



Business Plan

San Francisco Maritime National Historical Park



Park Map



Introduction

The purpose of business planning in the National Park Service is to improve the abilities of parks to more clearly communicate their financial status with principal stakeholders. A business plan answers such questions as: What is the business of this park unit? How much money does this park need to be operated within appropriate standards? This plan demonstrates the functional responsibilities, operational standards, and financial picture of the park.

The business planning process is undertaken to accomplish three main tasks. First, it provides the park with a synopsis of its funding history. Second, it presents a clear, detailed picture of the state of current park operations and funding. Finally, it outlines park priorities and funding strategies.

A common methodology is applied by all parks developing business plans. Park activities are organized into five functional areas, which describe all areas of business for which a park is responsible. The functional areas are then further broken down into 37 programs. This allows the park to move beyond the traditional National Park Service method of reporting expenditures in terms of fund sources, and instead report expenditures in terms of activities. As a result, the park can communicate its financial situation more clearly to external audiences. Furthermore, using the same 37- program structure for all parks provides a needed measure of comparability across park units.

This process is aided by the use of an Electronic Performance Support System, a web-based application that allows parks to complete the data collection, analysis, and document production with step-by-step instruction.

Completing the business plan process not only enables a park to produce a powerful communication tool, but also provides park management with financial and operational baseline knowledge for future decision-making.

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Foreword



Kate Richardson,
Superintendent

San Francisco Maritime National Historical Park stewards an internationally recognized collection of historic resources. The park was established through a coalition of preservation forces intent on protecting this selection of American treasures, broadening the knowledge base of maritime history, and creating opportunities for learning.

We are only able to accomplish this monumental task through relationships with our many partners, friends, and maritime history organizations. Our location within San Francisco's Fisherman's Wharf provides an outstanding opportunity to make connections with millions of visitors each year. The greater San Francisco Bay region also holds considerable opportunities for an array of learners to delve more deeply into America's maritime history.

But on this sea of opportunity, we face significant challenges. Marine conditions (wind, waves and salt) make preventative maintenance on the historic ships an unending struggle. Providing a safe experience and quality services to 4 million visitors means not only providing programs and maintaining grounds, but tackling big city problems such as homelessness and crime. Our urban environment and national/international visitation highlight changing demographics and the explosion of technology. Increasing costs are outpacing increases in available dollars, making it difficult to sustain the same level of programs and services.

To address these challenges and their long-term implications, the park and its partners held a meeting in May and took a critical look at our mission and priorities. We reviewed our congressional legislation, the park's cultural resources, infrastructure, constituent needs, and the values of the national park system and revised our core operating mission.

San Francisco Maritime National Historical Park, with its partners, seeks to forge emotional and intellectual connections through preservation and interpretation of the resources and stories of America's maritime gateways, history, and culture, especially the development of the Pacific Coast.

Preservation of historic resources and investments in interpretation and education programs were identified as our highest priorities. Given the competing demands for allocation of resources, the park set priorities that match our core mission and stay within current funding. Through the Business Plan process, we evaluated our current operations, aligned existing resources to our highest priorities, and developed strategies to better accomplish our work. The plan also provided a near-term projection of the park's fiscal capabilities and identified lower priority work which could be discontinued.

The outcomes of the Business Plan will refocus our efforts and resources on historic preservation and documentation, routine maintenance, use of volunteers and docents, community involvement, on-line access to collections and library catalog, visitor safety and security, and maritime education offerings.

I am encouraged as I consider the opportunities this plan represents. It charts our course into the future, and it can be achieved by working in partnership with those who care about this national park and the history it protects.

Executive Summary

The business plan is a comprehensive review and analysis of park operations and expenditures at San Francisco Maritime National Historical Park. It is meant to give the park's management, staff, and many constituents insight into how the park meets the ongoing operational challenges of achieving its mission while staying within its available financial resources. Using Fiscal Year 2005 as a base year, the plan describes the park's available funding, defines its operational requirements, and allocates its expenditures towards achieving those requirements. The plan then identifies funding gaps, outlines key operational and investment priorities, and offers potential strategies to improve services and generate new forms of park revenue.

Ensuring park resources are in good condition and providing adequate access and understanding are essential to effectively meeting the park's mission. As part of the business plan process, the park prioritized all of its activities in respect to their impact on accomplishing the park's mission. Through this process, it was clear that the health of the park is intrinsically tied to the condition of its assets. The park must also constantly engage its visitors by providing more access to and understanding of its collection.

The business plan revealed some key findings regarding the park's ability to accomplish this mission:

Facility and Ships Operations has the greatest need in meeting the park's mission. Undoubtedly the most visible and valued resources the park conserves are the historic ships at Hyde Street Pier, followed by the buildings of Aquatic Park National Historic Landmark District. Routine maintenance and preservation work necessary to sustain the ships and buildings are at critically low levels. Of the park's 45 assets, 73% have significant deferred maintenance needs. The high priority work on the historic ships and buildings requires an additional 4.7 FTE and \$245,294 over FY2005 levels.

Resource Management has the second highest gap. In FY2005, Resource Management received almost \$1.8 million, representing over 23% of the park's total available funding. Despite this investment, the park requires over \$100,000 in additional funding to meet its operational requirements. Significant gaps exist in the park's ability to document, provide preservation treatment, process, catalog, and increase on-line access to its assets and resources.

In FY2005, 12% of total park spending was from non-appropriated sources. Increasing costs have eroded park base funding to the point that the park is relying on this income to cover recurring operating needs. The park recognizes the importance of allocating these funds towards resource preservation projects. A comprehensive condition assessment of the ships is needed to complete and develop investment strategies to meet the ever-growing backlog of resource preservation needs.

The park is not significantly understaffed in meeting its highest priority work. The business plan revealed the park is spending 10% of its total resources on accomplishing activities that are of lesser priority in achieving the park's core mission. Therefore, the park has outlined strategies to realign its current work efforts towards accomplishing high priority activities. While these strategies enable the park to increase its operational effectiveness within available funding in the short-term, it does not address a longer-term deficit forecasted in the Budget Cost Projection (BCP). Meeting the projected \$1.6 million gap will have significant consequences on our ability to provide visitor services and maintain our resources and assets.

Permanent personnel costs limit the park's operational flexibility. Currently, less than 5% of base funds are available for discretionary spending due to the park's reliance on full-time permanent staffing. As unexpected situations arise, the park must divert funding from existing programs or from discretionary funds to meet these needs. This limits the park's ability to accomplish other high priority work. In order to gain operational flexibility, the park must explore using other staffing options in the future, such as seasonal, temporary or term positions.

Opportunities exist to improve park services and generate up to \$200,000 in additional annual revenue. While only initial examinations, the revenue generating strategies outlined in the business plan provide opportunities for the park to address its non-recurring operational needs and provide improved visitor services.



Park Overview

San Francisco Maritime National Historical Park came into being through fifty years of commitment to maritime preservation and education by several organizations: the San Francisco Maritime National Park Association, the California Maritime State Park, the City of San Francisco, and the Golden Gate National Recreation Area's Maritime Unit, which administered these assets from 1972 until the park's establishment in 1988.

Today, San Francisco Maritime National Historical Park conserves the nation's maritime legacy through a rich collection of physical resources, and by preserving the skills, stories and folkways of its people. Located on world-famous Fisherman's Wharf, the park greets 4 million visitors each year with opportunities to explore and experience their cultural heritages, through park collections, exhibits, facilities, programs, and our partner organizations.

National Historic Landmark Ships

One of the finest collections in the world, the late 19th to early 20th century vessels berthed at Hyde Street Pier are maintained with historic accuracy and carry the designation of national historic landmarks. For many visitors, these ships are the first and most striking sight in the park. These majestic vessels once transported people and goods across vast oceans, along the Pacific Coast and throughout California's inland waterways.

Aquatic Park National Historic Landmark District

The "ship-shaped" bathhouse building, the viewing stands overlooking swimmers in the lagoon, and the green lawns of Aquatic Park National Historic Landmark District offer a respite within crowded Fisherman's Wharf. Conceived and built in the early 1930s as a Works Progress Administration (WPA) project, the facilities are nationally significant for their design and have no equal on the West

NHL ship, *Balclutha*



Age of Sail students try a hand at the wheel of the scow schooner, *Alma*

Coast. The flowing and colorful art works at the main building were funded through the Federal Arts Project to put local artists back to work. The murals on the first floor are the best-known works of Hilaire Hiler. The art work on the marquee and tile work on the portico were executed by Sargent Johnson and the sculptures were carved by sculptor Beniamino Bufano.

Museum Collections

Located in the National Historic Landmark Building E in Fort Mason Center, the park's extensive maritime artifact, photo, and archive collections serve researchers and individuals seeking a more in-depth understanding of the past. Well over 120,000 vessel and shipyard architectural drawings, 250,000 forms of photo images, and over 6 million business records and personal collections are stored as part of the historic document collections. In addition, the park's museum collection contains over 34,000 maritime items, including vessel equipment and tools, lighthouse equipment, personal effects and furnishings, fine and decorative arts, elaborate ship models,

land transportation equipment, and small craft fittings. The collection of 120 small craft represents a wide range of West Coast working and recreational boats.

Maritime Library

The park's library is a tremendous source of information for historians, genealogists, sailors, and general enthusiasts of West Coast maritime history. Its holdings include over 32,000 volumes, including back runs of 500 periodicals and over 100 bibliographies, over 1,500 rare books, 467 recorded oral histories, 1,200 recordings of sea chanteys, and over 5,000 nautical charts and maps.

A Legacy of Collaboration

One of the park's most enduring resources are the range of partners and volunteers who support the park's mission. The San Francisco Maritime National Park Association serves as the primary Cooperating Association for the park, operating sales outlets, providing education programs and augmenting public services. The Friends of the San

Francisco Maritime Museum Library, another Cooperating Association, helps the park by acquiring books, selling duplicate titles, sponsoring publications, and promoting research in maritime history.

Located in the Aquatic Park Bathhouse, the San Francisco Senior Center is the oldest nonprofit senior center in the country which has been in operation since 1947. The park's Education Center houses the Sea Scouts, which has offered seamanship training to young girls and boys since 1945. Both the Dolphin and South End Clubs utilize the Aquatic Park lagoon for swimming and boating activities.

A unique public-private relationship is the Argonaut Hotel, located in the park's Cannery Warehouse building. A 57-year lease with this partner-in-preservation, the Kimpton Hotel Group, has not only saved the building and facilitated a new visitor center – it will continue to provide support for the park's historic resources throughout the lease term.

Enabling Legislation

In order to preserve and interpret the history and achievements of seafaring Americans and of the Nation's maritime heritage, especially on the Pacific coast, there is hereby established the San Francisco Maritime National Historical Park.

Public Law 100-348, June 27, 1988

Mission Statement

“San Francisco Maritime National Historical Park, with its partners, seeks to forge emotional and intellectual connections through preservation and interpretation of the resources and stories of America's maritime gateways, history, and culture, especially the development of the Pacific Coast. We maintain and make available the park's assets to enrich the lives of multiple communities and users.”

Inventory

Key Areas of Interest

Aquatic Park National Historic Landmark District:

- 1939 bathhouse with museum exhibits
- Artworks
- Associated structures
- Lagoon
- Municipal Pier

Cannery Warehouse:
Park Visitor Center
Argonaut Hotel

Building E, Fort Mason Center:
Collections
Archives
Library
Park headquarters

National Historic Landmark Vessels:

- At Hyde Street Pier:*
 - 1886 square-rigger *Balclutha*
 - 1890 steam ferryboat *Eureka*
 - 1891 scow schooner *Alma*
 - 1895 sailing schooner *C.A. Thayer*
 - 1907 ocean-going steam tug *Hercules*

- At Richmond, CA:*
 - 1915 steam schooner *Wapama*



Historical Context

Adjusted Base Budget

Base funding, appropriated by Congress annually, is intended to cover permanent personnel costs and recurring operational costs, such as supplies, utilities, equipment and support contracts. Despite its small land area, visitation to San Francisco Maritime and its substantial collection of cultural and historic assets requires a sizeable annual operating budget.

Originally a site managed by Golden Gate National Recreation Area, San Francisco Maritime was established as a separate park within the national park system in 1988. Since that time, the park's appropriated base has increased from a \$1.4 million initial startup to almost \$7 million in FY2005. This increase resulted largely from across-the-board federal appropriation increases in the 1990's, park-

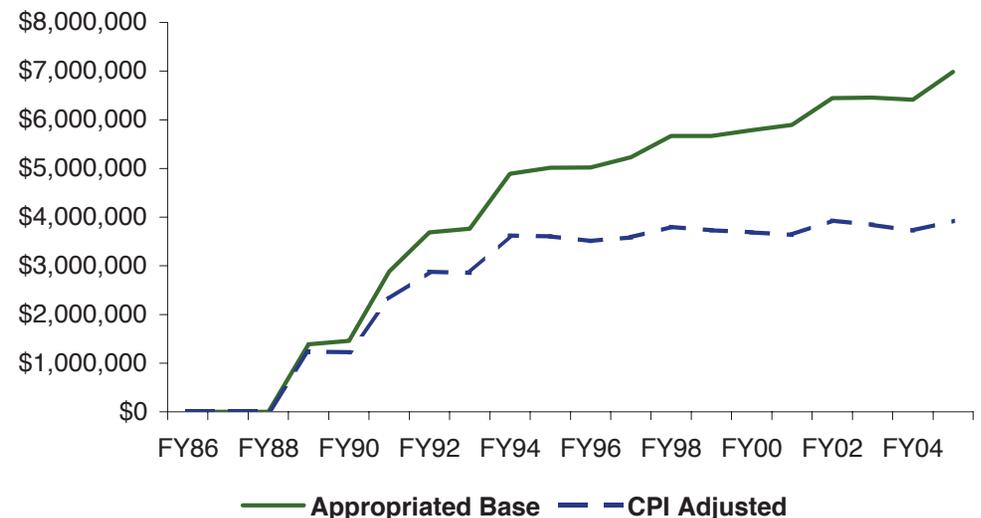
specific increases to perform preservation maintenance on the park's historic ships and buildings, and to support artifact and storage facility obligations in FY2005.

