

THE
FUTURE
OF
AMERICA'S
NATIONAL
PARKS

First Annual
Centennial Strategy for

Golden Gate
National Recreation Area

August 2007

CENTENNIAL INITIATIVE



Centennial Strategy 2016

*Serve as the
Preeminent
resource
laboratory
by applying
excellence in
science and
scholarship to
understand
& respond to
environmental
changes.*

Park stewards working along with park staff to restore the coastal trail in the Main Headlands.

GOLDEN GATE NATIONAL RECREATION AREA

Few geologic landforms and processes have exerted such widespread influence on natural and cultural processes as the Golden Gate, portal between the United States and the Pacific Basin, giving shape to over 19 separate park ecosystems and defining thousands of years of history and prehistory, with virtually all of the park resources deriving their character and existence from this iconic feature, now overshadowed by the legendary bridge. The park's diversity includes not only a Civil War fort, an ancient redwood forest at Muir Woods, the Alcatraz federal penitentiary, the Presidio of San Francisco, 2,456 species of plants and animals of which over 100 are rare, threatened and endangered, and most of the last remaining open spaces and forests on the ocean coast of the metropolitan Bay Area, but also one of the most diverse urban populations with more than 7 million residents, and a reputation as an international visitor destination, in a place where the North American continent and Pacific Ocean plates collide, creating the unique geological formations of the San Andreas fault, with over 16 rivers flowing from the Sierra Nevada.

This setting provides a culturally-vibrant and recreationally dynamic center, in keeping with its urban and Pacific Rim context, and the opportunity to introduce national and international visitors, as well as locals, to many of the wonders found in national parks across the country, all in one park. Whether through web-based technology and interactive games, vast recreational opportunities, or partner and park educational programs, visitors will experience over 10,000 years of their region's history as it evolved from a rugged coast and sheltered estuary teeming with waterfowl, bears, bobcats, salmon and whales to a home for Native American villages, Spanish missions, Mexican ranches, Gold Rush cities, Civil and Cold War forts and today's metropolitan Bay Area. With the highest concentration of historic buildings (over 1,250 buildings

and five national historic landmark districts) in any single unit of the National Park System, the park will offer an array of web-based, partner and park programs to experience the waves of Western and Californian history.

The vision of the Golden Gate National Parks (Golden Gate National Recreation Area, Ft. Point National Historic Site, and Muir Woods National Monument) is to preserve and enhance the natural environment and cultural resources of these coastal lands north and south of the Golden Gate for the inspiration, education and recreation of people today, and for future generations. In the spirit of bringing national parks to the people, we will continue to reach out to the diverse urban community, bringing the richness and breadth of the national park experience to all including those who may never have the opportunity to visit other national parks. We will also work to protect the integrity of our park's significant and fragile resources in the challenging context of an urban setting. As a national showcase and laboratory for best practices, we will teach and inspire those who experience the park, whether through stewardship, citizen science, recreation, or distance and in-park learning opportunities, to take action in their daily lives for the ongoing care, protection and restoration (CPR) of our ecosystems and history, while living lightly on the land. And, we will continue to forge partnerships with the community to strengthen the park's relevance to our metropolitan neighbors, while engaging the public in stewardship of a remarkably diverse cluster of coastal ecosystems, landscapes, and historical sites, from the rural hills of Tomales Bay and the San Mateo watershed to the scenic headlands and military outposts of the Golden Gate and the urban shorelines of San Francisco.



STEWARDSHIP

Provide inspiring, safe, and accessible places for people to enjoy—the standard to which all other park systems aspire.

Other Park/Program performance goal(s)

Improve access to inspirational GGNRA rugged, coastal destinations and enhance opportunities for transformational experiences through seamless and safe trail networks connecting to communities, increasing accessibility, improved way-finding signage, and implementation of both community trailheads and web-based information-sharing that expand the opportunities people have to learn about park resources, for example: In the north, from Tam Valley and Marin City to Tennessee Valley and the Marin Headlands overlooking the Golden Gate; from the Richmond and San Francisco to the Lands End/Sutro Park area and along the coast to the Golden Gate; and, in the south, from Pacifica to Mori Point and Milagra Ridge overlooking the Pacific ocean in San Mateo County.

Improve the condition of park resources and assets.

Rehabilitate high-priority historic buildings to good condition, and help communities to preserve their history through programs like Preserve America. Restore native habitats by controlling invasive species and reintroducing key plant and animal species.

