

National Park Service  
U.S. Department of the Interior

Golden Gate National Recreation Area  
San Francisco, California



# 2008 Golden Gate Annual Report





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*Background: Golden Gate Bridge by Dan Ng.*



# from the Superintendent

Dear Friends,

Welcome to the 2008 Golden Gate Annual Report, the first financial report produced for members of our community. The report highlights park accomplishments and financial information for the 2007 fiscal year, covering October 1, 2006, to September 30, 2007.

This past year at Golden Gate was marked by numerous achievements that allow visitors to better experience parklands, beaches, wildlife, historical artifacts, cultural landscapes, and other resources, while also providing for the restoration and protection of these treasures. The restoration and renovation of the Main Cellhouse of Alcatraz Island provides dramatic new visitor enhancements and ensures the ongoing preservation and protection of the island's unique and precious assets. Likewise, habitat restoration and trail improvement projects at Mori Point in San Mateo and Lands End in San Francisco provide a multitude of visitor enjoyment, community stewardship, and environmental conservation benefits. Numerous 2007 projects, such as the restoration of World War II-era Battery Townsley and the protection of the habitat for mission blue butterflies in the Marin Headlands, offer significant ecological and historic preservation benefits. These are only a few examples of the many enhancements to the park described on the pages to follow.

I extend my gratitude to our many partners, volunteers, supporters, advocates, and friends. Your generous assistance, coupled with the dedication of our staff, has allowed the Golden Gate to achieve remarkable accomplishments. I value your continued participation in furthering the mission of the National Park Service through our work at Golden Gate. Thank you for your ongoing support.

Brian O'Neill



# About Golden Gate

Golden Gate National Recreation Area<sup>1</sup> constitutes one of the largest urban national parks in the world. Established in 1972 as part of a trend to make national park resources more accessible to urban populations and bring “parks to the people,” the 80,400 acres<sup>2</sup>

of Golden Gate National Recreation Area extend north of the Golden Gate Bridge to Tomales Bay in Marin County and south to Half Moon Bay in San Mateo County. These lands represent one of the nation’s largest coastal preserves, encompassing 75 miles of bay and ocean shoreline.

Since measurement of park visitation began in 1973, an estimated 563 million people have visited Golden Gate, making it one of the National Park Service’s most highly visited units. Each year 16-20 million visitors explore one or more areas of the park, with over 1.4 million touring Alcatraz Island and approximately 750,000 visiting Muir Woods. Trips to Golden Gate lands account for nearly 50 percent of all visits to the 29 national parks in California.

The park contains an abundance of historical and cultural assets, including sites such as Alcatraz Island, Marin Headlands, Nike Missile Site, Fort Mason, as well as Muir Woods, Fort Point, and the Presidio of San Francisco. These

landmarks contain a variety of archeological assets, military forts, and other historic structures which present a rich account of 200 years of California history. Chronicles of Native American settlements, the Spanish Empire frontier, the Mexican Republic, evolution of American coastal fortifications, maritime history, nineteenth-century and early twentieth-century agriculture, military history, California Gold Rush, Buffalo Soldiers, and the growth of urban San Francisco are told throughout the park.

Golden Gate is also rich in natural resources. The park is comprised of 19 separate ecosystems in 7 distinct watersheds and is home to 1,273 plant and animal species. With 33 rare, threatened, or endangered species, including the mission blue butterfly, northern spotted owl, California red-legged frog, and Coho salmon, the park provides habitat for the fourth largest number of federally protected or endangered species of all 391 units within the National Park Service.

# CONNECTING PEOPLE TO PARKS



Over the past several years, the National Park Service has undertaken a comprehensive evaluation of regional demographics and park visitation. Golden Gate is situated in one of the most diverse regions in America. In addition, demographic trends show a dramatic increase in the diversity of the statewide population and in the number of residents who are less than 18 years of age. As a result, Golden Gate is uniquely situated to “reconnect people with their parks” with a goal of reaching a twenty-first century audience—more diverse and younger than today’s national park visitor—and sustaining their engagement.

For many visitors, Golden Gate provides a gateway to the National Park System. Alongside these first-time U.S. visitors, international visitors tend to report strong, positive impressions of the United States following their visit to Golden Gate.

Recent public opinion research demonstrated that 74 percent of survey respondents within the four surrounding bay area counties had visited Golden Gate at least once in the past year. Among the 1,600 community members surveyed, average visitation to Golden Gate was eight visits a year. Highly visited sites included the Presidio, Stinson Beach, Ocean Beach, and Muir Woods.

Community-based stewardship is an essential component of the management of Golden Gate. All visitors and community members are invited to participate in the conservation and enjoyment of our parks.

## Get Involved!

Call Golden Gate’s volunteer hotline at (415) 561-4755 for details on supporting the park. Park information is also available online at: [www.nps.gov/goga](http://www.nps.gov/goga).

## Special Events

One of the many ways Golden Gate invites the community to visit the park is by providing venues for large-scale public events. In 2007 Golden Gate hosted participants at numerous health and outdoor recreation events including:

- 129,362 athletes in 101 major races, walks and biking events, including *Escape from Alcatraz Triathlon*, *Nike Women’s Marathon*, *Avon Breast Cancer Awareness Walk*, and the *Cystic Fibrosis Walkathon*.
- 14,950 visitors at 8 major festivals and cultural events, including the *San Francisco Blues Festival* and the *Pacific Islanders Festival*.
- 5,450 participants at 35 community cleanups, including *California Coastal Cleanup Day*.

<sup>1</sup> Golden Gate National Recreation Area refers to the lands within Golden Gate National Recreation Area, as well as Fort Point National Historic Site, and Muir Woods National Monument. For purposes of simplification, “Golden Gate” is used throughout this document to refer to the collective park units.

<sup>2</sup> Total acreage within the park’s legislative boundary.

# A GLIMPSE OF GOLDEN GATE



## OCTOBER 2006

### Fort Baker Report Wins Design Award

The California Preservation Foundation honored the park with a design award in Cultural Resources Studies for the Cultural Landscape Report for Fort Baker.

## New NPS Online

The National Park Service launched its renovated online site, *America's National Parks*, featuring a seamless integration of events calendars, cultural and natural history sections, multimedia galleries, and more. For Golden Gate information, visit this website: [www.nps.gov/goga](http://www.nps.gov/goga).

## NOVEMBER 2006

### Enhanced Alcatraz Tour Launched

Alcatraz visitors first experienced "Doing Time: The Alcatraz Cellhouse Tour," a new audio tour featuring never-before-told stories, new narrators, and access to additional areas of the prison.

## FEBRUARY 2007

### Lighthouses to be Added

As part of the National Lighthouse Preservation Act, the U.S. Coast Guard announced plans to transfer five lighthouses to Golden Gate.



# PARK HAPPENINGS SAMPLER | FISCAL YEAR 2007



## APRIL 2007

### Presidio of San Francisco Receives Generous Gift

The Parks Conservancy received a \$15 million gift from the Evelyn and Walter Haas, Jr. Fund to continue the Presidio transformation into a great national park for all.

## MAY 2007

### Centennial Initiative Takes Shape

In preparation for the Centennial of the National Park Service in

2016, the "Future of America's National Parks" report was presented to the President and the American People.



## JUNE 2007

### Shipwreck Revealed at Ocean Beach

The remains of the King Philip, a nineteenth-century clipper ship, reveal themselves at low-tide every 20 years or so. In June 2007 visitors to Ocean Beach were able to walk among history.

## JULY 2007

### Bay Area National Parks Celebrate First World Ranger Day

In recognition of key protectors of the world's most precious areas, Golden Gate hosted events celebrating the first *World Ranger Day* on July 31, 2007.

### New Guardians for the Golden Gate: How America Got a Great National Park

Amy Meyer shared her stories as a founder, grassroots activist, and instrumental player in the creation of Golden Gate National Recreation Area in a lecture at Fort Mason.

## AUGUST 2007

### Headlands Institute Introduces Coastal Camp Program in Marin Headlands

The Headlands Institute, a park partner, kicked off its new summer day camp for elementary school students designed to promote environmental stewardship through hands-on educational programs and outdoor exploration.

## SEPTEMBER 2007

### Coastal Cleanup Day

Hundreds of volunteers came to help clean the beaches at Ocean Beach as part of *California Coastal Cleanup Day*.

Visit online at [www.nps.gov/goga](http://www.nps.gov/goga) to learn more.

# GOLDEN GATE PARKLANDS



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# Golden Gate Partners

The concept of partnership is deeply embedded in the management philosophy of Golden Gate. As a result, the park has developed some of the most effective partnerships in the National Park Service. At Golden Gate, a variety of facility-based partners contribute to the mission of the park

by offering educational, recreational, and cultural programs, restoring native habitat, maintaining historic buildings, delivering essential visitor services, and providing critical financial support. Visitor services provided by partners include ferry transport, food service, lodging, and gift shops.