After adjusting for inflation (CPI adjustment), the base budget has grown very little. Excluding the initial start-up payments, since 1994 the inflation-adjusted base budget has increased by only 8%. This slight increase in base appropriations has been more than offset by unfunded increases in salaries, business costs and assessments, and has prompted increased dependence on other fund sources to cover park expenses (examined in more detail in the following sections). The following sections will discuss how the base budget is currently being expended, as well as the park's increased dependence on non-base funding.



Sextant used for navigation, and figurehead of ship, *Balclutha*

Appropriated Base Budget History



Fund Source Analysis

Funding for activities at San Francisco Maritime comes from four sources. **Appropriated base funding**, authorized by Congress annually, is used for operating expenses for permanent staff, recurring costs related to managing the park, and in recent years the cyclic dry-docking of historic ships. **Appropriated non-base funds** are allocated annually on a competitive basis within the national park system to support one-time projects or investments, such as deferred maintenance, cyclical repairs, rehabilitation or exhibit projects. **Reimbursable funds** result from recovery of costs for providing services, such as ship entrance fees, project funds transferred from Golden Gate National Recreation Area in FY2000 and FY2001, and, prior to 2005, lease income from the Argonaut Hotel. **Revenue** includes projects funded through nation-wide visitor use fees donations, and starting in FY2005, lease income from the Argonaut Hotel. Combined annual funding from all sources grew from \$5.3 million in FY1996 to \$13 million in FY2005.

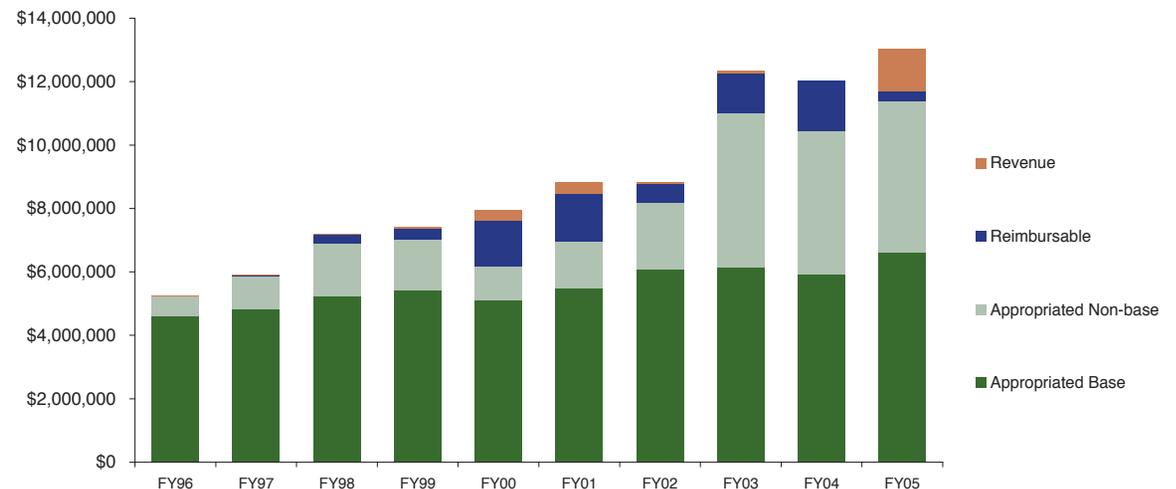
While the park's expenditures out of base funds have increased by an average of 3.7% annually over the past ten years, expenditures from non-base funds have increased at a much higher rate. Of particular note, between FY2003, and FY2005, the park received \$11 million through non-base appropriations for the restoration of the historic schooner *C. A. Thayer*. In FY2004, the park began receiving payments for the long-term lease for operating the historic Cannery Warehouse as the Argonaut Hotel. This revenue source provides \$1 million annually in additional capacity for park operations.

The park is increasingly dependent on non-base, reimbursable, and revenue funds. Expenditures from these sources have grown from 12% of total park spending in FY1996 to 49% in FY2005. As the importance of alternate fund sources grows, the park will continue to focus on reimbursable and revenue generating activities.



The park's historic vessels, programs, and exhibits offer exciting encounters with life at sea for visitors of all ages, whether they participate in a hands-on ranger-led demonstration, watch a video, or stroll through a gallery of world-class maritime art.

Historical Expenditures by Fund Source





Base Funding Analysis

Congressionally-appropriated base operating funds are essential to San Francisco Maritime’s daily operations. Since these funds are generally constant from year-to-year, they are used for fixed expenses such as permanent staff salaries and benefits, utilities, and contracted services, such as security and janitorial.

Permanent staffing costs, including benefits, represent the greatest expenditure category within fixed costs. Pay and benefit rates, which are set nationally, have not been fully funded by base budget increases, thereby resulting in a continual “erosion” of available operating funds. For example, from FY2000 through FY2005, the park’s discretionary funds were reduced by nearly \$1 million to cover these unfunded pay increases. Greater reliance on temporary and seasonal staff would help insulate the park from rising personnel costs, but in FY2005 over 95% of personnel costs were for full-time, permanent staff.

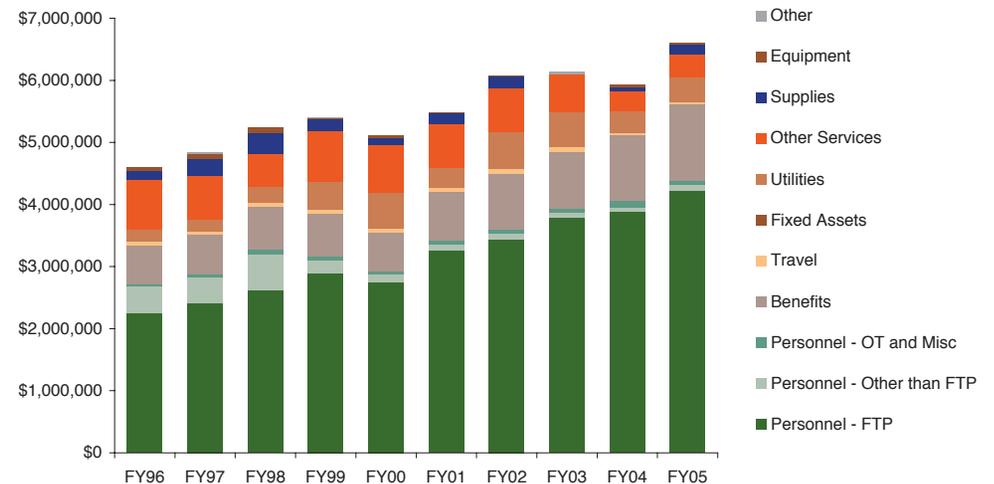
The remainder of the base operating funds is available as discretionary funds for temporary staff, training, supplies and equipment for preservation and maintenance, or visitor service projects. Events such as the city’s July Fourth celebration and Fleet Week, and providing basic services to 4 million visitors annually puts additional stress on an already strained budget.

Overall, the park has little spending flexibility in its appropriated base budget – approximately 5% of these funds were available for discretionary spending in FY2005. This low degree of flexibility means that the park is limited in its ability to simultaneously support existing operations and address unanticipated needs or emergencies without reducing services.



San Francisco Maritime staff

Appropriated Base Expenditures by Category



Non-Base Funding Analysis

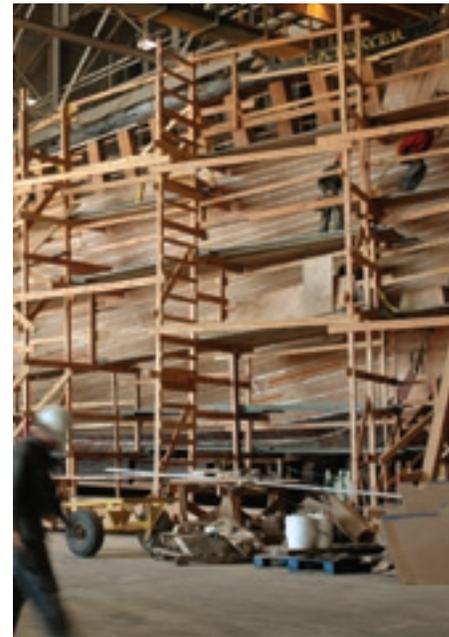
Historical Non-Base Expenditures

Another key element to the park's total available budget is non-base funding. Non-base funding is made up of appropriated funds, used for one-time investment projects, and non-appropriated funds, such as revenue and reimbursable funds from nation-wide visitor use fees, ship entrance fees and lease income from the Argonaut Hotel.

Much of the work accomplished through non-base funding is through contracted services, thus the majority of park expenditures shown in the graph occur in the Other Services category. The sharp increase in expenditures seen in FY2003 was largely driven by the multi-year *C.A. Thayer* restoration project and the ability to spend out of newly available Argonaut Hotel lease income. In FY2004, the increase of expenditures is related to the hiring of Park Guides to staff the new Visitor Center and Fee Collection Program. The restoration work on the *C.A. Thayer* continued through FY2005, with over 80% of expenditures in all categories in that year. The other 20% was spent on other contracts, such as a new exhibit on the *Balclutha*, supplies, utilities and staff in the fee collection program.

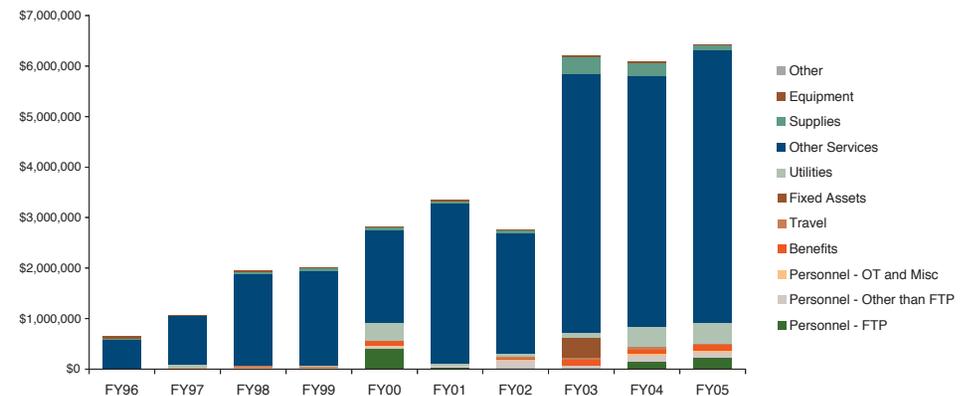
A strong trend is the increasing importance of non-appropriated funds, such as ship entrance fees and lease income, in accomplishing the park's mission. As personnel costs have risen and consume a larger portion of the park's base budget as shown on the previous page, non-base funds have become essential to financing the park's recurring non-labor expenses. Income from the Argonaut Hotel lease, for example, funded a variety of preservation projects and recurring operational expenses.

The park plans to continue to explore additional revenue generating activities, but the use of non-appropriated funds in financing ongoing park operations is a double-edged sword. While an increase in non-appropriated funding provides the park flexibility in handling unanticipated expenses and meeting its operational requirements in the face of flat base budgets, there is also a danger of over reliance on non-recurring funds to cover recurring needs.



Special projects to maintain the fleet of historic vessels range in size from the multi-million dollar *C.A. Thayer* rehabilitation, to students repairing a small craft in the Small Boat Shop.

Historical Non-Base Expenditures by Category





Visitation Analysis

One of the larger factors driving the operations of the park is the sheer number of visitors it receives and provides services to. Approximately 4 million people use the park and its resources each year, making it the 12th most visited national park in the country.

The park's strong visitation numbers can be attributed to several factors. First, the park is located in San Francisco's famed Fisherman's Wharf district. Therefore, a significant portion of visitors are tourists, many of whom visit the park as they explore the attractions that are available along the San Francisco waterfront. In addition, almost all of the park, with the exception of the historic vessels, can be accessed by visitors without paying a fee, enabling them to amble throughout the park while enjoying the exhibits, activities, recreational opportunities, and facilities.

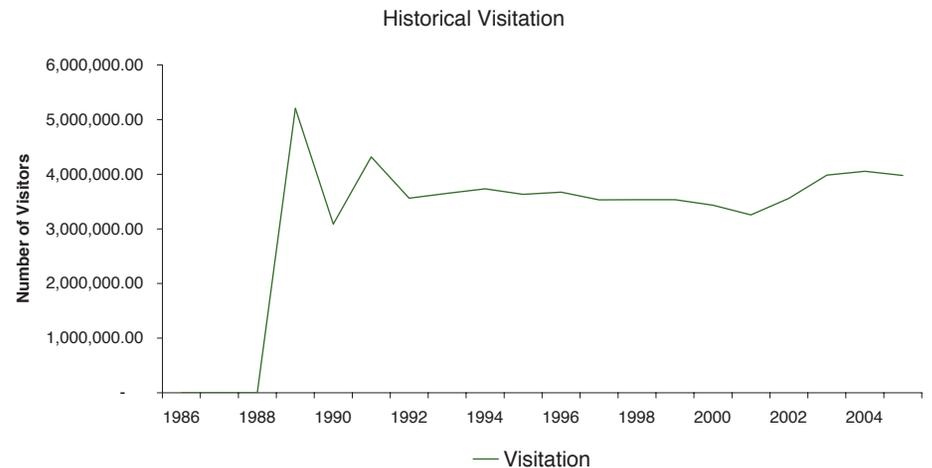
Summer visitation is particularly strong, with over 35% of total visitation occurring between Memorial Day and Labor Day. Although visitation declines somewhat during

the remainder of the year, education-related programs and activities help keep the park active year-round.