- a. Integrate restoration of endangered butterfly habitat with rehabilitation of historic military landscapes for enhanced stewardship of premiere coastal open space in the Marin Headlands at the entrance to the Golden Gate, including: repair & rehabilitation of seacoast defense batteries, Ft. Cronkhite barracks, Ft. Barry barracks, officer quarters, ancillary structures, parade ground, NIKE facilities and the balloon hanger with each of their associated landscapes.
- b. Repair & rehabilitation of the Alcatraz Historic Landmark, including: stabilization & preservation of the water

tower, morgue, power plant, historic roads, paths, walkways, hard service yards, retaining walls, guard towers, fences, built ruins, barracks building 64, guardhouse, quartermaster's warehouse, model industries building, laundry building, and cell-house's hospital wing; seismic stabilization & rehabilitation of Alcatraz mainland pier.

- c. Recalling the lasting legacy of the Civilian Conservation Corps for our National Parks & updating the concept for a 21st century urban national park, Golden Gate will develop a "Centennial Conservation Corps" of trained volunteers dedicated to park resources stewardship.

Restore native habitats by controlling invasive species and reintroducing key plant and animal species.

- a. Restore Redwood Creek & its endangered salmon habitat, as it flows from its headwaters through the ancient redwood forest of Muir Woods National Monument to the Pacific Ocean. Lower Redwood Creek Wetlands Restoration at Big Lagoon, and the Floodplain & Salmonid Habitat Restoration at the Banducci Site, will restore natural creek processes, remove invasives & revegetate the wetlands to enhance habitat for 3 federally-listed threatened & endangered species thru community stewardship.
- b. Integrate restoration of more than 500 acres of endangered butterfly habitat with rehabilitation of historic military landscapes for enhanced stewardship of premiere coastal open space in the Marin Headlands at the entrance of the Golden Gate.
- c. Recover the imperiled San Francisco garter snake population in Pacifica (San Mateo County) by building community awareness and long-term stewardship in partnership with agency and local stakeholders. New aquatic



habitat will be created at Mori Point in San Mateo County, for the federally-listed threatened California red-legged frog, the primary prey of the San Francisco garter snake, the country's most endangered reptile, whose habitat will also be improved.

Improve the condition of park resources and assets.

Improve high-priority assets to acceptable condition, as measured by the Facility Condition Index.

As the NPS pilot, the park has completed, & is implementing, its Park Asset Management Plan, has prioritized related Project Management Information System (PMIS) statements, has funding requests for 6 priority asset types/categories in the Facility Management System, seeking to have all those priority assets in good condition by 2016.

Principal asset categories to be improved in next 10 years include the park's trail system, Alcatraz historic structures, utility infrastructure, two Piers, and the Ft. Mason tunnel. This includes: improving 60 miles of high priority trails, thru the "Trails Forever" Initiative in partnership with the GG National Parks Conservancy; stabilization, repair & rehabilitation of the historic built environment of Alcatraz Historic Landmark, such as

the water tower, power plant, historic roads, guard towers, barracks building 64, guardhouse, model industries building, laundry building, and mainland pier, while integrating preservation of nesting colonial waterbirds; seismic upgrade of Pier 1, SF Port of Embarkation National Historic Landmark; and upgrade of the historic Ft. Mason tunnel for Historic Streetcar connection.

Improve the natural resources in parks, as measured by the vital signs developed under the Natural Resource Challenge.

Restore Redwood Creek, and its endangered salmon habitat, as it flows from its headwaters through the ancient redwood forest of Muir Woods National Monument to the Pacific Ocean. Implementation of 2 major projects, the Lower Redwood Creek & Wetlands Restorations at Big Lagoon, Muir Beach, and Salmonid Habitat Restoration at the Bauducci Site, will improve GGNRA vital signs adopted by the SF Bay Inventory & Monitoring Network, restoring natural creek processes, improving water quality, streamflow, & enhancing habitat for endangered coho salmon, threatened steelhead, & threatened California red legged frog.

Recover the imperiled San Francisco garter snake population in Pacifica (San Mateo County) by building community awareness & long-term stewardship in partnership with agency & local stakeholders. The condition of the wetlands & invasive plant vital signs will be improved through implementation of the Trails Forever Coastal Trail Enhancement Project that will create new aquatic habitat at Mori Point in San Mateo County, for the federally-listed threatened California red-legged frog, the primary prey of the San Francisco garter snake, the country's most endangered reptile.

