ALCATRAZ ISLAND • BAKER BEACH • BOLINAS RIDGE • CHINA BEACH • CLIFF HOUSE • CRISPY FIELD
FORT BAKER • FORT CRONKHITE • FORT FUNSTON • FORT MASON • FORT POINT
GERBODE VALLEY • KIRBY COVE • LANDS END • MARIN HEADLANDS • MARTINELLI RANCH • MILAGRA RIDGE
MORI POINT • MUIR BEACH • MUIR WOODS • OAKWOOD VALLEY • OCEAN BEACH
OLEMA VALLEY • PHLEGER ESTATE • POINT BONITA • PRESIDIO OF SAN FRANCISCO • RODEO BEACH
STINSON BEACH • SUTRO HEIGHTS • SWEENEY RIDGE • TENNESSEE VALLEY

2007
REPORT TO THE COMMUNITY

PARKS FOR ALL FOREVER™

Parks
More than 30 beautiful national park sites reflecting the best of nature, history, and scenery on our doorstep.

For All
Enjoyed each year by 17 million visitors, 18,000 schoolchildren, and hundreds of community service organizations.

Forever
Cared for by more than 12,000 members and 13,600 volunteers contributing financial support and more than 388,000 hours of time each year.

The Golden Gate National Parks Conservancy is the nonprofit organization connecting these national parks to the community—helping to ensure their enhancement, preservation, and value for the benefit of all.
MESSAGE FROM THE BOARD CHAIR AND EXECUTIVE DIRECTOR

Dear Friends of the Parks Conservancy,

We greet you with the inspiration that our wonderful Golden Gate National Parks offers to us all. These treasured parks provide the exhilaration of discovery and bring joy to us, our families, and our friends. Each time we visit these places, we’re inspired by the nature, history, and beauty around us.

Parks For All Forever encompasses our vision. The Conservancy believes in the timeless value of these parks and is committed to their enhancement. These treasured places are for all—our common heritage and our collective public land. We have the opportunity and obligation to make our parks accessible, relevant, and welcoming to people of all backgrounds. Forever states our goal to preserve these lands for future generations with leaders, volunteers, and supporters at the ready.

As friends and donors, you share these values with us—and have been so instrumental to our accomplishments over the last year. This report details our achievements and celebrates the community engagement that gives meaning to our work. This year, with your involvement, we were able to provide more than $14 million of support to park projects and programs.

Our next chapter envisions a continuing campaign to transform and enhance these parks, with the goal of enriching people’s connection to them. Working with the National Park Service and the Presidio Trust, we see a very bright park-building future.

We invite your continued engagement—in fact, we depend upon it. You are a source of encouragement and give testimony to the broad public value of these parks as places of education, recreation, and inspiration. Thank you for your commitment and for your generosity to the parks that connect us all.

Sincerely,

Charlene Harvey
Chair, Board of Trustees

Greg Moore
Executive Director
Forming a spectacular 118 square-mile greenbelt stretching 80 miles north and south of the Golden Gate, the Golden Gate National Parks boast famous forts and infamous prisons, rugged coastlines and verdant forests. Some describe the parks as rocky headlands stripped by water and wind, or historic sites filled with moment and meaning. Others might say they are valleys of towering redwoods, or hillsides in the shadows of raptors. In these parks that defy mere words, the Parks Conservancy nurtures every special spot that defines them.

The Conservancy is proud to connect these public lands with park lovers like you who contribute to their sustained vitality. The next time you’re enjoying these natural and historic areas, go ahead and give your legs (or your spirit), a good, long, healthy stretch to celebrate your involvement.

Lands End forest, trails, vistas, and overlooks—like this one at Mile Rock—were made more magnificent and accessible this year through the leadership gift of the Richard and Rhoda Goldman Foundation and contributions from our park supporters.
In 2006, the rugged northeastern corner of San Francisco was the site of the largest Trails Forever project to date. Thanks to a leadership gift from the Richard and Rhoda Goldman Foundation, a new promenade and overlook—along with upgrades to the Coastal Trail—sparked an exciting makeover for this incomparable area.