While the overall visitation to the park is strong, not all the parts of the park are equally visited. Aquatic Park Historic District is clearly the most heavily visited site in the park, accounting for almost 70% of the park's total visitation. This is attributable to the fact that it serves as the main pedestrian thoroughfare connecting Fisherman's Wharf to other popular sites that lay to the west of the park, including the Marina District, Golden Gate National Recreational Area's Fort Mason, the Presidio, and most notably, the Golden Gate Bridge. Hyde Street Pier accounts for almost 19% of visitation, followed by the exhibits in the Aquatic Park Bathhouse (5%), the Visitor Center (3%) and boarding historic vessels (2%). The park is focusing its efforts on connecting the casual visitors of Aquatic Park with the rest of the park's various resources, creating a more meaningful and holistic park experience.



Crowds at peak season fill the park



Volunteer Analysis



Volunteers in the Small Boat Shop on Hyde Street Pier learn boat building and preservation skills.

As with many organizations the park is able to accomplish more of its mission through the valuable assistance and generous contributions of volunteers, partners, and its Cooperating Associations.

The **San Francisco Maritime National Park Association**, with 800 members, provides educational programs and materials, support for resource preservation and visitor service projects, and the opportunity to connect the park's mission with a larger audience. In FY2005, the Association provided support to the park valued at \$796,000.

The **Friends of the San Francisco Maritime Museum Library** provide support to the J. Porter Shaw Maritime Library by providing programs, publications and other educational materials.

The park's **Volunteers-in-Parks (VIP)** program is designed to increase public interest, involvement and understanding of maritime history. In 2005, 259 individuals contributed 37,861 volunteer hours to the park,

the equivalent of over 18 full-time staff. These volunteers were used in a number of key capacities. Volunteers spent 17,443 hours working in interpretive services, representing over 45% of the total volunteer effort in 2005. The volunteers provide formal and informal interpretation at sites throughout the park. They also assist the Age of Sail program, and provide staff at information contact stations that are demonstrated daily.

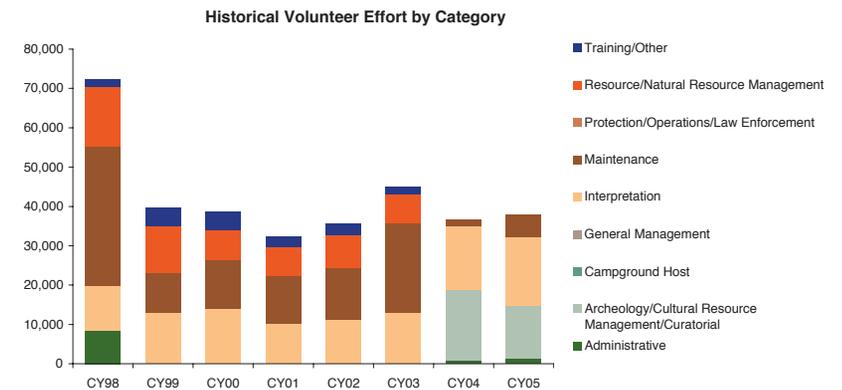
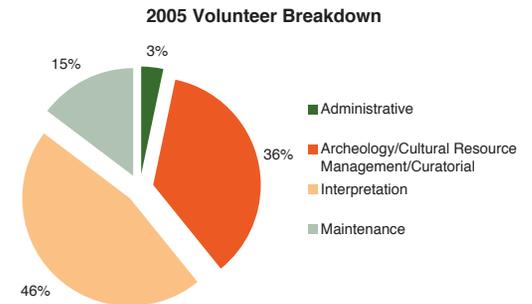
Volunteers also play a vital role in the preservation and restoration of the park's many cultural resources. In 2005, 13,537 volunteer hours were spent sanding, painting, washing, and performing other activities needed to maintain the park's historic fleet and small craft. This represents over 35% of the total volunteer effort in 2005.

The 1988 project to restore *Balclutha's* deck almost doubled the normal number of volunteer hours, reflected in the spike on the graph.

In 2004, the allocation of volunteer hours represented in the graph was changed to more accurately reflect the volunteer work efforts.



Volunteer docents lead tours on Hyde Street Pier.





NPS Scorecard

The mission of the National Park Service is to manage and conserve America's most significant natural and cultural resources for present and future generations. To effectively accomplish this mission, the NPS must consistently monitor each park's performance to ensure that the money allocated to the protection and conservation of these resources is being used effectively. To do so, the Park Service created the NPS Scorecard, a tool that measures 33 separate park performance indicators, including financial, organizational, and strategic performance. Collectively, these metrics assess each park's overall efficiency and performance in accomplishing the broad goals of the National Park Service.

The information within the Scorecard is updated annually, giving park managers, regional representatives, and Washington-based NPS staff the ability to identify and measure emerging trends in each park's operational effectiveness. In addition, it allows the Park Service to compare operational performance across all park units, regardless of size.

Ultimately, the Scorecard is used to formulate and prioritize funding requests throughout the service. Parks that can consistently demonstrate the ability to effectively manage their resources are more likely to secure additional funding for their emerging needs. Therefore, it is critical that parks monitor the NPS Scorecard and proactively address any operational inefficiencies that could cause a drop in parks' scores.

San Francisco Maritime National Historical Park is committed to improving operational effectiveness to ensure not only the health of the

park's rich collection of cultural resources, but also visitor access, understanding, and enjoyment of those resources. As evidence of this commitment, the park has consistently rated above average in both visitor understanding and satisfaction. This is no small feat, considering that the park is visited by over 4 million visitors each year who enjoy a wealth of activities along Hyde Street Pier and throughout Aquatic Park.

While the park has made consistent efforts to improve its operational effectiveness, there is still work to be done to reach optimal efficiency. One area that still needs to be addressed is the park's reliance on full-time permanent staff to accomplish the park's mission. By almost exclusively using full-time staff, the park has little operational flexibility to respond to its changing needs. The park recognizes the importance of successfully addressing this issue, and offers possible solutions in the priorities and strategies sections of this business plan.



The Farallones lighthouse lens in the Visitor Center

The park employs a mix of park rangers and park guides.

Current Park Operations

This business plan differentiates between two types of expenditures: Operations & Maintenance, and Investments. Operations & Maintenance requirements are those funds needed to carry out everyday operations at a park unit. Some examples include annual payroll costs, janitorial operations, or managing a telecommunications network. Investments, however, are significant one-time costs that parks incur in order to fix major problems or provide for future park development. Investments may include projects such as the building of a new visitor center or the hiring of contractors to overhaul the mechanical system of one of the historic ships.

This section of the plan focuses on the Operations & Maintenance activities of the park. In order to describe park operations for this business plan, park activities were divided into five functional areas, which describe the areas of business for which the park is responsible. The five functional areas are:

- Resource Management
- Visitor Experience & Enjoyment
- Facility Operations
- Maintenance
- Management & Administration

These are then further broken down into 37 programs that more precisely describe park operations. Programs are general in order to cover a broad suite of activities that should be occurring in the park. The next component of the business planning process is the completion of a detail sheet for each program. These sheets specify the day-to-day activities occurring in the park and the totality of full-time equivalent (FTE) – the equivalent work effort of one full-time person for one year – and



Stormy Sea, by William A. Coulter

financial resources associated with the programs.

Statements of work are developed to describe the suite of activities encompassed by the program. Then operational standards are generated to describe the duties and responsibilities required to meet the high priority (core) functions of the program as stated in the statement of work. These standards are then used to determine the total financial resources required to perform the standard tasks of the program. The final step is to compare current park activities to the operational standards to identify the gaps between required and available FTE and financial resources.

The following pages discuss the summary financial statement as well as each of the functional areas in detail.

In order to describe park operations for this business plan, park activities were divided into the five following functional areas:

Resource Management: encompasses all activities related to the management, preservation and protection of the park's cultural and natural resources, except the historic ships. Activities include research, restoration efforts, archives and collections management, documentation, compliance, and historic site protection.

Visitor Experience & Enjoyment: includes all park activities directly related to providing visitors with a safe and educational experience while at the park. It includes all interpretation, visitor center management, interpretive media, fee collection, and visitor safety services.

Facility Operations: includes all activities required to manage and operate the park's infrastructure on a daily basis. Buildings, roads, trails, utilities, and historic ships require a range of operational activities from basic sanitation to water testing.

Maintenance: includes activities directed solely to prolonging the life of park assets and infrastructure through substantial repair, replacement or rehabilitation of park assets, such as historic ships, buildings, roads, trails, utilities, fleet vehicles, and equipment.

Management & Administration: encompasses all park wide management and administrative support activities. It includes all park communications and external affairs activities, park level planning, human resource management, information technology, park leadership, and financial management.



Summary Financial Statement

FUNCTIONAL AREAS AND PROGRAMS	MEET CORE NEEDS		RESOURCES		PROJECTED SURPLUS (DEFICIT)	
	FTE	Funds	FTE	Funds	FTE	Funds
Resource Management						
Cultural Resource Management	13.9	\$1,261,700	10.3	\$1,046,522	(3.6)	(\$215,178)
Library	3.5	\$279,863	6.4	\$442,027	2.9	\$162,164
Resource Protection	2.2	\$258,208	1.0	\$209,885	(1.2)	(\$48,324)
Resource Management and Administration	1.3	\$103,125	1.0	\$98,299	(0.3)	(\$4,826)
Subtotal	20.9	\$1,902,896	18.7	\$1,796,733	(2.3)	(\$106,163)
Visitor Experience and Enjoyment						
Concessions Management	0.1	\$8,439	0.7	\$76,554	0.7	\$68,115
Education	1.2	\$84,325	2.9	\$196,228	1.7	\$111,903
Exhibits and Media	3.7	\$342,215	2.9	\$274,179	(0.8)	(\$68,036)
Fee Collection	2.8	\$147,951	2.2	\$161,978	(0.6)	\$14,027
Interpretation	4.2	\$232,762	4.3	\$290,506	0.1	\$57,744
Special Park Uses	0.4	\$29,757	0.6	\$35,893	0.2	\$6,135
VEE Management and Administration	3.0	\$230,040	2.2	\$196,012	(0.8)	(\$34,028)
Visitor Center Operations	0.1	\$4,280	3.2	\$196,896	3.1	\$192,616
Visitor Safety Services	1.1	\$61,020	0.6	\$33,991	(0.5)	(\$27,029)
Subtotal	16.4	\$1,140,790	19.6	\$1,462,237	3.2	\$321,447
Facility Operations						
Buildings Operations	0.4	\$42,959	2.4	\$187,063	2.0	\$144,104
Facility Operations Management and Administration	2.7	\$237,292	2.1	\$173,651	(0.6)	(\$63,641)
Grounds Operations	1.4	\$102,376	0.3 *	\$25,679	(1.1)	(\$76,697)
Janitorial Operations	2.1	\$367,069	1.3 *	\$344,989	(0.8)	(\$22,080)
Roads, Channels and Piers Operations	0.6	\$76,830	0.3	\$60,843	(0.3)	(\$15,987)
Ships Operations	4.6	\$499,786	1.3	\$322,176	(3.4)	(\$177,611)
Trails Operations	0.3	\$15,850	0.0	\$284	(0.3)	(\$15,566)
Transportation Systems and Fleet Operations	0.1	\$54,834	0.1	\$61,735	0.0	\$6,900
Utilities Operations	0.4	\$266,702	0.1	\$241,986	(0.3)	(\$24,716)
Subtotal	12.5	\$1,663,700	7.8	\$1,418,406	(4.7)	(\$245,294)
Maintenance						
Buildings Maintenance	2.0	\$160,434	2.4	\$228,397	0.4	\$67,963
Maintenance Management and Administration	2.7	\$238,363	3.2	\$281,495	0.5	\$43,132
Roads, Channels, and Piers Maintenance	1.2	\$84,201	1.0	\$88,676	(0.2)	\$4,474
Ships Maintenance	7.7	\$877,849	6.8	\$695,233	(0.9)	(\$182,616)
Trails Maintenance	0.1	\$3,530	0.0	\$30,189	(0.0)	\$26,659
Transportation Systems and Fleet Maintenance	0.1	\$10,023	0.4	\$35,540	0.3	\$25,516
Utilities Maintenance	0.2	\$23,530	0.2	\$24,203	0.0	\$673
Subtotal	13.9	\$1,397,931	14.0	\$1,383,732	0.1	(\$14,199)
Management and Administration						
Communications	1.3	\$203,780	1.3	\$226,844	(0.1)	\$23,064
External Affairs	1.6	\$162,074	0.8	\$92,761	(0.8)	(\$69,313)
Financial Management	1.8	\$180,063	1.6	\$169,694	(0.1)	(\$10,369)
General Administration	2.0	\$205,232	3.5	\$332,008	1.5	\$126,776
General Management	1.5	\$178,120	2.5	\$203,057	1.0	\$24,937
Parkwide Safety	1.1	\$93,813	1.5	\$163,071	0.4	\$69,258
Partnerships	2.2	\$199,284	3.0	\$269,618	0.8	\$70,335
Planning	1.7	\$196,167	1.2	\$125,960	(0.5)	(\$70,207)
Subtotal	13.3	\$1,418,532	15.4	\$1,583,013	2.1	\$164,481
Total for Park Operations	77.0	\$7,523,849	75.6	\$7,644,120	(1.5)	\$120,272

* These numbers do not reflect the 2.4 FTE that were on loan for most of FY2005 who worked on janitorial and grounds operations.