Complete all cultural resource inventories for designated priority resources.

Complete Golden Gate's cultural resources inventories, with a priority placed on recently acquired parklands in San Mateo county, and integrate them into one user-friendly, web-based inventory linked to the park website. Work also includes:

- Updating National Historic Landmark nomination to include the American Indian occupation period;
- Preparing National Register of Historic Places nominations for eligible properties in San Mateo county;
- Preparing comprehensive cultural landscape reports for Forts Barry and Cronkhite and Alcatraz Island National Historic Landmark.

Set the standard of excellence in urban park landscape design and maintenance

Other Park/Program performance goal(s)

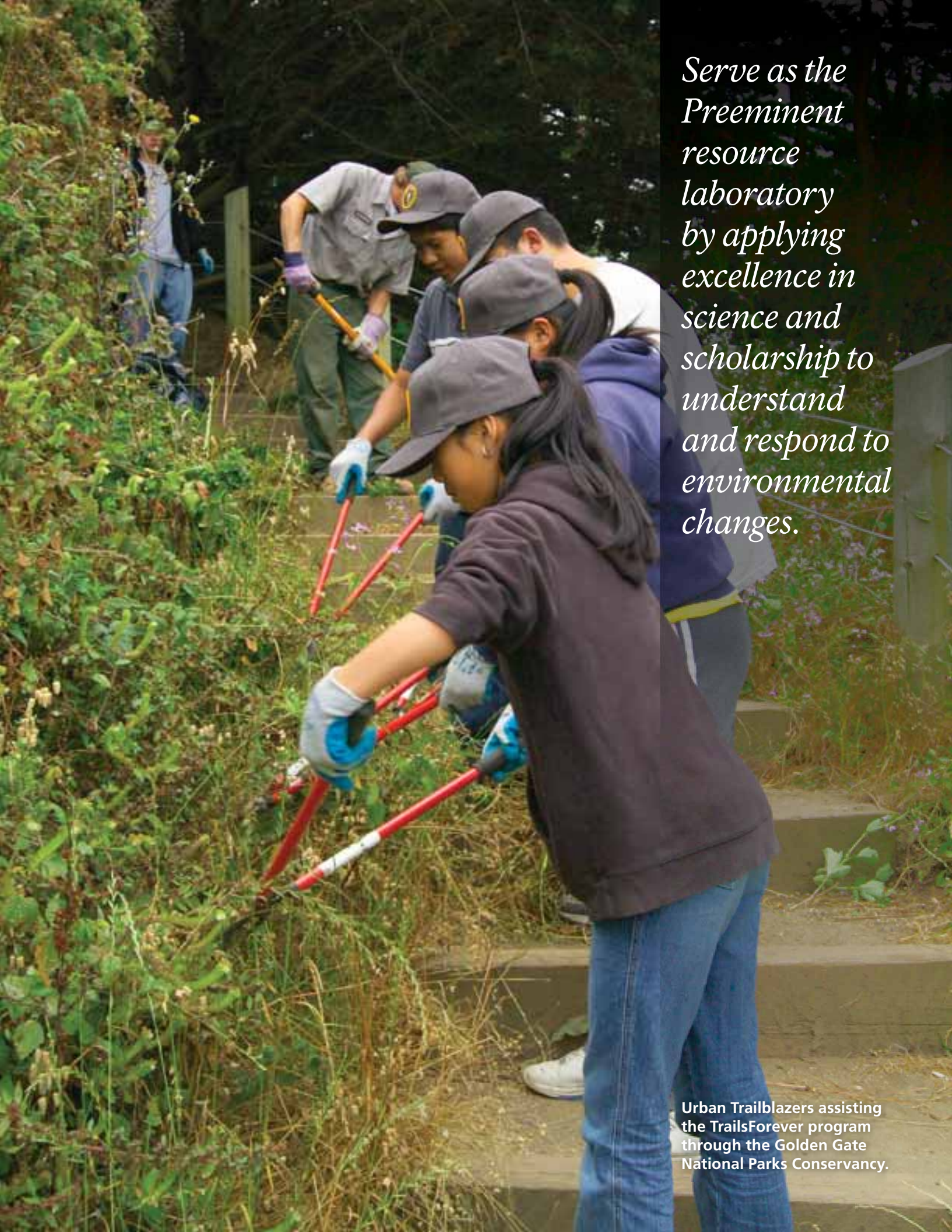
In partnership with the Golden Gate National Parks Conservancy, the park looks to continue to bring in top-flight designers and experts to assist in designing and building transformative landscapes and visitor-serving amenities which incorporate cutting-edge sustainable design applications and focus on high use locations that are attractive, durable, accessible and well maintained, such as Crissy Field, Lands End and the Ft. Baker waterfront. Utilizing quality design and innovative maintenance partnerships, a concept of "zone stewards" is