In addition to these facility-based partnerships, Golden Gate works cooperatively with numerous universities and local schools to accomplish valuable research and educational outreach related to activities in the park. Outside park lands, Golden Gate leaders collaborate

with neighboring land management and regional planning groups, as well as local and regional governments and agencies to achieve common goals. All of these diverse partnerships provide opportunities to connect people to the park and build a community of stewards.

A central partnership for Golden Gate's success is with the park's cooperating association, the Golden Gate National Parks Conservancy. Recently, Golden Gate negotiated renewal agreements with two other important partners, the Marine Mammal Center and the Fort Mason Foundation.





### **FORT MASON CENTER**

Fort Mason Center, operated by the Fort Mason Foundation, hosts more than 1.5 million visitors annually through public programming focused on the visual and performing arts. The mission of the Fort Mason Foundation is to create and preserve a cultural, educational, and recreational center that reflects the unique history, talents, and interests of people in the Bay Area.

To that end, the Center houses 23 nonprofit organizations and provides meeting, exhibit, recreation, and performance space in 11 historic landmark buildings on 13 waterfront acres in Golden Gate. Over the course of its 30-year partnership with the park, the Fort Mason Foundation has invested more than \$22 million in facility improvements in Fort Mason Center. During 2005 Golden Gate and the Fort Mason Foundation worked in close collaboration to develop and negotiate a long-term lease to enable the next generation of Fort Mason Center. The lease is for a term of up to 60 years, conditioned upon historic preservation and capital improvement milestones that are essential to enable the Foundation's new vision for Fort Mason Center and also to ensure the long-term protection and preservation of this National Historic Landmark District. As the first National Park Service lease under the new leasing authority, the Fort Mason Foundation partnership remains on the cutting edge. Golden Gate looks forward to the exciting new chapter in community programs at Fort Mason Center.



The Marine Mammal Center

### **THE MARINE MAMMAL CENTER**

Construction continues at the new headquarters for the Marine Mammal Center in the Marin Headlands. When complete, the energy-efficient headquarters will house a medical center, a research facility, a community education building, and the Center's administrative offices. The integrated complex will constitute one of the largest marine mammal rehabilitation hospitals worldwide. The headquarters complex also allows the Center to bring together all aspects of their work in one location for the first time, improving both efficiency and animal care. In 2007 Golden Gate finalized a long-term cooperative agreement that enabled the facility modernization and provides for the continued success of this world-class organization.



### **GOLDEN GATE NATIONAL PARKS CONSERVANCY**

The Golden Gate National Parks Conservancy is the nonprofit membership organization created for the preservation and enhancement of Golden Gate. The Parks Conservancy works to protect and rejuvenate park sites, improve the experience of park visitors, and build a community of people dedicated to the parks. The Parks Conservancy seeks private contributions to augment federal funds for the parks and has raised over \$120 million in total support to the parks since its inception in 1981. The Golden Gate National Parks Conservancy is a national leader in developing community involvement and fundraising to support national parks.



# 2007 PARK PARTNERS

## **COOPERATING ASSOCIATION**

Golden Gate National Parks Conservancy

## **EDUCATIONAL, ARTS, AND COMMUNITY PARTNERS**

Aim High's Environmental Home  
Antenna Theatre  
Bay Area Discovery Museum  
Food From Parks  
Fort Mason Center  
Fort Mason Community Garden  
Foundation for Deep Ecology  
Headlands Center for the Arts  
Headlands Institute  
A Home Away from Homelessness  
The Marine Mammal Center  
San Francisco Conservation Corps  
San Francisco Unified School District  
Slide Ranch  
YMCA Point Bonita Outdoor Center

## **GOVERNMENT AND INTERAGENCY PARTNERS**

California Department of Parks and  
Recreation  
California Department of Transportation  
City of San Francisco  
County of San Francisco  
Golden Gate Bridge Highway and  
Transportation District  
Gulf of the Farallones National Marine  
Sanctuary  
Marin County  
Marin Municipal Water District  
Metropolitan Transportation Commission  
Muir Beach Volunteer Fire Department  
San Francisco Bay Area Water Emergency  
Transportation Authority  
San Mateo County Department of Parks  
The Presidio Trust  
U.S. Coast Guard

## **VISITOR SERVICES PROVIDERS**

Alcatraz Cruises  
American Youth Hostels  
ARAMARK at Muir Woods  
Camera Obscura  
Cavallo Point - the Lodge at the Golden  
Gate  
The Cliff House  
Fellow Feathers Hang Gliding Club  
Fort Miley Adventure Challenge Course  
Louis' Restaurant  
Miwok Stables at Tennessee Valley  
Ocean Riders of Marin  
Presidio Riding Club  
Shell Dance Nursery  
The Surfers Grill  
Travis Sailing Center

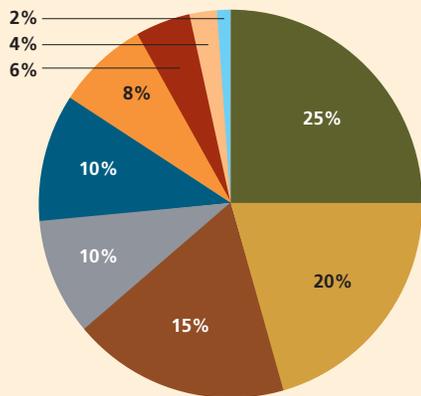
## **VISITOR CENTERS AND PARK STORES**

Alcatraz Island  
Crissy Field Center  
Crissy Field Warming Hut  
Marin Headlands  
Muir Woods  
Pacifica Chamber of Commerce  
San Francisco Pier 39



# Program Overview

**Golden Gate - FY 2007 Funds Allocated by Functional Area**



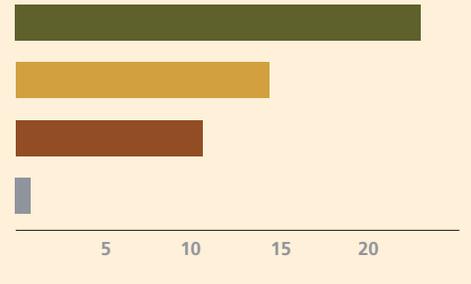
Facility Operations	\$ 9,844,000
Mgmt., Admin., Business Svcs.	\$ 7,800,000
Visitor and Resource Protection	\$ 5,761,000
Planning, Projects, and Compliance	\$ 4,150,000
Facility Maintenance	\$ 3,913,000
Interpretation and Education	\$ 3,075,000
Natural Resource Management	\$ 2,370,000
Cultural Resource Management	\$ 1,648,000
Environmental and Safety Prgms.	\$ 773,000
<b>Total</b>	<b>\$39,334,000</b>

For reporting purposes, the operations of Golden Gate are organized into the following program areas:

- Natural Resource Management
- Cultural Resource Management
- Visitor and Resource Protection
- Facility Management
- Planning, Projects, and Compliance
- Environmental and Safety Programs
- Management, Administration, and Business Services

Financial support for these programs comes from federally appropriated funds for ongoing operations and specific projects, various types of reimbursements and revenues, and philanthropic support through the Golden Gate National Parks Conservancy. On the pages that follow, highlights of each division's accomplishments and a breakdown of their spending during Fiscal Year 2007 provide a window into this past year at Golden Gate.

**Golden Gate - FY 2007 Financial Support by Source**

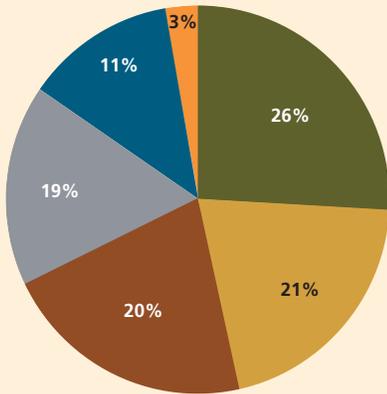


Federally Appropriated Operation Funds	\$23,215,000
Special Projects and Other Appropriations	\$14,101,000
Revenues	\$11,051,000
Direct Donations and Grants (does not include donations made to the Golden Gate National Parks Conservancy)	\$ 38,000
<b>Total</b>	<b>\$48,405,000</b>



# Natural Resource Management

**Golden Gate - FY 2007 Natural Resource Management Funds Allocation by Program\***



Habitat Restoration	\$ 255,000
Vegetation Management	\$ 209,000
Aquatic Ecology	\$ 203,000
Program Management	\$ 195,000
Terrestrial Wildlife	\$ 111,000
Geographic Information Systems	\$ 25,000
<b>Total</b>	<b>\$ 998,000</b>

\* Allocation of funding for operations; non-operational project funding excluded.

As commercial and residential development continues across California and the nation, urban national parks and the protection they provide for natural resources are increasingly important. The San Francisco Bay region

has notably rich biological diversity because of the variety of habitat and unique geology. Golden Gate provides a home for a wide variety of plant and animal species, including more than half of the North American avian species and nearly one-third of California's plant species. At least 33 threatened and endangered species exist within Golden Gate's boundaries. Park managers work in concert with other federal, state, and local agencies, and nonprofit partners to preserve native terrestrial and aquatic species located throughout park beaches, estuaries, streams, and mudflats.

