The Golden Gate National Parks Conservancy is a nonprofit membership organization created for the preservation and enhancement of these treasured parklands. The Parks Conservancy works to protect and rejuvenate park sites, to enhance park visitor experiences, and to build a community of people dedicated to preserving the parks for the future. The Parks Conservancy seeks private contributions to augment federal funds for the parks and collaborates with the National Park Service and the Presidio Trust to renew park sites, enlist volunteers in restoration projects, provide interpretive services and education programs, and engage diverse audiences in these national parks.

Established in 1981, the Golden Gate National Parks Conservancy is one of the largest nonprofit organizations affiliated with national parks in the U.S. The Parks Conservancy is a leader in innovation and park aid, contributing nearly $50 million in 2004 and approximately $78 million in total support to the parks since its inception.

Arrowgrass (Triglochin concinna) is a native plant species in the salt marsh at Crissy Field.
more than individuals contributed approximately members, a dedicated constituency for our national parklands, as well as the foundations, corporations, Levi Strauss & Co., San Francisco Walter J. Haas, Member, Board of Directors, City College of San Francisco, San Francisco Carlota del Portillo, Dean, Mission Campus, and CFO, TiVo, Inc., Alviso David Courtney, Executive Vice President, San Rafael The George Lucas Educational Foundation, Milton Chen, Ph.D., Executive Director, Trustees Pittman LLP Partner, Pillsbury Winthrop Shaw Michael R. Barr (Secretary) (retired) President, Bank of America, San Francisco Regina Liang Muehlhauser (Treasurer) Civic Leader, San Francisco Mark W. Buell (Vice-Chair) Civic Leader, San Francisco Charlene Harvey (Chair) Officers BOARD OF TRUSTEES Levi Strauss & Co., San Francisco Philip Marineau, President and CEO, Blum Capital Partners, San Francisco N. Colin Lind, Managing Partner, Goodby, Silverstein & Partners, & Creative Director, Rich Silverstein, Co-Chairman West Shell III, Civic Leader, San Rafael San Francisco Union Square Investment Company, San Francisco Seneca Capital Management, Gail P. Seneca, Managing Partner & CIO, Eleven, Inc., San Francisco Rob Price, Co-Chairman & Creative Director, Education, San Francisco State University Jacob E. Perea, Ph.D., Dean, School of Heald College, San Francisco Amy McCombs, President and CEO, San Francisco Simon Martin-Vegue Winklestein Moris, Cathy Simon, Principal, Michael Willis Architects, San Francisco Michael Willis, Principal, San Francisco Lynn M. Wendell, Civic Leader, Communications, San Francisco Giants Staci Slaughter, Vice President, Chronicle Books LLC Nion McEvoy, Chairman and CEO, Kit Hinrichs, Partner, Pentagram Visitors Bureau (retired) J. Crew Millard Drexler, Chairman and CEO, Book Division (retired) President, Chronicle Publishing Company, Phelps Dewey, Commercial Property Ventures Virgil Caselli, Ellman Burke Hoffman & Johnson Leslie Browne, Director, General Manager, Pier 39 (retired) Fritz Arko, President and California Academy of Sciences Department of Botany, Frank Almeda, Ph.D., Senior Curator, California Academy of Sciences, Department of Botany, S. Dale Hess, Executive Vice President, Archipelago, Inc. David Hayden, Chairman & Founder, Chairman Emeritus, Swinerton, Inc. Board of Directors, Presidio Trust, David Grubb, Vice Chair, Gap, Inc. Robert Fisher, Chairman of the Board, Gianni Fassio, Owner, Palio D’Asti Peninsula Community Foundation Rosemary Young, Former Chair, Doug Wright Consulting Doug Wright, Principal, Sharon Y. Woo, Civic Leader McKesson Corporation Alan Seelenfreund, Retired Chairman, Helen Schwab, Civic Leader Board of Directors, Presidio Trust Toby Rosenblatt, Chair, New Enterprise Associates Mark W. Perry, General Partner, Julie Parish, Landscape Designer National Park Service, Washington, DC Donald W. Murphy, Deputy Director, Hope Moore, Civic Leader Nancy Bechtle, Civic Leader, Liaisons to the William Kent Society Julie Parish, Landscape Designer, Liaison to the National Park Foundation MESSAGE FROM BOARD CHAIR AND EXECUTIVE DIRECTOR July 2004, our 12,500 volunteers of all ages and backgrounds enjoy the park experience while learning and giving back to their community. In these myriad efforts, hours of service to assist in such vital projects as monitoring endangered wildlife and cultivating native plants, rebuilding and renovating park trails, and participating in training and education programs. In their normal life or in their professional lives, our volunteers bring their energy, knowledge, skills, and resources. In our volunteer’s hands, we can truly activate our parks; enliven our communities; inspire a spirit of adventure and curiosity; educate and connect; celebrate culture; strengthen our natural and cultural heritage; and engage all of us in a common appreciation of our natural and cultural environments. The Golden Gate National Parks Conservancy is dedicated to enhancing and protecting these parks by revitalizing these national parks enrich our lives and restore our spirits with memorable experiences and timeless places. With spectacular landscapes and world-renowned visitor attractions, the Golden Gate National Parks connect us to the beauty and inspiration of the natural world. Whether hiking along the rugged Pacific Coast, touring to the San Francisco Bay to Alcatraz, biking and kite flying at Crissy Field, or admiring the towering trees of Muir Woods, we visit these national parks to escape and enjoy. As we continue to support the beauty and inspiration of the natural world, we are reminded of the promise of the Golden Gate National Parks. We are privileged to work with such a diverse group of partners and agencies that sustain our efforts in the Golden Gate National Parks. One of our greatest strengths in pursuing this promise is the legion of volunteers who give of their valuable time, and agencies that sustain our efforts in the Golden Gate National Parks.
The beauty of Mountain Lake has been renewed by replacing invasive trees, shrubs, and weeds with native plantings along the water's edge and surrounding areas. The Presidio - An Emerging National Park at the Golden Gate

