Youth wade into Crissy Field Marsh during Project WISE in fall 2019 (see story, page 5).
What a year to start as only the second CEO in the history of the Golden Gate National Parks Conservancy. Throughout this Report to the Community, we shine a light on our major accomplishments of 2019. We had no idea what was just around the corner.

I came into this job believing strongly in the power of national parks to inspire and heal. The Bay Area shelter-in-place orders somehow strengthened that conviction. When we lose something, we miss it more than ever. And, we learn a powerful lesson in not taking it for granted. The silence of a redwood grove. The spark of imagination from a historical fact shared by a park ranger. Hopefully you’ve been able to tap into park moments like this in new and creative ways.

Throughout my first months as CEO, starting in April 2019, I saw the strong bonds in our community of park support. So it’s no surprise what’s happening now: You and others are stepping up to secure the future of the parks. Thank you for that support in making sure these places stay timeless—as America’s precious treasures.

With the resilience of our park community and the inventiveness of our Parks Conservancy staff, I know we’ll come back from this. We’ll reach thousands more local children when the Crissy Field Center moves into new space at the Tunnel Tops in 2021. We’ll improve those trails we missed so much. We’ll welcome back our volunteers and visitors with open arms—or maybe a friendly wave. With our partners, our focus on making parks accessible for all—so that everyone feels welcome in parks and can enjoy the many health benefits of nature—is more important now than ever.

That’s why I’m so grateful for my first year at the helm of the Parks Conservancy. I’ve gotten to see the park spirit shine bright under the toughest conditions. The snapshot of 2019 you’ll get in this report shows us what’s possible for our long-term future, and I can’t wait to get there. It may take some time to recover, but with your help, our parks will spring back stronger than ever before.

With heartfelt gratitude,

CHRIS LEHNERTZ
President & CEO
Want to work at the Crissy Field Center? You’ll have to face the toughest interviewers of all: high schoolers.

As part of the Center’s mission to empower youth from across the Bay Area, those youth have a say in hiring educators. Students are trained in best hiring practices, they interview candidates, and vote for their picks.

“They take it so seriously,” says Charity Maybury, Director of the Center. “Like, sometimes more seriously than the staff.”

Similar tactics are all over the Center, giving youth a voice to stand tall in their own communities. And with that voice, young people develop tools to process big issues like climate change and social inequities.

Take Project WISE (Watersheds Inspiring Student Education). In fall 2019, students from San Francisco’s Galileo and Mission high schools built scientific skills in parks like Crissy Field Marsh and the Bayview’s Heron’s Head Park. In the spring, they picked in-depth projects examining their world. Among their recent big questions: Does Muni noise pollution negatively impact lower-income neighborhoods? Does the city have inequitable renewable energy distribution? Does my classroom have unsafe carbon dioxide levels?

“Some of the best projects are when they choose to address some of those stressors in their lives,” says Francis Taroc, a Senior Specialist who runs Project WISE.

When students see the connections between parks and their communities, they form deeper bonds with the parks. Many call the Center “home.” And it all starts with empowerment.
Addressing a crowd at the Presidio Tunnel Tops “Ground-making” ceremony in November 2019, a proud Michele Gee talked about her nearby “touchstones.”

Angel Island, through which her grandparents immigrated. Crissy Field, which she helped revitalize. The San Francisco National Cemetery, where her great-uncle is buried. And the Crissy Field Center, where she launched a career that led from the Parks Conservancy to running one of the largest Interpretation and Education divisions in the National Park Service (NPS).

Long before Michele became a park ranger, she was an adventurous Girl Scout in the Bay Area. “I was always climbing on trees,” she admitted. After studying Environmental Studies at UC Santa Barbara, she worked with the San Francisco Conservation Corps to run a youth program and supervise AmeriCorps crews to “change Crissy Field from an abandoned military airfield to a beloved parkland.” That introduced her to the Parks Conservancy.

In 2000, she started at the burgeoning Crissy Field Center. There she organized the first youth advisory council, worked with communities, established programs and more. She was eventually promoted to Deputy Director, and the programs she helped develop are still around today.

In 2011, Michele was recruited to fill the position of the Chief of Interpretation and Education for the Golden Gate National Recreation Area. She’s now charged with interpreting the stories of our park sites through a contemporary lens, including histories involving her own family.

“All this deep-rooted history that I never knew, and to be a part of preserving and telling these stories—it’s special. I keep it right here,” Michele said, placing her hands over her heart.

Michele at Crissy Field.
Over the coming decade, projected sea level rise will force additional inches of water over the Mill Valley-Sausalito Pathway at Bothin Marsh, making the trail impassable at times and oversaturating the tidal ecosystem to the point it becomes inhospitable to the plants and animals living there.