As part of a new wayfinding and signage program for park trails, improved signs were placed along Coastal Trail from Muir Beach to Lands End. The new signs provide key facts on trail length and grade. Visitors to Alcatraz Cellhouse are also enjoying new interpretive and directional signage.

More than 140 types of plants have persevered to brighten the island’s austere profile. Their tenacious grip on The Rock has been aided by the efforts of a full-time gardener and nearly 500 volunteers who provided more than 6,000 hours of service over the past three years. The project—the park’s first volunteer stewardship program on the Alcatraz landscape—garnered a 2006 Save America’s Treasures grant of $250,000.

Through Trails Forever efforts, this rustic segment of the Coastal Trail south of Muir Beach underwent dramatic trail improvements in 2006. By building more trail, fixing drainage problems, bolstering bridges, and controlling the invasive pampas grass, the Conservancy enhanced the area for wildlife and trail users alike.

In collaboration with the National Park Service and the Fort Baker Retreat Group, the Conservancy helped advance plans for Cavallo Point—the Lodge at the Golden Gate. Fort Baker will also be home to the Institute at the Golden Gate, a program of the Conservancy dedicated to fostering discussions on important environmental issues. Restoration of the historic buildings and the parade ground are slated to finish in spring 2008, completing the site’s "post to park" transformation. To learn more, visit the newly launched websites www.cavallopoint.com and www.fortbaker.net.

PARK BENCHES

Benches are places for reflection and relaxation, offering a chance to ponder the hand of nature. The Conservancy’s Tribute Bench Program provides community members the opportunity to honor or memorialize their loved ones through the dedication of a bench in the Golden Gate National Parks. While paying tribute to the people dear to them, participants also help support the preservation of our beloved parklands.
The work and contributions of the 12,000-member Parks Conservancy benefit the estimated annual 17 million visitors to the Golden Gate National Parks, as well as the 1,200 plant and animal species that live on the parks’ 75,500 acres. With deep links to a broad range of park supporters, the Conservancy helped engage more than 13,600 volunteers. Led by the strong community presence of the Crissy Field Center, park education programs reached 18,000 schoolchildren.

But outside these figures, our work is also for the park advocates of tomorrow, and the countless people of today, who have yet to experience the awesome wonder of these parks. In other words, our efforts—like the lands themselves—are truly for all. And that’s not a calculable number. It’s a pledge beyond value.
Since its opening in 2001, the Crissy Field Center has been the flagship of the Parks Conservancy’s efforts to connect people of all ages and backgrounds with the environment. This past year the Center began to implement the Camping at the Presidio (CAP) program, which provides young people from urban environments an up-close experience with the natural world. Based at Rob Hill Campground, CAP is an innovative collaboration of the Center, the Presidio Trust, the National Park Service, and Bay Area Wilderness Training.

The Center also recognized its sixth group of Community Heroes, four outstanding Bay Area individuals and groups who affect environmental change in their diverse neighborhoods.

**NEW WEBSITE**

The Conservancy launched its new and improved website, www.parksconservancy.org, to widespread acclaim. As useful as it is appealing, the Conservancy’s redesigned Web presence is packed with in-depth information on the whole spectrum of park places and activities. Meanwhile, the number of subscribers to Park E-ventures, the Conservancy’s online newsletter, grew to more than 12,000.

**INTERPRETIVE MATERIALS**

The Parks Conservancy worked with the National Park Service to create five museum-quality cases to display artifacts on Alcatraz and also designed 35 new Alcatraz books and products to promote visitor understanding of the Island—and strengthen the connection between people and the parks. The Conservancy also began production on an educational video, One Million and Counting, to showcase the contributions of the parks’ native plant nurseries.

**COMMUNITY TRAILHEAD**

The Golden Gate National Parks’ first community trailhead, funded by a grant from the Centers for Disease Control and Prevention, was unveiled at the Richmond District YMCA. A vital new resource for the neighborhood, the signage encourages healthy walks at the nearby Presidio and Lands End.

**LINC: Linking Individuals with the Natural Community (LINC)**

Infuses the Site Stewardship Program with youthful energy, as this seven-week summer job opportunity leads high school students through a variety of natural resource areas. Through hands-on engagement with park restoration and conservation efforts, students develop leadership abilities, job skills, and their ecological consciousness.

