of the 80,000-acre Golden Gate National Parks, there stands a soaring—and symbolic—bridge. After all, these parklands—and the Golden Gate National Parks Conservancy that supports them—connect vital ecosystems for threatened and endangered species, share interlocking webs of culture and history, and forge the enduring bonds between humans and the land. But these parks do far more than patch habitat corridors or bring people to their favorite trailheads. These special spaces pull communities together. These places engender the essential connections between neighbors, helping us understand and celebrate our differences and commonalities. And thus these parks—and the democratic values they represent—bridge us to our best possible future.

AT THE HEART

In 2017, more than 27,000 community members connected with their public lands—and each other—by volunteering across the Golden Gate National Parks and around Mt. Tamalpais. William Hough (One Tam youth and community program manager) and Greg Reza (Marin County Parks volunteer program coordinator), below, helped foster and inspire those connections. Hear their experiences—along with six other fascinating stories—by exploring videos and vignettes at parksconservancy.org/annual18.
Sister Stephanie Hughes believes nature can restore body and soul. When she first started exploring the Presidio, she was using a walker—the result of a “horrible past” and health afflictions. But then, she stepped into the parks. “I felt the dirt under my feet and it was different; I felt alive,” she recalls.

Being outdoors changed her life, and now she wants “the community to heal in the same manner that [she] was healed.”

After getting trained by Camping at the Presidio, Sister Stephanie has been bringing people from “fight or flight” neighborhoods roiled by violence to Rob Hill Campground. During the past 12 years, she has guided thousands of adults and kids from across the Bay Area on park trips. “A lot of the children are shut up and shut in and hurting, but when we bring them to open spaces, you can see the hardness shell away, like an onion,” she says, “because they are experiencing peace and tranquility for the very first time.”

Michael Bennett, another leader in San Francisco’s Bayview neighborhood, also saw how “park prescriptions” helped improve the health of his community. He was among the first to partner with the Conservancy’s Jennifer Greene and other park staff in cultivating trust in the Bayview and arranging free shuttles to the Presidio. Since 2012, Michael has introduced hundreds of residents to their national parks—and he hopes to nurture even more park ambassadors through youth internships. “One of my dreams is for folks of color to have an opportunity to come out here and work in the Presidio,” Michael says.

LEADERS BLAZE NEW TRAILS

COMMUNITY CONNECTIONS

4,721

Campers served in 2017 by Camping at the Presidio (a Parks Conservancy program in partnership with the Presidio Trust, National Park Service, and Bay Area Wilderness Training); 762 people were connected to the parks through community shuttles last year.

“I just want to bring so many children and families, so that they can feel the energy and the love and embrace the outdoors—hug on a tree and ‘ug!’ at a bug and see a banana slug for the very first time.”

—Sister Stephanie Hughes

“That’s one of the mission statements of the shuttle program: introducing folks to the shuttle but then having them navigate on their own to get here. So for the kids, the goal is: when they grow up and have kids, they’ll come out here.”

—Michael Bennett
Like many of her Parks Conservancy colleagues, restoration specialist Ruby Kwan plays a vital role not just in the life cycle of endangered species in the parkslands—but also in the lives of young people emerging into adulthood.

On a wet, windy day on Milagra Ridge, Ruby teaches the finer points of planting lupines to a group of students from Pacifica’s Oceana High School, including freshman Daniel Geronimo. It’s a new experience for soft-spoken Daniel, who continues to gain confidence (as well as ecological knowledge) as a volunteer for the Conservancy-managed native plant nursery at Oceana.

"Personally, what I like about this program is meeting some new friends and cooperating with lots of teamwork and effort," Daniel says.

Ruby is part of a team that’s trying to reestablish healthy populations of lupine—a host plant for the endangered Mission blue butterfly. Last year, a multi-partner project “translocated” 30 of the butterflies to Milagra Ridge to boost the local population that was nearly wiped out.

As fulfilling as that difficult work has been, however, Ruby derives just as much satisfaction nurturing the growth of Oceana students. She’s an alumna. “It really brings great joy,” she says.