Block and tackle

The table on the opposite page serves as the operating statement for the park's five functional areas and 37 programs. The first two columns indicate the required staff and funds needed to meet the park's high priority operations. The next group of columns indicates the total staff and funds that were actually available to the park in FY2005. The last two columns compute the difference between the resources the park requires and the resources that were available to the park in FY2005.

Overview Analysis

In FY2005, the park allocated 75.6 FTE and spent over \$7.6 million on its operations. In an effort to live within its existing budgetary means and provide for enhanced resource protection, the park limited its operational requirements to include only highest priority activities that were considered critical to the park's mission. As such, the required resources reflect a reduction in park-run services that will either be coordinated through the park's Cooperating Association or discontinued entirely. Specific activities that are affected are addressed in the Core Operations section of this business plan.

Based on these factors, the park still requires a slight increase in FTE, but decreases its required funding by approximately 1.5%. This reflects the park's goal to make use of more flexible hiring authorities such as temporary or seasonal staff when appropriate. By lessening the reliance on full-time permanent staff, the park addresses a key measure of its operational inefficiency, as was measured by the NPS Scorecard and discussed on page 12.

Shortfall Analysis

Facility Operations experienced the largest budgetary shortfall, requiring an additional 4.7 FTE or \$245,294 from the available resources in FY2005. This 17% increase in required resources was mainly driven by Ships Operations, which requires almost 3.5 additional FTE. Resource Management experienced a shortfall as well, requiring an additional 2.24 FTE or \$106,163 to meet core operating standards. Predictably, the shortfall was driven by the need to maintain and protect the considerable collection of cultural resources managed by the park.

While most programs had a shortfall in their allocated resources, fifteen programs experienced a surplus that totaled approximately 15.6 FTE or \$1.1 million in FY2005. In most cases, the surplus was reallocated toward high priority programs and activities where appropriate. More information is provided in the following functional area descriptions.

FY05 Investments Summary

It is important to note that the Summary Financial Statement captures only the effort and associated expenditures related to daily park operations and does not include one time capital investments in park assets. As a park focused on the preservation of historical and cultural resources, investment projects make up a significant portion of the park's total expenditures, equaling \$5,386,715 in FY2005. Specific investment projects are explained in detail in the Funded Investment section of this business plan.

Total for Operational and Maintenance Expenditures in FY2005	\$7,644,120
Total for Investment Expenditures in FY2005	\$5,386,715
Total Expenditures	\$13,030,835

FY2005 Expenditure by Functional Area





Resource Management

The maritime resources conserved by San Francisco Maritime National Historical Park are world-class. From the historic ships and buildings to the millions of artifacts and archives, the resources possess exceptional value in illustrating and preserving America's maritime past. Because the park is exclusively focused on cultural resources, the associated programs perform activities that effectively accession, research, document, preserve, and protect those resources for future generations to enjoy.

Resource Management is split into four main programs: Cultural Resource Management, Resource Management and Administration, Resource Protection, and the Library. In FY05, the park allocated a total of 18.7 FTE or \$1,796,733 for these programs, representing the largest financial commitment to any functional area. While accounting for over 23% of the park's total available funding, the park still requires an additional 2.2 FTE or \$106,163 to meet its high priority requirements in this area.

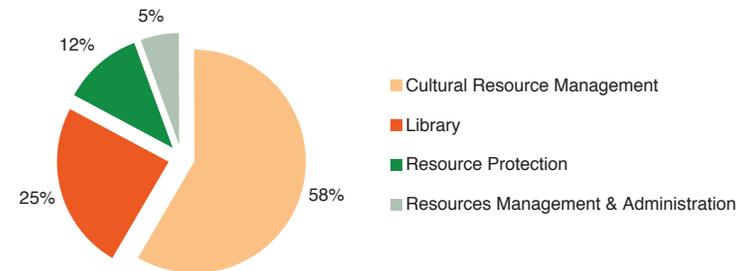
Cultural Resource Management

As a national historical park, it is not surprising that almost all the effort within Resource Management is focused on managing the park's historic structures, vessels, and collections, including small craft, maritime cultural artifacts, and various archival materials. Park staff must ensure that each of the park's historic assets is appropriately maintained in compliance with all the relevant NPS policies and standards, including NPS Director's Order 28, the primary policy document for cultural resources management.

In FY05, the park allocated 58% of the entire Resource Management budget towards Cultural Resource Management, totaling over 10.3 FTE or \$1,046,522.

A new cathead is hoisted aboard *Balclutha* using traditional methods.

**Resource Management
FY2005 Expenditures by Program**



Total Required		Total Available	
FTE	Funds	FTE	Funds
20.9	\$1,902,896	18.7	\$1,796,733

Despite this expenditure, the park was still unable to meet the routine documentation, cataloging, and preservation needs of the collection. In order to fully address these needs, the park requires a 21% increase in funding to total 13.9 FTE or \$1,261,700. This commitment to cultural resources demonstrates the recognition that the overall success of the park is intrinsically tied to the condition of its cultural resources.

Library

The J. Porter Shaw Maritime Library is a research library which collects, catalogs, and preserves rare books, microforms, periodicals and oral histories reflecting American maritime history. In addition to simply collecting these items, the library provides internal and external reference services to this unique collection, as well as to the park's archives. By interacting with park staff and

the public, the library plays a key role in unlocking the mysteries of maritime history.

With 6.4 FTE or \$442,027 allocated in FY2005, the library received almost 6% of the total park funding, the third highest amount among the park's programs. A large portion of this funding and FTE was required to maintain 27 hours per week of public access to the library. While offering an important service, the park has determined that the library, the public, and the park as a whole would benefit greatly by establishing an appointment-only schedule for researchers and the public. This schedule would allow library staff to focus their time and energy on high priority activities that are currently being unmet while also providing more focused assistance that addresses each user's specific needs when accessing the library's collection.

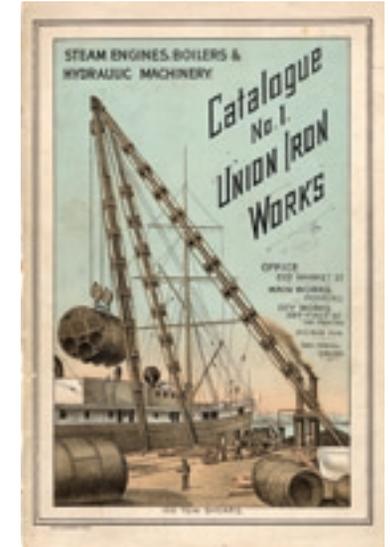
As such, the requirements for the library dropped by almost 26% to 3.5 FTE or \$279,863. While this represents a significant reallocation of resources, the required funding still represents almost 4% of the entire required funding for the park.

Resource Protection

The park's unique collection of invaluable cultural resources requires the utmost security and protection. Despite the high traffic within the park, security is maintained by a relatively small, but effectual team of park staff that coordinate with contracted security, U.S. Park Police, the City of San Francisco Police, and Fire Departments from the City of San Francisco and the Presidio to maintain constant vigilance over the park's resources.

In FY2005, the park allocated just over 12% of the Resource Management budget to coordinate internal and external security measures that ensure the safety of the park's assets. To fully meet the safety of these resources, the park plans to increase law enforcement presence, representing an increase of \$48,323 in required funding.

Handle with care! Specialized archival conservation and preservation techniques protect the park's diverse cultural resources and historic document collections, such as glass plates for photography, maritime industry publications, and ship building plans.





Visitor Experience and Enjoyment

San Francisco Maritime National Historical Park’s heavy visitation requires the park to provide a high level of access, services, and educational opportunities for visitors. Multiple entry points make it challenging to orient and inform the public about the breadth and depth of the park’s varied offerings. Therefore, the park focuses its efforts on creating a seamless experience for visitors through the use of signs, exhibits, information centers, and ranger staffing. This integrated approach to visitor experience and enjoyment aims to make each visit to San Francisco Maritime National Historical Park memorable.

Visitor Experience and Enjoyment is split into nine main programs: Concessions Management, Education, Fee Collection, Special Park Uses, Interpretation, Management and Administration, Exhibits and Media, Visitor Center Operations, and Visitor Safety Services. While each program performs a unique set of activities, collectively, they optimize the visitors’ overall satisfaction and enjoyment during their visit to the park.

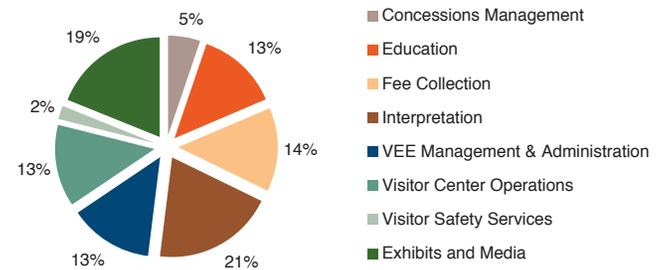
In FY2005, the park allocated a total of 19.6 FTE or \$1,462,237 for these activities, over 18% of the park’s total available funding. To address the functional area’s high priority activities and programs, the park requires 16.4 FTE or \$1,140,790. This decrease does not reflect an actual drop in visitor services. Rather, the park will work carefully with both its volunteers and Cooperating Associations to fulfill activities which are best conducted by these groups.

Interpretation

The goal of the interpretive program is to forge emotional and intellectual connections to the resources and stories of America’s maritime history, as well as the ideals of the national park system. Programs include over 1,500

Sparks Waves and Wizards: Communications at Sea in the Maritime Museum

**Visitor Experience & Enjoyment
FY2005 Expenditures by Program**



Total Required		Total Available	
FTE	Funds	FTE	Funds
16.4	\$1,140,790	19.6	\$1,462,237

presentations annually that actively engage park visitors. Rangers also provide more informal services such as answering logistical questions, supporting special events and providing impromptu talks.

Last year, the park allocated 4.3 FTE or \$290,506 toward the park’s interpretive services, representing over 20% of the total resources allocated to Visitor Experience and Enjoyment. While the amount of required FTE remained constant, the required funding dropped by almost 22% representing the park’s goal to better utilize seasonal staff to meet visitors needs.

Exhibits and Media

Exhibits and media provide visitors with park information, and orientation, and facilitate an in-depth understanding of the resources and stories contained within the park. As interpretive tools, publications, films, exhibits, signs, and

the park's website provide constant information to visitors, appeal to multiple learning styles, and allow for individual privacy and choice.

In FY2005, the park used 2.9 FTE or \$196,228 toward planning, design, fabrication, and maintenance of the multiple exhibits and media offered throughout the park. This does not include the significant time allocated to park investment projects, such as the *Cargo Is King!* exhibit. Despite this substantial financial commitment, the park still faces a deficit of 1.1 FTE or \$68,036, equivalent to an almost 25% increase in allocated resources from FY2005. This is based on the desire to include a regular schedule of rotating exhibits that utilize park collections as well as a renewed commitment to exhibit maintenance.

Education

Formal education programs are an essential element of the park's mission of developing a thorough understanding of maritime history. Given the resources these programs require, the park has been limited to providing on-site tours for area elementary school groups. The park will endeavor to expand the curriculum program to include off-site, multi-component, and other educational resources.

The park also offers a variety of other education programs for adults and high-school groups. While staffing and funding limit the number of offerings that can be managed by the park, there are opportunities for the park's Cooperating Association to develop these classes and others into a formal educational center. Collectively, these educational opportunities are essential to keeping maritime history and understanding alive.

Based on the renewed focus of enhancing only elementary school educational programs, the park experienced a surplus of 1.7 FTE or \$111,903 in FY2005. By lessening the

financial burden brought about by the park's educational programs, the park is able to reallocate its resources to other Visitor Experience and Enjoyment activities that are currently experiencing a deficit, namely those within Interpretation and Exhibits and Media programs.

Visitor Center Operations

Since 2003, the San Francisco Maritime National Historical Park has operated its Visitor Center in the 1909 Cannery Warehouse to orient, inform, and enhance visitors' experiences by showcasing the many resources, exhibits, programs, and special events offered throughout the park. In FY2005, 3.2 FTE or \$196,896 was allocated to Visitor Center Operations. In an effort to engage the park's volunteer partners in more meaningful ways, the Visitor Center will now be staffed almost exclusively with volunteers. As a result, the required funding for this program decreased by almost 98% to .1 FTE or \$4,280.

Special Park Uses

With its idyllic location, the park is a desirable location for individuals, organizations or groups to hold special activities and events such as weddings, festivals, athletic events, or receptions. As such, the park has determined that .4 FTE or \$29,757 is required to process and manage these permit requests.

Concession Management

Unlike some park units, the park currently has no concessionaires. However, the park must ensure that the 57 year rental lease with Kimpton Hotels to operate the Argonaut Hotel in the 1909 Cannery Warehouse is properly managed and administered. The park requires that .1 FTE or \$8,439 be directed toward this effort.



