A MESSAGE FROM THE CHAIR

Whether you are a long-time resident or new to the Bay Area, you have probably discovered the joys of the Golden Gate National Parks. A stroll along Crissy Field, a day at the beach, hawk-watching in the Marin Headlands... what better way to enjoy nature, to learn, to stay healthy, to connect with friends and families?

With your support, the Parks Conservancy has helped thousands of people discover the parks at our doorstep. And through our new Trails Forever initiative, we’ll be preserving and improving the best experiences in the Golden Gate National Parks.

I extend my deepest thanks to each of you for supporting the Parks Conservancy over the past year. There’s always something more to explore in the parks, and with your help, we’ll continue to shape the future of these extraordinary places.

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Chair, Board of Trustees
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Peninsula Community
Foundation

Above: Trustees at the
Conservancy’s Celebrate
Trails Forever dinner.

The Nonprofit Support
Partner for the Golden
Gate National Parks
The Golden Gate National
Parks Conservancy is a non-
profit membership organiza-
tion created in 1981. We
work in partnership with the
National Park Service and the
Presidio Trust to preserve the
Golden Gate National Parks,
enhance the experiences of
park visitors, and build a com-

munity dedicated to conserv-
ing the parks for the future.

EXECUTIVE DIRECTOR
Greg Moore
**TRAILS FOREVER**

*Our Signature Project*

Imagine Crissy Field without a promenade, the Marin Headlands without footpaths over the hillsides, or Muir Woods without a walkway through the majestic redwoods. The trails of the Golden Gate National Parks help us appreciate the beauty and necessity of the open space that surrounds us. Trails are the gateways for exploration and discovery, they welcome people from diverse communities, and they teach us the value of preservation and biodiversity.

*Trails Forever* was created last year to respond to the growing need to rejuvenate and expand the parks’ trail system. A partnership of the Conservancy, the NPS, and Presidio Trust, *Trails Forever* will enhance trails, trailheads and overlooks; rally volunteer support for trail stewardship; provide educational experiences for kids and families; and restore trailside habitat.

**FIRST-YEAR HIGHLIGHTS**

**Our Signature Trail Project.** *Trails Forever* partners identified a 17-mile stretch of the California Coastal Trail – from Muir Beach through the Marin Headlands and Presidio to Lands End – as the prime focus of the initiative in its early years. Trails will be improved, trailheads created, and signage installed along this popular trail corridor. The Conservancy will also establish links to transit systems, schools, and community groups near this trail.

**Trail Building:** The Conservancy and NPS worked together to build a trail at Fort Baker that routes visitors away from sensitive mission blue butterfly habitat. In San Francisco, the two organizations improved a vital link in the San Francisco Bay Trail, from the west end of Crissy Field to the Golden Gate Bridge.

**Presidio Plans:** The Presidio Trust and NPS adopted a comprehensive plan for a world-class trails and bikeways system at the Presidio. In 2003, the Conservancy collaborated with the Presidio Trust on plans for a multi-use promenade through the heart of the former post.

**Community Programs:** The Crissy Field Center developed and offered an exciting array of programs, including Trails into the Past, Orienteering for Families, and On the Trail of the Buffalo Soldier.

**Stewardship:** Individuals, school children, members of running groups, Boy Scouts, and others are enthusiastically participating in trail maintenance programs.

**Education and Visitor Services:** The Conservancy published a revised guide to Muir Woods trails and coordinated with the Presidio Trust on a trail guide for children. The Conservancy also worked with the NPS to create and install more than two dozen trailside exhibits and maps.

In 2003, generous funding for *Trails Forever* was provided by the Horace W. Goldsmith Foundation, the Association of Bay Area Governments, California State Coastal Conservancy, attendees of the first annual Celebrate Trails Forever dinner, Conservancy members, and federal appropriations.
Since 1981, the Parks Conservancy has put $72 million to work throughout the Golden Gate National Parks. In 2003 alone, we contributed $4.2 million to restoration projects, community programs, environmental education, and visitor services. The pages that follow highlight many of our accomplishments during the past year.