“Hopefully people recognize that you don’t have to be in a position like mine, you don’t have to be a scientist, you don’t have to be in environmental law or policy to make a difference in protecting the environment. All you have to do is care about the environment enough.” - Ruby Kwan

ECOLOGIST PLANTS A BRIGHTER FUTURE

RESTORATION ON MILAGRA RIDGE

104,615
Native plants grown at Parks Conservancy nurseries to support 47 restoration projects across the Golden Gate National Parks, including the multi-year Lupine Diversification Project at Milagra Ridge and the Butterfly Translocation Project in partnership with the National Park Service, U.S. Fish and Wildlife Service, and Creekside Center for Earth Observation
After bringing StoryWalks back from a conference, Maricela Leon-Barrera—early learning coordinator for San Francisco Public Library—says it’s “really exciting” to see how the concept has taken hold. Two StoryWalks were installed in 2017, guiding families through book pages posted along trails at Lands End and the Presidio. And one more storybook, sponsored by the Yosemite Conservancy, was placed at Tennessee Valley in 2018. It’s just one example of how library-park collaborations are blossoming. This year is the third summer that the San Francisco Public Library, Parks Conservancy, and National Park Service (NPS) will theme the Summer Stride learning program around parks, host ranger talks at branch libraries, and offer free shuttles connecting local communities with national parks.

Inspired by that example, Ranger Jasmine Reinhardt—the NPS community outreach manager for Marin County—has cultivated similar partnerships with Marin County Free Library (MCFL) and San Rafael Public Library. By riding with MCFL’s Bookmobile, Jasmine developed relationships with ranch families in the Chileno Valley of northern Marin. Many of those residents were able to visit Muir Woods for the first time. “Being able to share this with them was so meaningful,” she recalls.

And thus love and appreciation for the parks—like great ideas—continue to spread as naturally as seeds reach for the sky.

“Every day I wake up honored, privileged, and blessed to be able to have the opportunity to do what I love—share these experiences with folks and help educate folks.”

—Jasmine Reinhardt

26,731

Community members participated in San Francisco Public Library’s park-themed 2017 Summer Stride reading/learning program, in partnership with the Parks Conservancy and National Park Service; meanwhile, 642 people enjoyed guided shuttle trips from 11 library branches to nine national park sites—for many it was their first trip to the parklands.

“...to be able to bring them into opportunities and places where they can grow and can see themselves in has always been something that I really enjoy.”

—Maricela Leon-Barrera
Through the I-YEL (Inspiring Young Emerging Leaders) program at Crissy Field Center, Sarah Hoang gained the confidence to greet thousands of visitors on Alcatraz during a park internship. Anthony Rodriguez developed the skills to guide elementary school students at Rob Hill Campground for Camping at the Presidio programs. And Tatyana Chapman “grew out of [her] shell” to become a leader who encourages other participants to find their voice.

Sarah, Anthony, and Tatyana are among the 60,000 young people who benefit from youth leadership and education programs of the Parks Conservancy and its partner organizations at Golden Gate. The Presidio Tunnel Tops—a 14-acre parkland taking shape between Crissy Field and the Main Post—features an expanded youth campus that will introduce even more kids to life-changing park experiences, hands-on ecological lessons, and new career possibilities.

“There are kids living in San Francisco who have never been out to the ocean; dream would be to make sure that every kid in the city gets to these parks,” Sarah says.

“I feel like youth—the next generation—should realize how important the parks are, and how important nature is to their everyday life.” —Anthony Rodriguez
Seeing curiosity and enthusiasm sparked by these activities is really encouraging; it’s the best indicator that we have a successful program.

—Francis Taroc

It would have made Jennie so happy to know that not only are these young folks learning so much about animal life, but that they could adopt careers, perhaps, as rangers.

—Tom Meyer

Seeing schoolchildren stretch out to mimic the wingspan of hawks was especially heartwarming for Tom Meyer, who sought to start a raptor education program when his wife Jennie Rhine passed away in 2014.

Tom wanted to connect kids and birds to remember Jennie, a longtime volunteer bander with the Golden Gate Raptor Observatory (GGRO). Through his gift, Parks Conservancy staff with the GGRO and Crissy Field Center created Migratory Story, a program that brings 4th and 5th graders from San Francisco Unified School District to Hawk Hill to study raptor migration. For many students who come from immigrant families, it’s their first visit to a national park.

“Some of those students have only been in the country a couple weeks, so this theme of migration…they’re living it right now,” explains Francis Taroc, the Center’s senior specialist for environmental science.

While forging meaningful connections to the parks, the program also builds essential skills. “That process of inquiry and investigation is something that’s really important to build on, in whatever career or path these students take,” Francis says.

Tom adds that Jennie would have “a big smile on her face”—knowing that Migratory Story is helping kids spread their wings, at school and in life.

1,800 Community members introduced to hawk migration through Golden Gate Raptor Observatory docent programs in 2017, including 196 elementary school students in the Migratory Story program.