Balclutha's 50th anniversary as a museum ship was celebrated with traditional Scottish music

Chantey Sing

The monthly chantey sing is celebrating its 25th anniversary as the longest running chantey sing program in the nation. Participants experience sailors' work songs as well as other songs of the sea while aboard one of the park's turn-of-the-century ships. The program's roots go back to the park's earliest sea music festivals; in 1979 and 1980, the festivals' participants staged impromptu singing sessions at the day's end. From then on, singing sessions were held intermittently at the park, and in 1981, the park adopted the chantey sing as a regular park program. This free event quickly attracted a large following as news of the sings spread by word of mouth. Led by a park ranger, cleverly disguised as a chanteyman, over one hundred visitors attend each program where everyone is encouraged to sing.



Facility Operations

Facility Operations at San Francisco Maritime National Historical Park encompasses all day-to-day activities required to ensure park facilities operate smoothly and safely for visitors and staff. Typical operational activities include cleaning the decks on the park's historic vessels, upkeep of park grounds, performing facility inspections of all HVAC, electrical and plumbing systems, procuring various operational parts and supplies, and performing janitorial and trash management functions.

Facility Operations is split into nine main programs: Ships Operations; Buildings Operations; Grounds Operations; Janitorial Operations; Facility Operations Management and Administration; Roads, Channels and Piers Operations; Trails Operations; and Utilities Operations. With 7.8 FTE and \$1.4 million spent in FY2005, Facility Operations expenditures accounted for approximately 19% of the park's total operating expenses. Full funding for Facility Operations' highest priority work requires \$1.7 million.

Ship's Operations

Within the Facility Operations program, Ships Operations suffers from the largest shortfall of funding and staff required for maintaining the appearance and appropriate level of operation for the historic vessels. It accounted for 23% of expenditures in FY2005 and will require a 7% increase to achieve the standards of this program.

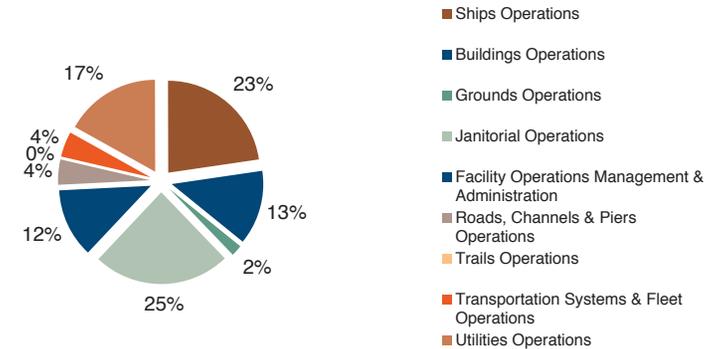
Activities performed to ensure the regular upkeep of the six National Historic Landmark vessels include routine cleaning, equipment and structural inspections and testing, licensing, controlling pest infiltration, lead or asbestos abatement, and replacement of equipment.

Janitorial and Grounds Operations

Janitorial activities are performed within the park to ensure

Ground's crew trimming trees

**Facility Operations
FY2005 Expenditures by Program**



Total Required		Total Available		Custodial-Adjusted Total Available	
FTE	Funds	FTE	Funds	FTE	Funds
12.5	\$1,663,700	7.8	\$1,418,406	10.2	\$1,496,702

a clean and safe environment for park staff and visitors. Restrooms are located in the Aquatic Park Bathhouse Building, the East and West Roundhouse buildings, Visitor Center, Hyde Street Pier, and Building E. Custodial services in the Aquatic Park Bathhouse and Visitor Center are currently contracted. Operational sanitary services include the cleaning and washing of restroom interiors, trash pickup, as well as the daily stocking of supplies.

Grounds-keeping activities include maintaining the various lawns, gardens, flowerbeds, tree cover, and beachfront throughout the park's 39 acres to ensure a safe and attractive landscape for the visiting public. Activities include watering lawns and gardens, mowing lawns, trimming hedges and overhanging branches, weeding and fertilizing flowerbeds, irrigation system inspections, and seeding new patches of grass, but do not include landscape redesign or one-time restoration efforts.

In FY2005, these two program areas required \$371,000 in operational funds. It should be noted however, that three of the park's four custodial staff operated under the Golden Gate NRA budget until August, 2005. Thus, the amount spent on Janitorial and Grounds Operations was actually \$449,000, the equivalent of 2.4 FTE, which was almost \$228,000 higher than the amount represented in the Facility Operations FY2005 Expenditures by Program figure.

With a large open space in Fisherman's Wharf, the park faces particular urban-based operational challenges. The park will determine an appropriate level of grounds maintenance and janitorial services and the most efficient and effective means of accomplishing those services. In addition, the park will evaluate efficiencies that can be gained by redesigning the grounds and landscaping.

Buildings and Utilities Operations

Building and Utilities Operations provide ongoing support to facilities used by the park to ensure safe and steady operation. The park's main structures include the 61,000 square foot historic Aquatic Park Bathhouse building, the 44,000 square foot historic Building E of Fort Mason Center, the 9,500 square foot Visitor Center, an 85,000 square foot off-site leased warehouse and storage facility, as well as several other buildings and workshops.

Due to the age of the park's buildings, much effort is spent inspecting and repairing obsolete systems, which include beyond-service life boiler systems and fragile, difficult to reach, lead-based plumbing and sewage systems. All work on historic assets must comply with the Secretary of the Interior's Standards for Historic Preservation Projects. In the future, better storage facilities and more efficient mechanical systems will be used that will preclude the need for additional off-site storage. With such changes, the park could reallocate almost 1.8 FTE or \$125,000 to higher priority work.

Facility Operations Management and Administration

The management and administration of the park's operations, while tied closely to the park's maintenance function, provides oversight for all the park's grounds and facilities, including a National Historic Landmark district, one National Historic Landmark structure, three National Register listed structures, six National Historic Landmark vessels, one National Register listed houseboat, the Lower Van Ness and Jefferson Street roadways, moorings, gangways, pilings, and all park grounds.

Activities include developing annual work plans, exploring ongoing energy and waste efficiencies, conducting staff training and individual development, and prioritizing and scheduling work. Much of the administrative effort in FY2005 was focused on improved budgeting and scheduling activities through the rollout of the Facility Management Software System (FMSS).



Ship's division staff share a wealth of maritime traditions and skills.



Maintenance

Park maintenance encompasses all activities designed to improve or prolong the life of the park’s assets through repair or rehabilitation work, preventative maintenance, and equipment and infrastructure replacement.

Maintenance encompasses seven main programs: Ships Maintenance; Buildings Maintenance; Maintenance Management and Administration; Roads, Channels, and Piers Maintenance; Trails Maintenance; Transportation Systems and Fleet Maintenance; and Utilities Maintenance.

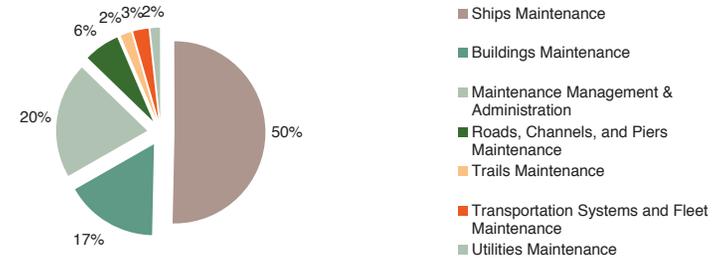
Overall, Maintenance activities accounted for \$1.4 million in FY2005, representing 18% of total park expenditures. The program that experienced the largest shortfall was Ships Maintenance. Additional funds are required to ensure that the park is able to implement a comprehensive preventive maintenance program, rather than reactively respond to problems as they occur.

Ships Maintenance

Regular preventative maintenance ensures that the historic ships remain in good condition; however, due to continued fiscal restraints, park staff is unable to perform this work on a consistent basis. These resources include six National Historic Landmark vessels including the square-rigger *Balclutha*, the schooner *C.A. Thayer*, the ferryboat *Eureka*, the tugboat *Hercules*, the steam schooner *Wapama*, and the fully operational US Coast Guard approved *Alma*; the National Register listed Lewis Ark Houseboat and several small utility boats. Maintenance activities include painting and varnishing decks and railings, tarring and splicing rigging, repairing masts and sails, performing ad-hoc woodworking and ironwork, repairing machinery, seaming cracks, dry-docking ships, and ongoing haul-outs for dry-dock repair, all in compliance with the Secretary of the Interior’s Standards for Historic Vessel Preservation Projects.

Shipwrights maintain the ferryboat *Eureka*

**Maintenance
FY2005 Expenditures by Program**



Total Required		Total Available	
FTE	Funds	FTE	Funds
13.9	\$1,397,931	14.0	\$1,383,732

In FY2005, Ships Maintenance accounted for 6.8 FTE and 50% of the park’s overall Maintenance expenditures, largely dedicated to deferred maintenance and repairs. However, this number does not capture the abundant effort by volunteers towards maintaining the vessels. It is assumed that once the ships can be maintained in a good condition, a total of 7.7 FTE would be required on an ongoing basis.

Roads, Channels and Piers Maintenance

Roads, Channels and Piers Maintenance encompasses ongoing activities to the park’s roadways, piers, pilings, moorings, and gangways, plus more than 150 directional and traffic signs throughout the park. Activities include constructing new road sections, repairing moorings, buoys and gangways, clearing or upgrading culverts and drainage systems minor repaving or repairing of damaged pier structures and signage and managing the 90 free

public parking spots in Western Aquatic Park. This work accounted for \$89,000 in expenditures in FY2005.

Transportation System and Fleet Maintenance

Transportation System and Fleet Maintenance represent only 3% or \$36,000 of the total Maintenance expenditures in FY2005. San Francisco Maritime's fleet consists of four electric vehicles, one riding lawnmower, two forklifts, a 7.5 ton crane, five workboats, and twelve GSA-leased cars. This fleet is used to transport assets around the warehouse, enable access to the floating vessels, and provide general mobility around the grounds for the park's maintenance staff. The park supports the upkeep of this fleet by troubleshooting breakdowns, or making appropriate woodwork and electro-mechanical repairs. Looking forward, there is still opportunity to switch the cars to vehicles that are both more environmentally and financially friendly.

Trails Maintenance

The park's Trail Maintenance supports the upkeep of the park's 5,027 feet of sidewalks, pathways, and boardwalk in order to provide a safe, clean, and clearly identified walking system for park visitors and staff. Activities include repaving surfaces, replacing sidewalk sections, and repairing fencing. In FY2005, \$24,000 was spent on Trail Maintenance; there is no expected shortfall in the immediate future.



Aquatic Park Historic District's aging bathhouse building, bleachers and landscaped gardens require intensive maintenance support.



The bio-diesel riding mower is part of the park's fleet of "working green" vehicles.



San Francisco Maritime Launches Green Energy Program

San Francisco Maritime is continuously seeking opportunities to improve its operations by reducing its environmental footprint. It is an even better opportunity when a program also reduces its ongoing maintenance costs. One such example is the successful installation of environmentally-friendly solar panels on the roof of the small craft building on Hyde Street Pier. With financing from the Hedge Fund in association with Bonneville Power, the solar panels represent another park step along the path to green energy (see Environmental Stewardship sidebar in Priorities section).

Installed in June 2005, the panels have generated more than 1100 kWh of energy, or more than 40% of the building's electricity use, and have offset more than 775 pounds of carbon dioxide. Extrapolating to a year's worth of power generation and given San Francisco's sunlight trends, the park estimates annual savings of more than 7.8 tons of carbon dioxide, and \$1,300 in saved electricity costs.



Management and Administration

Management and Administration at San Francisco Maritime encompasses all the “behind the scenes” activities that are required to successfully operate the park. While these duties are largely not visible to the casual visitor, the park could not effectively accomplish its congressionally mandated mission without this support. Some key activities include park-wide safety, partnerships, external affairs, planning, and financial management. Altogether, these activities enable the park to operate efficiently while providing essential services on park-wide, regional, and service-wide levels. Management and Administration expenditures accounted for approximately 24% of the park’s total operating budget.

Partnerships

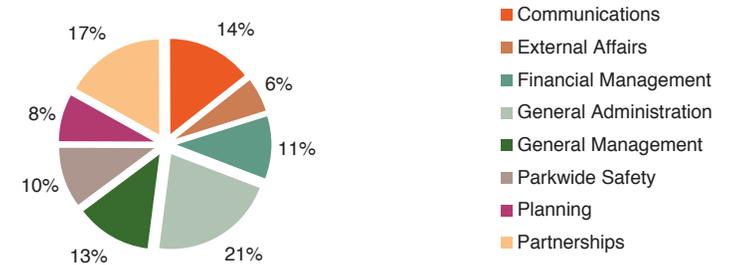
Because of its reliance on partners to accomplish its mission, the park believes, it is essential to have strong relationships with supporting associations and volunteer groups dedicated to supporting the park and its services. Organizations such as the San Francisco Maritime National Park Association and the Friends of the San Francisco Maritime Museum Library play a vital role in all elements of park operations, including education, interpretation, facility rental, volunteer recruitment, fundraising, and advocacy for maritime history. In addition, there is a wealth of individual volunteer activity that occurs daily at the park, with almost 40,000 volunteer hours spent assisting the park in its core operational activities in FY2005. In order to continue to foster additional contributions from partners, the park requires 2.2 FTE or \$199,284.