Our recent achievements augment more than 100 projects and programs completed over the past two decades, some of which are listed below.

**Restoration and Site Improvements**
- Crissy Field Restoration
- Inspiration Point Overlook
- Lobos Creek Dunes Restoration
- Visitor Centers at Muir Woods and Marin Headlands
- Milagra Ridge Trail Network
- Mountain Lake Enhancement
- Muir Woods Boardwalk
- Point Bonita Lighthouse Bridge and Trail Restoration
- Support for Presidio Conversion
- Alcatraz Agave Trail
- Crissy Field Warming Hut
- Park Entrance Signs

**Education and Visitor Services**
- Alcatraz Cellhouse and Night Tours
- Books, Maps, Guides, and Videos
- Fort Point Audio Tour
- Support for NPS Education Programs
- Warming Hut at Crissy Field
- Award-winning *We Hold the Rock* Film

**Community Programs**
- Crissy Field Center
- Crissy Field Center Summer Camps
- Golden Gate Raptor Observatory
- Native Plant Nurseries
- Site Stewardship Program
- Support for Endangered Species Monitoring

Throughout 2003, the Conservancy preserved and improved our parks. We worked with the NPS to restore the Redwood Creek watershed in Muir Woods. Planned for the future of Fort Baker and the Fort Baker Institute, a center for environmental study that will be part of the retreat center at this former post. Enhanced Mountain Lake in the Presidio. Worked with the NPS to maintain the restored landscape at Crissy Field. Continued to support the rehabilitation of historic buildings and gardens on Alcatraz.
Popular programs at the CRISPY FIELD CENTER, a partnership of the Conservancy and the NPS, linked people of all ages and backgrounds to urban and natural environments. Summer camps drew 400 enthusiastic kids to the parks. High school students in the Center's Inspiring Young Emerging Leaders (I-YEL) program were trained as advocates for environmental and social betterment. Community groups worked with the Center to develop projects that helped their members experience the park and learn about environmental issues that affect them.

The Parks Conservancy SUPPORTED THE NPS PARKS AS CLASSROOMS program. Our funding for transportation, interns, teacher training, and supplies enabled 17,000 young people to participate in issue-oriented learning. Muir Woods was transformed into a science lab, the Marin Headlands became a platform for studying geology, and Alcatraz offered lessons about freedom. High school interns were introduced to careers in the environment. Teachers enhanced their knowledge and ability to use the parks for learning.
More than 16,000 GENEROUS PARK VOLUNTEERS provided 368,000 hours of service to the parks. ▪ Expanded park volunteer programs to restore the historic gardens of Alcatraz and maintain the Crissy Field greenbelt. ▪ Established the ParkCorps Academy to train volunteers, staff, and interns in principles of restoration and stewardship. ▪ Initiated a new internship program with San Francisco State University. ▪ Launched a program with Enterprise for High School Students to recruit diverse students for internships and paid positions at Crissy Field.

Five NATIVE PLANT NURSERIES thrived in 2003, propagating more than 115,000 native plants for 38 park restoration projects. ▪ Nursery staff conducted 459 community programs through which community members donated 21,271 hours of service. ▪ Offered 153 education programs for school groups. ▪ Worked with 400 volunteers at Muir Woods Earth Day. ▪ Operated the Habitarium in the Presidio, a new educational facility for school groups and volunteers. ▪ The NPS and Presidio Trust are partners in the native plant nurseries.