In 2007 major habitat restoration projects included the initial construction of the Redwood Creek channel and floodplain restoration at Banducci, the mission blue butterfly habitat restoration in the Marin Headlands, and the endangered species habitat restoration at Mori Point. While National Park Service staff

provide expert planning, oversight and leadership of restoration efforts, park partners, especially the Golden Gate National Parks Conservancy and the volunteers working on site stewardship projects, are instrumental in the success of these long-term projects.

The Redwood Creek restoration project implemented in 2007 supported the recovery of a branch of the creek downstream of Muir Woods National Monument, following channelization and alterations made in the twentieth century. More than 580 linear feet of the creek were reconnected with its floodplain, nearly half an acre of new riparian habitat was created, and stream habitat quality for Coho salmon was significantly improved through the installation of a complex of engineered log jams. The Golden Gate National Parks Conservancy led volunteers in the field to plant native vegetation along the restored area.



## MORI POINT SITE STEWARDSHIP

Located on a peninsula on the south side of the city of Pacifica, the 105 acres of Mori Point are one of the newest additions to Golden Gate. High above the cold waves below, the site boasts sweeping views from Point Reyes all the way to Pedro Point.

The effort to preserve Mori Point is a story of community involvement and determination, reminiscent of the early preservation of Golden Gate. For nearly two decades, Pacifica residents and environmental organizations successfully opposed various development proposals for the area. Instead of a condominium, a hotel, a convention center, or a casino, the site is instead home to red-legged frogs and San Francisco garter snakes. In an interesting twist of fate, the endangered garter snake's favorite prey is the threatened red-legged frog. The survival of both the red-legged frog and the San Francisco garter snake is jeopardized by invasive species and deteriorated habitat.

Mori Point, with overall guidance from the National Park Service Natural Resource staff, is managed by the *Site Stewardship Program*, a community-based ecological restoration program of the Golden Gate Parks Conservancy. Through the *Site Stewardship Program*, community members have become an educated constituency of the park and provide volunteer support for restoration and preservation efforts such as non-native plant removal, native plant propagation, and erosion control.

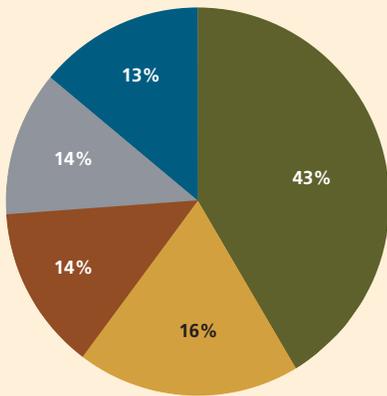
Since 2006 major changes have occurred on the site including the creation of ponds to provide prey for the San Francisco garter snake as well as improvements to trails and visitor amenities. Invasive plants such as jubata grass have been removed and thousands of native plants have been planted around the ponds. As the Pacifica community enjoys this local jewel, news of the restored site has spread across the region.



The effort to preserve Mori Point is a story of community involvement and determination . . .

# Cultural Resource Management

**Golden Gate - FY 2007 Cultural Resource Management Funds Allocation by Program\***



Museum Services	\$ 393,000
Historic Architecture	\$ 145,000
Archeology	\$ 130,000
Cultural Compliance	\$ 129,000
History	\$ 120,000
<b>Total</b>	<b>\$ 917,000</b>

\* Allocation of funding for operations; non-operational project funding excluded.

The rich variety of cultural treasures within Golden Gate is managed and maintained by a staff of historians, historical architects, museum specialists, archivists, a curator, and an archeologist. This dedicated

team is responsible for protecting the park's historical assets through a range of preservation, rehabilitation, and restoration projects. Projects range from adding electricity back to a World War II battery, to restoring the historic configuration of an army main parade ground, to interpreting a Spanish-Mexican archeological site.

At Golden Gate, history and culture span an extraordinary timeframe with a rich layering of themes and subject matter. There are five national historic landmarks and over thirteen National Register properties in the park, providing visitors with an unmatched educational and cultural experience.

The park's museum collection, the fourth largest in the National Park Service, includes more than four million artifacts. Golden Gate is in search of

financial resources to preserve and showcase the museum collection in a dedicated space that would allow visitors to take full advantage of the park's cultural treasures.

Park partners play a significant role in delivering a historical and cultural educational experience to visitors. With support from the Golden Gate National Parks Conservancy and the Presidio Trust, Golden Gate has been able to supplement their staff with expertise necessary to effectively maintain the park's historical resources. There is also a significant opportunity for members of the community to get involved, by volunteering time to assist with cataloging and photographing of the park's museum collection to helping care for the historic features of coastal military batteries.

# REHABILITATION OF FORT BAKER



At Golden Gate, history and culture span an extraordinary timeframe.

A visit to any of Golden Gate's sites showcases cultural resources that reveal stories of our region's history. Fort Baker, listed on the National Register of Historic Places, is a former Army post established to safeguard San Francisco Bay. This site, which includes 11 Colonial Revival-style officer's homes, barracks, and community buildings for the troops, is an example of Golden Gate's rich cultural endowment. Fort Baker's historic structures encircle a grassy parade ground that provides spectacular views of San Francisco and the Marin Headlands.

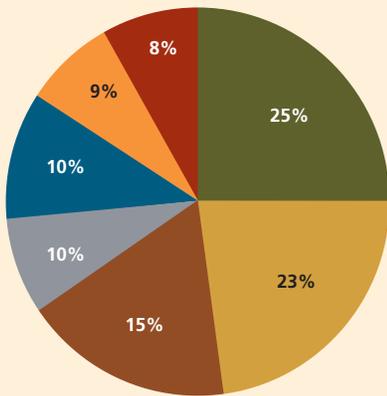
Rehabilitation of Fort Baker is an exemplary model of government, private, and nonprofit partnerships working together to rehabilitate and adaptively reuse a former military site. Twenty-nine historic structures were rehabilitated and 14 new buildings were constructed, designed, and built to Leadership in Energy and Environmental Design (LEED) certification standards. Forty-four acres of landscape were restored, including the parade ground that was rehabilitated by removing non-historic features such as a paved parking lot.

The rehabilitation of Fort Baker is the last of the dramatic "Post to Park" conversions that have expanded Golden Gate. With the restoration of the former Army site set to be complete by 2008, park visitors will enjoy new opportunities for walking, hiking, fishing, and viewing wildlife.



# Interpretation and Education

**Golden Gate - FY 2007 Interpretation and Education Funds Allocation by Program\***



Presidio and Crissy Field	\$ 687,000
Alcatraz	\$ 625,000
Program Support	\$ 406,000
Fort Point	\$ 281,000
Muir Woods	\$ 278,000
Program Management	\$ 239,000
Marin Headlands	\$ 203,000
<b>Total</b>	<b>\$ 2,719,000</b>

\* Allocation of funding for operations; non-operational project funding excluded.

Golden Gate employs a variety of techniques to help visitors form a deep personal connection with the meaning of the resources of the park, foster a sense of care and concern about parks and open spaces, and

ultimately instill a desire to steward these places into the future. The park operates visitor information centers in partnership with the Golden Gate National Parks Conservancy at Alcatraz, Muir Woods, Marin Headlands, Fort Mason, Crissy Field, and the Presidio.

While the park's programmatic partnerships with renowned organizations such as the Marine Mammal Center, Bay Area Discovery Museum, Headlands Institute, Fort Mason Center, and many others result in educational opportunities for many thousands of park visitors each year, the National Park Service itself manages a robust suite of interpretation and education activities at Golden Gate. Through ranger- and docent-led public programs, educational programs reaching children of all ages, exhibits, publications, and digital media, 4.7 million people were directly or indirectly served in 2007.

More than 20,000 students in grades K-12 participated in educational programs within the park. These programs reach park users of the future with information that relates to subject matter they are learning in the classroom, and also helps students understand why parks are important and worth protecting.

In 2007 interpretation highlights included transformation of the Alcatraz visitor experience, rehabilitation of World War II-era Battery Townsley in the Marin Headlands, and the inauguration of the *Community Trailheads* program, whereby information on local park access is provided to residents in their native language.

Battery Townsley, in the Marin Headlands, was rehabilitated through a grant from the Golden Gate National Parks Conservancy. The site, emblematic of

# CRISSY FIELD CENTER

the story of coastal defense that largely shaped the park, is now open on select weekends for public tours provided by a dedicated cadre of trained docents, many of whom had participated in defending the coast during World War II.

Creating meaningful visitor experiences at historic sites, such as Alcatraz Island, is a top park priority. With approximately 1.4 million visitors each year, Alcatraz is remarkably unique in its ability to connect the American people and international visitors with the cultural resources of several eras. The recent \$3.5 million dollar restoration and renovation of Alcatraz Island, completed in 2007, has dramatically transformed and improved the way visitors experience the iconic national landmark. A joint project of the park and the Golden Gate National Parks Conservancy, the project provided dramatic new visitor enhancements, such as the Alcatraz “Doing Time” audio tour available in eight languages, and further secured the Island’s rare historical, cultural, and natural resources.