Parkwide Safety

With a proven record of safety performance, the park manages environmental compliance and safety, visitor safety, and environmental health through activities that include the planning and administration of the park’s

The park Visitor Center and Argonaut Hotel share the historic warehouse.

**Management & Administration
FY2005 Expenditures by Program**



Total Required		Total Available	
FTE	Funds	FTE	Funds
13.3	\$1,418,532	15.4	\$1,583,013

Central Safety Committee; conducting staff safety training; managing the park’s Emergency Response; conducting environmental health and safety audits; defining procedures for waste handling and storage; maintaining an up-to-date inventory of all hazardous materials and locations; and arranging for handling of hazardous waste both on- and off-site.

External Affairs and Planning

With a complex array of unique cultural resources, it is vital for the park to identify, prioritize, and develop strategies that define resource conditions and visitor experiences that best achieve the park’s mission. Because of the park’s location in a major urban and tourism center, it is vital for the park to interact, engage, and inform the many constituent groups within the community regarding these strategic plans and core activities. This includes briefing delegates from federal, state, and city governments,



The Park and the Association now share office space in Building E.

Communications

The Communications program encompasses the park's information technology (IT), telecommunications and electronic security systems. IT and telecommunications systems are essential to connecting staff to each other and to external parties, while electronic security systems provide a critical safety net for protecting and securing park resources. The park employs a full-time IT specialist who provides support to both park staff and to smaller parks in the Bay Area Network. Close to 20% of this position's time was spent supporting the Bay Area Network in FY2005. The park has been able to absorb the time and cost of providing external support, but financial realities and park plans to increase the use of technology in its programs will make this model more challenging over time.



attending public meetings, and managing all official media contacts between the park and the community. In FY2005, the park used almost 2 FTE or \$218,721 for Planning and External Affairs. To accomplish all of the high priority requirements for both programs, the park requires approximately 1.3 FTE or \$140,000 in additional resources.

General Management, General Administration, and Financial Management

General Management, General Administration and Financial Management at San Francisco Maritime encompasses a wide range of activities, including human resources, environmental management, procurement, budget formulation, financial records management, travel management and general clerical support. One of the most important elements within General Administration is contract management. This enables the park to award appropriate, yet fiscally responsible contracts that meet the park's ever-growing needs. Collectively, these programs require just over \$500,000 and 5 FTE, more than a 20% decrease in required funding and FTE from FY2005. This drop in funding is largely attributable to management's concerted effort to maximize organizational efficiency by streamlining internal processes.

Win-Win Partnerships: San Francisco Maritime and Argonaut Hotel

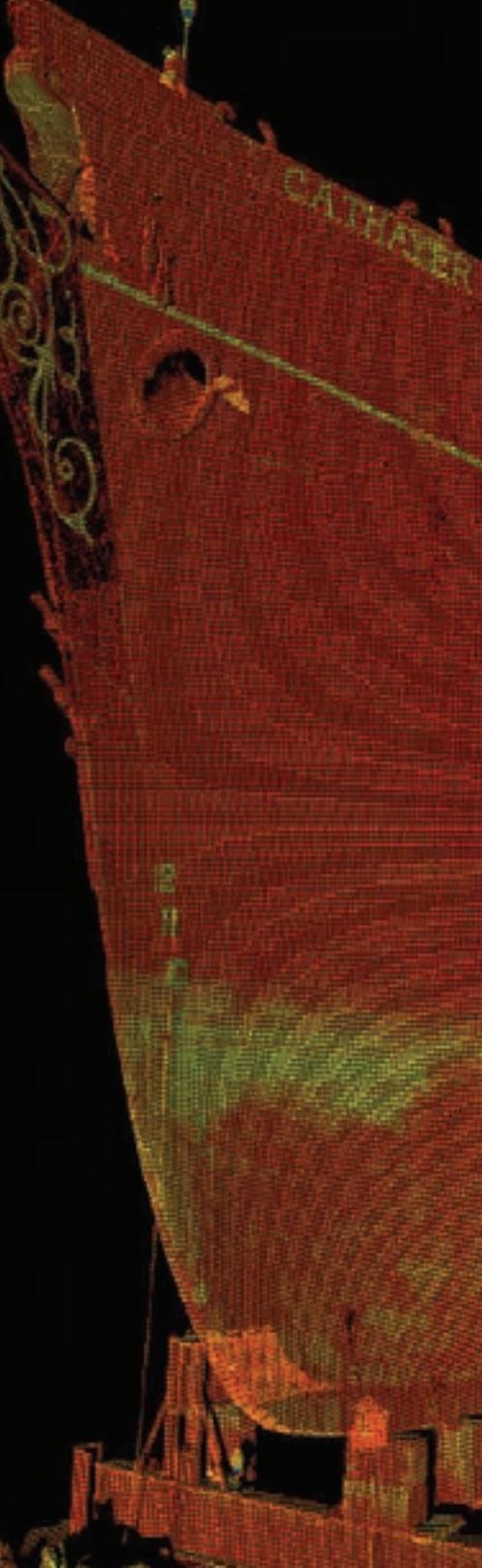
A unique public-private partnership was recently established between the National Park Service and the Kimpton Hotel Group to help preserve the park's historic assets. This relationship was created to develop and operate the Argonaut Hotel in the park's National Register-listed Cannery Warehouse.

The 57-year lease not only allowed for the rehabilitation of the building, but has several ongoing benefits:

- It provides visitors an excellent overview of the park's activities and cultural history through the creation of the park's new Visitor Center.
- It enables the park to provide public access to previously unavailable cultural resources.
- It provides a source of revenue to the park that can be used for the preservation of much of the park's collection of cultural resources.
- It helps offset the park's unfunded operational pay increases.

The park hopes that this exemplary relationship is a model for other long-term community partnerships to come.

The park also partners with the Port of San Francisco and Fisherman's Wharf Merchant Association, and hosts joint events at the park.



Funded Investments

San Francisco Maritime engaged in several investment projects in FY2005, totaling \$5.4 million. These projects were undertaken in order to improve resource protection, visitor services and safety, and overall park infrastructure. Several of the most significant projects are summarized below.

C. A. Thayer Rehabilitation

Over 65% of all investment expenditures in FY2005 went towards the rehabilitation of the National Historic Landmark sailing schooner *C.A. Thayer*. The 111-year old ship was suffering from massive rot of structural timbers and decayed fasteners. This multi-year construction project will bring the 219-foot wooden-hulled lumber schooner to a floating condition. Much of the work on the *Thayer* has been performed in an on-shore warehouse and is expected to be completed by the end of 2006 when the ship will be returned to Hyde Street Pier. The remaining work on the forward house, outfittings, and rigging will then be completed pier-side to the enjoyment of visitors and volunteers alike.

Total FY2005 Investment: \$3,562,000

Eureka Mechanical System Overhaul

The National Historic Landmark *Eureka* is a 116-year old steam ferryboat currently preserved as an exhibit ship. Due to park-wide deferred maintenance priorities, its complex propulsion machinery systems, engine, and boiler system have not been maintained. To begin restoring her to limited operational condition required specialized marine engineering aimed at asbestos removal, reconditioning four boilers, repairing the vacuum pump systems, and restoring the engine system.

Total FY2005 Investment: \$482,000

Hi-tech lasers documented the lines of the schooner *C.A. Thayer* in 3-D.

Aquatic Park Bathhouse and Amphitheater Rehabilitation

The Aquatic Park Bathhouse and accompanying structures were constructed as a Works Progress Administration project in 1939 and later designated a National Historic Landmark District. The bathhouse building is best known for its use as the Maritime Museum since the 1950s. The building and surrounding bleacher (or amphitheater) system is in serious disrepair, with significant concrete spalling, leaky roofing, and weakening structural integrity. Accordingly, the National Park Service is investing in a two-phase, 3-year rehabilitation project. Most of the effort in FY2005 was spent on planning the project.

Total FY2005 Investment: \$459,000

Cargo is King! Exhibit and Collections Discovery Room

In addition to the major construction projects discussed above, the park made important investments in its interpretive programs in FY2005. Two projects that will enrich the experience of park visitors are the design and creation of the Visitor Center's Collections Discovery Room, and the *Cargo is King!* exhibit in the "tween" deck of the national historic landmark square-rigger *Balclutha*.

The Collections Discovery Room acts as a key multi-media access point that links visitors to the park's extensive maritime collections and library materials. *The Cargo is King!* exhibit re-creates 19th century cargo life, highlighting *Balclutha's* transport history through an exhibit that includes 650 hand-sewn grain bags, 500 crates of canned salmon, Belgian cement barrels, and British glass.

Total FY2005 Investment: \$177,000

Government Performance and Results Act

The Government Performance and Results Act of 1993 (GPRA) was established with the purpose of making the government more effective and efficient by connecting government-wide goals with operations. In this business plan, park programs are associated with NPS service-wide mission goal categories. The chart below shows how park funding in FY2005 has been used to achieve these goals.

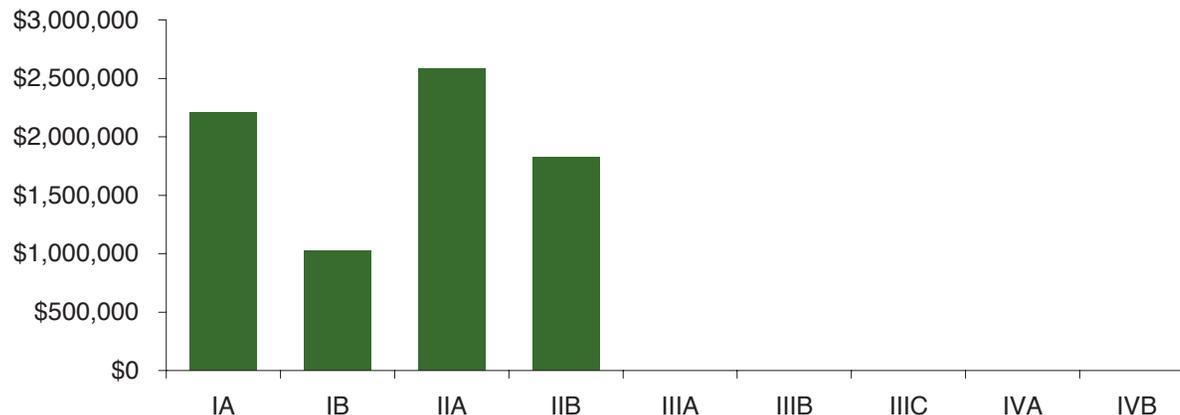
Goal I: San Francisco National Maritime Historical Park is wholly based on its unique collection of historic ships, buildings, small craft, artifacts, and historic documents that preserve the country's maritime history and cultural heritage. To adequately meet the ongoing and increasingly costly needs of these resources, the park has allocated over \$3.2 million towards resource preservation, representing over 42% of total expenditures in 2005.

Goal II: With a wealth of unique cultural resources and heavy park visitation, it is critical to actively promote an

understanding and appreciation for the nation's maritime history and cultural heritage. In order to connect visitors to the unique collection of cultural resources, the park allocated over \$4.4 million to public enjoyment and visitor experience, representing over 58% of total expenditures in 2005.

Goal III and Goal IV: These mission goals refer to the nationwide NPS programs that allow the park service to manage its limited resources more effectively. While important measures for the NPS on a national scale, they do not apply to individual park units, and therefore, did not receive park funding.

FY 2005 Expenditures by GPRA Goal



I. Preserve Park Resources

- a. Natural and Cultural resources and associated values are protected, restored, and maintained in good condition and managed within their broader ecosystem and cultural context.
- b. The National Park Service contributes to knowledge about natural and cultural resources and associated values; management decisions about resources and visitors are based on adequate scholarly and scientific information.

II. Provide for the Public Enjoyment and Visitor Experience of Parks

- a. Visitors safely enjoy and are satisfied with the availability, accessibility, diversity, and quality of park facilities, services, and appropriate recreational opportunities.
- b. Park visitors and the general public understand and appreciate the preservation of parks and their resources for this and future generations.

III. Strengthen and Preserve Natural and Cultural Resources and Enhance Recreational Opportunities Managed by Partners

- a. Natural and cultural resources are conserved through formal partnership programs.
- b. Through partnerships with other federal, state, and local agencies and nonprofit organizations, a nationwide system of parks, open space, rivers and trails provides educational, recreational, and conservation benefits for the American people.
- c. Assisted through federal funds and programs, the protection of recreational opportunities is achieved through formal mechanisms to ensure continued access for public recreational use.

IV. Ensure Organizational Effectiveness

- a. The National Park Service uses current management practices, systems, and technologies to accomplish its mission.
- b. The National Park Service increases its managerial resources through initiatives and support from other agencies, organizations, and individuals.



Core Operations Analysis

San Francisco Maritime, as part of the business plan process, examined its current operations and evaluated its highest priority activities towards achieving the park's mission. As a park that focuses on preserving and interpreting the nation's maritime history, the park identified as key priorities: protecting the park's most important assets, providing for the education, enjoyment and safety of visitors; and ensuring the park continues to operate as efficiently as possible.

Performed through numerous interviews and staff meetings, the Core Operations Analysis process scrutinized all of the park's activities resulting in those that were essential to the park's mission identified as "high priority". In some cases, it was determined that existing tasks could be performed by a different alignment of skills to positions.

Despite the value of all staff output, some activities were ultimately deemed to detract needed resources away from other critical tasks, and hence, were considered "lower priority". By reassigning resources to high priority activities, the park stands to gain several key operational efficiencies. Some of these efficiencies are highlighted below.