Capping its 20th year, the **GOLDEN GATE RAPTOR OBSERVATORY** tracked the annual migration of thousands of birds of prey along the Pacific flyway. ■ The citizen-science group drew 310 volunteers from ages 9 to 83. ■ Counted 28,000 raptors of 20 different species. ■ Led talks and demonstrations for 10,000 visitors to Hawk Hill. ■ Conducted 20 off-site programs for schools and community organizations. ■ Made valuable contributions to and shared data with professional wildlife societies and government agencies.
Visitors ENJOYED AND LEARNED ABOUT THEIR PARKS through Conservancy programs and services. The Alcatraz cellhouse tour drew more than one million visitors. The Alcatraz Night Tour continued its popular programs for children and adults. Eleven park bookstores and two meeting facilities generated revenue for the parks. The Crissy Catering Service, featuring locally grown, organic foods and beverages, was introduced to the public. The Conservancy’s Warming Hut received an NPS award for sustainability.

Exciting new BOOKS, GUIDES, PRODUCTS, AND EXHIBITS helped make the park experience more meaningful. Efforts included: Alcatraz Exposed, an interactive CD-ROM, park butterfly stacking blocks, Bay Area photo birthday calendar, Save the Rock products, Crissy Field Flying Circus children’s board book and historic plane mobile. The Presidio Bird List and Presidio Plant List and Exploring Low Tide in Northern California received national awards. New exhibits at Muir Woods and the Marin Headlands helped communicate the parks’ stories.
Exciting **SPECIAL EVENTS** celebrated park history, ecology, trails, and environmental action. ▪ The Conservancy hosted the Centennial of Flight with the NPS and Presidio Trust. ▪ 160 high school students participated in EcoCareer day. ▪ At the Trailhead events introduced the public to our trails initiative. ▪ The Community Heroes ceremony honored six individuals for their efforts to promote conservation and environmental justice. ▪ Crissy Field Center’s i-YEL program produced “Not in My Baaackyard,” an original play about grassroots activism.

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**GIVE A LASTING GIFT TO THE PARKS**

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**PLEASE CONSIDER EXPRESSING YOUR SUPPORT** for the Golden Gate National Parks with a gift to the Parks Conservancy. You may designate a contribution or deferred gift for general purposes where funds are needed most, or you may direct it to a specific project area. To discuss our range of gift-giving options, please contact Dick Bunce at (415) 561-3000; dbunce@parksconservancy.org.

**Membership in the William Kent Society.** Join our premier society of donors who help protect the national parks at the Golden Gate. Receive access to the parks’ unique places, invitations to special events, and many other benefits through an annual gift of $1,000 or more.

**Membership in the Friends of William Kent Society.** Join this family-oriented membership circle through an annual contribution of $500 or more, receive exciting benefits, and contribute to youth- and family-oriented programs in the parks.

**Legacy Gifts.** Help protect our parks for future generations while possibly supplementing your income and preserving your assets through a bequest, life income trust, or other planned gift.

**Tribute and Memorial Gifts.** Pay lasting tribute to a loved one or commemorate a milestone in your family’s life by adopting a park bench or making an outright gift.

**The Osher Endowment for Environmental Education at Crissy Field.** Help ensure that through the Crissy Field Center, the Conservancy offers a rich array of environmental education programs for Bay Area youth.

**James R. Harvey Presidio Restoration Fund.** Support restoration of the Presidio’s historic forest, native plant communities, and open space.
COMMUNITY SUPPORT

ANNUAL GIFTS TO THE PARKS CONSERVANCY
The Golden Gate National Parks Conservancy gratefully acknowledges the individuals, foundations, and corporations whose gifts, pledges, and pro bono services were received from October 1, 2002, through December 31, 2003.