Just ten years ago, the Presidio of San Francisco began its transformation from being a historic U.S. Army post to becoming a new national park. Now, a decade later, this former military post is emerging as a unique and vital park with an engaged community. The Parks Conservancy has been actively involved in the Presidio’s transition for more than 15 years through such activities as advocating to save the former post for public use, helping to create a vision for its future, and bringing neglected areas to life as public park space.

Platform native to the Presidio Conservation District, the Presidio Native Plant Nursery (PNPN) was established in 2004, developed to furnish the park with native plants for restoration projects, landscaping and trail enhancement. The nursery provides an educational component that engages the community in plant care and preservation.

With generous support, the Parks Conservancy has successfully restored Crissy Field, replacing acres of asphalt with a thriving tidal marsh, extensive landscaping, and public pathways. The Presidio Native Plant Nursery is flourishing; Mountain Lake overlooks and trails are being rejuvenated; the aging forest is being replanted; park rangers are leading programs for all ages; and the Crissy Field Center is a growing educational resource for children, youth, and families. Native plant nurseries, such as the PNPN, play an integral role in the Presidio, and are an example of how the community can work together to ensure that our national parks continue to thrive.

As the Presidio enters its second decade as a national park, the Parks Conservancy is dedicated to furthering its partnership with the Presidio Trust and the National Park Service to enhance public amenities and revitalize natural and cultural resources. Building on our work at Mountain Lake and Crissy Field, the Conservancy will continue to play a vital role in revitalizing the Presidio’s treasured green spaces for public enjoyment. With our park partners and the community, we will work to ensure that this special place grows stronger year after year in realizing its potential as a national park for all.

Native Plant Nurseries

What does it take to grow a national park each year?