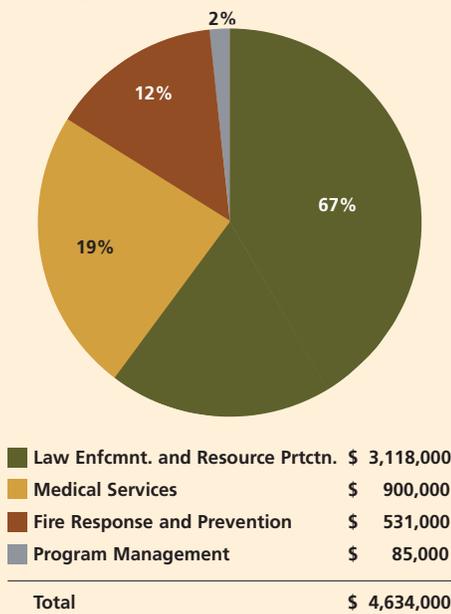
Crissy Field Center provides a dynamic avenue for community engagement with Golden Gate. Operated through a partnership of the Golden Gate National Parks Conservancy and the National Park Service, the Center actively engages people with their environments by focusing on the convergence of the urban and natural environment through multicultural perspectives. Since its opening in May 2001, the Crissy Field Center has served more than 400,000 people through school field trips, public workshops, after school programs, summer camps, and other community outreach efforts.

In 2007 the Center hosted 276 youth as part of its summer camp and launched a Counselor-in-Training (C.I.T.) program whereby high school students have the opportunity to serve as full-time volunteer assistant counselors for two weeks. Paired with Crissy Field Center Summer Camp Counselors, C.I.T.s lead environmental education activities for day campers age 6-12 years. In total, the Counselors-in-Training provided 1,120 volunteer hours of educational instruction in service of Golden Gate during summer 2007. In addition to providing opportunities for high school students—the next generation of environmental leaders—to become actively engaged in the mission of the National Parks, the C.I.T. program also reduces the student to instructor ratio of the camp programs, enhancing the learning experience for all participants.



# Visitor and Resource Protection

**Golden Gate - FY 2007 Visitor and Resource Protection Funds Allocation by Program\***



\* Allocation of funding for operations; non-operational project funding excluded.

Located within a large metropolitan area, Golden Gate confronts unique law enforcement and resource protection challenges. Park ranger law

enforcement activities are managed in collaboration with U.S. Park Police as part of a comprehensive interdisciplinary effort to protect resources, manage public use, and promote safe and appropriate enjoyment of the park. In addition to rangers, the division also consists of wildland and structural fire departments. With headquarters in the Presidio, Golden Gate is the only national park with a 24-hour structural fire department. Wildland fire is managed on a regional basis with Point Reyes National Seashore. The crew works on prescribed fire projects and provides fire preparedness and response to wildfires within the two parks and on a national level when needed. In 2007 the crew responded to 23 fire assignments in California, Idaho, Montana, and Nevada.

In July 2006 park rangers found a marijuana grove near Bolinas Ridge in Marin County. Further investigation by rangers and local law enforcement resulted in the removal of more than 70,000 plants from the area. The growers, believed to be part of an international drug trafficking organization, had been killing wildlife, diverting streams containing threatened species of fish, using harmful pesticides,

and bringing violence to these natural areas. Following this incident, Golden Gate launched a Special Response Team in 2007. The rangers on the team received specialized training on marijuana eradication, surveillance, and conducting investigations. The Special Response Team enables Golden Gate to take action safely and effectively to address unpredictable future law enforcement situations, more recently including management of security detail for high-profile events in the park.

With more than 80 miles of disconnected parklands, one of the greatest challenges faced by Golden Gate is providing law enforcement support to cover the complex and dynamic region. The park has been able to improve its effectiveness through close collaboration with regional agencies. For example, as members of the Golden Gate Bridge Coalition, park personnel meet biweekly with agency representatives to address security issues and concerns specific to the bridge, which continues to be focal point for Homeland Security. To enable more efficient collaboration, Golden Gate is working to obtain concurrent jurisdiction, which will allow park rangers to enforce both federal and state laws and maximize the flexibility of forces on the ground.

# WORLD RANGER DAY

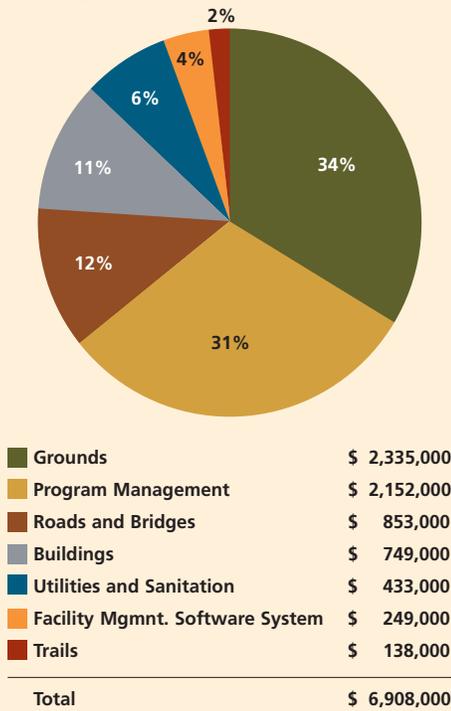
In recognition of the vital protectors of some of the world's most precious areas, Golden Gate hosted events to celebrate the first *World Ranger Day* on July 31, 2007. More than 75 rangers visited San Francisco from across the United States, Australia, Bolivia, Chile, and Costa Rica. In partnership with the International Ranger Federation and the Association of National Park Rangers, the park hosted seminars and panel discussions for the visiting rangers, providing an invaluable opportunity for learning from one another and sharing best practices. The highlight of the evening was the premiere of "The Thin Green Line" documentary telling the story of rangers protecting natural beauty around the world. On the second day, Golden Gate rangers teamed up with other regional rangers for a public open house to answer questions and share information about their diverse careers with the community.

The park has been able to improve its effectiveness through close collaboration with regional agencies.



# Facility Management

**Golden Gate - FY 2007 Facility Management Funds Allocation by Program\***



\* Allocation of funding for operations; non-operational project funding excluded.

Golden Gate's Facility Operations and Maintenance division is responsible for ensuring the physical integrity of park assets and infrastructure. The Operations workforce is responsible for activities that manage park assets on a day-to-day basis, while the Maintenance workforce

focuses on prolonging the life of park infrastructure. This mission translates into managing the repair, replacement, and rehabilitation of buildings, campgrounds, housing, trails, water treatment facilities, and wastewater treatment facilities within the park's 80,400 acres while maintaining 18 different water systems, 64 miles of trails, 86 paved miles of road, and more than 1.6 million square feet of building and housing space. Golden Gate's Facilities workforce includes electricians, gardeners, engineering equipment operators, and other specialists that work to ensure that our parks are safe and prepared for the millions of people that visit Golden Gate annually.

The Operations and Maintenance program completed significant projects across the park in 2007, ranging from complete rehabilitations of buildings to the reconstruction of a staircase to access the Fort Miley bunker. Working with the Golden Gate National Parks Conservancy on the *Trails Forever* program, the park constructed three major trail segments in Marin County, San Francisco, and

San Mateo County. In addition, trail-related planning and development of coastal trail and safe bike networks has progressed to further enhance the visitor experience. Working towards making parks accessible for all visitors, Golden Gate began the Accessibility Condition Assessment of 15 assets and park programs, resulting in several key improvements in accessibility.

Community stewardship has grown at Golden Gate through the establishment of stewardship zones, where zone stewards coordinate and supervise park volunteers. In Fiscal Year 2007 alone, park volunteers provided 12,580 volunteer hours of support towards maintenance projects. In addition, an increased focus on community outreach for visitor services and education resulted in 65 programs and 29,800 hours of maintenance service being delivered through school- and community-based programs in the park and in communities. The Operations and Maintenance division has also expanded volunteer programs to utilize volunteers with *Adopt-a-Site* initiatives, trails maintenance, and coastal beach cleanups.

## PARK ASSET MANAGEMENT PLAN

Golden Gate  
has led the way  
with a compre-  
hensive Park  
Asset Manage-  
ment Plan.

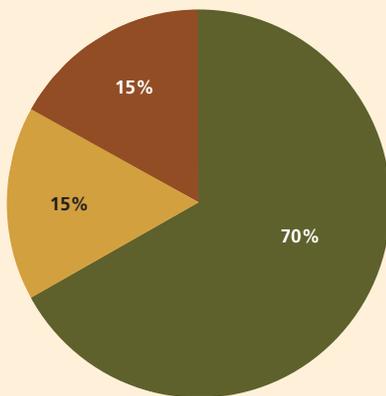
As the largest Bureau within the U.S. Department of Interior, the National Park Service is responsible for more than \$150 billion in real property buildings and structures. The NPS has implemented a Servicewide Asset Management Program, and Golden Gate has led the way with a comprehensive Park Asset Management Plan (PAMP) that outlines a 10-year plan for successful management of the park's facilities. The PAMP provides a snapshot of Golden Gate's current asset portfolio that enables park staff to understand and articulate the current state of its assets and their funding requirements. Additionally, the PAMP is used as a management tool to ensure that assets are appropriately and efficiently maintained based on their value to the park and their current condition.