COMMEMORATIVE AND TRIBUTE GIFTS
The following individuals have made commemorative or tribute gifts to the Parks Conservancy.
Jacob Abern in honor of Naomi Torres
Don and Doris Fisher in honor of Bob and Randi Fisher
Dale Stancil, Jr. Fund

WILLIAM KENT SOCIETY
The Conservancy extends its appreciation to the following members of the William Kent Society, whose annual gifts of $1,000 or more help protect our national parks at the Golden Gate.
Bob and Randi Fisher
Tom Steyer and Kat Taylor

REDWOOD CIRCLE
$25,000 and above
Bob and Randi Fisher
Tom Steyer and Kat Taylor

LIVE OAK CIRCLE
$10,000 - $24,999
Don and Doris Fisher
Wally and Julie Haas
Charlene Harvey
Charles and Helen Schwab
Rich Silverstein and Carla Emil
Richard and Marcia Grand

CALIFORNIA BUCKEYE CIRCLE
$5,000 - $9,999
Anonymous
Hilary Bates
Mr. Richard Blum and Senator Dianne Feinstein
Mark Buell and Susie Tompkins Buell
Lew and Sheana Butler
Brook and Shawn Byers
John Philip Coghlan
Mrs. Morris M. Doyle
Millard and Peggy Drexler
John and Laura Fisher
Mimi and Peter Haas
Melvin and Joan Lane
Ambassador and Mrs. L.W. Lane
Phil and Sue Marineau
Julie and Will Parish
Mark and Maureen Jane Perry
Virginia Patterson
Carter and Mary Thacher

PACIFIC MADRONE CIRCLE
$2,500 - $4,999
Gerson and Barbara Bakar
Carl and Linda Berry
Cindy Black
The Alan L. Blum Family Fund
Rena G. Branstten
Peter and Mimi Buckley
Kevin and Anja Castner
Jean and James E. Douglas, Jr.
Donald and Janie Friend
Jamie and Maritjie Greene
Vince and Amanda Hoenigman
Fritz and Lucy Jewett
Sean A. Johnston
Kevin King and Meridee Moore
Michael Lazzarus and Laura Kline
Amy S. McCombs
Steven L. Merrill
Regina Liang Muehlhauser
Guy and Maria Muzio
Judith B. Nadai
Thomas and JaMel Perkins
David and Laura Perry
John & Lisa Pritzker Family Fund
George and Kate Rowe
Tom and Barbara Sargent
Richard and Susan Watkins
Dede Wilsey
David and Charlotte Winton
Jacqueline and Robert Young
FRIENDS OF THE WILLIAM KENT SOCIETY
The Conservancy welcomes these charter members of the Friends of the William Kent Society, its new membership circle especially for families.
Andy and Kathy Barish
Frannie and Mike Cooley
Christian and Jacqueline Erdman
Geoffrey Gordon-Creed and Jean Fraser
Kelly and Michael Halper
Emily and Steve Janowsky
Karl Kehl and Claire Solat
Scott and Melissa Kepner
Mark and Kerri Lehmann
Andrea and Scott Nagelson
Belena and W. Preston Raisin
Griff and Dorine Towle

PARK GUARDIANS
The Conservancy expresses its appreciation to our Park Guardians, members whose generous gifts of $500-$999 were received from October 1, 2002, through December 31, 2003.
Barbara and Marcus Aaron, II
Sandy Abbott
Michael Alexander and Dianna Waggoner
John and Micoela Baker
Linn and Mona Benson
Pamela Burke and Geoffrey Rushing
Donald Clark, Jr.
Peter and Jeanette Clemons
Sidney Conroy
Mitchell Day
Debra J. De Martini
Reid and Margaret Dennis
Sally Dommerich
Robin and Leonard Eber
Roy and Elizabeth Eisenhardt
Envirosports
Bruce and Janet Fischer
Jane T. Fisher
Eileen and Andrew Fisher