DONOR PASSES HIS WIFE’S LOVE OF BIRDS FORWARD

MIGRATORY STORY ON HAWK HILL
2018 ACCOMPLISHMENTS

PARK PROJECTS

Completed critical repair and resurfacing work on the Crissy Promenade to improve durability and sustainability of the beloved waterfront trail that serves over 1 million visitors each year.

Garnered recognition for the historic Alcatraz Quartermaster Warehouse Rehabilitation, named 2017 Project of the Year by the International Concrete Repair Institute, while advancing plans for improving the Alcatraz Embarkation experience.

EDUCATION PROGRAMS

Launched parkyouthexchange.com, an online portal to immersive educational programs across Golden Gate, offered by the partner organizations of the Park Youth Collaborative.

Delivered summer camps, school programs, educator trainings, and community outreach initiatives through the Crissy Field Center, the Parks Conservancy’s urban environmental education center in partnership with the National Park Service and Presidio Trust.

COMMUNITY PROGRAMS

Aided in the rehabilitation of 150 veterans through hikes and park activities in partnership with W.A.R.I.O.R. (Wellness and Recovery Incorporating Outdoor Recreation) and other programs.

Engaged 14,948 community members through hikes, talks, and special events of One Tam—a collaboration of the Parks Conservancy, Marin Municipal Water District, National Park Service, California State Parks, and Marin County Parks.

SPECIAL THANKS

Park Projects

The Crissy Promenade resurfacing will bring a better experience to millions of park visitors for years to come. We extend our special thanks to the Evelyn and Walter Haas, Jr. Fund, the National Park Service Centennial Fund, and the members of the Golden Gate National Parks Conservancy for their leadership support which has enhanced this beloved promenade.

Education Programs

An invaluable new resource for educators, parents, and community leaders, parkyouthexchange.com is a one-stop resource for activities, camps, internships, and more across the Golden Gate National Parks. Pooled from offerings of 24 park partners, the website features a searchable database of programs that serve young people of all ages. Special thanks for leadership funding from the S. D. Bechtel, Jr. Foundation and additional support from the James Irvine Foundation and Pisces Foundation.

Community Programs

On April 21, 2018 the Dipsea Race Committee and One Tam commemorated the 100th anniversary of the first women’s competitive hike in the country with a special women’s only walk/run from Mill Valley to Stinson Beach in the Golden Gate National Parks. Special thanks to lead sponsors Carey Haughwout and EO Products.

“I’ve walked a lot of miles on these trails. For me, it seems to have some kind of relaxing effect for some reason, now, I’ve grown an affinity for the ocean.”

–Retired U.S. Army Sgt. Gilberto Estrada (right)
RESTORATION & CONSERVATION

**Helped** release 106 captive-reared coho salmon in Redwood Creek near Muir Beach, as part of a multi-agency, multi-phased project to prevent the endangered fish from going locally extinct.

**Convened** scientists and community members at the inaugural One Tam Science Summit, and released the seminal report *Measuring the Health of a Mountain: A Report on Mt. Tamalpais’ Natural Resources*.

**Social Impact**

The Parks Conservancy’s Institute at the Golden Gate will continue its innovative health-focused work with the essential support of Kaiser Permanente Community Benefit Programs. Kaiser’s three-year commitment will support the Institute’s Healthy Parks Healthy People: Bay Area initiative to improve the wellbeing of its highest health need residents through park visits.

**Visitor Services & Interpretation**

The William Penn Mott, Jr. Presidio Visitor Center was made possible through the generous support of the Lisa and Douglas Goldman Fund, Horace W. Goldsmith Foundation, William Penn Mott, Jr. Memorial Fund, Ambassador L. William Lane and Mrs. Jean Lane, and members of the Golden Gate National Parks Conservancy.

**Designed**, constructed, and opened the William Penn Mott, Jr. Presidio Visitor Center in a converted historic guardhouse, through a tri-agency collaboration that was honored with a National Park Service Partnership Award.