The PAMP enables Golden Gate to bring its asset portfolio up to acceptable conditions and sustain assets over time under significant budgetary constraints while meeting legislative goals. In articulating a clear path forward for park management, the PAMP provides the park with a detailed work plan to use as a guide for their daily operational decisions. Golden Gate will continue to update its PAMP and revisit priorities to ensure that the park acts strategically, given limited dollars.



# Planning, Projects, and Compliance

**Golden Gate - FY 2007 Planning, Projects, and Compliance Funds Allocation by Program\***



■ Planning	\$ 702,000
■ Project Coordination and Support	\$ 156,000
■ Compliance	\$ 149,000
<b>Total</b>	<b>\$ 858,000</b>

\* Allocation of funding for operations; non-operational project funding excluded.

Golden Gate's Planning and Compliance staff includes planners, environmental specialists, landscape architects, architect/project managers and transportation planners. Division staff provide park management with the technical expertise and policy guidance needed to plan for

preservation and protection of the park's natural, historical, and scenic assets and provide for appropriate public use. Planning staff are responsible for short- and long-range planning and environmental review and work with all park divisions, park partners, and other agencies to prepare, update, review, and implement plans and park projects such as:

- Management Plans
- Land Use and Site Plans
- Trail Plans and Design
- Transportation Planning and Infrastructure Projects
- Restoration Plans
- Land Acquisition Planning
- Environmental Review Documents

The work of park planners is implemented by engineers and architects that serve as project managers, ensuring quality design, construction, and resto-

ration. Project managers review more than 400 projects annually, and they are responsible for the coordination of individual projects in various stages of design and construction with multiple funding sources, using common professional standards. Staff also play a key role in the *Trails Forever* program in partnership with the Parks Conservancy, providing program management, planning and design, environmental review, and project management to the signature projects completed and underway.

Of the more than 200 proposed projects that are funded each year, almost half involve park partners. Organizations such as the Fort Mason Foundation and the Marine Mammal Center offer programs that preserve and use park buildings and work closely with Planning, Projects, and Compliance staff to plan for their facilities and uses.

# GENERAL MANAGEMENT PLAN

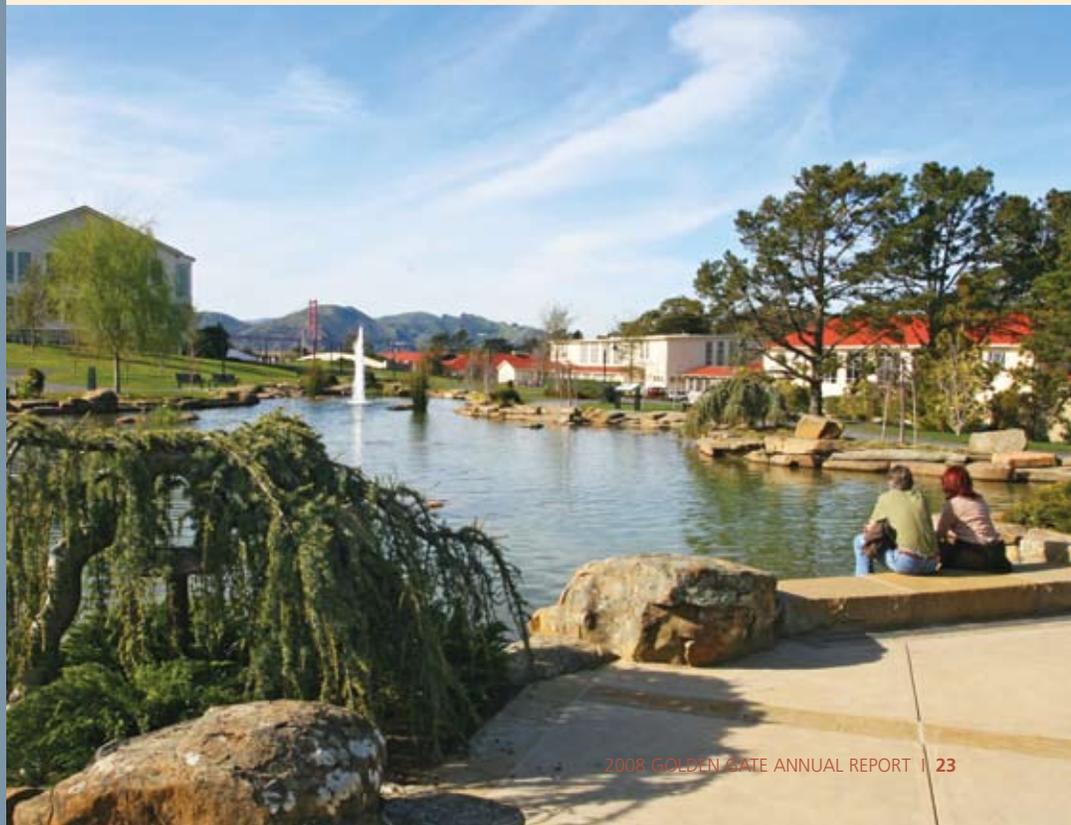


Golden Gate is at an exciting stage in creating a new vision and direction for managing the park's natural and cultural resources. It has been more than 25 years since the original General Management Plan for Golden Gate was developed. Since then, Golden Gate has more than doubled in size and visitation, and the ecological and historical significance of its resources is better understood.

In 2006 Golden Gate began its planning process for the next 20 years, exploring how we can best preserve the natural vitality and unique cultural history of our parklands and continue to make them great places for all of us to visit and enjoy. During 2007 the planning team's efforts focused on developing and presenting preliminary alternatives that describe three different future visions for managing the natural and cultural resources and opportunities for visitor experiences within the park. Once fully developed, one of the three alternatives could be selected as the National Park Service's preferred alternative or a new option could emerge that combines elements from the preliminary alternatives.

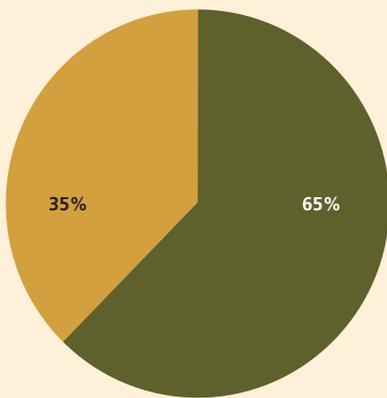
The next step in the planning process is to draft a General Management Plan that incorporates the alternatives that have been developed. The release of the final plan is scheduled for 2009.

Of the more than 200 proposed projects that are funded each year, almost half involve park partners.



# Environmental and Safety Programs

**Golden Gate - FY 2007 Environmental and Safety Funds Allocation by Program\***



Environmental Programs	\$ 311,000
Workforce Safety	\$ 168,000
<b>Total</b>	<b>\$ 479,000</b>

\* Allocation of funding for operations; non-operational project funding excluded.

The health of the Golden Gate environment is of utmost importance to the park. Golden Gate aims to continually minimize its environmental impact through comprehensive water and solid waste management programs, as well as hazardous waste remediation projects. Major

remediation projects completed in 2007 included the removal of two large landfills on the Presidio coastal bluffs in partnership with the Presidio Trust, and remediation of lead within the buildings and grounds at Fort Baker in partnership with the Fort Baker Retreat Group.

Employee wellness and safety is a top priority at Golden Gate. Safety councils and committees at all levels of the organization are engaged in safety awareness-building programs, job trainings, incident reporting, and planning for accident avoidance. In 2007 numerous standard operating

procedures were developed to ensure safe work. Additionally, planning for a dynamic safety website took place, and the profile of the safety program was raised through structural and communication improvements.

Advancing Golden Gate's sustainability agenda, a comprehensive Climate Change Action Plan was also developed this past year. The plan addresses water and energy conservation, resource use and recycling, and fossil fuel consumption. Progress toward this long-term vision will result in Golden Gate attaining climate neutral status by 2016.

# SUSTAINABILITY AND CLIMATE CHANGE



Progress toward this long-term vision will result in Golden Gate attaining climate neutral status by 2016.

Global warming—the rapid increase in atmospheric and ocean temperatures around the world—will have a profound effect on Golden Gate. If global warming progresses at predicted rates, sea levels could rise three feet or more by the end of this century, threatening beaches, historic buildings, archeological sites, and roads.

As sensitive habitats experience new weather patterns, their plant and animal communities may be disrupted. Invasive species and diseases could proliferate. Some native plants and animals—including rare species found no place else—may be unable to adapt and will disappear.

## **TAKING ACTION**

At Golden Gate, we are investing in solutions to address global warming. The park is implementing a Climate Change Action Plan that integrates proactive measures into operations, planning, and management:

### **Reducing the Park's Greenhouse Gas Emissions**

- We are making operational changes to reduce energy consumption by our buildings and fleet, and we are partnering with transit agencies to provide mass transit options for park visitors.
- We are protecting our employees' health and the environment by purchasing nontoxic and recycled products.