BAY LAUREL CIRCLE
$1,000 - $2,499
Anonymous
Sam and Mary Ann Aronson
Mary Bachman and William Downing
M. Suzanne Badenhoop and Guy A. Lampard
Matt and Janice Barger
Michael and Bonnie Barr
Steffen and Lisa Bartschat
Thomas and Johanna Baruch
Robert and Dorothy Bean
Joachim and Nancy Bechtle
Richard and Ann Behrman
Robert D. Bingham and Carol L. Kearns
Thomas Birdsall and Rebecca Green Birdsall
Shirley and Peter Bogardus
Jane and Jack Bogart
Lynda Bridge and Robert Mittelstadt
Catherine and Steven Brooks
Susan Boening Brown
Bernard L. and Lynne C. Butcher
Gerald Cahill and Kathleen King
Julie Chaiken and Scott Grigsby
Milton Chen and Ruth Cox
Mary Ann Cobb and Peter Wilson
Edward and Nancy Conner
Robert Cornwell and Cathryn Thurow
David Crane and Carla Baird
Brooks and Christine Crawford
Henry and Vergilia Dakin
Rosemary and John Daniel
Timothy Dattels and Kristine Johnson
Tom and Deborah Davis
Carlota del Portillo
Kaki and Joseph Desautels
Charles and Leslie Dicke
Ray and Dagmar Dolby
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Elizabeth and Coburn Everdell
Elliot and Pascale Evers
Carol and John Field
James Gabby and Doré Selix-Gabby
Ronald and Barbara George
Frank and Elizabeth Gerber
Dave and Pat Grubb
George and Margaret Haldeman
Kathryn Hall and Thomas Knutsen
Judith Hanks and Richard Nelson
Ann-Eve Hazen
Mick and Sabrina Hellman
Doug and Susan Hendrickson
Kit and Linda Hinnich
Janice and Maurice Holloway
Mrs. Jaquelin H. Hume
Leslie and George Hume
Robert and Judy Huret
Suzanna and Douglas Jamieson
Kathy and Douglas Johnson
Peter and Lindsay Joost
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Richard and Kathy Kimball
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Harold Korf
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Meagan Levitan and Dale Carlson
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Brian and Mari O’Neill
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Life and Bill Patterson
Lisle and Roslyn Payne
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James and Eleanor Plessas
Genelle Refte
Lenore Roberts
Arthur and Toni Rock
Thomas and Shelagh Rohlen
Richard and Barbara Rosenberg
Toby and Sally Rosenblatt
Samuel Scarlett
Andy and Leslie Schilling
Gail P. Seneca
West Shell III
George and Mary Lou Shott
Ken and Judy Siebel
Scooter and Nancy Simmons
Gregory Simon and Heidi Locke Simon
Chuck Slaughter and Molly West
Jamie and Staci Slaughter
Marjorie A. Smith
Richard Spear and Susan Poor
David Stanton and Shanna McBurney
Catherine Sullivan
Marjorie Swig
W. A. Swinerton
Sarah Swinerton
Jerry Tone
Ned and Kathy Topham
Barry and Marjorie Traub
Brooks and Danielle Walker
Kirby Walker and Paul Danielsen
Summer and Brooks Walker, III
Ann and Mark Weinstock
Norman H. Williams
Michael Willis
Sharon and Russell Woo
Douglas Wright and Lillian Hames-Wright
Peggy and Lee Zeigler

20 BAY LAUREL CIRCLE
21 FRIENDS OF THE WILLIAM KENT SOCIETY
JAMES R. HARVEY PRESIDIO RESTORATION FUND

This endowment was created in honor of the late Jim Harvey, a champion of America’s national parks who was widely regarded for his vision and commitment to the Presidio. Established in 1996, the fund now exceeds $1.8 million. Bequests and other donations to the fund are an especially meaningful way to acknowledge Jim’s work and to support preservation of the Presidio’s natural beauty, forest, and open space. In 2003, gifts were received from Paul and Kathy Bissinger and Toby and Sally Rosenblatt.