being implemented at Crissy Field, new trailhead and trails will be constructed at Lands End (using all high quality, environmentally-friendly building and trail materials), and plans for transforming a degraded Ft. Baker waterfront will be realized. Each project undertaken will utilize a comprehensive and integrated approach to urban landscapes that includes community involvement, innovative design, thorough engineering, and a sustainable plan for long term maintenance.

Assure that no compelling chapter in the American heritage experience remains untold and that strategically important landscapes are acquired, as authorized by Congress.

Other Park/Program performance goal(s)

Complete acquisition of critical, remaining properties and tracts within park boundaries to enable the public to experience the full themes and stories of the park, including acquisition of 5 key lighthouses along the coast which highlight the marine navigational history of the West Coast.



*Serve as the
Preeminent
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Urban Trailblazers assisting
the TrailsForever program
through the Golden Gate
National Parks Conservancy.

Other Park/Program performance goal(s)

GGNRA looks to further (5) major initiatives in the upcoming 10 years which will demonstrate how it serves as an innovative research laboratory:

1. Parkwide Inventories: a Bio-blitz as part of a National Geographic Society 24-hour parkwide inventory with adjacent communities; an All-Taxa Biodiversity Inventory of our natural resources as part of an “International Biosphere Reserve” hotspot.
2. Establishment of a new Marine Research Center for Coastal & Estuarine processes between federal, state and regional agencies, and research institutions.
3. Development of Human Dimensions Center Network on Climate Change that draws on research from federal agencies, research institutions and universities to further understanding on the human dimensions of climate change.
4. Implementation of a Parkwide Social Science Strategy focused on better understanding our public and improving their visitor experience, eg. with under-represented populations, human-induced impacts on natural soundscapes, etc.
5. Establish Ft. Baker Institute to promote public education and research on the leading environmental, social, cultural & economic issues affecting our parks today and in the future.

Encourage children to be future conservationists.

Other Park/Program performance goal(s)

Reduce the environmental impacts of park operations on air and water quality. Golden Gate will build on the success of programs such as Urban Trail Blazers, Inspiring Young Emerging Leaders (IYEL), Teens on Trails, Community Heroes, Native Plant Nurseries, and Garbology 101 (a curriculum-based archeology program) to develop additional programs specifically intended to grow the next generation of environmental leaders. All programs will continue to accentuate personal responsibility and the difference each person can make, and will include an opportunity for kids to demonstrate their own personal initiative through service in the park and in their own communities. Golden Gate will also tap into the creativity and talent of partners like Headlands Institute, The Marine Mammal Center, Bay Area Discovery Museum, and Point Bonita YMCA to develop in the thousands of annual young participants in their excellent conservation-oriented programs the awareness, knowledge, and motivation to be protectors of the planet.

Reduce environmental impacts of park operations.

Other Park/Program performance goal(s)

The Park and Park Partners will continue to expand their Green Purchasing Programs and select environmentally-preferable cleaning supplies, fuels, and building materials. The Park will prevent contamination of stormwater runoff from its operations and upgrade the sanitary system to minimize overflows.

Through establishing an internal park standard for in-park travel, staff will serve as examples to our visitors of carbon neutral travel through park-sponsored bike program, use of clean fuels only fleet, transit subsidy program, and “Green Team” sponsored events.



Environmental

*Inspire an
environmental
conscience in
Americans.*

Students from the Crissy Field Center learn hands on about environmental issues affecting them.

Establish programs to showcase exemplary environmental practices and increase visitor awareness of how the practices apply to their daily lives, as measured by surveys.

All relevant park projects, exhibits, and programs will highlight their environmental benefits through signage, interpretation, and educational materials. High-visibility projects such as a Sustainable Alcatraz will capture the public's imagination by demonstrating renewable energy projects, desalinization, and wastewater treatment. Visitors to Alcatraz will be transported on a Solar Sailor Ferry and learn how they can reduce their energy usage at home.