### **Educating Staff, Park Partners, and the Public**

- We are educating park constituents through a variety of interpretation and education programs.
- Park rangers are educating the next generation of environmental stewards about climate change so they will help protect our natural and cultural heritage.

### **Adapting to Climate Change by Monitoring and Managing its Effects**

- Park scientists are monitoring the effects of climate change on plant and animal species, as well as cultural assets.
- Cultural and natural resource managers are developing plans to address impacts on historical structures and respond to rising sea levels, fire, habitat disruption, and invasive species.

# Management, Administration, and Business Services

## MANAGEMENT, ADMINISTRATION, AND BUSINESS SERVICES INCLUDES:

- Administration
- Budget and Finance
- Business Management
- Contracting and Procurement
- Fee Collection
- Human Resources
- Information Technology
- Public Affairs and Special Events
- Superintendent's Office and Strategic Planning
- Utilities

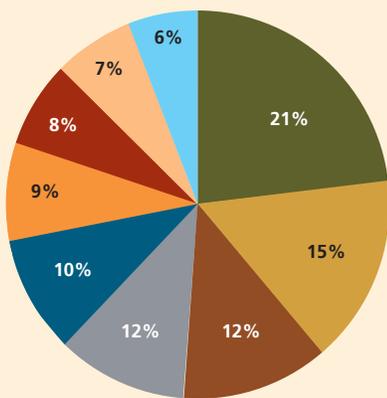
Management and Administration at Golden Gate provides integrated operations and organizational support for more than 340 employees across the park. The offices under Management and Administration

perform a range of work related to business management, executive leadership, budget and finance, contracting and procurement, public and legislative affairs, information technology, and human resources. Administration also includes general overhead and costs not allocated to a specific programmatic division, such as common utilities.

budgets. However, these activities also increase the complexity of park management and administration at all levels. The Business Management division oversees 40 contracts and partnership agreements and the budget and finance group tracks spending on funding from over 20 different sources.

Golden Gate is continually looking for ways to improve operations, to manage the park as efficiently as possible, to meet the park's mission, and to comply with a range of federal regulations and agency mandates. In 2007 Business Management worked with an outside team to produce financial analysis of five concession prospectuses. Across the park, performance metrics are used to evaluate and prioritize programmatic needs when determining budgets and allocation of revenue.

The greater San Francisco Bay Area is known for its environmental appreciation, community involvement, and philanthropic support. Golden Gate has been successful in working within this environment to leverage volunteers, create partnerships, and generate additional funding streams. All of these strategies have helped Golden Gate to care for visitors and the park amid rising costs and tightening



Program Management	\$ 1,264,000
Utilities	\$ 940,000
Supt. Office and Strategic Planning	\$ 765,000
Procurement and Contracting	\$ 744,000
Information Technology	\$ 589,000
Human Resources	\$ 541,000
Budget and Finance	\$ 505,000
Public Affairs and Special Events	\$ 441,000
Business Management	\$ 363,000
<b>Total</b>	<b>\$ 6,152,000</b>

# YOUR DOLLARS AT WORK

Recreation fees provide a vital source of revenue.

The National Park Service collects recreation fees as part of the Alcatraz Island and Muir Woods operations. Recreation fees provide a vital source of revenue for improving facilities and services for park visitors. Throughout the park, visitors see signs marking projects funded by recreation fees, from rehabilitating trails and stabilizing historic buildings to restoring native plants to the landscape. In 2007 a major project was undertaken to upgrade and stabilize the parking lot at Sutro Heights with recreation fee funding. The new parking lot will allow for improved access for visitors to the Lands End and Sutro Heights areas of the park.



# Financial Summary

**Please note:** The National Park Service does not produce audited financial statements for individual park units, such as Golden Gate. The financial information presented on the following page is unaudited and intended only to show a summary of the financial activities at the park. For audited financial statements for the Department of Interior and the National Park Service, please visit: [www.doi.gov/pfm/finstate/](http://www.doi.gov/pfm/finstate/).

## NOTES FOR THE FINANCIAL SUMMARY

### Operation of the National Park System (ONPS)

This annual appropriation funds all operational, maintenance, and administrative costs for parks, regional offices, and the Washington D.C. headquarters office. It funds the day-to-day operations of the National Park System. This value is the congressionally appropriated amount for Golden Gate less adjustments and assessments at the national and regional level.

### Special Project Funding

Each year, the park participates in a competitive process for funding for special projects that address specific goals or needs within individual NPS park units. The projects are generally intended to be finite, completed within a defined time period, and consistent with park planning documents. Special

project funds are allocated to parks which use established criteria to review and prioritize project proposals. These project proposals aim to complement ONPS funding to ensure that park units can deliver the services they identify as central to their mission of protecting resources and serving park visitors.

### Line Item Construction

This appropriation is a “no year” appropriation with funds available until expended. These funds support major construction and reconstruction projects with cost estimates over \$500,000. The funding covers preliminary design, project planning, construction, and program oversight. Funds expended in Fiscal Year 2007 for Construction and Land Acquisition were used for the conversion of the sites at Fort Baker.

### Other Appropriations

This includes federal appropriations to other agencies for the benefit of the National Park Service. For example, NPS fire management activities are funded by the Department of the Interior’s fire protection and emergency fire-fighting appropriation, which is managed by the Bureau of Land Management.

### Other Revenue Sources

There are a number of revenue opportunities, authorized by Congress, that allow the National Park Service to

**GOLDEN GATE NATIONAL PARKS FINANCIAL SUMMARY FOR THE YEAR ENDED SEPTEMBER 30, 2007**  
(dollars in thousands)

CATEGORY	OPERATIONS	NON-OPERATIONS	TOTAL
<b>Unobligated Balances Carried Forward, Start of Year</b>	\$ -	\$ 9,199	\$ 9,199
<b>Appropriations and Revenues</b>			
Operation of the National Park Service	23,215	-	3,215
Special Project Funding	-	6,248	6,248
Line Item Construction	-	6,575	6,575
Other Appropriations	-	1,278	1,278
Concessions Franchise Fee	-	3,299	3,299
Recreation Fees and Passes	-	2,646	2,646
Leasing Income	508	1,605	2,113
Miscellaneous Permit Fees	80	690	770
Miscellaneous Revenues	283	1,941	2,223
Donations and Grants (Excluding In-kind)	-	38	38
<b>Total Appropriations and Revenues</b>	<b>\$ 24,086</b>	<b>\$ 24,320</b>	<b>\$ 48,406</b>
Less Assessments	(267)	-	(267)
<b>Total Funds Available</b>	<b>\$ 23,819</b>	<b>\$ 33,519</b>	<b>\$ 57,338</b>
<b>Obligations and Expenditures</b>			
Program Services			
Natural Resource Management	997	1,372	2,370
Cultural Resource Management	917	731	1,648
Interpretation and Education	2,719	356	3,075
Visitor and Resource Protection	4,634	1,127	5,761
Facility Operations	6,402	1,963	8,365
Facility Maintenance	506	4,886	5,392
Planning, Projects and Compliance	1,008	3,142	4,150
Environmental and Safety Programs	479	294	773
<b>Total Program Services</b>	<b>\$ 17,662</b>	<b>\$ 13,871</b>	<b>\$ 31,532</b>
Management, Administration and Business Services			
Administration	1,264	396	1,659
Budget and Finance	505	-	505
Business Management	363	567	931
Contracting and Procurement	744	-	744
Fee Collection	-	386	386
Human Resources	541	-	541
Information Technology	589	-	589
Public Affairs and Special Events	441	299	740
Superintendent's Office and Strategic Planning	765	-	765
Utilities	940	-	940
<b>Total Management, Administration and Business Services</b>	<b>\$ 6,152</b>	<b>\$ 1,648</b>	<b>\$ 7,800</b>
Construction and Land Acquisition	-	9,207	9,207
<b>Total Obligations and Expenditures</b>	<b>\$ 23,813</b>	<b>\$ 24,726</b>	<b>\$ 48,539</b>
<b>Unobligated Balances Carried Forward, End of Year<sup>1</sup></b>	<b>\$ -</b>	<b>\$ 8,782</b>	<b>\$ 8,782</b>

<sup>1</sup>Unobligated funds not carried forward include \$6 operations, \$11 non-operations.



retain funds collected from a variety of sources. Park Concessions Franchise Fees from concessioner activities are retained by the National Park Service to fund concession operations and other park projects. Recreation Fees include both entrance fees and user fees, such as for guided tours, parking, and campgrounds. Miscellaneous Permit Fees include fees such as those collected for the use of National Park Service lands and facilities for commercial use, and other large scale special events. The fees are used to cover related government costs, including permit processing, cleanup, and restoration. Miscellaneous Revenues include sources such as rent paid by National Park Service employees for government-owned houses, which is used to offset the cost of maintaining those houses.