The Parks Conservancy and its One Tam partners (Marin County Parks, the National Park Service, Marin Municipal Water District, and California State Parks) have engaged the community in a dialogue around sea level rise to ensure there is common understanding and a shared vision for the future of this unique public shoreline.

Maintaining the trail and marsh for decades to come will require an evolving collaboration between the community, public agencies, and partners. This method of inviting residents to join the process is known as community-based planning, and it’s the cornerstone of the adaptation plan at Bothin.

“We spent two years in pre-design, focused just on community understanding of the local impacts of sea level rise and gauging their support for protecting the ecosystem,” says Parks Conservancy project manager Rob LaPorte.

2020 will see another leap forward for this collaboration when conceptual designs aimed at evolving both the marsh and the trail are made public for further discussion.

With hundreds of Marin residents actively engaged in the work, the Parks Conservancy is confident the community can chart the driest path forward.
Judy Doi was an indoor kid who grew into an outdoor adult. Eventually she climbed Half Dome, backpacked in national parks, and explored most Bay Area national park sites.

In the last year of her life, she found community among volunteers at the Alcatraz Historic Gardens and Black Point Gardens at Fort Mason. Many of them came to visit her in hospice care during her final weeks.

Judy’s generous legacy gift—she left the Parks Conservancy half of her San Bruno property, with the other half to the Peninsula Humane Society—is helping fund a volunteer coordinator at Black Point Gardens. Soon, these terraced gardens facing the Bay will return to their historic glory, thanks to the hard work and generosity of people like Judy.

“She would be very pleased to know,” says her sister Joi, “that in some small way, she’s helping to continue the development and sustainability of the park.”

READ MORE ABOUT JUDY’S LOVE FOR PARKS AT PARKS.Conservancy.ORG/JUDYSLegacy

Enya Pan, a high school senior, carefully embroiders perennial flower patterns onto a polo shirt. Soon after she threads the final stitch she’ll list the item in an online storefront for Apple&Olive, her sustainable fashion line featuring one-of-a-kind wares.

Fast fashion is everywhere, but the clothes at Apple&Olive require time by design.

After learning about the tons of waste and microfiber pollution produced by the textile industry every year, Enya felt called to action and she wanted to call in others too. At a beach cleanup on Baker Beach she found an ally in the Parks Conservancy. In 2019 she wrote her first $1,000 check to the Conservancy, donating profits from her fashionable endeavor.

Stitch by stitch, Enya Pan is closing the loop in fashion, rescuing old and unsold garments from landfills and repurposing them into something sustainable and worth treasuring forever, just like these parks.

MEET ENYA AND SEE MORE OF HER FASHION AT PARKS.Conservancy.ORG/ENYA

Volunteers and staff form a bucket brigade at Black Point Gardens in 2019.
Coming in fall 2021: The Presidio Tunnel Tops!

In November 2019, civic leaders, philanthropic community supporters, and public officials including House Speaker Nancy Pelosi celebrated the kickoff of construction for this 14-acre parkland that will become a national park destination at a “Groundmaking” event.

The new parkland will sit atop the Presidio Parkway and reconnect the Main Post to Crissy Field, offering a central destination for visitors and locals alike. It will be a park for all, dedicated to serving communities through open spaces to grow, play, thrive, and connect more deeply with nature and one another.

Youth starred at the November event. Dylan Nepomuceno, a student with our Inspiring Young Emerging Leaders program at the Crissy Field Center, gave a speech and got a shout-out from Speaker Pelosi. The Tunnel Tops will sport a brand-new Youth Campus with a three-acre interactive play area. Learn more at presidiotunneltops.org

THANK YOU

The Presidio Tunnel Tops is being made possible by the generosity of individuals, families, and foundations in our community. Our deepest thanks for their gifts to the project that will create this world-class parkland opening in the fall of 2021.
FROM LARGE PROJECTS TO SMALL MOMENTS, YOUR IMPACT WAS FELT IN 2019.

The Golden Gate National Parks Conservancy is more than what you can see at a handful of beautiful parks. Far more. In 2019 and throughout our nearly four decades of community science, programming, engagement and stewardship, the Parks Conservancy has been dedicated to improving these parks we all love. With your help and in conjunction with our partners, we help care for the land, protect endangered species, build trails, and connect people to nature.

In this graphic, you can see a sampling of our broad impact in 2019. From the massive effort to save coho salmon in Muir Woods, to the small moments of wonder at our native plant nurseries, the importance of your support was felt across almost 84,000 acres of parklands in 2019. Thank you for making an immeasurable difference for these Bay Area national parks.