1. 1 million seeds.
2. 118,000 native plants.
3. 18,000 volunteer hours.
4. 2,000 volunteers.
5. 40 restoration sites.
6. 5 nurseries (Muir Woods, Tennessee Valley, Marin Headlands, the Presidio, and Fort Funston).
7. Tons of love.
Since its transformation in 2001, Crissy Field has been heralded as a national model in urban park renewal, and the popularity of this rejuvenated parkland is apparent as a favorite destination for locals and visitors alike. On any given day, Crissy Field is bustling with joggers, walkers, and bike riders, as well as a haven for thousands of migratory birds. The Conservancy and the National Park Service work together to host weekly volunteer groups that remove invasive plants and help keep Crissy Field beautiful and healthy, and that monitor the tidal marsh, providing valuable scientific data for other wetlands restoration projects.

One of the most exciting elements of the renovation of Crissy Field is the development of the multidisciplinary Crissy Field Center. Now entering its fourth year of operation, the Center is a partnership project of the Parks Conservancy and the National Park Service, creating connections to the parks via a wide variety of educational programs targeted to serve the Bay Area’s diverse communities.

Since its inception, Crissy Field Center staff and volunteers have worked with more than 100 community groups in advancing the Center’s core programs. These programs encourage different modes of learning with topics ranging from urban ecology and natural history, to exploring park sites with experts, and expressing environmental experiences through the arts. Current course topics include learning tule boat building from an Ohlone descendant, a study of the nocturnal environment with a night hike to Kirby Cove, and a family backpacking trip to Muir Woods, where at the end of the day, youth participants will be sworn in as junior rangers.

**2004 Key Accomplishments:**

- Trained high school students to become environmental ambassadors through the Inspiring Young Emerging Leaders (I-YEL) program
- Provided an array of curriculum-based programs for school children
- Attracted over 400 enthusiastic kids for a series of engaging summer camps
- Hosted a Goldman Environmental Prize winner and an exhibit featuring turn-of-the-century portraits of Ohlone native people

"I liked making food and testing recipes, and when we worked in the art lab and made CDs."

CRIS SY FIELD CENTER SUMMER CAMPER
The Parks Conservancy translates community interest in the parks into action, enlisting volunteers of all ages and backgrounds in a wide variety of conservation and community programs. Throughout the year, the Conservancy supports efforts to recruit individuals, schools, corporate teams, and civic groups for a multitude of park projects.

The Site Stewardship Program brings people together who want to assist restoring ecologically sensitive habitats in the parks, including Oakwood Valley, Milagra Ridge, Wolfback Ridge, and Mori Point. The Native Plant Nurseries engage community members to propagate plants for habitat restoration projects in sites such as Crissy Field, Muir Woods, and Fort Funston, to name a few. The volunteer-based Golden Gate Raptor Observatory celebrated its 20th year in 2004. More than 33,600 raptors were sighted over San Francisco Bay and the Marin Headlands, with more than 1,800 raptors banded for additional monitoring. In all of these volunteer efforts, the Conservancy seeks to strengthen and expand community connections with the parks and build a core group of individuals as park stewards.

2004 Key Accomplishments:

• Nearly 16,000 individuals contributed 382,000 hours of service to various park programs
• Presented 138 education programs to area students from kindergarten to college in our five Native Plant Nurseries
• Tracked 33,600 migrating raptors through the Golden Gate Raptor Observatory
• Propagated more than 118,000 native plants for 39 park restoration projects
• Through the Site Stewardship Program, protected ecologically sensitive habitat at Milagra Ridge, Oakwood Valley, Wolfback Ridge, and Mori Point
• Expanded the volunteer program to restore the historic gardens of Alcatraz
• Began an intern academy with 30 class presentations to nursery and field interns, providing them with scientific tools that can help lead to environmental jobs
• Supported many volunteer opportunities for park stewards and docents

"Five years from now when I come back to this part of the park, I can show my friends and say, 'I helped to restore that!'"  