**YOUTH IN THE PARKS**

Our members support the Conservancy’s engagement of young people. Urban Trailblazers, in its third year, bridges the gap between urban youth and the natural environment. This Crissy Field Center summer program immerses participants in restoration projects, educational workshops, and ecological adventures.

Teens on Trails, a new program, engages Bay Area high schoolers in parks restoration by transforming their “off days” into volunteer opportunities. By the end of the program’s first year, 300 teens had contributed their efforts.
Forever is an expansive word, a horizon seemingly beyond reach. But scope and scale never daunted visionaries like John Muir and William Kent. One hundred years ago, Kent gave over to public stewardship the redwood grove at the heart of today’s Golden Gate National Parks. Muir Woods now stands as an enduring monument to both its namesake’s ideals of conservation, as well as Kent’s legacy of giving to realize those hopes.

The Parks Conservancy is able to grow because our roots are strong. This year we honored the Conservancy’s founding members and long-time volunteers for their 20-plus years of support. Their steadfast friendship—and the generous contributions of continuing members and donors—constantly inspire the Conservancy. We know forever is a concept as difficult to grasp as the awesome redwood. But, with your help, we’ll have enough arms to wrap around it.
ForeVeR

Your membership supports the Parks Conservancy’s efforts to nurture the next socially- and environmentally-engaged generation. The Inspiring Young Emerging Leaders (I-YEL) program, designed and coordinated by students from diverse backgrounds, teaches high schoolers the skills necessary to enact positive change in their communities. This Crissy Field Center program, in its sixth year, trains students to become difference-makers through leadership instruction, service projects, and lessons on Bay Area ecology.

To further inspire future conservationists, the Center held a reception to connect young people with international winners of the Goldman Environmental Prize— the world’s largest prize of its kind. The Center also hosted Meeting the Challenge: Improving Student Achievement in Science and Technology, the first in a series of educational forums, and EcoCareer Day, which attracted more than 135 students.

CULTIVATING OUR FUTURE PARK STEWARDS

WILDLIFE CONSERVATION

The national parks on your doorstep are home to 28 rare, endangered, or threatened plants and animals. Habitat restoration efforts rely heavily on the Parks Conservancy’s five native plant nurseries, which grew nearly 143,000 native plants in the past year for 59 projects park-wide. Another Conservancy program, the Golden Gate Raptor Observatory (GGRO), marked its 22nd year of monitoring the raptors’ annual fall migration, which is an invaluable bellwether for the health of our wildlands.

Thanks to volunteers committed to participatory science, the GGRO oversaw a record-breaking year, with nearly 34,000 birds of prey sighted and 2,176 banded.

SITE STEWARDSHIP

Community volunteers work to restore endangered species habitat at four key locations in the park. The critical sites are Oakwood Valley and Wolfback Ridge (home to brilliant mission blue butterflies) and Milagra Ridge and Mori Point (habitats for the dazzling San Francisco garter snake and the famed California red-legged frog).

MORI POINT

Through Trails Forever and the Site Stewardship Program, the Parks Conservancy finalized trail and habitat restoration plans on these bluffs and hills in the southlands. As a priority site of the Coastal Trail Enhancement Project funded by the Gordon and Betty Moore Foundation, Mori Point will soon see better access for hikers and pond habitat for endangered and threatened species.

In September the Conservancy successfully hosted the signature event of National Public Lands Day; and in coordination with the National Environmental Education & Training Foundation and Take Pride in America, held a National Volunteer Recognition Ceremony.

TRAIL KEEPERS

New in 2006, this program links the trails and the community by training local park lovers as active and consistent stewards of the land. This group of volunteers—who monitor trail and habitat conditions and educate park users—will build on the success of the pilot program in San Mateo County.

VOLUNTEERS

The year 2006 celebrated the 20th anniversary of the Golden Gate National Parks Volunteer Program, a cooperative, park-wide effort of the Parks Conservancy and its partners. In addition to scores of drop-in volunteers, more than 160 volunteer groups—half of which were returning groups—provided invaluable support for habitat restoration, native plant nursery work, and trail maintenance. Groups ranged from professional groups to high school youth, and from corporate executives participating in team-building activities to local university students piloting a new volunteer initiative.
Ocean Beach A recreational paradise for generations, San Francisco’s western flats remains perfect for sunset walks, brisk jog, and rides of fresh air.