1. POINT REYES SCIENCE ADVENTURE
In this intensive science education and leadership program, youth spend a week at Point Reyes’ Historic Lifeboat Station and work with professional scientists.

2. PARKRX
The Park Prescription movement had a moment in 2019. The work of the Parks Conservancy was featured on PBS NewsHour, Outside Magazine, and Time Magazine, among others. More doctors are prescribing time in nature for its healing powers. The Conservancy’s Institute at the Golden Gate has been at the leading edge of ParkRx since 2010, and that work is paying off. The outdoors “nature cure” is needed now more than ever.

3. PARK ACADEMY CLASSES
Our park experts expand your knowledge base, on topics ranging from botany to meditation. We offer these classes as a special perk to volunteers and park staff.

4. LINC
In LINC (Linking Individuals to their Natural Community), a program led by our Park Stewardship team, high schoolers spend the summer caring for our parks and learning valuable leadership skills.

5. PARK STEWARDSHIP MARIN
Nobody knows the trails of Marin better than this team. They’ve spent many hours on projects that benefit people and wildlife alike, ensuring the future of our parks for both.

6. ONE TAM
Five partners unite across Mt. Tamalpais’ borders to ensure the long-term health of a beloved mountain. The unique partnership has become a model for others across the nation.

7. REDWOOD RENEWAL
If you visited Muir Woods in the fall, you would have seen a big operation for the small but endangered coho salmon. Trees were dragged across trails into Redwood Creek to create “woody debris” for juvenile fish to survive. In future years of this NPS project, visitors will see improvements to Muir Woods bridges and trails.

8. BOTHIN MARSH
This is a critical junction as the Bay Area addresses sea-level rise. For more, see the story earlier in this Report to the Community.

9. MARIN HEADLANDS NATIVE PLANT NURSERY
Volunteers help collect seeds, prune plants and get them ready for planting in the parks. The Marin nursery is one of four native plant nurseries run in partnership with the NPS.

10. GOLDEN GATE RAPTOR OBSERVATORY
For the last 35 fall seasons, citizen scientists have taken to Hawk Hill to observe and record the movements of the majestic raptors flying overhead.

11. MIGRATORY STORY
This Crissy Field Center program, in conjunction with NPS, brings middle schoolers to Hawk Hill to learn about raptor migrations and parallels with human migration.
Thank you to our generous donors for their support in 2019! We are very grateful for your impact through giving. To ensure privacy, a list of donors is not included in this online report. A full donor list will be printed in the August issue of Gateways, our membership newsletter.

12. CRISSY FIELD CENTER
The Center’s youth programs served nearly 20,000 partici-
pants in 2019, from 70 different schools across the region.

13. PRESIDIO TUNNEL TOPS
In November 2019 we celebrated this new park site with a “Ground-
making” ceremony. For more, see the story earlier in this Report to the Community.

14. SAN FRANCISCO PUBLIC LIBRARY PARTNERSHIP
Public libraries and public parks fit together better than ever! In 2019 we brought the library’s Summer Slide to the Presidio and other park sites with events, StoryWalks, and more.

15. CHINA BEACH
An upcoming and much-needed revamp for this hidden gem will include restored amenities and also improved facilities for the NPS Ocean Rescue team.

16. LANDS END LOOKOUT
Our cozy outpost—featuring food, apparel, and history—was named by the San Francisco Chronicle’s John King as the best new public building built in the 2010s.

17. ROVING RANGER
Our orange-and-green converted food truck dispensed park info far and wide in 2019, from Pacifica Fog Fest to San Francisco State, where it was helping to recruit interns.

18. OCEANA HIGH SCHOOL NATIVE PLANT NURSERY
For more than 20 years, students at this Pacifica high school have learned about plants and the environ-
ment around them thanks to a unique program and partnership.

19. 50TH ANNIVERSARY OF THE OCCUPATION OF ALCATRAZ
The NPS welcomed original Occupiers and their families in November to commemorate the 50th anniversary of the historic island takeover by the Indians of All Tribes.

20. FUTURE IDS AT ALCATRAZ
An Art in the Parks installation that utilized the unique history of the island, Future IDS reenvisioned incarceration in unique ways through art and programming in 2019. The ID-inspired artworks are created by and with individuals who have conviction histories as they conceive and develop a vision for a future self.

21. ALCATRAZ HISTORIC GARDENS
These gardens are flourishing after more than 16 years of volunteer dedication and ingenuity, like a 2019 project that saw “historic” prison laundry water repurposed for use in the garden.