HIGH SCHOOL VOLUNTEER

Every autumn, thousands of birds of prey migrate through the Marin Headlands. The Golden Gate Raptor Observatory obtains data on migration patterns and monitors changes in species numbers over time.
The vast trails of the Golden Gate National Parks form an extensive access network, connecting millions of people to these natural landscapes and deepening public awareness of their grandeur and fragility. Trails Forever, a signature initiative of the Parks Conservancy launched in 2003, is renovating and expanding park trails to build a first-class trail system north and south of the Golden Gate. By dramatically improving the way people experience and explore these wondrous places, Trails Forever is making the Golden Gate National Parks healthier and more welcoming, while inspiring a deeper appreciation for nature and our sense of duty as stewards.

The first phase of this major initiative focuses on 17 miles of the California Coastal Trail, from Muir Beach in Marin County south to the Golden Gate Bridge through the Presidio with connector trails south to Lands End and Cliff House, and additional trail segments at Mori Point near Pacifica in San Mateo County. Natural resource preservation goals will be achieved through the restoration and enhancement of 1,000 acres within the watersheds of the coastal trail corridor. In addition, important connections to other large regional trails, such as the Bay and Ridge trails, will better link the greater Bay Area as a whole to the parks.

2004 Key Accomplishments:

• Held the second Trails Forever donor dinner at Sutro Heights Park
• Broke ground on the Immigrant Point Overlook in the Presidio
• Completed schematic design of several trail segments in the Presidio
• Installed new wayside signage and kiosks in multiple park locations
• Developed a plan for wayfinding signage along the Coastal Trail corridor
• Completed the Chapel Steps Trail at Fort Baker and repaired the Black Sands Beach Trail in the Marin Headlands
• Advanced planning and design work for the Coastal Trail at Lands End
• Introduced Urban Trails Blazers, a summer program for kids, and partnered with the Presidio Trust on the Kids on Trails program

“We all share this awesome and wonderful assignment of protecting and enhancing some of America’s most treasured places for those who follow us.”

DAVID ROCKEFELLER, JR. AT THE TRAILS FOREVER DINNER
Education and interpretation are at the heart of the Parks Conservancy’s mission of expanding the ways visitors enjoy and understand these parklands. The Conservancy produces books, guides, maps, exhibits, interpretive products, and informational signage to enrich visitor experiences in the parks. All of these efforts aim to create informed visitors who have a strengthened sense of responsibility for the preservation of the Golden Gate National Parks.

Alcatraz Island continues to be one of the favorite destinations in the parks, drawing more than 1.4 million visitors this year. In a recent survey of visitors to the island, more than 90% rated the experience as outstanding in terms of the educational value of their tour. As part of our ongoing commitment to improving visitor services, plans are currently underway for comprehensive revision of the Alcatraz interpretive wayside signage, as well as new tours to deepen public knowledge of the island's fascinating history.

2004 Key Accomplishments:

- Supported the National Park Service’s “Parks as Classrooms” program, providing more than 10,000 students with park-based environmental education
- Published a revised and expanded Guide to the Parks, a trail guide for Muir Woods, and a photographic history of the Panama Pacific International Exposition
- Produced new educational products, such as the Redwood Tree Growth Chart
- Reached more than one million visitors through the popular Alcatraz Cellhouse Tour, Alcatraz Night Tour, and San Francisco Bay Tour

School groups get their hands dirty and see how much fun habitat restoration can be while learning about the value of native species in the parks.
With more than 17 million visitors a year, the Golden Gate National Parks are among the most popular destinations in the national park system. The Parks Conservancy works on a variety of projects aimed at enhancing visitor experiences in the parks, while ensuring that park resources are maintained and preserved for the future.

This year, the Parks Conservancy in partnership with the Garden Conservancy and the National Park Service has embarked on a project to interpret and make available the stories of Alcatraz's gardens to the public and to restore key gardens on the island. For more than a century, the gardens of Alcatraz were an important part of the daily life for those confined there. The roses, agaves, fuchsias, and other colorful specimens that have survived since the prison closed in 1963 have stories to tell, and this project will renew these once carefully maintained gardens and reveal their unique history.