SILVER LUPINE CIRCLE

The Silver Lupine Circle comprises friends of the parks who have made legacy gifts to the Golden Gate National Parks Conservancy through bequests, charitable trusts, and gifts of retirement assets and life insurance proceeds. In addition to knowing that they have helped to secure the future of the parklands they love, these generous donors also enjoy special privileges and events. Michael Alexander and Dianna Waggoner Anonymous Nancy Belcher Kevin and Anja Castner Avril Couris Alan Dunn Barbara and Ronald Forsstrom Amy S. McCombs Diane Merdian Judith B. Nadai Herbert Plach Elizabeth Rieger Thomas and Sylvia Saunders Robert G. Temple Burchard Thomsen Harriette E. Treloar Mary Jane Voelker Henry and Berthilde Williams Charles Wofford, Jr. Betty L. Young

CELEBRATE TRAILS FOREVER SUPPORTERS

On a clear, warm evening at the ocean’s edge, 350 people from around the Bay Area came together to share their love for the Golden Gate National Parks. Held at Baker Beach, the Conservancy’s first Celebrate Trails Forever dinner launched the new trails initiative and netted nearly $250,000 for trail restoration, outreach, and stewardship projects. Robert Redford, honorary chair of the benefit; Conservancy trustees; William Kent Society members; event sponsors; and a host of other Bay Area park supporters wearing hiking attire and feasting on a gourmet campfire meal made the event a stunning success.
THANKS TO VOLUNTEERS

Special thanks to the following organizations for providing volunteer support for park conservation projects from October 1, 2002, through December 31, 2003.

Accenture • American International Group • Alpha Phi Omega • American Academy of Ophthalmology • Asian Americans for Community Outreach • Bain & Company • Bechtel Corp. • Beta Alpha Psi • Birkenstock • Booz, Allen, Hamilton • Boy Scouts of America • California Academy of Sciences • Challenge to Learning • Chinatown Beacon • Church of Jesus Christ, Palo Alto • Levi Strauss & Co. • California Institute of Integral Studies • Circle K International/UC Berkeley Chapter • Clear Channel • Community Impact • Congregation Beth Sholom • Congregation Kehilat Sholom • Congregation Rodef Shalom • Convent of the Sacred Heart • Cub Scouts of America • Church of Jesus Christ of Latter-Day Saints • Entrepreneurs Foundation • Environmental Careers Organization • Fireman’s Fund • Friends of San Francisco Estuary • Fulbright Scholars • Gap Inc. • GE Capital Insurance • Girl Scouts of America • Greenwood School • Hamlin School • Hyatt Regency • JP Morgan Chase • James Sylla School • Junior League • Junior Reserve Officer Training Corps • Katherine Delmar Burke school • Kenyon College Alumni Association • Korean American Professional Association • Lowell Volunteers Club • M.H. Tobias Elementary • Marsh Inc. • Meeting 4 Good • Millennium High School • Mission High School • Monroe Elementary School • National Youth Leadership Forum of Medicine • NorCal Student Environmental Network • Oberland Alumni Association • Oracle Corp. • Pacific Crest Outward Bound • Pan Am World Wings • Parsons Brinkerhoff • Pacific Gas & Electric • Presidio Hills School • Redwood Trail Runners • Roche Pharmaceuticals • Saint Mary the Virgin Episcopal Church • San Domenico School • San Francisco Day School • Santa Clara University Green Club • Sierra Club - Loma Prieta Chapter • St. Ignatius High School • Stuart Hall High School • Summerbridge • Sun Microsystems • Synergy School • Telcontar • Temple Emanuel • Triage Consulting • Union of American Hebrew Congregations • United Clipped Wings • University of Michigan Alumni • Urban School • U.S. Army 91st Division Marching Band • USF Graduate School • USF Office of Residence Life • USF School of Law • Volunteer Center of San Francisco • Walden House for Boys • Westborough Middle School • Westmoor High School • Wheaton College • Youth in Action
### Statement of Financial Position

**GOLDEN GATE NATIONAL PARKS CONSERVANCY**  
**STATEMENT OF FINANCIAL POSITION**  
**SEPTEMBER 30, 2003**

#### Assets

**Current Assets:**
- Cash and cash equivalents: $285,005
- Accounts receivable: 1,094,728
- Contributions receivable: 1,071,784
- Investments: 9,494,791
- Inventories: 1,257,180
- Prepaid expenses and other assets: 328,545

