhancing experiences and provoking thought and action.

**Mission for Interpretation and Education**

The mission of GGNRA interpretive and education programs is to share our national parks with an increasingly diverse America — and build a sense of ownership and civic engagement in the care of our parks, our environment and our communities.

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*Endangered San Francisco Lessingia*
Primary Interpretive Themes

Interpretive themes are the most important ideas, stories, and concepts that should be presented to park visitors.

Golden Gate National Recreation Area

1. The park’s fundamental natural geologic systems and processes, and the resulting effects on people and the environment, link the park to highly visible and significant geologic forces around the world.

2. In a world of diminishing biological diversity and threatened natural resources, the park preserves precious islands of biodiversity within and near a large urban area. The accelerating rate of global environmental change threatens even these islands and the ocean which surrounds them.

3. Former coastal military defense posts are at the heart of these parklands, and a major reason that the park is preserved today. Although no hostile shot was ever fired, every major type of military fortification and architecture represented here demonstrates evolving defense technology.

Soldiers’ stories are told at San Francisco National Cemetery.
4. A site of international renown, Alcatraz provides a powerful opportunity for visitors to confront their personal views on crime and punishment, the judicial system, and freedom. Visitors experience the 155-year span of Alcatraz’s changing history — from the U.S. Army period, through the Federal penitentiary era and the Native American occupation, to its current status as National Park site.

5. Centered on the entrance to one of the world’s great harbors, the parklands facing the Golden Gate today stand as a “witness landscape” to the epic stream of historic movements that flowed between its headlands. The Gold Rush and mobilization for WWII are among the many rich periods of history impacting this iconic place. The visual integrity of Fort Mason and the Marin and San Francisco Headlands plays a key role in highlighting those historic impacts.

6. The park provides diverse recreational and educational opportunities, from contemplative to active pursuits, including stewardship and volunteer activities. Its proximity to an urban population makes it easier for large number of people to connect with nature and history and to gain the health and wellness benefits of the park.

7. The natural features and resources of the park, along with the San Francisco Bay estuary, sustained the Ohlone and Coast Miwok people, who lived on what are now parklands for thousands of years before Europeans arrived. Indigenous archeological sites in the park link to these native people and their descendants who retain a vibrant culture to this day.
Muir Woods National Monument

These majestic, primeval old-growth redwoods invite visitors, in the words of namesake John Muir, to “come to the woods, for here is rest.” The forest ecosystem of these towering trees and the creek beneath them supports an abundance of life. This remnant of the Bay Area’s once prevalent redwood forests inspires visitors through its seminal conservation story, today welcoming visitors from around the world to have what may be their first wild lands experience.

Fort Point National Historic Site

Fort Point, guardian of the Golden Gate, reflects the strategic importance of San Francisco Bay, starting from the establishment of the Presidio by the Spanish, through the Gold Rush and Civil War eras. The fort, a multi-tiered masonry third system fortification, is the only example of its kind on the West Coast.
Recommendations and Implementation Strategies 2010–20

In order to accomplish management goals and visitor experience objectives over the next ten years, the GGNRA must cultivate park audiences and stewards of the future, and more effectively serve current park audiences. Therefore, the park’s Interpretation and Education program will place strong emphasis on the following:

- **Engaging Youth** — Proactively pursue and create opportunities for engaging youth by: establishing new partnerships and collaboration with community-based organizations; designing and implementing youth employment and career ladder opportunities; and enhancing park programs and facilities to effectively connect with young audiences and improve their lifelong health and wellness.

- **Diversifying Audiences** — Develop outreach criteria and strategies to offer opportunities for underserved audiences to feel welcome and engage with the park.

- **Educating School Children** — Continue, create, and evaluate in-depth, authentic, and relevant K-12 park-based learning experiences with an ongoing commitment to professional development for educators, park partners, volunteers and staff.

High school students engage in scientific inquiry at Crissy Field.
• **Making the Park Universally Accessible** — Examine all elements of the division’s work through the lens of universal accessibility and apply holistic solutions in implementing the park’s Accessible Access Plan.

• **Enhancing Partnerships** — Identify, establish, and evaluate partnerships in which the division will provide leadership on NPS messages, collaborate on programmatic elements, and optimize opportunities to bring diverse audiences to the park.