Golden Gate Valley Grazing cattle and Victorian farms grace this area between San Bruno and Inverness Ridge.

Phegley Estate This wildlife corridor at the Parks’ southern tip reveals traces of 10th century digging—like remnants of stem mills.

Point Bonita Adventures include the steep climb and heart-stopping footbridge to the Sutro Lightstation (first lit in 1875).

Presidio Tippaning San Francisco’s crown, this emerald park was once among the oldest continuously used military posts in the nation.

Rodeo Beach Rodeo Valley opens to this windswept beach speckled with coastal wildlife.

Sutro Beach One of the best swimming beaches in northern California, this three-mile stretch of white sand provides inviting surf and barbecue spots.

Silver Strand The lands of former San Francisco mayor Adolph Sutro showcase the park’s wildlife and Sutro Baths ruins, and the splendid Conservatory.

Sweeney Ridge Explorer Geyser, 19th century San Francisco Bay more than 200 years ago, and the 1,200-foot-high Summit.

Tennessee Valley This peaceful valley is one of the best places to hike in Marin County. It from the shipwreck of the famous Bridge.

The Golden Gate National Parks span 80 miles from north to south, forming an expansive public green space within the densely populated San Francisco Bay Area. Encompassing more than 75,500 acres across 118 square miles and with more than 17 million visitors each year, the parks at the Golden Gate are among the largest urban parklands in the world and the most visited national parks in the United States.
2007 Summary of Activities

Every day of the year, the Parks Conservancy is working toward its mission of Parks For All Forever. During the last year, we have supported and implemented projects and programs throughout the Golden Gate National Parks with the help of our park supporters and donors. In addition to the Conservancy’s results described in previous Reports to the Community, here is a summary of our accomplishments over the past year.

**PARKS**

**Trail Study**
Completed a trail study for national parklands in San Mateo County.

**Trail Crew**
Supported the park trail crew with volunteers, interns, and materials; Trails Forever held 210 Trail Project Volunteer Programs over 50 trails throughout the parks.

**Trail Improvements at the Golden Gate**
Supported the rerouting of roads and trails to enhance pedestrian and bicycle access near the Presidio Bluffs by the Golden Gate Bridges.

**Restoration Studies**
Completed restoration studies and site work for Fort Baker’s historic parade ground and natural habitat.

**Big Lagoon Wetland and Creek Restoration**
Supported restoration studies and planning for the Big Lagoon wetland and creek restoration project at Muir Beach.

**Redwood Creek**
Provided support to Redwood Creek stewardship and restoration from Muir Woods to the Pacific Ocean.

**Alcatraz Birds**
Supported habitat and monitoring studies of marine birds on Alcatraz.

**Marin Ranches Resource Study**
Provided funding for cultural landscape study of ranches in Marin parklands.

**Crissy Field Award**

**Trails Forever Dinner**
Hosted the fourth annual Trails Forever dinner which raised more than $725,000 for trail projects and other key park initiatives.

**Young People and Parks**
Funded park internships throughout the Golden Gate National Parks; supporting young people of all backgrounds to the parks.

**Interpretive Materials**
Received awards at 2006 Association of Partners for Public Lands (APPL) convention, including Winner, “Best Book (Over 48 Pages)” for Alcatraz: The Ultimate Movie Book; and Honorable Mention, “Maps and Guides,” for Presidio and Crissy Field: Map and Guide.

**Park Guides and Maps**
Provided free park brochures, maps, and informational materials to more than 750,000 park visitors.

**Trail Patrol**
Supported the Marin Headlands Horse Patrol, a volunteer program reaching visitors on park trails, as well as stewardship programs like Trail Keepers and Urban Trailblazers.

**New Collaboration**
Worked with American Hiking Society for the first time to host seven Volunteer Vacations groups in support of Trails Forever projects.