Total current assets: $13,532,033

**Contributions Receivable - Net: 532,224**

**Endowment Investments: 5,798,462**

**Fixed Assets - Net: 775,649**

**Total Assets:** $20,638,368

#### Liabilities and Net Assets

**Current Liabilities:**
- Accounts payable and accrued liabilities: $1,432,356
- Accrued compensated absences and related: 647,980
- Mitigation advances: 193,771

Total current liabilities: $2,274,007

**Capital Lease Obligations: 138,896**

**Total Liabilities:** $2,413,003

**Net Assets:**

- **Unrestricted:**
  - Undesignated: 3,703,583
  - Board-designated for park projects and programs: 4,682,310

Total unrestricted net assets: $8,385,893

- **Temporarily Restricted:**
  - For park projects and programs: 6,155,044
  - For the National Park Service: 24,205

Total temporarily restricted net assets: $6,179,249

- **Permanently Restricted Net Assets:** 3,660,223

Total net assets: $18,225,365

**Total Liabilities and Net Assets:** $20,638,368

### Statement of Activities and Changes in Net Assets

**GOLDEN GATE NATIONAL PARKS CONSERVANCY**  
**STATEMENT OF ACTIVITIES AND CHANGES IN NET ASSETS**  
**YEAR ENDED SEPTEMBER 30, 2003**

#### Support and Revenue

<table>
<thead>
<tr>
<th>Unrestricted</th>
<th>Temporarily Restricted</th>
<th>Permanently Restricted</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross program revenue</td>
<td>$12,682,777</td>
<td>$12,682,777</td>
<td></td>
</tr>
<tr>
<td>Cost of goods and services</td>
<td>(3,437,302)</td>
<td>(3,437,302)</td>
<td></td>
</tr>
<tr>
<td>Program revenue, net</td>
<td>9,245,475</td>
<td>9,245,475</td>
<td></td>
</tr>
<tr>
<td>Contributed income</td>
<td>1,184,254</td>
<td>1,517,477</td>
<td>1,576</td>
</tr>
<tr>
<td>Investment income</td>
<td>2,795</td>
<td>67,717</td>
<td>70,512</td>
</tr>
<tr>
<td>Net realized and unrealized gains on investments</td>
<td>116,063</td>
<td>1,013,941</td>
<td>1,130,004</td>
</tr>
<tr>
<td>Mitigation awards</td>
<td>97,552</td>
<td>97,552</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>63,880</td>
<td>63,880</td>
<td></td>
</tr>
<tr>
<td>Net assets released from restrictions</td>
<td>1,112,920</td>
<td>(1,112,920)</td>
<td></td>
</tr>
</tbody>
</table>

Total support and revenue: $11,822,939

#### Program Services

- **Aid to National Park Service:**
  - Interpretation: 2,071,029
  - Park enhancements: 1,304,967
  - Community programs: 854,771

Total aid to National Park Service: $4,230,767

- **Visitor program services:** 4,203,830

Total program services: $8,434,597

#### Management and General

- **Fundraising:** 493,471

Total expenses: $11,379,718

#### Increase in Net Assets

- **Total:** 1,931,012

Net assets, beginning of year: $7,942,672

**Net Assets, End of Year:** $8,385,893

Financial information on these pages is derived from the Golden Gate National Parks Conservancy's financial statements, which were audited by a national 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 Recreation Area (commonly known as the Golden Gate National Parks) as well as 387 other park sites across the United States. Among the most popular national parks in the country, the Golden Gate National Parks feature 75,500 acres of scenic beauty, historic landmarks, natural habitats, and open space. For more information, call (415) 561-4700 or visit www.nps.gov/goga.

Brian O’Neill
General Superintendent
Mai-Liis Bartling
Assistant Superintendent for Planning, Projects and New Partnerships
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 Presidio 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.

Toby Rosenblatt
Chair, Board of Directors
Craig Middleton
Executive Director

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