• **Using New and Emerging Technologies** — Develop and implement (including pilot programs and staff training) a division-wide strategy to apply best practices to communications activities.

• **Practicing Civic Engagement** — Identify and evaluate new opportunities for dialogue on key issues related to the meaning of park resources, and model and apply dialogue methodologies in all endeavors of the division.

• **Interpreting Climate Change and Oceans** — Develop messaging and staff training on climate change and ocean stewardship in partnership with other divisions and agencies to expand public programming that is up-to-date and solutions oriented.

• **Accomplishing Daily Operations** — Continue ongoing operations and evaluate them for effectiveness and their role in fulfilling the vision of the division.

• **Effectively Engaging Volunteers** — Progress towards achievement of specific goals from the *Golden Gate Volunteers-In-Parks Program Vision*, and assess how volunteers can be incorporated throughout all programs and functions of the division.
Education Programs

All park education programs are designed with urban youth in mind. Programs will be relevant, place-based, learner-centered, widely accessible, and utilize sound scholarship. They will be collaborative, include applications in home communities, and incorporate ongoing evaluation. The education program cultivates new stakeholders among America’s youth, especially as they perceive the relevance of national parks relation to today’s difficult and pressing issues.

Education will be a primary programmatic emphasis of the division for two compelling reasons:

1. The potential to impart the values of the NPS to the next generation of Americans;

2. The ability to effectively engage important audiences in large numbers.

• Golden Gate will create, continue, and improve in-depth, authentic K-12 park-based learning experiences relevant to urban youth. An array of staff-led and self-guided curriculum-based programs, as well as interactive web sites and distance learning opportunities, will be
available in several languages and made accessible to schools that serve students from low-income families.

- Crissy Field Center, a partnership between the National Park Service, the Golden Gate National Parks Conservatory, and the Presidio Trust, will play an increasing role in the park’s educational endeavors.

- We will extend our reach through teacher professional development programs, which will create an expanding cadre of educators who can help thousands of children access the park for place-based learning. We will involve these local educators in the development and evaluation of programs. In addition, we will establish and sustain programs such as Teacher to Ranger to Teacher. A key component will be the park’s relationship with Teacher Credential programs in local universities.

*Students sharpen their analytical skills as they recognize the relevance of their decisions to their community and their environment.*

- Distance education will become an increasingly accepted mode of learning. We will utilize the latest in education and internet technology to make sure our education programs are accessible from a distance.

- We will be mindful of the language needs of our multicultural audience and make our educational materials available in several languages in addition to English.

- Dedicated education spaces will be created in the Marin Headlands, the Presidio and Alcatraz. The Muir Woods classroom will be redesigned. These indoors spaces will be available for classes, seminars, and symposia for students and teachers. As future programs are developed and delivered, indoor access will be sought in additional park locations.

- We will expand our current K-12 education partnerships with nonprofit partners in the park, as well as with the SF Maritime National Historical Park, assisting them in our common endeavor, and with school districts, universities and other educational institutions outside the park.
• A designated staff person will be assigned to coordinate education activities in each park area, adopting a parkwide perspective for maximum effectiveness.

• We will engage the community through high school and college level internships, the Volunteer-in-Parks program, docents in the park, service programs, and workshops for program planning and evaluation.

• We will ensure that park educators have access to the latest scholarship and professional training in educational methods and that this knowledge is reflected in park programs.

• In addition, we will initiate a Cultural Stewardship program for secondary students with the Division of Cultural Resources, Parks Conservancy and the Presidio Trust modeled after the extensive and effective natural resources stewardship program. NPS staff and volunteers will partner with the Parks Conservancy to strengthen the links between the education programs and stewardship opportunities such as service learning.

Outreach for Civic and Community Engagement

The GGNRA will continue its strong commitment to reach communities that traditionally have not visited national parks. Interpretation will advance that commitment by forging lasting and meaningful connections between the park and local audiences of culturally diverse backgrounds and experiences. Importantly, the park will seek to broaden the diversity of its staff in all functions, particularly interpretation and education, as one of the best ways to reflect the diverse community we serve.
Each site, each programmatic function, and each employee contributes to community outreach. Crissy Field Center, a partnership of the National Park Service, the Presidio Trust, and Golden Gate National Parks Conservancy, exists primarily to serve as a gateway, introducing diverse audiences to the park, the NPS mission, and to local and global environmental issues.