**Welcomed** 6 million visitors at eight park information and visitor centers, including the Lands End Lookout, Warming Hut, and facilities at Muir Woods, Alcatraz, and the Golden Gate Bridge.
THANK YOU VOLUNTEER GROUPS 2017
The Mission Continues Bay Area
The Argonaut & Hotel Zoe
Tendo Communications
Swirl
Sustainability Accounting
Surfrider Foundation
Sura Hussain-Community Group
Sunovion Pharmaceuticals, Inc.
Summit Public Schools
Stuart Hall
Strawberry Point Elementary School
Strava
Sterling Park Recreation Center
Stephanie & Friends
Starbucks
Stanford University Alumni
Stanbridge Academy
St. Stephen School
St. Ignatius College Preparatory
St. Cecilia Catholic Church
St. Brendan Parish School
Presidio Habitat Stewards
Presidio Garden and Sustainability Initiative
Presidio Community Gardens
Presidio Golden Gate Club
Presidio Harvesters
Presidio Knolls School
Presidio Native Plant Nursery
Presidio Trust
Publicis Groupe
Pulselife Group, Inc.
QualityBeautyHoldings, Inc.
Radius Intelligence
Rainforest QA
Reckon
Ripple
Riverbed Technology, Inc.
Robinhood
Rosenberg Early Childhood Center
Rotary Club
Royal Bank of Canada
Russian Bakery
Safer Schools
San Domenico School
San Francisco Association of Realtors
San Francisco Bail Commissioner
San Francisco Faith-Based Coalition
San Francisco Community Clean Team
San Francisco CruseFit
San Francisco Department of Public Works
San Francisco Department of the Environment
San Francisco Friends School
San Francisco Maritime National Historical Park
San Francisco Public Utilities Commission
San Francisco Recreation and Park Department
San Francisco State University
San Francisco Marathon Club
San Francisco Volunteer Connect
San Francisco Zoo
San Rafael High School
San-San-Regis Group
Scope Technologies, Inc.
Secker Media
Shah Samimi & Green Welfare
Sirena Wines
Shaveme
Shane Trout
Shenandoah
Shelter Construction
Silverhammer Games
Slade Ranch
Smarts, Inc.
Snowy River Volunteer Patrolmen
Softchoice
Spinners of San Francisco
Sports Basement
St. Brigid Parish School
St. Cecilia Catholic Church
St. Ignatius College Preparatory
St. James School
St. Stephen School
Stanbridge Academy
Stanford University Alumni
Star of the Sea School
Starbucks
Stephanie & Friends
Stringpark Recreation Center
Stream
Strawberry Point Elementary
Sitech the Imagination
Suarez Hall
Student Conservation Association
Surrey Public Schools
Sunrun Pharmaceuticals, Inc.
Surfside Community Group
Sutro Foundation
Sustainably Accounting Standards Board
Swig
TelcoTech Day School
TendK Communications
The Argonaut & Hotel Zoe
The Meate Group
The Mission Continues Bay Area
THE GOLDEN GATE NATIONAL PARKS
would not be the same without the dedication and passion of our volunteers. Last year (October 1, 2016–September 30, 2017), 382 unique community groups—corporate partners, 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!
## STATEMENT OF FINANCIAL POSITION
as of September 30, 2017 and 2016

### ASSETS

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cash and cash equivalents</td>
<td>$16,479,274</td>
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<tr>
<td>Accounts receivable, net</td>
<td>5,573,663</td>
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<tr>
<td>Contributions receivable, net</td>
<td>18,373,144</td>
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<tr>
<td>Inventories</td>
<td>3,295,549</td>
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<tr>
<td>Prepaid expenses and deposits</td>
<td>830,170</td>
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<tr>
<td>Investments</td>
<td>40,570,257</td>
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<tr>
<td>Furniture, fixtures, and equipment, net</td>
<td>1,621,453</td>
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<tr>
<td>Other assets, net</td>
<td>4,370,054</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$91,113,564</strong></td>
</tr>
</tbody>
</table>

### LIABILITIES AND NET ASSETS

#### LIABILITIES

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td>Accounts payable and accrued liabilities</td>
<td>$3,782,457</td>
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<tr>
<td>Accrued payroll-related expenses</td>
<td>2,856,224</td>
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<tr>
<td>Grants payable</td>
<td>3,304,000</td>
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<tr>
<td>Agency funds payable</td>
<td>591,241</td>
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<tr>
<td>Deferred revenue</td>
<td>1,259,851</td>
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<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td><strong>$11,793,773</strong></td>
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</tbody>
</table>

#### NET ASSETS

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undesignated</td>
<td>9,417,005</td>
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<tr>
<td>Board-designated</td>
<td>19,226,050</td>
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<tr>
<td>Total unrestricted net assets</td>
<td>28,643,055</td>
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<tr>
<td>Temporarily restricted</td>
<td>44,534,524</td>
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<tr>
<td>Permanently restricted</td>
<td>6,142,212</td>
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<tr>
<td><strong>TOTAL NET ASSETS</strong></td>
<td><strong>$91,113,564</strong></td>
</tr>
</tbody>
</table>

## STATEMENT OF ACTIVITIES
for the year ended September 30, 2017

(With Comparative Totals for 2016)