Utilize Volunteers in Visitor Center and Bathhouse Building

Anticipated Efficiency Gain: 3 FTE

Staff and exhibits in the park's Visitor Center next to the Argonaut Hotel, and the Aquatic Park Bathhouse building, provide visitor orientation and information. In lieu of Park Guides, the park will staff these areas primarily with volunteers to provide a continued high level of service, while permitting Park Guides to provide more roving and interpretive programs.

J. Porter Shaw Maritime Library

Library Services by Appointment

Anticipated Efficiency Gain: 2 FTE

The J. Porter Shaw Maritime Library is an important component to the park's resource program, providing research and educational opportunities. However, significantly smaller numbers of contacts with variable visitation require the park to begin providing library reference services by appointment only. This action will allow staff to prepare materials in advance of a researcher's visit and to focus staff efforts on such things as increasing access through technology and serving new user groups.

Streamline Storage Facilities

Anticipated Efficiency Gain: 2 FTE

The park's 85,000 square foot warehouse is located across San Francisco Bay – approximately 1-hour travel time from the park. The facility was selected as an interim solution when the park vacated the Cannery Warehouse. It requires almost two full-time staff to manage and operate the combination of small craft, artifacts, and supplies located there. Park staff have made significant strides in rearranging and reducing existing warehouse storage in anticipation of a smaller facility on the San Francisco side of the Bay. As a result of their efforts, access to and service within the warehouse will be by appointment only. This change will permit staff to focus on higher-priority preservation maintenance work.

Transfer Education Programs to Partners

Anticipated Efficiency Gain: 1.5 FTE

Tuition-based maritime education programs have been an important and visible part of the park's activities for a long period of time. However, these activities pull park staff away from higher priority collections and maintenance preservation activities. Accordingly, the park is looking toward its Cooperating Association to provide day-to-day management of these maritime education activities to

further appreciation for the nation's maritime history.

Conduct Priority Ships Maintenance and Operations

Anticipated Efficiency Gain: 0.6 FTE

With numerous national historic landmark and national register vessels, the park must put these assets at the top of the ships maintenance priority list. Since much of the essential upkeep on these ships is not being met, the park must draw resources away from other craft in order to ensure the upkeep of these high priority assets. The lower priority work will include the *Eppleton Hall*, the Pelican educational fleet, and three utility boats.



Historic vessels and boats of all sizes at Hyde Street Pier

Close East and West Roundhouse Restrooms

Anticipated Efficiency Gain: 0.5 FTE

With five public restroom facilities within the park, it is clear that the park puts a high priority on clean and safe comfort for visitors. However, given the restrooms' maintenance-intensity and unsafe conditions, the park concluded that closing the two roundhouse restrooms would be a high operational priority. This decision would not significantly impact the overall visitor experience but allow the park to ensure its remaining restroom facilities were being maintained to appropriate standards.



A view of the Aquatic Park Historic District, looking west

Redesign Landscaping in Victorian and Aquatic Park

Anticipated Efficiency Gain: 0.5 FTE

Due to insufficient operational funds, the park's landscaping has suffered from neglect in recent years to the point where flower beds throughout the park are now overgrown with weeds and blackberries. Removing these ornamental flower beds and replacing them with a low maintenance landscape will free grounds maintenance staff and resources to other high priority areas needing landscape maintenance.

Future Focus of the Park

In FY2005, the park spent approximately 10% of its time on lower priority activities. However, even reallocating existing resources to high priority tasks as part of the Core Operations process does not sufficiently address all of the park's high priority needs. Combined with current budget projections (see sidebar), it is clear the efficiencies listed above are actions that will help the park in the near term. In the long term, however, the park will need to examine further opportunities for accomplishing higher priority work.

Budget Cost Projection

The Budget Cost Projection module (BCP) is a financial forecasting tool used by park management to project the future cost of the park's current operations over the next five years. While it offers managers some analysis of their park's operations, the BCP does not assess performance. Therefore, it is vital that the BCP be used in conjunction with other planning tools, such as the Business Plan, to get an accurate view of how budgetary constraints impact the park's operations.

For the purposes of this Business Plan, a BCP model was created based on only the identified high priority requirements. Based on these requirements, the BCP projects a deficit of \$1.6 million dollars by 2011, a half million dollar difference from the BCP results without the found efficiencies presented in this Business Plan. These results will guide the park in its future decisions.

While the Business Plan identifies ways for the park to live within its means over the next two years, further changes in operations will be needed to meet the park's operational requirements beyond 2009.



ALMA

Priorities and Strategies

Operations and Maintenance Priorities

Aging infrastructure, increasing costs, and unique cultural resource preservation needs contribute to operational deficits across many programs within the park. This section summarizes priority operational and maintenance requirements and outlines the estimated resources required to meet each activity. These priorities are not one-time expenditures; rather, they are operational requirements that need to be funded on an ongoing basis.

Conduct Ships Maintenance and Preservation Work

As highlighted in previous sections, maintaining the historic ships is one of the park's greatest challenges and one that we struggle to meet. In order to provide preservation maintenance on a regular basis, the park will begin to realign staff and resources in order to meet this high priority need. Another activity that will be carried out is the recurring dry docking of the ships. Estimated Required Resources: \$360,000

Implement Rotating Exhibits

The park, with its vast collection of maritime artifacts, only showcases a very small percentage of its total collection. Although several new permanent exhibits have been created in recent years, there are opportunities to increase public access to the collection through rotating or temporary exhibits. Reallocating staff effort from several FY2005 investment exhibit projects to ongoing rotating exhibits is a key operational priority for the park. Estimated Required Resources: \$25,000 per exhibit

Focus on Collections Maintenance and Preservation

In conjunction with increasing access to the park's large collection, it is evident that park needs to increase efforts towards the documentation of preservation planning and implementation activities, as well as to refocus on the actual day-to-day maintenance of the collection items themselves.

Scow schooner *Alma* at drydock in a local shipyard for maintenance

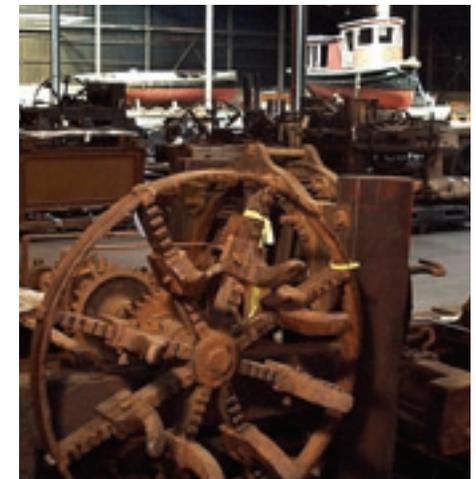
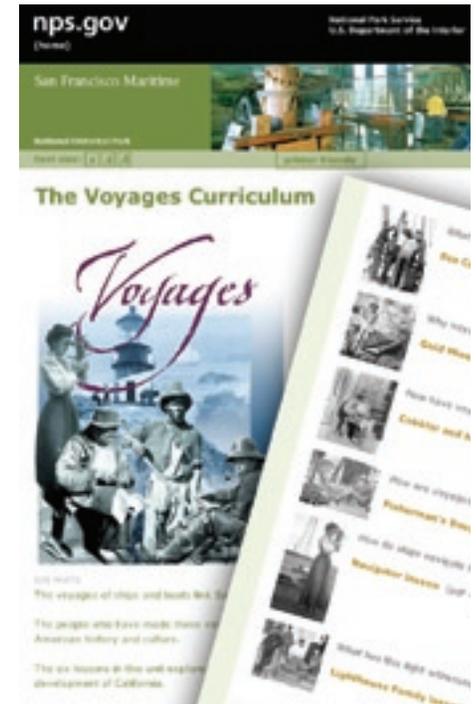
The park must realign existing collections staff if these activities are to be performed to NPS standards. Estimated Required Resources: 2.8 FTE

Enhance Curriculum-based Education

San Francisco Maritime has traditionally focused its efforts on in-park school tours; however, the park's location in a metropolitan area represents an opportunity to provide even greater educational offerings. The park staff will focus its outreach efforts on developing an education program that may include in-school programs, multi-component programs, teacher workshops, and increased web offerings. Park Rangers will focus on these programs during November through March coinciding with the lower visitor demand on Hyde Street Pier. Estimated Required Resources 1.2 FTE

Align Services to Seasonal Visitation

San Francisco Maritime, like many other parks, experiences changing patterns of visitation throughout the year. The highest period of visitation is from April to October. Accordingly, the park wants to align its on-site interpretative activities with this high demand period. On-site services will likely include an increased presence of Park Rangers, as well as specific formal interpretive programs at various locations throughout the park. Required resources for these activities will be gained through a reallocation of personnel from lower priority tasks to these high priority activities. Estimated Required Resources: 0.6 FTE



Educational programs and teacher's guides can be found on the web.

Collections in the Alameda warehouse



Investment Priorities

Investment priorities are large, capital investment projects that the park implements to improve infrastructure or services to its visitors, to recover from deferred maintenance work, and to improve overall park-wide safety. Note, however, the park assumes that future capital investment projects will only require staff time to liaise and provide advice to contract staff, but that actual project management and execution of project tasks will be performed by contractors.

The following projects comprise the park's top investment priorities, some of which are currently in progress.

Rehabilitate Aquatic Park Bathhouse Building and Amphitheater

As described in the Funded Investments section, this project will rehabilitate the bathhouse building and the deteriorated visitor-use amphitheater (bleachers) structure, including the underground offices and work spaces. Although effort was spent in FY2005 designing this project, actual implementation of the two-phase project is yet underway. Phase I is scheduled to begin in late 2006 and will repair the windows and roofs of the bathhouse building, while Phase II, to repair the amphitheatre, is scheduled for 2008.

Required Investment: \$9,163,000

Complete *Thayer* Restoration

As described in the Funded Investments section, the restoration of the national historic landmark *C.A. Thayer* is a multi-year construction project expected to bring the 219-foot wooden-hulled lumber schooner to a floating condition. Much work has been completed to date but the remaining work on the forward house, outfittings, and rigging need to be completed once the ship returns to Hyde Street Pier.

Required Investment: \$2,171,000

WPA murals in the bathhouse building bear the ravages of water intrusion.

Perform Building E Retrofit

Building E, of Fort Mason Center, is a National Historic Landmark building that requires a rehabilitation for seismic stability. In addition, the interior layout and space utilization is not optimal. An engineering study needs to be conducted in order to determine how to upgrade the building to ensure the safety of all staff and collections located within the building.

Required Investment: \$150,000



National Historical Landmark Building E, at Fort Mason Center

Repair Municipal Pier

This project is to perform an engineering analysis of the Municipal Pier, which is a major component of the park's Aquatic Park National Historic Landmark District. The scope of work consists of underwater and above water inspection, engineering analysis for seismic stabilization, deck resurfacing, guardrail repair, and replacement of all utility, potable water, and natural gas lines. This is a partnership project with the City and County of San Francisco. Once completed, the project will inform a larger rehabilitation project of the pier structure.

Required Investment: \$190,000

Design and Install *Balclutha* Fire Suppression System

This project is to contract for the installation of an appropriate fire suppression system for the National Historic Landmark square-rigger *Balclutha*. The system must be capable of fully protecting all spaces in the superstructure and within the hull. In order to preserve the historic appearance of the interior of the vessel, system elements must be made as unobtrusive as possible.

Required Investment: \$159,000

Replace Inefficient and Ineffective Heating Systems

The park's historic buildings, namely the Aquatic Park Bathhouse and Building E, have beyond-service life boiler systems that are in much need of replacement. Replacing these systems would not only free up resources to perform other maintenance activities, but also result in an ongoing energy savings. The estimated replacement cost of the boiler system in Building E is \$148,000; the Bathhouse's system is likely of the same magnitude of cost.

Required Investment: \$148,000 for Building E alone



World Environment Day display on the pier



Municipal Pier

Environmental Stewardship

The park has made significant efforts at reducing its overall environmental impact, in the particular areas of energy use, waste reduction, greenhouse gas emission and public education. The park is a signatory to California's Flex Your Power program.

Some key environmental leadership activities the park has led in partnership with others include:

- Hosting a World Environment Day 2005 event on Hyde Street Pier; bringing together park staff, the Port of San Francisco, Aquarium of the Bay, the Dolphin Club, and others, to provide educational outreach to the public on waterfront ecology issues in urban areas.
- Conducting a Greening Workshop with local partners including the Senior Center, Golden Gate NRA, City of San Francisco, Presidio Trust, and both of the park's Cooperating Associations in order to make greening improvements throughout the park, ranging from green purchasing to improved operations and management, to environmentally-responsible interpretation activities.

Other activities that the park has initiated internally include:

- Replacing incandescent light bulbs with compact fluorescent bulbs.
- Exchanged 3 gas powered utility carts for electric carts.
- Purchased green products such as recycled paper.
- Replaced all lead-based paints with non-toxic water-based paints.
- Exchanged a gas-burning 52" mower for one that uses bio-diesel.

Such efforts are just the beginning of more eco-friendly activities to come.



Strategies for Generating Revenue

As part of the business plan process, a number of near-term strategies were examined based on input by park staff to identify future sources of additional revenue. These analyses use conservative estimates and assumptions in order to describe their potential benefits to the park and are initial examinations only; if they are to be considered, further detailed analyses on feasibility would be necessary, including in some cases, a study of local or regional compliance and public involvement.