22. TRAILS FOREVER
The future of our great trails looks bright, thanks to your dedicated support! Since 2003, we’ve raised more than $300 million for our park’s trails and overlooks.

23. 20TH ANNIVERSARY OF THE OCCUPATION OF ALCATRAZ
The NPS welcomed original Occupiers and their families in November to commemorate the 20th anniversary of the historic island takeover by the Indians of All Tribes.

24. ALCATRAZ HISTORIC GARDENS
These gardens are flourishing after more than 15 years of volunteer dedication and ingenuity, like a 2019 project that saw “historic” prison laundry water repurposed for use in the garden.

25. TRAILS FOREVER
The future of our great trails looks bright, thanks to your dedicated support! Since 2003, we’ve raised more than $300 million for our park’s trails and overlooks.

26. IT’S ALL THANKS TO YOU
THE GOLDEN GATE NATIONAL PARKS
would not be the same without
the dedication and passion of our
volunteers. From October 1, 2018–
September 30, 2019, more than
308 unique community groups—
park programs, corporate teams,
nonprofits, schools, civic and
faith-based organizations, and
more—generously contributed
their time. On behalf of the
Parks Conservancy, National
Park Service, and Presidio Trust,
WE THANK YOU!

2019

THE GOLDEN GATE

National Parks

Volunteer Groups

Thank You

Banana Republic
Bay Area Episcopal
Bay School of San Francisco
Beach Program Volunteers
Black Point Gardens Volunteers
Booking.com
Box
Boy Scouts of America
Bucklin
Butchertown Creative
Cabin
California Academy of Sciences
California Association for Nurse
Practitioners
California Coastal Commission
California State University, Orcio
Capital One
Cedars of Marin
CFG
Children’s Day School
City College of San Francisco
City National Bank
Clare Lilienthal School
Clark Construction Group
Col Bar
ClimateWorks Foundation
Cloudflare
College of Marin
College Preparatory School
Community Grows
Compass
Convent Elementary School
Coral Reef Alliance
Cornerstone Academy
Cornerstone Trinity Baptist Church
CPR
Crissy Field Center
Crissy Field Center Volunteers:
Outreach and Education, Public
Programs, and Administration
Crissy Field Center Youth Programs:
Camping at the Presidio (CAP),
Inspiring Young Emerging
Leaders (I-YEL), Summer Camp
Counselors-in-Training, Urban
Trailblazers (UTB), and Project WISE
Cultural Resources Volunteers:
Alcatraz and Marin Headlands
(including Concrete Preservation
Program)

Design Volunteers-In-Parks, Park
Photographers, and Headlands Center
for the Arts
Digitas
Disability Parents Network
DocuSign
Dropbox
Duale Alumni
DWA Media
Eastside College Preparatory School
Edelman
English Language Institute
English Studies Institute
Ensay
Emert & Young
Excellence Insurance Services
Eunet
Eventbrite
Evernote
FactSet Research Systems
Farstone View Elementary School
Federal Reserve Bank
FedEx
First Republic Bank
FG Mobile
Flexport
Fluxx Labs, Inc.
Force Management
Fort Mason Visitor Services, Special
Park Uses Group (SPUG), and
Environmental/Safety Programs
Volunteers
Fort Point Interpretation & Education
Volunteers
Fossil
Franklin Templeton Investments
Fremont Group
Fusion Academy San Francisco
Galileo Academy of Science and
Technology
Gap, Inc.
Gateway High School
Gay for Good
Georgia Tech Alumni Association
German International School of
Silicon Valley
GES International Education
Getaround
Girl Scouts of the USA
Glassdoor Inc.

Global Student Embassy

WE THANK YOU!
## STATEMENT OF FINANCIAL POSITION

as of September 30, 2019  (with comparative totals for 2018)

### ASSETS

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
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</thead>
<tbody>
<tr>
<td>CURRENT ASSETS</td>
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<tr>
<td>Cash and cash equivalents</td>
<td>$ 52,866,717</td>
<td>$ 43,951,190</td>
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<td>Accounts receivable, net</td>
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<td>Contributions receivable</td>
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<td>9,348,769</td>
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<td>Inventories</td>
<td>3,488,499</td>
<td>3,103,649</td>
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<tr>
<td>Prepaid expenses</td>
<td>541,413</td>
<td>671,157</td>
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<tr>
<td>Short-Term Investments</td>
<td>5,000,946</td>
<td>6,302,618</td>
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<td><strong>Total current assets</strong></td>
<td><strong>79,542,774</strong></td>
<td><strong>68,237,908</strong></td>
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<tr>
<td>LONG-TERM ASSETS</td>
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<td></td>
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<tr>
<td>Contributions receivable, net</td>
<td>5,910,436</td>
<td>6,961,852</td>
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<tr>
<td>Investments</td>
<td>36,174,505</td>
<td>36,257,467</td>
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<tr>
<td>Furniture, fixtures and equipment, net</td>
<td>1,693,488</td>
<td>1,715,331</td>
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<tr>
<td>Deposits and other assets, net</td>
<td>2,190,095</td>
<td>3,239,384</td>
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<tr>
<td><strong>Total long-term assets</strong></td>
<td><strong>45,968,524</strong></td>
<td><strong>48,174,034</strong></td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$ 125,511,298</strong></td>
<td><strong>$ 116,411,942</strong></td>
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</table>