Other areas of special focus this year included the completion of improvements to the Fort Baker Chapel Trail and the Black Sands Beach Trail, bikeways and trail design for the Coastal Trail in the Presidio, and new shade structures and irrigation systems for the Native Plant Nurseries, to name a few. A major planning effort for Lands End surveyed historical and natural resources for the conceptual design of the site, which will enhance visitor access, amenities, and interpretation, while restoring and protecting habitat and helping to control erosion.

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**2004 Key Accomplishments:**

- Received a $2 million grant from the Gordon and Betty Moore Foundation for natural resource preservation, restoration, and stewardship of the Coastal Trail.
- Accepted an award from San Francisco Beautiful for our efforts to enhance Mountain Lake.
- Continued restoration of the historic buildings and gardens on Alcatraz Island.
- Initiated a conceptual design planning process for major improvements to Lands End.
- Collaborated with the Presidio Trust on open space projects at the former post.

The gardens of Alcatraz spring to life with California poppies and a variety of native and exotic plants that thrive in this harsh and isolated landscape.
The Conservancy gratefully acknowledges the generous donors and volunteers who are instrumental in helping the Parks Conservancy to achieve its mission and protect the Golden Gate National Parks. There are many ways to support the landmark sites of the Golden Gate. The most significant contributions are made possible through general unrestricted gifts; however, the Conservancy also encourages major donations that support specific programs. To learn more about the ways to giving options, please contact Cindy Morton at (415) 413-6527 or parksconservancy.org.

GIVE A GIFT TO THE PARKS

There are many ways to support the landmarks of the Golden Gate National Parks. The most significant contributions are made possible through general unrestricted gifts; however, the Conservancy also encourages major donations that support specific programs. To learn more about the ways to giving options, please contact Cindy Morton at (415) 413-6527 or parksconservancy.org.

Many thanks to one and all.
The second annual Trails Forever dinner was held at Sutro Heights Park overlooking Ocean Beach in October 2004. The dinner netted $330,000 for trail restoration, outreach, and stewardship activities. Honorary Chair John Muir led a cheering audience in a live auction of ten priceless park experiences, yielding $129,000 for the parks.

The Conservancy acknowledges the generous gifts of $500-$999 received from October 1, 2003, through December 31, 2004. Members whose generous gifts of $500-$999 were received from October 1, 2003, through December 31, 2004, are among the leaders in providing continuous support for the stewardship of the parks makes them national treasures. The second annual Trails Forever dinner was held at Sutro Heights Park overlooking Ocean Beach in October 2004. The dinner netted $330,000 for trail restoration, outreach, and stewardship activities. Honorary Chair John Muir led a cheering audience in a live auction of ten priceless park experiences, yielding $129,000 for the parks.
these generous donors also enjoy special knowing that they have helped to secure life insurance proceeds. In addition to trusts, and gifts of retirement assets and Conservancy through bequests, charitable of the parks who have made legacy gifts