**Family Fun**
Entered 19th year of operation for the Alcatraz Kidz Tourz, providing programs tailored to families.

**Forever**
Earth Day at Muir Woods
Brought 500 volunteers to Muir Woods Earth Day celebration, contributing 1,500 hours of restoration work to the long-term stewardship of the site.

**Future Eco Careers**
Hosted EcoCareer Day for 135 high school students at the Crissy Field Center to nurture future environmental professionals.

**Ongoing Education**
Offered more than 40 sessions of natural resource and career development training for interns, volunteers, and Parks Conservancy staff.

**Steep FAST Friends**
Honored 47 founding members and long-time volunteers at a luncheon to celebrate their 20-plus years of support to the parks.

**Sustainable Nursery**
Supported the conceptual design process for the Presidio Nunnery to be known as the Stewardship and Sustainability Center.

**LANDSCAPE AND LANDMARKS**

*Funded a variety of natural and cultural resource studies aimed at preserving park landscapes and landmarks.*

*Completed a trail study for national parklands in San Mateo County.*

*Supported the park trail crew with volunteers, interns, and materials; Trails Forever held 210 Trail Project Volunteer Programs over 50 trails throughout the parks.*

*Supported the rerouting of roads and trails to enhance pedestrian and bicycle access near the Presidio Bluffs by the Golden Gate Bridges.*

*Completed restoration studies and site work for Fort Baker’s historic parade ground and natural habitat.*

*Supported restoration studies and planning for the Big Lagoon wetland and creek restoration project at Muir Beach.*

*Provided support to Redwood Creek stewardship and restoration from Muir Woods to the Pacific Ocean.*

*Supported habitat and monitoring studies of marine birds on Alcatraz.*

*Provided funding for cultural landscape study of ranches in Marin parklands.*

*Recognized by Society of American Travel Writers with its 2006 Phoenix Award for “Outstanding Accomplishment in Preservation and Conservation.”*

*Hosted the fourth annual Trails Forever dinner which raised more than $725,000 for trail projects and other key park initiatives.*

*Provided free park brochures, maps, and informational materials to more than 750,000 park visitors.*

*Supported the Marin Headlands Horse Patrol, a volunteer program reaching visitors on park trails, as well as stewardship programs like Trail Keepers and Urban Trailblazers.*

*Worked with American Hiking Society for the first time to host seven Volunteer Vacations groups in support of Trails Forever projects.*

*Entered 19th year of operation for the Alcatraz Kidz Tourz, providing programs tailored to families.*

*Hosted EcoCareer Day for 135 high school students at the Crissy Field Center to nurture future environmental professionals.*

*Offered more than 40 sessions of natural resource and career development training for interns, volunteers, and Parks Conservancy staff.*

*Honored 47 founding members and long-time volunteers at a luncheon to celebrate their 20-plus years of support to the parks.*

*Supported the conceptual design process for the Presidio Nunnery to be known as the Stewardship and Sustainability Center.*
REPORT TO THE COMMUNITY 2007: THANK YOU TO OUR VOLUNTEERS

Volunteer support continues to grow year to year, and this year was no exception with 13,675 volunteers contributing 388,101 hours of service parkwide. The Golden Gate National Parks Volunteer Program is a cooperative park-wide effort of the Golden Gate National Parks Conservancy, the National Park Service, and the Presidio Trust.

Many thanks to the following organizations for providing volunteer support for park conservation projects from October 1, 2005 through September 30, 2006.