Demonstrate environmental excellence through increased use of alternative energy and fuels at every park.

The park will strive to become carbon-neutral through energy-efficiency, renewable energy and fuels, land use practices, and carbon offsets. The park will collaborate on solar, wind, and tidal power projects, where appropriate, to generate renewable energy, and encourage Park Partners and Concessionaires to implement similar projects. The Park will promote "green" public transportation; such as the Muir Woods and Fort Baker clean fuel shuttles in cooperation with its partners.

Serve as a model for energy efficiency, under Executive Order 13423, by ensuring Leadership in Energy and Environmental Design (LEED) standards.

Other Park/Program performance goal(s)

The Park will ensure that all construction projects, including new construction and rehabilitation of historic buildings, meet LEED Silver standards. Park Partners and Concessionaires will be encouraged to become certified Green Businesses and to implement a Safety, Health, and Environmental Management System (SHEMS).

Engage partners, communities, and visitors in shared environmental stewardship.

Other Park/Program performance goal(s)

Golden Gate will further strengthen its leadership position in community-based, environmental stewardship work by expanding its network of community partners, by developing new organizational partners, and by broadening the range of opportunities that visitors have to learn and experience hands-on, natural and cultural stewardship opportunities within the park. An example of this is the "Centennial Conservation Corps" concept, updating the concept for a 21st century urban national park, training volunteers, with its park partners and surrounding communities, dedicated to park resources stewardship. Other examples include 3 emerging volunteer & community engagement programs, "Community Trailheads", "Urban Trailblazers" and "Teens on Trails," stewardship programs where community, non-profit and corporate partners work with the park staff and GG National Parks Conservancy in building, rehabilitating and relocating trails, while pulling invasive plants and re-planting native species from our park nurseries.

Recreation

A group of people, including children and adults, are participating in a tug-of-war competition on a grassy field. The participants are pulling on a thick rope, and some are wearing colorful clothing. In the background, there are trees and a clear sky. A person in a uniform is visible in the foreground on the right, looking towards the competition.

Encourage collaboration among and assist park and recreation systems at every level—federal, regional, state, local—to help build an outdoor recreation network accessible to all Americans.

Children play tug-a-war with rangers at the first annual World Ranger Day. The event was a collaboration of various park agencies from the bay area as well as from other countries.

Rehabilitate over 2,000 miles of trails within or connected to national parks, including trails accessible to those with disabilities.

GGNRA's "Trails Forever" goal is rehabilitating approximately 60 miles of trails over the next 10 years, including segments of national, regional & state-wide trail systems such as the Anza Trail, California Coastal Trail, Bay Area Ridge Trail & the San Francisco Bay Trail. Trail rehabilitation will include a strong community engagement component with over 10,000 volunteers & include universal accessibility improvements, where possible. Projects involve stewardship of valuable native habitat, including threatened & endangered species, environmental leadership, community involvement & an improved accessible recreational experience for thousands of visitors & educational groups, many of which use these locations as an outdoor classroom. Projects in the next 2 years include completion of new Coastal Trail segments in the Marin Headlands, Mori Point, & Lands End, the Dias Ridge Trail, in cooperation with California State Parks, & the San Francisco Bay Trail in the Presidio, linking the northern waterfront to the Golden Gate Bridge. (3) volunteer & community engagement programs, "Community Trailheads", "Urban Trailblazers" and "Teens on Trails," will be institutionalized.

Establish "volun-tourism" excursions to national parks for volunteers to help achieve natural and cultural resource protection goals.

Increase annual volunteer hours by 100 percent, from 5.2 million hours to 10.4 million hours.

By hiring an additional full-time volunteer manager, the park will elevate its already highly effective volunteer program to reach out to the corporate sector, to focus on coastal stewardship and to capture the energy and enthusiasm of families and teenagers. Volunteerism at the park will rise 10% to nearly 450,000 hours of service annually. We will also

engage established national organizations such as the American Hiking Society and Elderhostel to tap into new cadres of Golden Gate volunteers.

Expand partnerships with schools and boys and girls associations to show how national park experiences can improve children's lives.