True civic engagement is more than just a formal process to involve people in our NPS mission — it is a continuous, dynamic conversation with the public on many levels. It is a discipline and a practice that will:

• Inform and enrich NPS plans and programs in both the short and long term.

• Promote environmental, historic, and cultural stewardship through collaboration, and help realize the broader mission of the NPS.

• Strengthen historical and cultural diversity of perspectives and stories through collaboration with stakeholder constituencies, providing heightened educational experiences for the visiting public.

• Extend and expand civic responsibility by building long-term, collaborative relationships with a broad range of stakeholder communities, fostering a widespread investment in stewardship of the nation’s resources.

As stated in NPS Management Policies, “the Service is committed to providing appropriate, high-quality opportunities for visitors to enjoy the park, and will maintain within the park an atmosphere that is open, inviting, and accessible to every segment of American society.”

Outreach and community engagement efforts in the park currently revolve around the activities of Crissy Field Center. The Center constitutes a laboratory for testing programs that draw new audiences to the park toward the goal of effecting a long-term change in visitation patterns. The Center’s work will become even more important to the park in the next decade, and will be supported as such.

• Lessons learned through Crissy Field Center will be applied more broadly throughout the park. Outreach will be part of the job of every member of the park’s interpretive team, and outreach efforts will be expanded at all park sites.

A family enjoys Crissy Field.
• We will proactively reach out to ethnic media to reach diverse audiences and ethnic communities that reflect local and regional demographics.

• Programs will extend beyond park boundaries and be conducted in local communities.

• We will work towards ensuring that park media, programs, and interpreters are multi-lingual.

• We will collaborate with The Institute at the Golden Gate, the Public Affairs Office, and others in pursuing a strategy of civic engagement to promote a culture of open dialog with park audiences and constituencies.

• Outreach efforts throughout the park — at all sites and through partners — will be coordinated to cross-promote our programming and create a consistently welcoming and inclusive environment for visitors.

• We will continue to use a wide variety of hiring authorities to ensure that our staff reflects the highly diverse, multicultural population of the SF Bay Area. The interpretive division will work with other divisions and the equal opportunity committee to open avenues for members of underrepresented communities to enter the park workforce.

• Understanding an audience is essential to building personal and meaningful connections between park visitors and park resources. Interpretive programs and services will embrace a spectrum of viewpoints in examining historical events and environmental relationships, including controversial issues. Services, programs and products will tell stories from different perspectives and be accessible to all visitors, including people with disabilities and non-English speaking people, assuring contemporary connections.

• We will sustain a multicultural constituent base to assure that the park’s visitor mix mirrors the pluralism of the Bay Area’s communities. We will seek community involvement to develop, deliver and evaluate interpretive programming,
including program consultation, joint programming and programs presented by and within those communities.

- We will provide a strong philosophical direction that emphasizes welcoming and encouraging visitors to use the park and participate in programs in appropriate, sustainable ways. This is the first principle of civic engagement.

- We will institutionalize a civic engagement/outreach philosophy and vision that will help ensure the relevance of NPS resources and programs to people. NPS staff and partners must continually keep this larger aspect of their public service and public trust in mind. This philosophy means that we do more than meet the minimum legal requirements for public involvement in our decisions and activities. It means a regular, natural and sustained level of interaction with people, both from within and outside NPS.

- We will provide guidance and direction on reasonable and effective means to involve the public in decisions at the park and program level and to engage the public in our work and activities to instill a sense of ownership in the mission of NPS.

- We will assign roles and responsibilities to NPS staff that carry out public participation and involvement activities.

- We will champion facilities such as picnic areas that are welcoming to diverse audiences.

Crissy Field provides refuge for migrating Elegant Terns and urban dwellers, alike.
• We will facilitate access through free public programs and will champion greater public transportation access to park sites, including offering public transit scholarships.

• Long-term partnerships with community-based organizations will help make the park and the experiences it offers relevant to the communities represented. Opportunities to expand and nurture those relationships are programatically inspired (e.g., volunteer needs, education services, media development) and site-driven.

• We will use “town hall” meetings and other means to create a dialog around issues of concern to diverse constituencies.

• Through partnerships and formal training, the interpretive staff will develop cultural competency skills in communicating multiple points of view, understanding target audiences, and reflecting community values.