Additionally, the park is authorized to accept donations that are consistent with National Park Service goals and objectives. Individuals, groups, corporations, and associations can make a contribution for National Park Service purposes either by direct contribution or by bequest. The donations reported here do not include donations made to the Golden Gate National Parks Conservancy.

### **Regional Assessments**

Regional assessments transfer appropriated funding received by a specific park to a regional pool. Funds from assessments are used for centralized purchases, such as uniforms and software licenses, as well as towards other regional and national needs, such as emergency funding and employee move benefits.

### **Obligations and Expenditures**

Obligations indicate amounts of contracts awarded, services received, and similar transactions during a given period that will require payment during the same or a future period. Expenditures denote payments made for goods and services received and similar transactions during the noted fiscal year.

### **Unobligated Balances Carried Forward**

Unobligated balances carried forward reflect funding that remains available for multi-year, large-scale projects. These funds may be reserved for future spending on objects such as equipment, supplies, contracts, service orders, etc., but may not include future payroll items. This balance excludes \$3.3 million available for future funding requests for Fort Baker Infrastructure Improvements.

# DISCUSSION OF FINANCIAL ACTIVITIES



Like most federal agencies, the National Park Service relies on federal appropriations to fund its core activities. Recurring funds are used for the management, interpretation, visitor services, maintenance, and resource protection of NPS areas.

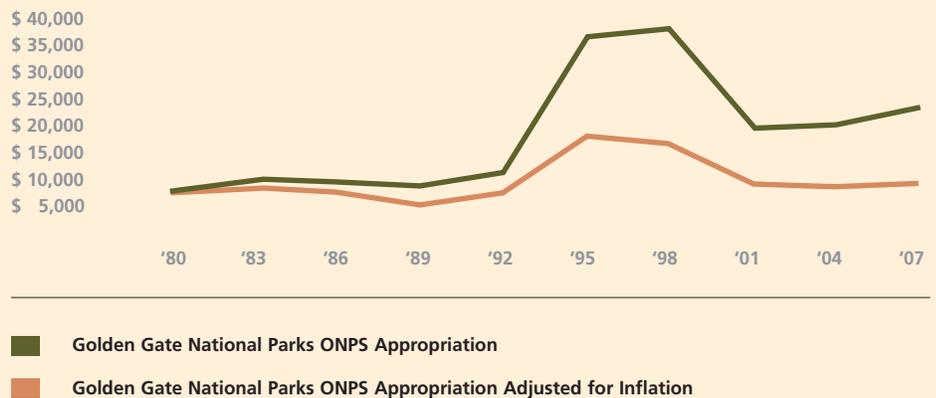
While the ONPS (Operation of the National Park System) is the primary source of operational funding for parks, there is increasing use of alternative revenue sources, such as fees, to supplement operations. For nearly the last 10 years, the ONPS appropriation for Golden Gate has remained flat when adjusted for regional inflation. As salaries of existing staff are modestly increased, park operations cost more to accomplish the same tasks over time. ONPS operations funding is the only funding authorized to fund full-time permanent staff.

Golden Gate's operational budget has been strained as visitation, parklands, and park programs continue to grow.

Golden Gate was able to secure a three percent increase in special project funding in Fiscal Year 2007 (up from \$6.06 million in FY 2006). As funding is allocated based on the selection of individual projects each year, this funding can vary dramatically from year to year, especially within divisional program areas. This leads to additional challenges for effective management.

In Fiscal Year 2007 Golden Gate's unobligated balance grew by \$0.96 million. This is a function of funding received in 2007 for an Alternative Transportation in Parks and Public Lands project that will be carried out over multiple future years.

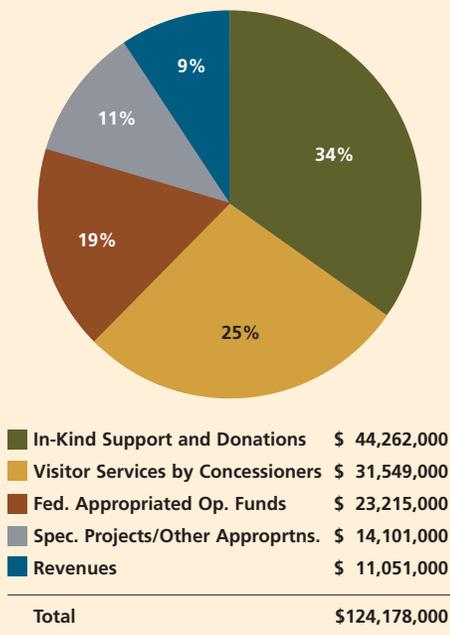
**Golden Gate - ONPS Funding Over Time  
(dollars in thousands)**



NOTE: The "Post to Park" transition took place on October 1, 1994. With this transition, the NPS received an additional \$25 million in ONPS funding for the Presidio in Fiscal Year 1994. The last year of this funding was Fiscal Year 1998, and in Fiscal Year 1999, \$15 million of this funding was transferred to the Presidio Trust.

# Leveraging Support

**Golden Gate - FY 2007 Support by Source\***



\* Excludes balances carried forward.

It is difficult to completely quantify the benefits to Golden Gate and its visitors from the work of partners and volunteers. The estimates below intend to provide an understanding of the scale of the benefits and services provided to the park. The Golden Gate National Parks

Conservancy and other nonprofit partners provide a range of educational and interpretive programs and services, as well as maintenance and enhancement of park trails, facilities, and other assets. Concession operators within the park also provide visitor services such as restaurants, gift shops, ferry transport, and other commercial services. Additional organizations occupying park buildings provide for the maintenance and upkeep of facilities assigned to them under various business contracts. Finally, volunteers donate more than 377,000 hours of time to Golden Gate each year, saving the park at least \$6 million in equivalent staff costs.

One thing is clear—Golden Gate would not be able to provide these same services to the community without its partnerships and volunteers. The park is able to leverage every dollar of ONPS operational federal funding to acquire an additional dollar of special project funding or park revenue. Additionally, for every dollar of total federal funding

or revenue received, the park leverages an additional \$0.93 worth of in-kind services and donations from partners and volunteers.

In addition to the annual cost avoidance and services provided, several partners are also investing in renovations and large-scale improvements to the facilities they occupy. Partner investments allow for broader program and service delivery than would have been possible by the park. In 2007 several projects were underway, including construction of the \$25 million Marine Mammal Center headquarters and the \$100 million Cavallo Point Lodge at Fort Baker. In 2006 Bay Area Discovery Museum and the Cliff House completed major capital renovation improvement projects. Additionally, Alcatraz Cruises makes ongoing capital investments in transportation and equipment. Golden Gate is working with its many partners to develop standard metrics to capture the maintenance costs and capital investments made to federally owned facilities within the park over time.

## GOLDEN GATE NATIONAL PARKS - ESTIMATED VALUE OF IN-KIND SUPPORT AND VISITOR SERVICES

CATEGORY	VALUE
Aid to Park from Golden Gate National Parks Conservancy <sup>1</sup>	\$ 11,753,209
In-Kind Support from Other Nonprofit Partners <sup>2</sup>	\$ 25,181,246
Estimate of Cost Avoidance from Other Occupants <sup>3</sup>	\$ 752,291
Estimated Value of Volunteer Support <sup>4</sup>	\$ 6,537,000
<b>Total Estimated Value of In-Kind Support</b>	<b>\$ 44,223,746</b>
Visitor Services Delivered by Concessioners <sup>5</sup>	\$ 31,549,028
<b>Total Leveraged Support</b>	<b>\$ 75,772,774</b>

<sup>1</sup> Obtained from the Golden Gate National Parks Conservancy audited financial statements and calculated according to NPS standards. Aid to Park includes interpretation, park enhancements, and community programs. Cash donations (\$10,000) are not included here since they are included as a Revenue Source.

<sup>2</sup> Estimated cost of services delivered by nonprofit partners operating in the park. Any payments to the National Park Service have been excluded.

<sup>3</sup> Estimated cost of maintenance to buildings that is performed by occupants instead of the National Park Service based on a square foot rate of \$3.25 per sq ft.

<sup>4</sup> Calculated according to NPS standards, based on 377,532 hours at a rate comparable to a GS-05/01 temporary employee salary and benefits.

<sup>5</sup> Revenues resulting from services delivered by concessioners operating in the park. Any payments to the National Park Service have been excluded.



Golden Gate would not be able to provide these same services to the community without its partnerships and volunteers.

# Looking Forward

## **UNMET NEEDS AND FUTURE FINANCIAL CHALLENGES**

Reflecting upon the accomplishments achieved in 2007, several constraints must be addressed as they impair the park's ability to effectively deliver the optimal experience to the park's visitors. Park management is proactively working to address unmet park operational needs as it plans for future challenges.

### **Operational Budgetary Constraints**

Like other government organizations, the National Park Service faces the task of accomplishing its mission within a tight budgetary environment. As mentioned in the Financial Discussion, over the last several years, Golden Gate's congressionally appropriated operating budget has not kept up with modest salary increases and other inflationary costs associated with fuel, utilities, and the cost of other supplies and services. Given this challenging operating budget situation, the park continues to look for ways to achieve savings in personnel and non-salary cost areas. Park management will continue to work towards maintaining high levels of service, from interpretation to maintenance, for all visitors while continuing to recruit and retain highly trained personnel.