Other Park/Program performance goal(s)

The park will expand its long-term partnerships with the Bay Area Discovery Museum, San Francisco Unified School District Environmental Science Center, Headlands Institute, and The Marine Mammal Center to help these organizations bring more youth to the park. We will enhance our relationship with the YMCA of the greater Bay Area to reach children at Y facilities in the park, as well as at "community trailheads" located at YMCA centers in diverse communities in the Bay Area. The park will also develop community trailheads at Boys and Girls Clubs in San Francisco through which the multicultural clientele of the clubs can learn how to access park programs and areas. We will hire staff whose job it will be to take the park to the community through NPS programs offered in community centers, churches, and schools serving those who do not traditionally visit national parks.

Focus national, regional, and local tourism efforts to reach diverse audiences and young people and to attract visitors to lesser-known parks.

Increase visitation by 25 percent at lesser-known parks through a national tourism effort aimed at helping people to discover the breadth of parks and experiences.

Through the park's leadership as a member of the National Tourism Council, its annual participation in major travel & tour industry trade shows & familiarization tours of the park for local, regional,

national & international tour operators, the park will continue to actively promote lesser known GGNRA park sites, as well as other less-visited national park sites, regionally & nationally, to expose the public to the breath of parks and park experiences available thru their first-time experiences here at Golden Gate.

Increase the number of visitors that attend ranger-facilitated programs such as campfire talks, hikes, and school programs.

The park will increase school programs offered at Fort Point and the Crissy Field Center by 25% over the next two years. We will also work with the Presidio Trust and Golden Gate National Parks Conservancy to develop an urban campground experience at the Presidio. Through Trails Forever, frequent hiking opportunities will be provided throughout the park. Community-base NPS rangers and interns will bring programs directly to venues in diverse communities outside the park.

Other Park/Program performance goal(s)

Recognizing changing Californian & national demographics, in the heart of a diverse urban community, with GGNRA serving as an entry national park for many first-time visitors to the national park system with the special mandate to “bring parks to the people,” the park will continue in a leadership role in fostering improved community-based connections with its under-represented populations, in promoting a seamless system of parklands and open space with surrounding jurisdictions, and in promoting “Healthy Parks, Healthy People.” The park will continue supporting the values and health benefits of parklands and open space thru our messaging project, diverse news media and special events. Thru implementation of a park-wide social science strategy with GGNPC, local and national universities, and its park partners, the park will promote an increased regional and national understanding of obstacles to communications and connections with under-represented populations, be they ethnic, racial, age or ability-based, and strive to overcome those obstacles in ‘bringing parks to the people.’”



Visitors take a hand-on approach in learning the basic of water rescue at World Ranger Day.

Education

A woman wearing a grey hoodie, a grey cap, and glasses is pointing her right hand towards a large tree trunk. She has a name tag on her chest. A group of students, mostly wearing blue jackets, are gathered around the tree, looking at the trunk with interest. The background is a blurred green forest.

Cooperate with educators to provide curriculum materials, high-quality programs, and park-based and online learning.

Students gathered together to see one of the small things that can be found under the tall trees of Muir Woods.

Other Park/Program performance goal(s)

Golden Gate will deepen and broaden its relationships with public school districts and with university teacher training programs to even more fully embed the park into the programs of these educational institutions. We will continue to develop new place-based programs that respond to specific state and district curriculum requirements by consulting with classroom teachers and curriculum specialists about the emerging instructional topics and pedagogical methodologies. We will provide numerous teaching internships in the park to inculcate the value of national parks as teaching venues for future teachers. All of our education programs will be provided at least three languages, and will be available online for the convenience of teachers around the country.

Introduce young people and their families to national parks by using exciting media and technology.

Increase the number of web hits through the introduction of advanced, interactive features that attract young people to national parks.

Golden Gate will develop a ‘digital strategy’ to reach the emerging youth audience. All of our park publications and most of our park interpretive programs will be available online through the park website and through social networks such as YouTube and MySpace. We will develop podcasts and webcasts of the programs that will resonate best with a young, technology savvy audience. We will also make our program content available to others developing digital tools to access park information and stories. In addition, we will develop some web-based interactive games such as Subduction Construction (about the unique geology of the park) to provide more interesting learning opportunities for today’s—and tomorrow’s—learners.

Promote life-long learning to connect generations through park experiences.

Enroll an additional two million children in the Junior Ranger program.

Golden Gate will increase participation in the park’s Junior Ranger programs by 10,000 in the next two years by developing Junior Ranger activity books at three additional popular destination sites in the park. These books will be available online, of course.