Public Programs and Personal Services

In recent years, attendance at NPS programs has varied greatly. In the next decade, our programs will be designed and delivered with a parkwide strategy in mind, focusing on agreed-up on themes. Programs will be scheduled to avoid competition for audiences. The public programs will reflect the division’s concept of a stepped approach to deepening community and individual involvement with the park.
The following are parkwide implementation strategies for Public Programs and Personal Services:

- Evening programs and seminar-type programs are possible growth areas. Some programs will be offered in languages other than English in order to reach out to diverse communities. Programs that bring a modern adaptation of traditional NPS programs—campfire programs, for example, will be explored.

- We will look to visual and performing arts, music, and theater—which can profoundly affect how people experience an environment—for innovative ways to communicate information and ideas in our programs.

- Specifically targeted marketing for park and partners’ programs is vital to creating a welcoming environment and increasing attendance at programs. We will work with our Public Affairs Office and with strategic partners, including the local electronic and print media outlets to develop an integrated marketing plan.

- Junior Ranger Programs will be available at many major park destinations and online.

- The park will continue to explore ways to provide programs for audiences which are brought to the park by others, such as bus tours, park partner activities, and Parks Conservancy member events.

Informal Personal Services—Informal interpretation that emphasizes the park’s resource and experiential values at areas of visitor concentration, in the park and outreach programs, and at destinations outside the park can potentially reach large numbers of people. To this end, the park will:

Re-enactors perform Civil War-era music at Fort Point.
• Establish a parkwide roving program at high-use areas in coordination with the divisions of visitor and resource protection, cultural resources management and natural resources management, the U.S. Park Police, and maintenance.

Visitor Centers — Visitor Centers are where much personal interaction with visitors occurs in the park. In partnership with the Parks Conservancy, the park currently operates visitor centers at Muir Woods, Marin Headlands, Presidio Main Post, and two locations on Crissy Field (Warming Hut and Crissy Field Center). A small visitor center in Pacifica is operated by the Pacifica Chamber of Commerce. Staffing at park visitor centers is by a combination of NPS rangers, park volunteers, and Parks Conservancy sales personnel. Operation of the centers will continue but with hours of operation aligned with visitation patterns. A new visitor center will be created at the Presidio in collaboration with the Presidio Trust. In addition, a mobile contact station will be designed and fabricated, and more venues for musical and theater performances will be established. A new Visitor Center will be established at Lands End near the Cliff House and Sutro Baths.

Interpretive Media

All media will be upgraded to meet programmatic universal design standards. In addition, the park will serve as a research, development, and testing ground for new and emerging interpretive technologies.

We will work closely with all park divisions, particularly the Museum Management Program and Park Archives, to enrich our media through research based on artifacts and other primary and secondary sources related to the park.

Outdoor Exhibits — Park exhibits provide an immediate opportunity for visitors to learn about specific park resources evident throughout the park. Well-situated and well-written outdoor exhibits are powerful interpretive tools.

• Given the speed of technological changes in information dissemination, we will actively stay attuned to the state-of-the-art. We will pursue web and podcasts, PDA tours, and GPS-cued information, as well as other appropriate new digital technologies.
• The park will continue to upgrade and replace its aging stock of wayside exhibits and build new ones at strategic locations, with the support of the Exhibit Cyclic Maintenance, and Federal Recreation Fee Programs. New and replacement exhibits will use new technologies when appropriate to enhance learning experiences.
• The park will assure that exhibits are well maintained — clean and free of graffiti. Outdated and redundant exhibits will be removed.
• Key waysides will be audio described, and the information on them will be available in multiple languages.
• We will expand our current concept of outdoor exhibits with new media, such as temporary kinetic art forms, tactile objects, touch screens, live video feed and hand-held GPS-based technology.
• Tactile models will be installed at key park destinations including Alcatraz, Muir Woods, and Fort Point.

**Indoor Exhibits** — Indoor exhibits are featured in all park visitor centers and are crucial for enlivening the facilities and providing important information.
• Many visitor center exhibits are over ten years old and need to be reviewed and renewed.
• As the new Presidio Visitor Center is developed, an array of new indoor exhibits will be installed. Also, as a new visitor facility is completed at Lands End/Sutro, that will include new exhibits for visitors to enjoy.
• The park needs a new updated traveling exhibit that can be used at offsite events and programs. This should be interactive and engaging.