AAVE Teen Adventures
Adopt-A-Beach (Headlands Institute & CA Coastal Commission)*
Adhesive
Aim High Academy*
Alpha Phi Omega (San Francisco State University)*
Alpha Phi Omega (UC Berkeley)
American Chemical Society
American Hiking Society
American Indians in Science
AmericaCorps*
ADL
Angara High School (2015 Club)
Asian Americans for Community Outreach (AAACO)
Aspengrove Academy
Bay Area Whole Boat Rowing Association
Benfield, Inc.*
Bethlehem Lutheran Church
Booz Allen Hamilton*
Bowling Leagues
Boy Scouts*
Bovis Lend Lease
BPM Accounting
Building with Books
Cal State Hayward
California Coastal Commission*
California Environmental Associates (CEA) Consulting
California State Automobile Association*
Cedars of Marin*
Charles Schwab*
Chevron
Cisco State University, Computer Action
Citizen Schools & Goldman Sachs
City College*
Crissy Field Dog Group*
Crystal Springs Uplands School
Dominican University*
Drew School
Eagle Scouts*
Enterprise Rent-A-Car
Entrepreneurial Foundation
Equity Residential (Larkspur Shores Apartments)
Farallon Marine Sanctuary
Federal Reserve Bank
Feldkirn's*
Fort Funston Green Team
Francisco Middle School
Friends of Mountain Lake
Friends of Sweeney Ridge*
Friends School
Galileo High School
Galileo High School (BRTC)*
Gap, Inc.*
GE Commercial Finance
Gemworth Financial*
George Washington High School
George Washington High School (GSS Club)*
Get Out and Learn
Girl Scouts*
Global Exchange
Goldman Sachs*
Grace Hill Americorps
Greenwood Elementary
Hamlin School
Hands On Bay Area*
Hyatt Hotels
Intel Involved
Japanese Chinese
Youth Council
Jewish Community Center of San Francisco, Club 18*
Jon Stewart Company
JONES & STOKES
Jr. League of SF & SMART program*
JRTC (SF High Schools)*
Kaiser Permanente
Katherine Delmar Burke & Towne School
KPMG Accounting*
La Casa de Cristo Lutheran Church, Youth Ministry (AZ)
LDS Missionary Group*
(San Bruno chapter)
Levi Strauss & Co.*
Legends
Lockton Insurance*
Macy's*
Martin Academy
Marin Conservation Corps
ReGeneration*
Marsa Middle School*
Martin Luther King Middle School
MASON Youth Give Society
McKesson
Menlo High School
Mill Valley Cub Scouts
Modoc High School
Morgan Stanley
Nativity Lutheran Church
Youth Ministry (Oregon)
Oakland College Alumni
Old Navy*
One Brick*
Oracle*
Pacific Primary School
Pearson Education
PG&E*
Price Waterhouse Coopers
(Plane a Difference Day)
REI*
RNA Accountancy Corporation
Ritz Carlton
Roswell Middle School*
Ross School of Business
San Francisco Club of San Francisco
Salesforce.com
Samuel Merritt College*
San Francisco Community Clinic Consortium
San Francisco Day School
San Francisco Friends School
San Francisco State
Alternative Spring Break
San Francisco Triathlon Club*
San Francisco Woldorf School
San Francisco Friends School
Santa Clara Master Gardens Scale
Schools of the Sacred Heart
San Francisco*
Seven Tepees Youth Program*
SF Clean City Coalition & Department of Public Works*
SF Corporate Volunteer Council (CVC)
Spirit Rock & Green Energy
Spirituality & Health Magazine
Stanbridge Academy*
Stanford University
STRAW*
Stuart Hall High School*
Student Conservation Association (SCA)*
Summerbridge (Bay School)*
Take Pride in America
Tamarpais High School*
Temple Emanuel*
The Arc of San Francisco
The Bay School*
The Church of Jesus Christ of Latter-day Saints
The Nature Conservancy
The San Francisco School*
Tides Center
Tourism Cares
Toyota
Trawlerco
Treasurer Island Job Corps*
Trifon Consulting*
Tufts Alumni
UC Berkeley Extension
University of Alabama
University of Alaska
University of Utah
University of Virginia
USF School of Law*
USF TriBeta
Volunteer Center—Vocational Transition Group
Volunteers for Outdoor California
Waldorf High School*
Washington High School
Wellington Insurance*
West Fargo*
Western Union Payment Services
Williams-Sonoma*
Wills, Janney, Eithers*
Associates, Inc.
Yahoo!