SILVER LUPINE CIRCLE

Charlene Harvey
Wally and Julie Haas
Goldman, Sachs & Co.
Gap Inc.
Bob and Randi Fisher
Bill and Sako Fisher
Citigroup Global Marketing Inc.
Mark Buell and Susie Tompkins Buell
Matt and Janice Barger
Anonymous
$10,000 - $24,999
Trail Explorer
Colin and Anne Lind
Staci and Jamie Slaughter and Rich Silverstein and Carla Emil
Roselyne C. Swig
Tom Steyer and Kat Taylor
Chuck Slaughter and Molly West
Greg and Lisa Wendt
Webcor Builders
Sally and Jim Shapiro
Andy and Leslie Schilling
Judith B. Nadai
Steven L. Merrill
Kimberley and Mark Harmon
Judith Hamilton
Kelly and Michael Halper
Kathryn Hall and Thomas Knutsen
Simon and Briony Bax
Michael and Bonnie Barr
Richard and Susan Watkins
Dugald Stermer*
Jamison Spittler*
Marjorie A. Smith
The San Francisco Foundation
Laura and David Perry
Michael Lazarus and Laura Kline
Joachim and Nancy Bechtle
Hilary Bates and Jerome Simon
Allied Domecq World Wines*
Trail Trekker
Stephen Williamson and Alexandra Bowes
Amy S. McCombs
Pat and Susie McBaine
Winn Ellis and David Mahoney
Lucasfilm Ltd.
Dixon and Ruthanne Long
Marianna Leuschel
Sara and Derek Lemke-von Ammon
Tom and Sheila A. Larsen
Sally and Jim Klingbeil
Richard and Kathy Kimball
Frannie and Michael Kieschnick
Katharine H. Johnson
Ann-Eve Hazen
Jane and David Hartley
Dave and Pat Grubb
The Fred Gellert Family Foundation
Jamie and Bobbie Gates
Donald and Janie Friend
Bob and Nancy Farese
Dana and Robert Emery
Carlota del Portillo
David Crane and Carla Baird
Susan and John Chamberlain
Leslie M. Browne and Kalle Tavela
Paul and Kathy Bissinger
Sally Bingham
Dr. and Mrs. George W. Allman
Katie Albright and Jake Schatz
$1,000 - $2,499
Kathleen Volkmann and Janice Barger
* In-kind gift
Douglas Wright and Lillian Hames-Wright
Sharon Young Woo
Ann and Mark Weinstock
Jerry Tone
The Swinerton Foundation
Hon. and Mrs. John A. Sutro, Jr.
Maureen and Craig Sullivan
Christian Stolz and Adriane Iann
Gail P. Seneca
Alan and Ellyn Seelenfreund
Tom and Barbara Sargent
Thomas and Susan Reinhart
Kevin and Anja Castner
Nancy Belcher
Anonymous
Michael Alexander and Dianna Waggoner

THE ANNE KINCAID ENDOWMENT FUND

Wallace and Andrea DeSha have established an endowment fund to honor the late Anne Kincaid. Ms. Kincaid, a longtime member of the Parks Conservancy, was head librarian at the West Portal branch in San Francisco. She and the DeSha family—including Connor, David, and Charlie—shared a deep love of the parks, wildlife habitat, restore trails, conserve natural resources, and support the Native American's national parks. The fund will help protect America's national parks who was widely regarded for his vision and commitment

PRESIDIO RESTORATION FUND

This endowment was created in honor of Paul and Kathy Bissinger.
## Financial Statements