Crissy Field has dramatic vistas of Alcatraz, San Francisco and the Golden Gate.
Websites — NPS has built on traditional methods of outreach in recent years to allow visitors to learn about the park through the Internet. Golden Gate, Fort Point, Muir Woods, Alcatraz, and the Presidio each have their own expanded websites which are constantly being updated. The park will place emphasis on more content and interactivity to enhance the quality of expanded websites including: Flash, audio, video, podcasts, digital maps, etc.

Video, Audio, and Television — Media affords viewers insights into the park and its stories at different levels, from different perspectives, and in multiple languages. A compelling and powerful medium for storytelling, these media can effectively tell the human stories of the park and open doors to learning and personal discovery.

• There is currently no film or video that covers the overall park. A short comprehensive parkwide video will be developed. Videos about the histories of Fort Point and Alcatraz are shown at those sites. An Emmy award-winning video on the Indian occupation of Alcatraz has been shown on public and commercial television.
• There is great potential for additional productions, both for viewing in the park and to capitalize on television’s reach and influence, which will be examined carefully in the next several years. The NPS will explore collaborations with the Parks Conservancy, other partners and local television producers to develop one or more programs that highlight the park and its stories. The park will explore opportunities to use traditional methods in non-traditional formats (i.e., ranger talks on Youtube.com).

• For the past 16 years, an audio tour of the Alcatraz cell house has served millions of visitors in multiple languages and earned many accolades. It has recently been revised and revitalized. An audio tour at Fort Point has reached far fewer visitors, and may need revision. An audio tour at the Nike Site in the Marin Headlands will be produced. Planning is also underway for an audio tour at Muir Woods.

• Audio and video tours will be made available for download through the National Park Service web site as well as outlets such as iTunes. Cell phone tours will be made for areas of the park that have good cell phone reception.

Multimedia Programs — The presence of the Lucas Digital Arts Center, Walt Disney Family Museum, and the San Francisco Film Center in the Presidio, as well as the
many other multimedia companies in the greater SF Bay Area, offers an opportunity for the NPS to enlist a major media partner in using cutting-edge technology to develop new multimedia programs. The opportunities to enliven exhibits and programs, and foster high levels of interactivity are almost boundless.

• The park will seek to develop productive partnerships that lead to multimedia productions on both general and specific park subjects.

**Print Media** — Newsletters, brochures, and books have traditionally allowed visitors to take interpretive materials home and thus extend their park experience on a more intimate level than personal programs or park exhibits generally allow. Park Adventures, the park’s quarterly newspaper, is available at all park visitor facilities, as well as at numerous locations in the surrounding community. It is mailed directly to members of the Parks Conservancy and is available to visitors at the park. Brochures and site bulletins not only help explain park resources and tell park stories, they also help reinforce the premise that Golden Gate is part of the national park family.

• There are currently at least 50 brochures and site bulletins on various park areas and resource topics. Converting some of these to downloadable web-based documents will save paper and printing costs, while making them available to a wider audience.

• Additional brochures will be developed for all major park sites and stories. The park will assure that multilingual and accessible editions of the most important brochures and bulletins are produced in the next few years. When possible, downloadable web-based documents will be produced and posted.

• The Parks Conservancy has an active publications program, which produces maps and guides, topical soft-cover books, and large format pictorial books. NPS and Parks Conservancy will identify the need for new publications on a continuing basis and bring on new titles each year. All will be designed to reinforce the park’s NPS identity.
Bookstores — The Parks Conservancy operates bookstores at all park visitor centers, as well as two additional bookstores at Alcatraz, and one bookstore offsite in the Fisherman’s Wharf. These should all continue to be expanded and upgraded.

- NPS and Parks Conservancy will look to “e-commerce” to extend the reach of park bookstores.

Emerging Technologies — Golden Gate is uniquely positioned to be a research and development testing ground for new interpretive technologies due to our location near Silicon Valley and the innovative academic institutions and organizations of the SF Bay Area. As part of our effort to incorporate green practices and our efforts to meet the needs of an increasingly techno-savvy public, we will emphasize the development and evaluation of new and innovative interpretive technologies, and share our learning with the rest of the NPS and within the interpretive community more broadly. We will explore use of social marketing tools and outlets such as Youtube.com, Yelp.com, Twitter.com, VolunteerMatch.org, Facebook.com, etc.