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>SUPPORT AND REVENUE</strong></td>
<td></td>
</tr>
<tr>
<td>Program revenue</td>
<td>$41,444,303</td>
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<tr>
<td>Contributed income</td>
<td>3,042,506</td>
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<tr>
<td>Special events, net of donor benefits of $130,050</td>
<td>1,078,670</td>
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<tr>
<td>Cooperative agreement reimbursements</td>
<td>6,094,513</td>
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<td><strong>TOTAL SUPPORT AND REVENUE</strong></td>
<td><strong>$67,793,785</strong></td>
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<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
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</thead>
<tbody>
<tr>
<td><strong>EXPENSES</strong></td>
<td></td>
</tr>
<tr>
<td>Program services</td>
<td>$23,850,723</td>
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<tr>
<td>Park enhancements, restoration, and stewardship</td>
<td>22,848,736</td>
</tr>
<tr>
<td>Youth, volunteer, and community programs</td>
<td>6,016,280</td>
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<tr>
<td>Total program services</td>
<td>52,715,739</td>
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<tr>
<td>Management and general</td>
<td>6,093,390</td>
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<tr>
<td>Fundraising</td>
<td>3,661,530</td>
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<td><strong>TOTAL EXPENSES</strong></td>
<td><strong>62,470,659</strong></td>
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<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CHANGE IN NET ASSETS FROM OPERATIONS</strong></td>
<td></td>
</tr>
<tr>
<td>(1,375,641)</td>
<td>6,668,150</td>
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<tr>
<td>30,617</td>
<td>5,323,126</td>
</tr>
<tr>
<td>5,323,126</td>
<td>(6,181,535)</td>
</tr>
<tr>
<td><strong>ENDOWMENT AND INVESTMENT ACTIVITIES</strong></td>
<td></td>
</tr>
<tr>
<td>Net realized and unrealized gain on investments</td>
<td>2,608,254</td>
</tr>
<tr>
<td>Interest and dividend income</td>
<td>307,080</td>
</tr>
<tr>
<td>Other investment income</td>
<td>204,596</td>
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<tr>
<td><strong>TOTAL ENDOWMENT AND INVESTMENT ACTIVITIES</strong></td>
<td><strong>5,120,930</strong></td>
</tr>
</tbody>
</table>

**CHANGE IN NET ASSETS**

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>1,742,289</td>
<td>7,917,997</td>
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<tr>
<td>30,617</td>
<td>5,960,903</td>
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<tr>
<td>(3,914,983)</td>
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**NET ASSETS, BEGINNING OF YEAR**

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$26,900,766</td>
<td>$28,643,055</td>
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</tbody>
</table>

**NET ASSETS, END OF YEAR**

<table>
<thead>
<tr>
<th>2017</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>$28,643,055</td>
<td>$44,534,524</td>
</tr>
<tr>
<td>$6,142,212</td>
<td>$79,319,791</td>
</tr>
<tr>
<td>$69,628,888</td>
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</tbody>
</table>

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Financial statements of the Golden Gate National Parks Conservancy are audited on an annual basis. Copies of the complete audited financial statements are available upon request by calling the Parks Conservancy’s Executive Vice President/Chief Operating Officer at (415) 561-3000.

*Support to the parks includes all program service expenses, excluding cost of goods sold and donated services.

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GOLDEN GATE NATIONAL PARKS CONSERVANCY FISCAL YEAR 2017 SUPPORT TO THE PARKS

<table>
<thead>
<tr>
<th>SUPPORT 2017: $45,694,252*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Park Interpretation and Visitor Services</td>
</tr>
<tr>
<td>Park Enhancements, Restoration, and Stewardship</td>
</tr>
<tr>
<td>Youth, Volunteer, and Community Programs</td>
</tr>
</tbody>
</table>

TOTAL SUPPORT TO THE PARKS, 1982–2017: $500 MILLION

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FINANCIAL STATEMENTS
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 U.S., 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.

JOHN KEKER
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.

SABRINA HERNANDEZ
President, Board of Directors

DENIS J. MULLIGAN
General Manager

TAMALPAIS LANDS COLLABORATIVE

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 Tamalpais Lands Collaborative—an initiative that brings together their resources, talents, and philanthropic efforts to support the stewardship, conservation, and enjoyment of Mt. Tamalpais.

This report was printed on Neenah Sundance and NewPage Sterling Matte recycled papers. Neenah Sundance is Green Seal-certified, indicating that the paper is made with a minimum of 30% post-consumer fiber and that mill processes are environmentally preferable.

The printer, Lahlouh, Inc., is also FSC-certified. SCS-COC-00895