Other Park/Program performance goal(s)

Recalling the lasting legacy of the Civilian Conservation Corps for our National Parks and updating the concept for a 21st century urban national park, Golden Gate will develop a “Centennial Conservation Corps” of trained volunteers dedicated to park resources stewardship. The Corps may engage in variety of stewardship activities such as removing graffiti from historic fortifications, restoring wildlife habitat, digitally photographing museum objects, or monitoring nesting colonial birds. These activities may be components of larger park initiatives, such as Trails Forever, or may be projects where the primary objectives are resources stewardship.

Impart to every American a sense of their citizen ownership of their national parks.

Increase visitors’ satisfaction, understanding, and appreciation of the parks they visit.

The park continues to seek to improve its Restroom Facilities Parkwide as a long-term deficiency and further improve its Trail System and Utility Infrastructure as critical to the visitor experience. The Trails Forever program will result in spectacular improvements to 60 miles of the park’s world class trails. Implementation of a parkwide social science program and system of program evaluation will help the park and its partners better understand the outcomes of our educational offerings, communications efforts and stewardship programs. In planning for



Kids from a local middle school help out the Site Stewardship Program prepare the area for the fall planting season.

the next ten years, the park will also seek to create actual and virtual community-based portals and connections thru which it can improve the visitor experience, as well as alternative land and water-based, access to park sites. Key transportation initiatives include: a Clean Fuels shuttle to Muir Woods in partnership with Marin county, an Historic Streetcar Extension to Fort Mason in partnership with the SF Municipal Railway, a Water Shuttle Circle line to key park sites in partnership with the Water Transportation Authority, and a Fort Baker/Headlands/Golden Gate shuttle service in partnership with the Retreat and Conference Center.

Other Park/Program performance goal(s)
Recalling the lasting legacy of the Civilian Conservation Corps for our National Parks and updating the concept for a 21st century urban national park, Golden Gate will develop a “Centennial Conservation Corps” of trained volunteers dedicated to park resources stewardship. The Corps may engage in variety of stewardship activities such as removing graffiti from historic fortifications, restoring wildlife habitat, digitally photographing museum objects, or monitoring nesting colonial birds. These activities may be components of larger park initiatives, such as Trails Forever, or may be projects where the primary objectives are resources stewardship.

Professionalism

A National Park Ranger, identified as Ranger Batom, is the central figure in the image. He is wearing a green uniform jacket with a patch on the sleeve and a light-colored hat. He is holding a clipboard and appears to be speaking to a group of people. The background shows a building with large windows and other visitors, including a woman in a red jacket and a man in a white shirt. The scene is set outdoors, likely at Alcatraz Island.

*Be one of the
top 10 places
to work in
America*

Ranger Batom presents a provocative interpretive program to Alcatraz Island visitors about the life of an inmate.

Meet 100 percent of diversity recruitment goals by employing people who reflect the face of America.

Develop a specific recruitment strategy, using OPM hiring flexibility authorities and state-of-the-art technology, to attract underrepresented groups in the local Bay Area labor market. Create career ladders, to expand opportunities for underrepresented youth to begin their career with the National Park Service. Utilize current information technology to facilitate access and discovery of park opportunities to diverse populations unfamiliar with traditional federal hiring practices. Develop a percentage of job positions with a bi-lingual requirement to promote and attract individuals with language proficiency in Spanish and other minority languages commonly spoken in the San Francisco Bay Area. Commit to a diversity strategy with each park partner. Track diversity of volunteers and establish a percentage goal. Establish two new formalized partnerships with schools, community groups or other sources serving diverse San Francisco populations.

Attain the highest employee satisfaction rate of all federal agencies, as measured by Office of Personnel Management surveys.

Continue to promote a “Healthy Park, Healthy People” as an organizational tenet with expansion of the Employee Wellness Program, Fun Runs/Walks, Employee Fitness Fairs, monthly newsletter, promotion of increased outdoor activities thru “Experience your Park,” quarterly Wellness Park Hikes, and other ongoing physical, mental and emotional health benefit programs, including specific weight reduction programs like Weight Watchers.

Encourage telecommuting by expanding the flexiplace policy to allow more employees to participate and work at or closer to home for a greater percentage of time. Improve intra-park communications through additional All Employee Meetings (twice per year) and a greatly enhanced and improved park intranet site, including monthly messages from the Superintendent. Encourage employee

feedback. Promote a healthy culture by highlighting and reinforcing civility in all interpersonal communications as a fundamental value for all staff and public interactions.

Use strategic planning to promote management excellence.