### **Land Acquisition-Related Funding**

Since 2000 more than 2,800 acres of lands in San Mateo County have been

acquired, including Sweeney Ridge, Milagra Ridge, and Mori Point. The lands are separate geographic sites with three miles of coastal bluffs and remote beaches, and over 20 miles of trails. In 2005, 4,000 acres in Corral de Tierra were added to the jurisdictional boundary of Golden Gate, expanding the park's future footprint in San Mateo County. The lands support coastal habitats with numerous rare and endangered species, and will connect the California Coastal Trail to the Bay Area Ridge Trail.

During the last several years, increased off-trail use of these properties by hikers, equestrians, bikers, and vehicles has occurred. Golden Gate has yet to receive permanent federal funding for any of these San Mateo sites, although requests are pending. As a result, essential resource management and protection services are currently lacking. Low National Park Service presence leads to damage caused by inappropriate visitor use, including vandalism and erosion-causing activity. In addition, Golden Gate is presently awaiting additional federal funding to complete the Corral de Tierra land transfer from the Peninsula Open Space Trust.

This recent example illustrates the budgetary and operational challenges inherent in adding new acreage to the



park. While opportunities to preserve additional land for future generations demand quick action, securing long-term funding that will provide for visitor enjoyment and resource health can take many years.

#### **Aging Infrastructure**

Golden Gate's unique location within a major U.S. metropolitan area provides the park with numerous benefits and challenges that relate to the dynamics of an urban landscape. One example of such a challenge is Doyle Drive, the southernmost approach of U.S. 101 that traverses the Presidio of San Francisco, linking San Francisco to the Golden Gate Bridge. The partially elevated 70-year-old roadway requires extensive seismic, structural, and traffic safety upgrades. In March 2000 Golden Gate partnered with the California Department of Transportation, the City and County of San Francisco Transportation Authority, the Federal Highway Administration, the Presidio Trust, and other key transportation partners on a project to improve the

seismic, structural, and traffic safety of the roadway.

The project's preferred alternative, The Parkway Alternative, has won the support of all participating agencies as well as broad public support. The Parkway Alternative places portions of the roadway in tunnels that allow the reconnection of north-south links in the Presidio that were severed when Doyle Drive was first constructed. The Parkway Alternative also enhances the visitor experience to the Presidio, Crissy Field, and Fort Point. Golden Gate is currently participating in the development of design guidelines for the project that will ensure that the design is compatible with the National Historic Landmark District and to further ensure that park resources are understood and respected by the design of the new parkway. Golden Gate is one of several agency partners who will now discuss the various aspects of this preferred alternative with the community, with the design phase of the effort scheduled to begin in mid-2008.



## **ONGOING AND UPCOMING INITIATIVES**

### **Big Lagoon**

The mouth of the Redwood Creek Watershed, known as the Big Lagoon project area, is one of 25 global biodiversity “hot spots” recognized by The Nature Conservancy and targeted by the global conservation community as key to preserving the world’s ecosystems. It is within the Golden Gate Biosphere Reserve, one of 411 reserves designated by the United Nations Educational, Scientific, and Cultural Organization’s (UNESCO) Man and the Biosphere Program to provide a global network representing the world’s major ecosystem types. The project area includes 38 acres of wetland, creek, and adjoining land with a history of various uses, including serving as the site of a parking lot, that have led to a need for remediation and restoration.

Restoration of the Big Lagoon area began in 2006 with the development of a Draft Environmental Impact Statement (DEIS). The DEIS presented and evaluated alternatives to restore the functioning, self-sustaining ecosystem while providing compatible public access. After collecting feedback from the community through public

meetings, the final EIS will likely be issued in September 2008 and will address concerns related to public access, salmon-rearing habitat, sea level rise, and public transportation. In 2008 the planning and coordination with partners will continue, with restoration construction slated to begin in 2009.

### **Ocean Beach Vision Council**

In late 2007 Golden Gate leadership teamed with City of San Francisco officials to create the Ocean Beach Vision Council, which builds upon the work of former San Francisco Mayor Willie Brown’s Ocean Beach Task Force. While the Ocean Beach Task Force addressed concerns specifically regarding erosion issues, natural resources, recreation, and access, the newly formed Vision Council will work to identify long-term planning alternatives for the entire five-mile stretch of beach. Mayor Gavin Newsome’s announcement of the Vision Council called for the creation of environmentally sustainable public beach access and recreation opportunities. In 2008 the Vision Council will take a similar approach to the Crissy Field transformation effort, by envisioning potential future uses for Ocean Beach and outlining alternatives in a proposed master plan.

# TRAILS FOREVER



## Long-Range Transportation Plan

Golden Gate is in the process of revising its General Management Plan and concurrently developing the first park-level transportation planning process and Long-Range Transportation Plan within the National Park Service. In addition to addressing Golden Gate's transportation goals, this project will serve as a model for park-level transportation planning within the National Park Service. The project will provide national park leaders with a replicable transportation planning process, benchmarks for evaluating transportation projects, and essential data necessary for informing future planning and operational decisions. Additionally, the plan will enable the park to synchronize transportation planning with other park and regional planning efforts, providing an opportunity for the park to discuss areas of mutual interest with the public and regional agency partners.

Established in 2003, the *Trails Forever* program provides ongoing planning, design, construction, rehabilitation, and maintenance of heavily used and actively maintained trails within Golden Gate. Co-sponsored by the National Park Service, Golden Gate National Parks Conservancy, and the Presidio Trust, *Trails Forever* aims to build a world-class trail system and protect park resources north and south of the Golden Gate, dramatically improving the experiences people have in our parks.

The initiative engages the Bay Area community and builds the capacity of volunteers to sustain park trails and related programs through ongoing projects in the park. Through hands-on involvement in the maintenance of their parks' infrastructure, volunteer stewards deepen their commitment to the park while performing crucial trail and habitat restoration.

*Trails Forever* experienced a number of accomplishments in 2007, including the completion of a new Lands End promenade, parking area, and improvements to the Coastal Trail. At the Presidio Bluffs, *Trails Forever* began improvements to the Batteries to Bluffs Trail to provide a safer hiking route along the city's northern coast as well as an improved access to north Baker Beach.





## NATIONAL PARK SERVICE CENTENNIAL INITIATIVE

“the Service thus established shall promote and regulate the use of Federal areas known as national parks, monuments and reservations . . . by such means and measures as conform to the fundamental purpose of the said parks, monuments and reservations, which purpose is to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations.”

—NATIONAL PARK SERVICE  
ORGANIC ACT, 1916

On August 25, 2006—the ninetieth anniversary of the National Park Service—Secretary of the Interior Dirk Kempthorne announced the National Park Centennial Initiative to prepare national parks for another century of conservation, preservation, and enjoyment. The National Park Service asked citizens, park partners, and other stakeholders what they envisioned for a second century of national parks. Each park used that feedback to create local strategies to describe their desired accomplishments by 2016.

Here at Golden Gate, a variety of resource stewardship, recreation, and educational initiatives were identified to address the centennial goals. One such example is the *Parks to People* program which will integrate the efforts of the National Park Service and the Golden Gate National Parks Conservancy to reach and serve diverse audiences, engaging other park and community partners in the process. The initial phase, to be implemented in 2008, will help fund an integrated *Parks to People* outreach plan, with an emphasis on youth and families, two audiences that are increasingly scarce in national parks today.

Centennial Initiative activities also include support of the Institute at the Golden Gate—a new program in partnership with the Golden Gate Parks Conservancy scheduled to launch in fall 2008. The Institute will promote conservation and sustainability and aims to generate solutions for a sustainable future.

This is just the first year of the Centennial Initiative, and there are many great things to come as the National Park Service prepares to celebrate 100 years!





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Golden Gate National Recreation Area  
Building 201, Fort Mason  
San Francisco, CA 94123  
Phone: (415) 561-4700  
[www.nps.gov/goga](http://www.nps.gov/goga)**

Brian O'Neill, General Superintendent  
Mai-Liis Bartling, Deputy Superintendent

Alternate versions of this report for the visually impaired are available online at [www.nps.gov/goga](http://www.nps.gov/goga) or by calling the park at 415-561-4958 (voice) or 415-561-4724 (TTY).

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**Golden Gate National Parks Conservancy  
Building 201, Fort Mason  
San Francisco, CA 94123  
Phone: (415) 561-3000  
[www.parksconservancy.org](http://www.parksconservancy.org)**

The Golden Gate National Parks Conservancy is a nonprofit membership organization created to:

- Preserve the Golden Gate National Parks,
- Enhance the experiences of park visitors, and
- Build a community dedicated to conserving the parks for the future.

The Conservancy's work is undertaken with generous contributions from individual, corporate and foundation donors, as well as income earned from operating park bookstores, merchandise and retail, publishing educational materials, and providing interpretive tours.

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