Accessibility

It is critical that we ensure universal access to park sites, programs, and experiences for people with disabilities. We will work with the park’s accessibility coordinator to upgrade exhibits, programs, and facilities to better serve people with physical and learning disabilities.

Universal access to park sites, programs, and experiences for all people is fundamental to our mission.

- All sites will be equipped with accessibility equipment as appropriate, such as wheel chairs and strollers, lavaliere microphones, hearing assistive devices, and written and audio transcriptions of material.
- New exhibits, media and programs will be accessible with tactile exhibits, touchable collections, audio and brail, large print brochures, multi-sensory experiences, etc.
- We will consult with accessibility experts in the development of interpretive media programs.
Volunteers-In-Parks Program

The Volunteer-in-Parks (VIP) program at Golden Gate is the largest and most sophisticated of any in NPS, and is recognized across the country for its excellence. It is a joint venture with the Parks Conservancy, and engages individuals and groups in the preservation, enhancement, understanding and appreciation of park resources. We acknowledge that volunteers and interns are critical to our success in providing quality interpretive and education services to our audiences. We are committed to recruit, mentor, retain, and recognize volunteers from all the communities we serve.

The backbone of the park VIP program is, and will continue to be, the cadre of **docents**, long-term volunteers and interns. Docents present interpretive and educational programs. **Long-term volunteers** perform visitor center/office duties. **Interns** present formal and informal interpretive/education programs, working full-time.

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Volunteers, inspired by stewardship and service, provide visitors with enjoyable and valuable opportunities to connect with the park in ways that are authentic and meaningful.

- We will continually learn and employ the evolving best practices from public agencies and non-governmental organizations around the world to our volunteer program ensuring that volunteering will become an even more prized experience for thousands of people annually.
- We will capitalize on the emerging spirit of youth community service by engaging with strategic partnerships schools and community based organizations in making the park an even more important venue for volunteerism.

Park volunteer opportunities include beach cleanups.
• Interested adults and seniors will put their life experiences to work facilitating the learning of young park visitors participating in park education programs, assisting at visitor centers, and in delivering public programs.

• We will continue to present our volunteers with a range of options along a continuum of deepening engagement with the park, helping them grow and learn along the way. We will actively seek the advice and counsel of volunteers regarding the direction of the program.

• We will collaborate with the Cultural and Natural Resources Divisions, the Parks Conservancy, and Presidio Trust to offer a robust Stewardship Program for volunteers.

• We continue to present our volunteers with a wide range of options along a continuum of deepening park engagement and will deeply bond them to the values of the NPS.

Partnerships
In addition to our seamless partner, the Golden Gate National Parks Conservancy, and our sister agency at the Presidio, the Presidio Trust, the park has an enviable roster of renowned partner organizations located that deliver programs to many more visitors than are directly reached by NPS. Other key partners include: Bay Area Rangers provide guided walks.
Discovery Museum, Headlands Institute, Marine Mammal Center, and Headlands Center for the Arts, among many others. In fulfilling their distinct missions, each partner organization can play an important role in giving their participants a National Park experience, and helping expand the corps of potential park advocates and supporters. The park can and should play an important role in furthering the missions of our partners as well.

- Golden Gate interpreters will embrace park partners as teammates in service to park visitors. We will collaborate with park partners in assuring that we all communicate the resource stewardship ethic of the NPS, and that the partners’ programs, like our own, challenge participants to go beyond a superficial understanding of park resources.

- We will provide training opportunities for partner staff about the history and values of the NPS, and about the meaning of park resources. We will encourage them to view and portray themselves as members of a broader NPS family by including them in skills training and by undertaking collaborative projects.

- We will play a collaborative role with the Division of Business Management in guiding the development of partner programmatic plans. These plans are a key element of our cooperative agreements with park-based partners. We will continue to support our partners’ interpretive excellence through ongoing training and program review.

- To make our partnerships most effective and successful, we will coordinate our annual work plans with those of our three key programmatic partners — the Parks Conservancy, the Presidio Trust, and SF Maritime Historical Park — and meet regularly and engage in meaningful dialog with all our partners.