* groups that have participated two or more times
**Statement of Financial Position as of September 30, 2006**

**ASSETS**

Current Assets:
- Cash and cash equivalents $1,650,899
- Accounts receivable 1,535,014
- Contributions receivable 1,585,784
- Investments 9,605,210
- Inventories 1,479,168
- Prepaid expenses and other assets 162,894
  - Total current assets 16,022,989
- Endowment Investments 7,756,385
- Fixed Assets, Net 465,549
- Beneficial Interest in Charitable Trust Assets 123,516
  - **TOTAL ASSETS** $24,368,439

**LIABILITIES AND NET ASSETS**

Current Liabilities:
- Accounts payable and accrued liabilities $2,471,732
- Bank line of credit 50,000
- Accrued compensated absences and related 385,677
- Capital lease obligations, current 20,891
- Mitigation advances 487,262
  - Total current liabilities 3,415,562
- Capital Lease Obligations, net of current 47,486
  - Total liabilities 3,463,048

Net Assets:
- Unrestricted:
  - Undesignated 4,915,178
  - Board-designated for park projects and programs 2,919,859
  - Total unrestricted net assets 7,835,037
- Temporarily Restricted:
  - For park projects and programs 9,245,405
  - For National Park Service 58,118
  - Total temporarily restricted net assets 9,303,523
- Permanently Restricted Net Assets 3,766,831
  - **TOTAL LIABILITIES AND NET ASSETS** $24,368,439

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**Statement of Activities and Changes in Net Assets Year Ended September 30, 2006**

**SUPPORT AND REVENUE**

- Gross program revenue $12,904,311
- Cost of goods and services $(3,267,530)
- Program revenue, net 9,636,781
- Contributed income 1,428,416
- Investment income 52,851
- Net realized and unrealized gains on investments 352,093
- Mitigation awards 13,389
- Cooperative agreement reimbursements 2,238,538
- Other income 327,245
- **Total support and revenue** 19,126,806

**EXPENSES**

Program Services—
- Aid to National Park Service 11,433,166
- Visitor Program Services 3,230,498
- Total program services 14,663,664
- Fundraising 838,143
- Management and General 3,675,649
- **Total expenses** 19,377,456

Net assets released from restrictions 3,665,721
- **Total support and revenue** $(1,462,422)
- **Net assets released from restrictions** $(3,665,721)
- **Net assets released from current*** $(50,650)

**Net Assets, Beginning of Year** 9,297,459
- **Net Assets, End of Year** $7,835,037

**NET ASSETS, END OF YEAR**
- **Unrestricted** $3,030,333
- **Temporarily Restricted** $3,766,831
- **Permanently Restricted** $(20,905,391)

2006 AID TO THE PARKS: $14,663,664
- Interpretation: $1,188,364 (8%)
- Park Enhancements: $8,383,019 (57%)
- Community Programs: $1,861,783 (13%)
- Visitor Program Services: $3,230,498 (22%

Total Aid to the Parks, 1982-2006: Over $110 million

Financial information on these pages is derived from the Golden Gate National Parks Conservancy’s financial statements, which were audited by an independent registered public accounting firm. Copies of the complete audited financial statements are available upon request by calling the Deputy Director of Finance and Operations at (415) 561-3000.
The National Park Service (NPS) manages the Golden Gate National Parks, as well as 390 other park sites across the United States. Established in 1916, the mission of the NPS is to conserve the scenery, natural and historic resources, and wildlife within these parklands and to provide for their enjoyment for future generations. For more information, call (415) 561-4700 or visit www.nps.gov/goga.

Brian O’Neill, General Superintendent
Mai-Liis Bartling, Deputy Superintendent
Howard Levitt, Chief, Division of Interpretation, Liaison to the Parks Conservancy

The Presidio Trust was created by Congress in 1996 to preserve and enhance the Presidio in partnership with the National Park Service. The Trust has jurisdiction over the interior 1,168 acres of the former military post. To learn more about the Presidio Trust, call (415) 561-5300 or visit www.presidio.gov.

David H. Grubb, Chairman, Board of Directors
Craig Middleton, Executive Director

Our Report to the Community was printed on recycled paper produced by a "clean" mill with a sustainability charter. The paper is free of elemental chlorine and certified by the Forest Stewardship Council (FSC), which promotes environmentally appropriate, socially beneficial, and economically viable management of the world’s forests. The printer, Paris Printing, is also FSC-certified and uses vegetable-based ink with zero volatile organic compounds (VOCs). Paris Printing, SCS-COC-002869.
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