Establish a structured professional development curriculum to provide park managers with the skills to apply best business practices and superior leadership.

Further develop the “Park Mentoring program” to coincide with strategic succession planning where experienced employees provide modeling, support and encouragement to high potential future park leaders. Utilize individual development plans to evaluate employee competencies, and develop park and partner detail opportunities to allow employees to demonstrate knowledge, skills and abilities, increase cultural familiarity with partners perspectives, and gain higher level job experience. Provide on-site annual supervisory refresher and communications courses. Provide park specific orientation session to all new employees; require mandatory completion of online NPS orientation modules (NPS Fundamentals 1 and 2); and encourage employees to attend off-site NPS Fundamentals 3 course at the Grand Canyon.

Promote a safety and health culture for all employees and visitors.

Reduce the number of employee lost-time incidents and serious visitor injuries by 20 percent.

The park will further the development of our safety-first culture with increased involvement of different staff in our employee safety committee, ad hoc task forces, and training; and it will continue to highlight and award best safe work practices thru increased management workarounds, and annual safety stand-downs.

With implementation of an on-line, integrated, safety concerns and improvements reporting logging system, available to all,

and utilized to track corrections, the park will identify and correct reported safety concerns in priority order of risk vulnerability assessed. It will also: reduce the number of lost-time incidents and serious injuries by 20 percent over FY 07 levels; include monthly safety messages on newly enhanced park intranet site; fully implement new, safety specific electronic databases and required training tracking systems. And the park will integrate every manager's "safety walk-around" and safety needs into other safety activities and tracking systems.

Other Park/Program performance goal(s)
Continue to promote "Healthy Park, Healthy People" as an organizational tenet for both visitors & staff with expansion of the Employee Wellness Program, Fun Runs/Walks, Employee Fitness Fairs, monthly newsletter, promotion of increased outdoor activities thru "Experience your Park," quarterly Wellness Park Hikes, & ongoing physical, mental and emotional health benefit programs, such as specific weight reduction programs like Weight Watchers.

Encourage telecommuting by expanding the flexiplace policy to allow more employees to participate & work at or closer to home for part of their time. Improve intrapark communications through additional All Employee Meetings & an improved park intranet site, with monthly messages from the Superintendent. Encourage employee feedback.

Promote a healthy culture by demonstrating & reinforcing civility in all interpersonal communications as a fundamental value for all staff & public interactions. Promote "Healthy Parks, Healthy People" with surrounding local, county, regional & state parks, supporting the values & health benefits of parklands & open space thru our messaging project, healthy food offerings, diverse news media & special events.

Model what it means to work in partnership.

Other Park/Program performance goal(s)

Increase synergy between the Golden Gate National Park Conservancy (GGNPC), the Golden Gate National Recreation Area (GGNRA) and the Presidio Trust through meaningful avenues of communication to expand and integrate each others work within the park. Include key highlights of projects and activities on park intranet; provide annual opportunity for all employees to receive briefing from the GGNPC Executive Director, GGNRA Superintendent and Presidio Trust Executive Director.

Hold joint Work Days. Hold semi-annual all Park Partner "Show and Tell" events to enhance familiarity, increase awareness of significant contributions and promote common goals.

Make national parks the first choice in philanthropic giving among those concerned about environmental, cultural, and recreational values.

Improve communications and marketing capacity to increase public understanding of our mission, opportunities, and benefits.

Through the web, press, and events, actively promote the importance of the Golden Gate National Parks to the quality of life in the Bay Area and its enjoyment by visitors. Raise the profile of the parks in the region and nation through effective marketing and sustained messaging. Provide NPS leadership as part of the National Tourism Industry as a key member of the National Tourism Council & through hosting fam-events for tourist industry for key park sites like Alcatraz. Integrate NPS messaging into all park and partner brochures, communications and projects. Develop key trailhead signage indicating specific health benefits of outdoor activities, especially different trail loops in the park. Work with adjacent jurisdictions on common trail signage regarding appropriate use and regulations for contiguous trail segments.

Other Park/Program performance goal(s)

Expand avenues for public engagement through a variety of philanthropic avenues. Make Golden Gate a model of philanthropic support by offering a diverse array of giving opportunities for all people at all levels, doubling the number of annual gifts, implementing effective campaigns and celebrating the role of philanthropy through events, recognition and communications. Position GGNRA as the entity of choice in the overall philanthropic community.