- To help us provide depth, richness and diversity to the offerings in the park, we will continue to seek out a manageable number of new programmatic partnership opportunities.

Park partners play an essential role in communicating the enduring meanings of park resources to thousands of young people and park visitors.
Interpreting Climate Change and Oceans

To help ourselves and the public understand climate change and mitigate its effects on Golden Gate’s marine and terrestrial resources, we will:

• Obtain accurate and up-to-date information and reports on climate change.

• Incorporate information in both personal and non-personal interpretation on climate change and the health of ocean resources.

• Inform general public, diverse communities and partners on climate change effects, such as ocean health, not only to the GGNRA, but to their environment and daily lives.

• Use sustainable and zero-emission practices where ever possible in our operations, services and programs. Increase the “visibility and awareness” of the park’s efforts.

• Incorporate messages about climate change and ocean resources in free-publications, exhibits, waysides and websites.

• Collaborate with partners and stakeholders in climate change and ocean stewardship education, and include climate change and ocean resources information in curriculum-based education materials whenever appropriate.

• Work directly with cultural and natural resources in monitoring climate change.

• Inform the public of this park’s (and the NPS) efforts to minimize carbon emissions and other green practices. The park should “lead by example.”

• Interpretive programs and information should include information on what the public can do to minimize their carbon emissions.

• Continue to engage students, community groups, and individual visitors in ocean stewardship through Junior Rangers and other programs.

Climate change will affect seabirds.
Professional Development

As NPS employees, Golden Gate interpreter/educators symbolize the finest attributes of public service — dedication, passion, professionalism, competence, fairness, and integrity.

• We will look for ways to collaborate with professionals from other divisions, to benefit from their expertise and to gain new knowledge about park resources.

• We will continue to develop our skills as professionals so that we are respected and seen as value-added in all our endeavors. We will use the NPS Interpretive Development Program and other training opportunities to create professional development plans for all staff to add needed new skills. We will design experiential learning opportunities for our staff to continually hone their skills. Emphasis will be placed on cultural competency, programmatic accessibility, working with youth in school programs and organizations, and collaboration with partners. This includes inquiry-based teaching skills that can incorporate learning standards.

• We will focus on developing in-depth resource and audience knowledge, gained through social science, scientific, and historical research and study, as well as ongoing communication with our colleagues in the Cultural and Natural Resources Divisions.

• Staff and supervisors will share the responsibility for having the skills and knowledge necessary to perform at the highest levels of professionalism. Supervisors will actively evaluate and mentor staff to help them attain and maintain a high professional standard.

Assessment and Accountability

We will achieve our vision and mission only if we hold ourselves accountable and strongly support each other. Accountability starts with each of us, of course, and is brought about through systems of real dialogue among staff, and by consistently testing our work plans against our vision, mission and goals.
• We will craft a feedback system to gauge our success in achieving the vision. Beginning in year one, and adjusted continually thereafter, we will put systems in place so that all staff have access to the most up-to-date information about the division and its work plans, and have genuine opportunities for dialog about how to achieve our goals. A cross section of staff will review divisional and site work plans. All-division meetings will occur several times a year to review progress toward our goals and address issues.

• When new projects arise, we will engage in a full discussion to assure that everyone shares an understanding of how the new work will move us toward the achievement of our goals and the implications for our current work plans.

• A key component of accountability is documenting and celebrating our accomplishments, and we will continually seek opportunities to do this.

Conclusion

This Long-Range Interpretive Plan outlines GGNRA’s vision and goals for Interpretation and Education over the next ten years. It presents recommendations designed to engage park audiences and community members in deep and meaningful experiences with park resources, and embrace them as partners in park stewardship. It positions GGNRA as a center for civic engagement and education, and welcomes people of all backgrounds and abilities to enjoy, learn from, and care for the park. In addition, this Plan is designed to be a “living document.” It serves to help guide annual planning and program development, and may be adjusted as necessary, responding to new challenges and opportunities. When fully implemented, the recommendations in this plan ensure the long term sustainability of the park and that all people have opportunities to benefit from its unique and precious resources.
Golden Gate National Recreation Area
Muir Woods National Monument
Fort Point National Historic Site
Fort Mason, Building 201
San Francisco, CA 94123

View from Marin Headlands looking north