### Statement of Financial Position for the Year Ended September 30, 2004

<table>
<thead>
<tr>
<th>Asset Category</th>
<th>2004</th>
<th>2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Assets</td>
<td>$14,389,621</td>
<td>$13,832,253</td>
</tr>
<tr>
<td>- Cash and cash equivalents</td>
<td>$439,616</td>
<td>$479,583</td>
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<tr>
<td>- Accounts receivable</td>
<td>$1,110,811</td>
<td>$1,071,784</td>
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<tr>
<td>- Inventories</td>
<td>$9,838,186</td>
<td>$10,086,321</td>
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<tr>
<td>- Prepaid expenses and other assets</td>
<td>$1,408,623</td>
<td>$1,257,180</td>
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<tr>
<td>- Investments</td>
<td>$5,798,462</td>
<td>$5,324,892</td>
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<tr>
<td>- Endowment investments</td>
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<td>$1,099,218</td>
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<tr>
<td>Fixed Assets - Net</td>
<td>$486,754</td>
<td>$775,649</td>
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<tr>
<td>- Mitigation advances</td>
<td>$328,545</td>
<td>$379,803</td>
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<tr>
<td>- Accounts payable and accrued liabilities</td>
<td>$590,012</td>
<td>$479,583</td>
</tr>
<tr>
<td>- Accrued compensated absences</td>
<td>$18,287</td>
<td>$31,234</td>
</tr>
<tr>
<td>Total Current Assets</td>
<td>$14,389,621</td>
<td>$13,832,253</td>
</tr>
<tr>
<td>Noncurrent Assets</td>
<td>$6,477,062</td>
<td>$6,179,249</td>
</tr>
<tr>
<td>- Unrestricted</td>
<td>$3,661,323</td>
<td>$3,660,223</td>
</tr>
<tr>
<td>- Temporarily restricted:</td>
<td>$2,805,739</td>
<td>$2,519,026</td>
</tr>
<tr>
<td>- Permanently restricted:</td>
<td>$3,660,223</td>
<td>$3,660,223</td>
</tr>
<tr>
<td>Total Noncurrent Assets</td>
<td>$6,477,062</td>
<td>$6,179,249</td>
</tr>
<tr>
<td>Total Assets</td>
<td>$20,866,683</td>
<td>$20,011,492</td>
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<tr>
<td>Liabilities</td>
<td>$19,663,699</td>
<td>$18,225,365</td>
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<tr>
<td>- Loans from banks</td>
<td>$120,335</td>
<td>$138,896</td>
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<tr>
<td>- Accounts payable and accrued liabilities</td>
<td>$590,012</td>
<td>$479,583</td>
</tr>
<tr>
<td>- Other liabilities</td>
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<td>$905,149</td>
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<tr>
<td>Total Liabilities</td>
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<tr>
<td>Net Assets</td>
<td>$21,983,002</td>
<td>$20,638,368</td>
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### Statement of Activities and Changes in Net Assets for the Year Ended September 30, 2004

<table>
<thead>
<tr>
<th>Activity Category</th>
<th>Amount 2004</th>
<th>Amount 2003</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and Revenue</td>
<td>$8,917,979</td>
<td>$7,084,398</td>
</tr>
<tr>
<td>- Program services</td>
<td>$12,926,005</td>
<td>$13,310,730</td>
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<tr>
<td>- Visitor program services</td>
<td>$4,333,440</td>
<td>$8,434,597</td>
</tr>
<tr>
<td>- Management and General</td>
<td>$2,620,592</td>
<td>$2,451,650</td>
</tr>
<tr>
<td>- Fundraising</td>
<td>$532,086</td>
<td>$1,130,004</td>
</tr>
<tr>
<td>- Other income</td>
<td>$175,483</td>
<td>$1,193,819</td>
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<tr>
<td>- Cost of goods and services</td>
<td>$(3,535,533)</td>
<td>$(3,437,302)</td>
</tr>
<tr>
<td>- Other expenses</td>
<td>$(1,193,819)</td>
<td>$(2,703,307)</td>
</tr>
<tr>
<td>Increase in Net Assets</td>
<td>$532,086</td>
<td>$1,130,004</td>
</tr>
</tbody>
</table>

### Statement of Activities and Changes in Net Assets for the Year Ended September 30, 2003

<table>
<thead>
<tr>
<th>Activity Category</th>
<th>Amount 2003</th>
<th>Amount 2002</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and Revenue</td>
<td>$7,084,398</td>
<td>$7,053,164</td>
</tr>
<tr>
<td>- Program services</td>
<td>$13,832,253</td>
<td>$13,832,253</td>
</tr>
<tr>
<td>- Visitor program services</td>
<td>$8,434,597</td>
<td>$6,155,044</td>
</tr>
<tr>
<td>- Management and General</td>
<td>$2,451,650</td>
<td>$2,071,029</td>
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<tr>
<td>- Fundraising</td>
<td>$1,130,004</td>
<td>$2,451,650</td>
</tr>
<tr>
<td>- Other income</td>
<td>$1,193,819</td>
<td>$1,193,819</td>
</tr>
<tr>
<td>- Cost of goods and services</td>
<td>$(3,437,302)</td>
<td>$(3,437,302)</td>
</tr>
<tr>
<td>- Other expenses</td>
<td>$(2,703,307)</td>
<td>$(2,703,307)</td>
</tr>
<tr>
<td>Increase in Net Assets</td>
<td>$739,253</td>
<td>$1,193,819</td>
</tr>
</tbody>
</table>