### LIABILITIES AND NET ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Without Donor Restrictions</th>
<th>With Donor Restrictions</th>
<th>Total</th>
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<tbody>
<tr>
<td>CURRENT LIABILITIES</td>
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<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$ 3,996,515</td>
<td>$ 2,977,021</td>
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<tr>
<td>Accrued payroll related expenses</td>
<td>3,342,920</td>
<td>2,952,450</td>
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<tr>
<td>Deferred revenue</td>
<td>2,088,392</td>
<td>2,406,435</td>
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<td><strong>Total current liabilities</strong></td>
<td><strong>9,357,827</strong></td>
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<tr>
<td>LONG-TERM LIABILITIES</td>
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<tr>
<td>Deferred revenue</td>
<td>663,994</td>
<td>846,599</td>
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<td>Deferred rent liability</td>
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<td>Advance Deposits</td>
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<tr>
<td>Agency funds payable</td>
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<td>577,175</td>
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<td><strong>Total long-term liabilities</strong></td>
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<td><strong>3,600,438</strong></td>
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<td><strong>TOTAL LIABILITIES</strong></td>
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<tr>
<td><strong>NET ASSETS</strong></td>
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<tr>
<td>Without donor restrictions</td>
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<tr>
<td>Undesignated</td>
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<td>18,442,274</td>
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<td>Board-designated</td>
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<tr>
<td>Total net assets without donor restrictions</td>
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<tr>
<td>Total net assets with donor restrictions</td>
<td>80,673,836</td>
<td>74,359,472</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
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<td><strong>104,515,600</strong></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES AND NET ASSETS</strong></td>
<td><strong>$ 125,511,298</strong></td>
<td><strong>$ 116,411,942</strong></td>
<td></td>
</tr>
</tbody>
</table>
OUR PUBLIC AGENCY PARTNERS

NATIONAL PARK SERVICE
The National Park Service (NPS) is a federal agency within the U.S. Department of the Interior charged with managing the preservation and public use of America’s most significant natural, scenic, historic, and cultural treasures. Established in 1916, the NPS manages 417 sites across the United States, including the Golden Gate National Parks. For more information, call (415) 561-4700 or visit nps.gov/goga.

LAURA JOSS
General Superintendent, Golden Gate National Recreation Area

CAREY FEIERABEND
Deputy Superintendent, Golden Gate National Recreation Area

THE PRESIDIO TRUST
In partnership with the National Park Service and the Golden Gate National Parks Conservancy, and at no cost to taxpayers, the Presidio Trust brings alive the unique historic, natural, and recreational assets of the Presidio for the inspiration, education, health, and enjoyment of all people. For more information, call (415) 561-5300 or visit presidio.gov.

WILLIAM E. GRAYSON, ESQ.
Chair, Board of Directors

JEAN S. FRASER
Chief Executive Officer

GOLDEN GATE BRIDGE, HIGHWAY, AND TRANSPORTATION DISTRICT
Incorporated in 1928 as a special district of the State of California to design, construct, finance, and operate the Golden Gate Bridge, the District today continues to provide safe and reliable operation, maintenance, and enhancement of the Bridge and to provide transportation services, as resources allow, for customers within the U.S. Highway 101 Golden Gate Corridor.

BARBARA L. PAHRE
President, Board of Directors

DENIS J. MULLIGAN
General Manager

ONE TAM
In 2014, four public land agencies (National Park Service, California State Parks, Marin County Parks, and the Marin Municipal Water District) partnered with the Parks Conservancy to form the One Tam initiative, which brings together their resources, talents, and philanthropic efforts to support the stewardship, conservation, and enjoyment of Mt. Tamalpais.

SAN FRANCISCO
BAY
PACIFIC OCEAN

FIND YOUR PARK
Stretching across nearly 84,000 acres and three counties, the Golden Gate National Recreation Area, Muir Woods National Monument, and Fort Point National Historic Site, together they were the most visited national park units in the country in 2019.