Introduce Interpretive Programs on the *Alma*

Estimated Annual Net Benefit: \$0 - \$50,000

The 19th century scow schooner *Alma* is a fully operational U.S. Coast Guard-certified vessel that is one of six National Historic Landmark vessels in the park's collection. As the only vessel currently capable of setting sail, the *Alma* represents an opportunity to further create visitor connections with the nation's maritime history; furthering appreciation of the *Alma*, the park's mission, and the city of San Francisco as a whole.

Currently, the *Alma* runs periodic day sails for partner and community groups, industry regattas, and other select special events. It also hosts approximately 60 school trips per year as part of the Age of Sail education program. However, the general public has no opportunity to step aboard the *Alma*, let alone to experience the intricacies of hoisting her sail, exploring maritime history, or learning chantey tunes that could be gained through an interpretive program.

With operations limited to the park's high visitation season (April to October), weekend trips, and participation by volunteers as ship crew members, such a program could not only provide much-needed revenue that could be used towards the preservation and sailing of the *Alma*, but could

Montage of photos and historic documents from the collection



Scow schooner, *Alma*, sailing past the San Francisco waterfront

also provide a unique opportunity to combine tourism interests in the Bay area with the park's interpretive goals.

Utilize Historic Photos

Estimated Annual Net Benefit: \$15,000 - \$75,000

The park has over 300,000 unique maritime photos and images in its collection, which are not readily accessible to the public. The use of photographs is a critical element in telling the maritime history of our country, as they engage the viewer in ways that are simply not possible through the use of just words. The park will make a concerted effort to effectively utilize these rare images in ways that connect visitors to the resources contained within the park.

To accomplish this, the park first needs to determine which images best illustrate the stories of America's maritime gateways and the park's resources. Once these images have

been determined, the park will provide access to these images in a number of innovative ways. First, it will post these images on the Cooperating Associations' websites. By providing an easy, intuitive, user-friendly interface for ordering these images, the park will enable users, regardless of their proximity to San Francisco, to browse and purchase posters of the selected images. In addition, the park will offer the same online access to these prints at the park, making the collection of historic photos available in the Visitor Center's Collections Discovery Room. Visitors will immediately be able to order a photographic keepsake while the memory of their visit is still fresh in their minds.

Update Maritime Store Offerings

Estimated Annual Net Benefit: \$15,000-\$45,000

The park's maritime store has focused primarily on offering a wide variety of maritime-related books. There are a number of limiting factors that inhibit the success of this strategy. First, the profit margin on book sales is quite low. Therefore, stores must make up for this low margin by selling books in high volume. Unfortunately, the maritime niche market is not large enough to support these low margins, especially in a store as small as the Maritime Store.

Rather than focusing its efforts primarily on books, the store should broaden its offerings to include park-related items that appeal to the interests of San Francisco tourists, who make up the store's largest clientele. There are very few items in the store that reflect the park's rare collection of resources. This is an untapped opportunity to offer visitors keepsakes and educational materials that are a unique reflection of their visit to the park.

A product development team, made up of individuals from the park and its Cooperating Association, will be created to determine which items best entertain the interests of the park's visitors while sustaining the park's strong educational values. Offerings will likely include items that are unique to

the park and the National Park Service as well as items that reflect local and regional tourism and history. In addition, these items will be sold to other area retailers, eliminating the exclusive reliance on the Maritime Store for item sales. By focusing on these items, the park and Association can expect a positive increase in sales while incurring minimal investment costs.



Maritime Store, operated by the park's Association

Implement Service District Charges

Estimated Annual Net Benefit: \$63,000 - \$73,000

Service District Charge (SDC) is a program to recover costs from providing services to partner organizations. For San Francisco Maritime, there are several tenants occupying park buildings that do not pay rent (Sea Scouts, Senior Center and Association) yet the park spends money to provide services. These services include fire prevention and suppression, grounds and sidewalk maintenance, building and utilities maintenance and property management support.

SDC would be an attempt to recover some compensation for providing these services at essentially no cost to the tenants. The amount recovered can be no greater than the cost of providing such services. Accordingly, SDC is charged on a per square foot basis, usually in the range of \$3.00 to \$3.50 per square foot.

***Alma*, Oldest Certified Passenger-Carrying Vessel on the U.S. Pacific Coast**

The 1891 flat-bottomed scow schooner, *Alma*, is one of the oldest vessels in the park's collection, and is recognized as a National Historic Landmark vessel. Schooners like the *Alma* used to sail California's inland waterways, delivering plows, seed, sewing machines, coal, oil, and other goods. When these vessels returned to port, they often brought back jute bags full of wheat, which would be transferred to ships bound around Cape Horn to Europe.

Today, the *Alma* is believed to be the oldest certified vessel capable of carrying passengers along the Pacific coast. Thanks to the efforts by the San Francisco Maritime National Park Association, park staff, and volunteers, thousands of schoolchildren benefit from the annual Age of Sail educational program offered onboard the *Alma*. Kids learn not only about the history of 19th century sailing, but also learn the skills and trade of working aboard an historic wooden ship. When Age of Sail kids, or even their parents, go on to become park volunteers, the park knows it has successfully made long-term connections with its visitors.



Strategies for Reducing Costs

In addition to looking at strategies that could raise additional revenue, the park identified several near-term strategies to further reduce operational costs. These strategies would be longer-term activities that would supplement the operational efficiencies identified during the Core Operations process of the business plan process.

Install Additional Solar Panels

Estimated Annual Net Benefit: (\$9,300) - \$3,700
San Francisco Maritime has implemented a number of operational activities to help lessen its overall environmental footprint. These include replacing incandescent light bulbs with energy-efficient ones, using paper with post-consumer recycled fibers, and more recently, installing photovoltaic (PV) panels to generate solar power on the top of the Small Craft Building on Hyde Street Pier. This last project was such a success that the park is currently investigating additional installations.

Additional photovoltaic panels would not only reduce the amount of energy the park extracts from California power grids, but it would also reduce the amount of carbon dioxide released from the grid's generation of that electricity. Installing rooftop solar panels could generate annual savings both from utility savings as well as carbon dioxide offsets.

It should be noted, however, that photovoltaic materials are still fairly expensive in comparison to other energy sources, especially the fossil fuels that make up the majority of California electricity production. If the park has to cover these installation costs itself, the payback period for installing photovoltaic panels is estimated at approximately 13 years. If, however, a partner could be found to cover the costs of installation, the costs would be recovered within the first year of operation.

Photovoltaic panels on the Small Boat Shop roof at Hyde Street Pier



The park's maintenance crew installs the panels.

Lower Custodial Contract Costs

Estimated Annual Net Benefit: \$90,000
Currently, the park uses a combination of permanent park staff and contract workers to accomplish its custodial services and grounds maintenance. Services include cleaning of multiple office areas and restroom facilities, pick up of outdoor trash and trash cans, mowing, weeding, and pruning, and waste management.

In attempt to find the most efficient operational mode given limited resources, the park analyzed the costs of these services being provided solely by contract or solely by park staff.

Even with a quantification of the economic benefit of contract flexibility, the current custodial contract is substantially higher than if the activities were all performed in-house. However, it should be noted that if a slightly lower cost contractor could be found, the savings generated by performing these duties in-house could be

comparable to those generated by contracting out all grounds and custodial duties. Further analysis must be performed to make a final determination but regardless, the current mix of park staff and custodial contractors is not optimal.



Align Fee Booth Hours with Seasonal Visitation

Estimated Annual Net Benefit: (\$4,000)

San Francisco Maritime opens the gate to Hyde Street Pier, home to its fleet of historic large vessels and some of the best views of San Francisco Bay, every day of the year except for Thanksgiving, Christmas, and New Year's Day. While it is free to walk the pier and explore the vessels from a distance, the park charges admission to board the ships.

The fee collection booth is currently staffed eight hours a day, 362 days a year by Park Guides. However, their ability to engage the public in an interpretive function is limited.



Tickets are required to board ships for either self-guided or ranger led tours.



Visitors during the winter season enjoy the peace and quite of our beautiful maritime landscape.

Moreover, as discussed in the Historical Analysis section of this document, the park's visitation fluctuates on a seasonal basis, with a low-demand season occurring during the winter months of December through February. The park's fee collection and donation boxes at Hyde Street Pier exhibit the same trend.

One possible optimization of the fee booth operation is to close the booth down during these winter months, and use subject-to-furlough park guides for nine months of the year. There would be several benefits of doing so. First, limited fee booth operation would free up time for park guides to focus on roving interpretation, and leading interpretive talks, both of which are not done as often as desired. Second, such a program would enable the hiring of seasonal guides, which could potentially lower operational costs compared to full-time employees. Third, although the park would experience a decrease in overall fee revenue during those three months, the park would likely experience an increase in donations accordingly.

In the final analysis, however, the revenue gained during those slower months more than offsets the cost of the time required by park guides to staff the booth. Thus, switching to a 9-month fee operation staffed by subject-to-furlough guides would provide less financial benefit than keeping full time guides working the fee booth for the entire year.



Strategies for Improving Services

To supplement the near-term revenue-generating and cost-reducing strategies, the park also examined ways of making progressive changes in order to provide more comprehensive visitor services given projected financial cost constraints.

These longer-term strategies will involve significant effort by both park staff and the Cooperating Associations in order to bring these activities to fruition.

Develop a Maritime Education Center

Education programs provide the foundation for in-depth learning experiences that connect students of all ages with America's maritime history and the park's resources. Currently, the park coordinates and supports several tuition-based classes and programs such as boatbuilding, youth sailing, woodworking, and lectures. While it is important that park staff provide the technical knowledge and guidance for these classes, the time and resources devoted to these classes takes away from much-needed preservation efforts. The park's Cooperating Association is better equipped to organize, integrate, and manage these classes in a seamless manner that maximizes the classes' impact on the community.

By developing a comprehensive maritime education center, the park's educational initiatives will be enhanced in a number of ways. First, by having all programs under 'one roof' with a lead coordinator, classes will become integrated and develop momentum, maximizing their potential impact. The quality of classes will also improve, as the park and Association will be able to determine what offerings are the most popular and build additional programming around those interests. The Education Center, located at the current Sea Scout base, will provide a focal point for these learning experiences. By dedicating

Age of Sail education program aboard the *Alma*

the necessary space and resources in addition to providing a distinct and well-defined education program, the park and its Association will further position themselves as leaders in maritime history education.

Launch Cell Phone Audio Tours

With overall annual visitation to San Francisco Maritime nearing 4 million, the park is challenged to create meaningful, memorable interactions with visitors. Even with park staff publicly operating throughout the park's grounds, it is extremely difficult to make connections given the significant number of visitors to the park. As evidence of this challenge, the park scored very low on the Scorecard metrics measuring ranger contacts per visitor in the park due to the high visitation. In an effort to increase this score and actively engage visitors in new ways, the park is committed to creating a free cell phone audio tour within the park.

Cell phone tours have a number of distinct benefits to traditional interpretive programs. Most visitors stumble upon the park while visiting Fisherman's Wharf, participating in programs that happen to be scheduled during their visit. Therefore, rangers' well-researched and informative programs are available to only a small percentage of the park's visitors. By including interpretive programming in an audio tour, thousands more will have access to the park's unique stories, whenever and wherever they desire. Equally important, the park will be able to gather information regarding how visitors are interacting with park resources. This information will ultimately shape the future direction of many park offerings, including ranger-led tours and exhibits, ensuring that the park is consistently offering relevant programming to meet the needs of its visitors.

There are a number of other additional benefits to audio cell phone tours, including:



In the future, families can share their digital phone for an audio tour.

- No expensive headsets are required, eliminating a staffing need to maintain, sanitize, and manage the equipment.
- Content is controlled and owned by the park, enabling the park to use the audio files for podcasts, curriculum education offerings, or other appropriate outlets.
- Content can be created and produced in collaboration with multiple contributors, including park staff, volunteers, and other key park constituents.
- An audio tour will connect visitors to distant park assets and locations, something that the park has struggled to do for years.
- Costs associated with implementing the tour can be offset by offering underwriting opportunities to area businesses and associations.
- By including audio interpretive components on the ships, demand for access to the ships may increase.

It is clear that audio cell phone tours will enhance the visitors' experience and enjoyment in a number of innovative ways. Even better, this increase in enjoyment will come with little to no additional cost to the park, making tours a cornerstone of the park's efforts to increase its impact and outreach.

Design and Implement a Position Management Plan

It is a rare park that has a fully developed plan for the efficient utilization of the workforce and San Francisco

Maritime is no exception. The park's employees are the key to accomplishing its preservation and visitor service goals. A well-designed position management plan would blend the skills and assignments of employees in the most effective and efficient manner. In particular, the plan would have several key goals:

- Align skills and knowledge to appropriate tasks to improve efficiency and productivity.
- Attract and retain a quality workforce that is motivated and rewarded appropriately.
- Provide career development and advancement opportunities to build future National Park Service leaders.
- Improve scheduling and coordination of shared activities among divisions and across levels of hierarchy.
- Increase accountability through clear lines of reporting, communication, and evaluation.

Position management planning was not conducted as part of the Business Plan process but the park did identify preliminary staffing requirements for its high priority activities. Park management will begin a position management plan with the help of both the Region and the Washington offices. This strategy is not easily quantifiable but the benefits are undoubtedly great for any organization.



An historic Chinese junk drifts past the San Francisco waterfront in the early 1900s. Today, the park's replica shrimp fishing junk, *Grace Quan*, plays an important role in interpreting the cultural diversity of the Bay Area's fishing communities



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