### Income Statement for the National Parks Service for the Year Ended September 30, 2004

- Total current liabilities: $13,621,854
- Total program services: $9,293,744
- Total noncurrent expenses: $3,535,533
- Total noncurrent income: $1,193,819
- Total gross program revenue: $13,621,854
- Total program revenue - Net: $10,086,321
- Gross program revenue: $13,621,854
- Program revenue - Net: $10,086,321
- Noncurrent expenses: $3,535,533
- Noncurrent income: $1,193,819
- Total expenses: $13,621,854
- Total income: $10,086,321
- Total expenses: $13,621,854
- Total income: $10,086,321

THANK YOU TO OUR VOLUNTEERS!

In 2004, volunteer support reached record levels with more than 16,000 individuals contributing approximately 382,000 hours of service.

Many thanks to the following organizations for providing volunteer support for park conservation projects from October 1, 2003 through December 31, 2004.

AAA
AACO
Accenture
Americorps Project Read
Asian Americans for Community Outreach
Bain & Company
Berkeley Service Fraternity
Birkenstock
Booz Allen Hamilton
Boy Scouts
Buena Vista University
Building with Books
CCC Auburn
Chinatown Beacon Center
Church of Jesus Christ of Latter-Day Saints
Circle K of UC Davis
Coastwalk
Community Impact
Congregation Beth Sholom
Congregation Rodef Sholom
Deloitte & Touche
Embarcadero YMCA Summer Camp
Entrepreneurs Foundation
First Unitarian Universalist Church
Franbridge Academy
Friends for Youth
Gap Inc.
Gap Foundation
Galileo Academy Junior ROTC
GE Capital Insurance
Genentech
Hamlin School
Hands-On San Francisco
Hercules Middle High School
Home Depot, Rohnert Park
Hotwire
Institute for International Education
Jewish Community High School of the Bay
Jewish Family and Children Services
JP Morgan Chase
Larkspur Shores Apartments
Levi Strauss & Co.
Lowell High School Volunteers Club
Meeting 4 Good
MH Tobias School
Modem Media
Monroe Elementary School
NorCal Student Environmental Network
One Brick
Oracle
Outward Bound
Pacific Gas & Electric
Peninsula Jewish Community Center
Rama Day Camp of the Bay Area
Real Opportunities for City Kids
St. Mark's School
St. Mary's Episcopal Church
SF Zoo Animal Resources Center
SF Department of the Environment
San Domenico Upper School
San Francisco Day School
San Francisco Tufts Alliance
Santa Clara University Green Club
Sidwell Friends School Alumni
Stanford University Alumni
Stuart Hall High School
Student Conservation Association
Team Bank of America
Temple Emanu-El
Toolworks
Treasure Island Job Corps
Triage Consulting
United Behavioral Health
United Synagogue Youth
UC Berkeley Precollege Academy
University of San Francisco
University of San Francisco School of Law
University of Virginia Alumni
US Coast Guard
Visa
West Portal Care
Wheaton College
Zip Realty
The Golden Gate National Parks span 80 miles from north to south of the Golden Gate Bridge, forming an expansive green belt across 118 square miles of public open space. From Tomales Bay in the north to the San Mateo watershed in the south, the 75,500 acres that comprise these parks include ancient redwoods, historic landmarks, miles of trails, rocky shorelines, rare and endangered species, lush coastal wilderness, and breathtaking vistas.

More than 17 million people each year visit the Golden Gate National Parks to experience the nature, history, and scenic beauty that truly define the character of the San Francisco Bay Area.